

# Narratives

## Executive Summary

The Santo Domingo Tribe proposes to develop an AmeriCorps program serving in Santo Domingo Pueblo that will focus on the CNCS focus area(s) of Disaster Services. The CNCS investment of \$28,914 will be matched with \$14,952 of public funding and \$0 in private funding. No AmeriCorps members will be needed to execute this plan.

## Rationale and Approach/Program Design

The Pueblo of Santo Domingo is a tribal community located in Sandoval County between Albuquerque and Santa Fe. Although situated between two urban centers, the Pueblo is rural and isolated. Santo Domingo Pueblo is fifth in population of the nineteen New Mexico Pueblos with a population of 2,456 (2010 census) with approximately 500 being youth ages 10-19 years old. The median age in Santo Domingo is 28.2. The Santo Domingo enrollment office reports a population of 5,074, which tends to be more accurate and reflects a population twice that of the census bureau. The New Mexico Kids Count Data Book indicates that in 2012 the household income for Santo Domingo was \$38,155, a significant amount below that of its county. Forty percent of Santo Domingo families live at poverty level. There are 1,710 residents over the age of 16 in Santo Domingo. Approximately 890 of those residents are employed (an unemployment rate of 48%).

The community members of the Santo Domingo Tribe have an incredible need for assistance in recovering, mitigating and responding to disasters. In 2010, Santo Domingo experienced a declared national disaster from a hailstorm that caused hundreds of thousands of dollars in damage to individuals; property. Flooding events in 2013 (two events) and 2014 (one event) were also declared national disasters and resulted in millions of dollars; worth of damage to individuals; homes and agricultural fields, and Tribal infrastructure. The Tribe was awarded FEMA funding to help facilitate repair work, but this funding fell far short of helping restore structures, roads, arroyos, and agricultural fields to their original condition. In addition, not all the potential projects were eligible for funding and the Tribe has had to rely on internal sources of funding as well as donations from the local communities to help support these efforts. Even when storm events are not declared as disasters, they can still wreak havoc on property and infrastructure, but will be ineligible for outside assistance. This gap in opportunities can be crippling in this community because 40% of the population live at level of poverty. There has not been an increase in economic opportunities on the Tribal lands to alter this trend. A planning grant will allow us to develop a program that meets the disaster services needs

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in the community that have not been addressed thus far. The Tribe desires to improve its disaster services to reduce the amount of damage that occurs every year. This project will allow us to develop an AmeriCorps program that will address these needs by seeking community input to what they see as the major issues and researching interventions that have worked in similar communities or in similar situations.

The majority of the work for this planning project will be completed by the AmeriCorps Program Coordinator. The Coordinator position would be newly created within the Tribe, so the duties will not be added on to someone's current obligations. The Coordinator will use the first 340 hours allocated to attend a program management training; write articles for the newsletter; organize community meetings and lead discussions at those meetings; write and distribute fliers about the AmeriCorps project at community event; participate in interviews with the Tribal Council; and write surveys to be distributed by another department to determine what the community sees as the most important aspect of disaster services in the community on which to focus and raise awareness about AmeriCorps and volunteer opportunities within the community. This information will help us develop the Theory of Change/Logic Model. A Supervising Director, a role that already exists within the Tribal hierarchy helps manage multiple programs and serve as a support system, will assist the Coordinator at the community events and at Tribal Council, proofread the written documents before they are distributed, and provide input and the final proofread on the Theory of Change/Logic Model. The next 340 hours spent by the Coordinator will be researching the appropriate interventions for recovering from, mitigating, and responding to disasters. For instance, is there an alternative way to repair the houses to keep them from being damaged again, is there action we can perform in the surrounding areas to minimize the risk of damage in a storm event, what's the best way for the community to join together in responding to a disaster and how do we reach everyone to do so? The Supervising Director will provide input throughout the research process and assist the Coordinator in deciding which intervention would work best for this community and presenting their suggestions to leadership for their opinion. The Coordinator will spend the next 320 hours will be spent creating the member selection, training, and supervision plans, as well as developing the method of compliance and accountability for the program. This portion of the program provides the details on how the program will function in the day-to-day environment. The Supervising Director will assist the Coordinator in determining the best methods for the community and our structure. The final 40 hours by the Coordinator will be used throughout the project period to seek matching support. The Supervising

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Director will be primarily responsible for securing the funds to support the AmeriCorps program.

### **Organizational Capability**

The Santo Domingo Tribe has been managing other programs for the past thirty years, such as Social Services, Tribal Utilities, and WIC, and continues to grow and improve. Recent programs within the last five years include the Natural Resources Department, the Water Resources Program, the Tribal Policy and Development Department, the Kewa Keres Language Program, and was instrumental in forming the Santo Domingo Community Foundation non-profit. The current staff for the Tribe has a wide range of experiences and are dedicated to the community. The Tribal staff continues to expand and has grown by 50 people in the past two years, so we have the necessary capacity to fulfill our grant obligations. Our management structure is based on a business hierarchy in which we have the Tribal Council serving as the board, the Governor and Lt. Governor serving as the President and Vice-President, the Tribal Programs Administrator is in the role of the CEO, the Supervising Directors are similar to General Managers and serve as conduit between directors and other employees and the upper management, and Directors are similar to Supervisors. The Santo Domingo Tribe has vast experience with administering federal and other grant funding. The Tribe currently administers \$14.6 million in grant funding; sources of funding include the Bureau of Indian Affairs, the Indian Health Service, the Department of Health and Human Services, the Bureau of Reclamation, the Bureau of Indian Education, SAMHSA, the Army Corps of Engineers, and the State of New Mexico. We have the internal structure capable of handling the financial and progress reporting requirements. We have practice developing new programs and knowledge with disaster services due to our past experience with FEMA, but could learn more. We will engage the community at large through newsletters, community events, and surveys. We will also have discussions with Tribal Council and the Tribal leadership (Governor and Lt. Governor of the Tribe) to address their concerns and receive their input on our planned interventions.

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

The proposed budget allows for the AmeriCorps Program Coordinator to work on the project for 1040 hours in a year with the assistance of the Supervising Director, which should be plenty of time to develop a solid AmeriCorps program for the Santo Domingo Tribe. The majority of the cost will be for the salary of the AmeriCorps Program Coordinator because this position will be performing most of the work necessary to complete the task at hand. The remainder of the funds will be used for the travel to attend the annual CNCS-sponsored technical assistance meeting, a program management

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training to fully develop the Coordinator, and office supplies for the community outreach and the completion of the project. The majority of the match will be provided in the form of Tribal Government funds that are used to pay the Supervising Director's salary for the portion of time spent on the project. The remaining match will be used to cover half of the office supplies for the outreach events and the completion of the project, a background check for the Coordinator position prior to hiring, and the unmet federally approved indirect cost rate. The non-CNCS resources to support the planning process have already been secured in the form of Tribal funds.

The Santo Domingo Tribe is a rural area where the community's main employment opportunities is in the education, health, or social services fields, (28% of the population), but only 34.8% of the population were employed according to the 2000 census (census.gov). A proportion of the Tribal community supplements their income by farming, making jewelry, and making pottery. This level of poverty necessitates the Tribal programs to secure outside funding to assist in providing services to the community, but thus far disaster services has been largely ignored. This level of poverty also makes it difficult for the community members to determine and implement the best strategies for their property to prepare or respond to disasters.

### **Evaluation Summary or Plan**

N/A

### **Clarification Summary**

N/A

### **Continuation Changes**

N/A

### **Grant Characteristics**