

## PART I - FACE SHEET

<b>APPLICATION FOR FEDERAL ASSISTANCE</b>		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction														
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)																
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS): 01/24/11	3. DATE RECEIVED BY STATE:	STATE APPLICATION IDENTIFIER:														
2b. APPLICATION ID: 11TN125580	4. DATE RECEIVED BY FEDERAL AGENCY: 01/24/11	FEDERAL IDENTIFIER: 10TNHTX001														
<b>5. APPLICATION INFORMATION</b>																
LEGAL NAME: Ysleta del Sur Pueblo DUNS NUMBER: 042252010 ADDRESS (give street address, city, state, zip code and county): 119 South Old Pueblo Road El Paso TX 79907 - 6644 County:	NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Patricia Riggs TELEPHONE NUMBER: (915) 859-8151 7734 FAX NUMBER: (915) 859-2988 INTERNET E-MAIL ADDRESS: priggs@ydsp-nsn.gov															
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 741851338	7. TYPE OF APPLICANT: 7a. Native American 7b. Tribal Government Entity															
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION        B. BUDGET REVISION C. NO COST EXTENSION    D. OTHER (specify below):	9. NAME OF FEDERAL AGENCY: <b>Corporation for National and Community Service</b>															
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps Indian Tribes	11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: Target Tigua															
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): Ysleta del Sur Pueblo, El Paso County, Texas	11.b. CNCS PROGRAM INITIATIVE (IF ANY):															
13. PROPOSED PROJECT: START DATE: 07/01/11    END DATE: 06/30/12	14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="TX 016"/> b.Program <input type="text" value="TX 016"/>															
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>	16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS? <input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">a. FEDERAL</td> <td style="text-align: right;">\$ 125,999.00</td> </tr> <tr> <td>b. APPLICANT</td> <td style="text-align: right;">\$ 39,789.00</td> </tr> <tr> <td>c. STATE</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>d. LOCAL</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>e. OTHER</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>f. PROGRAM INCOME</td> <td style="text-align: right;">\$ 0.00</td> </tr> <tr> <td>g. TOTAL</td> <td style="text-align: right;">\$ 165,788.00</td> </tr> </table>	a. FEDERAL	\$ 125,999.00	b. APPLICANT	\$ 39,789.00	c. STATE	\$ 0.00	d. LOCAL	\$ 0.00	e. OTHER	\$ 0.00	f. PROGRAM INCOME	\$ 0.00	g. TOTAL	\$ 165,788.00	17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO	
a. FEDERAL	\$ 125,999.00															
b. APPLICANT	\$ 39,789.00															
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f. PROGRAM INCOME	\$ 0.00															
g. TOTAL	\$ 165,788.00															
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.																
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Alex Simental	b. TITLE: Grants Manager	c. TELEPHONE NUMBER: (915) 859-7913														
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:		e. DATE SIGNED: 01/24/11														

## Narratives

### Executive Summary

Ysleta del Sur Pueblo will continue the "Target Tigua" AmeriCorps program to support the Pueblo's economic and community development. The Economic Development Department will continue to lead the "Nation Building" strategy that forms the backbone of "Target Tigua." The program will have 14 AmeriCorps half-time members and seven collaborative host sites comprising tribal departments providing service opportunities, including emergency and environmental management, financial literacy, cultural and historic preservation, museum/tourism, and economic development.

### Rationale and Approach

YDSP will use its AmeriCorps grant to support economic and community development of the Pueblo and its citizens. In essence and for the purposes of its proposed AmeriCorps program, the Pueblo calls this progression "Nation Building." Nation Building, coined by the Harvard Project on American Indian Economic Development, is generally used by Native American communities to describe a specific methodology for rebuilding their nation.

Over the past decade, the tribe suffered a financial catastrophe that adversely affected Tribal economic conditions as a result of action filed in the Federal courts by the State of Texas to cease gaming. The closure of the casino necessitated a new scope of revenue-generating ventures in order to once again afford a stable economy, where Pueblo citizens could obtain a higher quality of life through financial independence. Accordingly, YDSP has undergone a transformation with the development of strategic ED efforts targeted to building a strong Tribal government infrastructure beginning with a clear separation of Tribal politics and business development. To solidify this relationship between the Tribal business sector and Tribal government, YDSP adopted a new tax system, policies, business codes, and a Comprehensive Economic development Strategy (CEDS).

Immediately after the closure of Speaking Rock it became abundantly clear to the Pueblo that a new approach to ensuring a higher quality of life for Tribal members was needed to overcome the economic downturn that affected every Tigua family. YDSP identified the need from this aftermath by simply

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reviewing its records indicating the mass layoffs that occurred and the drastic reduction of the general revenue funds that came from the casino to support community serving programs within the Pueblo. YDSP is a resource poor community. In 2006, the YDSP Housing Department conducted a poverty study of families living on the reservation. Of 217 households on the reservation, 119 were surveyed. Their findings were as follows: of the 119, families surveyed, only 30% of the families were living above the poverty level; of the 119 families surveyed, 84 families (70%) fell at or below the poverty level; there were 122 adults living in poverty and 159 children living in poverty; data has not been collected on the remaining 98 families, but it would be safe to assume the same ratios of poverty are reflective in the data above. The 2008 YDSP CEDS Survey shows a total of 55% of tribal members in the YDSP Service Area (Tribal members living in El Paso and Hudspeth Counties) have personal incomes in the bottom category which range from \$0 to \$20,000. Moreover, while 85% of Tribal members have graduated from high school, only 11% tribal members have graduated from college or hold para-professional expertise thus hindering the ability of the Pueblo to grow into a self-sufficient community. The Pueblo's college graduation rate of 5% is significantly lower than that for El Paso (18%) and for the U.S. (27%). While 85% of Tribal members have graduated from high school, only 11% tribal members have graduated from college or hold para-professional expertise that has hindered the ability of the Pueblo to grow into a self-sufficient community. Although, the levels of tribal members who are attending college is increasing there remains a component of the population that are in need of grass roots development to address and advance basic skills that promote quality of life and earnings potential. The people building services provided by Target Tigua will enhance the capacity of individuals that will in turn build human capital assets for the Pueblo. Major program areas include: entrepreneurship, financial literacy, volunteer tax assistance, youth council and youth development and cultural preservation. However, emergency management and environmental will retain two part-time members annually to demonstrate community building efforts that also personally develop AmeriCorps members and/or diversify the range of expertise among tribal citizens.

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Target Tigua AmeriCorps will be a component of the Pueblo's strategic Nation Building efforts to develop the Pueblo in a manner that is appropriate for its culture, Tribal member unmet needs, governance systems and a current capacity building needs. Target Tigua is expected to become an integral part of the YDSP Nation Building process. Broadly stated the ultimate goals of nation building efforts are to: 1) "expand jurisdictional capacity" through law and institutions; 2) "ensure control of land, assets and resources;" 3) use capacity building to cultivate: the economy, its civil, political and governance systems and develop into a viable and sustainable community; and, 4) maintain culture for the benefit of the community's ability to uphold critical relations and interactions and to preserve long standing cultural practices that honor traditions and demonstrates a community's uniqueness.

However, a sustainable nation requires sustainable individuals.

By working with local and regional ED organizations, the EDD can help identify, train, and strengthen local entrepreneurial talent and assist in providing these entrepreneurs with the tools necessary to help the community prosper and thrive in an age of increasing change. Many programs are available that the EDD can tap into to help assist the Pueblo with this endeavor. Examples of such programs include the University of Texas at El Paso College of Business entrepreneurship program and the Hispanic Chamber of Commerce Small Business Development Center.

Through entrepreneurial education Tribal youth will learn organizational skills, including time management, leadership development and interpersonal skills all of which are highly transferable skills sought by employers. This Target Tigua Youth Tiguapreneurship will provide youth with an experience to take an idea of their own and turn it into an actual business that serves the Tigua community or YDSP agency or enterprise. Participants will garner entrepreneurial skills and real-world experience necessary for designing, starting, and operating their very own businesses. Through the guidance and advice the EDD Team, small business development partners and the AmeriCorps Member participants learn the basics of marketing, finance, budgeting, and business plan preparation.

The EDD will conduct a Tigua Youth Nation Building Seminar annually. The program will teach teens

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how to become community leaders. The EDD will work with tribal youth to learn the basics of YDSP's history, government, social and economic demographics, Tribal economics, and Tribal agency services. The Pueblo was introduced to these concepts during its work with the Harvard Project on American Indian Economic. The Pueblo is filled with bright Tigua youth who through guidance can become capable and talented Tigua leaders.

Topics of discussion for the Youth Camp will include the Tigua Indians Act of 1968, the 1987 Restoration Act, the Pueblo Revolt of 1680, Federal Indian laws and cases affecting the Pueblo, reservation taxation, the importance of YDSP agencies and services, and Tribal poverty and unemployment levels.

For the Empowerment Program, the role of the members will focus on providing financial education courses to the youth of the YDSP community for the summer 2010 session, then will transition into a Volunteer Income Tax Assistance (VITA) Program Coordinator whereby the member will be responsible for managing the VITA site. An additional part-time member will be deployed to a partner site for coordination purposes as well.

Activities they will engage in consist of attaining certification as Financial Literacy Instructor and as VITA Site Coordinators, attending financial literacy training, preparing lessons plans for financial education classes, conducting research for class lesson plan development, observe a financial education class, create outreach material, perform outreach to the community and attend VITA Coalition meetings for engagement and networking purposes.

The Tigua VITA program is a volunteer-driven program whereby partnerships with the Internal Revenue Services (IRS) allow preparation sites to access free tax preparation and training. The Tigua VITA site is operated from the Empowerment Center on a seasonal calendar from November thru April of each year. Volunteers prepare free tax returns for eligible families, educate tax payers on general tax law and make referrals to other free tax services within El Paso County.

This project will also involve a Youth Financial Education & Mini Individual Savings challenge entitled

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Tigua "Cents." The prime objective is to provide financial education workshops utilizing Native American specific curriculum. In 2008 and 2009, YDSP participated in a Nation-Building/capacity building program which featured three workshops hosted by nationally and internationally-acclaimed through Harvard University, Native Nations Institute (NNI) through the University of Arizona, and American Indian Development Associates. YDSP's ED strategic plan draws on proven principles that have been shown effective among Native American tribes. An environmental scan of area resources in the areas of business develop and financial literacy has served to forge working relationships with the Greater El Paso Chamber of Commerce, the University of Texas at El Paso, El Paso Community College Small Business Center, Service Core of Retired Executives (SCORE), the Upper Rio Grande Workforce Development Board, the Rio Grande Council of Governments, and the Volunteer Income Tax Assistance (VITA).

In 2009, YDSP was awarded a planning grant by the NCSC to begin the process of implementing policy for a full-fledged AmeriCorps program. The EDD obtained valuable community input to ensure a high level of community participation. Serving in an advisory role, the EDAC was instrumental in reviewing community assessments and advise on how to best address the community's needs through the AmeriCorps program. The planning activities with the EDAC and presentations to the community at-large helped to garner buy-in from all segments of the community. The EDD also provided education to potential host sites and supervisors about AmeriCorps and conducted an RFP process for prospective host sites interested in participating in the implementation program beginning in 2010.

The Pueblo completed its sixth year operating its Volunteer Income Tax Assistance (VITA) site and prepared 649 free tax returns for a total of \$1.4 Million in refunds for low income families in the El Paso County. Moreover, the Tigua "Cents" was launched as a pilot project in 2008 and since has provided life-stage appropriate workshops to address the lack of financial education among our tribal youth. To date, the program has served 19 tribal youth members among which 6 saved \$1,703.66 and the Pueblo matched \$969.48 towards higher education allowable investments. AmeriCorps members would be

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essential to continue the best practices that resulted from the pilot project, which is no longer funded. YDSP has been in the planning phases for the last three years for the opening of the Tigua Business Center, which is slated for late 2010. The Tigua Business Center will house the Tigua Inc. holding company which is expected to launch subsidiary companies, through which federal contracting will be procured. These subsidiaries will compete in a global market bringing a more concrete economic outlook for the YDSP community. Another function of the Tigua Business Center will be to provide entrepreneurship and business incubation to YDSP residents primed for business start-up. The incubation program will be an adaptation of a widely-accepted entrepreneurship model known as "Indianpreneurship" developed by ONABEN, a Native American Business Network and used by over 30 Native American tribes and by Native American colleges.

The AmeriCorps members will serve in a variety of capacities that promote and further the Nation Building activities that are underway at the Pueblo. The AmeriCorps members will be trained to address these unique needs by obtaining professional skills that they will subsequently transfer their newly-acquired skills to more community members, thus creating an environment conducive for community members to teach and learn from other community members. Volunteers are usually recruited to complete a specific task, help in times of emergencies or need, and are able to maintain volunteer schedules that are sporadic. Whereas, AmeriCorps members will be trained to perform important and vital functions building their skill level in real-life settings. Currently, YDSP does not have any staff positions that carry out the identified program activities. The AmeriCorps members will help to launch the next phase of Nation Building and create momentum and deliver program at a greater speed than what could be done without the AmeriCorps program.

YDSP will use five Tribal agencies as host sites. ED will use four halftime AmeriCorps members. By focusing on the entrepreneurship concept, the Pueblo will be able to create new wealth and jobs by helping entrepreneurial small business to build to a broader product line and/or target a larger market. By choosing to take control of its destiny by designing a better ED strategy, the Pueblo will be able to

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gain an advantage in competition. The types of services that the program will provide are as follows: Building a Business Concept: Refine goals and service or product offerings; Market Research: How to conduct and establish strategic position; Managing YDSP, Regional, State, Federal Requirements: Licenses, Permits and Taxes; Developing a Business Plan; Managing Finances: Bookkeeping, Budgets, Credit Cards, Loans, Investors, Financial Documents; Employee Hiring; Setting up Shop; Administrative Procedures and Organization; Federal Contracting and Procurement; and Marketing and Promotional Materials, and Selling on e-commerce websites.

The program will also provide youth with the opportunity to engage entrepreneurial projects to learn how to create an economically self-sustaining community or a "micro economy." Youth will learn how to capture the market share of their economy, i.e. money, job growth, that circulates in the Pueblo community and they will get to determine how to use the profits from their business to fund a field trip. The educational offerings will teach transferable life skills and core competencies including: Effective Communication, Leadership, Public Speaking, Decision Making, Idea Development, Project Management, Market Research, Marketing & Advertising, Financial Management, and Community Impact.

AmeriCorps Members aid in the development of program length and format; securing classroom facilities; sending out announcements or advertisements; aiding to secure funding or scholarships; enlisting University COB Speakers; planning field trips (optional); obtaining judges for business plan competition; enrolling/registering students; ordering curriculum and other supplies; preparing handouts and game sheets; preparing pre/post-course tests, preparing name badges; tabling tents; ordering prizes and refreshments; and preparing certificates.

The Empowerment Department will use four half-time AmeriCorps members for financial education. The Pueblo operates two service programs aimed at meeting the needs of financial literacy and tax preparation. These AmeriCorps members will assist the Empowerment Department expand services thru its VITA program by allowing a designated site coordinator to exclusively manage the Pueblo's



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VITA site from November thru May. This assistance will enable an AmeriCorps member to gain leadership experience by acquiring knowledge in tax law, tax preparation and management of an operational site. The management experience gained will involve skills development in the operational aspect of VITA site coordination. The AmeriCorps member will maintain the lesson plans for a financial education course that will involve topics such as building a healthy economy, developing a spending plan, working with bank accounts, understanding credit, and avoiding debt. The department will assess participant knowledge and evaluate performance by comparing pre/post-tests.

The Environmental Management Department will use two half-time AmeriCorps members to establish education and outreach to the community. The department will rely on a advisory group to help disseminate environmental education and the inclusion of community input for the development and provision of services. The program will incrementally introduce community advocacy principles that will build upon environmental interests and concerns necessary for Nation Building in the area of asset protection. The AmeriCorps members will assist in the development of education presentations for the community for various types of environmental forums. The AmeriCorps members will conduct an environmental scan through surveys, collect information on topics for presentations, work with other departments to coordinate messages that will improved indoor air quality and reduce the carbon footprint. They will take inventory of concerns within the community and prepare responses.

The Emergency Management Department will use two halftime AmeriCorps members which will assume Community Emergency Response Team (CERT) Training & Outreach Specialist roles in Disaster Preparedness & Response. Since the CERT Program is an extension of the Office of Emergency Management in the area of Community Disaster Preparedness & Response, the two AmeriCorps supported CERT Training & Outreach Specialists will engage in coordinating specific activities. The AmeriCorps members will work with EM Staff and community volunteers to accomplish the following activities: Complete National Incident Management System-required online and classroom training as well as Emergency Management Institute Training and Complete CERT Instructor Training.

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The Tigua Cultural Center and Cultural and Historic Preservation Office will use two halftime AmeriCorps members. They will be a vital part of the team from a technical standpoint. Currently there is no set system for delivering language education to the community, particularly the youth because of the estimated low levels of language knowledge in community. A member will have the role of researching language delivery methods, working with the Cultural Preservation Officer to develop a lesson plan and curriculum. The AmeriCorps members will also develop evaluation materials such as pre- and post-test, as well as focus group and survey questionnaires.

The members will also aid the Cultural Center to deliver educational and tourism components to the Tigua as well as the greater community. Currently, the Center operates on a skeleton crew and is in need of aid in delivering educational seminars. The delivery of such services will also help provide educational and arts services to the regional community and develop the tribe's standing in the region.

YDSP's EDD will oversee the program having staff manage the budget, develop a master calendar for program activities, the enforcement of policy, monitoring of host sites, monitor training, monitor outcomes and evaluation, case management, provide training to host site supervisors, basic training for Nation Building, AmeriCorps, and history and background of YDSP. YDSP's Human Resources Department will provide its services to help recruit, interview, and hire members for the various positions. The YDSP Human Resources Department will also provide orientation to members in collaboration with the EDD and maintain member personnel files.

The Target Tigua AmeriCorps will offer 14 part-time opportunities for members. While, the overarching goal is to build a better community through Nation Building efforts, the primary objective is to provide economic and personal development to grow tribal members into self-sufficient and marketable individuals that are engaged in the Pueblo's strategic self-determination and self sufficiency efforts.

The target Tigua AmeriCorps Program's policy and procedure incorporate the guidance to administer and maintain an effective AmeriCorps program. This guide includes administrative and financial

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procedures, references to policies and procedures that effect Target Tigua operations. The Policy and Procedure guides staff to meet AmeriCorps member and program needs.

The agencies that were selected underwent an RFP process and were selected to participate in the AmeriCorps program because they have exhibited success and creativity in establishing programs that address the distinct needs of the Pueblo as well as high-quality fiscal and programmatic performance. They have also demonstrated a need to further develop critical aspects that hinder the growth of the Pueblo.

YDSP is primarily targeting college students who typically have other obligations and can only work half-time. This strategy stems directly from the Nation Building approach and will encourage college-bound and college attendees to participate in the program without affecting their academic responsibilities. On the other hand, YDSP's targeted host sites need only half-time AmeriCorps members because of the nature of their respective departments. For example, the curricula to be used by AmeriCorps members working under the EDD are short-term and will be delivered at prescribed times in the year, but not year-round, thus not requiring fulltime. Moreover, the VITA program which is operated by the Empowerment Department is seasonal; therefore members will be able to obtain their maximum allowed hours at these times of the year. Similar situations are evident at the Environmental Department, the Emergency Management Office, and the Cultural Center.

YDSP will ensure that Target Tigua AmeriCorps program will not violate non-duplication, non-displacement, and non-supplementation requirements through its policies and procedures which will set the standard for identifying AmeriCorps member roles, ensuring that the position descriptions and the overall Target Tigua AmeriCorps program design are not in violation of 45 CFR § 2540.100.

Programmatic controls will be put in place to ensure a check and balance approach to developing and operating the program. These controls will include a Human Resources Department review of existing paid positions and comparing them to the requested AmeriCorps member positions.

YDSP's EDD will maintain a master calendar prescribing the AmeriCorps members development

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activities and training. The calendar will include descriptive abstracts of the member development and training sessions to include goals and objectives of the session. Development and training activities and sessions will have clear desired outcomes through measurable objectives assessed through written pre- and post-testing for training sessions. This will include increased knowledge in their respective areas of AmeriCorps work, the increase and development of skills within those areas, and increased financial literacy.

Supervisors will observe the AmeriCorps members' progression in their positions as they apply their newly-acquired knowledge and skills while performing their duties. Supervisors will be required to submit quarterly reports to the EDD Director in order to review the periodic accomplishments of members and how these accomplishments are addressing the overall Nation Building goals of the Pueblo and of the Target Tigua AmeriCorps program. Outcomes will be expected as follows:

For curriculum delivery -- increase in knowledge (Desired community outcome); Nation Building -- increase in knowledge (Desired community outcome); VITA -- obtain low-income tax credits (Desired community outcome); Tiwa language and culture (AmeriCorps member activity) - Cultural and language awareness and preservation (Desired community outcome); Financial literacy -- increase financial literacy (checking accounts, banking accounts); and Entrepreneurship (AmeriCorps member activity) -- access to loans and capital, start-up of business (Desired community outcome).

The EDD Director will incorporate the provisions set forth in 45 CFR § 2520.45, 45 CFR § 2520.65 and the AmeriCorps provisions to ensure that no AmeriCorps members spends more than ten percent of his or her term of service to fundraising activities, and no more than 20 percent of any AmeriCorps member's term of service is spend on education and training. Each host site will be required to sign an official notice to this effect. The EDD director will monitor compliance by including these items in the quarterly checklist reviews of activities. The target areas are essential for the economic progress of the Pueblo because each of these departments/agencies holds a crucial piece to the overall success of the Pueblo. For example, ED will increasingly rely on the Environmental Management Office and the

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Emergency Management Department to ensure that plans to develop Tribal lands for residential and commercial use and the safety of Tribal assets is sustained in order for the economy to flourish. The ED also depends on strong ties to the education of all Pueblo citizens, hence the participation of the Empowerment Department.

The AmeriCorps is fundamentally supporting this link by helping to ensure that access to knowledge, information and other learning opportunities are enhanced through structured and tailored curricula offer through the EDD as well as through the Empowerment Program. Lastly, Tiguas are tied together through culture, tradition, and values. This approach has been shown to work while other economic and community development approaches have failed across other Native American communities. The language component within this proposal gives Target Tigua the unique competitive edge that is necessary to firmly base economic and community development in proven Nation Building practices. Target Tigua outputs and intermediate outcomes will be tracked by using a checklist review on a quarterly basis to compare targets to actual accomplishments, measuring objectives, activities, and implementation of curricula, events and services. Intermediate-outcomes or the changes that have occurred in the lives of members and community, but are short of a significant benefit for them will be measured through member and community satisfaction surveys, pre-post tests and focus groups to determine if the programs are meeting community needs and need for improvements at the member and community levels.

YDSP will address the Opportunity priority area and will be using standard performance measures. Host-sites will be expected to be familiar with, and are used to collect participant data and pre-post test evaluations to evaluate all participant and member training sessions at integral levels of service delivery and member service. Host-sites and trainers will be required to keep notes of the planning and service delivery process and keep files of all materials and pertinent information to help with program improvement. An ongoing evaluation/continuous improvement instrument will be developed to determine the usefulness of effective practices. The instrument will assess the following: effectiveness

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of project and instructional strategies; determine if member development is effective; host-sites familiarity with research-based strategies and their outcomes if they are using any; knowledge based outcomes of members and participants; and behavioral changes, and community impacts. The site visits and AmeriCorps member midterm evaluations, band community satisfaction evaluations will also contribute to the program evaluation, re-assessing community needs and overall continuous improvement.

Various performance measurements will be incorporated throughout the Target Tigua program to identify strengths, weaknesses and provide feedback. The host-sites will be subject to file audits, program monitoring, required to institute their own evaluations such as pre/post tests and to prepare quarterly reports. The Pueblo has a Self-Monitoring Tool Kit to ensure agencies are in compliance with funding programmatic and financial requirements. The EDD conducts a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis every two years.

The ED Planning Team conducted a community assessment to best understand the scope of needs for volunteers to provide services that are beneficial to meeting the needs of the community, while developing a life-long commitment to community service among members. Tigua AmeriCorps members will be utilized in for programs that build community capacity. The overall intention of the planning grant was to first identify unmet community needs, and second identify potential host sites for AmeriCorps volunteers. The involvement of Tigua community stakeholders supported the promotion of the Target Tigua AmeriCorps and its services.

YDSP's EDD involved an array of community partners and stakeholders through the EDAC. The Tribal Council was also an integral part of the planning process. Additionally, the EDD held a Youth Leadership Conference in January 2010 to engage youth. The EDD formed Team Target Tigua as a forum to gather input and feedback from administrative, managerial and frontline staff.

During the planning stage community input took on various forms as demonstrated below:

- o EDAC - A tribal member committee provided advisory services regarding community concerns, needs

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and program development. A special AmeriCorps Task Force was established under the EDAC to assist with AmeriCorps strategic planning, and policy development.

o The AmeriCorps program was presented to the Tribal Council meetings and at Quarterly Community Meetings.

o Youth Leadership Conference -- In January 2010, held a Youth Leadership Conference that introduced Nation Building to the tribal youth. Tribal youth were introduced to important community, social and ED concerns, leadership attributes, and were encouraged to discuss the Pueblo needs and their roles as future leaders of the tribe and how the Target Tigua AmeriCorps Program can help them develop their leadership skills and contribute their services to the community.

o Target Tigua Advisory Team - comprised of administrative leaders with involvement in the Target Tigua AmeriCorps was established to advance effectiveness by promoting recruitment, member development, training, and performance management. The team consists of the Director of Economic Development, Financial Grants Manager, Target Tigua staffers, Host-site managers/supervisors, the Grants Manager and Human Resources.

The EDAC will continue to support the development and implementation of the Target Tigua AmeriCorps program and will provide input regarding program development and governance during the implementation stages.

The EDD contacted One Star Foundation of Texas which operates as the state AmeriCorps foundation. Target Tigua has been invited to participate in trainings and seminars such as compliance principles and site visits and structures provided by One Star. The Empowerment Department is currently working with the United Way of El Paso AmeriCorps. United Way is delivering the HIPPOY Program using AmeriCorps members. The program provides Home Instruction Program for Preschool Youngsters. This is a parent involvement and school readiness effort that teaches parents how to prepare their children for success in school. Target Tigua is delivering different services and is not duplicating or displacing AmeriCorps funds.

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### Organizational Capability

\* Provide a brief history of your organization. What year was your organization established?

YDSP was awarded a planning grant by NCSC in 2009. YDSP was established in 1682, and was restored as a Federally-recognized Indian tribe in 1987. It currently has over 1600 Tribal members, over 900 Tribal descendants, 157 governmental employees, with over 160 employees in Tribal enterprises.

Throughout the Tiguas' history, the interference of various governments and administration over the region has impacted the welfare of the tribe. Urban growth influenced interaction of the tribe with El Paso. The breaches to Spanish land grants such as the Treaty of Guadalupe Hidalgo and abuses by those seeking control over Tribal lands often rendered the tribe vulnerable. Urban growth has also caused Tigua citizens to seek employment opportunities outside the tribe's socio-economic structure, which drew Tiguas away from the YDSP.

YDSP was eventually federally recognized by the United States Senate in 1968 with the Tiwa Indians of Texas Act, however, the act also called for the tribe to become a state-serviced tribe rather than a federally-serviced tribe. The tribe later became federally restored by the 1987 Restoration Act of YDSP and began to reassert its sovereignty and jurisdiction.

\* Describe your organization's experience in the proposed areas of activity and your experience operating and overseeing a program comparable to the one proposed. Include specific examples of your prior accomplishments and outcomes.

YDSP clearly demonstrates leadership and program management as it continues to be successful in operating its own governmental system, social and health system, and Tribal enterprises. The current Tribal administration is overseen by the Tribal Governor's office comprised of a Governor and a Lt. Governor who act as Tribal administrators and the Tribal Council of five members serving as the legislature. Since 1972, the tribe has administered state Texas Indian Commission and federally funded programs and operated Tribal enterprises with no significant audit findings regarding state and



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federally funded programs.

\* Describe your capacity to manage a federal grant and to provide onsite monitoring of the financial and other systems required to administer an AmeriCorps grant.

Sources of Federal funding for YDSP totaled \$9,400,000 in 2009. The Pueblo has managed an array of federally-funded programs with grants provided by the U.S. Department of Labor, the Department of the Interior, the Department of Justice, the National Foundation on the arts and Humanities, the Department of Housing and Urban Development, the Environmental Protection Agency, the Department of Agriculture, the Department of Health and Human Services, and the Federal Emergency Management Agency.

\* If you are proposing a multi-site program, explain how you are able to support and oversee service sites.

N/A

\* Describe your process for selecting service sites and ensuring they have adequate programmatic and financial capabilities.

N/A

\* How will your site selection process incorporate the criteria required by the AmeriCorps regulations 45 CFR § 2522.475

N/A

\* What are your current or previous programmatic and funding relationships with the sites?

N/A

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\* Describe your plans for monitoring site compliance with fiscal and programmatic requirements.

N/A

\* How will you develop connections among the sites through common program elements or activities to ensure that your overall mission and vision for the AmeriCorps program is maintained at each site?

N/A

\* Describe your organization's management and staff structure and how the board of directors.

YDSP Tribal Council serves as the board of directors. YDSP's ED Director will oversee the proposed Target Tigua AmeriCorps program and will be responsible for orientation of host sites, implementation of program, and on-going evaluation to ensure the program is going smoothly and to provide technical assistance to host sites when needed. The tribe's director of operations will help ensure compliance by conducting annual compliance using a checklist review of all items pertaining to the obligations of the Target Tigua AmeriCorps program. Among the EDD staff that will be used to support the program will be the planner and the project and research technician.

\* Identify the key program and fiscal positions responsible for your proposed program.

Patricia Riggs, Director; Linda Austin, Compliance; Jennifer Hoagland, Finance; Jose Luis Munoz, Human Resources Director.

\* Describe the relevant background and experience of all staff members working on the project and their respective roles, or your plans to recruit, select, train, and support additional staff, and their roles.

Pat Riggs, ED Director, holds a Masters degree in Business Administration and served in various capacities at YDSP, including Tribal judge. Chris Gomez, Planner, holds a Bachelor's Degree in Political

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Science; and Alex Simental, holds a Bachelor's Degree in Communications. Moreover, Jennifer Hoagland, Finance Director, provides financial advice for investments and financial planning, prepares reports on various grants and contracts, and assists department heads in the preparation and management of program budgets. Ms. Hoagland holds a B.S. in Accounting from Case Western Reserve University in Cleveland, Ohio and has over 20 years experience in public administration and non-profit organization financial management. She is a Texas Certified Public Accountant (CPA). Linda Austin, Director of Operations administers the compliance office, program planning, Tribal Records Office and the Human Resources Department. She earned her MBA from UTEP and has 12 years experience in program and grants administration.

Plan for Self-Assessment or Improvement:

\* How does your organization conduct ongoing internal assessment and improvement of its overall? YDSP's Tribal Operations Division has established an Internal Program Monitoring function to work as an independent, objective assurance and internal control mechanism. The policy and procedures provide guidance to ensure that tribal government activities are conducted in an effective manner while minimizing potential fraud, waste and mismanagement. The process also provides the framework for conducting performance reviews and enforces policies to effectively address and remedy program deficiencies. Objectives of the policy and processes include: 1) compliance with YDSP policies and procedures, state and federal laws and government regulations, 2) monitor effectiveness of accomplishing program goals and objectives, provide training relevant to program compliance and developing and/or strengthening internal control measures.

\* How do you plan to provide or secure any needed financial and programmatic technical assistance for your program?

The EDD uses a variety of consultants with expertise in financial integrity of programs, and also has

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access to the financial department's staff who can provide technical assistance to host-sites as needed.

\* What are your plans for providing financial and programmatic orientation, and training and technical assistance to your program and service sites?

The EDD will aid to develop supervisory and leadership skills to manage host-sites for peak performance and ensure that host-sites are providing consultation services and specialized training to members. In collaboration with the Compliance office Target Tigua staff will meet internal controls and financial management compliance including by providing orientation regarding: YDSP Regulations, Federal Regulatory requirements; Nat'l & Community Service Act of 1990, (Federal Regulations: AmeriCorps (AC) 45CFR§§252), OMB Circulars (part of CFR), Notice of Federal Opportunities, Notice of Grant Award, Certifications and Assurances and any other applicable provisions

Explain how you will identify and respond to your programs' and, if applicable, your service sites' ongoing training and technical assistance needs.

Please see explanations preceding this section.

\* Describe how your organization recruits and supports a diverse group of volunteers to increase your own organizational capacity.

Volunteer measures have until recently been propelled by grass-roots efforts that required less sophistication. Now, the Pueblo organizes volunteer committees to address pueblo needs. Recent efforts to plan programs such as VITA and CERT have demonstrated promise. Volunteers are recruited through community meetings, flyers, newsletters, website and personal face-to face efforts.

\* Provide examples of how you have demonstrated leadership as an organization and in the community you serve. For example, describe awards received by the organization or individuals within the organization, public positions of leadership such as staff serving on other community boards, or

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participation in community events, task forces, and other community activities.

The Pueblo and its agencies have received recognition for various contributions to Indian Country and El Paso regional agencies. The EDD was recently recognized by the Agri-Life Extension Service a division of the Texas A & M University System for dedicated support of Extension programs in El Paso. Examples of contributions to this service include the ED providing management services for a local farmers market as well as organizing and hosting regional small business development seminars. Additionally, the Pueblo was recently nominated for a HPAIED Honoring Nations Award for recent Pueblo community and ED efforts and these efforts have also been featured in local newspapers such as the El Paso Times and El Paso Inc. The Department is also serving as a Nation Building model for other Tribal Nations and highlighted and presented in Nation Building and Economic Seminars facilitated by University of Arizona Native Nations Institute and the Harvard Project on American Indian Economic Development.

\* Describe your successes and challenges in securing match resources during your current three year grant cycle and, if applicable, during the period of previous awards.

N/A

### Success in Securing Community Support

YDSP has a wide array of internal and external collaborations. For example, the at the programmatic level agencies are expected to provide wrap-around and case management services that address the multiple needs of clients. The Youth Drug Court works closely with social services, police department, education, alcohol substance abuse and the local school district to ensure that youth are supported at all levels and intervention and development. Emergency Management, Police Department, Community Health and Environmental work closely to respond to emergency and critical situations. The Empowerment Program and EDD are partners in the delivery of Education, Economic and Employment

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services and programs. Additionally, several partnerships have been formed with organizations such as the University of Texas at El Paso, the Small Business Administration, United Way, Harvard Project on American Indian Economic Development, Native Nations Institute, and other organizations to help meet the unmet needs and resources of the Pueblo as feasible.

\* What roles have community organizations, including faith-based organizations, played in these collaborations?

See organizational and community support

\* Discuss examples of how local contributions have continued over time, expanded in scope, increased in amount, or become more diverse.

The Pueblo government knows the importance of investing in the community. Although resources are scarce the Pueblo has a track record of providing cash matches as feasible, permitting, programs and employees to serve on regional or YDSP boards, committees and boards (both at the federal and Tribal funded levels). In 2008, the Pueblo revised its tax code and has allocated a portion of the revenues to provide for community programs. A reserve fund has been set up to meet to contribute to programs such as Target Tigua.

\* Describe community stakeholders in your organization.

Participating stakeholders include: community members, educators, volunteers, Target Tigua members, Tribal Council, elders, tribal administrators, tribal finance officer, economic development, health services, tribal police, youth services, tribal court personal, spiritual leaders, small business leaders, youth council, emergency management, environmental staff, external partners such as Small Business Administration, universities, Tribal enterprises, SCORE, United Way, Rio Grande Council of Governments and political representatives.

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\* How has non-financial support from your community stakeholders continued over time, expanded in scope, increased in amount, or become more diverse?

Recent efforts to improve transparency, involve the community and partner with external organizations has resulted in identifying community needs that has expanded the scope of several service agencies and partnering with external agencies has been mutually beneficial and diversified the breadth of some services and resources.

\* Whether your organization serves a resource-poor community, such as a rural or remote community, a community with a high poverty rate, or a community with a scarcity of philanthropic and corporate resources. YDSP is a resource poor community.

For Professional Corps Applicants Requesting Start-up Funds:

\* Please include a description of the amount you are requesting for start-up. N/A

### **Cost Effectiveness and Budget Adequacy**

Cost effectiveness will be evaluated by analyzing cost per MSY in relation to your program design. If you request above the maximum, please justify. This is rarely approved.

YSDP is requesting more funds than the maximum. Prior to the establishment of the Pueblo's casino, the Tribe's unemployment rate was over 50%, and was diminished to 1% during casino operations. The closure of Speaking Rock extinguished the Pueblo's economic progress causing unemployment for hundreds of tribal employees. Following the casino closure unemployment rose on the YDSP reservation to a staggering 30% immediately following the closure with the rate sitting at 18% in 2008. Although strides have been made to recover, the instability and diminished revenue streams necessitate additional NCSC support in order to avoid cutting into Tribal funds essential to providing health and human services to the community. This type of capacity building will help infuse ED activities that will diversify the Tribal economy and further builds self-sufficiency among Tribal members.

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\* Demonstrate how your program has or will obtain diverse non-federal resources for program implementation and sustainability.

YDSP will use existing staff with expertise in various areas such as program development, evaluation and implementation. Additionally, YDSP proposes to use a portion of its indirect cost as match. Over the years, YDSP will use matching funds from the tax revenue pool and revenue generated through its enterprises.

\* Include a discussion of the non-Corporation resource commitments (in-kind and cash) that you have obtained, the additional commitments you plan to secure, and how you will secure them. In the budget, you must list the sources of your match funds. Match include salary matches from the EDD Director and the Grants Manager. As mentioned, a portion of the indirect rate will also be matched.

\* If you are requesting the alternative match explain the basis of your request in the Waiver

\* Request Justification field in the Application Info section of eGrants. If you are submitting a hard copy application, explain the basis of your request in a paragraph titled "Waiver Request Justification."

Current Grantees Only: Decreased Reliance on Federal Support.

\* Describe the extent to which you are increasing your share of costs.

N/A

\* Discuss the adequacy of your budget to support your program design including how it is sufficient to support your program activities and is linked to your desired outputs and outcomes. The budget clearly aligns with the outputs and outcomes, each position has been scrutinized and developed to ensure that it addresses the critical elements of each host site participating in the program.

For EAP and other Fixed-Amount Grants Only:



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\* Fixed amount applicants must describe the costs that will not be covered by Corporation funding. N/A

### Evaluation Summary or Plan

N/A

### Amendment Justification

N/A

### Clarification Summary

1) Please reduce costs wherever possible in the budget.

Please see budget and budget narrative for changes.

2) Please explain your fundraising efforts to-date.

YDSP will achieve Target Tigua sustainability using a number of different strategies to reach the overall goal. The Pueblo will diversify its sources of funding and solicit funds from various external and internal sources. Partnerships will also be critical to the long term success of Target Tigua. First, YDSP will identify a mix of large and small income sources-foundations, businesses, individuals, and government grants and contracts (if appropriate and available). This will establish a mixed and balanced income stream that will provide a relatively stable base from year-to-year. A good mixture for Target Tigua fund-raising will include a mixture of corporate and foundation grants, government grants and individuals such as through annual memberships and special events.

3) Please provide a three-year fundraising plan to cultivate resources.

The Pueblo will continually assess program needs and identify internal resources including cash matches, building space, equipment, personnel, supplies and other in-kind matches. Year 1 -- Assess long term needs and determine local Pueblo resources. Create a plan to integrate into existing programs and forecast allocation from Tigua Tax fund and existing programs. Year 2 - Basic fundraising will also take place through sponsorships, fund-raising through the Network for Good on website, direct donations using IRS 7871 tribal designation, solicitations to vendors from which the Pueblo purchases goods and services, fund raising events such as dinners and Tigua Community Foundation. Year 3 - The

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Pueblo will continue its funding raising efforts through federal, state and private foundations. However, because the program will be well established over the next few years, grant writing will be limited to changes or enhancements to program as it evolves with community needs. The strategies utilized in years 1 and 2 will also continue to take place.

1. Reduce costs in the budget to align with the amount of funds.

Please see budget and budget narrative.

2. Section A: Provide more detail regarding listed positions.

Capacity Builder - Small Business Capacity Builder - will be responsible for implementing the curriculum and training services for community members who enroll in small business training program. He or she will assist the Economic Development Director to ensure that goal and objectives of the AmeriCorps grant are met in a timely manner by participating in outreach and recruitment efforts for the program and by keeping records of participant enrollment, attendance, pre and post-test scores, and progress notes on the program. Supervisory of AmeriCorps members placed in the EDD will be jointly supervised by the EDD Director and the Capacity Builder. The EDD will retain personnel and evaluation responsibilities while daily programmatic duties pertaining to the scope of work for the EDD program will be placed with the Capacity Builder. The Capacity Builder will conduct part of the training for AmeriCorps members and will be essential in coordinating other necessary training provided through various avenues, such as Human Resources, Host Sites, EDD, and external trainers through Native Nations Institute, Harvard Project on American Indian Economic Development, and OWEESTA. The Capacity Builder will coordinate with AmeriCorps National Service-funded organizations for joint training opportunities as they become available. Cash Match source - Tribal general revenue unrestricted funds.

Human Resources Coordinator (HRC) - will be responsible for assisting the Economic Development Director in recruiting and arranging the introductory training and orientation for all AmeriCorps members. She will maintain the required confidential personnel files and will help conduct research to

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ensure that personnel policies relative to AmeriCorps requirements are kept up-to-date. The HRC will aid the Target Tigua with member performance management and ensures the proper documentation of performance development processes (i.e., performance appraisals) are tailored to meet the Target Tigua program.

AmeriCorps Assistant - will be responsible for providing direct assistance to the Capacity Builder and the Economic Development Director in the daily operations of the program. The Assistant will help maintain electronic and physical records on the courses/sessions provided by the staff and will assist in ensuring that curriculum supplies are made available to all program participants and will maintain contact with the enrolled participants and host sites to ensure suitable participation rates and minimize attrition.

Positions Funded by YDSP, but not reflected in match:

Program Director (Economic Development Director) -- The EDD Director will oversee all programmatic oversight including: site monitoring and evaluations, policy development and enforcement, facilitating site management meetings, working closely with Human Resources, Compliance and Finance to ensure risk management and compliance practices are adhered to including member file management and member training. The Director shall also prepare progress reports and work closely with the Finance Department to ensure fiscal compliance. The EDD Director will spend approximately 300 hours annually on the project. Originally, the Program Director was slated as a program match. However, to ensure sufficient staff and resources it was determined that the Capacity Builder would be added to ensure programmatic needs are met.

Grants Manager -- will aid with resource and sustainability capacity building by preparing funding proposals and aiding Target Tigua with its funding raising plan and events. The Grants Manager also plays a key role in the Target Tigua Community Foundation development and will provide assistance with the development of program evaluation forms and policy. The Grants Manager will spend at least 200 hours on these duties for the project.

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Host Site Managers - All host sites will contribute supporting training and supervision as applicable to programmatic needs. YDSP Agency Departments and programs hosting members will provide specific training categories congruent to the scope of approved AmeriCorps host-site project. Staff and host-site projects are separated as follows: Economic Development: (Entrepreneurship, Small Business Development, Nation Building and Long-distance Learning), Empowerment: Financial Literacy/Volunteer Income Tax Assistance (VITA) Project, Tigua/IBM Technology Center programs, Environmental: Environmental Education, Emergency Management -- Training relevant to community emergency volunteer response, and Cultural Preservation: Tigua Language and Culture.

Host Site Managers resources and funding sources will originate from a diverse set of Federal and non-Federal leveraged sources. Host site manager will contribute at least 200 hours each annually on the project. This is a combined total of 1,000 hours for five Host Site Managers.

3. Section C: There are no costs budgeted for member or staff travel.

The budget now reflects travel for staff to national conference, costs will be split between grant funds and cash match funds. Please see budget and budget narrative for detail on the breakdown.

Please note, at least one AmeriCorps member (Community Educator) will attend training in Emmetsburg, Maryland to train for emergency management assignment at a travel, lodging, per diem, and registration cost of \$2,000. The entire training costs will be paid by YDSP, but are not reflected in the budget match. YDSP requests that consideration be made for this particular training as it typically occurs in July, which will be the first month of program implementation. YDSP anticipates that it will bring on the AmeriCorps members between three and five months after program implementation, except for this one member whose special training is offered earlier within the funding year. Should this request not be granted, YDSP will seek alternative training opportunities for this member.

4. Section E: No supplies are budgeted. Confirm that this is correct.

General office supplies and member supplies such as pens, pencils, paper, folders, printer ink cartridges, curriculum supplies, etc. and special supplies such as AmeriCorps gear (shirts, caps, pins, etc.) will be

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purchased by YDSP with unrestricted funds. It is not included in the match, but these funds will leverage the existing grant at a cost of \$167.00 a month x 12 months = \$2,004.00

5. Section G: No costs are budgeted for staff or member training (although member training is described in the application narrative). Confirm this is correct, or add to the grantee share if this is provided in-kind by the applicant.

The EDD and YDSP conducts regular training throughout the year such as Indian law, planning, program development. Technical assistance is also available in data collection and program evaluation through the EDD as it pertains to YDSP. Members will receive training and orientation in YDSP history, programs, socio-economic indicators, and host-site related training as a leveraged resource.

Approximate value for orientation and training is \$10,000. This includes cost for trainers and materials reflected as one budgetary item in the contract with ONABEN. ONABEN staff and its network will provide comprehensive organizational development, program advisory, and train the trainer services for the development of policies for the CDFI and consulting for small business development, asset-building, and business lending activities. ONABEN will provide technical assistance service that supports the development of entrepreneurship and business development at YDSP.

6. Section H: More information is needed regarding evaluation costs.

The budget has been revised and the cost for the evaluation is now part of the match and not the requested funds. The daily rate is \$540. YDSP will use the evaluation to identify best practices and lessons learned from the implementation of the project. This will entail a continued review of program goals and objectives compared to actual accomplishments. Both qualitative and quantitative data will be reviewed and an evaluation summary will be written once every six months in order for staff to learn of ongoing program short-term outcomes, identify strengths and weaknesses, and develop strategies that will address and resolve any challenges that may arise in a timely manner. Checklist reviews will serve to see if the program is being implemented according the written plan and within projected timelines. Complementing the checklist reviews, more in-depth evaluation activities will include surveying

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program staff, program members (AmeriCorps members), and program beneficiaries (persons enrolling in any program services or community members). Surveying will be conducted in a variety of methods such as written questionnaires, one-on-one interviews, and group-level discussions. This multi-pronged strategy will allow the staff to gather feedback that is not always attainable through only approach. The evaluation will also serve to report back to CNCS about the program in the required progress reports. Moreover, this type of evaluation will serve to identify program materials and best practices for replication in a more comprehensive and informed manner.

7. Section I: No criminal history checks are budgeted.

YDSP will cover 100% of criminal background checks for all program staff members and all 14 members at a cost of \$60.00 per participant = \$840 total. The cost will be paid through YDSP unrestricted funds, but is not reflected in the budget. The criminal history checks will be consistent with requirements set forth by CNCS.

Rental costs are only for office and meeting space during regular hours of operation. The amounts are calculated by pro-rating the cost of office space to be used by AmeriCorps members, as well as daily rates of meeting space in YDSP conference rooms. Please see the budget for the narrative justification. YDSP will not pay any portion of housing rent for any member. The amount covered as in-kind match is now \$800 annually. This was necessary to bring the match level to 24% as required by CNCS. YDSP will cover all other rental space.

8. Section II.A: Living allowance for half-time members cannot exceed \$9,370.

The budget is now revised to reflect a half-time cost of \$7,129.

9. Source of Funds: No match funds are listed in the budget.

The match amount has been corrected to reflect the required 24% of total program costs. Each match item now is identified by source of funding and identified as in-kind or cash match.

1. Clarify how identified member roles will differ from existing staff positions.

Empowerment Department - VITA - Empowerment has requested AmeriCorps Members for Volunteer

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Income Tax Assistance (VITA) Program and Financial Literacy Program. Currently, the program does not have official staff addressing volunteer income tax preparation. The program was established as a "volunteer" run program. However, the program lacks sufficient volunteers and has temporarily been utilizing Empowerment staff which has been adverse to existing services and program. Utilizing staff renders program unable to run at full capacity. Providing members detailed to VITA will alleviate the impediments to serving the population in other development areas within the current scope of work for Empowerment.

Financial Literacy -- Financial Literacy is a new offering at YDSP. The project is in the design phase and has only been tried on Youth this year in anticipation of fully developing the program utilizing AmeriCorps members.

Economic Development Department - The Economic Development Department (EDD) was officially established in 2006. Economic conditions called for the EDD to address a diverse set of program development and services. Among these services is developing infrastructure, policy and tribally owned enterprise support. The community based support has not been fully developed yet.

Small Business Development - Currently, the Department has not formally implemented a small business development program, however, the EDD has been gearing up to provide said services and developing curriculum in anticipation of AmeriCorps members assisting with the delivery of curriculum and services. The Capacity Builder is a new position that will spend a percentage of his/her time overseeing the AmeriCorps services.

Nation Building -- Nation Building nation building refers to the efforts of Native community working to increase capacity for self-rule and for self-determined, sustainable community and economic development. It involves a comprehensive effort to rebuild a society that works. It is a process that involves addressing and confronting classic problems such as: how to build effective, sovereign governments; how to develop vigorous economy that fit the circumstance and culture; how to solve difficult social problems; how to achieve objectives in interaction with other governments; how to

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manage their environment and natural resources; how to balance change and cultural continuity. The Pueblo has been working closely with the Harvard Project to educate the Tribal Council and Directors on Nation Building. However, the community Nation Building program is in development. The EDD has been piloting the project in preparation of the Target Tigua AmeriCorps Program. The members will aid to finalize, modify and deliver the curriculum.

2. Clarify how the members will share the knowledge they gain in their training.

Members will be provided through specific training to aid in the delivery of Target Tigua services and to deliver curriculum lesson plans such as entrepreneurship, financial literacy, VITA, nation building, youth leadership and language. Instruction and guidance will be provided directly to members through customized training series provided for and paid for through host site programs. Additionally, members will be provided with general training regarding YDSP history, programs and economy as well as AmeriCorps and Corporation for National Community Service. The members will, in turn, facilitate training for the YDSP community and aid in the recruitment of other members through presentations delivered at the community and local college and university levels.

3. Provide information regarding collaboration with other national service programs.

The Pueblo has entered into a Memorandum of Understanding with the El Paso County United Way. The MOU is a partnership to deliver the HIPPY program to parents with preschool and pre-K children to aid parents to teach basic educational skills at that age level in the home. The Target Tigua AmeriCorps program will extend its training services to members serving in the United Way program. Additionally, the Target Tigua will consider cross training, cross recruitment and utilize its web page and newsletters to promote local and national programs. Although, a formal membership has in place with the State of Texas AmeriCorps program "OneStar Foundation," Target Tigua program staff will develop a collaborative for training, resource sharing and recruitment efforts. Additionally, the Pueblo collaborates with local YWCA for VITA tax preparation and is open to developing further collaborative and partnerships that promote the AmeriCorps services.



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4. Describe how the program will plan for potential replication.

YDSP has a history of information sharing with other programs and tribes. For example the Pueblo has developed a series of Nation Building, strategic planning and grants management guides. The Pueblo share's these guides on its website. Like these guides, YDSP will develop materials that can be easily shared through the website for greater access. It is important to note that Nation Building endeavors at the Pueblo are great in scope as they encompass more activities than what is requested in this grant application. Although many strides have been made to incorporate the Nation Building philosophy and practices into tribal operations, the grant request represents important components of Nation Building that are not yet currently funded, but essential to carrying out a robust approach to Nation Building in a manner that will result in greater economic and community development gains for the Pueblo. Additionally, the EDD has been recognized for its economic revitalization efforts regarding economic policy and setting up supporting institutions. The staff has been asked to present at the Native Nations Institute "Leadership and Governance" conferences and has also been asked by Harvard Project to present at the Bush Foundation funded governance training as well as the for tribes in Maine and Massachusetts. YDSP is amenable to present its AmeriCorps program in this manner once it gains experience in operating the program and has identified best practices and lessons learned that can be beneficial to other tribes and other CNCS grantees.

5. Describe how members will be rewarded and how reflection will be included.

Recognition approaches will be formal, informal and immediate. Members and host-site supervisors will contribute to recognition approach(es) that are of particular relevance to their areas. The recognition process may focus on the contributions of individual members, teams or host-sites. The recognition approach will include high profile, YDSP-wide events that occur on a quarterly basis. These events such as employee meetings and community meetings and events will be utilized to acknowledge achievement of member contributions to Target Tigua. Examples may include, but are not limited to the following: Member Service Awards at Annual Employee Party; YDSP employee quarterly meetings and

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awards; Certificates of Appreciation; Write-up in the quarterly newsletter; A distinctive Target Tigua AmeriCorps event will be held annually to recruit members, recognized members for outstanding performance and introduce the community to Target Tigua projects and services; and As needs luncheons will be held for a particular project or exceptional community service and service year graduation recognition.

Reflection-opportunities for members will be provided through a series of member meetings, surveys, guest articles in newsletters, website testimonials and meetings with Target Tigua administration and committees.

6. Community involvement, the sustainability plan and future increase resources.

From, the onset Target Tigua AmeriCorps has been a collective vision of the community. Using the Economic Advisory Committee and the Target Tigua AmeriCorps Task force comprised of community members, the planning process was a grassroots movement where economic and community development challenges and needs were addressed in order to develop measurable outcomes and impacts that address development of tribal members and positive change in the community. The program staff has also worked to advance strategic alliances and relationships with the Tribal Council and YDSP programs to garner necessary administrative support and demonstrate the need to provide resources to the Target Tigua efforts. The Target Tigua staff and committees have also educated the community through public, employee and government presentations in order to promote commitment to community service. As noted in the fund raising plan the Pueblo is committed to sustain the program by committing its own resources (e.g., tax allocation, program funds, employee resources) and a series of grant writing and philanthropic activities.

7. The ability to provide or secure technical assistance is not clear.

The EDD has a history of hosting and facilitating technical training and providing technical assistance. The EDD technical skills include policy development. With legal review the EDD prepared and implemented the revised YDSP Tax Code that resulted in increased funds that will be allocation to

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the Tribal Government Fund to aid to sustain YDSP programs such as the Target Tigua AmeriCorps program. The EDD hosted and facilitated YDSP agency strategic planning sessions where YDSP programs and employees gained strategic planning knowledge. The impacts demonstrated in the first YDSP-wide strategic planning effort.

Additional program technical assistance conducted over the last two years include: program development, program evaluation, data collection, nation building for programs, Native American Law, child welfare act. The Pueblo conducts at least 4 comprehensive programs per year. Many of which are facilitated through EDD. The above mentioned or similar training and technical assistance will be available to AmeriCorps members and host sites.

8. Resource-poor community impacts the organizational capability.

The people of YDSP suffer high rates of unemployment, poverty, housing shortages, and associated social problems compared to other groups in the U.S., Texas and El Paso County as reported by the YDSP Tribal Records Department. The Pueblo has not advanced in the same manner as groupings of populations with similar resources. One-third (or 33%) of families in the YDSP SA fall below the federal poverty income levels and the number of children living in poverty is extraordinarily high (39%) in tribal households live in poverty. Using data reported by the U.S. Census for comparison, Tribal members have poverty rates that are almost 10% more than the El Paso County rate of 24.9%, and triple the national average of 10%. The YDSP CEDS Survey results show per capita income for the Tribal members being only \$8,181 or about one-third the national per capita income of \$26,804 and about half per capita income for El Paso County (\$15,492). The Small Business Administration recently designated Ysleta del Sur Pueblo economically disadvantage and awarded the tribe 8(a) status as of September 30, 2010. Sections 8(a) and 7(j) of the Small Business Act authorize a Minority Small Business and Capital Ownership Development program or Tribal owned enterprise to be designated for 8(a) Business Development. The purpose of the 8(a) business development program is to assist eligible small disadvantaged business concerns to compete in the American economy. A small business owned by a

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Native American tribe meets the basic requirements for admission to the 8(a) business development program if it is a small business is unconditionally owned and controlled by tribe demonstrates that the tribe and its members are socially and economically disadvantaged individuals and the business can demonstrate potential for success.

### 9. Criminal History Check Requirement

In accordance with requirements for the CNCS, YDSP will conduct criminal history checks for AmeriCorps State/National (including Education Award Program) participants who, on a recurring basis, have access to children and persons over the age of 60 years old or individuals with disabilities as well as grant-funded staff in those programs with such with the above mentioned access to individuals. The YDSP HR will serve as the official adjudicators for all background checks. YDSP will at minimum conduct the two required services 1) state criminal registry check and 2) the National Sex Offender Public Registry Check. Additionally the Pueblo runs individuals through the Federal Bureau of Investigations using the Bureau of Indian Affairs resources.

Candidates who are detailed to host-sites that are working with children, elderly and handicapped are required to be photographed and fingerprinted for the purpose of a background investigation as required by applicable law and designated by the HR Department. However, YDSP will adhere to the standards set forth in the NCOPR and Criminal History check for all member and staff. As appropriate and deemed necessary, HR will check the Child Abuse Registry and the Elder Abuse Registry.

Additionally, all members and AmeriCorps paid staff are required to sign 1) a Confidentiality Agreement; and 2) are subject to a drug screen requirements. YDPS will bar any individual who is subject to a State sex-offender registration requirement from serving serve in a Target Tigua position. All checks will be conducted and assessed prior to service at YDSP.

### 10. Performance Measurement

Target Tigua staff will develop assessment tools to determine if host sites are able to show the incremental progress toward achieving of long-term and complex goals.

## Narratives

Economic Opportunity Output O1 and Outcome O9

O1. Number of economically disadvantaged individuals receiving financial literacy services.

O9. Number of economically disadvantaged individuals with improved financial knowledge.

This program is targeted at economically disadvantaged individuals with its key outcome to be improved financial knowledge. The EDD staff will utilize the EDD staff as a leveraged resource for data collection. Currently, the YDSP EDD has a member of the staff with a Master's in Economics and expertise in data collection and analysis and will serve as the Project Technician and aid to data collection instruments, databases and conduct analysis. Other staff will aid in other evaluation techniques such as pre/post tests. Outcome O17

O17. Number of members that complete a college course within one year after finishing AmeriCorps.

The Pueblo will also conduct data and assess Environmental, Small Business Development, Nation Building and Emergency Management outcomes and impacts.

Clarifications as of April 29, 2011

\* Please provide an update on your strategy to begin increasing the grantee share of the costs associated with the program in order to reduce the cost/MSY.

Ysleta del Sur Pueblo (YDSP) will initiate a multi-pronged strategy to increase its share of the costs associated with the program in order to reduce the cost/MSY. This will entail reviewing the overall Economic Development Department annual budget and identifying areas where the unrestricted departmental funds can accommodate and absorb the grantee costs. This will be a gradual approach over the next year in order to ensure that the department functionality and operations are not compromised. These changes will be reflected in the AmeriCorps budget for FY2012.

o Please verify that criminal history checks will be conducted on all members, employees and other

## Narratives

individuals as described above. You may revise the budget to include these costs, if necessary but may not exceed the level of funding for which you are under consideration.

YDSP will conduct criminal history checks on all AmeriCorps member, employees and other individuals as necessary by AmeriCorps program regulations. YDSP will absorb these costs and no AmeriCorps budget revision is necessary.

o The budget does not include costs for criminal background checks on members or staff. Please explain how these costs will be covered. You may revise the budget to include these costs, if necessary, but may not exceed the level of funding for which you are under consideration.

As mentioned above, YDSP will absorb the costs associated with conducting criminal background checks on members and staff using unrestricted tribal funds and will adhere to regulations and policies regarding criminal background checks. No AmeriCorps budget revision is necessary.

o Please verify that the criminal history checks conducted for members and staff will include an FBI fingerprint check in addition to the state registry check and the NSOPR for anyone with recurring access to vulnerable populations.

YDSP will conduct FBI fingerprint checks in addition to checks using the state registry and the NSOPR for any AmeriCorps member and staff having recurring access to vulnerable populations.

### Continuation Changes

YEAR 2: YDSP proposes to re-assign two member slots. Originally, EDD requested two (2) members assigned to the Emergency Management Department and two (2) members assigned to the Emergency Management Office. Each of these departments has re-assessed its needs and determined that only one

## Narratives

(1) AmeriCorps member is needed at each department. This leaves two (2) member slots to be redirected to other host sites. To address this, the EDD conducted a brief analysis of where the two (2) members are needed within the framework of the proposed and approved "Target Tigua" project. As a result, the EDD is requesting herewith that one (1) member be assigned to the EDD host site under the member description "Nation Building Trainer" and the other under the Empowerment Department assuming the service role of "VITA Assistant." The Nation Building Trainer will work directly with segments of the community, such as tribal elders through the Elders Program to provide Nation Building services and assistance. EDD will use the same member descriptions already submitted and approved by AmeriCorps for "Target Tigua."

To address concerns about the VITA Assistants, the Empowerment Department will ensure that an appropriate timeline is put in place that is more achievable by the AmeriCorps members assigned to these service posts. The VITA Assistants will have from May to December of each program year to ensure they have the necessary skills to perform the duties of the position. This will entail coordinated and structured training throughout these months, meeting with tribal agencies and departments to coordinate for tax season, ensuring that external partners are familiar with the process and tax preparation services offered through the program, and begin to outreach and provide brief presentations and literature about the program to hard-to-reach community members and persons of low income to raise awareness about the program and to inform them about how they could benefit from these program services. These activities will provide the members assigned to these slots a more engaging timeline to accomplish their tasks, as well as to optimize their skill and confidence levels in serving the community.

Plan to address delayed timeline in the first year:

Being a first-year grantee, YDSP has experienced success in pre-implementation preparation, in

## Narratives

particular with policy development and completion, completing the member descriptions for all 14 half-time slots, finalizing and securing memoranda of understanding (MOUs) from the six additional host sites, as well as with YDSP's Human Resources Department tasked with the human resources components for the program. YDSP had the program policies reviewed and approved by the AmeriCorps project officer and began in implementation of the program in mid-October. Currently, there are seven (7) member positions filled and the remaining seven (7) will be filled in February, with the exception of one VITA Assistant, which will be assigned in June/July of 2011. YDSP is confident that this delay in recruiting and beginning the implementation of the program will not be a challenge in completing all first year program activities by December 2011, having all members complete their required 900 hours of service. All host sites are aware of the delay and have agreed to work closely with the economic development department to ensure that all activities are completed as agreed upon. Recruitment will continue through February 2011, when all slots are expected to be filled. To accommodate this delay, The Economic Development Department (project lead agency) has made arrangements with the Finance and Revenue Department to schedule the payment installments through the completion of all first-year assignments until completed in December of this year. Moreover, recruitment was conducted in coordination with the University of Texas at El Paso (UTEP) and the Upper Rio Grande Workforce Development Board to tap into university students seeking service opportunities in the focus areas of "Target Tigua." These efforts proved successful, as seven (7) candidates have been identified for the open slots. Over the course of the next few weeks, the EDD will place these individuals accordingly and will provide technical assistance to the host sites to ensure that all AmeriCorps members are successful in completing their assignments and hours of services. Should the program fall short in obtaining/retaining all members, then additional outreach to community partner organizations will be conducted to ensure an immediate and timely response for the recruitment of new members.



## Performance Measures

### SAA Characteristics

- |  |   |
|--|---|
| <input type="checkbox"/> AmeriCorps Member Population - None | <input type="checkbox"/> Geographic Focus - Rural |
| <input checked="" type="checkbox"/> Geographic Focus - Urban | <input type="checkbox"/> Encore Program           |

### Priority Areas

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

Grand Total of all MSYs entered for all Priority Areas                      7

### Service Categories

Other Community and Economic Development

## National Performance Measures

**Priority Area: Economic Opportunity**

### Strategy to Achieve Results

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

Members will teach a financial literacy training to at least 20 community members with them having to pass an exam.

### Result: Output

Result.

20 community member will complete the training course.

Indicator: O1: Individuals receiving financial literacy services.

Target : Community members will have a course that will expose them to a variety of financial literacy topics such as developing spending plans, savings and checking accounts, using understanding and building credit.

Target Value: 20

Instruments: Knowledge-based pre- and post tests. Sign-in sheets, rosters, certificates issued, customer satisfaction surveys, and questionnaires on post course outcomes among participants. Group-level and individual-level interviews among class completers.

PM Statement: 20 community members will complete a financial literacy course.

### Result: Intermediate Outcome

Result.

20 community members will demonstrate utilizing financial services, such as savings and checking accounts.

Indicator: O9: Individuals with improved financial knowledge.

Target : The Empowerment Department will introduce the course recipient to how to set up bank and checking accounts and assist them with a successful link to financial institutions.

Target Value: 20

Instruments: Knowledge-based pre- and post tests. Sign-in sheets, rosters, certificates issued, customer satisfaction surveys, and questionnaires on post course outcomes among participants. Group-level and individual-level interviews among class completers.

PM Statement: 20 community members will demonstrate a 15% increase in knowledge regarding utilizing financial services, such as savings and checking accounts. The Empowerment Department will introduce the course recipient to how to set up bank and checking accounts and assist them with a successful link to financial institutions.

**Priority Area: Economic Opportunity**

### Strategy to Achieve Results

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

The program will recruit seniors in high school and low-skilled adults in need of career development and in collaboration with the Empowerment Dept. and other relevant agencies to assist them in enrolling into college.

### Result: Intermediate Outcome

Result.

Member will apply knowledge gains toward career opportunities or jobs skills.

Indicator: O17: Members that complete a college course.

## National Performance Measures

Result.

Target : Members who are seeking to advance their educational and professional skills while contributing to the community will be targeted for this performance measure.

Target Value: 2

Instruments: registration completion, review of completed course, report card/transcript.

PM Statement: The program will recruit seniors in high school and low-skilled adults in need of career development and in collaboration with the Empowerment Dept. assist them in enrolling into college. Empowerment Dept. will provide ongoing case management to increase success, therefore, members who are seeking to advance their educational and professional skills while contributing to the community will be targeted for this performance measure.

### Priority Area: Economic Opportunity

#### Strategy to Achieve Results

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

Members in need of development will be recruited and provided with orientation to local colleges and universities and exploration and counseling for selection of college course and/or degree plan. Target Tigua will work with Empowerment Program and local universities/colleges to facilitate enrollment for members. The Americorps education allowance will be promoted among Americorps members.

#### Result: Output

Result.

At least 2 members will be identified who have completed high school or equivalent and enroll in college/university within their term of service.

Indicator: O14: Members without degree prior to service.

Target : Community members who have completed their high school diploma or equivalent and have never taken a college course.

Target Value: 2

Instruments: Review of diploma/GED completion, enrollment documents to college/university.

PM Statement: This is still accurate for the Target Tigua Program: At least 2 members will be identified who have completed high school or equivalent and enroll in college/university within their term of service. Community members who have completed their high school diploma or equivalent and have never taken a college course will receive guidance in selecting college courses related to their areas of interest and will receive counseling regarding financial assistance opportunities and paying for college.

## Required Documents

**Document Name**

**Status**

Evaluation

Not Applicable

Federally Approved Indirect Cost Agreement

Already on File at CNCS

Labor Union Concurrence

Already on File at CNCS