

# Narratives

## Executive Summary

This planning grant will be used to develop an AmeriCorps program which will engage AmeriCorps members (members) to assist in outreach, coordination, and implementation of postsecondary education, financial literacy, entrepreneurship, and workforce development opportunities provided by the Karuk Tribe and Karuk Community Development Corporation (KCDC) in the Karuk Tribal Ancestral Territory/Service area, located in northeastern Humboldt and all of Siskiyou Counties in northwestern California. Members will address the needs of the most disadvantaged members of these communities resulting in increased employability, increased access to postsecondary education, small business development, and enhanced social health and wellness. Program activities will primarily be in the areas of Economic Opportunity and Education.

## Rationale and Approach/Program Design

### 1. PROGRAM DESIGN (50 percent)

#### a. Description of the Problem/Need

The Karuk Ancestral Territory/Service Area is one of the most remote and economically distressed regions in the nation. In the extremely rural, heavily forested and steeply mountainous region of northern California, the Karuk Ancestral Territory/Service Area includes small portions of northeastern Humboldt County and southeastern Del Norte County, as well as all of Siskiyou County. This area exceeds 6,560 square miles and has an average of 6.81 persons per square mile. The Karuk Tribe's government operations are along the mid-Klamath River region; centralized in the community of Happy Camp (Siskiyou County, pop. 1,170; 28.6% American Indian/Alaska Native), with additional program offices 75 miles up the Klamath River in Yreka (the Siskiyou County Seat, pop. 7,765; 10.5% American Indian/Alaska Native), and 40 miles down the Klamath River in Orleans (Humboldt County, pop. 605; 39.2% American Indian/Alaska Native). These are the largest of the mid-Klamath River communities of Karuk Ancestral Territory/Service Area; connected by windy two- and in some places, one-lane highways. In addition, there are several small communities (<300 pop.), such as Horse Creek, Scott Bar, Hamburg, Seiad Valley, Somes Bar, and Forks of the Salmon, as well as many isolated residences.

For thousands of years before non-indigenous contact, the Karuk-arara, or "Upriver People," made their homes in more than one hundred villages along the upper Klamath River. The mid-Klamath region of Karuk Ancestral Territory/Service Area has suffered from two major disruptions of social and economic systems-the violent interruption of traditional Karuk lifeways with the in-migration

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during the California gold rush in the 1850s and the swift and devastating decline of the timber industry that culminated in the 1990s. As a result of the 92% reduction in timber availability that occurred in the early 1990s and the closing of local mills, within five years' time, Tribal unemployment in the Ancestral Territory/Service Area soared to 76% in 1999, according to the Bureau of Indian Affairs. At that time, Happy Camp was identified by the National Association of Counties as one of the ten most economically endangered communities in the United States. Suddenly the mid-Klamath River region was transformed from a land of opportunity--where for generations high school graduates had followed their fathers and grandfathers into the woods and sawmills to make a good living--to an "economically distressed" area where the loss of timber-related jobs resulted in the further losses (or deterioration) of homes, small businesses, marriages, families, and ultimately hope. As the physical environment fell into disrepair, much of the community sank into personal despair; alcohol and substance abuse, domestic violence, and child neglect escalated dramatically. In Happy Camp, where the Karuk Tribe's primary administrative and governmental offices are located, many people have moved away for increased access to employment opportunities. With a dramatic reduction in money flowing through the community and a reduced customer base, many stores closed their doors. Today, unemployment rates continue to be 50% on Karuk trust lands.

The Karuk Tribe is the second largest federally recognized Tribe in California with over 3,650 Tribal members. With the mid-Klamath region being comprised of unincorporated communities (except Yreka, the County seat) the Karuk Tribe is the primary governmental entity for the entire region. In 1994, the Tribe chartered the Karuk Community Development Corporation (KCDC) with the mission "to develop among Tribal members of the Karuk Tribe of California the managerial and technical capabilities to assume leadership roles in building diversified, sustainable economies by creating new business ownership and employment opportunities within the ancestral territory of the Karuk people". Despite significant economic, community, and workforce development accomplishments by the Karuk Tribe and KCDC (for a general summary of those accomplishments, refer to Section 2a on page 13), there continues to be high rates of unemployment (50% on Karuk trust land) and poverty (54% for individuals living on Karuk trust land).

A great success of the KCDC is the development of the Community Computer Centers in Yreka, Happy Camp, and Orleans. Through these Community Computer Centers, KCDC has been able to provide educational enrichment, workforce development programs, financial literacy, and professional development to public school students and local adults. This has included the development of the Happy Camp Community Computer Center as a virtual campus site for College of

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the Siskiyou. These Centers are the hub of educational and workforce development for the region and there is a significant need to continue to support and expand these opportunities for our communities, particularly our most disadvantaged community members.

### b. Evidence of the Problem/Need

The need for access to post-secondary education, financial literacy, entrepreneurship, and workforce development to increase employability, economic opportunity, and support social health and wellness of the Karuk Tribe is well documented in Karuk Tribal Community Needs Assessments, Comprehensive Economic Development Strategies, and U.S. Census Bureau data.

The Tribe's 2009 Community Needs Assessment Survey garnered responses from 80 families representing a total of 221 individuals (106 males and 115 females); 185 (84%) of these individuals were American Indian/Alaska Native. When asked to rank the top five (5) community issues as they perceived them, respondents ranked Employment Opportunities and Educational Opportunities as the top two Community Social Needs.

The 2012 Comprehensive Economic Development Strategy (CEDS) for the Karuk Tribe and KCDC drives home the need for small business development and entrepreneurship to be promoted and expanded within the mid-Klamath River region. One of the Goals in the Tribe's CEDS is "[t]o build Tribal capacity to create, expand, and retain private and Tribal enterprises..." including those that are environmentally sustainable outdoor recreation and tourism-based. Objectives related to these goals are for KCDC to coordinate a quarterly schedule of entrepreneurial training workshops available from non-profit and for-profit small business development centers servicing the area and to reestablish the Tribal Business Information Center to provide technical assistance to existing and prospective business owners. The CEDS also highlights the need to "build Tribal capacity to provide comprehensive workforce development services consistent with the community and economic development strategies" identified.

According to the 2010 US Census, unemployment rates on Karuk trust lands are 50%, which is nearly five times the rate of Siskiyou County (12.2%) and over five times that of Humboldt County (8.6%), the State of California (9.4%), and for the nation (9.3%). The median household income and per capita income for Humboldt and Siskiyou Counties are more than twice the median household and per capita incomes of Tribal members residing on Karuk trust lands, which are only \$17,500 and \$8,057 respectively. Poverty rates also are higher among Tribal families living on Karuk trust lands (54.2%) than in either Happy Camp (18.4%) or Yreka (20.5%)--and more than four times the poverty

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rates of Humboldt and Siskiyou Counties as a whole. At 64.3%, the poverty rate among individuals living on Karuk trust lands is even worse than that of families. Even though the more populous community of Yreka offers a more diverse array of employment opportunities, the fact that nearly half (47.5%) of American Indians living in Yreka have attained less than a high school education prevents many from securing jobs.

### c. How AmeriCorps Members will be used to meet the Need

AmeriCorps Members will be used to meet the economic and educational needs of the Karuk community (i.e. service), as well as develop their own capacity (i.e. learn) by assisting KCDC in the coordination, outreach, and delivery of financial literacy, small business, and workforce development trainings; post-secondary educational opportunities provided through the Community Computer Centers; and job shadowing/internships with interested Karuk Tribal departments. This will include coordinating with other local constituents/partners, such as the Karuk Community Loan Fund (KCLF), College of the Siskiyous, and Jefferson Economic Development Corporation (JEDI), in order to leverage resources and provide enhanced opportunities for the remote mid-Klamath River region.

### d. Target Communities

The Tribal communities targeted for AmeriCorps services are Yreka and outlying communities near Interstate 5, and communities located on State Highway 96, including Horse Creek, Hamburg, Seiad Valley, Happy Camp, Somes Bar, and Orleans. These rural communities within the Karuk Ancestral Territory/Service Area span a highway distance of 160 miles.

### e. Description and Timeline of Planning Process

The Planning Process is designed to develop an evidenced-based or evidence-informed AmeriCorps Strategic Implementation Plan that will guide the KCDC and Karuk tribal community towards achieving the project goal.

Project Goal: To develop an AmeriCorps Program that enhances access to post-secondary education, financial literacy, entrepreneurship, and workforce development opportunities to increase employability and economic prosperity among disadvantaged persons within the Karuk service area as a means to transforming our communities.

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Objective 1: By the 3rd month, an AmeriCorps Program Coordinator will be secured, a Planning Team will be assembled, and the first strategic planning meeting will take place.

Activity 1.1 Clear all grant conditions. Staff Responsible: Workforce Development Coordinator.

Collaborating Personnel/Partners: KCDC Executive Director and Director of Administrative Programs and Compliance. 08/01/13 to 08/15/13

Activity 1.2 Hire an AmeriCorps Program Coordinator. Staff Responsible: KCDC Executive Director.

Collaborating Personnel/Partners: Workforce Development Coordinator, Human Resources Director. 08/15/13 to 09/30/13

Activity 1.3 Assemble an AmeriCorps Program Planning Team. Staff Responsible: AmeriCorps Program Coordinator. 10/01/13 to 10/30/13

Activity 1.4 Hold first strategic planning meeting. Staff Responsible: AmeriCorps Program Coordinator. Coordinating Personnel/Partners: Planning Team. 10/01/13 to 10/30/13

Objective 2. By the 10th month, a Draft AmeriCorps Program Strategic Implementation Plan will be drafted based on best practices learned from active AmeriCorps Programs in Tribal communities and other local programs; outreach to key community constituents/partners; several strategic planning sessions with the Planning Team; and information learned from CNCS-sponsored technical assistance meetings.

Activity 2.1 Conduct additional research on community needs, opportunities, and constituents/partners, as well as AmeriCorps Program requirements and Implementation funding.

Staff Responsible: AmeriCorps Program Coordinator and Fiscal Clerk. Collaborating Personnel/Partners: Workforce Development Coordinator and Workforce Development Trainer.

11/01/13 to 01/31/14

Activity 2.2 Contact at least 3 AmeriCorps Programs in Tribal communities and at least 2 local AmeriCorps Programs to learn best practices. Staff Responsible: AmeriCorps Program Coordinator.

Collaborating Personnel/Partners: Workforce Development Coordinator, Workforce Development Trainer, Hoopa Tribal AmeriCorps and Mid-Klamath Watershed Council AmeriCorps. 11/01/13 to

03/31/14

Activity 2.3 Conduct individual scoping/planning meetings with at least 5 community constituents/partners. Staff Responsible: AmeriCorps Program Coordinator. Collaborating

Personnel/Partners: KCLF, JEDI, College of the Siskiyous, and others. 11/01/13 to 04/30/14

Activity 2.4 Conduct monthly strategic planning sessions with the Planning Team. Staff Responsible:

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AmeriCorps Program Coordinator. Collaborating Personnel/Partners: Planning Team. 12/01/13 to 04/30/14

Activity 2.5 Attend at least 2 CNCS-sponsored technical assistance meetings. Staff Responsible: AmeriCorps Program Coordinator and Fiscal Clerk. Collaborating Personnel/Partners: Workforce Development Coordinator. 11/01/13 to 04/30/14

Activity 2.6 Draft AmeriCorps Program Strategic Implementation Plan based on information garnered in Activities 2.1 -- 2.5. Staff Responsible: AmeriCorps Program Coordinator. Collaborating Personnel/Partners: Planning Team. 02/01/14 to 05/30/14

Objective 3: By the 12th month, a Final AmeriCorps Program Strategic Implementation Plan will be adopted by the Karuk Tribal Council and the KCDC Board.

Activity 3.1 Present the Draft AmeriCorps Program Strategic Implementation Plan to the KCDC Board and Karuk Tribal Council and make changes, as appropriate. Staff Responsible: AmeriCorps Program Coordinator. Collaborating Personnel/Partners: KCDC Board and Karuk Tribal Council. 06/01/14 to 06/30/14

Activity 3.2 Present the Final AmeriCorps Program Strategic Implementation Plan to the KCDC Board and Karuk Tribal Council for approval. Staff Responsible: AmeriCorps Program Coordinator.

Collaborating Personnel/Partners: KCDC Board and Karuk Tribal Council. 07/01/14 to 07/31/14

Each of the Strategic Planning sessions, described in Activity 2.4, will be informed by new information and updates resulting from Activities 2.1 -- 2.3. These sessions shall also include conducting a SWOT (strength, weakness, opportunities, and threats) analysis with the Planning Team that will be used, along with the information from Activities 2.1 -- 2.3 to inform the identification of strategic priorities and framework for an AmeriCorps Program.

### f. Develop Capacity to Effectively Manage an AmeriCorps Program

The AmeriCorps Program Coordinator will work in conjunction with the Planning Team and key community constituents/partners, to thoroughly analyze and strategically identify the following in more detail: 1) the most appropriate AmeriCorps member activities to address the identified community need; 2) the desired characteristics of AmeriCorps members and designing a recruitment strategy; 3) a performance measurement system to ensure that reliable data is gathered to demonstrate impact on the communities to be served; 4) orientation and training for operating and service sites; 5) orientation and training for AmeriCorps members; and ensuring the Tribe and/or

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KCDC has the ability to provide or secure effective technical assistance.

Generally speaking, however, the AmeriCorps Planning Grant will ensure that AmeriCorps members gain the experience and skills to advance their careers and secure education awards that can be used for postsecondary education or to repay student loans. The planning grant objectives for AmeriCorps members will include recruitment and skills for performing services, incorporating AmeriCorps service-learning principles, and ensuring that AmeriCorps members effectively participate in democracy and services that respond to community needs. It will clearly identify what AmeriCorps members will be doing and training necessary to perform the tasks required. AmeriCorps member orientation will include background and cultural awareness about the Karuk Tribe and local communities. AmeriCorps member candidates will include various faiths, ethnicities, education levels, genders, socioeconomic backgrounds, and those with physical and mental challenges. AmeriCorps members may be trained to help enlist, screen, and train community volunteers.

The AmeriCorps member recruitment strategy will model other successful AmeriCorps programs including recruiting college bound individuals from diverse ethnic backgrounds that are competent, have a good report and communication skills and/or interest in post-secondary education such as a business degree or in starting their own small business. AmeriCorps members selected will be moral, civic minded, and self-motivated role models. Training for AmeriCorps members may also include fiscal accountability, conflict resolution, and discrimination. Orientation and training for AmeriCorps members will be modeled after other successful AmeriCorps programs that incorporate AmeriCorps National Performance Measures. An AmeriCorps member recruitment committee familiar with AmeriCorps will help select AmeriCorps member candidates. To maximize technical assistance we will consult with other similar AmeriCorps programs and use AmeriCorps tools to identify procedures and policies consistent with AmeriCorps statutes, guidelines, regulations, and provisions. To provide a reliable data performance measurement system the plan will develop a method of data collection, standardization, and reporting during the Planning Process.

The primary facilities AmeriCorps services will utilize will be the Happy Camp Community Computer Center in Happy Camp, the Yreka Karuk Tribal Housing Education Center, and the Orleans Panamnik Computer Center. These centers are centrally located in each community and are ADA compliant. These centers are hubs of activity for our remote communities providing important networks for communication and technology based education that is ideal for identified AmeriCorps activities.

### **Organizational Capability**

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### 2. ORGANIZATIONAL CAPACITY (25 percent)

First Point of Contact: Emma Lee Johnson, Workforce Development Coordinator, KCDC  
530-493-1485, 25 Fourth Avenue, Happy Camp, CA 96039, emmaleejohnson@karuk.us

Second Point of Contact: Bill Keenen, Executive Director, KCDC

530-493-1475, 533 Jacobs Way, Happy Camp, CA 96039 bkeenen@karuk.us

#### a. Record of Accomplishment

The Karuk Tribe is the second largest federally-recognized Tribe in California and has been a Self-Governance Tribe since 1996. Since the approval of the Tribe's Constitution in 1985, the Karuk Tribe has grown from 2.5 employees and a \$250,000 annual operating budget to becoming a complex governmental organization with ~245 employees and an annual operating budget of \$21 million. The governmental structure includes nearly twenty (20) departments, programs, and services dispersed throughout the principle communities within Karuk Aboriginal Territory. This includes administrative offices and government operations, which are centralized in Happy Camp; the Department of Natural Resources in Orleans; the Karuk People's Center (cultural interpretive center and gift shop) in Happy Camp; and Education and Elders Programs, Health Clinics, Housing Authority offices, Community Computer Centers, and Human Services/Indian Child Welfare Programs in all three main population centers, as well as Head Start Programs in Yreka and Happy Camp.

#### b. Prior Experience Administering Federal Funds

The Karuk Tribe and KCDC are highly experienced with administering federal funds. In FY2010 alone, the Tribe administered over \$14 million in federal, state, and private foundation grants. KCDC has administered at least \$11 million in federal and state grants since inception. The Tribe routinely has clean audits

#### c. Prior Experience in the Proposed Area of Programming

Over the last nearly 20 years, KCDC has achieved several significant accomplishments in post-secondary education, financial literacy, entrepreneurship training and small business development, and workforce/professional development. This has included on-the-job training for local youths in natural resources; the creation of Tribal Business Information Centers; training and/or technical assistance to interested entrepreneurs (in the first five years alone, KCDC served 320 clients [about 40% American Indian], assisted the creation of at least a dozen private enterprises and 30 jobs, and helped entrepreneurs to secure \$340,000 in business financing and contracts); job readiness

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training, including individualized counseling and job search assistance, guidance on career/occupational choices, resume writing, job interviewing techniques, and employer/employee expectations; watershed restoration training; developing the community computer centers and establishing a partnership with College of the Siskiyous; conducting financial literacy training; and several infrastructure projects.

### d. Structure of Tribal Leadership, Management, and Planning Process Participants

The Tribal Leadership includes the Karuk Tribal Council and the KCDC Board. The Karuk Tribal Council is the governmental body for the Tribe and will be responsible for reviewing and approving the final AmeriCorps Strategic Implementation Plan. Governing members include Russell Attebery, Chairman; Michael Thom, Vice-Chairman; Joseph Waddell, Secretary/Treasurer; and Amos Tripp, Sonny Davis, Dora Bernal, Crispen McAllister, Alvis Johnson, and Elisa Goodwin, Members at Large.

The KCDC Board will play an advisory, review, and plan approval roles. The KCDC Board is comprised of experienced small business owners, Tribal Council members, a member of the KCLF Board, and Karuk Tribal staff. This includes Alvis Johnson: Chairman of KCDC and Karuk Tribal Council Member; Ellen Johnson: Vice Chairperson of KCDC, Board Member of KCLF, Administrative Receptionist for the Karuk Tribe, and former business owner; Joseph Waddell: Secretary/Treasurer for KCDC, Secretary/Treasurer of the Karuk Tribal Council, and small business owner; Glenda Hockaday: former business owner; Marsha Jackson: Enrollment/Census Specialist of the Karuk Tribe; Ducayne Arwood: Educational Coordinator for the Karuk Tribe; and Bill Tripp: Eco-Cultural Restoration Specialist for the Karuk Tribe.

Project Management will be the responsibility of Emma Lee Johnson, Workforce Development Coordinator. Ms. Johnson has worked for KCDC in the Community Computer Centers, assisting community members with workforce development, job skills development, GED preparation, and in supporting the virtual campus of College of the Siskiyous for over five years (see Exhibit A for her resume). She also has prior AmeriCorps experience as a Community Liaison for the Siskiyou County Adult and Children Services. Within the first two months of the grant, an AmeriCorps Program Coordinator will be hired to implement the Activities, who will be accompanied by the Fiscal Clerk for coordination assistance and input on the budgetary aspects of the Plan.

The Planning Team will include staff of key Tribal Departments and community partners, including the Community Computer Centers, KCDC, Tribal Employment Rights Office, Tribal Temporary Assistance for Needy Families, Tribal Education Department, Karuk Community Loan

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Fund, and others. The Planning Team will provide strategic input to the AmeriCorps Program Coordinator who will facilitate the planning process and be responsible for drafting the AmeriCorps Program Strategic Implementation Plan.

### e. Programmatic and Fiscal Systems

The Tribe adheres to all budget and reporting requirements, as required under OMB Circular A-87 and A-133, as well as follows all applicable federal and tribal policies and procedures, including for procurement and hiring. Furthermore, the Tribe will comply with funding agency requirements, including fiscal and project progress reporting. The Tribe has strict grants compliance procedures, including a Director of Administrative and Grants Compliance to assist Tribal Project Managers.

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

#### 3. COST EFFECTIVENESS AND BUDGET ADEQUACY (25 percent)

The proposed project ensures a strategic planning approach in order to effectively sustain established community partnerships and identify new partnership opportunities in order to develop the most cost-effective program and ensure the development of diverse resources in order to implement and sustain the program. The total budget for the proposed project is \$96,615, which is \$73,155 (76%) in federal request and \$23,460 (24%) in-kind match. The proposed budget ensures there is adequate staffing to administer the grant and project effectively and according to the timeline. This includes Volunteers, contributed as in-kind match, to allow for Computer Center staff (Workforce Development Coordinator and Workforce Development Trainer) to dedicate time to play an instrumental and guiding role of the Planning Team. All identified partners have been contacted and their participation and support have been confirmed.

This project is to plan for a new program in a very resource-poor community located in the rural and extremely remote region of northern California, as described above. The community is extremely scarce of any corporate or philanthropic resources and is considered "economically distressed" as defined in the Public Works and Economic Development Act of 1965, as amended (42 U.S.C. 3161). Necessary costs for airfare and local travel may seem higher for our project because of the extremely remote location, difficult-to-reach populations, and need to travel great distances to the local airport and between communities.

### **Evaluation Summary or Plan**

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N/A

### Clarification Summary

We will be using our planning grant to identify new partners and obtain additional financial commitments to help support future AmeriCorps grants. Furthermore, additional grants and funds will be secured during the next year which will be used as cash and/or in-kind match to support future AmeriCorps grants.

Please explain what is meant by: "AmeriCorps members will effectively participate in democracy".

Members will actively participate in community action. Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

### Continuation Changes

N/A

### Grant Characteristics

- AmeriCorps Member Population - Communities of Color
- AmeriCorps Member Population - Low -income Individuals
- AmeriCorps Member Population - Native Americans
- AmeriCorps Member Population - New Americans
- AmeriCorps Member Population - Older Americans
- AmeriCorps Member Population - People with Disabilities
- AmeriCorps Member Population - Rural Residents
- AmeriCorps Member Population - Veterans, Active Military, or their Families
- AmeriCorps Member Population - economically disadvantaged young adults/opportunity youth
- AmeriCorps Member Population - None of the above
- Geographic Focus - Rural
- Geographic Focus - Urban
- Encore Program
- Community Based Organizations
- Faith Based Organizations
- Governor/Mayor Initiative
- SIG/Priority School