
CHEROKEE NATION



Project Title:	Cherokee Nation Program of All-Inclusive Care for the Elderly (PACE)
Award Amount:	\$250,000
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 1 business created
- 2 elders involved
- 5 youth involved
- \$11,000 in revenue generated
- \$750,000 in resources leveraged
- 3 individuals trained
- 12 partnerships formed

BACKGROUND

Since 2002, the Cherokee Nation has worked to establish a Program of All-Inclusive Care for the Elderly (PACE) in Tahlequah, so that frail, low income elders in the service area can remain in their homes rather than being placed in elder care institutions. PACE programs are managed care programs reimbursed on a fixed per member per month rate. In return for this fixed payment, a PACE center must provide 100% of the services its members need, including transportation to the PACE facility. Payment comes from Medicare, Medicaid, and occasionally the individual.

Between 2002 and 2007, the Cherokee Nation built the PACE Center; negotiated operating agreements with federal and state authorities; and developed preliminary plans, procedures, and protocols. The Nation provided 14 acres of land and \$1.7 million in seed money to set up the Center, and the first year's operating budget of \$750,000.

PURPOSE AND OBJECTIVES

The purpose of the project was to enable project staff to refine PACE center policies and procedures, conduct staff training, and educate the community about PACE in the tribal service area.

The project's first objective was to create and refine policies and procedures in the areas of governance, administration, clinical quality assurance, privacy, and compliance. Many of these policies and procedures were created with the help of Palmetto Senior Center consultants before the project period, and they were completed and approved by the Cherokee Elder Board and the Oklahoma Health Care Authority (OHCA) one month into the project.

The project's second objective was to enroll the first patient into the PACE program by the project's final month. To complete the objective, administrators hired a Quality Assurance (QA) Coordinator and a Community Education Liaison (CEL), who were to design a quality assurance program and an education campaign to attract patients. In January, the new staff members, along with the center's social worker, received training in multiple PACE-specific topics, geriatric care and marketing. The staff also learned PACE program administration and reporting procedures for the Centers for Medicare and Medicaid Services (CMS).

Between January and the project end date, the CEL conducted 57 outreach activities, speaking at community and professional meetings, presenting at conferences, and conducting tours for interested community groups. The CEL mailed 40,000 postcards to area residents, initiated a local radio campaign, ensured that articles were printed in 4 local newspapers, put two "moving billboards" (decorated service vans) into operation, and educated local doctors about the program. The first patient was enrolled on August 1, 2008 and 2 patients were enrolled by project's end.

The project's third objective was to sign an interim rate agreement with the OHCA to authorize the PACE Center and promote local control and decision making. This was signed in July 2008. The Tribe then signed a contract with CMS, and the PACE program began operations.

OUTCOMES AND COMMUNITY IMPACT

Cherokee Elder Care is the first rural PACE center in the United States, the first in Oklahoma, and the first operated by a tribe. By project's end, 2 patients had enrolled, and the center was on target to enroll 16 members by January 1, 2009. Program managers expect the program to reach

profitability, with 117 patients, by 2010. The elders participating in the program receive transportation to the center and all medical appointments, and receive home healthcare, including meals and care of their houses. The program addresses social isolation and provides social opportunities for participants. According to the project director, "They continue living at home, and feel connected to their families and to the lives they've led. Their families, particularly children, benefit from the stories and wisdom that elders provide. The program also helps caregivers by allowing them to work, and there is less strain on the Tribe's and state's healthcare systems."

The center's new eighteen-member staff is highly optimistic about the program, and program managers have initiated plans to open three more PACE centers in the service area over the next seven years. These plans are consistent with the Cherokee Nation's goal of keeping more elders in the community and at home, strengthening families, communities, and keeping Cherokee culture vibrant.

"PACE can work in a rural setting, and it can work with tribes, because 90% of seniors want to stay in their homes!"

Ben Stevens,
Cherokee Eldercare Director

CHOCTAW NATION OF OKLAHOMA



Project Title:	Choctaw Nation Healthy Marriages/Healthy Kids Project
Award Amount:	\$440,936
Type of Grant:	Social and Economic Development Strategies – Family Preservation
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 2,762 elders involved
- 2,301 youth involved
- \$156,574 in resources leveraged
- 670 individuals trained
- 22 partnerships formed

BACKGROUND

The Choctaw Nation, a federally recognized tribe in southeastern Oklahoma, has a membership of 160,052 people, 69,000 of which reside in its 10½ county service area. The Tribe has an extremely rural service area, with no major cities within its boundaries. The rugged, mountainous terrain and poor highway system make it difficult for people to access services unless offered close to their homes.

In the Nation's service area, the divorce rate in all but one county exceeds the national divorce rate, and rates of teen pregnancy are also higher than national averages. Other social problems include substance abuse, addiction, and high rates of child abuse and neglect.

PURPOSE AND OBJECTIVES

The purpose of the project was to address the Nation's social problems by increasing knowledge among service area Native Americans about the personal and social benefits of healthy marriage, and developing skills needed to maintain healthy marriages and provide safe environments for children.

The project's first objective was to create awareness of project goals and activities through outreach and promotion. To complete the objective, project staff conducted 244 speaking engagements for 6,651 people at community events, schools, churches, and domestic violence shelters, with various local and tribal coalitions, and civic and religious organizations. Staff gave 42 presentations to 572 participants at 13 Head Start project locations; published 76 news articles in Tribal and local newspapers; provided 18 project updates on the Choctaw website; and used billboards, brochures, flyers, and a youth poster-making contest to reach community members.

The project's second objective was to form twenty partnerships with local and state agencies and organizations in order to

provide additional resources for the healthy marriage initiative. Staff formed 22 partnerships, which contributed to project goals by providing referrals; promoting the project among their constituencies; supplying meeting and training sites; and helping with marriage enrichment activities.

The third objective was to facilitate the development of healthy relationship and parenting skills, attitudes, and behaviors through Prevention and Relationship Enhancement Program (PREP) Training, parenting courses, and marriage enrichment activities. Over three years, 539 people completed PREP workshops at various sites located in the service area; 131 participants went to 54 parenting workshops; and 5,177 people attended 138 marriage enrichment activities such as ceremonies honoring elder couples at festivals, dances, powwows, cookouts, storytelling sessions, challenge courses, and team building activities.

Objective four was to incorporate a marriage enrichment component into the counseling, treatment and family support components of the Choctaw Nation's Behavioral Health programs. PREP-trained counselors provided 632 relationship counseling sessions for 116 clients at the Chi Hullo Li substance abuse treatment program for women with children; 20 sessions for 73 participants at the Choctaw Nation Recovery Center; and 832 sessions for 832 clients in the Nation's Behavioral Health Division. Fifty seven Chi Hullo Li clients also received 124 parenting sessions.

OUTCOMES AND COMMUNITY IMPACT

At least 9,205 people, including couples, parents, children, and elders, took part in this project. Project staff believes that thousands of others heard about the project through local and tribal news media or discussions with family members, friends, and other community members.

To assess the project's benefits, staff spoke with and surveyed couples, individuals, parents, and children throughout the project's duration. They learned that the PREP training enabled married couples and single participants, from both stable and at-risk home environments, to discover new communication techniques; learn about problem solving; manage conflict; and create more fun, friendship, and intimacy in their marriages and relationships.

Couples cited improved listening skills, stronger commitment to their partners, and "an end to the cycle of domestic violence" as positive project results. According to Mary Ayn Tullier, project coordinator, "many learned to appreciate one another more and have more fun in their marriages, and men became more communicative and involved with their families." Couples also learned to reduce the stress that parenting placed on their marriages, and parenting course participants learned to encourage more cooperation, responsibility, and higher self-esteem in their children.

Though the project has ended, project staff members and counselors trained in PREP will remain employed with the Nation. The Chi Hullo Li substance abuse program will continue PREP training under the name "Within My Reach" for pre-existing clients.

"People have told us 'You saved our marriage.' One couple, after 30 years of marriage, almost split, but they came back from the brink..."

Barbara Brown,
Marriage Education Specialist

CITIZEN POTAWATOMI NATION



Project Title: Project SNAFU (Saving Native American Family Units)

Award Amount: \$447,832

Type of Grant: Social and Economic Development Strategies – Family Preservation

Project Period: Sept. 2005 – Sept. 2008

Grantee Type: Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 10 elders involved
- 263 youth involved
- \$49,460 in resources leveraged
- 472 individuals trained
- 22 partnerships formed

BACKGROUND

The Citizen Potawatomi Nation (CPN), headquartered in Shawnee, Oklahoma, is the ninth largest federally recognized tribe in the United States. In 2004, the Tribe had a resident population of 11,011 people and 24,953 individuals on its Tribal enrollment. Between 1971 and 2005, the Nation went from having a yearly budget of \$550 to being the largest employer in Pottawatomie County, with 980 full-time employees.

In recent years, the Nation has expanded its health clinic, built and managed an award-winning after-school child development facility, constructed a Nutrition and Wellness Center (including facilities for

tribal elders), and completed a 47,000 square foot Cultural Heritage Center.

PURPOSE AND OBJECTIVES

The purpose of Project SNAFU was to assist Native American families in crisis by providing practical strategies to foster healthy families and healthy marriages.

The project’s first objective was to develop project policies and procedures, and to create curricula for interactive, culturally-sensitive relationship-building and parenting workshops. Project staff first developed a system by which Tribal agencies, the Tribal court, a coalition of local tribes in the area, and community service agencies referred parents, couples, and individuals to the trainings. Program trainers received training from the Oklahoma Marriage Initiative (OMI) in how to facilitate the workshops, and were able to adapt two curricula - the Prevention and Relationship Enhancement Program (PREP) and Systematic Training for Effective Parenting (STEP) – to the needs of the CPN community. Staff recruited participants through billboards, flyers, mailings, an email listserv, and referrals. In the project’s first year, the team

also developed a three-part DVD featuring Tribal elders discussing experiences and lessons learned during decades of marriage.

The project's second objective was to assist at least 80% of project participants to improve their communication skills, marital relationships, or relationships with children; to reduce stress and anxiety in their lives; and to enhance the quality of their lives by providing relationship skills training. Participants included single, common law, and traditionally married parents, step-parents, and grandparents who were filing for divorce; receiving financial assistance from the Tribe; participating voluntarily; or were referred by tribal or community agencies. Over the three-year project period, staff worked with project partners to conduct PREP training for 189 people and STEP or other parenting training for 20 participants. The PREP training, conducted on eleven separate occasions, generally consisted of one-day workshops promoting communication and relationship skills enhancement. STEP training was more personalized, occurring over ten or more weeks to accommodate the needs and busy life schedules of participants. For both types of training, staff provided daycare and other specialized services for participants, enabling more people to attend the training. For example, 55 foster care parents were able to take part in PREP training while the children were in daycare, and 6 participants in the Defiant Teens juvenile intervention program received one-on-one STEP training. Project trainers also collaborated with the Citizen Potawatomi Nation Employment Training Department to offer a 3-hour presentation on positive relationship skills and teen dating issues to over 263 youth at a Native American youth leadership conference and follow-up session.

Project staff had some difficulty attracting participants to both the PREP and STEP programs, due to competition with the OMI

and because tribal ordinances did not mandate court-ordered participation as expected. Moreover, staff was unable to recruit a volunteer to run the program in the Nation's Rossville community, resulting in fewer project participants than originally planned.

OUTCOMES AND COMMUNITY IMPACT

Qualitative data from pre- and post-training surveys indicated that nearly all participants felt they had improved their communication skills, and they intended to use the tools learned during trainings to improve communication in their marriages and family relationships. Couples learned how to reduce conflict with one another and their children by breaking cycles of ineffective communication; single parents became more aware of the need to choose partners who considered the well-being of their children; and foster parents learned various approaches to assist in raising children. Youth involved in the training discussed dating issues and learned how to make positive choices in their lives.

Project staff did not quantitatively assess the extent to which participants improved their communication skills, nor did they devise criteria to ascertain whether, how, or the extent to which the quality of participants' relationships improved. Given, however, that 946 people participated in the project, and that the 209 STEP and PREP training participants reported some improvement in communication skills, staff was confident that the project had a meaningful impact on the community. The Citizen Potawatomi Nation will continue to include PREP and parenting classes in its wider social service agenda.

EUCHEE TRIBE OF INDIANS



Project Title:	Euchee Community Planning Project
Award Amount:	\$118,070
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 4 jobs created
- 1 Native American consultant hired
- 51 elders involved
- 40 youth involved
- \$3,695 in resources leveraged
- 8 individuals trained
- 8 partnerships formed

BACKGROUND

The Euchee (also spelled Yuchi) Tribe of Indians is not a federally recognized tribe, and therefore operates as a nonprofit organization. The Euchee Tribe's traditional lands spanned what is now Tennessee, Georgia and Alabama. A series of forced removals began in 1825 and ended in the 1850s, with the majority of Euchee community members currently residing in the Tulsa area of Oklahoma. Tribal records approximate that 2,400 people claim Euchee descent, although current tribal enrollment is only 150 people. Due to their non-federal status, many Eucheas have enrolled with neighboring tribes, including the Muscogee Creek Nation and the Absentee Shawnee Tribe, in order to access benefits and

services. However, the Euchee community continues to maintain their distinctive cultural and social institutions, including ceremonies, traditions and unique language.

PURPOSE AND OBJECTIVES

The purpose of the project was to develop a Euchee Community Plan that is based upon the Tribe's cultural, traditional and community values.

The project's first objective was to complete a community assessment survey to identify the needs and concerns of Euchee tribal members. To complete the objective, project staff first developed a mini-survey to solicit general community input. By operating an information table at a local cultural festival, project staff gathered 64 responses to the mini-survey which assisted them in narrowing the scope of the more comprehensive assessment survey to topics such as cultural preservation. Community members then participated in staff-led focus groups to develop the assessment survey questions. Project staff trained eight community interviewers to conduct door-to-door survey interviews. Overall, interviewers completed 203 surveys with Euchee community members.

The project's second objective was to complete a Euchee Community Plan to address the needs identified from the assessment survey. Project staff first analyzed the survey results and identified the top needs of the Euchee community, which are: 1) attaining federal recognition, 2) preserving and revitalizing the Euchee culture, and 3) creating jobs. To address the top needs, project staff developed action plans that comply with the Tribe's strengths and weaknesses, as identified by community members in their survey responses. Finally, project staff utilized the survey analysis to develop narrative on the Tribe's current demographics. A draft community plan, which incorporated all quantitative and qualitative information developed during project activities, was then presented at eleven community meetings to procure feedback. Project staff incorporated the suggested changes into the document, and then presented a finalized version of the Euchee Community Plan to the Tribal Council within the project timeframe.

OUTCOMES AND COMMUNITY IMPACT

For the Euchee community, participation in the survey completion and Community Plan review process fostered an environment of empowerment. Community members, including numerous youth and elders, set the vision for their community on issues they want addressed. Jerilyn Freeman, Project Assistant and Euchee tribal member, shared, "Prior to this project, we had general ideas of the community's needs, but we had nothing to substantiate that status. Now we have the data, the knowledge and the understanding of what our community needs and how they want to move forward. We know that the Euchee desire to have recognition and to learn their history, language and customs." Robert Allen, a member of the Sand Creek Euchee community, added, "All of the ideas in the

plan sound good, and I hope that we can accomplish all of them."

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

IOWA TRIBE OF OKLAHOMA



Project Title:	Bah-Kho-Je Language Implementation Project
Award Amount:	\$118,991
Type of Grant:	Language
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 1 Native American consultant hired
- 5 elders involved
- 22 youth involved
- \$29,747 in resources leveraged
- 8 individuals trained
- 8 partnerships formed
- 6 native language classes held
- 5 language teachers trained

BACKGROUND

The Iowa Reservation lies on 2,465 non-contiguous acres in the Cimarron River Valley of north-central Oklahoma, spread in a checkerboard fashion across Lincoln, Logan, and Payne counties. The Iowa Tribe has 520 enrolled members, of which 403 reside in Oklahoma.

The Tribe’s Bah-Kho-Je (also called Ioway) language has been in a state of decline for at least three generations; only 11% of tribal members know twenty or more words in the language. Most of these are elders. A 1997 survey showed that the Tribe had only five to seven members who could be deemed

fully fluent. An informal survey of tribal elders conducted just prior to this project revealed that all but one had passed away.

PURPOSE AND OBJECTIVES

The purpose of the project was to preserve the Bah-Kho-Je language and ensure its continued vitality by increasing tribal members’ knowledge and use of the language, and by encouraging its use in social and traditional contexts including ceremonial events, prayers, and dances.

The project’s first objective was to develop, print and disseminate Bah-Kho-Je language teaching materials, thereby increasing the number and quality of language materials available to tribal members. To accomplish this, project staff produced over two hours of audio recordings on four tapes; catalogued and archived pre-existing tribal audio recordings; and prepared three books for tribal youth. On the tapes, Ioway speakers recorded words, short phrases, stories, songs, and prayers. The children’s books include a number book with animals, an alphabet book with familial relations, and a coloring book with fruit and vegetables.

The project also fostered Ioway language learning by offering six training sessions for

five teachers interested in passing on the language, and by providing various “passive immersion” opportunities for tribal members. The teacher training sessions, conducted by an Oklahoma State University (OSU) linguist, focused on Bah-Kho-Je pronunciation, writing system, and basic conversation. Project staff provided additional immersion opportunities by producing tribal signs, monthly cafeteria menus, and newsletter masthead in the Ioway language, and by placing greetings, short phrases, food and clothing names, and other basic words and expressions in the monthly Tribal newsletter. In addition, the project director educated youth about the Ioway language at an annual youth awards banquet.

Objective two was to obtain six phraselators and work with speakers of the language to record Bah-Kho-Je words, phrases, songs, and prayers. Phraselators, hand-held devices that use speech recognition technology, allow users to hear pre-recorded words in one language by speaking equivalent words in another language into the devices. For the Iowa Tribe, this would enable members to hear Ioway words by speaking counterpart English words into the phraselators. Though the Tribe acquired the phraselators and trained three people in their use, the project director did not oversee planned efforts to enter the Ioway language into the devices, and therefore the objective was incomplete at the end of the project timeframe.

OUTCOMES AND COMMUNITY IMPACT

Many of the project’s successes occurred during the last two months of the project and during a 3-month no-cost extension period, when two Oklahoma University Native American Studies professors with knowledge of Ioway language and culture took over the project. During their brief tenure as co-directors, they documented

their predecessor’s accomplishments; restructured Tribal archives and catalogued existing language materials; and developed and assembled all of the teaching materials produced by the project.

According to current project staff, many tribal members benefited from the project, and many have become more committed to preserving and revitalizing the language. Children gained greater cultural awareness, and elders had the chance to share knowledge with people from younger generations. According to the OSU linguist who facilitated the teacher training sessions, the five individuals participating in these sessions may have gained the most from this project: “They learned to have a real understanding of the values behind the words and what they meant in the context of Iowa life...their knowledge of Bah-Kho-Je was re-awakened.”

The books produced by project staff will be placed in the language archives of the Tribal Library and the Tah-Je-Weh-Che Childcare Center. The books and audiotapes will enable future generations to learn the Ioway language.

After the conclusion of the funding timeframe, project staff continues to record, catalog, archive, and produce language learning materials, thereby ensuring the sustainability of project benefits.

KAW NATION



Project Title:	Kaw Nation Information Technology Project
Award Amount:	\$346,012
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 45 elders involved
- 40 youth involved
- \$22,140 in resources leveraged
- 90 individuals trained
- 24 partnerships formed

BACKGROUND

Originally from an area that is now Kansas, the Kaw people were relocated to their present territory in Oklahoma in the 1870s. The Kaw are also known as the ‘Kansa’, from which the name Kansas is derived. Based in Kaw City, the Kaw Tribe has 2,787 enrolled members.

In February 2005, the Tribe established an Information Technology (IT) Department. The new IT Director, after speaking with Tribal program directors, employees, the Tribal General Council, and members of the community, saw that many improvements were needed. All but three of the Tribe's computers were using outdated operating systems; the Nation did not own licensing for its software; and there was no common data tracking software to allow data retrieval

or the sharing of data or statistical information. Tribal departments were not safeguarding data to a server, and there was an ongoing risk of losing records and information. Moreover, many Tribal programs were in critical need of hardware and software updates.

PURPOSE AND OBJECTIVES

The purpose of the project was to overhaul and upgrade the Tribe’s information technology system, so that employees in the Kaw Nation's 24 departments could better serve Tribal members. To do this, project staff deemed it necessary to adopt a new IT philosophy (from vertical/functional to horizontal/integrated); update tribal IT protocols, policies, and procedures; purchase new computer equipment, cabling and infrastructure; and train tribal staff members in the use of new systems.

The project’s first objective was to assess and inventory all tribal program software, hardware, and current data tracking systems; and to develop an IT Strategic Plan. Project staff visited all the tribal offices and inventoried all equipment, meeting with all program directors to assess needs for equipment and data tracking. This information, and the information gathered

through training needs questionnaires filled out by department heads, was used to develop an IT Strategic Plan.

The second objective was to research and compare product costs, purchase needed products, prioritize tasks for implementation, and complete a pilot test on the networking system. The IT director researched and compared prices for the server, hardware, software, cables, and installation, and bought and installed new hardware and software. The Tribe purchased or upgraded 120 computers, provided 15 old computers to the Tribal Youth Program, and installed new operating systems, anti-virus software, office software, and other software programs specific to each department's needs. Networking consultants installed the servers and cables and provided consultation on the system. Project staff set up a networking system on a password-protected server, enabling tribal employees from two departments to share and back-up documents and data.

The third objective was to extend the shared network and data tracking system to all tribal departments, train Kaw Nation staff on program-specific data tracking systems, and develop an IT standards, policies, and procedures handbook to be adopted by the Executive Council. Program staff brought all 24 departments into the network, trained all 24 program directors and 90 staff members in the functional applications of the new equipment and software, and wrote a manual providing standards, policies, and procedures on internet usage, email usage, and other IT-related topics. The Tribe also upgraded its website, enabling tribal members to contact tribal departments with questions, suggestions, and comments.

The primary challenge encountered by the Kaw Nation during project implementation was getting telephone companies to install T-1 lines in the rural community where the

Tribe is located. The Tribe's IT director overcame this by contacting officials at the Federal Communications Commission, who compelled the companies to install the lines. They were installed in late 2008, after the project period ended.

OUTCOMES AND COMMUNITY IMPACT

The Tribe now has 135 computers, all with upgraded office programs, operating systems, and anti-virus software. The Kaw Nation's website has been overhauled and improved. There are four network servers, permitting a shared network which allows staff from different departments in different locations to share data and documents. Firewalls have been established that secure the system and T-1 cables have been installed to create faster and more secure service. Tribal offices in two separate locations, Kaw City and Newkirk, have been brought into the same network. All of these changes have enhanced the Tribe's ability to collaborate interdepartmentally and its capacity to provide services to tribal members.

Tribal members have easier access to tribal records, including financial records, enrollment records, and social service documents. The updated website provides access to information about the Tribe, social services, programs, facilities, and staff. The fifteen refurbished computers donated to the Tribal Youth Program enable Kaw youth to learn how to use computers and the Internet, and to do homework and research.

MIAMI TRIBE OF OKLAHOMA



Project Title:	Myaamia Elder Project
Award Amount:	\$234,182
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 135 elders involved
- 8 partnerships formed

BACKGROUND

The traditional homelands of the Miami people spanned what are now Indiana, western Ohio, eastern Illinois, and the southern regions of Michigan and Wisconsin. A series of forced removals in the mid-1800s relocated the Miami Tribe to their present location in northeastern Oklahoma. Currently, there are approximately 3,500 enrolled tribal members. Among other programs, the Tribe runs a Title VI Nutrition Program that serves an average of 500 meals daily to tribal elders.

PURPOSE AND OBJECTIVES

The purpose of the project was to enhance the well-being of tribal elders by expanding the Miami Tribe's support services and programs.

The project's lone objective was to develop a comprehensive elder program to provide social, cultural and physical activities, as well as purchase equipment for the Miami

Community Center to expand the Title VI Elder Nutrition Program. The Tribe originally envisioned all project activities would be implemented at the Miami Community Center, which was scheduled to complete construction in June 2007. Weather and construction issues delayed the completion of the Center, and the facility was not completed prior to or within this project's timeframe. Therefore, project staff implemented all project activities at the Tribe's already operating Nutrition Center. To complete the objective, the Project Director held 56 mealtime information sessions on a variety of topics, including nutrition, food safety, and elder health. Elders and project staff also developed a garden and grew produce such as tomatoes, hot peppers, okra and cantaloupes, which kitchen staff incorporated into the elders' daily meals. Finally, project staff purchased the kitchen equipment and supplies necessary to expand the Title VI Elder Nutrition Program, but did not install the equipment within the project timeframe as construction of the Miami Community Center was incomplete.

OUTCOMES AND COMMUNITY IMPACT

The Miami Tribe's elders gained knowledge on a variety of subjects that may serve to

improve their overall health. The gardening activities provided opportunities to socialize with other elders, while also proving to be a nutritious addition to their daily meals.

Overall, the incomplete construction of the Miami Community Center limited the breadth and depth of the project's planned impacts. However, the purchased kitchen equipment provides a foundation for expanded elder services once the Center is operational. All other activities commenced during this project will continue as part of the Tribe's Title VI program funding.

NATIONAL INDIAN WOMEN'S HEALTH RESOURCE CENTER



Project Title:	Healthy Relationship Skills for Youth
Award Amount:	\$436,781
Type of Grant:	Social and Economic Development Strategies- Family Preservation
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 2 jobs created
- 4 Native American consultants hired
- 10 elders involved
- 456 youth involved
- 465 individuals trained
- 4 partnerships formed

BACKGROUND

In its ten-year history, the National Indian Women's Health Resource Center (NIWHRC) in Tahlequah, Oklahoma, has assisted American Indian and Alaska Native women in achieving optimal health and well-being for themselves, their families, and their communities. The organization has worked toward the establishment of a national Indian women's health network, promoting advocacy, education, policy development, appropriate research, and healthy lifestyle behaviors in a cultural context. For this, it has received funding from private foundations and federal agencies, and has partnered with public health organizations, community faith-based groups, tribes, and tribal organizations.

PURPOSE AND OBJECTIVES

The purpose of the project was to enable American Indian and Alaska Native youth to develop a healthy framework for dating, marriage, and life-long partnerships, and to blunt many of the risk factors confronting Native American teenagers and young adults. To do this, project planners sought to create a Healthy Relationships Skills for Youth (HRSY) curriculum to educate up to 150 Native youth. Project partners included the American Indian Resource Center (AIRC) the Gamma Delta Pi Sorority at the University of Oklahoma, the Chickasaw Nation, and the United Keetoowah Band (UKB) of Cherokee Indians.

Project staff carried out four objectives in year one: conduct research on traditional Native American beliefs, values, and practices relating to healthy relationships; collaborate with partners to develop a project action plan; develop a healthy relationships for youth curriculum; and pilot test the curriculum.

Though NIWHRC staff spent significant time researching traditional aspects of Native American relationships, they found very little academic research and very little

archived data in library collections relating to the subject. To compensate for what they deemed a paucity of documentation, project staff interviewed twelve elders on healthy relationships and effective communication. The project team was more successful completing the remaining three objectives in year one: devising action and training plans, and designing and piloting a curriculum. The HRSY curriculum, divided into five one-hour sessions, provided native youth with information to help them consider the meaning of relationships and develop skills to help them change relationship outcomes. The curriculum was pilot-tested at five schools, with 156 youth receiving training.

In year two, the NIWHRC had six objectives: healthy relationships training for ten Gamma Delta Pi members; healthy relationships training for youth at five rural schools; train the trainer (ToT) sessions for five members of the Chickasaw and UKB communities; training assistance and technical support for these communities; video documentation of the process; and drafting a monograph to describe the vision, content, relevance, and processes of the project. To accomplish these objectives, NIWHRC staff: provided training to 5 Delta Gamma Pi members, who then trained 5 peers; trained 91 youth in 7 separate groups at 4 locations; provided ToT sessions for 26 Chickasaw (12), UKB (7), and other (7) participants; and provided youth trainers with technical assistance as they worked with project youth. Project staff also documented activities through video and began to develop the project monograph.

In year three, project staff had four objectives: to develop a project web page on the NIWHRC website; to provide healthy relationships training to youth at five more rural schools; to host a healthy relationships for youth summit; and to produce a final video and monograph, so that tribes, Native American communities, and organizations

could learn and benefit from the process. NIWHRC staff developed a web page (to be maintained on an ongoing basis), conducted training for 83 youth at 5 rural schools, hosted a summit attended by 27 youth in New Mexico, and produced a final video and monograph.

OUTCOMES AND COMMUNITY IMPACT

In three years, 456 Native American youth completed the HRSY curriculum. The training provided information on how to define, and communicate in relationships; reflection on Native values and norms; and gave youth tools for picking a mate, having healthy relationships, and managing money. Ten college-age women completed the HRSY for Young Adults curriculum, learning to develop healthy frameworks for dating, marriage and life-long partnerships. Five of these women conducted peer-to-peer training, which provided each with the opportunity to develop new skills and gain self-confidence. Project staff expects that each participant, as well as adult trainers, parents, and school teachers involved, will benefit from the knowledge gained, skills developed, and bonds forged.

“I learned about how important it is to communicate in a relationship, and how to talk to each other and adults.”

Robert, 8th grade student
Woodall School, Tahlequah, OK

NATIONAL INDIAN WOMEN'S HEALTH RESOURCE CENTER



Project Title:	Circle of Positive Choices: A Curriculum and Training to Faith Based Communities for Positive Youth Development
Award Amount:	\$828,962
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 2 jobs created
- 4 Native American consultants hired
- 10 elders involved
- 125 youth involved
- 163 individuals trained
- 8 partnerships formed

BACKGROUND

The National Indian Women's Health Resource Center (NIWHRC) is a national native non-profit organization with a board of directors representing geographic areas across the United States. The mission of the NIWHRC is to assist American Indian/Alaska Native (AI/AN) women in achieving optimal health and well-being for themselves, their families, and their communities. In recent years, recognizing that health and wellness in Native American communities can be bolstered through youth education, the organization has carried out youth development projects.

PURPOSE AND OBJECTIVES

The purpose of the project was to develop and implement a training curriculum for positive youth development. This was done by partnering with the Native American International Caucus (NAIC) of the United Methodist Church (UMC), a national coalition of Native American faith-based communities. NAIC recruited six affiliate community groups from Oklahoma, Delaware, California, Illinois, Arizona, and North Carolina to participate in the project.

The NIWHRC carried out two objectives in the project's first year. The first objective was to collaborate with the NAIC to develop a strategic implementation plan. Through conference calls and structured meetings, the two partners, along with six participating native communities and members of a youth advisory council, devised the plan. The second objective was to develop the positive youth development curriculum. The curriculum design process was intensive and inclusive, with input from each of the six NAIC partners, all of whom attended two meetings in Oklahoma. The topics decided upon at the meetings were refined,

organized, and placed into four modules, forming a “Mind, Body, Spirit, and Community” curriculum. Project staff tested the curriculum with a group of ten youth at the NAIC Annual Family Camp in Ft. Collins, Colorado, and the curriculum was further refined and reviewed by partners at the American Indian Resource Center.

In year two, the NIWHRC had three objectives: to conduct a “training of trainers” (ToT) program for 10 volunteer adult trainers from each of the 6 NAIC communities (60 people total); to provide technical assistance to these trainers; and to document the training through video as a teaching tool for replication. Project trainers conducted ToT programs for the volunteers, certifying 38 adult volunteers from the 6 communities as trainers, providing each with training manuals and tool kits. Following the training, NIWHRC project staff traveled to these communities, providing technical assistance to the new trainers as they began their work with youth; and documented the process through video. They also provided training assistance by telephone as needed.

In year three, the grantee had three objectives: to develop a project web page on the larger NIWHRC website; to provide follow-up to youth and trainers through a “Youth Summit Celebration”; and to produce a final video and monograph of the project. NIWHRC project staff achieved these objectives. Forty-five youth and twelve trainers attended the Summit Celebration, held in Albuquerque, New Mexico. The video, monograph, and website documented the role of the communities, partners, and NIWHRC in creating the curriculum; discussed the contemporary and cultural relevance of the curriculum; and highlighted the ToT process, the project activities for youth, and the benefits for youth and adults participating in the project.

While implementing the project, the NIWHRC faced several challenges. In year one, two NAIC partner church youth groups dropped out of the project. The NAIC, however, was able to rapidly replace them with two new groups. Throughout the project period, in the communities without strong youth programs, volunteer trainers had difficulty recruiting youth to participate. To overcome this, the NIWHRC learned to include recruitment as part of ToT training.

OUTCOMES AND COMMUNITY IMPACT

The 125 youth who participated in the project derived significant benefits from Circle of Positive Choices curriculum. They learned about health issues such as substance abuse, teenage pregnancy, sexually transmitted diseases, and nutrition, as well as problem solving techniques and strategies for responding to peer pressure. Many at-risk youth articulated the confidence to make better life choices and take personal responsibility choices. They gained a better understanding of their culture and of how native cultures can empower positive life choices. They bonded with other youth and adult leaders and had new experiences, including camping and learning wilderness skills.

The 38 adult participants developed their skills as trainers and leaders, learning from NIWHRC staff and from one another. They gained knowledge about health issues, and felt inspired and validated to be working with young people. The project will be sustained through the sale of the curriculum on the website, and by charging fees for services provided.

OSAGE TRIBE



Project Title:	Design and Development of the Osage Language Program
Award Amount:	\$259,785
Type of Grant:	Language
Project Period:	Sept. 2005 – Jan. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 3 Native American consultants hired
- 138 elders involved
- 305 youth involved
- \$292,880 in resources leveraged
- 44 individuals trained
- 26 partnerships formed
- 58 language teachers trained
- 1,063 native language classes held
- 305 youth increased their ability to speak a native language
- 755 adults increased their ability to speak a native language
- 12 people achieved fluency in a native language

BACKGROUND

The Osage Reservation is located in north central Oklahoma with a land base of 1.5 million acres and a tribal enrollment of approximately 20,000. Nearly 4,000 Osage members live on the reservation or immediately adjacent to it in bordering

urban communities such as Tulsa and Ponca City.

The Osage language is at a very critical point, as there is only one fluent first language speaker living. After completing an ANA language planning grant, the tribal council responded to the need for Osage language preservation by creating a language department. However, this newly formed department lacked the basic infrastructure and support required for the development of a tribal language program to include curriculum development, expansion of a language repository, preservation of elders’ oral histories, and an interactive website. There has also been increased demand for classes, creating a need for more teachers.

PURPOSE AND OBJECTIVES

The purpose of the project was twofold, to increase the number of Osage language speakers and to combine, retain, catalog and archive available language resources.

The first objective was to design and develop beginner and intermediate curricula, including a means of assessing students’ progress. The curriculum/cultural coordinator worked with a native speaker to

develop three curricula for beginner, intermediate and Head Start programs. Project staff used written tests and verbal exercises to assess the students' language retention. The project also utilized the Promethean® software as a teaching and assessment tool.

Objective two was to train and expand the base of Osage language teachers. Project staff established a teacher/apprentice program that met sixteen hours a week in order to train new teachers. Advanced teachers began conducting beginner's classes, and Head Start teachers participated in 2-day training workshops. At the close of the project, 25 teachers passed their teaching certification exams.

The third objective was to develop a marketing packet for the Osage language campus, a facility designed for implementing immersion activities in a cultural environment. Project staff developed a marketing DVD including structural drawings and cost estimates for the construction of the project.

Objective four was to develop an interactive website for the Osage language program. The program had the opportunity to utilize the tribal website as a host, eliminating the need to develop their own site and therefore reducing the time and effort needed to complete this objective. The website contains news and updates on language classes, but as yet does not include any interactive language teaching resources.

The final two project objectives focused on the preservation and transcription of language materials and recording of elders' oral histories. Advanced language students and project staff frequently volunteer time to translate and transcribe language materials. Project staff interviewed 80 elders for 357 hours of recorded language and cultural stories.

The project started late due to government restructuring. This in turn resulted in some incomplete activities by the end of the original implementation period. ANA therefore granted a four-month no-cost extension to complete the project.

OUTCOMES AND COMMUNITY IMPACT

The project provided structure to the cultural aspects of the Tribe by hosting events and activities focused on language preservation. Cultural issues are now at the forefront of the tribal government's agenda.

The project inspired tribal elders to participate in the Osage language program and help preserve their language. There is now a gathering place they can utilize to learn the language and hear it spoken again. Elders expressed they are proud that people are once again taking interest in learning Osage.

There is a high participation rate for tribal youth in the language classes, which the project staff feels is a huge accomplishment. Cameron Pratt, the program director, stated, "The youth are making the language part of their lives." The project also opened an avenue for youth to speak the language at home with their parents and families. Finally, tribal youth have a new sense of confidence and are proud of their ability to speak Osage.

"The project gave the elders a place in the culture and the language."

Jodie Revard, Project Manager

QUAPAW TRIBE OF OKLAHOMA



Project Title:	Quapaw Tribal Ambulance Service
Award Amount:	\$108,593
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 35 jobs created
- 75 elders involved
- \$28,000 in revenue generated
- \$518,260 in resources leveraged
- 8 partnerships formed
- 1 governance code/ordinance developed
- 1 governance code/ordinance implemented

BACKGROUND

The Quapaw Tribe is located in Ottawa County in northeastern Oklahoma and counts a total tribal enrollment of 3,752 individuals. Located within the tribal service area is the Tar Creek Superfund site, a highly contaminated area due to over 50 years of lead and zinc mining. At the time this project was conceived, 1,790 people lived within the contamination zone, 780 of which were Quapaw tribal members. Due to the toxic conditions, over 60% of the area’s residents accepted federal buy-out assistance to relocate their homes. The situation has devastated the tax base necessary to continue to offer emergency services to the

remaining 6,000 native and non-native citizens of Ottawa County.

PURPOSE AND OBJECTIVES

The purpose of the project was to establish the Quapaw Tribal Ambulance Service in order to continue to offer emergency services within northeastern Oklahoma.

The project’s first objective was to develop and implement all necessary organizational infrastructure and administrative systems to operate and sustain a tribally-owned ambulance service. To complete the objective, the Tribe hired a certified emergency medical technician (EMT) and paramedic to direct project activities. Project staff established a partnership with the Oklahoma Department of Health to access the codes and regulations established for the state’s Emergency Medical Services (EMS) providers. The Quapaw Tribal Council adopted the codes and regulations which set emergency medical treatment guidelines and patient care protocol for tribal EMS staff. Project staff then developed a rate structure for services offered and established a third party billing system for payment collection. Staff incorporated a system of reduced rates for tribal members into the structure. Finally, in

collaboration with Ottawa County, project staff developed GIS/GPS maps of the service area for use in emergency call response.

The project's second objective was to fully implement the Quapaw Tribal Ambulance Service. Project staff procured the county's EMS vehicles and equipment, and leveraged an additional \$500,000 from the Quapaw Tribe to refurbish outdated equipment. The Tribe also established two sub-stations, thereby expanding the service area to approximately 18,000 people and reducing emergency response time. To staff the expansion, the Quapaw Tribal Ambulance Service hired 19 Paramedic EMT positions, 8 Basic EMT positions and 7 administrative positions, for a total of 34 permanent EMS staff.

OUTCOMES AND COMMUNITY IMPACT

Project staff developed a comprehensive organizational infrastructure for the Quapaw Tribal Ambulance Service to provide emergency medical services to the Ottawa County community. The expanded service area ensures that 18,000 people now have access to emergency services who would not have if the scheduled decommission of Ottawa County services proceeded as planned. The Quapaw Tribal Ambulance Service also provides medical services to three nursing homes and coverage for local high school football games. Quapaw Tribal Ambulance Service's engagement in such activities is an indicator that the entity has become an integral and trusted part of the local community. Indeed, on May 12, 2008, Quapaw EMS staff implemented a large-scale operation in response to an EF4 tornado (the second strongest category of tornado on the Enhanced Fujita Scale) that touched down within the service area. Staff alerted the community with a six-minute head start, allowing citizens to take precautionary measures.

In further support of the community, Quapaw Tribal EMS staff plan to offer CPR and EMT classes to community members interested in certification. The courses will be offered at no cost, thereby passing on a savings of approximately \$1600 to enrolled students.

To ensure the viability and continuity of emergency medical services, project staff developed a business plan. All services will continue through a combination of income from fee payments and tribal appropriations. Additionally, EMS staff has opened discussions with state and local leadership to acquire a portion of tax receipts to fund program operations and to incorporate Quapaw EMS staff into the Oklahoma State pension fund.

UNITED KEETOOWAH BAND OF CHEROKEE INDIANS IN OKLAHOMA



Project Title:	United Keetoowah Band Infrastructure Upgrade
Award Amount:	\$177,706
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- \$104,381 in resources leveraged
- 97 individuals trained
- 2 partnerships formed

BACKGROUND

The United Keetoowah Band (UKB) of Cherokee Indians traces its origins to a band of Cherokee Indians that remains separate from the Cherokee Nation for historical and political reasons. The UKB has 12,526 members, dispersed through 9 districts in a 14-county area in northeastern Oklahoma. Though the Keetoowah were formally recognized in 1946, the UKB has only received federal funds since 1997.

From 1997 until the beginning of the project period in 2007, the UKB's administration grew from 7 employees to 97, and the Band expanded in other ways as well – with new administrative services, buildings, facilities, and tribal businesses. The Band needed to upgrade infrastructure to keep pace with growth, and was in need of a more efficient communications system.

PURPOSE AND OBJECTIVES

The project's purpose and lone objective was to upgrade the United Keetoowah Band's fragmented, decades-old communications infrastructure. To accomplish this, the UKB sought to provide more effective, integrated telephone, email, and internet service for its staff; train staff in the use of the new system; and develop standard operating procedures and a technology plan to guide the Band in use of the new system. This would enable UKB staff to provide more streamlined services to tribal members, and would give the Band "growing room" to expand services in the future.

At the start of the project, the Band was confronted with a major challenge. The IT director who wrote the project plan left the Tribe soon after the project received funding. The UKB hired a new project director, who had to familiarize himself with the project, conduct his own assessment of the system, and make a decision on how to proceed. Though the new IT director largely agreed with the configuration designed by his predecessor, this familiarization and decision-making process took several months, placing the project behind the

schedule set forth in the work plan. Once he understood the system requirements and added new ones, the director opened the bidding process for vendors to perform the upgrade.

At the end of the project's sixth month, the director selected a vendor. In July, a new phone system was installed, featuring the use of common telephone lines; installation of fiber cables with greater bandwidth than the older telephone cables; and new telephones for all staff members.

Following the installation of fiber optic cables and servers, 97 staff members received training in the use of the new phones, and 115 new phone lines were installed. The project staff developed standard operating procedures (SOPs) and a technology plan to guide tribal employees in the use of the new system. The SOPs and technology plan provided guidelines and protocols by which the Tribe can effectively and efficiently use and maintain the new system, and address storage management, data back-up, electronic storage data, disaster recovery, and many other issues.

OUTCOMES AND COMMUNITY IMPACT

According to project staff, the primary beneficiaries of the project have been tribal employees, who have a much more efficient system with which they can accomplish their day-to-day work. They have internet access, phones with individual extensions, and access to shared servers, with which they can share data and documents. All software and equipment is standardized and compatible. With these improvements and the greater bandwidth provided by fiber cabling, the new phone, data, and internet system is vastly superior to its predecessor. The system can accommodate 200 more staff members than the old one, and enables staff members to focus on serving the community without having to worry about phone, computer, or internet breakdowns.

The upgrade, coupled with the employee training that followed, has fostered a change in the public image of UKB Tribal administration. There is no more "bumping" of customers from overcrowded telephone lines, and the public perceives the various departments of the UKB to be significantly more accessible and responsive to tribal members than ever before.

By the end of the project period, UKB staff had assisted 6,254 people with the new systems. Since the Tribe did not track the number of people assisted prior to this project, it is not possible to determine whether the number of people served has increased. Given, however, that the UKB's staff has grown more than tenfold in the last decade and that these individuals are equipped with an improved, modern, and expandable data, voice, and internet system, tribal administrators expect that staff will be able to respond readily and swiftly to the needs of the United Keetoowah community for many years to come.

“The degree to which tribal services have improved is remarkable. The system has made the difference between helping members on a Thursday or Friday instead of them having to wait until Monday.”

Bryan Shade,
UKB Federal Programs Director

UNITED NATIONAL INDIAN TRIBAL YOUTH, INC.



Project Title:	Preparing Native Youth: Further Along Life's Journey
Award Amount:	\$437,071
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 3 jobs created
- 4 Native American consultants hired
- 30 elders involved
- 1,400 youth involved
- \$459,000 in resources leveraged
- 96 individuals trained
- 15 partnerships formed

BACKGROUND

United National Indian Tribal Youth, Inc. (UNITY) is a nonprofit organization founded in 1972 and headquartered in Oklahoma City. UNITY's mission is to foster the spiritual, mental, physical and social development of American Indian and Alaska Native youth, and to help build a strong, unified and self-reliant Native America through greater youth involvement. This mission is carried out by conducting and supporting programs designed to help prepare native youth to become well informed, skilled and involved citizens of their respective tribes, villages and communities; and by providing training opportunities through which they can develop leadership and life skills.

To achieve these aims, UNITY maintains a network of youth councils throughout Native America. Currently, there are 125 UNITY Youth Councils in 34 states, serving an estimated 45,000 Native youth. There is a National Unity Council (NUC), made up of a male and female from each of the youth councils, and an Executive Committee made up of ten youth, each of whom serves on the committee for one year.

PURPOSE AND OBJECTIVES

The purpose of the project was to develop leadership and life skills in native youth by providing them the opportunity to address an issue of national significance.

The project's first objective was to choose the national issue and to devise a plan for organizing and executing an initiative to address it. The initiative would: enlist tribes, agencies, organizations and individuals to partner with youth and provide financial and other support; involve 60 or more native youth councils in initiative projects and activities; and involve native youth and partners in developing, planning, and carrying out local and national projects, activities, and events. At its annual meeting in February 2007, the NUC voted to

carry out a national service project with the purpose of building a stronger nation, by designing, organizing, and carrying out a “National Initiative to Strengthen Native Families.” Each of the ten members of the Executive Council was assigned to develop a project involving at least one partner, to be carried out in the project’s second year.

The second objective was for UNITY to form formal partnerships with a minimum of ten national organizations, institutions, governmental agencies, and other groups, each of whom would commit to actively participate in one of the projects. UNITY staff formed fifteen partnerships, twelve of which would later be utilized in the ten youth-designed projects.

Objective three was to develop and approve a master plan to meet UNITY’s responsibilities under the terms of its partnership agreements. To meet this objective, each youth on the Executive Committee, under the guidance of UNITY project planners, created a sub-project to take place either in his/her community or at national or regional events hosted by UNITY or project partners.

The project’s fourth objective was to conduct the National Initiative’s 10 sub-projects, with 60 or more NUC member youth councils and at least 1,200 Native youth participating. To accomplish this, Executive Committee members carried out ten projects. Examples included a “Native American Family Portrait Album,” by the Yavapai Apache Youth Council, an “Old Stories, New Technology” webcasting project by three Michigan youth councils, and an “Intergenerational Communications Project” in Wind River, Wyoming.

The main project challenge concerned the busy life schedules of participating youth leaders. Due to other commitments such as school and sports, many Executive Council members could not devote the time required

to develop projects of a scope and depth expected by the project director. Instead of carrying out multi-week, stand-alone projects, the youth chose to do short projects tied directly to pre-existing conferences and projects related to the dissemination of information through webcasts.

Remaining true to the project’s purpose, however, UNITY staff consented to the desired changes and assisted the youth in developing and implementing projects of their own choosing. Though the sub-projects were not as community-based as originally intended, the project nonetheless reached significant numbers of people.

OUTCOMES AND COMMUNITY IMPACT

UNITY’s National Initiative to Strengthen Native Families involved 1,400 youth and 68 youth councils. According to UNITY staff, Executive Council members and other youth who planned the projects experienced “significant personal growth and gained valuable leadership experience,” and many increased their knowledge of webcasting and communications technology. The youth who participated in project activities had the opportunity to connect with parents and elders, gain a deeper sense of the problems confronting native families, and learn to appreciate members of their families. UNITY staff believes they “will strive to promote healthy families and communities well beyond the project’s duration.”

UNITY received a \$450,000 grant from the Marguerite Casey Foundation to continue to strengthen native families and to address youth issues in native communities.