
DINÉ COLLEGE



Project Title:	Dine' Policy Institute of Dine' College
Award Amount:	\$381,775
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Tribal College

PROJECT SNAPSHOT

- 5 jobs created
- 6 Native American consultants hired
- 5 elders involved
- \$74,200 in resources leveraged
- 6 partnerships formed

BACKGROUND

Originally founded as the Navajo Community College in 1968, Diné⁴ College is the first college established by Native Americans, for Native Americans. Serving the Navajo Nation, its main campus sits in Tsaile, Arizona, but the college also has seven other campuses within Arizona, New Mexico and Utah. Current enrollment is 1,830 students.

Prior to the project, the Navajo Nation lacked baseline demographic data and did not have a centralized location for community members to access data on

critical social and economic issues. In addition, many existing Navajo laws were created by non-Navajos and, as such, are not based on the Diné epistemology.

PURPOSE AND OBJECTIVES

The purpose of the project was to establish the Diné Policy Institute (DPI) as an independent agency within the college. DPI would then develop research tools based on the Diné paradigm, which is a holistic worldview that places contemporary issues within the context of familial, environmental, ethical and economic lenses to evaluate problems using Navajo sensibilities.

The project's first objective was to establish working groups to lead research on multiple policy issues using the Diné paradigm. The groups were comprised of twelve Navajo scholars and twelve ceremonial practitioners. They collected baseline demographic data of the Navajo Nation where none had previously existed using a data survey. DPI then compiled, analyzed and filtered the data by age, education and income, amongst other factors. For the rest of the project, working groups coalesced

⁴ "Diné" is the Navajo word meaning "the people," and is used by the Tribe to refer to itself and the tribal community.

over issues arising from the baseline data and contemporary questions including: intellectual property rights; government reform led by traditional Diné philosophy; and land use. To widen the policy discussion, the working groups and DPI facilitated five regional listening circles, in which the policy issues being studied were publicly presented and discussed. Staff then integrated common themes from the discussions into the findings.

The second objective was to form Memoranda of Agreement (MOA) with at least five institutions of higher learning to assist DPI develop its organizational structure and cooperate on research. DPI partnered with eight universities, or university programs, by the end of the project. Partnerships included Brigham Young University's Public Policy Program, which trained DPI staff on policy analysis methods, and the University of New Mexico, who regularly exchanged policy ideas for new projects.

The third objective was to involve the wider Diné College community with DPI research. Staff and interns delivered seminars and conferences to the college's students and faculty on relevant social and economic development issues. DPI also developed, and will instruct, an accredited course at the college entitled, "Introduction to the Fundamental Laws of the Diné."

The fourth objective was to develop a mentorship program with national universities to collect additional data. Five graduate interns and fifteen undergraduates participated in the project, twelve of whom were Navajo Tribal members. The group produced four research papers on development issues in the Navajo Nation and presented them at a National conference.

Two key objectives were not completed. First, piloting a summer development

institute for elected chapter officials did not occur due to scheduling and planning challenges. DPI also did not create a database of Diné policy specialists, because DPI staff knew the specialists on a personal level, since they worked closely together on a regular basis. However, staff did see the value of such a database and have committed to developing one in the future.

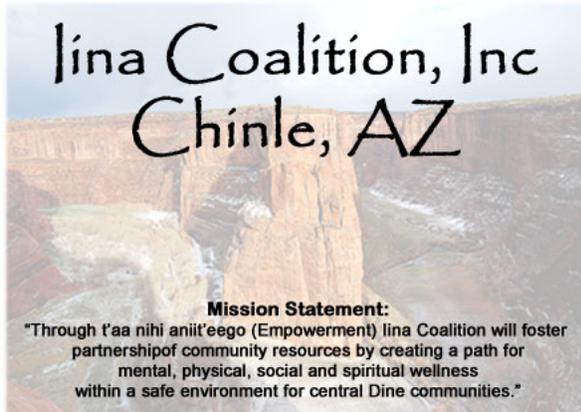
The project's major challenge was its overambitious scope, which led to the incompleteness of some objectives.

OUTCOMES AND COMMUNITY IMPACT

Participating students received credit for their internships with the DPI while learning alongside experts in the Diné paradigm. Elders were able to identify with, and contribute to, modern policy discussions because they are being framed in the traditional Diné context. The project has reinforced their traditional positions as holders of knowledge and wisdom within the community.

The project also helped DPI hone its strategic goal to produce well-reasoned, quality policy research that ensures the Diné paradigm is followed. Robert Yazzi, the Project Director, shared, "I now have a new way to use Navajo thinking to answer current legal questions."

To continue project benefits, the Diné College will provide funding for DPI salaries. In addition, DPI is implementing an Environmental Protection Agency project in collaboration with the Diné Environmental Institute and the Navajo Nation of Governance.

IINÁ COALITION


Project Title:	Iiná Coalition Sustainability Project (T'áá Nihí Ániti'teego)
Award Amount:	\$173,092
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 1 job created
- 2 Native American consultants hired
- 1 youth involved
- \$22,451 in resources leveraged
- 29 individuals trained
- 7 partnerships formed

BACKGROUND

Founded in 1999, the Iiná Coalition, Inc. is a nonprofit organization headquartered in Chinle, Arizona. The Coalition coordinates project planning, programs and services to promote the health and wellness of the communities in the central Navajo region.

The annual per capita income of tribal members served by the Coalition is roughly \$5,500, compared to \$20,000 for the U.S. overall, according to the 2000 U.S. Census. Approximately 13% of the community is unemployed and only about 40% of the adult population is in the labor force, compared to 76% in the U.S.

PURPOSE AND OBJECTIVES

The purpose of this project was to strengthen the Iiná Coalition's organizational capacity through strategic planning and the establishment of a grants resource center.

The first objective was to develop a five-year strategic plan to strengthen the Iiná Coalition's organizational, administrative and leadership capacity. Staff conducted a needs assessment with ten community organizations to establish community development projects, organizational needs, and interest in collaborating with the Coalition. Staff planned to use the findings to direct the development of the strategic plan. The Coalition began drafting the five-year strategic plan, but did not finalize it by the end of the project due to a late start and challenges with Board agreement on the Coalition's strategic direction. Staff also reported that results from the community assessment were only partially utilized while formulating the strategic plan. The Coalition also planned to develop focused action plans to facilitate the implementation of the overall strategic plan. Staff created a

strategic goal outline to serve as the action plan.

Objective two was to establish a Coalition-managed community grants resource center to enhance the capacity of local community organizations by offering training and technical assistance to 70 community members. Although the resource center was not fully developed, staff did deliver 12 group trainings to 29 individuals on nonprofit organization roles, human resource development, case management and grants management, as well as media planning and fundraising. The Coalition provided the workshops through a partnership with a local college's resource center. The Coalition also provided access to its computers for interested community organizations.

The third objective was to develop an internship program to place at least five students of health professions with local community organizations. Although the Coalition originally planned to place all interns with health-focused organizations, the placements were ultimately located at local Navajo governmental chapters. Staff placed eight interns by the end of the project and an additional four were scheduled to begin in November, 2008. The first group of interns lived in the community for one month. During this time they developed an emergency preparedness plan for the Chinle Agency and shadowed various local health professionals.

The Coalition faced a series of challenges while implementing this project. The project director was hired three months late and was unable to attend ANA's grant management training, causing delays in Year 1 project activities and reporting challenges. In addition, the Coalition's Board experienced frequent turnover and had difficulty achieving a quorum to

approve critical project objectives, such as the strategic plan.

OUTCOMES AND COMMUNITY IMPACT

Six of the eight interns placed during the project were non-native. The experience of living temporarily on a reservation and seeing common challenges facing the Navajo Nation expanded their cultural knowledge base. In addition, all interns learned job skills while developing the emergency preparedness manual and shadowing community health professionals.

The project director gained grants management and community development skills during the project. Furthermore, even though the Coalition's Board was unable to approve the strategic plan on schedule, the project provided a valuable forum, and time, to conduct discussions on the organization's strategic direction.

To maintain momentum, the Coalition planned to attract at least \$50,000 by the end of the project to sustain activities for at least one year. Staff received \$12,400 in grant funding to assist with programmatic expenses, but did not secure sufficient funds to continue full operations and, as a result, was forced to scale back some services.

MOENKOPI DEVELOPERS CORPORATION



Project Title:	Capacity and Management Building for UVM Water Utility Authority
Award Amount:	\$451,768
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2008
Grantee Type:	Tribal Nonprofit

PROJECT SNAPSHOT

- 6 jobs created
- 15 elders involved
- 2 youth involved
- \$240,300 in resources leveraged
- 5 individuals trained
- 15 partnerships formed
- 5 governance codes/ordinances developed
- 5 governance codes/ordinances implemented

BACKGROUND

Located across highway 160 from Tuba City in northern Arizona, the Upper Village of Moenkopi (UVM) is one of twelve Hopi tribal villages. Poverty is a significant concern in UVM, as highlighted by a tribal study conducted in 2002 that found a 54% poverty rate and average annual household income of \$18,621 in the community.

To create local jobs and promote social and economic self-sufficiency for UVM, the Hopi Tribe established the Moenkopi Developers Corporation (MDC) in 1981. As

the economic development arm of the village, MDC assists in the expansion of UVM infrastructure. In 2007, MDC constructed a \$5.3 million, environmentally-friendly, wastewater treatment plant (WWTP) to accommodate future growth and economic development. Without the WWTP, new development would not be possible due to the lack of alternative wastewater treatment facilities for UVM.

PURPOSE AND OBJECTIVES

The purpose of this project was to create the legal, administrative, and staffing infrastructure to launch the Moenkopi Utility Authority (MUA). The MUA would then be able to manage UVM's newly constructed WWTP and other planned infrastructure developments.

The project's first objective was to create the MUA's administrative system. MDC staff developed an organizational structure for the MUA, published and distributed strategic and sustainability plans and created operating policies and procedures for public review. The key to ensure the viability of these achievements was to have them ratified by the Hopi Tribal Council. After a series of delays, the Council ratified the

board structure and policies and procedures in September, 2008.

The second objective was to hire and train MUA staff to manage and operate the WWTP. Utilizing a jury-style interview committee to mitigate perceived or actual conflicts of interest, all six proposed staff positions were filled and individual training plans were developed to determine training needs of the new employees. Employees received training in safe drinking water principles; pump operation and maintenance; wastewater collection and treatment; cross connection and backflow prevention; lab analysis; and wastewater activated sludge. Due to the complexity of the training required to manage the WWTP, staff training is ongoing and will continue over the next several years.

Environmental training and certification was still occurring at the end of the project. In the interim, the MUA is meeting all Environmental Protection Agency requirements with assistance from wastewater consultants. To ensure that the plant is staffed consistently with qualified operators, the MUA also focuses on cross training its staff.

Objective three was to create the foundational MUA empowerment ordinances. Staff created policies for finance, property management, personnel and procurement. The UVM government approved all policies and passed a resolution empowering the MUA to oversee village infrastructure. The major challenge faced by the project was the Tribal Council's ratification of the MUA Board of Directors and approval of the policies and procedures in a timely manner. This challenge was ultimately overcome and the Tribal Council ratified all critical ordinances by the end of the project.

OUTCOMES AND COMMUNITY IMPACT

UVM residents have a new sanitation system, which for the first time is managed by an organization from within the community. The village no longer needs to rely on a treatment system from a neighboring city. Local farmers and ranchers can also utilize the treated wastewater for agricultural irrigation and cattle. For tribal elders, the benefits of indoor plumbing are significant.

The WWTP has already positively impacted UVM by facilitating the construction of a gas station and travel center, which created eighteen new jobs in the community. MUA's increased capacity to manage the WWTP will indirectly help the community sustain these new jobs. The MUA is now pursuing the development of a reverse osmosis drinking water system and is conducting a review of the status of water and sewer lines which have been in place since the 1950's.

With the MUA in place, the Upper Village of Moenkopi can now pursue economic development projects that have waited years for completion. New plans include the construction of a cultural interpretive center, hotel and conference center.

To sustain services at the WWTP, MUA developed a fee-for-service business plan that will be implemented in stages to fund operation costs. In addition, the UVM has agreed to fund staff costs up to \$117,000 per annum while the MUA develops a resource base.

"We have become the model village in the development arena, and this project helped us get there."

Dr. Daniel Honanhi, President / CEO
Moenkopi Developers Corporation

SAN CARLOS APACHE TRIBE



Project Title:	San Carlos Apache Indian Reservation
Award Amount:	\$77,778
Type of Grant:	Language
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 1 Native American consultant hired
- 55 elders involved
- 40 youth involved
- \$4,334 in resources leveraged
- 20 individuals trained
- 11 partnerships formed

BACKGROUND

The San Carlos Apache Tribe was formally established in 1934 as a result of the Indian Reorganization Act. The reservation is located in the east central portion of the state of Arizona, 110 miles from Phoenix and Tucson, encompassing approximately 1.8 million acres. There are roughly 13,000 enrolled tribal members.

Under previous ANA funding, the Tribe conducted a reservation-wide Apache language assessment and strengths, weaknesses, opportunities and threats (SWOT) analysis. The resulting data clearly demonstrated that at the present rate of decline, unless specific strategies or actions are identified and implemented in the near

future, the San Carlos Apache language is only a few generations from extinction.

PURPOSE AND OBJECTIVES

The purpose of the project was to develop a comprehensive Strategic Language Preservation Plan (SLPP).

The project's sole objective was to create the SLPP based on the results of the survey and SWOT analysis. The objective included a target of involving a minimum of 50 tribal elders and 100% of the local public and private schools in the document's development. The project coordinator presented the language assessment survey findings and sought feedback regarding ideas for the contents of the SLPP during numerous meetings throughout the project. These sessions occurred at local schools in Globe, Miami and San Carlos; adult community centers; public meetings; district meetings; monthly elders meetings; and clan reunions. Meetings at the schools included both students and teachers. Approximately 60 elders were actively involved in these planning and feedback sessions, and 200 were present at the meetings over the course of the project.

Project staff collaborated with a university consultant to review the data from the

SWOT analysis to establish priorities and a process for improvements in language use and practices. The project coordinator created a draft SLPP utilizing information and feedback gathered during the community meetings. The draft was then distributed to all stakeholders and the community for their review and input. After collecting input from the language department, elders, youth, university consultant and committee members, the project staff will revise the SLPP for a final presentation to the tribal council.

The SLPP identified two main priorities for establishing a language program: 1) creating English-free zones in the community; and 2) creating non-threatening environments for Apache learners. In order to address these priorities, the plan includes four strategies for language preservation. The first strategy focuses on immersion, and calls for the Tribe to make language classes available to all tribal members, develop family language classes, hold summer immersion camps, and begin early learning language nests. The second priority identified in the SLPP is curriculum development, including a community-wide curriculum as well as a school syllabus. The document listed media resources as another priority, with the goal of ensuring the availability of language learning materials for all tribal members including radio shows, web-based language lessons, digital recordings, and the use of MP3 players. The fourth priority is archiving, to include recordings of tribal elders speaking Apache and the preservation of cultural items in a cultural center.

The project encountered some challenges during implementation that resulted in a three-month extension to complete all activities. Late hiring of the project coordinator caused a delay in initiating activities. The coordinator also halted work due to personal leave. Finally, it was

difficult to schedule meetings and events as there were conflicts with other tribal activities.

OUTCOMES AND COMMUNITY IMPACT

This project increased awareness in the community regarding the need for language preservation and revitalization. Elders became more cognizant of the extent of language loss, and those who were previously more involved in preservation activities now realize revitalization is equally important for the health of the language.

Tribal youth discovered the lack of language use outside of the academic environment and expressed their desire to bring language into the home and day-to-day interactions.

Adults now show increased interest in learning to speak as well as read and write Apache in order to become fluent. Tribal members understand they are rapidly losing the majority of current fluent speakers, as they are mostly over 80, and are reacting to this reality.

The development of the SLPP provides the Tribe's language department with a roadmap for the future. Department staff can now begin to implement specific language projects to benefit the community and revitalize the Apache language on the reservation.

“The language is your identity. It gives you self-esteem.”

Joyce Johnson,
Project Coordinator

WHITE MOUNTAIN APACHE HOUSING AUTHORITY



Project Title:	White Mountain Apache Tribe Boys and Girls Club Start-up Project
Award Amount:	\$598,500
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Tribal Nonprofit

PROJECT SNAPSHOT

- 5 jobs created
- 42 elders involved
- 225 youth involved
- \$1,674 in revenue generated
- \$571,770 in resources leveraged
- 6 individuals trained
- 27 partnerships formed

BACKGROUND

The Fort Apache Indian Reservation, home of the White Mountain Apache Tribe, is located in northeastern Arizona in portions of Navajo, Apache, and Gila counties. There are currently 13,500 enrolled members of the Tribe, with approximately 54% under the age of 25. The community faces many challenges, one of the foremost being the 50% truancy rate of the predominately Apache student body of the Whiteriver Unified School District. Student performance and participation by White Mountain Apache youth is far below the national average: 53% finish high school; 15% attend college; 6% graduate from college; and 3% attend graduate school.

To address this problem, community members requested increased services and activities for youth including after-school and summer activities, play grounds, educational and training programs, and sports activities. A team from the Housing Authority began researching how other Native communities addressed the needs of their youth and learned that in many cases, a successful youth program involved the Boys and Girls Club of America (BGCA).

PURPOSE AND OBJECTIVES

The purpose of this project was to establish a Boys and Girls Club Unit for the White Mountain Apache Tribe.

The project's first objective was to complete minor renovations and furnish the building intended to host the club, and to develop a security plan for the building. Minor renovations included resurfacing the floor, laying down new carpet, installing new lights, and painting. Project staff completed all renovations with the help of local contractors by the spring of 2006. In addition to the repairs, the club staff applied for and received a grant to install a computer lab in the building. Over the course of the project, numerous organizations and

individuals donated equipment and materials to the club, as reflected in the large amount of dollars leveraged during the project. The Housing Authority security crew began including the club building in their rotations in February 2006, and there is a new security alarm system in the building.

The project's second objective was to open the club for ten months a year, five days a week and have a membership of at least 100 tribal youth. The club opened its doors in early April 2006, and was officially chartered by BGCA in mid-December of that year. It is open twelve months a year and had a membership of 178 in its first year. Throughout the project, staff recruited individuals to serve on an advisory board in order to develop the club's by-laws, strategic plan, and action plan in accordance to BGCA's requirements. Project staff also established a youth advisory board consisting of club members who provide feedback and input regarding the club's activities.

The project's third objective was to have a full schedule of programs available to members by the end of the first year and to expand the program by the close of the project. Three programs began in the first year, and five additional programs were added the second year. These programs are in accordance with BGCA and include: Skills Mastery and Resistance Training (SMART Moves Program), MethSMART, Homework Power Hour, Hooked on Fishing Not on Drugs, Project Career, and Rising Above the Influence.

The project's final objective was to establish at least two club extension units on the reservation. In 2008, two smaller extension clubs opened in the towns of Cibique and McNary, each including a playground and their own schedule of programs. The combined membership of all three clubs during the third project year was 385.

OUTCOMES AND COMMUNITY IMPACT

Tribal youth enrolled at the club benefited from the BGCA programs implemented by the club staff. The after school homework programs increase their reading and math skills, which positively impact overall academic performance. The club provides the children with healthy snacks and sports programs, improving health. Finally, programs, such as MethSMART and Hooked on Fishing Not on Drugs, cultivate life and decision-making skills. The activities also reduce peer pressure and help improve children's relationships with their parents.

The parents of club members now have an increased awareness of drug abuse and other challenges their children face. They are thankful the club provides a safe environment and healthy activities for tribal youth.

Club staff found the training they received from BGCA very beneficial as it increased their experience and skills. The staff also has more experience managing grants.

The Boys and Girls Club and its extension units in Cibique and McNary will continue offering and expanding their programs with full funding from BGCA. Membership continues to increase as the popularity of the programs grows.

"I wanted to make a difference in my community. I wanted to focus on kids and have programs out there for them."

LeAnn Mallow, Unit Director