

Narratives

Executive Summary

The AmeriCorps*Hoopa Tribal Civilian Community Corps (TCCC) is a 1700 hr Full time Tribal AmeriCorps Residential Program that provides trainings, work experience & an education award of \$5,550 upon completion to 30 members residing on the campus in Hoopa, California. TCCC selects individuals, predominately, Native American Indians ages 18-24 from the U.S., whom will leverage over 100 volunteers throughout the year. Members begin/end in staggered terms, thus creating a year round corps. TCCC specializes in completing service projects in 5 areas: Environmental stewardship & conservation, Mentoring children, Public Safety, Unmet Human Needs to include: Construction, Renovation/Rebuilding to include cultural preservation & Disaster Recovery/Response throughout the US, predominately on Tribal Lands & rural areas. These projects will begin on September 1, 2013 & end on August 31, 2016 with an anticipated outcome of 19 of 30 members will report that they have secured employment, 5 veteran households will report that they have received CNCS support, & 15 projects will be completed in environmental restoration. The CNCS investment of \$585,000 will be matched with \$427,414.

Rationale and Approach

As noted by the External Evaluator, & documented by data collected from TCCC, the efforts & impact of the program are as follows: TCCC completed 15 environmental restoration projects. Projects involved rebuilding & restoring traditional tribal village sites, improving state/national parks reducing hazardous fuels in public & tribal forests, fish habitat improvement, highway, roadside cleanup, & wetlands restoration. Successful project completion was based on Service Site Performance scores of 70% based on inspections. 25 of 15 targeted projects. They included projects requested/sponsored by Federal, State, Tribal & other local agencies. Another 8 projects categorized as educational, 23 projects categorized as human needs, independent living for veterans & 2 disaster response projects for FEMA were also completed during this past year. TCCC is to be commended for exceeding their targets for last year. 15 of the 25 service projects directly benefited 15 Tribal Communities. Of the remaining 10 projects, 8 were on public lands, including the BLM & National Park Lands, State & public school lands. Individual teams provided a total of 159 days & 7,847 team hrs of service at project sites. A total of 32 members received 55 different types of academic, emergency response, personal growth, & skill building training during this past year. The impact the program had on each member reflected 30 of 32 members participated & completed 15 or more trainings. All 19 members who completed competency standards reviews in this past year achieved scores 70% & above. 10 scored 100%, 3

Narratives

scored 93-96%, 4 scored 82-89 % & 1 scored 75%. TCCC is to be commended for exceeding its target last year for members participating in 15 or more training opportunities and attaining 70% or more of competency standards. TCCC continues to work with populations that face significant barriers in rural communities. Nowhere in CA are the unemployment & poverty rates greater than on Indian reservations, where the economies are far less diverse and the job opportunities far more limited than in the north coast region & state as a whole. TCCC continues to receive multiple community project requests for their teams to assist organizations. NEED-The Hoopa Indian Reservation is plagued by high rates of poverty (29%), poor educational achievement (69% high school graduates), substandard housing for low income families to include veterans, & high rates of disease/illness. American Indians rank at or near the bottom of every social, economic, and health indicator. The 3 largest northern CA Tribes have a total population estimated at 11,100; they are the Hoopa (population 2,200), Karuk (population 3,500), & Yurok (population 5,400) Tribes. Despite these Tribes' best efforts, recent natural disasters have endangered the health & safety of their communities, severely impacting their mainstay economies. As a result of the rapid decline in timber harvests since the early 1990s, there has been a hazardous buildup of forest fuel loads. In the past 3 years, a record number of large-scale, devastating wildfires have ravaged Northern Ca, including the aboriginal territories of these Tribes. The Census 2000 data show that most remote rural communities face the biggest economic challenges. The target community has a vital role in identifying the needs & service activities. TCCC will work to solve this community problem by engaging 30 members in service to complete projects that address the 1.) At risk ecosystems & other environmental challenges facing tribal, public, state & federal lands 2.) Minor home repairs for Veterans living on the Hoopa Indian Reservations, while receiving training in Workplace behavior, soft skills training, GED/High school diploma for personal development to enhance themselves to perform to higher standards so that the community benefits from the work they are doing to solve the problem. TCCC will continue to conduct service projects at multiple CA & out-of-state sites, including Indian reservations & economically distressed communities with concentrations of low-income people to include veterans, that are adversely affected by Federal land mgmt practices, & environmentally distressed communities. The need, an outline of specific project tasks & activities to address the need, & a sustainability plan are required as part of the documented application process necessary for an organization to be eligible to support a TCCC team. As outlined in the past 3 external evaluations, this population was chosen to be served due to the numerous requests from the communities, the tribal membership, organizations that work in & around Tribal Lands, to include the US Forest Service, Hoopa Tribe, Karuk Tribe, Blue Lake Rancheria

Narratives

& Yurok Tribes. (30) full-time members will serve in staggered terms to complete 1700 hr terms each year. Staggering members' start/end dates has proven to enhance program success, as new members benefit from serving concurrently with more experienced members. Members begin each day at 6am with physical training led by another member, followed by breakfast. Service project activities begin at 8am with a "briefing" by the Team Leader to project goals & tasks. At 430pm, members begin site clean-up & put away tools. The last task is "debriefing," which members have the opportunity to voice safety concerns, report accomplishments, share ideas for project improvements, & complete service hr log sheets to record total service hrs. After the project is completed, a portfolio is completed by the team to include: quantifiables, reflections of member & community benefits, pictures/media releases, & solutions. A member will normally spend, 40 hrs per wk in direct service, averaging 1360 hrs of 1700 hrs towards completion. This includes members spending 6 days per wk/10 hrs per day. Within those 1700 hrs, members complete 40 hrs of Independent Service Hrs. This allows the member to seek out volunteer opportunities in the community separate from their team. During disasters members spend up to 60 hrs performing disaster relief services. Our 30 members receive an average of one 8-hr day of training per wk throughout their 1700 hr term of service. Once our 30 members have been selected, they will secure employment through their AmeriCorps*TCCC experience while receiving a variety of trainings aimed at increasing individual skills & knowledge that will prepare them for their term of service, including essential certifications. Training topics include: expectations for TCCC, conflict resolution, team building/group dynamics, cultural diversity, CERT, First Responder Training, First Aid, CPR, disaster services, STD/AIDS awareness, drug/alcohol prevention, tobacco cessation, time mgmt, small engine safety/repair, construction trades, environmental restoration, proper food handling, resume writing, job preparedness, money mgmt, college prep., obtaining a high school diploma, setting personal goals--mentally, physically, & emotionally. Most trainings will be provided by TCCC staff, medical personnel, American Red Cross, Service Site Supervisors, local consultants, job development personnel & other organizations identified in the grant. TCCC would not exist without CNCS funding. There are not enough volunteers in rural communities to address the larger problems needing to be addressed as outlined in this proposal. The same volunteers are over utilized in our community which leads to burn out & lack of resources needed to sustain these community projects. Organizations requesting the assistance of TCCC do not have the capacity to support the needs of their community. Therefore, without CNS help, these projects would be stagnant & unresolved for these communities. With these skills provided to members, TCCC will be able to complete 15 projects in environmental restoration. We are requesting 30 full time members/slots to support a year round

Narratives

corps in a residential setting located on the Hoopa Indian reservation. EVIDENCE BASED/EVIDENCE INFORMED AND MEASURABLE COMMUNITY IMPACT-Data collected has proved that TCCC teams provided a total of 159 days & estimated 7,847 team hours of service to 25 different environmental projects. Successfully project completion was determined by service site performance review scores of at least 70 % based on Site supervisors & partnering/sponsoring organizations. Of the 25 projects completed, TCCC had over 98 documented requests for help from different organizations that they could not complete due to the lack of time. TCCC is successful in creating partnerships & collaborations that provide the support needed to enhance the AmeriCorps investment. Receiving an AmeriCorps grant will enhance & add value to the existing service activities because declines in timber demand & prices have resulted from the downturn in housing construction. The Hoopa Tribe, has lost an estimated \$5 million in timber revenues in the past fiscal year. Stringent operating budget cuts have been in effect. As the Tribe struggles with unstable/undiversified economies, dramatic unemployment & pervasive poverty. AmeriCorps will allow the community to receive valuable services from members who need employment & money to go to college. This will help boost the economy while preserving the environment & developing members. TCCC expects that 19 of 30 members will report with a first pay stub that they have secured employment by joining TCCC. 5 veterans families will report that they received CNCS support from TCCC. 80% of projects will report a decrease in an at risk ecosystem by the service completed by TCCC teams. TCCC will demonstrate the impact by conservation work completed, creation of Trails, Cultural restoration to tribal lands, Debris (NOT TRASH) removal, Improvement of Public, Federal, State/Tribal Lands, Improvement of Trails, Improvement of Waterways, Land restoration, Plant establishments, Plant removal, etc. Planned partners to address the need will include community-based organizations, faith-based groups, local non-profits, Indian Tribes, Federal/State and local governments. They will complete an application that describes in detail the need to be addressed, the project activities required to address the need, & the benefits to members/community. Outreach will be conducted on/near Indian Reservations throughout the United States. Outreach activities will include telephone calls, focus groups, faxes, emails/mailings to organizations that serve Native Americans; e.g., United Indian Health Services, Native American Workforce Development, Indian Tribes, Tribal Temporary Aid to Needy Families (TANF), BIA, educational institutions & other Indian-serving agencies. The goal of the Hoopa TCCC program is two-fold: (1) The communities will receive otherwise unavailable assistance from a group of dedicated/well-trained individuals; (2) The teams will be trained/educated to serve as role models to the community. Thus projects completed will meet both community

Narratives

development & TCCC member development goals. Projects are selected by a criteria set by the program, which is role modeled after NCCC. These projects must demonstrate a compelling community need, benefits to members working on the project, must meet the criteria project sponsors (such as tribal government, state agencies, federal agencies, etc.). Impact will be measured by successfully meeting the targets identified in the Performance Measures(PM): PM 1: 19 Economically Disadvantaged National Service Participants will secure employment. Upon enrollment to the program, each member will complete a questionnaire that document unemployment prior to service. This will be kept and documented in each member file. PM 2: 5 Number of veterans receiving CNCS-supported assistance. Data collection will be collected on an initial project application from the veteran/provided by TCCC. In addition to this, a file with quantifiable, project completion report, & a portfolio from the team accomplishing the work will be maintained & kept by the TCCC Project Manager. PM 3: 15 Projects will be completed in Environmental restoration & they will report that it has decreased at risk environments. The organization & Site Supervisor on each project completed by TCCC will complete a site project questionnaire. Questions are on a 1-5 point system rating the team leader, team effectiveness, quantifiable, impact of the work completed. To include questions like: Are the future climate scenarios & associated regional conditions majorly facing the challenges with this environmental systems more prone to be protected? Have the risks to managing long term land mgmt investments been decreased? Has the service provided by TCCC increased the thresholds of ecological resilience? Has the service provided to the at risk ecosystem services been reduced and is it critical to the society? Has this service from TCCC helped reestablish an ecosystems resilience? As required by CNCS, TCCC will report on EGRANTS twice per year, by the daily data collected by teams on the project & maintained by the TCCC Project Mgr. The member performance measure(PM) #1 was chosen as direct result from proven results from members joining TCCC. TCCC determined the performance measure #2 & 3 by the data collected throughout the past 2 year(s) from TCCC service requests from organizations. The goal of TCCC is two-fold. First, the community itself will receive assistance that otherwise would not have been available from a group of dedicated & caring individuals. Second, the teams themselves will be trained & educated to serve as role models/mentors to community youth. Thus projects completed will meet community goals while addressing the needs of the youth as well. PM 2 was Member development through education & training that increase members understanding of citizenship responsibilities & related skills, generally demonstrated through their participation in construction/renovation, disaster response, education, & human needs-oriented projects. MEMBER RECRUITMENT-TCCC will recruit nationwide, targeting Native American youth

Narratives

between the ages of 18-24 years. Members are recruited from diverse tribal groups. TCCC recruits federally recognized Indians, our large pool of applicants also includes persons from other ethnic groups and races. We have found that a number of our applicants have no employment due to no high school diploma & require our assistance to obtain one. Members are selected once a month to serve in staggered to term. Thus to create a year round corps. This allows the newer members to benefit from the older members serving. The selection criteria for members emphasize applicants' demonstrated commitment to community service, evidence of past volunteer service, past performance in employment capacities, & willingness to live in a residential program & complete the 1700 hr service program. The selection process follows Tribal hiring practices that provide equal opportunity to all applicants with preference to Native Americans but also abides by Title 7 Discriminatory Federal Law. An AmeriCorps application is completed either online through EGRANTS or by the paper application. TCCC staff interview applicants. If selected, the candidate's application is sent to the Tribal Insurance Department for a criminal background check. The director reviews the criminal background check for compliance & the candidate is notified of acceptance or denial. TCCC is currently using a statewide database of federally recognized tribes at the BIA to assist in outreach & EGRANTS. TCCC developed a database of local schools, workforce development agencies, state-funded employment development programs, and small volunteer recruitment organizations. Additional recruitment efforts are conducted in areas where service projects have been completed. Members are required to recruit in teams & share their AmeriCorps experience while working on service sites. The recruiting outreach plan includes using various media, including radio PSAs, press releases, posters, word of mouth, web sites, newsletters, conferences, mail outs, showcases, service projects, FACEBOOK & TWITTER. In order to ensure that the corps is diverse & includes members of the communities; outreach & on site presentations are conducted in conjunction with prior service project sponsors, organizations that specifically address the needs of "at-risk young adults" TCCC. TCCC will continue to serve the local community in hosting recruitment showcases, project & volunteer opportunities, recruitment booths in the local high schools, colleges, community events & traditional gatherings in creating awareness about the program & providing opportunities to join or volunteer. TCCC is successful in recruiting locals into the program through these strategies. TCCC has created collaborations with organizations, tribes & schools locally/nationally in volunteer opportunities which have targeted Native Americans, low income individuals, opportunity youth, rural residents, older Americans, veterans, people of color & disabilities in special initiative service days. By TCCC providing these opportunities has lead to them joining the program, continuing to volunteer

Narratives

& spreading the word to family members/friends. Members assist in recruiting members by being assisting at recruiting booths, fairs, projects & assisting with mass mail outs of newsletters & information. Based on past enrollment records of TCCC, 79% of members who join the program are considered to be "at-risk"-members who display some or many of the following characteristics: (1) no high school diploma/GED, (2) No job experience or desire to become employed, (3) Low literacy level (4) Single parent, (5) Growing up in a single parent household or raised by a relative other than biological parent, (6) Violence, illegal drugs/alcohol related problems as a predominant daily issue in their lives/household, (7) lack of desire to finish school or enroll in college. A large number of members report feelings that reflect a sense of cultural separation & want to acquire, regain, or retain the values & traditions of their native people. According to the US Commission on Civil Rights, Federal programs have been established to raise Native Americans' living conditions to the standard of others, but they still suffer higher rates of poverty, poor educational achievement, lack of substandard housing, & higher rates of disease/illness. Native Americans continue to rank at or near the bottom of nearly every social, health, & economic indicator. The high rates of adolescent suicide, depression, alcoholism, & school dropout indicate the toll that chronic poverty takes on reservation youth. Statistics have been retrieved from multiple sources including "Report: Stuck between two worlds: Tribal youth ravaged by violence, drug abuse, depression. TCCC has provided tools for members in the program to overcome these obstacles & future recruits get to hear the success stories of current & former members firsthand, thus helping them make the decision to want to join TCCC too. MEMBER TRAINING- Training begins on the first day of arrival. During the 1st week of orientation, members receive internal training that include orientation of policies that govern the program, AmeriCorps & the Hoopa Tribe. This training can best be describes as 1)pre service training 2)on site, job specific training and 3)Life after AmeriCorps training (which includes specific skills, job search activities that will benefit a member after their term of service). The rest of trainings are given throughout the members' term of service. Training topics include:Conflict resolution, team building/group dynamics, diversity, CERT & First Responder Training, First Aid/CPR, disaster prep & response, STD/AIDS awareness, drug/alcohol prevention, culture-based tobacco awareness, time mgmt, small engine safety/repair(chainsaw use), hand tool usage, construction trades, environmental restoration, food handling techniques, resume writing, job preparedness, money mgmt, college prep, obtaining a high school diploma, life skills-cooking/cleaning, financial literacy, setting personal goals-mentally, physically, & emotionally. Member will receive on the job training skills which will be lead by the Team Leader & Project Sponsors. The pre-service training is for members to see the program in action,

Narratives

set realistic expectations, form partnerships with other members/program staff, & begin to build a strong sense of team membership. They are also required to complete an Independent Learning Plan at the beginning of the program & revisit it to set new goals halfway through the program. The members learn about the important roles of the Tribal Council in the community & the Tribe's commitment when bringing Tribal members from other areas to Hoopa to perform & train for service projects. This consists of providing a member with Tribal policies, & the specific rules governing the daily & evening activities of TCCC members, as well as instructions on filling out & understanding internal forms/documents required. Affiliation & Identification of AmeriCorps includes a PowerPoint presentation highlighting CNCS & the different streams of service, TCCC alumni present their own personal experiences/presentations. General Skill Development training consists of diversity & the challenges & positive aspects of dealing with different groups. Members work in group planning & problem solving activities that promote conflict resolution & real-life ways to address issues they may face. Once the initial orientation is completed, project-specific training takes place. This will include an orientation to/briefing about each project, identification of the sponsoring organization, the needs to be addressed, tasks & goals to be completed, and member development activities. Training will also take place in the reinforcement of the value of service to the community. To reinforce this idea, the Team Leaders will conduct daily crew mtgs to discuss the work progress & its benefits. The Project Mgr & Team Leader will orient the members to the project, periodically check in on their progress, attend corps meetings, & schedule a corps debriefing session to determine the effectiveness of the project & the effects on the community/members. A large portion of the corps training will be devoted to disaster/emergency preparedness mitigation/awareness. In collaboration with the American Red Cross, Kimaw Medical Center, & other organizations, members will be trained in CPR/First Aid, damage assessment, shelter operations, disaster services, mass care, swift water rescue, over the bank rescue, basic firefighter training & wilderness survival. The Carpenter's Union provides construction trades orientation, tool & workplace safety training, hazardous materials identification, & on-the-job learning experience with journey-level carpenters and members have the opportunity to join the Carpenter's Union. During the last few months of the program, training will shift to include a structured plan for Life After AmeriCorps. Activities & trainings will include preparation for job development efforts such as career/job counseling, job-readiness classes, life skills, labor market awareness, & assessment skills. The Tribal Employment Office & local TANF in Hoopa, provide training in resume development, interviewing techniques, skill bank & money mgmt, income tax preparation, & completing job applications. TCCC provides additional resume completion training, job

Narratives

search information, higher education grant information & how to use the AmeriCorps Portal. Upon completion of the program, members will walk away with a variety of trainings, skills, certifications, job readiness training, awards, on-the-job skills to use towards the future & an AmeriCorps education award of \$5,550. Ongoing training will take place throughout members' terms of service. TCCC has a strong established infrastructure with systems in place that require project sponsors to provide onsite specialty training specifically to the members. TCCC requires project sponsors to complete a project proposal which outlines the project community need, outline of the work to be performed, tools needed & the benefit to the members. TCCC Members will receive a minimum of 25 different trainings throughout their service year. Since members serve concurrently in staggered start and end dates, TCCC is very creative in providing year round training several times per year, to obtain the best experience for a member. Throughout the year, TCCC provides a variety of external trainings that can be specific to addressing a members individual need or when a members serves. These trainings are Alcohol/Drug Group therapy, Indian Education conferences, Wellness Conferences, Career Fair(s), Entry level College Courses, Cultural trainings specific to certain tribes/projects, elder abuse/mandated reporting, EMT training(offered to 2nd yr members), Emergency preparedness, family planning, STD Awareness, Flood Flight Methods, Food Handlers, GED Preparation, ICS 100, Interviewing Techniques, Money Mgmt, Swift water Rescue, Wilderness Survival, Weather Identification, Sandbagging, Wild land Firefighting & Wellness. Members whom do not have a high school diploma must enroll into school to obtain one. The TCCC Director ensures that staff are properly trained regarding prohibited activities & comply with terms & conditions of the grant. The Hoopa Tribal Council is informed of these requirements & ensures currency on changing policies/OMB circulars through the Tribal Grants Mgmt Office. TCCC staff conduct orientations on prohibited service activities during orientation & throughout their term of service. Prohibited activities & other program requirements are described in a "TCCC Member Handbook" that is distributed to each member to utilize throughout the year. Receipt of the list of prohibited activities is documented within the "member contract," which is signed by both the member & Program Director on the member's 1st day. Project sponsors & site supervisors will be given information about the members' prohibited activities, how they relate to particular projects to be completed while in their areas. TCCC will not allow a project to be performed in one of the prohibited activities. This is implemented through the project application process already developed by TCCC. MEMBER SUPERVISION- Project Sponsors are representatives of organizations that fill out the TCCC request for project proposals & meet the qualifications of project sponsors. The site supervisors are individuals that

Narratives

may/may not work for the organization identifying the projects. They are the individual whom works with the TCCC team on a daily basis to implement the daily functions of the project to its completion. This does not take the place of staff but provides guidance & technical support of the project to staff/members. In terms of supervision, TCCC has a mechanism for direct oversight & leadership to individual members on the team, which cover 24 hours/7 days per wk. The Director is responsible for the oversight of the Project Mgr, who in turn provides direction/leadership to the Team Leader. The team leader is in charge of the daily supervision/mgmt of the team. During the evening & weekends, TCCC has 24 hr staff to provide a point of contact for safety to the members since this is a residential program. TCCC has been in existence since the year 2000. All employees, to include supervisors have job descriptions that outline expectations for results expected in each position. These job descriptions are created by the TCCC Director & approved by the Tribe's Personnel Dept. All supervisors are required to maintain the same trainings that members are required to attend. If additional training is required, TCCC will collaborate with external AmeriCorps programs such as NCCC or Conferences from AmeriCorps to support the needs of the program. The Team Leader debriefs with the members on daily basis & turns in the daily debrief to their supervisor (Project Mgr) whom then reviews it. If further clarification/guidance is required, then they will meet. If required, the Project Mgr will involve the TCCC Director, whom will then make an ultimate decision for the betterment of the Corps & provide additional training internally or externally for all staff. To include conducting a staff meeting. MEMBER EXPERIENCE-To promote member satisfaction & retention, TCCC makes every effort to address members' needs early on, preventing small issues & concerns from becoming larger issues. This objective has also led to member satisfaction in a variety of ways. First, formal surveys are used to measure individual members' levels of satisfaction with particular program policies & service projects. Second, members are given journals with specific topics to facilitate their expression of thoughts/ideas. They are reviewed by the director who reads for content, quality, prevention for retention. Members are required to wear uniforms that display the AmeriCorps logo & TCCC logo. This creates an atmosphere that promotes esprit de corps. Members are consistently reminded of how to act appropriately in the AmeriCorps uniform. Each month, TCCC conducts an "All Corps Meeting"-members are recognized with certificates/awards received during the month from external trainers "celebrating outstanding performance." These activities have proven to be beneficial in retention of members performing satisfactory. To instill & promote an ethic of service & civic responsibility, members will complete a variety of training and tasks. Presentations will be made by identified elders who are active veterans of foreign wars, public officials, Tribal Council;

Narratives

community members & organizations that would promote future enrollment of college or employment. Members will attend Tribal Council mtgs, city/local governmental council mtgs; & conducting Field trips to local governmental offices, & other public buildings to gain a better understanding of civic engagement. The Program was also successful in refining the experience of 2nd/3rd year members & revising their job descriptions. This allowed those that have already experienced a 1st year to be directed towards independent leadership & critical thinking skills. 2nd/3rd year members engage into a community projects that meets the needs of the community & allows them to work independently 2 days (2nd year) or 3 days (3rd yr). 2nd Year Members or student advisors(elected from the corps by the corps) with leadership abilities. This process allows 2 members to be elected by the Corps. They lead the group on wkly team trips to town to do their biweekly shopping, act as dorm advisors. These student advisor assists in areas of concerns of the members without violating confidentiality, policies/personnel issues. TCCC has a strong relationship with the local Hoopa AmeriCorps program, AmeriCorps Watershed, & other AmeriCorps State & National Programs. Members engage in opportunities to work together on "Special Initiative Service Days & with National programs in disaster response like the Texas Wildfires, Super storm Sandy on the East Coast and Floods in Missouri. VOLUNTEER GENERATION - TCCC will recruit volunteers by affording them with dates to volunteer. These dates are created by days of service such as Earth Day, Martin Luther King Day, Make a Difference Day, & AmeriCorps Week. Members will help recruit volunteers at the same opportunities that they help recruit members. Volunteers are afforded the opportunity to learn first hand about the community needs by speaking with staff & members while working side by side with them on these projects. The volunteers will gain awarness to sustain these projects for future endeavors or continue to volunteer because they understand the need for volunteers. Members will also host/assit volunteer reception centers both on days of service & on disaster response opportunities as they have done on the Texas Wildfires in 2011 & Hurricane Sandy in 2013. The Volunteer Center of the Redwoods (VCOR) is a local non-profit organization that recruits volunteers & supports volunteer recruitment activities throughout northern CA, with whom TCCC collaborates with. TCCC will orientate members to each site that they are afforded the opportunity to manage volunteer, such as volunteer days. Before the service site begins, volunteers will receive an orientation of AmeriCorps, safety & rules/polices to follow. Then volunteers will be lead by a TCCC trained member while working with other trained TCCC or AmeriCorps members at each service site. All of TCCC's letterhead, websites, recruitment information, service gear, press releases, service site materials, signs at the program identify AmeriCorps with TCCC making reference of to

Narratives

AmeriCorps.gov on all of its materials used. This includes our vehicles, buildings, business cards & when making reference to our name by staff or members, we say "AmeriCorps* Hoopa TCCC."

Organizational Capability

TCCC's mission: "We will perform community service through our native communities to restore balance within our homes, families & environment. We will change our lifestyles to promote strength within our people beginning with ourselves & those we serve." The Tribe's administrative infrastructure includes a Chairman, (7) Tribal Council & 60 departments, including Fiscal, Human Resources/Insurance, Office of Tribal Attorney, Grants Mgmt, Tribal Court, & Law Enforcement. The Tribe has overseen TCCC for the past 12 yrs. TCCC is served by (1) Program Director, (7) full time staff & (2) Temp. p/t staff. TCCC will be under the direction & guidance of Tahsanchat Cooper, Program Director whom has been with TCCC since conception. She manages AmeriCorps/TCCC activities relating to personnel, fiscal; community resources: public relations; emergency operations, program development, budget & grant compliance. She spends 1956 hrs of her time annually, monitoring TCCC as outlined in the budget narrative & 124 hrs annually overseeing another AmeriCorps program since 2003. The Recruitment Officer, Leslie Booth spends 1969 hours per year on recruitment, selection, maintaining member files for Grant compliance /prepares payroll & 111 hours for another AmeriCorps program. Leslie is an AmeriCorps alumni & previously served 2 yrs at TCCC. She has been the Recruitment Officer since 2005. The Lead Facility Supervisor FTE, Joan Wallace, has been with TCCC since 2007. She reports to the Program Director & is the direct supervisor of (1) FTE- Facility Supervisor & (2) on-call Facility Supervisors. She is responsible for the 5pm-9 am shift, Monday-Friday & 24 hrs on the weekends (TCCC is a 24/7 residential program). It is important to have this staff coverage. These shifts cover after work hrs & are responsible for insuring safety of members/facility, while teaching the members to assume the cooking/cleaning responsibilities of TCCC. They are responsible for purchasing groceries at the local store, creating menus, transporting members to the local bank, post office, personal development training sites, & independent service projects sites. The Facility Supervisors listen, provide guidance in after-hour activities on the campus & make referrals to the Director for external counseling. The Project Mgr FTE, Cesar Flores is responsible for oversight, planning, coordination of the Team Leader (TL), projects, training & managing data collection. Cesar has been with TCCC since 2007. The Team Leader, FTE, Stephan Lee reports to the Project Mgr. He is responsible for the daily supervision & service site data collection for the 30 members whom serve in staggered terms. He works side by side with the members on the team while providing them guidance. The TL travels with their teams on every

Narratives

project locally/nationally. He guides/listens to members, disciplines them, & ensures that they are learning, working, & building qualities in themselves for future benefit. Stephan Lee, has been with TCCC since 2006. The Corps Specialist/Facility Supervisor, Charlie McCovey, reports to the Director. Charlie has been with TCCC since 2004. He was a TL who was promoted to the Corps Specialist & now splits his time as a Facility Supervisor. He provides technical expertise to the members in tool safety, facility maintenance, preventative maintenance on vehicles & on projects where the project sponsor or TL may not have the knowledge to perform essential duties. The Director ensures Staff maintain current certification in First Aid & CPR, & affords them the opportunity to participate in training opportunities provided to members, to attend CNCS conferences, workshops & other trainings as needed for compliance/growth. TCCC is well established & staff keep abreast of new trainings in technology & education to keep up with the changing times. TCCC collaborates with other programs of the Hoopa Tribe to provide & receive TA to/from other Tribal, state & national AmeriCorps programs through focus & disaster groups, conferences, showcases, NCCC organizations, meetings, wellness groups, & emergency services. TCCC has a 12 year developed handbook for members/staff to follow, internal & external travel policies, inventory control policies, daily systems/protocols for staff to abide by. TCCC is to be commended for receiving grants from the USFS & BLM to support a collaboration of projects-not duplicating funds from CNCS. TCCC received a grant from the Community Prevention Initiative. This funding provided training in cultural awareness, gang awareness, prevention of substance abuse, leadership & diversity. TCCC continues to work very hard to overcome the limitation of budgets by increasing earned revenues & community partner contributions, as well as reducing program costs. The training opportunities offered to members to prevent and/or address attrition-relate difficulties were available to staff. TCCC affords the external evaluator the opportunity to participate in the National AmeriCorps Conference & Grantee Meetings/Grants Mgmt sessions, Staff Meetings, Corps Mtgs, Community events involving TCCC, Consultations with CNCS site visits & opportunities to visit the program announced or unannounced. The Hoopa Indian Reservation was established in 1864 & is the largest reservation in CA. The Tribe has been managing grants & contracts under Public Law 93-638 for 36 yrs. Since 1988, the Tribe has been at the forefront of the Self-Governance movement, as 1 of the original 5 tribes to take over the management of BIA activities under a Compact of Self- Governance. The Tribe was first in the Nation to enter into a Self- Governance agreement with the US Dept of Health & Human Services, Indian Health Services & currently manages most of its programs under a Compact of Self-Governance with both the Dept of Interior & Dept of Health & Human Services. Hoopa has an annual funding

Narratives

agreement under Title IV with the BIA & Title V with IHS of P.L. 93-638, with BOR to manage fisheries activities on the Trinity River. They also have grants/contracts with the U.S. Dept of Justice, Commerce, Health/Human Services, EPA, Dept of Education & Agriculture, CNCS. The Tribe is in the 14th year of managing the Hoopa AmeriCorps grant & in the 12th year of managing TCCC, both funded by the CNCS. The Tribe submits annual audits as required by OMB Circular A-133. To date there have been no significant audit deficiencies. Internal Monitoring of the program is provided by the TCCC Director & each staff responsible for their chain of command. External monitoring is provided by External Evaluator, Host Organization, "Tribe", Tribal Administration which includes, Chairman, 7 Council & a Grants Compliance Officer. TCCC is required to provide a monthly program report to the tribe. Project Sponsors also monitor TCCC activities by completing "Project Review forms" on completed projects. Members also provide feedback through daily team debriefings, biweekly journal writing, quarterly member evaluations & surveys. This assists the staff in monitoring improvement. The external evaluator notes continuous quality improvement efforts in program recordkeeping practices. This facilitates accurate program review, evaluations & the preparation of CNCS-required annual reports. TCCC uses a single "generic" form for service site Performance reviews. SUSTAINABILITY-In order to build sustainability, project sponsors will be providing use of tools, instruction towards the work site, food, lodging and/or gas reimbursements. TCCC has established many long-term community relationships with project sponsors. TCCC builds upon project sponsors to further increase the number & scope of service projects throughout the US. TCCC has been successful in completed projects with 30 AmeriCorps members & will continue to do this throughout the next 3 years so that the program and/or these identified projects will become self-sufficient in the near future. This creates an awareness about the needs of members & the opportunity to use their organizations to help change the environment. Each organization & TCCC tie into each other's mission to accomplish common goals. TCCC has proven successful in the past 3 years with numerous amounts of free "in-kind". The past stakeholders have included funding from a Co-Operative Agreement with FEMA for Disaster Deployments, USFS, BLM, CYCC, Potawat Indian Health Service, N. CA Indian Develop. Council, Blue Lake Rancheria, & Yurok Tribe. Projects completed have now become manageable by volunteers recruited with the service that TCCC provided to them. TCCC helps communities get the boost needed in their communities & recruits volunteers to gain an understanding of supporting to continuing the project after they complete the work. The key is for the volunteers & organizations to gain an awareness of their community needs & AmeriCorps by engaging in the work, side by side with our members. COMPLIANCE & ACCOUNTABILITY-As

Narratives

explained earlier, Project Sponsors/service sites also monitor TCCC activities. They completed "Site Supervisor Project Review forms" on completed projects. These surveys provided feedback on the quality/quantity of service sites. Members & staff are supervised/trained by the TCCC Project Manager who also informs service sites of AmeriCorps prohibited activities. Both verbally, in written Memorandums of Agreements & in our materials. The TCCC Program Director attends the annual AmeriCorps Grantee mtg to learn about new changes to the AmeriCorps Regulations so that it can be enforced at the programs level. TCCC has a strong & successful monitoring system. The Project Mgr oversees the Team Leader & the daily accomplishments, which sometimes requires site visits. Any notable compliance issue is immediately brought to the team, Team Leader or Director to correct. TCCC will remove the team from the service site if it is of risk or non compliant with AmeriCorps Regulations. In extreme instances, we will require the service site sponsor to reimburse the program for all costs associated with costs for non compliance. This is outlined in the MOA signed by the service site sponsor prior to engaging members into service on their site. SPECIAL

CIRCUMSTANCES - For the past 12 years, TCCC has increased it's over match up to 42%. The Tribe's remote location, in a rural, wilderness area complicates efforts to raise cash matches. According to Census 2000, Hoopa's population is 2,485. The costs associated with a reservation being in a rural area are extremely high. Gas, food & residential needs are far higher than in the average city or town.

Tribes can provide an exchange of services for TCCC, but this cannot make up for the monetary support required for personnel costs or operational costs. The Tribe has no infrastructure or resources left to provide an overall match of 50%, but supports the program up to 42%. The Tribe's unemployment rate- 56.5%. The collapse in timber prices & demand resulted from the downturn in housing construction. For the Tribe, this reduction in revenues is over \$5 million for the fiscal year; even after implementation of stringent budget cost-cutting measures, which are now in effect & causing all programs to cut their budgets by 10% for FY 2013. The increased costs of government as the Tribe struggles to deal with poor economics, dramatic unemployment & sub-standard income levels. TCCC requests 1.) Tribal Waiver 2.) Alternative Match Waiver 3.) Increase of MSY to the maximum of \$19,500. Without these waivers, the program will be forced to close. DEMONSTRATED COMPLIANCE-Data Collection-TCCC has an extensive filing system with records kept on every member & project performed & has been thoroughly audited by the external evaluator/external auditors. Although detail is sometimes more than CNCS requires. Solution: TCCC is collecting data that would be beneficial for all organizations that collaborate to support the program. EGRANTS-TCCC has entered/exited members past the 30 day requirement. The program receives error messages

Narratives

that EGRANTS does not respond to. Solution-TCCC will continue to document all requests for help using the National Service website & not the helpdesk. ENROLLMENT-TCCC has been successful in enrolling 100 % of all 30 slots. RETENTION- Altogether a total of 32 members participated in the program during YEAR 2. 15 of 32 members achieved success. As compared to the targeted outcomes (60% of 22 = 13), the total of 15 members represents 100% of the target for number/percentage of Year 2. Of the remaining 22 members, 7 members are currently active. Of these, 10 members returned to serve a 2nd year; 2 members were suspended for personal & compelling circumstances. 8 were exited without an Award within the first 30 days of hire. RETENTION STRATEGIES TCCC continues to network with agencies such as NCCC, Job Corps, Boarding Schools, residential programs & educational institutions in strategies that work. TCCC is committed to addressing specific member needs in order to help prevent small issues & concerns from becoming larger issues. The administrative & member support staff recognized that 75-90% of the TCCC members are uniquely "at risk" & therefore face many challenges that might jeopardize program completion. During Year 2, the TCCC program implemented several proven strategies for improving member retention & completion rates, with good results. These included member training focused on personal growth & development, special member recognition awards, member involvement in program related planning & decision making, increased freedom to participate in off campus cultural, entertainment & recreational activities. TCCC secured substance abuse prevention grants to support training the staff & members, which has led to member satisfaction. 2nd Year Members & student advisors with leadership abilities lead the group on wkly team trips to town to do their biweekly shopping. The program strengthened the civic engagement track, creating student advisors from within the Members. This process allows 2 members to be elected by the Corps. This student advisor assists in areas of concerns of the members without violating confidentiality, policies & personnel issues. Other Successful strategies included: limiting the number of new members admitted at the same time from the same community, increasing involvement in artistic & recreational/social activities off campus during weekends, requiring the 1st 40 hours of independent service hours to be scheduled by staff & having a success chart to reward the performance of members at a regular monthly corps meeting. TCCC was also successful in refining the experience of 2nd/3rd year members & revising their job descriptions. This allowed those that have already experienced a 1st year to be directed towards independent leadership & critical thinking skills. OPERATING SITES/MEMBER SERVICE SITES- TCCC will continue to conduct service projects at multiple sites, including CA & out of-state sites, such as Indian reservations, economically distressed communities with high concentrations of low-income

Narratives

people, areas that are adversely affected by Federal/State/Public land management practices, & environmentally distressed communities. The TCCC campus houses the members while serving for 1700 hours & is located on the Hoopa Indian Reservation. Hoopa TCCC has been utilizing 28 acres located at 143 Campbell Field Road in Hoopa, CA for the past 12 years. This designated area is prime real estate adjacent to the pristine Trinity River and includes 4 modular buildings, weight room, tool shop and a storage unit. The members reside at the dorms 24/7. The four TCCC buildings are handicapped accessible & include a kitchen/lounge which members use to prepare/cook meals, eat, watch TV, access computer & internet, telephone, vending machines & a pool/ping pong table. A male & a female dorm house 18 members each. Each dorm has a washer/dryer unit & restrooms/showers. The 4th building is used as an office for staff to perform the administrative duties of TCCC. The facility also comes equipped with a storage unit which holds all work tools, & outdoor picnic area. All buildings are in compliance with safety & fire codes. TCCC has provided a sound track record of dependability & project planning which involves selection of criteria as required by the AmeriCorps regulations. This is done through the Director & Project Mgr's planning efforts, history of collaborations & community involvement in planning future service sites. A project application request submitted by the requesting agency/organization/Tribe with communication & selection of potential service sites by the Project Mgr & Director are crucial to the success of TCCC. After the planning stage, the program will enter into a MOA with each Project Sponsor which outlines responsibilities, rights, logistics, prohibited activities & expectations. Last year, TCCC earned income from the US Dept of Interior, Oregon BLM. Each year TCCC has met the amount of CNCS funding with match from in-kind support services from the Hoopa Valley Tribe (HVT) & other federal, state, tribal & non-profit organizations. In YEAR 2, FEMA reimbursed the program with costs associated with their disaster "Mission Assignments". This co-operative agreement with FEMA enabled TCCC to financially serve devastated communities in state of Texas & Missouri. Project Sponsors off the reservation requesting TCCC, provide materials, training, mileage, logistical items & pre-service instruction towards the service sites totaling over 42% of the grant. TCCC collaborated with 32 different organizations whom provided reimbursements, such as the: USFS, BLM, Grand Canyon, Chimayo YCC in N. Mexico, Blue Lake Rancheria & Yurok Tribe, Karuk Tribe, Hoopa Forestry and the N. California Indian Development Council, just to name a few. TCCC works continuously all year long to establish & create partnerships for service sites. Service sites known as projects, are scheduled 3-4 months in advance. Although, the planning could take up to 6 months to a year, in advance to ensure that is a quality, well planned project that has met the requirements of

Narratives

AmeriCorps regulations as documented community need with member benefits.

Cost Effectiveness and Budget Adequacy

The current MSY is \$19,500 & has not increased over the past 3 years. COSTS ARE Higher than standard AmeriCorps programs. TCCC is located in a severely economically distressed county where most parts are undeveloped and rural. TCCC is a Year Round, full time, residential program located in a rural area located on an Indian Reservation in Northern CA. All costs associated with running a residential program are tremendously higher in comparison to any AmeriCorps program in a rural area or city, where there is comparison shopping. The current National economic situation placed extreme hardships (to include gasoline being the highest in all of US) on a small community located on an Indian Reservation of approximately 2000 people. Matching funds include Grand Canyon National Parks, Blue Lake Rancheria, Various Tribes paying for the member to join TCCC, Hoopa Radio station, Indian Country PSA's, Hoopa Records Dept, Tribal Employment Office, Humboldt State University, Rod Johnson, Sierra Rescue, Hoopa OES, Kimaw Medical Center, Potawot Health Service, Humboldt Red Cross, Hoopa Museum, N.Ca Indian Development Council, Western Community Policing, TEPA, Consumer Credit Counseling, Hoopa Forestry, Eureka Adult School, NOAA, College of the Redwoods, CPI, Tribes/Service site sponsors working to support teams on the service site, Hoopa Human Services, & the Tribes Unrecovered Indirect Rate As Negotiated with the US Dept of Interior. The CNCS investment of \$585,000 (57.78%) will be matched with \$427,414 (42.22%) for a total of \$1,012,414. Last Year, Monetary Support was provided from FEMA reimbursed the program with costs associated with their disaster "Mission Assignments". This co-operative agreement with FEMA has enabled TCCC to financially serve devastated communities in state of Missouri & Texas. TCCC received grant from the Oregon BLM. TCCC collaborated with many other organizations whom provided reimbursements, such as the: Grand Canyon Parks, Chimayo YCC in New Mexico; the Hoopa Tribal Environmental Protection Agency, KT Joint Unified School District, & Northern CA Indian Develop. Council. TCCC prides it's self on being able to collaborate with outside organizations and has a strong history of collaborations and a wide range of stakeholders across the US. Our service project calendar is schedule 2 to 6 months in advance. TCCC plans to work with FEMA Mission Assignments in disaster response & recovery, Hoopa Forestry in Natural Resource Mgmt to include reforestation, hazardous fuels reduction, vegetation abatement, planting native vegetation & removing unwanted vegetation, the US Forest Service in trail maintenance & environmental restoration, Grand Canyon National Park in environmental restoration, trail maintenance & storm damage, CA State Parks in cultural sites restoration, trail restoration & storm damage restoration,

Narratives

Blue Lake Rancheria in Wet Land Restoration, Wiyot Tribe in cultural restoration, wet land restoration & Indian Island erosion control, TEPA in stream bed, creek bed & water way environmental restoration, Kentucky State Commission in trail building & maintenance, Chimayo YCC in green building & hazardous fuels reduction, Yurok/Karuk Tribes in cultural restoration, preservation, removing unwanted vegetation, hazardous fuels reduction, trail building, planting native vegetation & removing unwanted vegetation. Hoopa Housing in removing unwanted vegetation & working to provide minor home repairs to veterans. TCCC has a belief similar to the ways that tribes assisted other tribes/people from time immemorial. That belief is to trade. TCCC provides a group of young dedicated individuals whom are trained & willing to learn from the project that they serve. Since the project sponsor is lacking the resources to complete the work needed to completed in their community, TCCC in a sense is exchanging for their service. Their organization could not complete the work without TCCC & TCCC could not complete the projects without them supporting us. This is how we collaborate to make for a "Better America", while teaching our members that money isn't everything. We are the only National Tribal Residential AmeriCorps Program in Indian Country whom operates 24/7. This program addresses rural areas not addressed by other AmeriCorps programs & recruits/trains members from the entire Us from at risk homes. SPECIAL CIRCUMSTANCES - TCCC serves not only the Hoopa Valley Indian Reservation, but is also requested by Indian Tribes from rural remote areas in California, Washington, Arizona, New Mexico and Minnesota. All of these communities like Hoopa's have a high rate of poverty, scarcity of philanthropic and corporate resources. For the past 12 years, TCCC has increased it's over match up to 42% by collaborating with other tribes, local, state/federal agencies in providing inkind support to the program to meet their compelling community need. The costs associated with a reservation being in a rural area are extremely high. Staff must travel 120 miles, for everyday supplies & services. The Tribe has no infrastructure or resources left to provide an overall match of 50%, but supports the program up to 42%. The Tribe's unemployment rate is 56.5%. The Tribe has continued to experience declining timber prices over the past several years, increased harvesting problems, reductions of prime timber reserves and the increased costs of government as the Tribe struggles to deal with poor economics, dramatic unemployment and sub-standard income levels. The program requests 1.) Tribal Waiver 2.) Alternative Match Waiver 3.) Increase of MSY to the maximum of \$19,500. Without these waivers, the program will be forced to close. BUDGET ADEQUACY-TCCC operates on a "bare bones budget." Each line item is clear & concise to support the outputs/outcomes of TCCC activities. Collaborations are made with organizations to support the program activities are made very clear in this proposal.

Narratives

Personnel Expenses are \$211,019 from CNCS. These are salaried positions. Time worked over 40 hrs are not paid but flexed off. (7) full time staff to include the Director, are all cross trained to cover other employees who need time off due. The personnel fringe benefits are \$82,946 is funded by CNCS. Like most reservations, the Tribe also has an extremely high fringe benefit rate. Reportedly due to insurance companies have found the tribe to be "sickly," which causes the health insurance to be an average of 45% of wages. Staff only travel to required meeting of CNCS which is \$7565 and \$300 is used to pay for mileage to drive to get groceries. Staff leverage resources in obtaining groceries from the nearest town. Member travel is \$2700 (CNCS) to buy a bus ticket upon graduation only. The program collaborates with tribes/organization to pay for costs associated with joining TCCC of \$5700. Staff training (zero from CNCS) (\$2727 from collaborations). The cost of criminal history checks and FBI checks are paid for with CNCS dollars. Total Operating costs \$461,803 - CNCS with a share from the grantee of \$181,590 from the grantee. Total member costs \$93,964 - CNCS & \$54,000 grantee share.

Evaluation Summary or Plan

Suzanne M. Burcell, MBA, MA Education will provide the external evaluation. EMAILED TO americorpsgrants@CNS.GOV

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A