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Executive Summary

The Inter Tribal Long Term Recovery Foundation (ITLTRF) will recruit, train, and support nine AmeriCorps members to provide disaster planning, response, and recovery services on Tribal lands in Southern California. The ITLTRF's Tribal AmeriCorps Preparedness and Emergency Response (TAPER) Program will engage members in emergency planning, education and outreach service to strengthen preparedness in the community for disasters; thereby creating a culture of resilience for the most at-risk tribal members such as elders, youth, and individuals within these groups with access and functional needs. At the end of the program year, AmeriCorps members will leverage resources from an additional 100 volunteers that will also be engaged in community outreach in disaster education and service projects.

Because of the ITLTRF's intrinsic American Indian mission-focused identity, recruiting and retaining members from the local tribes is a program priority. However, the ITLTRF recognizes the need to recruit and retain members from underrepresented communities and believes, given its geographical location and identity as a Tribal non-profit, that prospective members will be attracted to serve in its program in order to have a unique service experience in Indian Country. The ITLTRF welcomes and will recruit members from all ethnic/national backgrounds to its program.

The ITLTRF TAPER program aligns with the CNCS Disaster Services focus area funding priority Tier 1. The CNCS investment of \$150,986 will be matched by \$121,202 from private and cash contributions for a total program investment of \$272,188 with 100% of MSYs dedicated to disaster services in the program at \$.

Rationale and Approach/Program Design

Problem/Need

In the training materials for E-580: Emergency Management Framework for Tribal Governments, the Emergency Management Institute states that over 80% of disasters on tribal lands are undeclared, which means that the 566 federally recognized tribes in the US do not receive federal assistance to recover from these incidents. Instead, as sovereign entities, American Indian governments must cobble together tribal resources and public/private partnerships to return to a pre-disaster state. California is home to almost 20% of all tribal nations and has the largest American Indian population in the contiguous US. San Diego County is home to more Indian Tribes than any other county in the

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United States. Over the past ten years San Diego County tribal communities have been affected by four presidentially declared disasters. In 2003, 2005, and 2007 catastrophic wildland fires burned across the region causing mass evacuations of the Indian reservations and burning over 90% of the La Jolla Indian Reservation in 2007 where 37 homes were destroyed; and burning over 85% of the nearby Rincon Indian Reservation and destroying 65 homes and structures, thereby displacing over hundreds of residents. In 2008 and 2010, severe winter storms affected the burned areas from these Wildland Fires, causing flooding and mudslides, again triggering disaster declarations.

The Inter Tribal Long Term Recovery Foundation (ITLTRF) was created in the aftermath of the 2007 event by tribal leadership to provide disaster services to area tribes as a proactive measure to address this dire community need for long term resilience. The ITLTRF is a non-profit, 501(c)(3) comprised of ten Federally recognized Tribes in Southern California. It was founded in October 2007 and officially incorporated in September 2009 to support and coordinate recovery efforts for the tribes and to help streamline recovery during crises and strengthen preparedness year-round. The ITLTRF serves as an inter-tribal resource and network that provides immediate assistance with disaster preparedness, coordination of emergency response, and long-term recovery needs. ITLTRF supports and promotes sharing of disaster relief information, simplification of access to disaster relief services, and the provision of mutual assistance to tribal communities that have experienced natural disasters. The mission of ITLTRF has expanded over the past five years to encompass long-term disaster planning, mitigation and response strategies for the whole community.

Representatives from ten of the eighteen Federally-recognized tribal nations in San Diego County sit on the Executive Board of ITLTRF. They provide leadership in the development of the organization's strategic plans and community outreach. Although the primary outreach is to the Native American communities in Southern California, the ITLTRF service area and community outreach includes all individuals on tribal lands affected by natural or manmade disaster, which includes visitors, employees, renters, and neighbors to tribal lands; this is a service area with a total population over 40,000 with the highest concentration of American Indians as well as Hispanic populations in the unincorporated and most rural parts of the county. The American Indian poverty rate is 24.8% which is nearly 10% higher than for all other racial/ethnic groups in the US, according to the US Census (2010). The Unemployment Rate in San Diego County is 6.9%, which is 0.2% above the national average (Bureau of Labor Statistics, March 2014; however, representatives from our member tribes

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contest that the unemployment rate in their communities is well over 50% or more and they further assert that the poverty rate is higher than the national average as well).

The past three years, have seen a prolonged period of sustained heat waves and droughts throughout the state of California. On January 17, 2014 Governor Jerry Brown declared a Drought State of Emergency. Recent reports by the National Geological Society reports that the snowpack in the California Sierra Mountains are 32% below normal for the year. According to the National Fire Protection Agency over 4.3 million acres burned in Wildland Fires in 2013 Fire season is now practically year-round. With California and San Diego County located in a severe drought zone, the frequency and severity of Wildland Fire risk to tribal lands is especially heightened and forecasted by the to be potentially catastrophic again in the coming years (National Wildland Fire Federation, 2008).

Because natural resources are culturally valued and part of tribal systems of interdependency, severe weather events like droughts, floods, earthquakes and wildland fires make tribal communities particularly vulnerable and impact American Indians and Alaska Natives more than they impact the general population due to the special jurisdictional issues regulating tribal governments and land-use. Southern California tribes are at heightened risk, as they are widely dispersed in rural and mountainous areas spanning 193 square miles, making them particularly at high risk for Wildland Fires and from being cut-off from major transportation hubs in the event of a major earthquake. Three of California's worst Wildland Fires in the state's history have occurred over this past decade in San Diego County forcing the evacuation of tribal lands, the use of tribal venues as shelters and emergency food suppliers, and resulting in the loss of many thousands of homes, hundreds of thousands of acres burned including tribal lands, and a substantial loss of life and property as a result.

While ITLTRF's ten member tribes are located in areas at high risk for wildland fire and other disasters, their capacity to respond is limited. Many member tribes are unable to sustain adequate emergency management operations and personnel, and are strained to provide basic services. While 75% of member tribes employ professional emergency response personnel; the remaining 25% do not. Those tribes with the fewest resources are located in the most remote, mountainous, and vulnerable locations for wildland fire. For instance, residents of Mesa Grande Indian Reservation, live deep in a canyon, while members from the Los Coyotes and Pauma Indian Reservations have one road in and one road out of their reservations, making access particularly difficult for emergency vehicles to

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respond, including helicopters critical for life flight transport, to these communities. Tribes with fewer resources do not have dedicated emergency management personnel, utilizing instead either volunteer first responders or else adding the emergency responsibility to the duties of the tribe's chief law enforcement officer.

All these conditions combine to further strain the tribes limited emergency management resources in responding to catastrophic events. The isolation of many tribal residents, particularly the elderly and other vulnerable populations, makes it even more important for at-risk residents to learn measures to prevent catastrophes from happening in the first place, and to be armed with equipment and knowledge to plan, take responsible actions, and make good decisions for themselves during disasters until help arrives.

Organizational Capability

The most crucial investment a community can make after a disaster is in its own capacity to respond, recover and rebuild (San Diego Foundation, ¿October 2007 Wildfires Final Report,¿ 2011). By creating the ITLTRF, tribal leadership in the region have plugged in to existing resources, like the San Diego Foundation, and other VOADS to bring a tribal voice to the disaster preparedness and recovery table. The ITLTRF will act as the central coordinating agency to implement the Tribal AmeriCorps Preparedness and Emergency Response (TAPER) Program with three reservations serving as AmeriCorps hub sites. The ITLTRF will hire a full-time program coordinator to oversee the management structure of all three hubs. The hub sites were chosen based on their regional flexibility for members to deploy for service near surrounding tribal and neighboring communities. A Mountain, Valley, and East County site were chosen to host the members on the Santa Ysabel, Pala, and Viejas Indian Reservations respectively. Each hub will have a designated site supervisor that will undergo ITTLRF TAPER program management training to learn his/her specific roles and responsibilities as the supervisor. Supervisors will be instructed to document member service and activities in a program binder that will be collected and evaluated bi-weekly by the Program Coordinator. In addition, supervisors will be instructed to resolve any member issues or challenges at the lowest level, but to document all actions related to member conflict resolution. Furthermore, Site Supervisors will be contributing their time as an in-kind cost match for the grant program. The Executive Director for the ITLTRF will oversee all final grant reporting and will work with the ITLTRF CPA to manage the budget and implement the fiscal oversight and compliance. The Executive Director will contribute an in-kind cost match of 33% of FTE time to the program¿s budget and the Executive Assistant will also

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provide logistical and scheduling support to the program as an in-kind cost match at 50% of FTE. The goal of the ITLTRF TAPER Program is to recruit, train, and deploy nine economically disadvantaged, unemployed, or underemployed individuals to serve as AmeriCorps members to engage in national service for tribes in Southern California in the area of disaster services.

Our recruitment strategy will include a combination of online and off-line strategies to reach both national and regional prospects. We will reach general audiences through San Diego media outlets and email blasts to area universities and tribal and non-tribal emergency management professionals in the state, and other related professional associations. While the program will be advertised to general audiences, we will especially target our announcements to tribes and the surrounding rural community. The TAPER Program will outreach and recruit underrepresented tribal citizens through announcements disseminated through existing platforms such as NativeHire.Org, KumeyaayInfo.com, and Pechanga.Net, as well as through national tribal media networks including indiancountrytoday.com, nativeamericantimes.com and indians.com. All of the participating tribes will be asked to post announcements on their websites. We have also established a preliminary relationship with our Tribal TANF organizations both on and off the reservations, as many of their clients are in need of job skills training in which member service can fulfill this training component and simultaneously foster a culture of service for community resilience. The TAPER Program will recruit youth participants through regional high schools and universities, both tribal and non-tribal. A recent publication by Cal State San Marcos California Indian Culture and Sovereignty Center finds that 75% of American Indian high school graduates in California do not meet the requirements to gain admittance to a state funded college or university, which means that there is an increasing pool of young (18-24) community members who are not pursuing four-year college degrees. Therefore targeting these individuals for recruitment in our program is a priority, as we will recruit from regional schools and colleges, including a regional Indian boarding school located in Riverside County. Since veterans are another segment of the population that are unemployed or underemployed, we will also reach out to them through networking with regional veterans service centers and governments agencies tasked with out-processing exiting military personnel.

The ITLTRF considered input from the tribes in terms of the availability of training resources at each site, site capacity in supervision and oversight of members, and the vast geographical coverage of the tribes in the county. Our plan is a semi-decentralized approach. The core site for the TAPER program

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will be the ITLTRF main office located on the Rincon Indian Reservation in Valley Center, California, which is a central location for five north county tribes. In addition the three additional service sites will operate concurrently to ensure that members canvas a wide regional service area of tribal lands in San Diego. This positioning will give our AmeriCorps members equal access to of the tribal communities in the region. Member orientation will come from ITLTRF Headquarters, ancillary training around disaster service topics, such as NIMS, ICS, CPR/AED, Shelter Operations, and Disaster Preparedness and Recovery will be provided as in-kind contributions to members in phases during the service year. Orientation, NIMS, and ICS training will be in the first week, with CERT/CPR in week two and then followed up with Disaster Preparedness and Recovery presentation training. Additional training will be provided as needed for specific service requests from the community. Additionally, the American Red Cross will provide our members with their Speakers Bureau Disaster Education Training and Shelter Operations certification.

ITLTRF has provided training, technical support and financial management for Southern California tribes since its founding in 2007. This proposal leverages ITLTRF's strong network of tribal resources and a deep understanding of their needs and concerns. Theresa Gregor, Executive Director, brings almost 8 years of experience. She began work for the ITLTRF in the aftermath of the 2007 wildland fires by hosting a disaster recovery meeting for affected tribal communities. She was then asked by tribal leadership to continue to facilitate the recovery effort and coordination of resources for tribes. Her work led her to assist the La Jolla Tribe with its Disaster Assistance Center, where she continued to broker partnerships and facilitate meetings for long term tribal recovery. In 2010 she was hired as the Executive Director for ITLTRF. She is a CERT instructor for Basic CERT and Train-the-Trainer, she has completed courses in Emergency Management for Tribes, Hazard Mitigation Planning, Continuity of Operations, and sits on numerous boards in the region. Most notably, Theresa is the Southern California Tribal Chairman's Liaison to San Diego County's Unified Disaster Council; she was a founding board member of the Tribal Emergency Management Association (i)TEMA, and also sits on the National Congress of American Indians-American Red Cross Workgroup. As a Kumeyaay descendant of the Iipay Nation of Santa Ysabel where she was raised, protecting tribal lands, people, and culture is a core part of Theresa's life because she is a member of the community she serves.

The program staff of ITLTRF currently includes an executive director and a part-time assistant. Additional work in the area of community relations, program development, and social media

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management are contracted out to separate vendors who coordinate and implement this work. We will increase our staffing under this grant by hiring a full-time program coordinator to manage the activities of the AmeriCorps members, coordinate with program site supervisors, ensure compliance, and assist in other grants management functions related to the operational grant.

Compliance and Accountability

ITLTRF has proven experience in program and fiscal management, including managing federal grants and contracts. For example, ITLTRF was contracted in 2012 by the Rincon Tribe to act as fiscal agent for a \$156,000 Tribal Homeland Security Grant Program (THSGP) to purchase a disaster response vehicle and emergency communications equipment. FEMA contracted with ITLTRF in August 2012 as the Region IX Tribal Preparedness Partner for its regional tribal meeting held in Oakland, California. ITLTRF coordinated travel for over 80 tribal representatives from four states (CA, NV, AZ and NM) and managed travel reimbursements totaling \$117,000. California Volunteers awarded the ITLTRF a \$40,000 contract to host a Tribal CERT Train-the-Trainer course. The training aimed to increase tribal CERT program development in the state in 2013. ITLTRF organized and facilitated the training, the ITLTRF director was a supporting instructor for the course and is a state-approved CERT Basic and CERT Train-the-Trainer Instructor, and we coordinated all travel and reimbursements for the training participants. Corporate donors regularly call on ITLTRF to distribute its grants to the tribes. Since 2009, the ITLTRF has managed over \$125K from San Diego Gas & Electric's Community Safety Grant Initiative for its member tribes. ITLTRF manages the submission, disbursement, and reporting of this grant for its ten member tribes. ITLTRF has earned the trust of its member tribes to serve the ten tribal communities as a whole and allocates over \$80,000 in donated funds and resources fairly and appropriately on an annual basis in the area of community disaster education supplies and presentation materials.

Continuous Improvement Plan

Continuous improvement will be regularly implemented into the TAPER program through member journals, site supervisor reports and project evaluations, as well as via on-site service visits, and joint training and service activities in which the Program Coordinator can observe the execution and implementation of program objectives. An evaluation of the service performance will occur after each

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activity and be included in the program files. Any areas in need of improvement or re-evaluation will be assessed and revised prior to the next delivery of a service project or presentation. In addition outside stakeholders will be encouraged to provide evaluation of program member service and activities as observers during community outreach events in which members are leveraging volunteers for larger service projects.

Cost Effectiveness and Budget Adequacy

Ten southern California tribes will be the primary communities served under this grant.; however there are 21 additional tribes in the region as well as two large urban American Indian populations in San Diego and Los Angeles that will benefit as well. The goal is to utilize nine (9) AmeriCorps members (5 MSY) in roles to support disaster planning, mitigation and response initiatives for each of the ten tribes. These tribes are located in rural locations with sizable land mass but relatively low populations. Many are unable to sustain adequate emergency management operations and personnel. AmeriCorps members, if secured, can help fill some of their gaps in preparing for and responding to disasters. Yet it would be uneconomical for any one of the tribes to apply for an AmeriCorps grant on their own. The management, reporting and overhead required to support such a comprehensive program makes it prohibitive.

With I TLTRF as the central management and fiscal agent, our plan leverages the resources and capabilities of this regional tribal organization to help make it possible to bring invaluable AmeriCorps resources to the individual member tribes. Five of our member tribes have casinos and thus have more resources at their disposal. Meanwhile, our other five tribes have no casinos, no tax base, high unemployment and they are resource poor. This plan is also cost effective because it allows five of the tribes with resources to leverage them for all ten to support the program and to benefit other regional tribes with limited resources thus we are able to keep our cost per MSY at \$----- We believe that our plan is also cost-effective in that the activities planned for AmeriCorps member service are distributed between disaster planning, mitigation, response, and recovery projects that the I TLTRF is limited in fully executing with its current staff and resources.

Our plan to utilize AmeriCorps members for disaster services is a significant investment, best described in a 2005 study, by the Multi-hazard Mitigation Council (MMC). The MMC study, *Natural Hazard Mitigation Saves: An Independent Study to Assess the Future Savings from Mitigation Activities*, found that every \$1 spent on mitigation saves society an average of \$4. These savings realized will go

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a long way to support our ten member tribes, their tribal residents, employees, and visitors to tribal land.

Evaluation Summary or Plan

The TAPER program will undergo quarterly evaluations by an outside contractor who will review program objectives (performance measures), interventions, outputs, and outcomes to ensure that ITLTRF is meeting its intended program goals.

More frequent assessments will be conducted bi-weekly via the overview of member service logs, journals, and response to program team-building activities and exercises. The Program Coordinator will be responsible for providing the Executive Director with bi-weekly reports summarizing program performance, service activity logs, participation logs, and attendance sheets.

At quarterly Board Meetings, the Evaluation Contractor will submit a formal report to inform Board Representatives about the TAPER program; to solicit feedback and suggestions for improvement and evaluation from our leadership. These comments will be incorporated into future program assessments and reported back.

Finally, each member will be required to respond to an entry and exit interview to provide overall assessment and evaluation of program experience and impact of service activities on members.

Similarly, at all community presentations, participants will be asked to take brief entry and exit surveys to measure the service impact.

Clarification Summary

06.10.2014: Budget Clarification

We revised our budget to reflect in-kind contributions for grant management, dedicating 50% time from ED's current work load to administer and oversee the grant. In so doing, we eliminated the line item for a separate Program Coordinator. This reduced our cost/msy considerably, although we are still above the \$13,300 threshold; we believe we should still be funded on due to the fact that we are contributing the majority of the grant supply, training, and administration costs as in-kind and cash contributions. Furthermore our revised MSY is under the \$17500 maximum that tribal applicants are eligible to apply for. Finally, all program activities and roles that were written for the Program

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Coordinator would be administered by the Executive Director instead.

1. For Performance Measure D1, members will provide Community Outreach on disaster education preparedness and recovery, assist in the creation and distribution of Disaster Kits, and also discuss strategies to implement personal and community practices for Fire Mitigation. Interventions will be conducted on a weekly rotational basis at program sites each week targeting different segments of the target population (elders, youth, AFN). Heightened and strategic outreach will be executed during red-flag warnings and when weather advisories forecast strong winds, high temperatures, and wildland fire threats.

For Performance Measure D4, Members will work in teams to clear a defensible space around homes, cultural sites, and community buildings to increase their survivability in the event of a wildland fire; defensible space service will occur on a rotational basis by service request and take place after rains, to eliminate the new growth of invasive species/weeds; during the spring/summer months, the frequency will increase to weekly interventions; in addition members will facilitate community meetings to update and maintain mitigation plans at least twice during the service year. The interventions will be in the areas of fire and other disaster mitigation, such as taking steps to prevent damages from earthquakes and floods.

2. Members will receive a program orientation training during the first three days of service; ITLTRF will provide training in the overall Emergency Management Framework for Tribes; they will be given instruction from the American Red Cross on developing public speaking skills to deliver the Community Disaster Education workshops; and the Pala Fire Department will provide the members with Community Emergency Response Training that will provide basic disaster first aid, light search and rescue, and coordinated response training for the members. Viejas Fire Department will provide training on an introduction to Mitigation; and the American Red Cross will also provide workshops on Shelter Operations and Mass Care service and an introduction to Recovery Case Management.

3. ITLTRF Executive Director and Assistant are already well versed on program compliance, prohibited activities and allowable costs and will ensure staff, site supervisors and AmeriCorps members are trained on AmeriCorps requirements during the 3-day orientation period in which time the TAPER Handbook for Supervisors and Members will be reviewed, discussed, and tutorials will be shown to teach all participants about the details of program compliance. Prevention and detection of

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instances of noncompliance at the locations where members are serving will be monitored by the TAPER Program Coordinator who will visit each site weekly, review member service logs and meet with each site supervisor to review activity/intervention logs. If there is an issue of noncompliance the Program Coordinator will advise the Site Supervisor and member about the proper procedure or issue to rectify the situation; if the issue is more serious, the Executive Director may step in and contact the TAPER program specialist for additional support to resolve the issue and restore compliance.

4. The ITLTRF has strong relationships with private, public, and non profit organizations in the region; we host two fundraisers each year and are always seeking partnerships to strengthen our community service by leveraging our resources. We are in the process of developing further agreements with agency partners to further expand our community partnerships and outreach with Indian Health and its programs to prepare Diabetes Prevention Coordinators with Disaster Preparedness and the medical needs of the tribal community.

5. Done

6. The ITLTRF has verbal commitments from member tribes to contribute additional resources to sustain the program.

7. The ITLTRF's Executive Director and the Executive Officers will oversee the proposed AmeriCorps program. The Executive Director will directly supervise the Program Coordinator who will work and oversee the site supervision of members at the hub service locations. The Executive Assistant will provide logistical and administrative support to the AmeriCorps program and members in the area of recruitment, record keeping, and member communications. . The proposed program has full support of member Tribal Councils and Executive Officer leadership as is evidenced by the Board Resolution to submit the grant and our attendance and participation from 4 AmeriCorps Planning Grant meetings.

Continuation Changes

N/A

Grant Characteristics