
EUCHEE TRIBE OF INDIANS



Project Title:	Euchee History Project
Award Amount:	\$248,426
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2009 – Sept. 2011
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 full-time equivalent jobs created
- 13 elders involved
- \$10,531 in resources leveraged
- 3 individuals trained
- 3 partnerships formed

BACKGROUND

With a population of approximately 2,400, the non-federally recognized Euchee Tribe of Indians resides predominantly in Sapulpa and the greater Tulsa area of Oklahoma. In the early 19th century the tribe was forcibly relocated from its original homeland in Tennessee, Georgia, and Alabama to what is now northeastern Oklahoma.

Prior to this project, there was no official, consolidated, written history of the Euchee Tribe. Based on the results of a 2008 survey conducted as part of a previous ANA project, developing an official written history of the tribe ranks as one of tribal members' top priorities.

PURPOSE AND OBJECTIVES

The purpose of this project was to create an official written history of the Euchee Tribe.

The first objective was to conduct historical research and prepare a tribal history outline and initiate plans for conducting a tribal history symposium. Project staff consolidated existing historical documents, gathered previous research on tribal history, and utilized available bibliographies to locate additional historical material and documentation. As available materials were identified, project staff added each item to a history document resource list; the list functioned as a database which contained document names, dates published, number of pages, and dates obtained for all source materials. Project staff also traveled to the National Archives and the Smithsonian Institution to research gaps in knowledge.

Additionally, project staff conducted and transcribed interviews with 13 tribal elders to incorporate oral history into the outline. Staff produced an outline divided into three parts: pre-contact to 1828; 1828 to 1907; and 1907 to present. Staff also developed a plan for a tribal history symposium.

The second objective was to conduct the tribal history symposium and obtain any additional documentation necessary to expand the historical outline into an official

tribal history document. Staff hosted the two-day tribal history symposium on October 8th and 9th at the Creek County Fair Grounds. Guest presenters included anthropology and history professors, authors, ethnographers, curators, and historians. A total of 82 tribal and community members attended over the two-day period. According to project staff, the symposium was positively received and attendees found it highly informative.

Project staff successfully obtained more historical documentation than originally anticipated. Consequently, project staff completed part one of the tribal history, but due to time constraints, were only able to complete a rough draft of parts two and three by the end of the project. Project staff members, who will still be employed by the tribe after the ANA project ends, are undeterred and have plans to complete the tribal history document by early 2012.

OUTCOMES AND COMMUNITY IMPACT

The tribe as a whole will benefit from this project, particularly once the official written Euchee history document is complete. The tribe plans to print and sell the document as a book, and make it available for free on the tribe's Web site. Euchee's Chairman, Mr. Andrew Skeeter, stated the written history will help tribal members have a better understanding of where they come from. This knowledge will in turn strengthen pride in tribal identity, as evidenced by feedback received from the tribal history symposium.

Furthermore, an official written history will make the tribe a more formally acknowledged entity and will help in application for federal recognition. Additionally, plans are currently being developed to use the document as a text for high school curriculums.

The 13 tribal elders interviewed for oral histories of the tribe had the opportunity to share many decades' worth of knowledge; this experience was deeply meaningful for them, and increased pride in tribal identity.

In pursuit of historical documentation and materials, project staff formed three new partnerships during the project. Partners included the Bartlett-Carnegie library in Sapulpa, the Oklahoma State Department of Libraries, and the history department and museum staff of Oklahoma/Indiana University. These relationships will provide access to valuable resources and expansive bodies of knowledge moving forward.

Lastly, the greater Sapulpa community will benefit from this project by enhanced knowledge of tribal customs and history, creating a deeper sense of appreciation and understanding of cultural diversity.

“Previous efforts had always been informal, often with a focus on the researcher’s own family. This was the first time that we’ve undertaken a professional approach with formally educated researchers, so the product will be far more comprehensive.”

Chairman Andrew Skeeter,
Project Director

MIAMI TRIBE OF OKLAHOMA



Project Title:	Marriage Matters
Award Amount:	\$756,146
Type of Grant:	SEDS - Strengthening Families
Project Period:	Sept. 2008 – Sept. 2011
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 4 full-time equivalent jobs created
- 1 Native American consultant hired
- 292 elders involved
- 416 youth involved
- \$233,792 in resources leveraged
- 262 individuals trained
- 36 partnerships formed

BACKGROUND

The Miami Tribe is located in northeastern Oklahoma, where it moved to allotted lands in 1794. Today, the tribe maintains its offices and programs on 5.5 acres of trust land inside the city limits of Miami, in Ottawa County, Oklahoma. The tribe has over 3,800 enrolled members, and its 50-mile service radius covers 18 counties in Oklahoma, Kansas, Missouri, and Arkansas.

According to the Oklahoma Marriage Initiative, a statewide public/private partnership, from 2001 to 2007 Ottawa County residents had very limited access to marriage education services such as relationship counseling, which prior to this project only existed for divorced couples. Data also showed a decrease in marriage

rates within the county, and ranked Oklahoma as having one of the highest divorce rates in the nation. The Miami Tribe of Oklahoma lacked the necessary resources to provide education and public awareness to its young adults, individuals, and couples in a culturally significant, community-driven way.

PURPOSE AND OBJECTIVES

The purpose of this project was to strengthen families, improve child well-being, and remove barriers to healthy relationships in Miami's Native American communities by raising public awareness and offering educational opportunities on healthy relationship skills. The first objective was to provide a total of 60 workshops and 12 retreats on pre-marital education, marriage education, and healthy relationship skills for youth, adults, and couples. The project director hired two consultants, a Miami tribal member and her husband, who run a program called Motive Matters that is based on the book *The People Code* by Dr. Taylor Hartman. The program utilizes a personality test to identify the innate motives that drive people and their behavior. The consultants are certified to teach Dr. Hartman's method, which focuses on building stronger and more meaningful

relationships through increased understanding and communication. The consultants conducted 20 workshops and four retreats each year, serving a total of 2,438 participants through 72 sessions. Workshops and retreats were formatted to address different groups, including churches, schools, businesses, and tribal employees, and were open to pre-marital couples, married couples, or individuals. All tribal staff members, as mandated by the Chief, and most of the city's public school teachers attended a workshop, so over 250 people received professional development training, in addition to 756 couples who received pre-marital and marital education. Project staff collected surveys from participants at each event; 2,152 participants, or 88 percent of the total, stated they increased their skills and knowledge on the value of healthy relationships, and expressed an improved quality of life as a result of a greater ability to understand themselves and others.

The second objective was to provide public advertising campaigns on the value of healthy marriage, parental involvement, and responsible fatherhood. Project staff worked with the consultants to design a total of 18 billboards that were put up throughout the tribe's service radius. The project director secured partnerships with 16 radio stations that ran a total of 135 commercial spots per month, and three local television stations that ran 363 advertisements each month. Project staff evaluated the advertising's reach, and in year three found that 50 people stated in a survey they were exposed to the advertisements. Staff members also asked people who called the program how they heard about it, and found that most learned about the project through billboards and radio commercials. Project staff also used a Motive Matters DVD and brochure to promote the program, which they mailed to all tribal households and distributed at tribal gatherings.

OUTCOMES AND COMMUNITY IMPACT

Project staff reported seeing a great deal of positive change as a result of the workshops, and the consultants will continue donating their time and funds to conduct them throughout the service area. The project director stated there is no doubt the project has had an impact on many families and children in the community, particularly because most people that participated could not afford to pay for such services through a counselor or therapist.

Participants stated that the workshops provide a common language of human insight for couples to better understand themselves and each other. In addition to many couples reporting saved relationships and stronger families, tribal staff members also experienced improved work relationships as a result of gaining a better understanding of their colleagues through the training. Furthermore, the town of Joplin, which was devastated by a 2011 tornado, is only 30 miles from Miami, so many participants who had been severely affected by the disaster found healing and a sense of community through their experience in the workshops.

This project has greatly increased the available services for marriage and relationship skills training in northeastern Oklahoma, and throughout nearby communities in Missouri, Kansas, and Arkansas. The Motive Matters workshops have provided an accessible and effective education option for tribal and community members, empowering participants to choose to have better marriages, stronger families, and healthier work and personal relationships.

"Our 8-hour workshops are equivalent to a year's worth of therapy; they build tremendous self-awareness."

Van Benson, Owner of Motive Matters

MODOC TRIBE OF OKLAHOMA



Project Title:	Modoc Tribe: Rebuilding with Technology
Award Amount:	\$519,442
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2008 – June 2011
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 full-time equivalent jobs created
- 4 Native American consultants hired
- 100 elders involved
- 750 youth involved
- \$76,819 in resources leveraged
- 54 individuals trained
- 6 partnerships formed

BACKGROUND

The Modoc Tribe of Oklahoma is a federally recognized tribe headquartered in Miami, Oklahoma with approximately 200 enrolled members. The ancestral home of the Modoc ran along what is now the California-Oregon border, but in 1874 relocation policies moved the tribe to 4,000 acres in the northeast corner of Oklahoma. The Modoc tribal jurisdiction lands are now located in Ottawa County, which is home to 10 federally recognized tribes.

A devastating flood in 2007 destroyed the tribe's administrative offices, leaving all full-time staff members working in substandard conditions. In addition, the tribe faced many challenges with technology, including unstable computers and networks,

incompatible versions of office productivity software, a fragmented Web and email system, and very little technological training. This lack of infrastructure presented a large obstacle to creating an efficient information technology (IT) management system within the tribal administration.

PURPOSE AND OBJECTIVES

The goal of this project was to update the tribe's technological capabilities and establish an IT department in conjunction with the building of a new tribal headquarters.

The first objective was to utilize expert consultants to develop a two-year technology plan, which would examine the tribe's assets, document the results, and give specific direction for implementation of the project. Rather than hiring consultants, project staff were able to use their own expertise to create a record of the tribe's existing technological inventory, and update maintenance procedures and protocols. The plan not only provided specifications and cost estimates for new equipment, but also created an IT management team composed of the project director and the tribe's network administrator.

The second objective was to initiate implementation of the technology plan by purchasing computers and installing equipment at the new tribal headquarters, and establishing a network with backup and anti-virus systems. This objective also included the creation of a financial plan to provide ongoing funding for the tribe's technology needs. The IT management team was able to replace 100 percent of the tribe's existing equipment, but the biggest challenge in this project was the delay of construction on the new office complex. At the time the project ended, no work had begun on the new offices due to difficulties with FEMA requirements. With the help of ANA technical assistance, the project director was able to locate an alternative space for project activities, however it is not permanent and all hardware will need to be moved once the new buildings are available. Another major challenge was establishing the tribal-wide network, which has not been implemented because the cost of the necessary fiber optics was significantly underestimated in the project proposal.

Despite these challenges, the team did purchase and install 70 new computers, complete with the necessary software, operating systems and anti-virus protection. They also trained all staff on how to use the new equipment and programs, and implemented protocols such as a standard work order form. Furthermore, there is now IT funding included in the tribe's overall budget and within each department to continue developing the tribe's technological capacity.

The third objective was to initiate conversion of the old administration building into a video training center, which would house a computer lab and a fully integrated, multi-media enhanced classroom with capabilities for two-way live interactive video. Although the center could not be

housed in the old administrative building as planned, project staff did find a temporary alternative space. The video training center houses 20 desktop computers with standard software and wireless internet, a video screen, projector, speakers, and an instructor laptop. Six of the ten area tribes have used the center, and the Modoc Tribe has conducted five video training sessions there.

OUTCOMES AND COMMUNITY IMPACT

Despite the major delay in constructing the new administrative offices, the IT team has been able to successfully maximize productivity and communication among tribal employees. They have overhauled the tribe's entire IT system, and the creation of an IT department has streamlined all technology policies and procedures. The problems of unstable computers and a fragmented network have been almost completely resolved, and all software used tribal-wide is now compatible. Printer sharing and wireless networks are in place and consistently maintained, and with the new anti-virus software installed, there is an 85 to 90 percent decrease in machines getting viruses.

Interdepartmental communication has improved greatly due to better technology and new equipment, and all tribal staff members have benefitted from learning more about how other departments function, as well as how to use the new technology and troubleshoot common issues.

In addition, members of area tribes, city workers, students, and professionals who have used the video training center have gained a high-technology space for training and learning. The center is open to the general public as well as the native community, so even individuals who are unaffiliated with a school or organization will have access to the technology there.

OTTAWA TRIBE OF OKLAHOMA



Project Title:	Adawe Elder Project
Award Amount:	\$148,194
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2010 – Sept. 2011
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 full-time equivalent job created
- 4 Native American consultants hired
- 25 elders involved
- 150 youth involved
- \$600 in resources leveraged
- 22 partnerships formed
- \$100 in income generated

BACKGROUND

Located in Miami, Oklahoma, the federally recognized Ottawa Tribe of Oklahoma has 2,536 enrolled members. Enrolled tribal members who are 55 or older are eligible for nutritional and support services from the tribe's Title VI program through HHS's Administration on Aging. The Adawe Community Center in Miami houses the Ottawa Tribe's Title VI program, and is a gathering place for tribal functions. The center is also available to other tribes in the area, including the Wyandotte, Peoria, Modoc, Miami, Eastern Shawnee, Seneca-Cayuga, Quapaw, and Cherokee.

At the beginning of this project, 321 elders were enrolled in the Ottawa Tribe's Title VI program. However, the community center

had inadequate kitchen capacity to provide the necessary nutritional services, and lacked opportunities for culturally-relevant social activities. Through public meetings, community members expressed a strong desire for additional activities for elders, such as cultural education, arts and crafts, health sessions, gardening, and computer training.

PURPOSE AND OBJECTIVES

The purpose of this project was to renovate the Adawe Community Center to serve a larger population of elders with increased nutritional services and social activities. The first objective was to increase the delivery of nutritional services by 50 percent by renovating the kitchen and service space. To accomplish this, the project director, who also runs the community center, purchased new equipment and hired contractors to expand and improve the center's kitchen facilities. The updated kitchen features a larger stove and oven, increased freezer and cooler space, additional storage, and a greater variety of utensils. As a result, community center staff increased the number of meals served daily by nearly 60 percent, from 145 to 230; they also expanded the lunch hours to serve more meals at the center. Additionally, project

funds purchased a van enabling staff to deliver about 30 meals daily to homebound elders. Enrollment in the tribe's Title VI program grew by 88 percent during the project period, reaching 604 elders.

The second objective was to develop a comprehensive program to provide social, cultural, and physical activities for elders. In addition to an expanded kitchen, the renovations resulted in more space for activities as well. The Adawe Community Center is open to the general community on weekdays, and now hosts weekly activities, including beading, gourd decorating, and computer training classes. The center also began offering gardening and cooking classes as regular activities, in addition to special events such as Wii bowling tournaments, sock hop dances, and holiday parties. The activities are open to all community members, and many youth participate in the holiday gatherings and special events. To offer more opportunities for physical activity, the tribe installed a fitness center in the administrative building located near the center, which is free for elders to use. The director creates and distributes a monthly calendar of events to inform the community about what is going on at the center, including weekly activities, special events, and the menu for each day's meal. This has helped to publicize the center's new offerings and draw more elders to the program.

OUTCOMES AND COMMUNITY IMPACT

Project Director Debbie Hopkins stated, "Purchasing the new kitchen equipment has helped us to greater serve our elders on a daily basis." The staff is able to supply nutritious meals in a more efficient manner, thereby providing better service to a larger section of the community. Many of the

elders who receive meals comment on how much they like coming to the center because it has a warm atmosphere, the food is excellent, and the staff is very friendly. Participation in the center's programs has increased as more elders hear about them, and project staff believe this trend will continue. According to Ms. Hopkins, other directors of tribal Title VI programs in the area have commented that the Adawe Community Center has become a model for other tribes. Despite limited parking and dining room space, the center continues to offer elders a friendly place to gather, socialize, read the newspaper, learn new skills, exercise, and pursue hobbies.

Through this project, the Adawe Community Center has enhanced tribal self-sufficiency and established a foundation for continuing services and benefits to the Ottawa Tribe and local community. The center's director has built a strong network of partnerships that will allow activities to continue beyond the project's end. New partners include King Louie Industries, which donates fabric for an intergenerational shawl-making class, and Legacy Hospice, which comes in weekly to do blood-pressure checks, hand waxing, and nutrition bingo. Existing partners, like National Relief Charities, have also pledged to continue supplying various goods for ongoing activities, including seeds for gardening, craft materials, and health and beauty products. In addition to improving its own capacity, the Ottawa Tribe also increased cooperation with other local tribes. This cooperation allowed them to provide all elders with access to a range of fun and healthy activities that offer nutritional, cultural, social, and physical benefits.

TONKAWA TRIBE OF INDIANS OF OKLAHOMA



Project Title:	Tonkawa Tribal Administrative Process Update Project
Award Amount:	\$98,176
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2010 – Sept. 2011
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 full-time equivalent job created
- 2 elders involved
- \$15,551 in resources leveraged
- 2 individuals trained
- 6 partnerships formed
- 5 governance codes/policies and procedures developed

BACKGROUND

With 598 enrolled members, the federally recognized Tonkawa Tribe of Oklahoma is located in Kay County. The Tonkawa Business Committee (also known as the Tribal Committee) is the tribe's governing body, comprised of three members who are elected by the Tribal Council. The Council consists of all tribal members 18 years of age and older. The Tribal Committee's central duty is to provide essential government services to its constituents; it is the primary decision making body for governmental, financial, and legal purposes. Prior to this project, many components of the tribe's administrative policies and procedures were outdated or overly limited,

resulting in inefficiencies in numerous tribal departments.

PURPOSE AND OBJECTIVES

The purpose of this project was to improve tribal administrative processes by revising and implementing an updated set of policies and procedures in the following five areas: personnel, property, procurement, contracts and grants, and code of conduct. The first objective was to draft updated policies, and the second objective was to vet the policies through an attorney and approve and implement the policies. Early in the project period, Project Coordinator David Hockenbury attended a training hosted by the Falmouth Institute on assessing and providing administrative policies and procedures. At this training, Mr. Hockenbury was able to collect sample policies from neighboring tribes, including Ponca, Kaw Nation, Seneca Cayuga, and White Mountain Apache. He then compared the samples with Tonkawa's existing policies to highlight where potential changes would be most beneficial. He identified areas to be addressed in the tribe's existing codes, including a lack of policies relating to

overtime and compensation time for staff, insufficient personnel position descriptions, and outdated policies that did not accurately describe how the tribal administration functions.

An important component of the personnel policies was to create a new salary scale for tribal employees. Project staff hired a consultant to research other tribes' pay scales and create a similar framework. Project staff chose specific figures within the framework in consultation with other tribal staff members, including the executive director. As Mr. Hockenbury made revisions and updates, he also continuously obtained community and employee input through community meetings, emails, and an "open-door" policy at his office. Project staff completed policy drafts in all five policy areas. The tribe's executive director and procurement officer reviewed the drafts, made revisions, and readied the policies for review by an attorney.

Staff had planned to have Tonkawa's tribal prosecutor vet the updated policies and procedures, and close any potential loopholes. However, the incumbent tribal prosecutor's contract was not renewed, and the tribe hired a new prosecutor who did not have the expertise necessary to complete this task. Consequently, the tribe hired Shield Law group, which specializes in serving tribes and native nonprofits, to perform this function. Unfortunately, the project team felt the revisions made by Shield were too extensive and changed the content of the policies. According to project staff, the disagreement between Shield and the tribe resulted in a communication breakdown which had not been resolved by the end of the project period. Without being legally vetted, the updated policies could not be approved or implemented by the Tribal Committee.

OUTCOMES AND COMMUNITY IMPACT

Although the updated policies have yet to be officially approved and implemented, many informal changes have already resulted in benefits for the tribe, its members, and its employees. For example, this project highlighted the need to provide more training to tribal employees on existing policies; training has been adopted in many departments and has enabled employees to perform their jobs more efficiently and effectively. Tribal employees gained a better understanding of existing policies and procedures, including some personnel policies that pertain specifically to their jobs and departments. As a result, many tribal departments currently are running more smoothly, including social services, education, general welfare, housing, and the tribal court system. In turn, service delivery to tribal members has improved.

Many tribal members provided input on the policies and procedures, which resulted in members feeling a sense of inclusion in the direction of the tribe. Moving forward, project staff are planning to use tribal funds to hire a different attorney to vet the updated policies, and are confident they will gain official approval from the Tribal Committee and be implemented shortly thereafter.

"Although the updated policies haven't been formally approved, we've already seen significant improvements in many tribal departments."

David Hockenbury, Project Director

UNITED KEETOOWAH BAND OF CHEROKEE INDIANS IN OKLAHOMA



Project Title:	UKB Governance Project
Award Amount:	\$153,455
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2010 – Sept. 2011
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 full-time equivalent jobs created
- 3 elders involved
- \$13,022 in resources leveraged
- 18 individuals trained
- 2 partnerships formed
- 1 governance code/ordinance developed
- 1 governance code/ordinance implemented

BACKGROUND

The United Keetoowah Band of Cherokee Indians in Oklahoma (UKB) is based in Tahlequah, with 12,526 members dispersed through nine districts and 14 counties in northeastern Oklahoma. UKB's tribal codes contain all of the tribe's laws, policies, procedures, ordinances, and resolutions. Maintaining current codes that are accessible by tribal members is an important component of tribal sovereignty; however the last time UKB's codes were updated was in 1991. Many have since become outdated, and they never have been accessible electronically. Because they existed only in paper form, the codes have not been readily accessible to members, and have been

vulnerable to a number of physical threats, including water damage, fire, and decay. Moreover, the tribe did not have equipment to electronically preserve official tribal documents, nor did it have a structured records management system or policies in place for making updates to the codes.

PURPOSE AND OBJECTIVES

The purpose and sole objective of the project was to comprehensively update the tribal codes and make them readily accessible to tribal members via an electronic archive. To determine which codes needed revisions, project staff consolidated tribal resolutions and codes that corresponded with one another, and then reconciled disparities by updating the appropriate codes to reflect more recent resolutions. In order to establish a digital archive, project staff purchased and installed two scanners and a server; scanned and stored all relevant documents on the server using Laserfiche software; and used Tribal Assistance Management (TAM) software to organize the archived files and information. During the scanning period, project staff arranged for Laserfiche and TAM training for all relevant staff members in various tribal departments. Additionally, the project

director created formal procedures for a new records management system, and created training for tribal employees on the implementation and use of this system. By the end of the project, staff trained all tribal employees to coincide with widespread adoption of the new records management system across various tribal administration departments. Staff also created a disaster preparedness plan for the codes. The plan delineates procedures for records preservation and keeping the codes safe during disasters such as floods or fires.

Staff presented monthly updates on project activities to the Tribal Council, thereby facilitating the Council's timely approval of the updated codes. Staff kept the community informed by presenting progress to tribal members at the tribe's Trust Celebration in June 2011, with over 800 in attendance. This gave members a chance to ask questions and learn more about the project's significance. According to staff, the project was supported strongly by the community.

By the end of the project period, staff had reconciled all resolutions with the relevant codes, and the codes were fully consolidated, updated and digitally archived. Several significant revisions and updates were made during this process; the Tribal Council formally approved all the updated codes on September 27, 2011.

OUTCOMES AND COMMUNITY IMPACT

One important revision to the tribal codes was the addition of the UKB Crime and Punishment Act, which was created to comply with the federal Tribal Law and Order Act passed by Congress in 2010. Previously, UKB's tribal court could only give a maximum sentence of one year of incarceration, irrespective of the type, degree, or number of criminal offenses committed. Under the new act, the

maximum allowable sentence was increased to 3 years, and sentences can be "stacked" for multiple offenses. For example, if someone assaults four people, he can now receive up to 12 years of incarceration, with four stacked sentences of three years each. Additionally, up to 10 perpetrators can now be incarcerated in federal penitentiaries if tribal facilities are unavailable, and maximum fine amounts were increased from \$5,000 to \$15,000. These changes have resulted in a much stronger tribal court system, thereby increasing the tribe's ability to handle legal and criminal affairs.

Other revisions and updates to the codes resulted in a number of benefits. Updates to the child support code enabled parents who are owed child support to go to UKB's tribal court for enforcement, whereas previously they had to go to state courts, which often resulted in delays. The codes now reflect a Tribal Freedom of Information Act and Tribal Records Act, which allow for public access to documents such as tribal budgets, tribal council meeting minutes, and agendas and schedules of all tribal committee meetings. This allows for a more transparent and inclusive tribal government. Project staff also redrafted the election code to change the voting age from 21 to 18, which will encourage tribal members to get involved in the political process at an earlier age. Guardianship codes were created to protect tribal elders from potential abuse. Lastly, UKB tribal departments now have formal records management processes in place and increased awareness of other departments, hence promoting employee efficiency and coordination between departments.