Calista Elders Council

Project Title:	The Way We Genuinely Live: Yup'ik Teachings, Words of Wisdom, and Rules for Right Living
Award Amount:	$544,192
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2009
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 6 jobs created
- 37 elders involved
- 201 youth involved
- $111,531 in resources leveraged
- 31 individuals trained
- 136 partnerships formed

BACKGROUND

Under the Alaska Native Claims Settlement Act of 1971, 56 Native Alaska villages located in the Yukon-Kuskokwim Delta region were placed under the auspices of the Calista Corporation, a for-profit corporation receiving money and managing the lands for their Native Alaskan shareholders. Established in 1991, the Calista Elders Council (CEC) is a nonprofit organization developed by the Calista Corporation. Of the over 22,000 Native Alaskans residing in the region, there are approximately 1,400 elders served by the CEC. The CEC is a major research organization that works to preserve the knowledge of Native Alaskan traditions and culture. The CEC also sponsors events throughout the year to connect local communities with traditional values and culture.

PURPOSE AND OBJECTIVES

The project's purpose was for Yukon-Kuskokwim Delta elders to share wisdom, knowledge, and skills with youth and to mentor them in traditional values, promoting healthy relationships and stronger families, and reinforcing youth development.

The first objective, occurring in each of the three years of the project, was for project staff, elders, and partners to develop and conduct Yup'ik/Cup'ik culture camps for area 6th-8th grade youth, sharing traditional knowledge and mentoring them in traditional values and methods. In each of the years, project staff hosted 3 youth camps per year, seeking to attract 24 youth per camp. Though project staff was unable to recruit such a high number of youth, each camp was nonetheless attended by 10-20 youth, with 90 attending the camps over a 3-year period. Several elders were present at each camp to teach and interact with the youth, and campers were taught subsistence

activities and traditional roles for their respective gender. For girls, these roles and responsibilities included sewing; picking, cleaning, and drying berries; and preserving fish. The boys were taught such skills as tool making and carving. Youth kept journals documenting their experience; project staff produced ten tapes documenting daily discussions between elders and youth, each one hour in length.

The second objective was to hold four topic-specific gatherings per year with high school students. Lasting two to four days each, these gatherings allowed elders to share knowledge with high school youth through interviews and discussions. In 15 sessions held in 7 different villages over 3 years, 37 elders and 80 youth participated in the sessions. Topics included origin stories and legends; traditional ways of living; moral instruction; gender roles; pregnancy and childcare; dance festivals and ceremonies; climate change; hunting and gathering from the ocean and land; and place names and stories associated with places. At each of the sessions, project staff taped the interaction between elders and youth, creating 123 audiotapes, each of which were one hour in length. Following this, the tapes were transcribed, translated, and then archived at the Yupiit Piciryarait Cultural Center (YPCC) in Bethel.

The third project objective was for project staff and elders to develop a plan creating a library of elder and youth activity recordings, transcription, and materials to be indexed and archived at the YPCC. By project's end, CEC leadership developed a proposal to store and make accessible to the public, project recordings and transcripts, and had met with staff from the Association of Village Council Presidents (AVCP), who manage the YPCC, to discuss this proposal. Though a formal agreement had not yet been reached, CEC staff was optimistic that the agreement would soon be completed.

The project's fourth objective was to host a mini-exhibit at the YPCC to display products made by the culture camp youth, allowing them to share the knowledge, skills, and experiences gained through project activities with the local and regional community. Project staff, with the assistance of 30 youth and several of the elders who participated in the culture camps, hosted a two-day exhibit of the Umkumiut, Marshall, and Kuskokwim Culture Camps in September 2009, displaying kuspaqs (traditional shirts for girls), ulus (traditional knives), photos of each camp, and essays written by participants. Youth and elders participated in the exhibition, explaining camp activities to visiting elementary students in Bethel.

Outcomes and Community Impact

The 201 youth that participated in this project learned subsistence skills, traditional values, roles, codes of conduct, and cultural practices. Those participating in the culture camps had a chance to enjoy one another's company, experience ten days in a natural environment, and gain new perspectives from role models and elders. Parents of many of the youth expressed very positive feedback about project activities, and were particularly pleased their children had the chance to learn traditional values from elders and to see a larger picture of the world. Elders had the opportunity to exercise their traditional role as teachers and leaders, demonstrate their subsistence skills, and feel satisfaction and validation in knowing that traditional values and knowledge were being passed on to a new generation.

Moses Tulim, the project director, commented on the long-term impact of the camps and other project activities: "When there is positive development among youth, it helps us all. These are the future leaders and citizens of our region."

Chilkoot Indian Association

Project Title:	Human Capital and Economic Development Project
Award Amount:	$245,830
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2009
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 7 jobs created
- 25 elders involved
- 150 youth involved
- $129,167 in resources leveraged
- 109 individuals trained
- 12 partnerships formed

BACKGROUND

The Chilkoot Indian Association (CIA) is located in Haines in southeast Alaska and counts approximately 445 enrolled members. The Chilkoot Native segment of the Haines community makes up only 19% of the population, but accounts for 51% of those unemployed and 70% of those living in poverty.

The Chilkoot Indian Association employs 20 individuals, of which more than half are non-native. In 2007, CIA leadership set a goal to have 90% of their workforce be Chilkoot Native within 10 years.

PURPOSE AND OBJECTIVES

The project's purpose was to create a human resource development program to direct and focus the human capital of tribal members toward employment sectors offered within the tribe.

The project's first objective was to develop and document all necessary resources for the human resource development program. To complete the objective, project staff first created a module containing information on tribal history, government processes, and the tribe's mission and goals to serve as mandatory orientation training for all new and potential employees. Tribal program directors then developed desk manuals and organized training materials for all current and planned positions within the tribe. Overall, staff created 66 human resource training modules for jobs in finance, accounting, grant writing, business development, housing, transportation, and federal grant management guidelines. For native youth, staff initiated an internship program, with 12 students taking part over the course of the project timeframe. Staff also organized a resource list of scholarship programs to assist the youth on their career development path. At the project's conclusions, 21 native students received higher education scholarships totaling

$42,000. Finally, staff created a job vacancy notification program accessible by all interested tribal members. To publicize the notification program to the tribal community, project staff presented a workshop on resume development and job application completion, with 66 students and 40 adults participating.

The project's second objective was to create a human resource development system. Staff collaborated with an information technology consultant to develop the CIA's Learning Management System, a software application containing the tribe's job positions and descriptions, necessary competencies, learning events, and the 66 completed training modules accessible to tribal members interested in being hired for or advancing in an employment position. The Learning Management System provides transparency to those interested in tribal employment, and details the competencies and educational level necessary to fill a desired position. All CIA program directors received training on the system's maintenance and use.

Outcomes and Community Impact

The Chilkoot Indian Association now possesses a human resource training program to aid new staff in their transition from novice to proficient and to assist interested tribal members on a path to employment within their tribe. Dr. Robert Whitcomb, Project Manager, expressed, "The formal development system will help ensure that we keep the highest quality employees of the tribe, minimize the effects of staff turnover, and strengthen the productivity level of the government." Gregory Stuckey, CIA Tribal Administrator, added, "The development of the leadership pipeline will increase the individual tribal member's skills in the areas needed by the tribe, both increasing the likelihood of them gaining employment and increasing the tribe's pool of qualified applicants for our positions within the government and our businesses."

For Chilkoot tribal members, a transparent employment process is in place, and will be a conduit to achieving individual goals, such as employment within the tribe or higher education.

To sustain the project's activity, the maintenance and update of the Learning Management System and its training modules have been absorbed into each tribal program director's professional responsibilities. To further ensure sustainability, the goals and objectives of the CIA's Learning Management System have been incorporated in the tribe's 2008 Strategic Plan, and tribal leadership plans to repeat this action for future strategic plans.

Chugachmiut, Inc.

Project Title:	Chugach Region Health and Social Service Community Needs Assessment
Award Amount:	$146,579
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2008 – Dec. 2009
Grantee Type:	Tribal Consortium

Project Snapshot

- 10 elders involved
- $13,751 in resources leveraged
- 5 partnerships formed

Background

Established in 1974, Chugachmiut Inc. is a nonprofit corporation located in Anchorage whose mission is to provide a variety of health and social services to the Native Alaskan villages in the Chugach region including Chenega Bay, Nanwalek, Port Graham, and Tatitlek.

Chugachmiut currently does not have sufficient information regarding the health and social service needs of the 430 residents of these four villages. Without accurate information from each individual tribal member, it is extremely challenging to provide the necessary and desired services to tribal members. It is also difficult to develop programs and identify long-range goals for both Chugachmiut and each tribal government.

Purpose and Objectives

The purpose of this project was to obtain updated community profile information on the health and social services needs of these four communities to enable Chugachmiut to better serve its constituent populations.

The sole project objective was to hire a survey firm to develop, conduct, and compile a comprehensive health needs assessment survey in the four villages. The project sought to survey 85% of the beneficiaries in each village. After developing and submitting a request for proposal, Chugachmiut contracted with a research firm in late 2008. The survey team interviewed Chugachmiut personnel, tribal council members, and staff from all four villages to assist in determining the content of the survey tool. Chugachmiut provided each village the opportunity to include questions in the survey specific to their existing tribal program services, with one village deciding to do so. The survey team completed development of the assessment tool in March and began conducting the surveys door-to-door in each village. By the end of the survey period, the team collected a total of 242 surveys from Port Graham,

Nanwalek, Tatitlek, and Chenega Bay. The research firm then compiled and analyzed the information and provided Chugachmiut with a final report in January. The survey identified several needs in the communities regarding services, with the three main needs being additional services for elders and youth, as well as language and cultural restoration programs.

The project received a three-month no-cost extension to survey a fifth village, Qutekcak, and organize public meetings in each of the five villages to present the survey results. The survey team completed 106 surveys in Qutekcak, for a total of 348 people surveyed over the course of the project. After submission of the final report, the survey team and Chugachmiut staff traveled to four of the five the villages and met with tribal staff and community members. The survey team presented the needs identified by the survey and the Chugachmiut staff spoke about how the organization plans to address them.

The project encountered some challenges when conducting the surveys, as some of the communities resisted participation. One village refused to participate unless non-resident tribal members were included in the survey group. Chugachmiut consented to this request, and mailed surveys to the non-residents. In another village, only 40% of the 85% beneficiary target could be surveyed due to political issues.

Outcomes and Community Impact

Prior to this project many village residents were unaware of the services Chugachmiut offers in their area. As a result of the surveys and workshops, residents are not only aware of what is currently offered, but are also more cognizant of what services are still lacking. Answering the questions on the surveys enabled people to consider what health and social service needs they currently have that are not being met by either their tribal programs or by Chugachmiut.

For Chugachmiut, the organization can now reallocate resources to where the survey results indicate there is a need in each community. Interviews with staff members regarding current programs will result in positive feedback and may lead to service delivery improvement.

"The Chugachmiut board of directors has begun planning for the next fiscal year and is taking the survey results into serious consideration."

Angela Larson, Self Governance and Human Resources Division Director

Chugach Regional Resources Commission

Project Title:	Chugach Native Region of Alaska Economic Development Project
Award Amount:	$900,172
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2009
Grantee Type:	Tribal Consortium

PROJECT SNAPSHOT

- 5 jobs created
- 3 Native American consultants hired
- 12 elders involved
- 14 youth involved
- $115,000 in resources leveraged
- 19 individuals trained
- 18 partnerships formed

BACKGROUND

Chugach Natives have long been a maritime people, with extensive knowledge and skills in utilizing marine resources. The Chugach Regional Resources Commission (CRRC) is a nonprofit consortium of native villages and associations in the Chugach Region, with commissioners appointed by governing bodies of Port Graham, Qutekcak, Chenega Bay, Nanwalek, Eyak, Tatitlek, and the Valdez Native Tribe. The CRRC serves member communities by facilitating the creation of business opportunities through natural resource development and local community economic development.

PURPOSE AND OBJECTIVES

The project's purpose was to create business and employment opportunities through aquaculture development projects in three member communities and to establish a regional business development program.

The first objective was to re-establish the Nanwalek Sockeye Enhancement Project, which had boosted sockeye salmon fisheries in Port Graham and Nanwalek from 1993 - 2002, but had been suspended by state authorities due to high levels of disease pathogens in the salmon. The plan would establish a self-sustaining program enhancing and stabilizing sockeye production, and increase the amount paid to fishermen for their raw catch. Project staff contracted with an engineering firm to study the costs associated with building a salmon raceway in the English Bay lake system that would increase the passage and counting of salmon smolts, and worked with a local hatchery to breed and cultivate salmon for release into the English Bay Lakes. In the first year, 1.35 million eggs were fertilized at the Port Graham Hatchery, 500,000 eggs were transported to the lake system, and 250,000 smolts were released. In year two,

however, the project faced several challenges, including the closure of the Port Graham Hatchery, late melting of ice, and a poor salmon run, preventing an egg count and fish rearing activities from occurring. When the Port Graham Hatchery closed, project staff transferred operations to the Trail Lakes Hatchery. By the end of year three, however, they had not yet conducted another egg count, but expected to resume soon after project's end.

The second objective was to develop cost-effective, safe techniques to increase the survival of pink salmon produced in the Port Graham and Nanwalek lake systems. Project-funded staff began this work by installing freshwater salmon egg processing equipment and conducting salmon fry feed and release trials at the Port Graham Hatchery. Soon after project activities began, however, the hatchery closed, seriously hindering project activities. In year two the project resumed raising pink salmon at the Trail Lakes Hatchery; staff there raised and transferred 250,000 pink salmon fry to 2 lakes in the Nanwalek lake system in November 2008.

The third objective was to develop open ocean commercial cockle production for the Native Village of Tatitlek. In year one of the project, however, Tatitlek's leader of 33 years died, and the village's new leader opted not to participate in the project. With the assistance of a private shellfish hatchery, the CRRC nonetheless conducted tests to document cockle growth rates at the proposed Tatitlek location, developed a production procedures manual, and created a marketing plan. Growth rates were very impressive; the cockles grew 10-fold in five months, a size increase that usually takes a year. The project team, however, did not succeed in raising 700,000 cockles per year as planned, and the village was unable to process or sell any cockles. By project's end, new leaders emerged in Tatitlek, and the CRRC began working with them to resuscitate the project.

The fourth objective was to initiate a regional business services program providing Chugach region tribes, tribal members, and businesses with planning, development, and consulting services. The CRRC hired a regional business services coordinator (RBSC), who completed business trainer training and set up a business library and database of training materials. He traveled to Chugach region villages to inform potential beneficiaries and partners of the services provided by the program, conducted needs assessments, built relationships with village leaders and members, helped expand native-owned businesses, and received a Treasury Department CDFI grant, enabling services to continue through September 2010.

Outcomes and Community Impact

Thus far, the economic impact of the project on the community has been light. However, the CRRC is working with village councils on business development, financial policies, and marketing of products; and will continue providing training to community members on financial management, business development, and entrepreneurship under the new CDFI grant.

The RBSC feels activities carried out in the first two objectives have significantly helped strengthen salmon runs in Nanwalek and Port Graham, with long-term positive implications for subsistence and commercial fishing. The CRRC is working to form business partnerships to assist Port Graham in re-establishing fish processing and hatchery operations, with a long term vision of creating economic growth through value-added production. While cockle production in Tatitlek has not begun, the project's potential, based on the project's growth rate study, appears to be significant.

Cook Inlet Tribal Council

Project Title:	Two Spirits Arts Center
Award Amount:	$839,126
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2009
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 37 jobs created
- 1 business created
- 16 elders involved
- 11 youth involved
- $120,487 in revenue generated
- $1,180,646 in resources leveraged
- 136 individuals trained
- 19 partnerships formed

BACKGROUND

Established as a nonprofit organization in 1983, Cook Inlet Tribal Council (CITC) provides social, educational, and employment services to the 36,000 Native Alaskans residing in the Cook Inlet region of Anchorage and its surroundings.

One such service, the Arts and Crafts Work Therapy Program, provided an opportunity for clients struggling with substance abuse, homelessness, and mental illness to experience healing through creative activity. In 2005, CITC opened the Two Spirits Gallery in Anchorage to feature and market the works of clients participating in the program. The quality of the artists' work combined with Anchorage's robust tourist industry produced a successful economic business model that quickly outgrew its space. To better meet the needs of its clients and the demand of buyers, CITC sought to expand the Two Spirits Gallery.

PURPOSE AND OBJECTIVES

The project's purpose was to expand the gallery, work space, and support services to create the Two Spirits Arts Center.

The project's first objective was to create the expanded physical space for Two Spirits Arts Center. Project staff identified and signed a lease for a 7,000 square-foot location in downtown Anchorage with high visibility and pedestrian traffic. Contractors renovated the interior space, which now includes a gallery, studio, office space, storage room, and carving room. To increase the exhibit space, contractors also installed hanging and moveable walls.

The project's second objective was to implement the Two Spirits Arts Center program. Project staff developed the necessary administrative policies and procedures to operate the Arts Center,

including an artist contract form, consignment form, and client intake form. Upon intake, each client completed the necessary paperwork, was assigned a case manager, and entered into a contract agreement with the Arts Center. For each piece of art sold, the client received 66% of the sale price, and the Arts Center utilized the remaining portion to replenish inventory and cover overhead costs. Staff also developed a calendar of monthly shows to highlight artists' work.

The project's third objective was to provide enhanced case management services to clients. To complete the objective, project staff originally envisioned the implementation of a recovery services model. However, due to feedback from clients, staff modified project activity towards the inclusion of a business support model as well. Throughout project implementation, project staff referred clients to requested social services including life skills classes, housing assistance, food bank transportation, and traditional healers. Clients also participated in business support services including work placements, interviewing practice, interview clothing provision, and how to fairly price their art. In collaboration with project staff, 136 artists accessed services over the course of the project timeframe.

The project's fourth objective was to ensure the sustainability of Two Spirits Arts Center beyond the ANA project timeframe. Project staff implemented numerous policies and initiatives to achieve the objective. To market the Arts Center, staff collaborated with Anchorage Downtown Partnership, which provided free advertising in the local paper, promotes gallery events, and included Two Spirits Arts Center as a destination in the city's monthly 'First Friday Art Walk' event. Staff also developed rack cards to advertise the gallery, and distributed them to Anchorage's tourist information offices as needed. To generate revenue, the Arts Center organized monthly art classes and charged the public for attendance. Staff also charged artists a nominal daily fee for use of the carving room. In the project's third year, staff collaborated with a design company to create an e-commerce website. The website includes video biographies of each artist and staff updated available artwork on a continuous basis. On-site and web-based art sales amounted to $120,487 over the course of the project timeframe. The website also collected donations, with approximately $200,000 generated during the project. To further ensure sustainability, staff researched the possibility of turning the Arts Center into an artist cooperative, which would reduce the need for paid staff. A decision on this issue was not reached within the project timeframe. Finally, at the end of the project, CITC assumed management of the artists' recovery and business support services.

Outcomes and Community Impact

For the 136 Native Alaskan clients involved in project activities, reconnection to and rediscovery of art skills engendered a more positive self-image and facilitated their reintegration into mainstream society. The clients' participation in recovery and business support services further eased this transition and aided in stabilization through increased income from art sales.

The project also advanced CITC's ability to provide a wide range of services to a client base historically difficult to serve. Staff members shared that client successes have served to expand and strengthen CITC's reputation as a service capable of augmenting the reformation of Native Alaskan livelihoods. Indeed, the Two Spirits Arts Center model was recognized nationally by the Center for Indigenous Practices as a workforce development 'best practice.'

Goldbelt Heritage Institute

Project Title:	Creating Critical Tools for Tlingit Language Survival
Award Amount:	$117,132
Type of Grant:	Language
Project Period:	Sept. 2008 – Sept. 2009
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 2 jobs created
- 9 Native American consultants hired
- 8 elders involved
- 251 youth involved
- $5,017 in resources leveraged
- 9 partnerships formed
- 72 native language classes held
- 258 youth increased their ability to speak a native language
- 58 adults increased their ability to speak a native language

BACKGROUND

Goldbelt Heritage Institute (GHI) was formed as a nonprofit organization in 2007 in Juneau, Alaska. GHI works to document Tlingit language and stories to assist in the preservation of Tlingit culture and history for future generations.

Tlingit is spoken in fifteen communities in southeastern Alaska. In February 2008, GHI conducted a region-wide survey and documented 169 fluent and 20 intermediate Tlingit speakers. Survey results also indicated that school-based Tlingit language programs are operating in many communities, but as the majority of fluent speakers are of an advanced age, native speakers of Tlingit are being lost at a rate faster than second language learners are becoming fluent.

PURPOSE AND OBJECTIVES

The project's purpose was to provide support to the region's Tlingit language teachers in the area of language resource development.

The project's objective was to collect and disseminate previously undocumented language information from fluent elders as requested by Tlingit language teachers for their lessons. To complete the objective, the GHI linguist assembled a team of eight fluent Tlingit elders to act as the region's knowledge bank. The language team then developed partnerships with approximately 20 Tlingit language teachers and 15 students. During the school year, the teachers petitioned the language team to translate phrases from their lesson plans into Tlingit. The team collaborated to complete the translations, which were then emailed back to the teachers and disseminated to the entire cohort of partners. The collaborative work resulted in 325 verb conjugation

packets, 3 audio recordings of verb conjugations, 5 grammar descriptions, 144 example sentences, and 1 compilation of Tlingit phrases. Finally, in cooperation with a software consultant, the language team created a web-based application of all completed resources, which can be searched by keyword.

Outcomes and Community Impact

Project activities directly addressed the teachers' expressed need for Tlingit language resources, thereby expanding and deepening language learning activities in approximately 20 classrooms. The dissemination of these resources resulted in 258 youth and 58 adults increasing their ability to speak Tlingit. Through the creation of the web-based application, the language team is now able to share these resources with an expanded community of Tlingit language learners and speakers.

To sustain project momentum, GHI's linguist will continue to maintain and populate the web-based application's database as the language team completes translations. Additionally, GHI has been awarded a three-year ANA grant to collaborate with Tlingit language teachers and fluent speakers to develop language curriculum. When asked to reflect on staff efforts to preserve and revitalize the Tlingit language, Dionne Cadiente-Laiti, GHI Director, concluded, "The benefits of our project are so far-reaching and we are incredibly thankful for the opportunity to continue this most meaningful work that preserves language and identity for Tlingits, Alaska Natives, and the many people who have become valued members of this ever-growing community."

> *"Understanding the language means you will understand the culture. It will teach you how to be Tlingit."*
>
> Ed Hotch, Project Assistant

Kenaitze Indian Tribe

Project Title:	K'beq Interpretive Site Cultural Tourism Project
Award Amount:	$237,834
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2009
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 6 jobs created
- 5 elders involved
- 35 youth involved
- $19,224 in revenue generated
- $609,884 in resources leveraged
- 42 individuals trained
- 20 partnerships formed

BACKGROUND

The Kenaitze Indian Tribe (KIT) has approximately 1,200 enrolled members; the tribe, however, serves a total of 3,250 rural Alaska Native residents who live throughout the Kenai Peninsula. The tribe is headquartered in the town of Kenai.

In 1994, KIT signed an agreement with the US Forest Service to develop and operate the K'Beq interpretive site. K'Beq is located in Cooper Landing and features a guided walk through an archaeological native village site, a gift shop, and parking areas. As part of their long-range goals, the tribe established a Cultural and Education Committee to focus on developing cultural tourism. The committee was tasked with the responsibility of expanding the K'Beq site and the tourism opportunities it offers to visitors.

PURPOSE AND OBJECTIVES

The purpose of the three-year project was to expand the K'Beq interpretive site's offerings in order to increase cultural interpretive jobs and promote the cultural and economic well-being of KIT.

The project's first objective was to develop and implement 10 nightwalk performances during the summer months, attended by 20 people each evening in the first and second years, and 30 people in the third year. Nightwalk performances are dramatic representations of Kenaitze Dena'ina history, as portrayed by a narrator who leads visitors through the K'Beq site. Project staff implemented 10 performances during the first year, 33 in the second year, and 6 during the third year. Performances averaged six-ten attendees.

The project's second objective was to develop a living history project to be included on K'Beq site tours. Project staff made use of an historic cabin located on the interpretive site to house the exhibit, which initially included an archaeology lab,

information on traditional hunting and fishing, and examples of traditional dress and furniture. During the project's first year staff worked to restore and furnish the cabin. After completion of this process vandalism became a problem, as the structure is located in a remote area and does not have a security system. To meet this challenge, the cabin is now used as a theater where chairs and props are brought in and out for each use.

The third objective was to increase the K'Beq gift shop's revenue by 25 percent each year. Project staff helped meet this objective by selling gift shop merchandize at other venues and events such as annual tribal meetings, Christmas gatherings, and job fairs. Project staff tracked and monitored increases in revenue and analyzed the data at the end of each year.

The fourth objective was to implement Saturday markets at the K'Beq site for a period of nineteen weeks each year. The market would include native vendors who could also conduct demonstrations for tourists visiting the site. Project staff was unable to implement the markets as planned due to changes in their partnership with the US Forest Service. To overcome this challenge, native artists now offer demonstrations during regular K'Beq tours, and their work is also available for purchase in the gift shop.

The final objective was to implement a marketing plan to increase international tourist visits to the K'Beq site by 5 percent and increase ensuing revenue by 28 percent each year. Project staff traveled to trade shows and distributed marketing materials throughout the Kenai Peninsula. In 2007, the downturn in the economy, combined with high oil prices severely affected the amount of tourism to the Kenai area. As a result, a number of potential partnerships with international tour groups did not come to fruition. K'beq project staff therefore focused on national tourism operations and signed an agreement with Green Adventures during the project's third year.

Outcomes and Community Impact

The K'Beq interpretive site is open 11am to 7pm during the summer months. Over the three years project staff hired nineteen people to work at the site, eighteen of whom are Native American. These positions include youth interpretive interns, interpreters, and nightwalk performers. The K'Beq project has therefore helped tribal members, especially youth, find summer employment. Additionally, tribal youth who worked at the site are showing increased confidence when applying to full-time jobs, as they already have resumes developed due to their work at K'Beq.

The K'Beq project also instilled a stronger sense of cultural pride in Native youth, including youth whose only participation was to visit the interpretive site. Project director Alexandra Lindgren states, the youth "have learned much more about their culture and now have greater access to cultural resources and the [native] language."

While project staff experienced some initial challenges working with the US Forest Service, the partnership is now very strong. Due to the K'Beq project being located near a Forest Service site, the agency finds it can now rely on the K'Beq staff for certain responsibilities. The partnership also resulted in Forest Service staff being more aware of the needs of the tribe regarding land use and stewardship.

Finally, the K'Beq interpretive site provides tour groups with a unique opportunity to learn about the Native American culture of the Kenai Peninsula, as told by descendents of the area's original inhabitants.

Knik Tribal Council

Project Title:	Knik Tribal Workforce Development Project
Award Amount:	$1,139,575
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2009
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 38 jobs created
- 33 businesses created
- 40 elders involved
- 120 youth involved
- $558,057 in resources leveraged
- 37 individuals trained
- 35 partnerships formed

BACKGROUND

Located in south-central Alaska, the Knik Tribal Council (KTC) is the governing body of the federally recognized Knik Tribe. While the tribe itself has a current enrollment of approximately 1,200, the KTC provides social, educational, housing, and other services to more than 5,000 Alaska Natives and American Indians living in Alaska's Matanuska-Susitna Borough, an area approximately the size of West Virginia.

Despite a recent boom in industry and infrastructure leading to the addition of roughly 1,000 new jobs each year since 2000, the native populations in this area still confront a 24% unemployment rate. Knik tribal members developed the Knik Tribal Workforce Development Program (WDP) to increase the native population's access to the many career and economic opportunities presently available through financial assistance and individual capacity building.

PURPOSE AND OBJECTIVES

The purpose of the project was to substantially increase the native workforce by providing career development assistance and increased access to training, higher education, and employment opportunities. The project's purpose also included integrating the WDP with other tribal programs.

The project's first objective was to initiate the WDP and included activities to hire staff, develop partnerships, conduct a public awareness campaign, and serve at least 40 clients. KTC hired a project manager and an education and training coordinator within the first months of the project. Project staff developed a career assessment tool and an intake form to facilitate serving clients. The education and training coordinator designed the career assessment tool to serve as a measurement of need for the WDP's financial assistance services. The form also

includes demographic data and information related to skill and current income levels. During the project's first year, staff provided services to 43 clients. KTC services include a personal assessment comprised of an interview and review of the client's assessment form, help with resumes, and the option of financial assistance to meet the clients' needs. Clients also have access to a research center where they can explore training, education, and career opportunities. The Workforce Development staff organized a November meeting for current and potential partners during which they introduced the project and described possible roles for participating entities. The public awareness campaign included public service announcements, a poster art competition, and a KTC-sponsored job fair.

The second project objective was to strengthen previously developed partnerships, conduct a workforce needs study, and continue providing services to 70 clients in the second year. Project staff organized another partners meeting, which proved so successful they plan to continue hosting them past the project's end date. The project formed 35 partnerships with groups such as the Alaska Department of Labor, the borough school district, local colleges and high schools, and five tribes in the area. KTC also conducted a study to determine the current workforce needs of the Matanuska-Susitna Borough, which determined health care, social services, and the hospitality industry as the highest ranking job markets, followed by construction and retail. Project staff therefore shaped the WDP's employment and training services to fit this information, encouraging clients to research opportunities in those industries. Project staff provided services to 90 clients in the second year.

During the project's final year, the objective was to serve an additional 70 clients and make significant progress towards full system integration into other tribal programs. Project staff provided services to an additional 57 clients for a total of 190 over 3 years. Project staff took significant steps to integrate the WDP into other tribal programs by standardizing the career assessment form and WDP databases to collect and share data with the other programs.

Outcomes and Community Impact

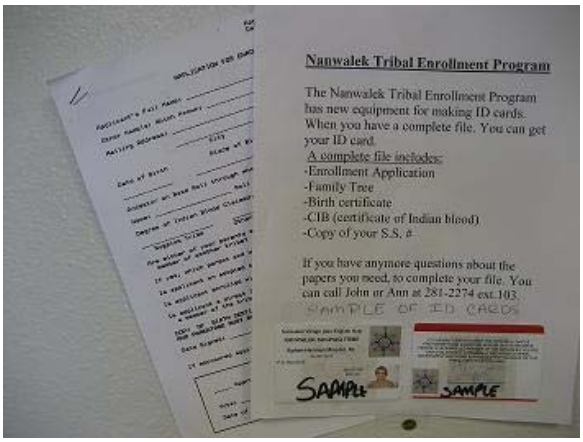
The native community members who received services through the WDP gained marketable skills, completed higher education courses, started businesses, or found employment. All of these achievements mark steps toward greater self-sufficiency. Staff expressed that the project gave people a sense of hope and renewed confidence in themselves. The WDP enabled people to break the process of career development down into manageable steps, providing increased access to and education on opportunities previously considered unattainable.

KTC can now access demographic data and other information collected by the WDP, increasing their ability to provide services to their membership and client base.

Matanuska-Susitna Borough businesses benefit from a larger and more qualified employee pool. Some local businesses were able to fill previously unmet staffing needs, and even expand, as a result of this project.

The WDP benefited a diverse array of people including college students, single mothers, elders, and ex-offenders. Due to strong partnership development during project implementation, the tribe hopes to continue providing services through the WDP.

Nanwalek IRA Council



ALASKA

Project Title:	Nanwalek IRA Council Tribal Enrollment Project
Award Amount:	$92,500
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2008 – Sept. 2009
Grantee Type:	Tribe

Project Snapshot

- 2 jobs created
- 11 elders involved
- $1,170 in resources leveraged
- 2 partnerships formed

Background

The Native Village of Nanwalek is located on the southwestern tip of the Kenai Peninsula along the coast of the Kachemak Bay and is accessible only via air or water. For the past four years, Nanwalek has experienced a significant population boom with a double digit birth rate. The 2000 national census reported 177 people resided in the village; however a recent tribal estimate of the population is approximately 300.

The tribe does not currently have a tribal enrollment system and uses a hand written ledger for tracking tribal membership. This system is both ineffective and inefficient for providing accurate tribal enrollment data and does not allow the tribe to produce data reports or provide its members with membership cards.

Purpose and Objectives

The purpose of the project was to establish a tribal enrollment system to enable the tribe to document all enrollment actions, produce reports on tribal members, and provide membership cards.

The first objective was to establish a tribal enrollment system. The tribe purchased the Progeny system software and a fireproof safe for storing confidential files within the first months of the project. Newly hired project staff, including a tribal enrollment clerk, then entered all existing data into the new system. This two-month process involved utilizing the Bureau of Indian Affairs system to transfer the 130 existing files from names to numbers while simultaneously updating each individual's personal information including their family tree and contact information. To begin the process of inputting new membership entries into the system, the tribal clerk developed an application form. Documentation required for new members includes a completed application form, family tree, birth certificate, social security number, and a certificate of Indian birth (CIB) card. As of the final months of the project, there were

almost 300 members entered into the system, which accounts for 75 percent of all known tribal members. Other activities completed for the project's first objective included cross training on the Progeny system for the tribal administrator and assistant in the event of staff turnover. The tribe also purchased a membership card printer, and held a community meeting for the sole purpose of taking pictures and distributing cards.

The project's second objective was to enhance public awareness on tribal membership and improve communications between the Nanwalek Tribal Council, enrollment committee, and tribal members. Project staff presented the project at an annual tribal meeting in October and provided participants with the opportunity to enroll and/or update their information. Project staff members gave presentations and distributed information regarding the benefits of tribal enrollment, such as increased access to government programs. These presentations took place each month for the duration of the project. The tribal enrollment committee and the tribal council met on a regular basis to discuss issues surrounding tribal enrollment.

The project's third objective was to increase the tribe's and project staff members' knowledge regarding current federal and tribal laws regarding tribal enrollment.

Outcomes and Community Impact

For the Nanwalek tribal community, formal tribal enrollment provides both a sense of security and identity. Tribal members now understand and can begin to take advantage of the programs and other benefits available to them, meaning greater access to health care and improved chances for employment in the area.

The tribe now has easy access to demographic data, which is especially helpful when applying for grants. The new software brought improved efficiency and organization to the tribe's enrollment files, and also contributed to greater confidentiality regarding ancestry and enrollment issues. Finally, should anyone request information, there are staff available to help them locate specifically what they need.

> *"The project has really brought the people together. People have a sense of belonging. We are a part of something."*
>
> John Kvasnikoff, Enrollment Clerk

Native Village of Eyak

Project Title:	Ilanka Native Arts Consortium
Award Amount:	$472,935
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2009
Grantee Type:	Tribe

Project Snapshot

- 3 jobs created
- 6 businesses created
- 8 elders involved
- 20 youth involved
- $131,495 in revenue generated
- $66,530 in resources leveraged
- 178 individuals trained
- 12 partnerships formed

Background

The Native Village of Eyak (NVE), located in Cordova, is a federally recognized governing body serving 500 tribal members.

In 2001, the NVE constructed the Ilanka Center, a community wellness center housing NVE offices, health care facilities, tribal programs, a Native Cultural Center, a museum, and a gift shop. The gift shop was set up as a venue to sell traditional native art and help support the facility. Unfortunately, Cordova's geographic isolation, coupled with cruise line and ferry service changes and interruptions, harmed the shop's sales.

Purpose and Objectives

The purpose of the project was to develop an artists' consortium that would create sustainable revenue for the Ilanka Center. The consortium would empower tribal artists to create self-sustaining income by facilitating the start-up of Native-owned cottage industries and promote economic diversification within the Tribe.

The project's first objective was to form the Ilanka Native Arts Consortium (INAC), enroll members, and present the art of 20% of artists-members for sale in the INAC gallery or on its website. Project staff sought to enroll 100 members by the end of year 2, including 75-85 general members and 15-25 artist-members, and to generate an income of $140,000 by the end of year 2.

To form the consortium, project staff created policies and procedures, recruited members, acquired and maintained a raw materials cache, and created a calendar of events. In two years, project staff succeeded in recruiting 93 members, including 21 Native artist-members who exhibited in the gallery and sold art online. Sixty-six artists utilized the raw materials cache, which provided them with animal skins and other raw

materials for their art. INAC also provided artists with business skills and financial literacy training, and conducted art classes and workshops for consortium members and other community members. To create awareness of the consortium and its products, the project director made many informational presentations at cultural gatherings throughout the state, including two at statewide arts and crafts conventions.

The second objective was to implement a two-phase marketing strategy. In year one, INAC sought to produce and distribute five pieces of printed collateral, create an online store on the worldwide web, and advertise in local, state, and national media outlets. Project staff successfully completed these tasks, producing 12 different note cards for distribution in Ilanka Cultural Center media kits, creating an online store, advertising on local radio, advertising online through the Anchorage Daily News, generating press releases for media outlets, and securing interviews in various publications, including the Cordova Times and First Alaskans magazine. Project staff had some difficulty establishing an online merchant services agreement through the village's bank, but through negotiation and dialogue were able to establish the first-ever tribe to bank agreement allowing a limited waiver of sovereign immunity for this type of services. The procedure created will allow other tribal entities to easily apply for online merchant service agreements in the future.

In year two, the INAC promoted the online store through print advertising, broadcast media and online advertising venues, further extending its marketing campaign, reaching a greater number of media outlets. INAC's media kits included rack cards, brochures, note cards, and other marketing information. Staff reached out to Alaska Magazine, Native Peoples Magazine, American Indian Art, National Museum of the American Indian, and local television stations.

Outcomes and Community Impact

The establishment of the Ilanka Native Arts Consortium has had numerous positive effects on the Native Village of Eyak, the Cordova community, and local artists in several ways. The online shopping site created by project staff had nearly 25,000 visits and the Ilanka Cultural Center had over 2,300 visitors in over 2 year, generating $122,730 in sales for the Cultural Center. INAC also earned $8,875 from the sale of raw materials to native artists. Native artists earned money through the sale of artwork to INAC, benefiting from high quality marketing support, access to affordable raw materials, and the chance to show their work in public. Due to the project, six local artists established home-based traditional craft businesses. Moreover, many artists learned important skills in marketing, understanding business, and financial literacy.

The traditional art workshops were attended by 165 community members, almost half of whom were non-native people. For natives, the workshops promoted strong cultural identity and pride in their heritage, enabling them to learn art skills and traditional handicrafts, and affording them the chance to spend time together, with elders, and with others in the community. For non-native participants, they fostered greater respect for and understanding of NVE people and traditions. For the community as a whole, the workshops drew people together, broke stereotypes, and fostered social cohesion.

Though the INAC does not yet provide sufficient funding to sustain the Cultural Center, NVE continues to support the Center. The project director is now the consortium director, and utilizes the online store, raw materials cache, and marketing materials to continue promoting local art, empowering tribal artists, and generating revenue for the Ilanka Center.

Native Village of Georgetown

Project Title:	Tribal Leaders Youth Camp
Award Amount:	$207,214
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2009
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 6 elders involved
- 11 youth involved
- $20,154 in resources leveraged
- 14 individuals trained
- 6 partnerships formed

BACKGROUND

The Native Village of Georgetown is located in southwestern Alaska, 250 air miles from Anchorage. The village is remote and inaccessible by road. Though it has 117 members, only 2 are full-time residents. The Tribal Council and members, however, are working together to resettle the village in the next decade, with a goal of bringing 32 families to the village's 26 land parcels.

PURPOSE AND OBJECTIVES

In their plan to re-establish traditional lands, establish a sustainable township supporting traditional and contemporary values, and capitalize on new economic opportunities in the area, village leaders recognized the need to cultivate the leadership ability, skills, and talents of village youth. Furthermore, they sought to familiarize youth with career opportunities in the area, enhance their capacity to live independently on tribal lands, and connect them with the culture and traditions of the village.

The project's first objective was to create a Tribal Leaders Youth Camp implementation plan by month six, enabling camp participants to develop skill sets for living and working in rural Alaska, practice personal responsibility, and understand the economic opportunities available to them. To accomplish this, the project team sought collective input of the Council, tribal members, partners in the community, potential camp participants, and their parents. Project staff advertised the program to members to increase project awareness and to garner the participation of both youth and community volunteers. Because the tribe was unable to get needed bureaucratic permissions to build a community center, a phase of the camp intended to focus on construction skills was shortened from one week to two days. By working with various community partners, however, the grantee was able to assemble a highly ambitious and educational camp agenda for the youth.

The project's second objective was to recruit six camp participants and host the inaugural Tribal Leaders Youth Camp. Though six

Georgetown youth were recruited, only five were able to attend the camp, held from July 3 -12 in Georgetown. Camp activities included an economic tour of the Native Village of Napaimute, tours of George River escapement weir and Donlin Creek Mine, scholarship application training, a watershed presentation from Kuskokwim Native Association (KNA) fisheries, and a two-day, hands-on construction demonstration in which youth participants helped build handicapped accessible outhouses. Youth also participated in subsistence activities such as fishing and gathering, discussions that enhanced traditional knowledge and cultural identity, and the annual all-member gathering on the last day of camp.

The third objective was to evaluate the first youth camp and update the second year camp plan by project month 18. To do this, project staff analyzed surveys participants completed after each activity, learning what the youth learned, enjoyed, and areas for improvement. After analyzing this and reflecting on the lessons they had learned, project staff moved the camp site from Georgetown to more comfortable facilities in nearby Sleetmute; worked with partners to ensure logistical problems identified were addressed; developed a new transportation plan; and devised a new construction project with sessions on how to plan a building project, read building plans, make a materials list, and build a storage shed.

The fourth objective was to host the second Tribal Leaders Youth Camp, with six youth participants. The second camp, with six participants, proceeded more smoothly than the first, as staff and partners knew better what to expect, how to plan activities, how to handle logistical issues, and how to work well together. The Napaimute tour, as in year one, included a visit to the old town site, and an economic development tour, in which youth learned about economic development strategies devised by Napaimute leaders to restore, reestablish, and repopulate the town. At the Donlin Creek Camp youth toured mine facilities and camp operations sites and were given a helicopter ride by the Barrick Corporation to the mine site. Youth campers visited KNA fisheries, toured its facility, learned about past and present projects, and studied watershed issues and careers in environmental management with the director of the KNA Watershed Program. As in year one, they participated in scholarship application training and attended the village's all-member gathering.

Outcomes and Community Impact

All of the youth who participated in the project expressed positive feelings about their experience. Surveys indicate that they appreciated learning about local career opportunities, including how to make a living in their home region without having to relocate and about how each could advance his/her own education. The youth had a chance to reflect on their heritage, traditions, culture, and land; the opportunity to work with elders, meet relatives and learn family histories; and to build a network of new friends and possible future employers. They learned about leadership and gained valuable skills, particularly construction skills, which gave them a sense of accomplishment, self-confidence, and a higher degree of employability.

Some of the youth involved in the camps have already begun to have an impact in their communities. One of the youth leaders participating in the first camp was elected to a 3-year term on the Georgetown Tribal Council at the Tribe's annual meeting in July 2009. Another youth put his skills to use constructing a chapel for the Napaimute community. Project staff expect other youth involved in the camp to find meaningful ways to contribute their community.

Native Village of Napaimute

Project Title:	Napaimute Airstrip Phase III – Economic Enhancement
Award Amount:	$125,680
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2008 – Sept. 2009
Grantee Type:	Tribe

Project Snapshot

- 2 jobs created
- 1 business created
- 8 elders involved
- 10 youth involved
- $15,000 in revenue generated
- $128,986 in resources leveraged
- 6 individuals trained
- 13 partnerships formed

Background

Established in 1906 and federally recognized in 1994, the Native Village of Napaimute (NVN), with 84 members, is located on 650 acres on the north bank of the Kuskokwim River, 28 miles east of Aniak. The village's 16 seasonal residents generally spend less than 8 months per year there due to the annual freezing of the river. The village was inaccessible in winter until 2005, when the Tribe finished the construction of a gravel airstrip. Since then, air access has made permanent settlement a viable possibility; many NVN members have begun homesteading, developing their own lots for home sites.

Purpose and Objectives

The purpose of the project was to install gravel pads, water systems, and septic systems on two sites adjacent to the airstrip, with the intention of leasing these sites to businesses. The businesses leasing the sites would provide services for Napaimute residents, generate revenue for the village, create job opportunities, and allow Napaimute to capitalize on opportunities presented by the development of a gold mine in nearby Crooked Creek.

The project's first objective was to identify sites adjacent to the airstrip suitable for the type of development necessary for the commercial lease spaces. To find appropriate sites, project staff reviewed previously-carried out NRCS soil surveys and conducted extensive ground-truthing. Then the sites were inspected and approved by the Napaimute Traditional Council (NTC), all in the first month of the project.

The second objective was to prepare the pads and install the water and septic systems. To accomplish this, the project

team negotiated and signed a contract for gravel purchase, advertised for a well driller, hired laborers to clear the sites, cleared trees from a 40,000 square foot area, arranged for the delivery of gravel, and purchased and transported supplies for the septic system. Though the early onset of winter made it impossible to finish the clearing and hauling of gravel to the site, a stretch of mild weather in March enabled the grantee to finish site preparation and stockpile gravel.

The grantee faced a major challenge when the only locally available well driller, moved from the area with the only locally available well drill. New bids to drill the wells were twice the original estimate. To overcome this challenge, the grantee devised a plan in which Napaimute homestead families were given the option of having wells drilled on their private property during the same period that project wells were being drilled. This enabled drilling costs to be spread between the families and the project, serving as a win-win situation Ten families had wells drilled on their land at well below the market cost and the project was able to save money on the unforeseen drilling expenses.

Despite this inventive solution, the cost of drilling nonetheless consumed greater project funds than originally anticipated. To cope with this, the project team worked with the village's environmental coordinator, an expert in septic systems, to install the septic system as an in-kind service, and paid for labor and some drilling costs with NVN funds. They were able to clear the site, prepare gravel pads, drill wells, and install the septic system needed for the business lease sites. By project's end, the project director had already begun advertising the availability of commercial lease space at its airstrip.

Outcomes and Community Impact

The project director has stated that one of the two pads developed will be leased to Napaimute Enterprises, LLC, the subsidiary that funds the Tribal government, administration, and services to village members. He has spoken with members to find out what kinds of businesses and services they want in the space; initial ideas include a laundromat, post office, and a convenience store. He has received inquiries, including one from an aircraft repair business, about leasing the second space.

During the project, the project director, aware that the village had a surplus of timber from clearing its airstrip and the project site, entered a contest sponsored by the Alaska Federation of Natives, winning $29,060 for the village to purchase a firewood processing machine and supplies. While the site was still being cleared, the business created employed three NVN members who earned wages for themselves and generated $15,000 in profits for Napaimute.

The innovative ways in which project staff worked to accomplish project goals and objectives, create new jobs, and facilitate the development of homesteader lots, following previous accomplishments such as the clearing and completion of the airstrip, have convinced members that Napaimute has the leadership, problem-solving ability, and commitment to be a vital, sustainable community. Village members are becoming more confident that the community can have the access, facilities, and services needed to support year round residency.

> *"There is a growing sense of pride about what is happening here, and we have a lot more local control of the economic matters that affect us."*
>
> Mark Leary,
> NVN Development/Operations Director

Native Village of Port Graham

Project Title:	Port Graham Salmon Economic Development Project
Award Amount:	$696,511
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – June 2009
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 2 Native American consultants hired
- 5 elders involved
- $262,268 in resources leveraged
- 27 individuals trained
- 6 partnerships formed

BACKGROUND

The Native Village of Port Graham is a coastal maritime community located on the Kenai Peninsula. Currently, the population of Port Graham is 130 people, most of Alutiiq ancestry. The members of the Port Graham community rely upon subsistence fishing, hunting, and gathering practices to provide for their families. Subsistence knowledge, such as reproductive cycles and appropriate harvesting techniques, is passed down from one generation to the next.

For over a century, the local salmon cannery served as the main source of economic support for the community. Decreases in the profitability of Alaska's commercial salmon industry resulted in the closure of the cannery in 1989. In the time since, Port Graham conducted studies and determined the plant could reopen and be a viable enterprise if it produced value-added salmon products. This undertaking would require the village to enhance the local pink salmon run and establish a sockeye run to provide the raw materials needed for production.

PURPOSE AND OBJECTIVES

The purpose of the project was to provide training for value-added processing, produce value-added salmon products, implement a marketing plan, and initiate work on developing a sockeye salmon run to Port Graham.

The first objective was to train six residents of Port Graham or the neighboring village of Nanwalek in management, supervisory, and quality control techniques for value-added salmon processing. Over the course of the three-year project, 27 people received training at the Indian Valley Meats facility. The state-certified training included courses on canning, smoking, knife sharpening, hazard analysis and critical control points, and value-added product production. Some trainees also completed managerial training courses.

The project's second objective focused on producing salmon to be processed into value-added products at Port Graham's facility. During the project's first year, inspections at the processing plant determined the dock to be unstable, rendering the facility unusable for hauling and transporting the fish. Additionally, the freezer and ice machine needed for storage were out of order. To overcome these challenges, project staff requested a project modification including a nine-month extension to purchase the salmon on the open market. Port Graham then contracted with Indian Valley Meats to produce the value-added salmon products at their facility instead.

The third objective was to produce value-added salmon products. As stated above, production took place at Indian Valley Meats' facility, beginning in the project's fourth year. A number of the Port Graham and Nanwalek trainees took part in the production.

The project's fourth objective was to design and implement a marketing plan for the value-added salmon products. These activities were contracted to Indian Valley Meats.

The fifth objective was to initiate a program for establishing a sockeye salmon return to Port Graham. Due to a lack of operational funds for the Port Graham hatchery, no activities took place onsite. Port Graham incubated sockeye eggs at Trail Lakes Hatchery in Moose Pass, Alaska. Residents of Nanwalek released smolt into their waters in late 2008, however a solid run had not been established by the end of the project.

Outcomes and Community Impact

The Port Graham and Nanwalek residents who participated in training at Indian Valley Meats received a comprehensive education on producing value-added salmon products. Some trainees also completed managerial courses, improving their chances for employment. Many of the trainees are now gainfully employed either by Indian Valley Meats or another fish processing facility in the area.

Port Graham's tribal government benefited from the new findings and background work completed by Indian Valley Meats regarding the market for value-added salmon products.

> *"The people have a better idea of what the future can look like for the seafood processing facility."*
>
> Patty Brown-Schwalenberg,
> Executive Director Chugach
> Regional Resource Commission

Nome Native Arts Center

Project Title:	Capacity Building of Nome Native Arts Center
Award Amount:	$134,446
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2008 – Sept. 2009
Grantee Type:	Native Nonprofit

Project Snapshot

- 1 job created
- 2 Native American consultants hired
- 50 elders involved
- $1,845 in resources leveraged
- 1 individual trained
- 22 partnerships formed

Background

The Nome Native Arts Center (NNAC) is a nonprofit organization established in 2008 and located in Nome, Alaska. The Center's mission is to improve the economic well-being of Alaska Native artists and help establish fair market pricing for works of art created by Alaska Native people.

Community-based artistry is a supplement to, and in some cases, the sole income source for families in the Bering Straits region. The traditional materials used to produce the art are expensive and hard to come by; oftentimes artists are forced to use middlemen who charge significantly for their services. Artists in the region are also grossly under-compensated for their artwork by retail shops catering to tourists.

Purpose and Objectives

The purpose of this project was twofold: expand the capacity of the NNAC by developing a policies and procedures (P&P) manual and establishing a five-year strategic plan; and conduct a study on the financial impact of native artistry sales and production in native communities.

The project's first objective was to complete a financial impact study on a total of 150 households in 5 communities, and to hold a public meeting on the protection of cultural and intellectual property rights in each community. Project staff prepared a draft survey to present to the NNAC board for approval. The project director attended training on the protection of cultural rights in preparation for the public meetings. Further work done toward completion of this objective could not be verified by the end of the project timeframe.

The project's second objective was to develop a P&P manual and a five-year strategic plan for the Nome Native Arts Center. The NNAC board began drafting a strategic plan, but did not complete it prior to the end of the project. The board approved one policy for the P&P manual, but did not reach a decision on procurement,

financial management, or consignment policies.

ANA was unable to determine a more detailed picture of this project's accomplishments and impact data at the time this report was written, as final reports from the grantee have not been received.

OUTCOMES AND COMMUNITY IMPACT

Due to the challenge mentioned above, the outcomes and community impact from this project have not been established. NNAC did not conduct the financial impact study, nor did they develop and approve a P&P manual and five-year strategic plan.

Qutekcak Native Tribe

Project Title:	The Qutekcak Learning & Culture Center Volunteer Project
Award Amount:	$111,233
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2008 – Sept. 2009
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 1 job created
- 12 elders involved
- 10 youth involved
- $4,400 in resources leveraged
- 26 individuals trained
- 12 partnerships formed

BACKGROUND

The Qutekcak Native Tribe (QNT) is located in Seward, Alaska, and was incorporated as a nonprofit organization in 1972. In 1991, the Tribe formally began pursuing federal recognition. Although QNT has not yet received this recognition, the tribal members consider QNT to be their representative in governmental affairs.

The current Seward population includes 920 Native Alaskans from a variety of cultures, whose families over several generations have either settled or been forced to relocate in Seward for many reasons, some resulting in separation from their own people and historical trauma. Of this number, 346 have formally enrolled in the QNT. According to Tribal leaders, the Tribe's cultural diversity presents difficulties, because there is not a single, unifying heritage to which members identify. This also presents opportunities, as it allows members to share aspects and learning from their respective cultures with people from other cultures in the Tribe.

PURPOSE AND OBJECTIVES

The purpose of this project, called the Qutekcak Learning and Culture Center (QLCC) Volunteer Project, was to improve QNT members' pride in their heritage and culture through the creation of a volunteer program in which participants would learn the traditions and ways of their people in order to teach them to other tribal members. Project staff sought volunteers of all ages, but focused primarily on recruiting participants between ages 19 and 54, ages usually underrepresented at QNT activities and events.

The project's first objective was to develop a volunteer curriculum, with the help of three community partners, by project month seven. Though two partners did contribute to the curriculum, the majority of the curriculum was developed by the volunteer participants themselves. At three "culture

share" events, a core group of 16 volunteers, recruited primarily through the tribal newsletter, were asked for input on what they wanted to learn, what they could teach, and other ways they could contribute to the project. From these discussions, the volunteers created a curriculum centered on language, cultural values, food, subsistence, music and dance, artifacts and archaeology, and arts.

The project's second objective was to train 7 to 10 volunteers using the newly developed curriculum, and to develop a volunteer registry and a schedule of classes and community events promoting tribal culture. To train volunteers and share traditional knowledge with the community, the grantee conducted 16 classes, each documented with a lesson plan. Sessions included salmon drying and canning, beaver fleshing, Alaska Native languages, native cultures by region, native dance and music, and many other topics. At the end of each class, surveys were conducted to evaluate the effectiveness of the instructor and the value of the lesson to the participants. The project staff also hosted two group field trips, including one to K'beq', a Kenaitze Indian Tribal interpretive site promoting understanding of cultural and natural resources, and another to the Alaska Native Heritage Center in Anchorage. Furthermore, volunteers participated in the QNT Annual Sobriety Gathering, a Seward Chamber of Commerce "Chamber after 5" event, and several smaller events aimed at building community cohesion and fostering a sense of tribal unity and understanding of QNT cultural values.

By the end of the project, 32 people had volunteered, including 5 who contributed over 45 hours to the project. A schedule of events was posted in the tribal newsletter and on the QNT website. Project staff developed the volunteer registry in the first quarter of the project, and updated it throughout the project period.

Outcomes and Community Impact

Through this project, the QNT has seen a significant increase in participation at tribal community events, including increased participation by families. Chellie Skoog, the project director, stated, "Tribal members come here not just to receive social services, but to connect with one another. We have provided a home - a place to come... and new faces are coming together, finding strength in knowing they are not alone in the Seward community, and even learning each others' family histories." Critically, the project was able to involve 14 volunteers in the 19 to 54 age group, reconnecting them to Alaska Native culture and traditions, enabling them to learn from elders, feel a sense of pride in their identity as Native Alaskans, and develop as community leaders. Elders, tribal leaders, and project staff feel their involvement and commitment will provide a stronger foundation for QNT youth, and enable the tribe as a whole to develop and maintain a stronger sense of native identity and unity.

Through several events and exhibitions, the project provided Seward visitors and non-native community members the chance to learn about QNT culture. These events increased awareness of Alaska Native culture, highlighted positive contributions QNT members made in the Seward community, and encouraged a greater understanding of the tribe and its members. Project staff feel these efforts have built meaningful bridges to the non-native community, and may have already begun to result in greater respect and less prejudice towards the QNT community.

The QNT Council committed $15,000 to continue funding the project in 2010, allowing tribal members to continue having a venue through which to share their heritage, culture, and Alaska Native pride.

Seldovia Village Tribe

Project Title:	Seldovia Enterprise Expansion
Award Amount:	$863,805
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Feb. 2009
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 7 jobs created
- 1 business created
- 22 elders involved
- 29 youth involved
- $5,500 in revenue generated
- $48,250 in resources leveraged
- 17 individuals trained
- 33 partnerships formed

BACKGROUND

Seldovia Village Tribe (SVT) is located in Seldovia, Alaska, adjacent to a rich marine ecosystem near the southern end of the Kenai Peninsula. Almost 25% of the community's 450 residents are Native Alaskan, mainly of Kenaitze, Aleut and Sugpiaq Alutiiq descent. The name Seldovia is derived from a Russian word meaning "herring bay," and commercial fishing, continues to be an integral part of the community's economy alongside subsistence practices.

In recent decades, Seldovia experienced a decline in economic activity, leading many residents to emigrate in search of jobs, a prevalent trend amongst SVT's youth as well. To create job opportunities in the community, SVT opened a food production company in 1993 to make berry-based syrups, jams and jellies through a product line called the *Alaska Tribal Cache* (ATC). SVT members picked and sold berries to ATC, thereby opening a small income generating opportunity within the community. By the early 2000's, however, the company had experienced a steep downturn in sales due to the variability in berry crops, increased competition in the artisan berry industry and the lack of in-house business skills needed to develop and expand the product line.

PURPOSE AND OBJECTIVES

The purpose of this project was to revitalize the company and engage the community in the process.

The project's first objective was to partner with local youth and business owners to conduct product research and develop marketing strategies for at least five new plant-based products. Staff worked with 29 local high school students to develop a marketing calendar and assist with project

activities. The interns received small stipends and school credit for participating. Staff also worked with tribal elders and consultants to research potential new plant-based products, leading to the creation of two new teas, two vinaigrettes, two new sugar-free jellies and new candies. Staff then worked with consultants to revise the product line's physical image, changing the line's name to *Alaska Pure Berry* and redesigning its packaging. They also updated the company's website to facilitate purchases from individuals and wholesalers.

The second objective was to create at least three new local job opportunities and discover two new markets for the company's product line. Staff developed a new business owner's guide for small and seasonal businesses and brochures to market the products, which they presented at four tourism and trade shows. Partner businesses also received marketing and product development trainings alongside project employees. Staff then intended to partner with an Alaskan company to construct and utilize a drying facility in order to develop dry food products. This effort failed to materialize when the partnership fell through. In response, staff created a catering service attached to the community center, which created two part-time jobs. Throughout the project, staff focused on increasing visitors to Seldovia and its community center, which can be rented for meetings and special events.

One of the project's main challenges was a high rate of turnover in the project director position. This created difficulty maintaining project continuity and hindered tracking and reporting efforts.

Outcomes and Community Impact

The one part time and two fulltime high school teachers appreciated the project because it motivated students and helped reduce their class sizes for certain periods of the day, allowing for more flexibility in educational planning. The 29 youth received stipends, high school credit and job experience in an office environment, something which is relatively rare in Seldovia. They also frequently participated at elder meals held during the project, encouraging roundtable discussions on the tribe's culture and history and increasing intergenerational interaction.

For the tribe, the project injected funding needed to conduct research and streamlined its business processes with assistance from consultants. These efforts should help maintain the company's long-term business prospects, thereby sustaining temporary and fulltime work opportunities for community members. The new catering operation generated $5,500 in the project's final phase, enough to temporarily sustain work for two community members as they secure additional contracts. Partnering local businesses saved money by receiving free trainings and publicity from the increased use of the community center for special events, as well as the overnight guests they attract.

Sitka Tribe of Alaska

Project Title:	"Made in Sitka" Small Business Development Project
Award Amount:	$524,734
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2009
Grantee Type:	Tribe

Project Snapshot

- 5 jobs created
- 7 businesses created
- 3 elders involved
- 14 youth involved
- $112,015 in revenue generated
- $635,168 in resources leveraged
- 53 individuals trained
- 12 partnerships formed

Background

The city of Sitka is located on Baranof Island in southeastern Alaska and has a population of approximately 8,800 people. The Sitka Tribe counts approximately 4,000 members, of whom about 2,000 live in the immediate community.

In 2005, the tribe opened the Sitka Tribal Tannery with the dual goals of protecting the community's shellfish resources from a rising sea otter population and ensuring that the pelts of sea otters hunted in the Sitka region are processed and available for use by Sitka Native artists.

Purpose and Objectives

The project's purpose was to expand the marketing and processing capabilities of the Sitka Tribal Tannery and to provide business development training to Sitka's native artists.

The project's first objective was to expand the Sitka Tribal Tannery marketing efforts. To complete the objective, the tannery hired a marketing specialist. In collaboration with tannery staff, the marketing specialist produced pamphlets, a website, and two commercials in an effort to promote the tannery outside the Sitka community. Over the course of the project, the number of visits to the tannery's website tripled annually, signifying a growing awareness of, and interest in, the business's services. For each of the project's three years, tannery staff participated in the Alaska Federation of Natives annual conference and trade show with a display that shared examples of the Sitka Tribal Tannery's processed furs and skins, as well as handicrafts produced by Sitka's tribal artists. Overall, the tannery generated a total of $112,015 in revenue during the three-year project timeframe, with a 50% growth in annual sales over pre-

project totals. Tannery staff also expanded from two to two-and-a-half employees to meet the increased demand generated from the expanded marketing efforts.

The project's second objective was to develop and implement the Sitka Tribal Artist and Small Business Development Certification Program. Staff originally envisioned a single certification program to be administered through a partnership with the University of Alaska. Upon implementation, staff separated the program into four separate sections: internships, business development training, hunting safety, and skin sewing. For the internship program, tannery staff was not successful in their community outreach efforts, but instead held a workshop on harvesting and tanning a sea otter pelt in which 16 tribal youth participated. For the business development training, the Sitka Business Resource Center presented a six-week course on such topics as writing a business plan, managing finances, and marketing. Twenty-nine tribal artists completed the course, resulting in the start-up of seven microbusinesses and the expansion of seven existing businesses. For the hunting safety course, staff encountered challenges recruiting participants, as the State of Alaska does not require participation in a hunter safety course in order to receive a hunting license. While 14 youth and 3 adults completed the course, the stated project target of 20 participants was not met. Finally, staff presented a sea otter pelt sewing class, which seven tribal artists completed.

Outcomes and Community Impact

For the Sitka Tribal Tannery, increased exposure from marketing activities has led to 50% higher revenues, an expanded customer base, and enabled the hiring of additional staff. Project staff shared that their quality of work has also increased over the project timeframe, and this, along with enhanced public awareness, has led to the situation where the tannery now tans 60% of sea otters harvested in Alaska.

For the 53 Sitka tribal members participating in the project workshops, an opportunity was created to learn the traditional importance of the sea otter to the Sitka Tribe, and how to properly and responsibly utilize this resource.

To sustain the tannery's progress realized through this project, the Sitka Tribe applied for and received a $574,000 grant from the Economic Development Administration to construct a new 3,500 square foot tannery building. The new facility will eliminate $24,000 in annual rent payments, strengthening the tannery's position as a productive and sustainable business. Tannery staff also submitted funding requests to purchase and receive training on additional processing and tanning equipment, but the status of these requests was undecided at the conclusion of the project timeframe.

Sitka Tribe of Alaska

Project Title:	A Comprehensive Survey of the Status of the Tlingit Language in Sitka, Alaska
Award Amount:	$70,858
Type of Grant:	Language
Project Period:	Sept. 2008 – Sept. 2009
Grantee Type:	Tribe

Project Snapshot

- 1 job created
- 2 Native American consultants hired
- 5 elders involved
- 9 youth involved
- $5,000 in resources leveraged
- 8 partnerships formed
- 1 language survey developed
- 300 language surveys completed

Background

The city of Sitka is located on Baranof Island, one of the many islands that comprise the Alexander Archipelago of southeastern Alaska. Sitka's population is approximately 8,800 people. The Sitka Tribe counts approximately 4,000 members, of whom about 2,000 live in the immediate community.

The area surrounding Sitka has been the ancestral home of several Tlingit clans for thousands of years. The Sitka Tribe's 2005 Strategic Plan and 2008 Needs Assessment identified Tlingit language preservation and revitalization as a top priority of the community. However, the status of the Tlingit language in the community was unknown.

Purpose and Objectives

The project's purpose was to complete a comprehensive report on the status of the Tlingit language in the Sitka community.

The project's objective was to survey the Alaska Native community in Sitka to determine the status of the Tlingit language, and to develop a report from the survey findings. To complete the objective, project staff first developed a language survey with the guidance of a Tlingit language consultant to ensure the creation of a culturally appropriate and comprehensive document. Project staff then hired and trained two community members to conduct the survey distribution and collection. To record the necessary data, the assessors distributed surveys at tribal community events, conducted a door-to-door canvass, and contacted tribal members by phone. Staff collected 300 completed surveys, exceeding the stated target of 231. Staff then contracted with a data analysis company which organized all the survey data and analyzed the resulting data sets. Survey results indicated that 31 respondents

learned Tlingit as their first language. Of these, fourteen consider themselves to be fluent in Tlingit, a 5% fluency rate. Overall, 64% of respondents disclosed that they speak or understand less than 25 Tlingit words. However, 79% of respondents expressed interest in learning more of the Tlingit language, and supplied answers to their preferred method and type of language program. Project staff compiled all information and findings into a comprehensive report and submitted it to the Sitka Tribal Council for their review.

Outcomes and Community Impact

For the Sitka tribal community, participation in the language survey fostered an environment of empowerment, as they were provided an opportunity to give guidance on the type of language programs they would like implemented. Tribal members overwhelmingly supported the development of a community language class which emphasizes inclusive intergenerational activities.

Sitka tribal leaders now have clear, current, and accurate information about the language status and needs of their community. A foundation for appropriate policy implementation and project development has therefore been successfully built by the work of this project. The plan produced from the survey forms the collective voice of the Sitka tribal community, and will form the basis for the prioritized tasks of the Tribal Council. Finally, and perhaps most importantly, the completed plan provides the needed foundational data for all future grant applications and language development initiatives of the Sitka Tribe.

To sustain the project's momentum, staff will continue to strengthen the partnership network developed during project activities to learn best practices and share resources on language preservation methods. Staff has also secured a two-year ANA grant to develop a strategic plan to preserve, maintain, and revitalize the language of the Sitka Tribe.

> *"We have identified the degree to which the community wants the Tlingit language preserved and revitalized. We have even found that we have more language resources than what we originally thought."*
>
> Kathy Hope Erickson,
> Project Manager

Sun'aq Tribe of Kodiak

Project Title:	Sun'aq Tribe Healthy Families Initiative
Award Amount:	$273,564
Type of Grant:	Social and Economic Development Strategies - Family Preservation
Project Period:	Sept. 2005 – March 2009
Grantee Type:	Tribe

Project Snapshot

- 1 job created
- 1 Native American consultant hired
- 35 elders involved
- 133 youth involved
- $10,540 in resources leveraged
- 67 individuals trained
- 14 partnerships formed

Background

The Sun'aq Tribe of Kodiak is a federally recognized tribe, part of the Alutiiq cultural group, and located on Kodiak Island in the Gulf of Alaska. Kodiak Island is the second largest island in the United States and has a population of nearly 14,000 people, 1,500 of whom are members of the Sun'aq Tribe. The mission of the Sun'aq Tribe is to rebuild their traditional political and cultural institutions and practices. Kodiak lacked culturally appropriate relationship counseling and support services and the available services were often inconsistent with traditional Native Alaskan values, such as recognition of the importance of the extended families to many Native Alaskans.

Purpose and Objectives

The purpose of the project was to give Kodiak Native Alaskan families the tools, information, and support they need to make healthy life choices and to form and sustain healthy marriages.

The project's first objective was to develop a culturally consistent curriculum and counseling strategies for continuing use in the community. During the first year of the project, project staff had difficulty finding a curriculum that was culturally appropriate and met the needs of the project. In the second year, the grantee begun using a curriculum titled "Changes for a Better Living and Healthy Families." The project director held focus groups with elders and youth to adapt the curriculum to the community's needs, however, the curriculum did not have enough activities or lesson plans that allowed for continued use by the community. In the third year, project staff purchased the Native Wellness Institute's "Leading the Next Generations – Healthy Relationship" curriculum; a curriculum that was developed through another ANA funded project. Project staff

used this curriculum during four overnight retreats and during quarterly workshops.

The project's next objective was to assist families to develop healthy relationships and lifestyles by providing culturally appropriate counseling services. Under the initial plan, project staff would provide training to a local counseling center in culturally appropriate counseling skills. However, this center closed during the project's first year. To complete the objective, the Sun'aq Tribe formed a partnership with counselors employed by Kodiak Area Native Association. These counselors assisted the project staff on activities that dealth with family history and historical trauma that benefitted from the experience of professional counselors.

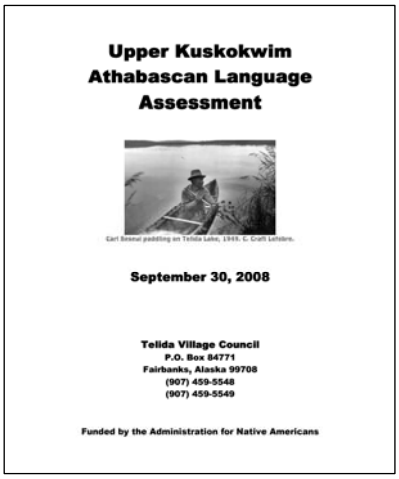
Outcomes and Community Impact

The grantee received a six-month extension to complete the project objectives due to delays caused by a change in project director during the second year of the project. The new project director began using the new curriculum and holding the overnight retreats. Over the course of the project, 42 people attended four overnight retreats and 26 people attended workshops.

The Sun'aq Tribe is portraying themselves as a "healthy family" tribe and the healthy family gathering events brought together the Native and non-native community in a positive environment. The project results and benefits are being sustained by integrating the Healthy Families Initiative into the existing tribal social service program. In addition, the Sun'aq Tribe was awarded a U.S. Department of Justice Family Violence Prevention grant that will use the curriculum purchased during this ANA funded project.

> *"Everything we do is family oriented, so the healthy relationship curriculum we obtained during this grant will benefit us for years to come."*
>
> Frank Peterson, Project Director

Telida Village Council


Upper Kuskokwim
Athabascan Language
Assessment

September 30, 2008

Telida Village Council
P.O. Box 84771
Fairbanks, Alaska 99708
(907) 459-5548
(907) 459-5549

Funded by the Administration for Native Americans

ALASKA

Project Title:	Telida Language Preservation Planning Project
Award Amount:	$99,700
Type of Grant:	Language
Project Period:	Sept. 2008 – Sept. 2009
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 13 elders involved
- 16 youth involved
- $1,638 in resources leveraged
- 6 partnerships formed

BACKGROUND

Telida Native Village is a federally recognized Athabascan tribe located in the Upper Kuskokwim region of Alaska's interior. Athabascans are a closely related but geographically dispersed group of indigenous people in North America. Upper Kuskokwim Athabascan (UKA) is both the name of the people and the language dialect spoken by the approximately 350 Native Alaskans living in the villages of Telida, Nikolai, Takotna, and McGrath.

Telida Native Village has led the language preservation effort for the four villages located in the UKA-speaking region. In 2008, Telida staff surveyed the villages to collect data on the status of the UKA language. Analysis from 113 completed surveys revealed that 30 respondents spoke UKA as a first language, and 27 respondents spoke it as a second language. Additional information disclosed that each village had operated a UKA language program in their local school district throughout the 1990s, but by 2007 all programs had been discontinued.

PURPOSE AND OBJECTIVES

The project's purpose and objective was to create a comprehensive plan to preserve and revitalize the Upper Kuskokwim Athabascan language. To complete the objective, project staff visited all four villages to collect and document existing UKA language resources. These resources included storybooks, a junior dictionary, a noun dictionary, a map of place names, school language curricula units for a variety of fluency levels and ages, and various multimedia teaching aides. Project staff then developed a plan to organize and remodel the existing resources into a modern curriculum. The plan sets out a framework of action steps to create the curriculum, including the digitization of existing dictionaries, videotaping and transcribing elders recounting stories, creating a workbook, developing a language immersion camp, and crafting language teaching materials that appeal to all learning

styles. Project staff distributed the completed plan to each of the village partners within the UKA region.

Outcomes and Community Impact

The collection of language resources and subsequent development of the language preservation plan encouraged regional interest in the preservation of the Upper Kuskokwim language and culture. Community members expressed hope that this project is another step towards breaking the cycle of cultural loss.

Project staff now has current and accurate information about the available language resources within the UKA community. With the development of the language preservation plan, a foundation for appropriate curriculum and program development has been successfully built through the work on this project. The plan outlines the prioritized tasks for the Telida Village Council to continue the Upper Kuskokwim language preservation effort.