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## NA'NIZHOOZHI CENTER

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<b>Project Title:</b>	Nanish Work Wraparound Project
<b>Award Amount:</b>	\$1,295,209
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	9/30/2004 – 9/29/2007
<b>Grantee Type:</b>	Native Nonprofit

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### PROJECT SNAPSHOT

- 31 jobs created
- 20 elders involved
- 18 youth involved
- \$51,800 in resources leveraged
- 18 people trained
- 41 partnerships formed
- 1 product developed

### BACKGROUND

The Na'nizhoozhi Center, Inc. (NCI) was established as a native nonprofit in 1992 in Gallup, New Mexico. NCI offers programs and services tailored to chronic alcoholics and people in crisis, and partners with local agencies to reduce public intoxication in western New Mexico. NCI serves 18,000 clients annually (6,000 non-duplicated), positioning the program as the largest provider of residential substance abuse treatment in the country. Of those served, 99% are Native American.

### PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to provide employment guidance and job search

assistance to recovering alcoholics and addicts. The Project staff's approach aimed to develop an employable clientele, and included job-readiness, motivation and life skill assessment; case-management services; resume writing and interviewing assistance; and residential cottage industry training opportunities.

The Project's first objective was to implement a 4-6 hour pre-employment strategy for clients in NCI's protective custody program. To complete the objective, NCI trained eighteen staff members in job-counseling and case management strategies and techniques. The trained staff then designed a culturally-relevant skills assessment and job-interest profiling tool. Every client completed the tool upon their release from NCI to gauge their interest and ability to engage further in the Project's activities. Overall, 109 clients chose to be further involved in the Project.

The Project's second objective was to provide a fourteen-day pre-employment boot camp for the clients progressing on from the first objective. Staff members led daily workshops on skills assessment, resume and cover letter development, completing job

applications, job search methods and techniques, and mock interview sessions. Staff also purchased equipment for the development of a computer lab, and led training sessions on basic typing and internet searches. NCI also developed a partnership with Gallup Express, the local bus system, so that clients were able to travel to and from job interviews at no charge.

The third objective was to continue case management services for clients in need of additional treatment, training, referral or support after the initial employment search. Project staff provided this assistance to clients by writing letters of recommendation, conducting housing searches, partnering with clothing organizations that provide appropriate dress for job interviews, and teaching money management skills. Clients' needs were also coordinated with NCI's existing treatment services and focus groups in order to provide ongoing sobriety support.

The fourth objective was to stimulate the Gallup community to employ Project graduates. Staff approached numerous local businesses to discuss the objectives of the Project and initiate employment partnerships. Staff members also coordinated activities with local Native business associations to expand the network of potential employers. A major challenge faced by staff was the initial reluctance of employers to consider hiring NCI clients struggling with alcoholism. This hesitancy was overcome as NCI built up a base of client success stories to share with potential employers. Overall, NCI created 41 partnerships with employers in both the formal and informal sectors.

While staff achieved the planned objectives, there is no articulated strategy for sustaining the Project. Staff members have been unable to procure additional funding to continue Project activities, although they

continue to research external funding opportunities.

### PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Of the 109 clients served, 22 were employed or in college at the end of the Project timeframe - a high rate of success with an at-risk population prone to recidivism. NCI clients attributed their success to the guidance and training of the Project staff, most of whom were previous NCI clients. Staff members became role models to their clients by advocating on their behalf to potential employers, following through on promises and maintaining their own sobriety. NCI clients also praised the Project activities, which paired opportunities for personal growth and development with needed alcoholism treatment services. Eric Benali, an NCI client who recently passed the civil service exam to become a firefighter, shared, "The ANA Project was strength-based. The staff encouraged me to focus on my positive qualities."

NCI Project staff engaged in counseling and case management trainings which served to further their own professional development and strengthen the Project's overall impact. The Project advanced NCI's ability to provide a wide range of services to a client base that is historically difficult to serve. NCI also benefits from the client success stories developed under this Project's activities. Staff members shared that these successes have served to expand and strengthen NCI's reputation as a service capable of augmenting the reformation of Native American livelihoods.

*"Our clients were untouchables. This project made them feel needed."*

Billy White Boy,  
NCI's Education Director

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## PUEBLO OF LAGUNA



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<b>Project Title:</b>	Utility Authority Operationalization Project
<b>Award Amount:</b>	\$935,556
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	9/30/2004 – 9/29/2007
<b>Grantee Type:</b>	Tribal Nonprofit

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### PROJECT SNAPSHOT

- 30 jobs created
- 1 business created
- 120 elders involved
- 2 youth involved
- \$824,142 in revenue generated
- \$4,523,000 in resources leveraged
- 15 people trained
- 10 partnerships formed
- 3 products developed
- 2 governance codes/ordinances developed
- 2 governance codes/ordinances implemented

### BACKGROUND

The Pueblo of Laguna Reservation encompasses 533,000 acres of land 45 miles west of Albuquerque, New Mexico. The reservation is currently home to over 4,200 Pueblo community members concentrated in six villages: Laguna, Mesita, Pagate, Encinal, Seama and Paraje.

### PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to transition from tribally-run water, wastewater and solid waste utility services to a stand alone Utility Authority (UA) with a single, fully trained management and support organization. The goal was to become self sustaining through the collection of utility service fees by the end of the Project timeframe.

The Project's first objective was to obtain the capital equipment necessary to operate the UA effectively. Project staff procured and installed all necessary software and furnishings within office space provided by the Tribe. Project staff, as well as the UA itself, has continued to grow over the Project timeframe and are now contemplating expansion into a larger facility to meet this growth.

The Project's second objective was to staff the UA with Pueblo community members to develop sustainable employment opportunities. Thirty positions were filled over the Project's timeframe, including one General Manager, ten accounting and administrative positions, and nineteen field operation positions. Twenty-four of these hires were Pueblo tribal members and three

were of other native backgrounds. All 30 positions will be retained by the UA upon the conclusion of the Project's timeframe.

Objective 3 was to establish and implement UA staff training to ensure effective utility operations and services. Fifteen UA employees received management, administrative and operations training to fully and effectively manage the day-to-day operations of the water, wastewater and solid waste services provided to the Pueblo community.

Objective 4 was to develop policies and procedures to ensure consistent utility operations and services. Project staff developed internal policy manuals for personnel safety training, personnel policies and procedures, and accounting policies and procedures. Staff also developed procedural manuals for collection of customer information, meter reading/billing/collection, purchasing, accounts payable and receivable, operation and maintenance, construction and expansion, emergency response, and customer technical assistance and communications. The completed manuals allow the UA full operational control over all aspects of day-to-day business.

Objective 5 was to establish and maintain a competitive rate structure to meet Pueblo member and business needs. A pricing study was completed and a sustainable rate structure was developed for both residential and commercial users of water, wastewater and solid waste services. The challenge of this objective was to establish residential and commercial community support for the change, as the Tribe had previously paid the costs of these services in full. UA staff therefore developed and implemented a five-year plan to ramp down the percentage of fees paid by the Tribe and ramp up the fees paid by customers. This rate plan is currently in its first year of implementation

with the Tribe paying 80% of the fees and customers paying 20%. Fee collection will continue to climb for the next four years as the customer payments are ramped up to 100%. A sliding scale of fees has been instituted for those with fixed or low incomes.

### **PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY**

This Project has advanced the Tribe's ability to efficiently and effectively manage utilities within the service area. The centralized infrastructure of the UA has improved the services offered, via the implementation of a plan for preventative maintenance on water towers and associated infrastructure. Staff also shared that waiting time for residential repairs has been reduced and that the number of blackouts and power fluctuations to local businesses has been lessened due to centralization of services. Additionally, the UA connected fifteen households and two local businesses to services and increased services to 106 households.

The \$824,142 in fees collected by the UA during the Project timeframe allows it to be self-sustaining and to continue to improve services to customers. The fees provide the Tribe with the ability to utilize dollars that were previously subsidizing residential and commercial customers in more critical areas of need, such as road development.

Project staff has also embarked on a conservation education drive, teaching community members about their meters and instilling the lesson that the less you use, the less you pay. The UA has also begun to launch studies on renewable sources of energy, such as wind. They were also awarded a grant to provide broadband access to all six Pueblo communities, further signifying the strengthened capacity of the UA.