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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" with a primary focus area of Economic Opportunity. The program will have 12 AmeriCorps half-time members (6 MSYs) at four collaborative host sites comprising tribal departments providing AmeriCorps service opportunities, including emergency and environmental management, financial literacy, cultural and historic education, and economic development. The CNCS investment will be \$84,759 and the Tribe will match \$29,780. YDSP will have a minimum of 10 non-AmeriCorps member volunteers each year throughout the programs.

Rationale and Approach

Ysleta del Sur Pueblo (YDSP) Economic Development Department (EDD) gleaned information from 554 of the total 1,327 adult YDSP Tribal Members who completed a questionnaire, yielding a 96.5% confidence level. The data shows that the Pueblo's high school graduation rate (82%) lags slightly behind that of the United States (85%) but higher than El Paso County (71%). The Pueblo's rate for attaining a college degree (10%) is lower than the national rate (28%) and El Paso County rate (19%). Occupational data shows an overrepresentation of Tribal members in lower paying positions with a personal income median of \$14,999 compared to \$26,197 nationally, putting the Pueblo's income median at 57% of the rest of nation. Additionally, Tribal members had an unemployment rate of 21%. In 2010, 25% of the Tribal households were below poverty guidelines, compared to 23% for El Paso County and 10% for the nation. Additionally, in the U.S., (from 1995 to 2010) small businesses accounted for 65 of job creation. However, at the Pueblo small businesses are scarce and established at a rate far below U.S. economy levels. Moreover, the Ysleta del Sur Pueblo currently has a high volume of persons seeking financial assistance through the Pueblo's social services department, serving 153 participants already. There are no other Volunteer Income Tax Assistance (VITA) sites within the reservation and tribal members would have to travel long distances to obtain VITA services. In regards to Tigua cultural education, all students at YDSP attend schools in various districts within the Texas Public School System, which currently does not offer any Native American Studies Courses. For the Tigua community, cultural identity is extremely important for identity and a sense of self and belonging. Tigua education encompasses pueblo educational practices and social development that lie outside the mainstream language teaching, education and socialization methods

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of Native American children. The Cultural Education program's goal is to ensure that the Tiwa language and culture at the Ysleta Del Sur Pueblo is taught to students attending afterschool and summer programs and involves emersion of the family and community. In order to protect Tigua people and culture we must also protect tribal land. Environmental Education was developed in response to a need for fundamental protection of Tribal lands through means of active participation in Environmental Education. Lastly, millions of Americans suffer the effects of natural and man-made disaster on an annual basis and it is no different with the citizens of YDSP. In addition, first responders are quickly overwhelmed and can take hours before they reach a community such as YDS to provide much needed help. YDSP will use its AmeriCorps grant to support economic and community development of the Pueblo and its citizens. Because the Tribe is an economically disadvantaged community as described above, tribal members ages four (4) and over may benefit from one or more AmeriCorps services. The tribe was selected because of its socioeconomic disadvantages it faces.

b. AmeriCorps Members - As with the first funding cycle of the Target Tigua AmeriCorps program, YDSP will continue to implement elements of its Pueblo-wide Nation Building approach, whereas AmeriCorps members will be assigned to crucial Tribal agencies and departments that continue to play an essential role in Nation Building. In short, Native Nation Building is described by the Harvard Project on American Indian Economic Development HPAIED (Harvard's Kennedy School of Government) as a holistic approach for Native communities to build their economic core through the strategic planning of a diversified economy with culture and values as the key building blocks. This endeavor relies heavily on building infrastructure throughout the Pueblo, thus making it self-sustaining and fully exercising its sovereignty through competent institutions, and knowledgeable and skilled tribal members who effectively support the Nation Building processes. Within this framework, AmeriCorps members will be assigned to four (4) Tribal agencies. These are the Economic Development Department assigned four (4) part-time members, the Empowerment (Tribal Education) Department assigned six (6) members, the, the Environmental Management Office assigned one (1) member, and the Emergency Management Department assigned (1) member. Guided by the YDSP Economic Development Department, the Target Tigua AmeriCorps program will tailor its Nation Building program to teach adults and youth (using age appropriate techniques) about the following topics. History, Strategic Planning, Socio-economics, Civics, Policy and Law which introduces participants to complex legal and historical policy at the Federal, state and tribal level that has shaped the current state of Indian Country and YDSP including but not limited to: Federal Case law, Indian Policy such as the Indian Civil Rights Act, the Indian Child Welfare Act, Self-

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determination Act, the YDSP Restoration Act, YDSP Membership Bill, YDSP Law and Order codes and other specific topic of concern that influenced current conditions and promotes healthy discussion that focuses on solutions to improve the state of Indian Country and YDSP. Entrepreneurial Development - AC members will provide community education through support services and limited training assistance. The members will cover Marketing and Computer software; Financial Forecasting, Accounting, Economic literacy, banking, taxes and budgeting; Personnel Development -- planning, setting goals, time management, communication and human resources; YDSP Business Policy (Corporation Code, Tax Code, Environmental Code); Procurement; Basic Indian Law; Assist with support services for Small Business Incubator; YDSP Artisan Business Training; State and Federal Procurement Process; Federal Native American Incentive Programs; and Public Speaking. The members will assist in the collection of program and individual milestones such as number jobs created, number of businesses established). Members will help with a program that exposes youth to basic small business management. Financial Literacy - Tigua Cents have modified the Building Native Communities, Financial Skills for Families curriculum to better enhance the Pueblo's financial literacy knowledge by teaching the following financial skills. Information and worksheets will be provided to develop a savings plan and will be provided information on how to obtain a checking and/or savings account. Participants will learn how credit works and how to complete a loan application and organizing the documents required in obtaining the loan. VITA- The Tribal Empowerment Department in collaborative with Target Tigua VITA will continue to provide free income tax preparation to low and moderate-income tax to taxpayers within the Pueblo and surrounding communities to achieve new levels of self-sustaining financial independence. VITA volunteers will receive IRS certification to prepare basic and intermediate income tax preparation, as well as receive certifications in Standard of Conduct (Ethics), and Greeter Etiquette. The VITA team will provide informational material regarding Income tax requirements. Cultural and Language Education - The members will have to work with Tiwa language speakers and develop age appropriate lesson plans and activities to teach the students. Additionally, students will practice other facets of Pueblo culture; such as cultural arts including the forms and uses of kachina dolls in Pueblo society, and the use and history of pottery in the Pueblo while learning Tiwa. Environmental Management -- The program will include information and instruction on ways of saving/conserving energy in the immediate environment, opportunities for caring for the environment and for making it more sustainable, decisions made as consumers in relation to their economic and environmental costs, procedures for waste avoidance and minimization, and systems for managing and recycling waste.

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The program will include presentations, pre- and post-testing creation and execution for the topics listed. In addition, the member will assist with the creation and maintenance of spreadsheets recording recycling amounts and energy (electric, gas, and water) usage for Tribal buildings and Tribal enterprises (where available). Lastly, the Community Emergency Response Team (CERT) Coordinator will focus in on four areas, these are: recruitment of Tribal community members and others interested in CERT Training, coordination of CERT Training; conducting CERT Member Meetings, and assist CERT Coordinator with CERT Programmatic Activities. Nation Building (NB) has proven to be an effective but time consuming process. Unfortunately, the EDD has limited resources and staff to support the effective development and frequent deployment of nation building program activities. As volunteers and community service providers, NB AmeriCorps members will be viewed as peers and have an advantage in facilitating meaningful information sharing that will supports the Pueblo's ability to educate community members on the sovereignty of the tribe.

Entrepreneurship - The members will help community members learn how a small business could be their option to income. The AmeriCorps members can assist to build relationships with the community and partners to demonstrate the Economic Development's Department's commitment to entrepreneurial efforts. Financial Literacy and VITA - Tigua Cents Financial Literacy has proven to be an effective program but entails detailed worksheets and a curriculum that is modified according to each population's needs. Having the Tigua Cents Financial Literacy Coordinators they will ensure quality products and time to make sure that the curriculum is understood by members of the community. As volunteers and community service providers, Financial Literacy Coordinators are also viewed as peers and have an advantage in facilitating meaningful information sharing and financial literacy awareness that will support the Pueblo's ability to realize its vision as a financially independent community. The Tribal Empowerment Department in collaborative with VITA have provided free basic income tax preparation services to over 500 low and moderate-income taxpayers within the Pueblo and surrounding communities. Target Tigua assists project host sites to address important needs within the Pueblo, who have insufficient resources. Cultural Educator will provide valuable Tigua Cultural Education to Pueblo children who otherwise would not obtain cultural education.

Environmental Educator & Correspondent - The Environmental Management Office having a member allows YDSP to further educate the Tribal community on areas that they are in need of environmental education. Lastly, the Emergency Management CERT Coordinator will help address the much needed outreach to engage the community to promote citizen preparedness and response training. How many AmeriCorps members are you requesting? YDSP will be requesting twelve (12)

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part-time slots, a total of six (6) MSAs. c. Evidence-Based/Evidence - Nation Building - With Nation Building, YDSP will concentrate on practices identified from the studies conducted by the Harvard Project on American Indian Economic Development (HPAIED) that was founded by Professors Stephen Cornell and Joseph. P. Kalt, located at Harvard's Kennedy School of Government HPAIED operates in association with the Native Nations Institute at the University of Arizona's Udall Center (HPAIED.org). The Harvard Project's stated aim is to understand and foster the conditions under which sustained, self-determined, social and economic development is achieved among American Indian nations. Central to the Project is studies identifying what accounts for the economic success of some Indian nations, while others continue to struggle. Harvard Project findings have resulted in determinants for Native Nations economic success that include: "Sovereignty Matters," "Institutions Matter", "Culture Matters." Leadership Matters and Strategic Orientation. A summary of the five key factors are as follows: Sovereignty Matters, Institutions Matter, Culture Matters, and Strategic Thinking. The Indian nation has moved away from crisis management and opportunistic, quick-fix responses to development dilemmas and toward long-term decision-making that incorporates community priorities, concerns, circumstances, and assets. Data supporting Nation Building Model have demonstrated a higher profitability level of 4.8 to 1 compared to legislature-run models which register at .97. Moreover, Studies such as the Kauffman Foundation Start up Act and Native American Entrepreneurship in South Dakota's Nine Reservations indicate that despite underserved reservation conditions providing entrepreneurial assistance programs that provide training, technical assistance, support service and access to capital have demonstrated proven and value-added strategies and models. Nationally, the following issues have consistently ranked at the top in terms of importance to new and growing businesses: Access to talent; Access to capital; Networks; and Infrastructure. Successful reservation models and recommendation include: capacity building and training for Tribes to develop appropriate infrastructure for business growth and external investment. Successful entrepreneurial curriculum in the mainstream and in tribal communities include: FastTrac - FastTrac programs serve existing and aspiring entrepreneurs in non-academic environments. FastTrac has served more than 300,000 entrepreneurs since 1993. Indianpreneurship is a culturally relevant course with over eleven sessions (and one graduation event) results in a simple and complete business plan development. The curriculum is used by tribal programs, nonprofits serving tribes and tribal colleges. As for Financial Literacy, Oweesta and First Nations Development Institute have researched socio-economic disparities in Indian Country in the United States have extensively studied Economic Development on Reservations. In a publication titled Investing in Native Community

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Change (Dewes, Zancozy) note "Another important issue is the problem of low levels of financial literacy and lack of experience with money management among many reservation residents. The Target Tigua Financial Literacy utilizes the Oweesta corporation's Rebuilding Native Communities Curriculum as the framework for the instruction. The curriculum and tailoring of lesson plans for the Pueblo community are the most important components to the delivery of financial education to its community members. Outcome data from the first AmeriCorps funding cycle shows that participants in Tigua Cents have demonstrated a 16.8% increase in knowledge among youth, 28.3% increase among students receiving their per capita income; and 21.6% among the general assistance pool. In the area of VITA, the Center for Economic Progress studied families that are targeted by the IRS Volunteer Income Tax Assistance program in their publication titled Volunteer Income Tax Assistance A Proven Path Toward Financial Security. The Center notes "Tax preparation is only one piece of the larger picture that is VITA, and programs' support fulfills further needs within their communities. Cultural and Language Education - AmeriCorps members will begin the process of teaching students The Tiwa language through full emersion through an accelerated second language acquisition program, formulated by Dr. S. Neyooxet Greymorning from the University of Montana. This program has been used in various language programs that have had great success in language retention. The research as described in J. Cummins' Language, Power, and Pedagogy. Bilingual Children in the Crossfire (2000), is very clear about the importance of bilingual children's mother tongue for their overall personal and educational development. More than 150 research studies conducted during the past 35 years strongly support what Goethe once said: "The person who knows only one language does not truly know that language". The research suggests that bilingual children may also develop more flexibility in their thinking as a result of processing information through two different languages.

Environmental Management - Environmental education's values are dedicated on the development of social responsibility. The Environmental education outreach program of the Environmental Management Office of YDSP is charged with conveying scientifically sound, non-biased environmental information, while fostering attitudes and behaviors that are align with the cultural aspects of the Tigua people. There are many obstacles to environmental knowledge, however environmental educational outreach can aid in overcoming some of these obstacles. Archie, M. (2001). "Moving into the educational mainstream." Infobrief, 26. August 2001. The Association for Supervision and Curriculum Development. Alexandria, Virginia states that environmental concepts and skills can be linked to achievement standards in a conventional curriculum, and that "these links

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allow environmental education to meet the standards set by traditional disciplines while synthesizing knowledge and experience across disciplines"

Emergency Management - The concept of utilizing an AmeriCorps Member to serve the community through Citizen Preparedness activities is not new and the YDSP CERT Program has been observing this best practice for at least 2 years. In March of 2012, the Department of Homeland Security's Federal Emergency Management Agency (FEMA) and the Corporation for National and Community Service (CNCS) announced a partnership designed to continue to strengthen the nation's ability to respond to and recover from disasters while expanding career opportunities for young people through a program entitled, FEMA AmeriCorps. The establishment of this program at the national level demonstrates that this concept has a significant impact in local communities, including Tribes. The proposed program is based on evidence-based programming where community members are targeted for knowledge building and nation building efforts in manner that allows participants to participate in critical areas within the Pueblo's mission. Each area of interest is backed by promising and best practices that have shown results in similar communities, such as the Nation Building model, the Financial Literacy model, and the Cultural Education model. In each area, YDSP is taking published works and educational materials and adapting them to address the needs of the tribal community and using pre- and post-testing and other instruments to measure changes in targeted areas of knowledge and service. YDSP is using internal data of past performance to further support the efforts, identify best practices and lessons learned, and continue to evaluate outcomes. Individually, the targeted areas will show the following changes: Nation Building -- the long term effect is to realize the practices in sovereignty and have community members assume roles in serving their community. Entrepreneurship- the long term goal of entrepreneurship is to build self-employment skills and increase or save jobs and to increase economic injections onto tribal lands while decreasing economic leakages. Financial Literacy - Our Pueblo community will have a better understanding of basic financial management skills that will help set a stable foundation to help individuals achieve life goals and self-sustainability. VITA - The Tribal Empowerment Department in collaboration with Target Tigua VITA will continue to provide free income tax preparation to low and moderate-income, elderly and disabled tax to taxpayers within the Pueblo and surrounding communities. Cultural and Language Education - The impact the program will have on the YDSP community will be the introduction to the measurable knowledge gains in the curriculum areas of Tiwa language and Tigua History, Arts and Culture. Furthermore, with the students learning and demonstrating their progress in language acquisition, parents and other members of the community will take more interest in

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learning the Tiwa language and becoming volunteers in Tribal Empowerment Department Language and Cultural Programs. At least 15 adult volunteers will be recruited to participate in the Language and Culture Program in the 3 year period. Environmental Management - Environmental education is a learning experience that increases people's knowledge and awareness about their environment. It develops the necessary skills and expertise to address challenges, fosters attitudes, motivations, and commitments to make informed decisions and take responsible action. Our Environmental Management Office's Educational program is part of an overall strategy to reach key community leaders, like directors, staff, elected officials, business owners, and the Tribal community as a whole. Emergency Management - The impact the CERT Training will have on the community at the end of the three-year cycle is the increase of YDSP CERT Membership by 30 members, thereby increasing disaster preparedness in the community. What is the overall change you expect or plan to see by the end of the three-year grant cycle? For Nation Building, YDSP will complete one (1) comprehensive adult Tigua NB Curriculum and one (1) comprehensive Youth NB Curriculum during the 1st program year. YDSP will provide NB training to at least 20 adults annually and 40 youth annually, and YDSP will pre/posttest and increase NB knowledge by at least 15 points (average score of class participants). For Entrepreneurship will provide support services (to Small Business Capacity Builder) for the completion of one (1) comprehensive adult Tigua Small Business Curriculum and one (1) comprehensive Youth Entrepreneurship Curriculum during the 1st program year. YDSP will aid in the provision of training to at least 20 adults annually and 15 youth annually. Members will assist in organizing at least two niche training sessions annually. For Financial Literacy, through Tigua Cents, YDSP will assist at least 22 Financial Literacy Participants on opening a checking or savings account within the 1st program year. Tigua Cents will pre/post-test and increase Financial Literacy knowledge and awareness by at least 15% of whole class average scoring. Moreover, YDSP will complete at least one (1) Financial Literacy comprehensive course within the 1st program year. For VITA, YDSP will have at least seven (7) VITA volunteers will increase their IRS Knowledge by at least one certification level (e.g. no-certification to basic, basic certification to intermediate, and intermediate to advanced) by engaging in IRS training/certification in basic, intermediate, and advanced income tax preparation for the tax season, Standard of Conducts (Ethics), Greeter, and VITA Coordinator, this will increase their knowledge of Federal Tax Preparation, Deductions and Tax Credits, Serving the Community, and Professional Skills. Additionally, YDSP will increase the number of Pueblo Community Members free each year by at least 10% (baseline 110 for 2011 tax season) and income tax services to at least 500 individuals (baseline 457 total returns prepared 2011 tax season) within the Pueblo and surrounding

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community. Lastly, VITA team members will refer at least twenty individual to the Financial Literacy Program to improve their knowledge in managing their finances/budget. Cultural and Language Education - YDSP will develop one (1) semester long lesson plans for student use and delivery for ages pre-kinder to first grade, second to third grade, and fourth to sixth grade, with 70% of participants demonstrating a letter grade improvement on their Tiwa words/phrase assessment. Environmental Management - The AmeriCorps member will support the Environmental Specialist by assisting to develop and execute educational outreach such as Earth Week "Key Nam Kei Weh e" (This is Our Mother Earth) and other quarterly educational outreach activities; such as energy efficiency, waste minimization, proper disposal of waste, community gardening, and environmental responsibility for different demographic groups such as but not limited to Elders, Pre-K, After School Program and YDSP employees. YDSP will develop pre and post-tests to measure the changes in knowledge of at least 50 participants, targeting a 15% increase average in knowledge from pre- to post-test. YDSP will see a 15% reduction over the three year period in energy costs and usage with behavioral changes and energy efficiency retrofits. By keeping track of waste and recycling totals for Tribal buildings and Tribal businesses, YDSP will see an increase in recycling totals. Emergency Management - YDSP CERT will train at least 10 CERT volunteers annually, each passing the CERT final test by at least 75% of possible score. Each successful completer will receive a CERT certificate of completion. Performance will be measured by incorporating attendance sheets to track participants, and for educational sessions, YDSP will use pre- and post-testing instruments to track changes in knowledge within each specified area. Performance levels were determined by looking at past performance within each Target Tigua component and by estimating at the need within each focus area listed. For Current Grantees and Former Grantees Only: All performance targets were met in the last year of program operation. Target Tigua far exceeded its annual goal (of 20 individuals receiving financial literacy services and passing an exam) with 141 tribal community members receiving financial literacy services and 98% (n=138) passing the exam. Of these participants, 28 classified as vulnerable youth (disadvantaged) because they are part of a family with an annual income below the US Bureau of Census low-income threshold. Pertaining to the Intermediate Outcome, Target Tigua again exceeded its annual goal (of 20 individuals utilizing savings/checking account) with 31 youth receiving financial literacy services and utilizing a savings/checking account. However, 14 AmeriCorps Members served in ten (10) different projects and cumulatively provided 96 project activities to a total of 2,835 participants. Of the 2,835 participants, 2,127 or 75% met completion criteria and 1,817 or 85% of those who met completion criteria also showed skills learned. Two

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hundred and ten (210) Tribal Community youth participated in at least one Target Tigua sponsored activity. d. Member Recruitment - The Tigua AmeriCorps member recruitment will target two main sectors for AmeriCorps members. The first pool will be drawn from tribal members who are attending college and/or Workforce Investment Act (WIA) participants through the Tribe's Empowerment Program. These tribal members will be matched with a host site based on their interest and college major. The second pool of members will derive from students at the UTEP. Since the EDD has consistently utilized - students from UTEP for similar internship projects, continuing this relationship for Tigua AmeriCorps will be a good fit.

The nature of Target Tigua AmeriCorps setting in the Pueblo allows the staff to work closely with the whole community. Strategies to provide information about how to apply for the program will be given to elders, youth, adults most of which are Tribal members and part of the economically disadvantaged community the program serves. e. Member Training - Target Tigua will incorporate various levels of member training and supervision. In order to ensure that all aspects of training necessary to inform the member regarding community needs, member service terms and conditions, requirements set forth by the National Community Service Corporation, AmeriCorps, Target Tigua will deliver training in phases. Members will have increased knowledge in their respective areas of AmeriCorps service and an increase and development of skills within those areas. In short, members in Nation Building, Financial Literacy, Cultural Education, Environmental Management, Emergency Management, and Entrepreneurial Development will gain skills in curricula development and adaptation, as well as the delivery of curricula to small and large groups of people. They will gain confidence and develop skills in public speaking, how to interpret conceptual ideas to participants, how to recruit volunteers for specific functions, and how to evaluate their progress through formal evaluation processes. Members in VITA will learn customer services, how to provide a specialized service in an accurate and expedient manner, and how to use logic and math skills while providing a service. Target Tigua will incorporate various levels of member training and supervision. In order to ensure that all aspects of training necessary to inform the member regarding community needs, member service terms and conditions, requirements set forth by the National Community Service Corporation, AmeriCorps, Target Tigua will deliver training in phases. Phase 1: New Member Orientation: Introduction to YDSP, Human Resources, AmeriCorps and Target Tigua -Phase 1 provides an overview of YDSP and AmeriCorps including general information regarding the logistics of YDSP's organizational structure and physical aspects. The benefits of orientation will include general information, member living allowance, benefits, service hour logs, YDSP and AmeriCorps

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policies and procedures, performance evaluations, computer use, and a tour of YDSP locations. Members are given an opportunity to ask questions and complete necessary paperwork. New member will be provided with a written statement specifying their position, service terms, starting date, end date and living allowance. They will also be given a host-site position description outlining duties and responsibilities. Phase 1 is also where the EDD presents an overview of AmeriCorps. The training builds service ethic and national service knowledge. Phase 2: Tigua and Indian Country Related Training (History, Culture, Programs, Socio-Economic Demographics, Services, and Nation Building) - member training will include the history and background of YDSP that will provide the member with an overview of the Pueblo including its history, government, political systems, programs, and socio-economic conditions. Phase 3: Member Host-Site Orientation: - Members will receive training pertinent to the respective department and host-site that the member is assigned to. The timeline will begin July 2013 through June 2016; training will be implemented on an annual basis.

Adhering to the rules regarding prohibited activities - At their initial orientation, the members will be presented with the list of prohibited activities. Additionally, members will sign their agreement where it states the prohibited activities are clearly listed. Members keep a copy of their agreement. f. Member Supervision - Each member will be under the supervision of a host-site manager, who will be responsible for training, ensuring member completion of tasks and service hours, and conducting appraisals. Host-site managers will conduct member appraisal and adhere to the Target Tigua Performance Appraisal guidelines as set forth in the Target Tigua Policy and Procedures. Member Pre-evaluation Form - a member self-evaluation form provided to the member two weeks prior to supervisor's evaluation that permits member to candidly evaluate his or her accomplishments, areas in need of improvement, training needs and specific concerns. Member Performance Evaluation -- conducted at mid-term and end of term during the member' term of service. The form is based on a rating scale that measures performance based on specific job functions of the position and evaluates results or outcomes of work performance. Performance evaluation will meet the needs of each position and measures performance based predefined activities. The Target Tigua AmeriCorps program will have a total of six (8) supervisors representing the participating Tribal departments, they are the Target Tigua Director (2 members), the Small Business Specialist (2 members), the Environmental Specialist (1 member), Emergency Management Coordinator (1 member), the Tribal Empowerment Language Coordinator (2 members), the Tribal Empowerment Manager (2 members), and Tribal Empowerment Education and Library Manager (2 members). These host site supervisors have the necessary job assignment and skill sets to more readily train and supervise the members in

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the various areas that comprise the program. Supervisors were selected during the current program cycle, which included a series of educational sessions about AmeriCorps, its purpose and how the YDSP Economic Development Department takes a leadership role in the initiative. The supervisors were given the opportunity to submit a mini-proposal to the Economic Development Department, who in turn, reviewed and negotiated with each other participant a work plan and performance measures that would fit under AmeriCorps' economic opportunity criterion. Supervisors are trained through an initial pre-application educational session, and then through subsequent quarterly sessions where they learn how to respond to their responsibilities, including supervising the members, tracking service hours and performance, and reporting back to the Economic Department these data sets in a timely manner. Additionally, if supervisors need individual training in any area of program administration and implementation, the Economic Development staff will be able to respond by either providing hands-on technical assistance, classroom instruction, or provide self-guided training modules available through the AmeriCorps website.

g. Member Experience - Members will have the opportunity to participate in group activities such as planning the annual Veterans' Day event and the AmeriCorps week event. These events, along with the services to the community at-large expose the members to meaningful duties that truly make a difference in the lives of community members. Members will be able to know the progress of their efforts by reviewing statistical reports that quantify their impact in hard numbers, such as knowledge gains, changes that occur as a result of their efforts, and staff appreciation for their commitment. The members will be able to reflect on and learn from their experience by attending the monthly development sessions where they can talk with other members about their experiences in AmeriCorps, creating a National Service event where they can outreach to the community and talk about their own experience with the program, and presenting their accomplishments at the annual Target Tigua AmeriCorps member recognition event held each December. The Economic Development Department will supply each member with a polo shirt, a t-shirt, a lapel pin, a tote bag in order for the community and the general public to know that they are AmeriCorps members. Members will be required to wear their polo shirts or t-shirts when they are delivering AmeriCorps-sponsored activities, including group and individual-level educational sessions, conducting outreach, providing frontline customer services, and when participating at community events, such as the Red Ribbon Week Block Party and Tigua Veterans' Day Recognition Event. Target Tigua will provide members with resource guides that list other AmeriCorps programs and will conduct joint monthly member development sessions which are used to provide an array of learning opportunities to the members, these sessions include Microsoft Word applications, Dress for Success,

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Time Management, and other sessions, which serve to bring the members together in a practical manner where they can learn and share their experiences with other members. How will your program foster a sense of connection with the AmeriCorps identity? YDSP will issue AmeriCorps gear to each member, including polo shirts, t-shirts, lapel pins. Moreover, during member development sessions, AmeriCorps-developed modules are shown, and YDSP has development and branded a Target Tigua AmeriCorps logo that is used in electronic and hard copy communication within the Tribe in correspondence related to the AmeriCorps program. h. Volunteer Generation - The CERT team is comprised of mainly volunteers who undergo training in emergency preparedness. For the purposes of the AmeriCorps program, YDSP will recruit at least 10 volunteers. The Youth Council was organized in 2010 with the Empowerment Department Director giving guidance to the youth. Moreover, the Elders Club members have strengthened their governing body by adopting by-laws and electing a chair, vice-chair, treasurer, and secretary. The Elders are an essential element for the Pueblo's history and continuity, engaging youth and children in various ways in an effort to pass along culture, knowledge, and tradition. There are currently 40 members in the Elders Club. Tribal leaders also volunteer to assist with the facilitation of Nation Building, AC supported Veterans day and serve at the AmeriCorps weeks. Occasionally, parents of children attending AC administered functions volunteer to help host or assist to organize children's activities. During all staff orientation, staff development and training, members will be made aware of the required performance measures, their overall duties, their tasks and assignments, as well as weekly supervision meetings to ensure that the member is on track with the program. AmeriCorps members play key roles in recruiting volunteers because of their participation in working directly with the community at-large. For example, the CERT Coordinator, the Cultural Educator, the Nation Building Educator, and the Environmental Outreach Specialist can provide information to the community about volunteerism through the various Tribal departments and agencies who can accommodate volunteers, such as through the Office of Emergency Management for CERT, , the Economic Development Department for Nation Building, and the Empowerment Department for the VITA program, and the Environmental Management Office for community service programs that target conservation and recycling activities. AmeriCorps members will not manage any volunteers. At the time of recruitment, selection through interview, and the signing of the member contract, each member is explained about the prohibited activities. The signed contract states clearly all prohibited activities, with each member receiving a copy for their own record and reference. Prohibited activities are discussed during member development sessions that are geared for orientation of new members. i.

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AmeriCorps Identification - YDSP has established many practices that promote the branding of Target Tigua AmeriCorps. This is evident with the specially-designed logo that is used throughout all Pueblo publications, press releases, signs, posters, curricula, and the Pueblo's website, that make reference to the AmeriCorps program. The logo clearly states the name "Target Tigua AmeriCorps" and is easily recognizable throughout the community. Additionally, members and staff are issued gear, including t-shirts, polo shirts, tote bags, and pins to wear on days when they are providing a service to the public/community. As a benefit, all Target Tigua AmeriCorps sites are within the Pueblo's jurisdiction and therefore; follow the same guidance for wearing AmeriCorps gear and using the Target Tigua AmeriCorps logos as appropriate.

Organizational Capability

2. Organizational Capability - YDSP's mission is: To promote self-sufficiency, improve the quality of life, and preserve the cultural identity for the Pueblo. YDSP was awarded a planning grant by CNCS in 2009 and a three-year implementation grant in 2010. 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, 200 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. YDSP was 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 and the U.S. reinstated its "trust responsibility." Describe how the organization has the experience, staffing, and management structure to plan and implement the proposed program. As mentioned, YDSP's EDD has operated both an AmeriCorps planning grant and subsequently one three-year full-fledge program. Target Tigua AmeriCorps will continue to be managed by the EDD Director, Patricia Riggs. Supporting these efforts are Alex Simental, program internal monitor; Analinda Moreno, Program and Statistical Technician responsible for gathering program data and developing progress reports; Melissa Senclair, Executive Assistant, responsible for assisting the staff with administrative duties; Gabby Senclair, Human Resources/Benefits Coordinator, will be responsible for maintain the official member files; and Jennifer Hoagland, Director of Finance and Revenue, who oversees the financial requirements of the grant, including drawdowns and submission of financial reports. Pat Riggs, ED Director, holds a Master's degree in Business Administration from the UTEP and served in various

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capacities over 20 years at YDSP, including Tribal judge. Alex Simental holds a Bachelor's Degree in Communications from UTEP bringing over 20 years in grant and program development and oversight. Analinda Moreno holds a Master's degree in Sociology from the University of Texas at Houston with over 20 years of experience in education and research. 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 Bachelor of Science in Accounting from Case Western Reserve University in Cleveland, Ohio and has over 20 years of experience in public administration and non-profit organization financial management. She is a Texas Certified Public Accountant (CPA). If positions are currently vacant, please describe the desired qualifications for each open position. None of the positions are currently vacant. The staff will participate in quarterly trainings/meetings that focus on program and financial responsibilities of the AmeriCorps program. During the first quarter of implementation, the EDD Director will conduct a training meeting for the staff to ensure that all systems are in place and review basic procedures for implementing the program, including fiscal responsibilities, programmatic management, reporting and using e-grants, and ensuring compliance with federal and tribal regulations. Describe the organization's capacity to provide training and skills development for members. The EDD staff has extensive experience in program development, statistical analysis, policy development, proposal development, strategic planning, curricula development, workforce development and other expertise that render the staff capable of providing training and skills development. The EDD staff has extensive experience working with native and underserved communities and are regularly asked to serve on panels or provide training at the national level (eg., National Congress for Native Americans, HUD Community Planning, Native Nations Executive Leadership. At the onset all members are trained in CNCS and AC purpose and policy as well as AC policy specific to YDSP. In addition to staff capacity, YDSP provides resources for member development in 2010 -- 2012 members were afforded training from Oweesta (Asset Building), Onaben (Entrepreneurship), Harvard Project (Nation Building), Tomas Joseph Flies-Away (Basic Indian Law) and others. Describe the organization's capacity to complete an evaluation or provide support to an external evaluator. YDSP has a long history of obtaining evaluation services through internal compliance and through the procurement of evaluators through its office of procurement who has a dedicated staff that executes all formal procurement needs of the Pueblo. YDSP will be able to obtain an evaluator as necessary for the program. The current Tribal administration is overseen by the Tribal Governor's office comprised of a Governor and a Lt.

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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 federally funded programs. Sources of Federal funding for YDSP totaled \$9,692,325 in 2011 and \$11,991,550 in 2012. 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 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. The Tribal government is comprised of the elected Tribal Council, with the Tribal department agencies overseen by the Tribal Administration, comprised of the elected Tribal Governor and Lieutenant Governor. EDD's director oversees the EDD department, where the AmeriCorps program is housed. The Director of Operations oversees the Emergency Management Department, while EDD, Environmental Management Office, Empowerment Department are overseen by their respective directors who are supervised by Tribal Administration. The Tribal Administration and the Tribal Council are fully supportive of the AmeriCorps program having provided the required match through non-restricted Tribal funds. EDD staff and the host site supervisors are committed to the program and attest this commitment through their signed agreements and subsequent progress reports. The Target Tigua Program was visited twice by the program officer and once by the financial auditor during the first program cycle. During these visits, the program showed exemplary service with no major deficiencies. Program goals were accomplished with progress reports demonstrating the ongoing and progressive service of the members. The program remains compliant having clean internal audits, and is responsive to all inquiries by CNCS staff which are addressed in a timely manner with no issues. b. Sustainability - As noted previously, the Pueblo has four (4) host-sites. The AC budget support is limited in that it mostly provides for AC member stipends, a small percentage of AC staff salary and travel for AC related staff training. The EDD has committee dollars and resources that are not noted in the AC budget. For example, rent or space for all members is provided at all sites, all sites provide program and member related training, and the host-site supervisor salaries are not supported by the AC budget. Furthermore, the AC related YDSP programs require extensive supplies and materials all of which are provided by YDSP. YDSP also purchases all the AC member gear (polos, t-shirts, pins) and provides food and beverages for activities. YDSP has also committed a larger percentage of match for this round of funding. YDSP was able to identify unrestricted Tribal funds generated through tribal enterprises. These funds will

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continue to support AmeriCorps program efforts throughout the funding cycles. Describe your organization's experience raising funds to support service activities and initiatives. The tribe has a diversified portfolio of tribally owned businesses and enterprises that provide the much-needed funds that provided direct frontline services to the community and are used to leverage and match federal funds as appropriate. Outline your plans for ensuring that the impact of your program in the community is sustainable beyond the grant period. Because the Tribe is self-sustaining, it must be able to address its community's needs by having a firm commitment to the tribal departments that carry out the overall mission of the tribe. This is done through a menu of federal formulary and competitive funding opportunities that support community service and economic development. Currently the EDD is supported with unrestricted tribal funds, grants funds through the U.S. Treasury supporting the development of Community Development Financial Institution (CDFI), Indian community Development Block Grant, supporting the building of a Tigua Technology Center, and others. Tribal Council, the Traditional Tribal Council, Elders, parents, and community members at-large are stakeholders. The partners are the Tribal Council and the four (4) host sites. Various Ysleta del Sur Pueblo and external agencies have committed resources and support to the Target Tigua AmeriCorps. These include the YDSP Empowerment Department, the YDSP Department of Health and Human Services, the Ysleta del Sur Pueblo Tribal Council, the YDSP Human Resources Department, the Cultural Center, the Environmental Department, the Emergency Management Department, Tigua Inc. and the Elder's Club. These agencies and groups are both committed to providing resources as well as dependent on the services provided by AC members. For example, the Elder's committee receives independent living services and in turn volunteers to cook and make crafts for AC related events. Tigua Inc. Development Corporation and Speaking Rock Entertainment are YDSP business enterprises that regularly donate food and door prizes for AC programs. They will continue to contribute to the sustainability of efforts simply because they are integral to tribal survival and community development, thus having adjoining interests and one unifying mission.

c. Compliance and Accountability - YDSP will use a two part approach consisting of compliance reviews conducted at least once annually by YDSP's compliance officer. This review will entail a monitoring of program objectives compared to current accomplishments, adherence to federal and tribal regulations regarding the fiscal accountability for the grant, and a review of submitted reports (if any). A file review is conducted by the YDSP human resources specialist at least twice annually to ensure the member files are complete with all necessary forms signed and dated. Secondly, the AmeriCorps program director will conduct the same type of review monthly to ensure internal tracking in all areas

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of the grant. With host sites required to submit monthly progress reports to the program and data technician, accomplishments toward performance measures, as well as a breakdown of persons served and population type. The program monitor (YDSP grants manager) will conduct programmatic reviews using a tailored checklist of each host site at least once annually to ensure that programs are on track. Feedback is given to each host site in a written format highlighting best and promising practices, areas of concern, and other notes that may help the host site supervisors in further implementing their program. Members are reviewed ongoing by the host site supervisors, with a formal written review at the midpoint of service and again at the end of their term. Should any shortfalls be identified at any level, YDSP will take the necessary steps to develop a corrective action plan and timeline to ensure that they are fully addressed and documented within a reasonable timeframe. Because the Target Tigua Host Sites are overseen by the Tribal government, they constitute one organizational structure, therefore, ensuring compliance with AmeriCorps rules and regulations including those related to prohibited activities is accomplished without any interference. At the point of recruitment, and subsequently at orientation, each member is advised about the prohibited activities. Members are required to sign a document that is part of their contract listing the prohibited activities and kept in their file. Staff and host site supervisors are required to sign an acknowledgment in their contract regarding the prohibited activities. At least one staff development and host site meeting will feature the prohibited activities. Further, during monitoring reviews, the prohibited activities are reviewed with host sites. If risks or noncompliance are identified during monitoring or compliance reviews, or at any time during the funding cycle, the program director will immediately take action to rectify the problem, assess the situation, provide education as needed, and develop strategies that prevent future breaches.

A weakness can from having one member drop out of the program due to having obtained an employment opportunity.

Enrollment: Enrollment was at 100% for the last fully completed year. Retention: Retention was 11/12. Retention will continue to be addressed with each member as they apply and enroll for AmeriCorps services. With the experienced gained through the first funding cycle, YDSP is better able to give examples to members of what to anticipate that can possibly affect their service term, this is now helping to minimize the risk of losing members at mid-stream.

Cost Effectiveness and Budget Adequacy

he first funding cycle for YDSP was a learning experience for determining how the program could be made more efficient and effective. The member living allowance was established at \$7,129, and the

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cost per participant is slightly over the \$13,300 by \$827, coming in at \$14,127. This is drastically reduced from the first funding cycle, with had an MSY cost of approximately \$18,000. YDSP requests consideration for this slight overage because of the current economic situation faced by the tribe. As an economically depressed area, the Pueblo is finding its way out of its economic downturn as a result of its casino closure, however, progress is slow, and building infrastructure has become a priority for the Pueblo in its effort to build a robust economy. The total request from CNCS is 74% for the first year as required. All sources of match funds are derived from the Pueblo's unrestricted revenue funds. In 2009, the Pueblo received a \$50,000 planning grant, and in 2010, a three-year implementation grant with \$125,999 per funding period. Demonstrate how your program has or will obtain diverse resources for program implementation. As mentioned before, YDSP is matching cash from its unrestricted revenue funds coming from tribal enterprises. Additional commitment for the program will be derived from this pool of money and possibly from tax allocation money which support tribal programs. The program will need \$29,780 in match funds for the first year. YDSP will require increased match, at \$34,362 the second year, and \$38,943 the third year, which again, will come from unrestricted tribal revenue funds. Discuss how your program is a cost effective approach for addressing the community need(s) identified in your application. With an operating budget of \$11,991,550 in 2012, the Pueblo maximizes its funds to provide the array of housing, health care, policing, governing, education, and social services in needs in order for the community to have a sustainable and healthy future. The \$84,759 first year request is tied to effective and measurable performance measures that are derived from evidence based models. Because the Pueblo is focusing on four (4) host sites, these host sites (or departments) leverage much more than what is stated as match. This entails staff time, additional resources, and volunteers all contributing toward the same mission and overarching tribal goals. YDSP is increasing its program goals by adding more performance measures that represent the wide range of expected impacts. Further, YDSP is matching the required 26%, 30% and 34% by increasing the level of match for proposed slots. b. Budget Adequacy -The budget clearly aligns with the outputs and outcomes; each member position has been scrutinized and developed to ensure that it addresses the critical elements of each host site participating in the program. YDSP will cover the costs for criminal history checks and FBI checks with non-restricted Tribal funds.

Evaluation Summary or Plan

The AmeriCorps, Target Tigua, Financial Literacy Coordinators conduct financial literacy training. The AmeriCorps Member, assigned to the Community Emergency Response Team (CERT), assisted

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with disaster preparedness and response training to include certification. The AmeriCorps Cultural Historic Program and Cultural Arts Educators worked with Pueblo staff to develop lessons focused on teaching Tribal cultural arts to youth. The AmeriCorps Environmental Educator assisted the Community become more energy efficient. The AmeriCorps Tigua Nation Builders delivered an educational series. In order to help small businesses succeed, the AmeriCorps Entrepreneurship Members educated community members about small business. AmeriCorps Members serving in the aforementioned projects cumulatively provided 139 project activities to a total of 4,344 participants. Of the 4,344 participants, 2,746 or 63% participated in training that measured skills learned. Of these trained participants, 2,267 or 83% showed skills learned. Of the 2,267 trained participants, at least 557 or 25% classified as disadvantaged youth. Concerning Financial Literacy outcomes, the AmeriCorps Indian Tribes Progress Reports indicate that all performance targets were met in the last two years of program operation. Target Tigua far exceeded its annual goal (of 20 individuals receiving financial literacy services and passing an exam) with 241 tribal community members receiving financial literacy services and 86% (n=208) passing an exam and showing improved financial literacy skills. Of these participants, 66 classified as disadvantaged youth. Pertaining to the Intermediate Outcome, Target Tigua again exceeded its annual goal (of 20 individuals utilizing savings/checking account) with 55 youth who received financial literacy services utilizing a savings/checking account.

Amendment Justification

N/A

Clarification Summary

N/A

Continuation Changes

N/A