

**STATE LEVEL PROJECT SUMMARY
FFY 2015**

1. **Project Title:** **Local Health Department (LHD) Support:** *Information and Communication, Training/Technical Assistance and Conferences, Materials Fulfillment, Curriculum Development and Testing, Program Development and Evaluation*

Objective: By Sept 30, 2015, at least 75% of LHDs will be satisfied or very satisfied with services such as media support, trainings and conferences, and materials fulfillment.

(See State Implementing Agency Technical Assistance and Service Support State Level Project Summary for TA/Training Support for SIAs)

Budget: (Training Resource Centers \$5,382,767) + (Conference Planning \$327,315) + (Training/Technical Assistance \$40,008)

a. Related State objectives:

LHD Support activities are relevant to State Level Objectives 1, 2, 3, and 4.

b. Audience:

Gender: Female and Male

Ethnicity: All races and ethnicities with specific targeting for African American, Latino and Asian communities.

Ages: Adults 18+, primarily women with children, and children ages 3 - 17 years with concentrated efforts aimed at young adolescents ages 9-11 years.

SNAP-Ed Target: Interventions indirectly target individuals and families at or below 185% FPL. Direct activities are intended to reach SNAP-Ed intermediaries so they can more effectively provide interventions such as nutrition education and policies, systems, and environmental change strategies.

c. Food and Activity Environments:

Local Health Department (LHD) support activities will increase LHDs' capacity to provide direct services to the SNAP-Ed audiences at the community level. Direct services will be provided in an integrated fashion, if applicable, with other local SNAP-Ed implementing agencies. Support activities described in this project summary fall into the following functional areas: information and communication; training/technical assistance and conferences; SNAP-Ed materials, and evaluation.

Where applicable, details of support activities in the above listed functional areas will be provided in separate project summaries. Narrative below will

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indicate where additional details can be obtained. State level training and technical assistance for SNAP-Ed intermediaries facilitates the extension of direct nutrition education and physical activity promotion throughout comprehensive, multi-level interventions aimed at influencing environments and systems that promote norms that support healthy food choices and physical activity.

d. Project Description and Educational Strategies:

INFORMATION AND COMMUNICATIONS AND LHD SUPPORT: (additional activity details and budgeted activities described in the *Information and Communications* project summary)

The statewide media campaign will support LHD activities by increasing target population awareness and influencing beliefs, attitudes, behaviors of the target population related to nutrition and physical activity. This campaign will include advertising materials in English and Spanish, targeting low-income African American, Asian, Caucasian, and Latina mothers and will include the USDA SNAP-Ed acknowledgement. Promotion of CalFresh Public relations activities will be conducted through support to LHDs for community events that include but not be limited to Fruit and Veggie Fests in May, African American-targeted events in February and June, Power-Up Your Summer! activities in June through August, and Latino Health Awareness Month events in September. The Champions for Change Program staff will participate in other events directed to low-income audiences and co-sponsored by partners such as National Public Health Week. Events will be designed to provide low-income Californians with nutrition education and will be held in qualifying low-income census tracts. Technical assistance and training for the Champions for Change brand, as well as message points, and spokesperson training for LHDs will be provided by the State to LHDs throughout FFY 15.

TRAINING/TECHNICAL ASSISTANCE (TA) and CONFERENCES:

(See State Implementing Agency Technical Assistance and Service Support State Level Project Summary for TA/Training Support for SIAs)

Support for California's LHD SNAP-Ed programs is provided through training, TA, resources, meetings and conferences. NEOPB uses these methods to build SNAP-Ed capacity and facilitate coordination within NEOPB and between California's State and Local SNAP-Ed implementing agencies.

In FFY 2015, SNAP-Ed programmatic content delivered through systems described below will be strengthened, updated, revised, and/or combined with new training and technical assistance initiatives to ensure that interventions are

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evidence based, grounded in nutrition education, and uses public health approaches to reach large segments of the SNAP eligible population.

This support model includes numerous electronic and in-person communication channels to access trainings, technical assistance and resources, internal and external SNAP-Ed teams, regional and statewide training venues and coordinated technical assistance delivery systems to promote consistent communication, and cross sectional and multi-agency coordination.

Elaborated in the paragraphs below are three key elements framing the **Training/TA and Conferences** section:

- 1. Active Communication & Coordination Support;**
- 2. LHD/LIA SNAP-Ed Training and TA Support; and**
- 3. NEOPB SNAP-Ed Training and TA Support.**

1. Active Communication & Coordination Support:

Organizational changes for SNAP-Ed Implementing Agencies and their intermediaries at state and local levels, heightens the need for timely, clear and consistent communication at all levels. In FFY2015 CDPH will continue to strengthen communication through site visits, teleconferences, online workspaces, electronic communication and multi-level internal and external collaboratives, as follows.

Technical Assistance: The first line for maintaining open communication with NEOPB SNAP-Ed grantees is through ongoing technical assistance with dedicated Project Officers (POs) and Contract Managers (CMs). In FFY 2015 POs and CMs will be teamed to facilitate consistent communication and shared understanding of programmatic and fiscal considerations among NEOPB staff. Technical assistance is also provided by subject matter experts at the state level thorough (NEOPB) and regionally through SNAP-Ed Training and Resource Centers (TRC). Project Officers and Contract Managers meet bi-monthly to ensure consistent TA and information dissemination to local agencies.

Teleconferences: Independent teleconferences with LHD project directors occurred through FFY2014. In FFY 2015 CDPH will add similar calls with SNAP-Ed staff of the 7 Training and Resource Centers for SNAP-Ed announcements, information sharing, coordination/collaboration opportunities, program highlights and educational presentations. TRC staff will utilize information from these monthly teleconference calls in their communication and interaction with LHDs in their service area.

SNAP-Ed Program Newsletter: CDPH will implement a quarterly newsletter utilizing mail chimp software for SNAP-Ed local implementing agencies and subcontractors. Mail chimp allows newsletters to be customized to audience needs and interests as

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well as tracked to determine levels of access. They will be used to highlight SNAP-Ed resources, events, and successes of comprehensive SNAP-Ed approaches.

NEOPB E-Blast Summaries: Monthly or bi-monthly summaries of SNAP-Ed relevant announcements and notifications (i.e., upcoming state and regional training events) will be compiled, disseminated and posted on the NEOPB website. NEOPB will develop internal protocols for submission, coordination, review, approval, and dissemination of announcements in order to provide SNAP-Ed funded projects with timely, accurate, and relevant programmatic and administrative information.

SNAP-Ed 2.0 Workgroup– CDPH will participate in SNAP-Ed 2.0 meetings bi-monthly with other SIAs to discuss and facilitate coordination and collaboration in order to support LIAs implementing the county integrated work plans.

SNAP-Ed 1.0 Meeting & Conference Workgroup - Ground level workgroup of SIA representatives to plan, implement and evaluate SNAP-Ed meetings & conferences.

SNAP-Ed Program Advisory (SPA) Team – LHD SNAP-Ed program liaisons that represent LHDs within Training Resource Center service areas meet monthly on a phone call to communicate and provide feedback on issues, concerns, and programmatic and administrative decisions that impact LHDs..

Training and Resource Center (TRC) Collaborative (See next section for description of TRC services) – To help to coordinate consistent communication, facilitate resource sharing, encourage online discussions, as well as to post SNAP-Ed events, and directories, the TRCs will use a SharePoint collaboration site that is accessible through a designated TRC extranet on the CDPH website. TRCs will also be provided with no-cost access and support for GoToMeeting and Training services to facilitate shared access to TRC hosted meetings, training and technical assistance. Trainings conducted via webinar by the TRCs will be made available to all SIAs/LIAs to participate.

NEOPB LHD Training Support Team – Cross sectional NEOPB staff subject matter and instructional design experts will collaborate to review, revise, design, deliver and evaluate SNAP-Ed training interventions for LHDs and LHD subcontractors. External LHD/LIA stakeholders will help inform the process and products.

2. LHD/LIA SNAP-Ed Training and TA Support:

Ready access to SNAP-Ed administrative, programmatic and core competency training, resources and technical assistance is a FFY2015 NEOPB priority that will be accomplished through a combination of in-person and electronic delivery methods through statewide and regional venues.

SNAP-Ed Capacity and Training Assessment:

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An annual comprehensive assessment will be designed and analyzed in association with the California State University Applied Research Services Division and NEOPB Training and Resource Centers to gather information about agencies' current activities, organizational characteristics and SNAP-Ed capacity. Utilizing an evidenced-based approach to identify training gaps and needs, clarify problems and identify appropriate solutions the results will inform the planning of future training and technical assistance as well as document, over time, the outcomes of statewide efforts to build SNAP-Ed capacity among LIAs.

Training and Resource Centers

NEOPB will continue to primarily provide LHDs with localized training, technical assistance, and other support (i.e., media and public relations outreach and coordination and coalition/collaborative support) through the implementation of service area specific Training and Resource Centers (TRCs). At the direction of NEOPB staff, TRC support is provided in three key areas: 1) Training and Technical Assistance to ensure the delivery of evidence-based, high-quality SNAP-Ed nutrition education and physical activity; 2) Multi-County Coalitions for Community Engagement to form and maintain working relationships with relevant partners to identify and advance shared SNAP-Ed efforts and priorities; and 3) Media and Public Relations Outreach and Coordination to maximize support and public exposure of issues impacting healthy and active lifestyles among SNAP-Ed eligible Californians (e.g., nutrition, healthy beverages, physical activity, etc.). When feasible and appropriate, TRC sponsored and/or hosted trainings and technical assistance that are provided through the use of webinars and/or GoTo meeting services will be made available to SIAs/LIAs beyond CDPH/LHDs. Contracts have been established with seven local organizations, all of which are experienced training and technical assistance providers and most of which have experience providing SNAP-Ed services in a multi-county area. Information provided in teleconferences with TRCs will be shared by TRCs to LHDs in their respective service areas.

NEOPB SNAP-Ed Training for LHDs (please see the Matrix of Trainings summary)

In person and web-based training will be conducted and/or coordinated by NEOPB Training staff to support local coordination and implementation of evidence-based, multi-level, comprehensive SNAP-Ed programs. Delivered in person regionally (with logistical support from the TRCs) and electronically (via GoToWebinar, YouTube, and online modules using Adobe Captivate for maximum reach), these trainings will complement program specific skills training conducted by TRC staff by focusing on public health approaches and core competencies needed to advance SNAP-Ed work. Training topics to include:

- Behavior Change Theory & Practice

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- Best Practices in Nutrition Education for Low-Income Audiences
- Building Leaders through Partnership Development
- Cultural Competency in a Food Environment
- Developing and Sustaining Effective Multi-Sector Partnerships
- Learner Centered & Other Essential Training Methods
- Stepwise models for Promoting Public Health Policies in Your Community
- Public Health Approaches & Evidence Based Resources for Behavior Change
- Reach & Impact – Comprehensive Approaches across the SEM
- SNAP-Ed Programmatic Guidance & Resources
- SNAP-Ed Administrative Review – Allowability, Time Entry, Invoicing, Etc.
- Strategies for Effective Stakeholder and Community Engagement

NEOPB staff will also provide skills training (overarching and program specific) on topics including: Administration / Fiscal Operations; Media / Communications; Program Interventions; and Research / Evaluation. Existing trainings will be reviewed for efficacy and learner centered design, revised (as needed), delivered and evaluated by teams of NEOPB subject matter and instructional design experts. New training will be designed and developed according to evidence based learning principles and practices. Trainings will also be made available to LIAs.

NEOPB SNAP-Ed Meetings and Conferences

NEOPB will continue to provide SNAP-Ed funded organizations and partners opportunities to increase their skills, knowledge and expertise around a wide-range of SNAP-Ed programmatic and administrative topic areas through meetings, forums and conferences. In addition, Partnership Summits will be planned to coordinate and share SNAP-Ed successes and challenges with funded and unfunded partners (*see Program Development/Pilot Projects project summary for more details*). Meetings and conferences planned and co-planned for FFY 2015 include:

| 1 st Quarter | 2 nd Quarter |
|---|---|
| <ul style="list-style-type: none"> • 2014 LHD Project Director’s Meeting • Quarterly public meeting (Sept 2014) • Regional SNAP-Ed Trainings (LHD/LIA) • Partnership Summit (State level) | <ul style="list-style-type: none"> • 2015 SNAP-Ed State and Local Implementing Agency Forum • Quarterly public meeting (January 2015) |

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| 3 rd Quarter | 4 th Quarter |
|--|--|
| <ul style="list-style-type: none"> • 8th Biennial Childhood Obesity Conference • Quarterly public meeting (May 2015) | <ul style="list-style-type: none"> • Quarterly public meeting (Sept 2015) • Regional SNAP-Ed Trainings (LHD/LIA) • Partnership Summit (State Level) |

NEOPB provides program management, oversight and content expertise for each scheduled event in partnership with California State University, Sacramento (logistical and event planning services) and the University of California, Davis (Childhood Obesity Conference and SNAP-Ed Local Implementing Agency Forum interagency agreement to support one full-time person to manage both meetings). Both the Project Director’s Meeting and SNAP-Ed State and Local Implementing Agency Forum were introduced in FFY 2014 as support for Local Health Department, Subcontractor staff, and the staff of local implementing agencies as the new SNAP-Ed funding model was put into place.

In addition, per California legislation, CDPH will hold quarterly meetings in FFY 14 and 15 to *“solicit input and receive feedback on the development, integration, and evaluation of nutrition education and obesity prevention programs, and to help minimize any disruption to services in the Supplemental Nutrition Assistance Program Education (SNAP-Ed) program during the transition of work from contracted vendors to the civil service.”*

The bi-annual Childhood Obesity Conference has been providing attendees the latest research and evidence-based practices and programs since 2001 and will continue supporting SNAP-Ed funded grantees across the state again in 2015. NEOPB and its partners have been integrally involved in the planning of the conference as well as presenting on the work of SNAP-Ed funded projects in order to accelerate progress in the field of childhood obesity prevention.

NEOPB Web Based Projects

In FFY2014 clean up and redesign of the NEOPB website was initiated by the training team and conducted through a participatory, cross sectional process. A new site is in the early stages of development and in FFY 2015 will include a dedicated Training/TA webpage for SNAP-Ed web-based projects. These online tools and resources will be made accessible to all LHDs and SIAs/LIAs through the public website. The projects include:

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- NEOPB SNAP-Ed Training Website: A visual, interactive interface that allows LHDs, TRCs and LIAs to access information about national, state, local and regional SNAP-Ed training resources including NEOPB state and regional training events and archived training webinars.
- NEOPB SNAP-Ed Programmatic Library: A component of the redesigned NEOPB Training/TA website is a comprehensive, subject-based library of SNAP-Ed admin, program and training resources including links to SNAP-Ed Connection and other relevant external training & program resources.
- USDA SNAP-Ed Civil Rights Training: A requirement of all SNAP-Ed Implementing Agency Staff, this online training module is nearing completion and will soon be accessible from the NEOPB website. To ensure compliance this mandatory training will be housed on a dedicated sub site of the U.C. Davis Extension site where participant performance and completion will be tracked for follow by NEOPB Project Officers and county level LIAs.
- Orientation for SNAP-Ed State and Local IAs: A training resource for SNAP-Ed Implementing Agency staff who work in California. This interactive multi-module training will be developed in consultation with U.C. Davis Extension (using Adobe Captivate) to provide a general orientation and introduction to in California's 5 SNAP-Ed Implementing Agencies. Designed in consultation with the other SIAs, this on-line orientation will provide foundational information and examples of multi-agency coordination. Ideally the training could stand alone or be supplemented by content included in the more extensive Orientation for NEOPB Staff.
- Orientation for NEOPB Staff: A training resource for CDPH staff who work in the NEOP Branch. The purpose of this on-line training would be to provide a general orientation about NEOP's mission and the roles and responsibilities and an introduction to SNAP-ED. Providing an on-line orientation will ensure that foundational information is delivered to staff in a consistent, comprehensive manner. Ideally the training would be divided into 2 or three, short modules. In addition to new staff, the training could also benefit existing staff.
- Just-in-time YouTube Videos: Informal, short (five to ten minute) videos that NEOP staff, LHDs, or TRCs could view to learn about a specific task. This type of training could be used to address issues related to the preparation of fiscal documents, contracts, utilizing GIS tools, and other tasks that are amenable to visual demonstration.
- YouTube Training Videos: Thirty to fifty minute trainings addressing core public health and SNAP-Ed capacities will be developed to introduce programs, demonstrate training delivery methods and review public health fundamentals in an engaging format. Directory or "Album" of SNAP-Ed Projects: A collection of training

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documents, resources, and success stories that are posted on-line to encourage the transfer of best-practices among LHDs, TRCs and LIAs.

3. NEOPB SNAP-Ed Training and TA Support: *(please reference the Matrix of Trainings summary. Additional details and budgeted activities can be found in the Transition project summary)*

In September 2014, CDPH will reach the end of its third five-year contract with the Public Health Institute (PHI). As judicial rulings prohibit issuing another Request for Proposal for these services, CDPH requested and has received Legislative approval for civil service positions to carry out the functions that were previously carried out by PHI. To fill the gap, forty-five new positions were approved. Five of those are to support the additional staff and will not be funded directly using SNAP-Ed funds. The remaining 40 positions will be used to replace those filled by PHI with the intention of providing veteran PHI staff and subject matter experts the opportunity to apply for these positions and continue their SNAP-Ed work as State employees. CDPH has commenced the recruitment and hiring process for these positions, which will become effective October 1, 2014. To facilitate the onboarding of these new staff and overall successful transfer of SNAP-Ed knowledge between NEOPB PHI and CDPH, a one year contract with PHI is in development (See *PHI Transition project summary for more details*). To ensure continued LHD support for evidence and practice based Fruit and Vegetable/Physical Activity Campaigns and Programs (FVPA C&P), NEOPB will work with PHI to develop NEOPB staff mastery of C&P interventions and tools. CDPH instructional designers and training staff will work with PHI subject matter experts in the development of training tools and resources for the FVPA C&P including but not limited to: evidence base / research summary; Train the Trainer course materials (i.e., slides, instructor and participant manuals, and evaluation tools); policy, systems, and environmental change (PSE) crosswalk; desk guides; updated fact sheets; communication plans, speaking points, and recorded online modules. Bi-agency participation in this process will facilitate the transfer of program content knowledge to new and current CDPH staff and ensure evidence based training methodologies are incorporated for consistently effective training. Field experience obtained through PHI train the trainer sessions, co-teaching opportunities, and directed feedback will cement workgroup based learning. To build training delivery skills and e-learning training design (for online orientations) NEOPB staff will participate in local State endorsed training events.

MATERIALS FULFILLMENT: *(additional activity details and budget described in the SNAP-Ed Materials project summary)*

LHDs, LHD subcontractors, LIAs, Special projects, and Training Resource Centers will also be supported with evidence-based materials, which will be made available through

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the Office of State Publishing (OSP). OSP will provide warehouse and fulfillment services, an Online Ordering System (Web Store Front), printing of materials as requested by LHDs, and ensure that materials are reviewed for cultural competency and appropriate language adaptations.

CURRICULUM DEVELOPMENT AND TESTING: (details and budgeted activities described in the SNAP-Ed Materials project summary)

Up to five curriculum that were developed in FFY 14 will be pilot tested in FFY 15 to increase and ensure LHD use of evidence-based materials during SNAP-Ed interventions.

PROGRAM DEVELOPMENT AND LHD SUPPORT: (additional activity details and budget can be obtained in the *Policy, Planning, and Partnership project summary*)

Programs and pilot projects that are implemented and/or expanded to reflect promising practices for public health approaches and obesity prevention will be shared with a cross-sectional team to ensure proper use and implementation by LHDs. Cross-sectional staff will review FFY 15 proposed and conducted SNAP-Ed activities of LHD/LIAs to help support the development or expansion of projects proposed in the above-mentioned project summary. Specifically, projects to expand and strengthen PSE efforts in the areas of healthy retail; partnership with the California Department of Education in the school, afterschool and/or early care environments settings; and inter-department partnerships with the Oral Health Program to expand the *Rethink Your Drink* strategies will be foci areas. Coordination efforts will be assessed and conclusions will be incorporated into each roll-out plan to assist LHDs to enlist partners in support of nutrition education interventions and strategies.

EVALUATION AND LHD SUPPORT: (additional activity details and budgeted activities can be found in the *Local Health Department Support, Evaluation project summary*)

There will be four projects to support LHDs and/or SIAs/LIAs in the functional area of evaluation.

Project 1: *Process Evaluation Reporting System for California SNAP-Ed State Implementing Agencies (SIAs)*

The Activity Tracking Form (ATF) will continue to be available online to enter the USDA Education and Administrative Reporting System information (EARS). It will also be available to all State Implementing Agencies (SIAs) and their contractors.

Project 2: CX3

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CX3 as a program planning framework will continue in FFY 15. LHDs will use online mapping tools to assess the community and then complete on-the-ground surveys to take a deeper look at how individual stores and fast food establishments score in regards to access to healthy foods, walkability and food and beverage marketing practices. In FFY 15, NEOPB staff will be reviewing the program process, tools, trainings and outcomes to inform program modifications to best support LHDs using this framework.

Project 3: Impact Outcome Evaluation (IOE) of NEOPB-Funded Nutrition Education Interventions

LHDs receiving over \$350,000 (n=35) will continue in FFY 2015 to conduct IOEs to measure pre- and post-intervention changes in fruit and vegetable consumption, sugar-sweetened beverage consumption, physical activity, and factors that influence these behaviors. Standardized and validated instruments that are age appropriate for the target group will be used. Trainings and technical assistance will continue to assist LHDs. Findings from this data source are submitted to NEOPB staff; LHD, RES, and Local Agency Support staff subsequently work together to interpret the findings with a focus on program improvement.

Project 4: Evaluation of Policy, System, and Environment (PSE) Changes

This project will assess LHDs' progress towards implementing PSEs that support their nutrition education and social marketing/promotion efforts; as well as provide technical assistance to local projects (LHDs and other LIAs).

The project will provide technical assistance to LHDs and other SIAs/LIAs in the following areas:

- Applying the RE-AIM (Reach, Effectiveness, Adoption, Implementation and Maintenance) program planning and evaluation framework.
- Identifying and reporting core indicators for PSE changes that correspond with the USDA Western Region *Nutrition, Physical Activity, and Obesity Prevention Outcomes Evaluation Framework*;
- Assisting local projects to tailor the suite of indicators to their specific PSE intervention and determine how best to collect the desired information;
- Identifying and promoting reliable and consistent assessment tools that have been used for measuring PSE change and strengthening program delivery.

e. Evidence Base:

Kirkpatrick's model for evaluating training will be utilized in developing the Evidence Based Coordinated Training Model. The levels include: measures of satisfaction, knowledge, application behavior and performance.

f. Environmental Supports: N/A

g. Use of Existing Educational Materials:

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Training and technical assistance (TAT) for NEOPB funded projects and partners are continually reviewed based on ongoing formative and process evaluation and feedback to ensure they meet the needs of local projects and can ensure reliable delivery of allowable SNAP-Ed objectives. Existing NEOPB training outlines, curricula and resource materials proposed for use in FFY15 will be reviewed by members of the cross-sectional NEOPB LHD Training Support Team for content, design and delivery considerations. Modifications will be made as needed to align with evidence-based training methodologies, coordinate across intersecting TAT elements and for logical sequencing, improve delivery methods that will ensure a learner centered approach and integrate behavioral evaluation measures.

h. Development of New Educational Materials:

Most training and TA materials will be revised rather developed anew to align with the Evidence Based Coordinated Training Model for designing and delivering SNAP-Ed training. New materials may include web-based self-guided orientations, webinar templates and materials, toolkits and website resources such as:

- SNAP-Ed Community Engagement Resource Guide
- Multi-module Orientation for SNAP-Ed State and Local IAs
- SNAP-Ed Fundamental Training (see NEOPB SNAP-Ed Training for LHDs)
- Knowledge Transfer and Training the Trainer materials for evidence and practice based FVPA Campaigns and Programs

i. Key Performance Measures/Indicators

Process measures will be used to document the resources, activities, meetings, trainings presentations conducted and coordinated through NEOP Training. Knowledge and behavior based performance evaluation measures will be integrated into all NEOPB SNAP-Ed Program Training for LHDs to assess on the job application. Specific metrics will be collected on:

- The USDA SNAP-Ed Civil Rights Training - which will track individuals to assess compliance and include a final quiz to assess knowledge (needed for certification).
- NEOPB SNAP-Ed Training Website will be assessed using web analytics and satisfaction surveys.

2. Evaluation Plans : N/A

3. Coordination Efforts:

A high level of coordination and collaboration for NEOPB training and TA occurs within and outside of NEOPB's State level organization. NEOPB involves content and instructional design experts across the Branch to actively participate in an

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examination and modification of TAT being provided to SNAP-Ed intermediaries for consistent and coordinated messaging and instruction. Collaboration with external contractors, partners and sister SNAP-Ed State level agencies will also occur to coordinate TAT initiatives and maximize resources.