

DRAFT

Proposal Submission to:
Administration for Native Americans

From the:

North American Indian Center of Boston (NAICOB)

DUNS #: 804427466

CCR #: 41TX9

EIN #: 043 132 204

PROJECT DESCRIPTION:
NAICOB's Strengthening Families Initiative: Supporting Caregiver Grandparents

Submission Date: April 1, 2011



North American Indian Center of Boston
105 Huntington Avenue
Boston, MA 02130
617-232-0343
www.naicob.org

TABLE OF CONTENTS

I.	Form SF-424: Application for Federal Assistance	1-3
II.	Form SF-PPSL: Project/Performance Site Locations	4
III.	Form SF-424A: Budget Information – Non Construction Programs	5-6
IV.	Form SF-424B: Assurances – Non Construction Programs	7-8
V.	ANA Project Abstract Form: OMB Control Number 0980-0204	9
VI.	Project Description	
	a. Objectives and Need for Assistance – Criterion One	10
	i. Problem Statement	10
	ii. Connection and Commitment to the Community	13
	iii. Size, Geography & Location.....	15
	iv. Population Segment to be Served	15
	v. Commitment to Promote the Needs of the Community	15
	vi. Project Objectives	17
	b. Outcomes Expected – Criterion Two	19
	i. Project Goal	19
	ii. Impact Indicators	19
	c. Project Approach – Criterion Three.....	20
	i. Project Strategy.....	20
	ii. Project Location	25
	iii. Organizational Capacity.....	26
	iv. Contingency Planning.....	27
VII.	Project Sustainability Plan.....	29
VIII.	Budget and Budget Justification –Criterion Four
IX.	ANA Objective Work Plan (OMB Control Number 0980-0204)
X.	Board Resolution
XI.	Governing Body Documentation: Bylaws & Articles of Incorporation
XII.	Proof of Non-Profit Status: IRS Determination Letter
XIII.	Documentation of Commitment of Non Federal Resources
XIV.	Indirect Cost Agreements: NAICOB and UMass-Boston
XV.	Certification Regarding Lobbying
XVI.	Survey on Ensuring Equal Opportunity for Applicants
XVII.	Maintenance of Effort Certification.....

XVIII. Other Attachments

Exhibit 1: Questions on 2000 Census Regarding Role of Grandparents.....

Exhibit 2: Census Table Showing Distribution by Race of Grandparents Living w/Children.....

Exhibit 3A: NAICOB Service Area Map.....

Exhibit 3B: Number of Individuals in NAICOB Service Area, by County.....

Exhibit 4: Copy of Survey Conducted during March 2011 Community Meeting.....

Exhibit 5: Letters of Support & Endorsement.....

Exhibit 6: Project Administrator Job Description.....

Exhibit 7: Draft of Survey to be Administered During Objective One.....

Exhibit 8: Letters of Commitment from NAICOB Staff.....

Exhibit 9: Letters of Commitment from UMass-Boston Staff.....

Exhibit 10: Resume for Joanne Dunn.....

Exhibit 11: Resume for Shirlee Two Two.....

Exhibit 12: Resume for Mary Jo Ondrechen.....

Exhibit 13: Resume for J. Cedric Woods.....

Exhibit 14: Resume for Sylvia Mignon.....

Exhibit 15: Resume for William Holmes.....

Exhibit 16: Letters of Support from Leveraged Resources.....

V. ANA Project Abstract Form

Program Announcement: HHS-2011-ACF-ANA-NA-0143	Closing Date: 04-01-2011
Applicant Name: North American Indian Center of Boston (NAICOB)	
Length Of Proposed Project: 36 Months	ANA Control No.:
Federal Share Requested (for each year):	Non-Federal Share
1st Yr: \$2nd Yr: \$3rd Yr:	1st Yr: 2nd Yr: 3rd Yr:
Project Title: Strengthening Families Initiative – Supporting Caregiver Grandparents	
<p>Project Summary:</p> <p>The goal of the NAICOB Strengthening Families Initiative is to provide access to on-going sustainable support services and resources to Native American grandparents in the greater Boston area who are the sole caregivers to their grandchildren. These programs will focus on strengthening intergenerational ties and empowering these grand-parenting elders to meet the housing, education, healthcare, cultural and other needs of their grandchildren. By establishing resources to support this ever-growing population, NAICOB expects to service up to 326 grandparent-headed households each year.</p> <p>The program will have three objectives as follows:</p> <ol style="list-style-type: none"> 1) Complete quantitative and qualitative surveys of the target service population to fully assess their needs and support requirements. 2) Development and dissemination of resource guides, both printed and online, to the target grandparent population, providing them with key information about accessing resources to meet their caregiver needs 3) Delivery by NAICOB of workshops and training to caregiver grandparents to complement those already provided existing agencies. <p>The key to meeting this goal will be NAICOB’s partnering with the College of Public and Community Service at the University of Massachusetts to meet Objectives One and Two. Additionally, NAICOB will partner with existing state agencies, ensuring that the social services provided to caregiver grandparents is easily accessible and culturally appropriate.</p> <p>.</p>	
Estimated Number Of People To Be Served As A Result Of The Award Of This Grant:	
Approximately 326 People will be served as a result of the award of this grant.	
<p>The Paperwork Reduction Act of 1995: Public reporting burden for this collection of information is estimated to average .5 hours per response, including the time for reviewing instructions, gathering and maintaining the data needed, and reviewing the collection of information. An agency may not conduct or sponsor, and a person is not required to respond to, a collection of information unless it displays a currently valid OMB number.</p>	

VI. Project Description

a. Objectives and Need for Assistance – Criterion One

i. Problem Statement: The “Golden Years.” If you look this term up in the dictionary, it is defined as “the time in one’s life after which you have retired from active life.” However, according to the 2000 US Census, an alarming trend began emerging indicating that, for many older individuals, grandparents in particular, there would be no curbing of their ‘active life.’

The trend to which we refer is the growing rate of grandparents who are taking primary responsibility for their grandchildren. In fact numerous terminologies — “intergenerational families,” “grand-families,” “skipped generation families,” and “grandparent caregivers” — have all emerged over the past decade to describe this very trend.

This phenomenon was uncovered by three simple questions that, as directed by the Personal Responsibility and Work Opportunity Act (PRWORA) of 1996, were included in the 2000 U.S. Census for the first time ever and asked specifically about grandparents living with their grandchildren.¹

Upon compilation of the census data, it was determined that, at a macro level, over 6 million individuals in the United States were “co-resident grandparents” or, specifically, grandparents living with grandchildren 18 years and younger. Within this total number, 2.4 million, or 42% were defined as grandparent caregivers with about one-third of these grandparents stepping in to raise their grandchildren with no parent present in the home whatsoever. To exacerbate matters, almost 19% of these grandparents live in poverty and statistics indicate that 71% are younger than 60, with many of them still working or going back to work to support their family.

When these figures were further broken down by race and ethnicity, it is the grandparents in Native American families that, as a percentage of the total population of their community — at 56% — bear the biggest burden of caring for their co-resident grandchildren.²

¹ Please refer to Exhibit 1 for the Census 2000 Questions that Address the Grandparent Caregiver Issue

² Please refer to Exhibit 2 for Census Table Showing Distribution by Ethnicity

There are a myriad of reasons for this ‘grand-family’ phenomenon including parental drug and alcohol abuse, mental illness, incarceration, death of a parent, poverty, divorce, child abuse and neglect, teen pregnancy, HIV/AIDS and domestic violence. Additionally, in the last seven years, with the advent of the Iraq and Afghani Wars, military deployment has also been a reason for grandparents to step in and care for their grandchildren.

Of course, for elders in most Native communities, being an integral part of raising one’s grandchildren is an important component to strengthening transgenerational ties and maintaining cultural continuity. Indeed, for many families who have the benefit of grandparent caregivers, even during the most challenging of times, the families are thankfully able to remain intact as a cohesive unit in spite of parental challenges.

While the 2000 Census data provided the initial impetus for examining the role of grandparents in raising their grandchildren, the research was expanded upon quite extensively in 2003 by the American Association of Retired Persons (AARP). They conducted a study that included fourteen focus groups with an ethnically and socio-economically diverse set of grandparents as well as a survey of grandparent support groups across the country. The outcome from the study was an in-depth report entitled “*Lean on Me: Support and Minority Outreach for Grandparents Raising Grandchildren*”³ The research found that outreach services have not adequately educated grandparent caregivers about the services and resources available to them and that, in fact, they are often misinformed, even by the support organizations that seek to help them. It further determined that, out of all of the ethnic groups surveyed, Native American grandparents were the most isolated and least informed about resources and services. Furthermore, just as there are a myriad of causative reasons for the state of grandparent-headed households, there are also a myriad of related issues that these families face on a regular basis. They include the following:

³ Go to this link for the full report: <http://www.aarp.org/relationships/grandparenting/info-2003/aresearch-import-483.html>

- **Need for Financial Support:** Many grandparents find that they must not only take on the caregiving responsibility of their grandchildren but also the associated costs. With limited financial resources, learning the basics of household budgeting can be a critical skill.
- **Managing Ageism:** For older individuals, interacting with school and health officials who are in positions of authority may not only be daunting but may evoke bias due to the grandparents' age.
- **Legal Issues:** For those grandparents who are the sole caregivers of their grandchildren comes the question about ultimate legal responsibility and guardianship.
- **Health:** In addition to their own health, caregiving grandparents must manage the healthcare needs of their grandchildren. This involves navigating what can often be a complex web of doctors, referrals, immunization requirements and, of course, health and dental insurance.
- **Housing:** Taking in grandchildren can often mean need for larger housing.
- **Technological Issues:** One of the challenges for caregiver grandparents is understanding the internet in general and social networking in particular, especially managing technology savvy young people.
- **Respite Care:** For those grandparents that are primary caregivers, comes the important aspect of being able to gain some respite from the day-to-day responsibility of taking care of their grandchildren.

In addition to the aforementioned challenges, the AARP study went on to further state that “obtaining adequate social services and supports is a challenge for Native American caregivers for a variety of reasons. Due to legislative changes enacted in the 1970s, much of the responsibility of providing support services has shifted to tribal agencies, yet [despite that shift there is] a “lack of tribal capacity” in addressing child welfare issues⁴. The study also found that, in general, the social services available to Native Americans tend to be fragmented and uncoordinated, with too much “red tape” associated with them. Often their intended recipients do not know about the services or how to access

⁴ *Family Preservation: Concepts in American Indian Communities*, National Indian Children's Alliance, December 2000

them effectively. Another problem identified...was lack of sensitivity to or understanding of Native American culture on the part of “mainstream agency” personnel. This latter issue is particularly important to keep in mind in connection with offering support groups to Native American caregivers.”

To address this growing need of grandparent caregivers, the North American Indian Center of Boston (NAICOB) seeks to develop a program under the “**Strengthening Families Initiative**” with the goal of establishing a multi-level support program to help these co-resident grandparents effectively manage the responsibility of raising their grandchildren. During its 20-year existence, NAICOB has addressed the healthcare, job training and childcare needs of over 6,000 Native Americans and Alaskan Natives in the Greater Boston area, spanning a service population that represents more than 40 tribal nations from across the United States, Canada and the Pacific. The communities with the highest number of program participants include the Wampanoag, Micmac, Ojibwe, Sioux, and Apache. With this strong base of human service support and organizational capacity, NAICOB is well poised to develop and integrate this new program into their current service offering and thanks the Administration for Native Americans for considering this proposal.

ii. Connection and Commitment to the Community: Originally established in 1969 as the Boston Indian Council, the North American Indian Center of Boston was later organized as a non-profit in 1991⁵ with a mission to “promote greater self-determination, socio-economic self-sufficiency, spiritual enhancement, intercultural understanding and other forms of empowerment for the North American Indian Community and to assist North American Indians in obtaining an improved quality of life by providing health, job training, education, housing, and other related programs and social services.” In fact, NAICOB is the only Native-American focused organization of its type in the entire Northeast area of the United States. NAICOB is comprised of approximately XXXX active members and is governed by a 7-person, all Native-American Board of Directors whose 1 or 2-year board terms are staggered to ensure a continuity of governance. General membership in NAICOB is granted to

⁵ Please Section XII for the 501c3 Determination Letter

individuals who can provide documentation of their Native-American status and who live within NAICOB's service area. As long as these two criteria are met, membership is for one's lifetime. Furthermore, to encourage broad-based membership across the region, individuals are never charged a membership fee. Community membership meetings are held three times per year or more as needed. Board elections, for which individuals can either be nominated by NAICOB members or self-nominated, are held in March of each year. All active members are eligible to vote and a minimum of sixty (60) votes are required for each board election. To maximize voter participation, NAICOB has also recently instituted a proxy voting process for those people who are physically unable to make it to NAICOB's offices to vote in person. Organizational bylaws⁶ mandate that the board meet monthly to discuss matters concerning operations, policy, oversight and fiscal responsibility and that all meetings have a quorum of at least four (4) voting board members. The following table indicates the current board composition:

Name	Position	Tribal Affiliation	Professional Background
Mary Jo Onchendron	President	Mohawk	Scientist/Univ. Professor
Gary Howling Crane	Vice President	Pawnee	Architectural Engineering
Geraldine Tobey	Treasurer	Mashpee Wampanoag/Micmac	Investments - AC Nielsen
Dr. Lee Bitsoi	Member	Navajo	Dept. of Genetics/Harvard Med.
Robert Peters	Member	Mashpee Wampanoag	Author/Artisan
Joseph Dedam	Member	MicMac	Shipping
Sandra McDonald	Member	TBD	Administration
Shirlee Two Two	Clerk (Non-Voting)	Sioux	NAICOB Admin. Assistant

Leading the daily operations and activities of NAICOB is Joanne Dunn who serves as NAICOB's Executive Director. Additionally, there are four (4) staff members at NAICOB who manage two key service areas for the organization, specifically employment/job training and childcare services.

⁶ Please see Section XI for NAICOB By-laws and Articles of Incorporation

iii. Size, Geography & Location: NAICOB provides services to Native Americans living within a forty-mile radius of its offices, which are based in Boston, Massachusetts. Geographically, this covers Suffolk County (where Boston is located) plus counties West of Boston (Berkshire, Essex, Franklin, Hampden, Hampshire and Worcester); North of Boston (Middlesex) and South of Boston (Norfolk).⁷

iv. Population Segment to be Served: According to the 2000 Census, there are approximately 38,000 Native Americans living in the state of Massachusetts. Accounting for a 3.1% growth rate over the past decade, NAICOB's total target population, based on our stated service area, is approximately 30,000 individuals.⁸ Furthermore, based on the 2000 census data, there were 107,254 co-resident grandparents in Massachusetts. Of that quantity, 28.4%, or 30,460, were solely responsible for their grandchildren. When extrapolating these percentages to the Native American population in NAICOB's service area, we are able to determine that a total of approximately 326 grandparents can potentially be served by the Strengthening Families Initiative: Supporting Caregiver Grandparents program.

v. Commitment to Promote the Needs of the Community: NAICOB has been the exclusive Native-American focused social service organization in the Northeast for the past twenty years. The primary focus of the organization has been on serving the needs of the Native American community to every extent possible. In addition to providing social support services the Center has also been a haven of community gathering including socials, powwows and potluck dinners. From a human and social services perspective, NAICOB's areas of focus have been as follows:

a) Employment & Training Services -- NAICOB currently provides employment and advanced educational training skills to clients under the Workforce Investment Act (WIA) with the key objective of having individuals qualify for meaningful employment. Over the past 20 years, we've helped over 1,500 individuals with job searches, on and off-site skills training programs, youth tutoring, career exploration, gaining work experience positions, college exploration & assistance, resume writing,

⁷ See Exhibit 3A for Map of NAICOB Service Area

⁸ See Exhibit 3B for the distribution of Native Americans by County in NAICOB's Service Area

interviewing skills, and job retention skills. Additionally, as appropriate, we also refer our clients to outside training and GED programs. As part of the guidelines for WIA, all participants must have proof of Native American, Native Alaskan, or Native Hawaiian ancestry, be either economically disadvantaged, unemployed, working part time or in need of job upgrading or retraining.

b) Head Start Program -- NAICOB has been managing a Head Start program for Pre-K and Kindergarten aged children since 1991 and has served over 400 children during that time. Licensed by the Massachusetts Office for Children, the curriculum is planned around the interests and needs of children, 50% of which are mandated to be Native American and the balance, other ethnicities. This integration at a young age is a wonderful thing in that it teaches children about diversity and tolerance very early in their lives. The key focus of the program, however, is to support Native children and their families in maintaining their identity, culture, language and traditions. Part of this process is inculcating the participating children with a strong sense of pride about their culture, language, and traditions. Finally, the curriculum is designed with parental input to foster the social, emotional, physical and cognitive development of all children.

c) Indian Community Health Services -- Due to new federal mandates stating that only individuals from federally recognized tribes can be served, federal funding from Indian Health Services (IHS) is no longer offered through NAICOB as its service population does not meet this requirement. However, prior to this mandate, NAICOB ran an Indian Health Services Department from 1978 to Feb. 2010 and served almost 3,000 individuals over this time. The key objective of IHS was to assist in raising the level of healthcare for American Indians and Alaskan Natives in the Greater Boston area with the goal of approaching health from a preventative perspective while reinforcing traditional cultural methods for maintaining physical, mental, psychological, emotional and spiritual health. However, with the elimination of this key service area comes the opportunity to implement the new Strengthening Families Initiative: Supporting Caregiver Grandparents program with some of the existing NAICOB staff. Refer to the Project Approach for more detail.

While the 2003 AARP study was quite broad in its ethnic and geographic scope, NAICOB understood the need to specifically assess the needs and interest level of grandparent-headed families within the community as well as determine the level of support from local service agencies. To that end, NAICOB convened a community meeting on March 12, 2011 and had **xxx** participants ranging in age from **xx to xxx and representing xx** tribal communities within the Greater Boston area. During the gathering, a short survey was conducted to obtain data about each family's unique circumstances.⁹ Additionally, individuals who felt comfortable doing so also shared their anecdotal feedback about the challenges they face within their own families and what they see as required resources for helping them to cope. The outcome of the community meeting was **[need to discuss findings from the meeting here including letters of support, testimonials, and community meeting minutes from key stakeholders, potential project beneficiaries, and community members demonstrating how they were involved in and support the project as a way to address the problem or condition.]**

Therefore, based on both community input, NAICOB developed the following three objectives for the Strengthening Families Initiative: Supporting Caregiver Grandparents program as follows:

Objective One: Throughout the first 24 months of the project, continuously assess the specific support needs of caregiver grandparents and their grandchildren using a combination of quantitative statistical surveys and qualitative focus groups. NAICOB will partner with the Director of New England Native American Studies and two trained sociologists from the University of Massachusetts Boston's College of Public & Community Service to meet this objective which will include survey development, focus group planning and implementation, participant recruitment through multiple promotional channels (mail, e-mail, web, phone, personal contact), and backend statistical analysis. The expected outcome within months 0-12 will be an in-depth report analyzing and detailing the needs of the Native grandparenting community in the Greater Boston Area. This report will not only serve as the substantiation of needs to the service population but will also help define the scope of services to be delivered. In

⁹ Go to Exhibit 4 for a copy of this survey.

months 13-24, the analyses will be refined and re-administered in order to capture the information of new participants and update the information of existing program participants.

Objective Two: As a result of survey and focus group findings, the second objective will be the ongoing dissemination over the 36 month period of the project of support service information to all 326 caregiver grandparents that will not only allow them to connect to existing services but will also help NAICOB in the development of new ones to meet specific needs. The primary means of information dissemination will be the development of both a printed and an on-line Resource Guide starting at the end of year one which will be distributed through various channels including mail, e-mail, at partner sites and tribal offices and through a website. Throughout years two and three of the project, this information will be refined and updated based on both the year two analysis and community input. And, of course, the data will continue to be available well beyond the project period.

Objective Three: Starting in Year One and continuing through Year Three, NAICOB will annually conduct workshops and training, all within a culturally appropriate context, that will be targeted to both grandparents and their grandchildren. These will complement those support services that already offered through local service agencies. As part of this service delivery, an Elder Support Council will be formed to provide a community forum through which grandparents raising their grandchildren can share thoughts, concerns and ideas as well as to provide critically important input for the content and structure of NAICOB support services. The plan for the program schedule is projected to include such topics as household budgeting, child tutoring services, culture-based social events (beading, traditional storytelling, drumming, potlucks), navigating the legal system, monitoring your grandchild's computer usage, elder counseling, finding surround care services and more. The action steps for each of these objectives are listed in the Objective Work Plan.¹⁰

¹⁰ Please see Section IX for the Three-year Objective Work Plan

b. Outcomes Expected – Criterion Two

i. Project Goal

The goal of the **NAICOB Strengthening Families Initiative: Supporting Caregiver Grandparents** is to provide on-going sustainable support services and resources to grandparents in the Greater Boston Native American Community who are the sole caregivers of their grandchildren. These programs will focus on empowering these grand-parenting elders to meet the housing, education, healthcare and cultural needs of their grandchildren while strengthening intergenerational ties. To accomplish this goal, the project expects to develop service resource guides, both online and printed; disseminate those guides through a myriad of sources; and provide workshops and training to complement the social services already provided by local agencies. By the end of the three-year project period, NAICOB expects to positively impact the lives of up to 326 grandparents and their grandchildren. By serving as the hub of this service and support delivery, NAICOB will ensure that the support network will be Native-focused and culturally sensitive.

This project will use the following performance indicators to show the measurable contributions towards self-sufficiency in the area of Grandparent Caregiver Support:

Impact Indicator #1: The number of caregiver grandparents served through the project.

The target number for this impact indicator is 326 as defined by quantitative research performed of grandparents in NAICOB's service area who are the sole caregivers of their grandchildren. This impact indicator will be tracked quarterly through three pieces of methodology. The first is the number of resource guides distributed or level of website traffic on the Resource Guide site. The second is the number of participants in the workshops/training sessions offered through NAICOB. The third is the increase of service usage by the Native American population from existing service agencies.

Indicator	Pre-Project Status	End of Grant Target	3-Year Target
The number of caregiver grandparents who use services to help in raising their grandchildren.			

Impact Indicator #2: The number of partnerships that NAICOB establishes.

Throughout the 36-month project period, NAICOB expects to establish X (xxxx) partnerships in the delivery of services. First and foremost, NAICOB will partner with the University of Massachusetts-Boston’s College of Public and Community Services in meeting Objectives One and Two. NAICOB will also partner with the following existing social service agencies to deliver support services:

Impact Indicator #3: Leveraged Resources

NAICOB approached several local social, human service and government support agencies and shared with them the Supporting Grandparent Caregivers program concept. We’re pleased to say that we’ve received overwhelming support and endorsement from a myriad of organizations including Harvard University’s Phillips Brooks House Association, Health and Human Services’ Department of Children and Families, Congressman Michael Capuano, State Representative Jeff Sanchez and ¹¹. Each agency, which has had long standing partnerships with NAICOB, recognizes that the unique cultural nuances within the Native American communities require an organization such as NAICOB to effectively deliver this program.

c. Project Approach – Criterion Three

i. Project Strategy: The first year begins by establishing a formal partnership between NAICOB and UMass-Boston’s College of Public & Community Service. The UMass-Boston team brings a combination of sociological, anthropological and statistical analysis expertise to this project while the

¹¹ Go to Exhibit 5 letters of endorsement and support

NAICOB team brings over 20 years of relationship and community building expertise within the New England Native American community. While the UMass-Boston team is fully staffed, NAICOB will require a Project Administrator to manage the financial, accounting and reporting aspects of this project. To that end, the first step in Month One will be to recruit and hire that individual¹². Once the teams are fully staffed, they will begin the steps to achieve the first objective, which will span the first 24 months of the project. Dr. J. Cedric Woods, the Director for the Institute for New England Native Studies, and the sociologist team at UMass-Boston, comprised of Sylvia Mignon and William Holmes, will develop the survey and conduct the focus groups for the service population that will ultimately be served by NAICOB. The survey will be x-pages and cover x questions with the objective of gathering key demographic data (age, income, gender, etc.) as well as determining the grandparents' support needs.¹³ The surveys will be mailed along with a postage paid return envelopes. In order to maximize survey completion by as many people as possible, both Joanne Dunn, Executive Director of NAICOB, and Shirlee Two Two, Program Assistant at NAICOB, will assist individuals in filling them out, either at the NAICOB offices or at client home sites as needed. In parallel with the survey development, both UMass and NAICOB staff will begin planning the focus groups. Working with the staff at NAICOB who have established relationships with the target service population, Dr. Woods and the U-Mass Boston sociologists will begin recruiting focus group participants from tribal communities in Massachusetts, Rhode Island and Connecticut using a two-pronged approach. Phase One will involve promoting the research through presentations at the Massachusetts Commission on Indian Affairs, e-mails, web banners on partner sites and flyers to various tribal offices. Then, to ensure reach within the tribal communities, Phase Two will involve follow up phone calls to employees at tribal offices that are relevant to this project. Between four (4) and five (5) focus groups will be held within the third month of the project. The focus groups will be held on the Saturdays within the month with the objective of

¹² A job description of the Project Administrator can be found in Exhibit 6.

¹³ A preliminary draft of the survey can be found in Exhibit 7.

having up to 15 individuals per focus group participate with a total desired participation rate of 50 individuals. As part of their standard operating procedure, UMass-Boston staff will obtain consent forms from the grandparents prior to conducting the focus group. Finally, to incent as much participation from the community as possible, the focus groups will include a \$15 transportation allowance, will be held during the weekend (as mentioned), and will include a substantive meal (either lunch or dinner) with Native-based dishes. If for some reason, the team doesn't meet the goal of 50 focus group participants in Month 3, then they will extend the focus groups until the desired number of participants is met.

Upon completion of the surveys and focus groups, a graduate student in the Human Services Masters Program will begin compiling and entering the data. This individual's time will be a part of the non-federal, in-kind share of this project implementation. Once the data is entered, Sylvia Mignon and William Holmes will begin the process of analyzing the data using [need to know the process here. Do you use SPSS, SAS, other tools? Need some additional information about how this gets done.] **SPSS statistical software**. The final result from this portion of the project will be the completion of a cogent report, supported by empirical data, that fully details the service support needs of grandparents in the Greater Boston area who are raising their grandchildren. The first round of analysis will be completed by the middle of Year One. A second phase of analysis will be implemented in the first quarter of Year Two. This second phase will query new program participants and update the feedback from existing program participants.

Upon completion of the report, Objective Two will be to take the findings from the analyses and develop both a printed as well as an online Resource Guide for the target population. This objective will be met by the end of Year One with refinements and updates in Year Two based on the updates to the analyses. Updates will continue in Year Three and beyond based on continual feedback from both the service population and the participating state agencies. The Resource Guide will clearly lay out what resources are available either directly through NAICOB or through other state-based agencies that specifically support caregiver grandparents. Prior to the Resource Guide being printed, NAICOB will

formalize the relationship with these agencies to make sure that they are well equipped to specifically support these caregiver grandparents within a culturally appropriate context. Although each agency has already provided NAICOB with letters of support, this formalization process will be an especially important component of this process as we don't want any families who need support to feel any discomfort with the appropriate agencies and thus end up not taking advantage of their service offering.

Once these partnerships have been established, the Resource Guide development can begin. Working with Dr. Woods, NAICOB will contract out the services of a copywriter, a graphic artist, and a web designer to begin putting together both the printed and the web-based guides. It will be important for the copywriter to clearly interpret the report findings into language that will be easy to read. It will be equally important for the graphic artist to develop a design and layout for the Resource Guide that facilitates the easy navigation of the aforementioned information. The same standard will be held by the web designer. Meetings between NAICOB, UMass-Boston, the copywriter and the designers will be held at least monthly to ensure that everyone is on task and staying within the budgeted timeline. The goal is to have the Resource Guides completed by the end of Year One with updates as needed in Years Two and Three. Once the Resource guides are printed, they will be disseminated to the target population through a number of channels. This will include a direct mailing of the Resource Guides to self-identified Grandfamilies; distribution of the Resource Guide to all third-party agencies providing support services; development of a website with the same information in the printed Resource Guide; both mail and e-mail communications about the existence of the new website and; links to this new site from the NAICOB site as well as those of other partnering agencies.

Once resource information is disseminated, our expectation is that service population can begin taking advantage of resources soon after. As mentioned earlier, the plan is to have the caregiver grandparents use these services for several months and then issue another survey in Year Two evaluating its usefulness. Feedback from this Year Two survey will drive needed changes to both the printed and the online Resource Guides.

There will be a two-part evaluation methodology for Objective Two. The first is the completion of the Resource Guide in both printed and online formats and the successful dissemination of those guides to both the target population and the partnering agencies. We can quantify this success by delivery reports from the US Postal Service, the existence of working links on partner websites and the traffic statistics on the newly formed Resource Guide website. The second is the re-evaluation of the service population to determine the efficacy of the guides and their modification based on that feedback.. The success of this step will be based on **obtaining surveys for 50% of the surveys distributed.** up to **50%** percentage of survey participation in the service population **[what constitutes a successful survey? 50% participation? More? Less?]**

The Third Objective of the Strengthening Families Initiative: Supporting Caregiver Grandparents will be the actual delivery of programs through NAICOB that, in particular, aren't offered through third party agencies. These programs will be targeted to youth and elders and, wherever possible, will focus on strengthening intergenerational ties through events that have a strong cultural component. Each month, several events will be offered to provide support to Grandfamilies. These will include the following: Tutoring (Math, Science, Reading), Navigating the Legal System, Obtaining Healthcare Services, Understanding Computer and Online Social Networking Sites. **[need some help on this programming piece. What are the expectations for services to be offered? Who will be delivering these services. Will they be paid or can we list them as volunteers under in kind or leveraged resources]**

Quantitatively, the evaluation of the Objective Three programming will be the number of youth and elders served through the program implementation as shown by sign-in sheets. Qualitative evaluations will be accomplished by distributing a survey at the end of each program requesting participant feedback.

ANA Evaluation Reports:

Reporting to ANA through the Objective Progress Report and SF-269 will be completed on a quarterly basis. Ninety days after the end of the project a final report based on documentation, evaluation, and

analysis of project activities will be compiled, presented to the participating communities of the NAICOB, submitted to ANA, and archived. This report will include the following components:

1. A summary statement on the overall impact of the project.
2. An assessment of the impact of the NAICOB *Strengthening Families Initiative*
3. An assessment of the ability of NAICOB to xxxxxxxxxxxxxxxxxxxxxxxx
4. A record of the project implementation process, its strengths and weaknesses, and suggestions for future work.

ii. Project Location: For the implementation of Objective One, the surveying and focus group sessions, we will be using the facilities at NAICOB located at 105 Huntington Avenue, Boston, MA as this is a venue that is most familiar to the target population. All post-survey and focus group analysis will take place at facilities at UMass-Boston located at 100 Morrissey Boulevard, Boston, MA. For Objective Two, there will be several locations through which the work will be accomplished. The table below indicates the action steps, the personnel resource and the expected location:

Action Step (per OWP)	Personnel Resource	Location
Copywriting for Resource Guide	Contracted Copywriter	Copywriter's Office
Design & Layout for Resource Guide	Contracted Graphic Artist	Graphic Artist's Office
Web Design for Resource Guide	Contracted Web Designer	Web Designer's Office
Printing of Resource Guides	Contracted Print Company	Print Company Facility
Mailing of Resource Guides	Contracted Mailshop or NAICOB?	Dependent on answer
E-Blast of Resource Guide Information	??? [Who will do this?]	
Follow-Up Survey	UMass Sociologists & Program Participants	Umass-Boston
Analysis of Follow-up Survey	UMass Sociologists	UMass-Boston
Adjustment of Resource Guide	Copywriter, Graphic Artist, Web Designer	Each of their offices

In Year Three, we anticipate that nearly all of the activities will take place on the premises at NAICOB located at 105 Huntington Avenue, Boston, MA.

iii. Organizational Capacity: The organizational support for the NAICOB ‘Strengthening Families Initiative: Supporting Caregiver Grandparents’ will come from both within NAICOB and from the University of Massachusetts, Boston. The NAICOB staff will consist of four individuals: The Project Director, Board President, Administrative Assistant and one finance staff member (to be hired).¹⁴ From within UMass-Boston, there will be three partners, the Principal Liaison between NAICOB and UMass-Boston and two social scientists that will plan, develop, implement and analyze all the research to support the needs assessments.¹⁵ An overview of each of their credentials is detailed below.

NAICOB Staff

Joanne Dunn¹⁶: Joanne has been immersed at NAICOB (previously Boston Indian Council) in various capacities beginning 1983 when she served as Deputy Director. During the financial reconstruction of Boston Indian Council to the North American Indian Center of Boston, Joanne was instrumental in ensuring the continuity of services to the Native American population in the greater Boston area. Today, as NAICOB’s Executive Director, she is instrumental in managing NAICOB’s day-to-day operations, maintaining community partnerships and long term strategic planning.

Shirlee Two Two¹⁷: Shirlee has served as Joanne’s administrative support for the past decade. From roles in corporate administration to finance to general administration, Shirlee has been a key component to the smooth implementation of NAICOB’s day-to-day operations.

Dr. Mary Jo Ondrechen¹⁸: As President of the Board of NAICOB, Dr. Ondrechen has been responsible for NAICOB’s board governance for the past two years and has held a Director role for over a decade. She has provided a high level of commitment to NAICOB in garnering financial and collaborative

¹⁴ Please refer to Exhibit 8 for Letters of Commitment from NAICOB Staff

¹⁵ Please refer to Exhibit 9 for Letters of Commitment from UMass-Boston Staff

¹⁶ Please refer to Exhibit 10 for Joanne Dunn’s Resume

¹⁷ Please refer to Exhibit 11 for Shirlee Two Two’s Resume

¹⁸ Please refer to Exhibit 12 for Mary Jo Ondrechen’s Resume

support from the board and outside agencies and has personally championed a number of NAICOB programs. Dr. Ondrechen has also been a true NAICOB ambassador through her mentoring activities and her touting the importance of NAICOB to the greater Boston community.

University of Massachusetts – Boston Staff

Dr. J. Cedric Woods¹⁹: Dr. Woods will serve as the Principal Liaison between NAICOB and the staff at UMass-Boston. As the Director of New England Native American Studies at UMass-Boston, he plays a key role in connect Native communities with university research and innovation which leads to mutually beneficial collaborations. Dr. Woods has already successfully implemented the Native Tribal Scholars Program, which is a collaborative between the Mashpee Wampanoag Tribe, NAICOB and the Academic Support Services Division of the Institute. This program will provide scholarships to native youth in the Greater Boston area, particularly those at risk.

Sylvia Mignon²⁰: Sylvia has served in various roles for the past 16 years at the University of Massachusetts-Boston’s Colleges of Public & Community Service and Arts & Sciences. Her area of expertise is in the social, economic development, family and criminal justice needs of Native Americans in New England.

William Holmes²¹: William has been a research, lecturer and professor in the field of family sociology, criminal justice and statistical analysis for over twenty years. His depth of expertise will be crucial in interpreting the survey and focus group data and converting it into an actionable program plan.

iv. Contingency Planning: While there are several factors that could affect NAICOB’s ability to meet the stated goal and objectives, we strongly believe that those factors can be ameliorated with the contingency plans set in place as follows:

¹⁹ Please refer to Exhibit 13 for Dr. J. Cedric Woods’ Resume

²⁰ Please refer to Exhibit 14 for Sylvia Mignon’s Resume

²¹ Please refer to Exhibit 15 for William Holmes’ Resume

Challenge 1: Delay in hiring a Project Administrator. Contingency: As of the writing of this grant application, several individuals who are both existing NAICOB members and have project administration and financial backgrounds have been identified as being able to immediately fill this role.

Challenge 2: Loss of Executive Director leadership at NAICOB. Contingency: Joanne Dunn has committed to being in this role for the duration of the grant but, in the event that she cannot meet her stated responsibilities, Board Director Mary Jo Ondrechen would step into the Project Director role on an interim basis and then, along with the board, begin the process of recruiting a new individual.

Challenge 3: Loss of support staff at NAICOB. Contingency: NAICOB would begin immediate recruiting from within its member ranks to fill the support staff role. In the interim, volunteers could meet support staff responsibilities.

Challenge 4: Loss of U-Mass Boston Partnership Staff. Contingency: There are several statisticians and sociologists within UMass-Boston's College of Public & Community Service who could fill the roles of Sylvia Mignon and William Holmes. Cedric, you are one of a kind... who could ever replace you 😊??

Challenge 5: Lack of Interest and Participation by the targeted service population. Contingency: To mitigate this, NAICOB (as indicated earlier in the application) conducted a community meeting to assess interest level and received overwhelming support.

VII. Project Sustainability

[We should discuss the project sustainability piece. I think keeping the online Resource Guide updated will be relatively simple but we need to make sure we demonstrate that the annual programs can continue after the ANA Grant is over.]

VIII. Budget and Budget Justification –Criterion Four

[Please refer to attached budget for initial Year One numbers as well as supposition for costs in Years 2 and 3. Once these are confirmed, I can write the narrative for this section]

Year One Justification:

The proposed budget expenditures for NAICOB ‘Strengthening Families Initiative’ support the necessary staffing and research needed to implement the Year One needs analysis of Grandfamilies in the Greater Boston area.

Source of Match: The non-federal share is being met through in-kind xxxxxxxx

Indirect Cost: The indirect cost being sought for this grant is xx%

NON-FEDERAL SHARE OF PROJECT: 20% Requirement

PERSONNEL

OTHER

TOTAL NON-FEDERAL SHARE = \$xxxx

FEDERAL (ANA) SHARE OF PROJECT:

PERSONNEL

Total Personnel: \$xxxxxxx

FRINGE BENEFITS

Fringe Benefits are calculated off of [TBD]

FICA @ 7.65% =

FUTA @ 0.8% =

SUTA @ 0.5% =

Health insurance @ 12% =

Retirement @ 5% = \$

Workers Comp @ 6% =

Total Fringe: \$xx,xxx per year

INDIRECT COSTS²²

NAICOB: 47.5%

UMB: 27.05%

TRAVEL

- a) Out of Area travel is for the mandatory post-award ANA grant training.
- b) Out of Area travel for the ANA grantee meeting in Washington, DC to be held in January, 2012.

This cost is projected to be \$2,631.

Total Travel: \$4,813.00

SUPPLIES

- 1) **Basic supplies:** Costs of all tangible personal property other than that included under the Equipment category

Total Supplies: \$xxxx

EQUIPMENT (Items greater than \$5,000)

Total Equipment: \$xxxx

OTHER

Contractual: Costs of all contracts for services and goods except for those that belong under other categories such as equipment, supplies, construction, etc.

Total Other: \$xxxxxx

Year One Summary:

	Federal ANA Share	Non-Federal Match	TOTAL
Personnel			
Fringe Benefits			
Indirect Costs			
Travel			
Supplies			
Equipment			
Other			
TOTAL			

[Repeat for Years 2 and 3 Based on Year 1 Review of Budget]

²² Please refer to Exhibits 12 and 13 for NAICOB’s and UMass-Boston’s negotiated IDC Rates.

IX. ANA Objective Work Plan

OMB Control Number 0980-0204
Expires 8/31/2012

Project Name: NAICOB Strengthening Families Initiative

Project Year: One **Project Goal:** Provide Support Services to Native American Grandparents in the Boston Area who are Raising their Grandchildren.

Objective One, Year One: Conduct Community Needs Analysis through Surveys and Focus Groups

Results or Benefits Expected: Final Report Detailing Needs of Grandparents

Activities	Position Responsible	Time Period		Non-Salary Personnel Hours
		Begin	End	
1. Establish Year One implementation schedule including all partner requirements (sociologists, NAICOB staff)	NAICOB & UMB PDs,	Month 1	Month 1	
2. Develop written survey and focus group questions. Recruit both survey and focus group participants.	UMB Sociologists	Month 2	Month 3	
3. Attend post-award training	PD, PA	Month 3	Month 3	
4. Conduct surveys and focus groups	UMB Sociologists	Month 4	Month 4	
5. Attend ANA Grantee meeting		Month 4	Month 4	
6. Develop initial quantitative reports from both written surveys and focus group feedback		Month 5	Month 5	
7. Develop final assessment report of community needs.		Month 6	Month 6	
8. Complete and submit quarterly assessment reports as required by ANA.		Months 4, 7, 10, 12	Months 4, 7, 10, 12	

Criteria for Evaluating Results or Benefits Expected:

Project Name: NAICOB Strengthening Families Initiative

Project Year: Two **Project Goal:** Provide Support Services to Native American Grandparents in the Boston Area who are Raising their Grandchildren.

Objective One, Year Two: Conduct Community Needs Analysis through Surveys and Focus Groups

Results or Benefits Expected: Final Report Detailing Needs of Grandparents

Activities	Position Responsible	Time Period		Non-Salary Personnel Hours
		Begin	End	
1. Conduct Follow-Up Survey to determine usefulness of printed and online Resource Guides		Month 1	Month 1	
2. Adjust materials based on Survey Feedback.		Month 2	Month 4	

Project Name: NAICOB Strengthening Families Initiative

Project Year: One **Project Goal:** Provide Support Services to Native American Grandparents in the Boston Area who are Raising their Grandchildren.

Objective Two, Year One: Connect grandparents and their grandchildren with existing resources

Results or Benefits Expected: Successful dissemination of both online and printed Resource Guides to all Grandfamilies that need support.

Activities	Position Responsible	Time Period		Non-Salary Personnel Hours
		Begin	End	
1. Hire a writer and a graphic artist to develop copy and layout for Resource Guide (Develop RFP, secure 3+ bids, compare service and pricing, make final selection)		Month 1	Month 3	
2. Hire a web designer to develop microsite for Resource Guide (Develop RFP, secure 3+ bids, compare service and pricing, make final selection)		Month 1	Month 3	
3. Provide information to writer for writing of Resource Guide copy.	Copywriter	Month 7	Month 8	
4. Provide information to designer to begin developing reader-friendly layout for printed Resource Guide	Designer	Month 9	Month 9	
5. Provide graphics and copy to web designer for microsite development	Web Designer	Month 10	Month 10	
6. Have completed Resource Guide printed	Printer	Month 10	Month 10	
7. Do Mailing of Resource Guide to all Grandfamilies' in the target community. Include website information in mailing.		Month 11	Month 11	
8. Do E-blast to NAICOB members with Resource Guide link.		Month 11	Month 11	
9. Complete and submit quarterly assessment reports as required by ANA.		Months 4, 7, 10, 12	Months 4, 7, 10, 12	

Criteria for Evaluating Results or Benefits Expected:

Project Year: Two **Project Goal:** Provide Support Services to Native American Grandparents in the Boston Area who are Raising their Grandchildren.

Objective Three, Year Two: Develop and Deliver a Series of Workshops, Training and Social Events to as part of the complementary support service delivery to ‘Grandfamilies’

Results or Benefits Expected: Implementation of NAICOB developed programs targeted to support the needs of Native American Grandfamilies. Expect to serve up to 326 individuals with these programs.

Activities	Position Responsible	Time Period		Non-Salary Personnel Hours
		Begin	End	
1. Develop Annual Program Schedule. Include event type, key partners needed, venue and timing for each. Promote program plan to community via mail, web and email.		Month 5	Month 6	
2. Secure and train partners for annual program implementation		Month 7	Month 8	
3. Implement annual program plan		Month 9	Month 12	
4. Complete and submit quarterly assessment reports as required by ANA.		Months 4, 7, 10, 12	Months 4, 7, 10, 12	

Criteria for Evaluating Results or Benefits Expected:

Project Name: NAICOB Strengthening Families Initiative

Project Year: Three **Project Goal:** Provide Support Services to Native American Grandparents in the Boston Area who are Raising their Grandchildren.

Objective Three, Year Three: Develop and Deliver a Series of Workshops, Training and Social Events to as part of the complementary support service delivery to ‘Grandfamilies’

Results or Benefits Expected: Implementation of NAICOB developed programs targeted to support the needs of Native American Grandfamilies. Expect to serve up to 326 individuals with these programs.

Activities	Position Responsible	Time Period		Non-Salary Personnel Hours
		Begin	End	
1. Develop Annual Program Schedule. Include event type, key partners needed, venue and timing for each. Promote program plan to community via mail, web and email.		Month 1	Month 2	
2. Secure partners for annual program implementation		Month 3	Month 3	
3. Implement annual program plan		Month 4	Month 12	
4. Complete and submit quarterly assessment reports as required by ANA.		Months 4, 7, 10, 12	Months 4, 7, 10, 12	

Criteria for Evaluating Results or Benefits Expected: