
ALUTIIQ HERITAGE FOUNDATION



Project Title:	Qik’rtarmiut Alutiit, Alutiiq People of the Island, Language Revitalization Project
Award Amount:	\$516,159
Type of Grant:	Language
Project Period:	9/30/2004 – 9/29/2007
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 5 jobs created
- 17 elders involved
- 750 youth involved
- \$4,984 in revenue generated
- \$215,800 in resources leveraged
- 25 people trained
- 8 partnerships formed
- 17 products developed
- 12 language teachers trained
- 310 Native language classes held
- 230 youth increased their ability to speak a native language
- 29 adults increased their ability to speak a native language
- 12 people achieved fluency in a native language

BACKGROUND

The Alutiiq Heritage Foundation is a native nonprofit founded in 1995. Through a 2002 ANA language planning grant, the Foundation conducted a language survey that indicated only 37 Kodiak Alutiiq

members spoke Alutiiq fluently, illustrating the urgent need for language revitalization. Furthermore, the average age of these speakers was 72. Without intervention, the Alutiiq language would cease to be spoken within the span of two decades.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to improve the lives and social well-being of all Kodiak Alutiiq communities by preserving cultural knowledge and language and promoting widespread respect for Alutiiq traditions.

The Project’s first objective was to implement a master-apprentice program. By the end of the Project, twelve language apprentices achieved fluency and the Foundation created digital language recordings. Project staff faced several challenges during implementation. The first was the periodic illness of some of the elder master speakers. The Project Manager overcame this challenge by teaming two master speakers together, increasing the chances that at least one master speaker would always be available. The Project found funds to pair speakers since staff was unable to find a master speaker for one remote village. Also, paired master speakers

agreed to take less pay in return for the benefits of a ‘tag team’ approach. The dual teacher approach proved to be very effective. The master speakers reported enjoying the chance to confer with each other and maintained lessons even if one became ill. Another challenge arose as master speakers sometimes forgot to begin recording during the lessons or recorded over previous lessons. Due to this situation, the Project did not complete the planned target number of recordings.

The second objective was to conduct community outreach to increase interest in the Project, and develop a plan to place educational Alutiiq language materials in the local school system curriculum for pre-school, elementary and Head Start. At least one-half of the local tribal councils, a majority of the native corporations and all the school districts participated in monthly regional meetings, paving the way for successful implementation of the Project.

The third objective was to create language resources to be shared with the Alutiiq community. To complete the objective, staff created innovative, replicable and fun language materials. They were so popular the staff is selling them to pay for the production of more copies, ensuring sustained production.

The fourth objective was to have apprentices utilize Alutiiq skills by teaching language classes under the guidance of a master speaker. The apprentices taught 310 language classes to youth participants at language camps. The community developed such an interest in language revitalization that staff could not keep up with the demand for classes.

The Project’s final objective was designed to create a language sustainability plan to ensure language revitalization efforts continued after the Project ended. Project staff completed a sustainability plan and

secured additional grant funding from the National Science Foundation (NSF) to further document the language by current master speakers and apprentices who will become language experts and field researchers, respectively.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

This Project successfully began the revitalization of the Alutiiq language throughout each of the Kodiak communities the Project served. Community interest in language and cultural preservation has increased dramatically since the beginning of the Project as is evidenced from community involvement in Project activities. Community members also reported that the Project created pride in the culture.

Each of the twelve apprentices achieved fluency in Alutiiq as a result of the Project. Furthermore, the Project created a replicable model for other native communities interested in revitalizing their language. For participating tribal elders, the opportunity to mentor, and regularly interact with, the younger generation has strengthened their position in the community as givers of knowledge.

“I was ashamed of my culture and was punished for speaking. I’m much happier since I started working with this project.”

Nick Alokli, Master Speaker

CHILKAT INDIAN VILLAGE



Project Title:	Chilkat Host and Native Artist Training Program
Award Amount:	\$356,233
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 9/29/2007
Grantee T ype:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 1 business created
- 3 elders involved
- 19 youth involved
- \$170,488 in resources leveraged
- 21 people trained
- 5 partnerships formed

BACKGROUND

Chilkat Indian Village, also referred to as Klukwan, became a federally recognized tribe in 1934. Klukwan translates into “Eternal Village” and is located about 20 miles from Haines, Alaska next to the Chilkat Bald Eagle Preserve.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to develop a sustainable, culturally-appropriate tourism-based economy through community training and education efforts. The Project planners aimed to pilot and evaluate the “Chilkat Host and Native Training Program” to train local tribal members and develop the necessary human resources for tourism industry development in Chilkat Indian Village. Another aspect of the Project was

to safeguard the well-being and culture of the Chilkat Tlingit people of Klukwan during development by perpetuating Tlingit language, historical/cultural knowledge, and traditional fine art skills.

The Project’s first objective was to develop and mentor staff, thereby enhancing the village’s capacity to operate and expand successful tour operations. Specifically, activities were planned for the Project Manager to mentor a Project Assistant to develop necessary skills in administrative duties. Activities under this objective proved challenging due to turn over in the position. Staff eventually hired a permanent individual who was mentored by the Project Manager and now runs the day to day operations of the Project.

The second objective was to implement the University of Alaska Southeast Native Artist Training Program in Chilkat Village. To complete the objective, staff trained students in at least one core required art class at Northwest Coast Design (NWC) in addition to specific cultural arts. By the end of the Project, 21 students had completed at least ten art classes at NWC, 13 of the students received NWC Art Certificates. The students participated in classes on carving, basketry, natural dyes and basket materials,

wool-weaving, fiber arts spinning, beading, felt appliqué, art history and skin sewing. To assist the Project, the Klukwan Education Trust provided over \$100,000 in scholarships and stipends and the University of Alaska Southeast contributed over \$30,000 to instructor salaries. Challenges included the administration of scholarships, inclement weather and the busy schedule of the weaving instructor. However, the Project Manager was an accomplished weaver, and was able to fill in so the classes could continue.

The final objective was developing and implementing the Chilkat Host Training Program. Master artisans in cultural tourism services, Alaska/local history and the Tlingit language trained 20 participants in this program. The Project's final component involved ten Chilkat Host Trainees conducting pilot tours of the Kulkwan Knowledge camp and other points of interest in the community. The Project Director collaborated with the American Bald Eagle Foundation to schedule activities during the week of the Bald Eagle Festival. Several artists who participated in the art program also interned and the Tribe successfully held a community dinner, bald eagle release ceremony, artist demonstrations and tours during the week. In 2006, staff led eight tours in coordination with two professional tour operations. To prepare for the 2007 season, the Project Coordinator retrained returning Host Trainees and worked jointly to train newcomers. In 2007, the village conducted an additional eight tours in conjunction with professional tour operations and two groups of school children. In all, ten students successfully completed the program to become Host Trainees. The program proved to be of particular importance to the community as it was in the process of implementing a business plan to increase economic

development opportunities through cultural tours.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

According to Project participants and staff, one of the most important impacts of this Project was learning a skill to support their families while reconnecting with their culture and identity. Tribal members also expressed excitement about how the Project poised the community to take advantage of the economic opportunity of cultural tourism. As a result of the Project, the village was able to create and register Klukwan Tribal Tours, a business initiated to utilize skills from the ten Host Trainees.

Elders trained younger participants to share the Tribal clan story depicted inside the reconstructed traditional long house with visitors. Through the host training program, participants built strong public speaking skills; developed pride in the traditional culture; and demonstrated leadership in the community.

This Project successfully brought generations together to create new artwork including weaving, carvings, totem poles and canoes, and in the process transmitted culture from generation to generation. Project staff estimates that 34 local households have positively benefited from the art classes and host training and intergenerational opportunities created.

KENAITZE INDIAN TRIBE



Project Title:	Dena'ina Language Project
Award Amount:	\$512,873
Project Period:	9/1/2004 – 8/31/2007
Type of Grant:	Language
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 1 business created
- 16 elders involved
- 168 youth involved
- \$31,838 in resources leveraged
- 112 people trained
- 8 partnerships formed
- 19 products developed
- 10 language teachers trained
- 48 Native language classes held
- 168 youth increased their ability to speak a Native language
- 103 adults increased their ability to speak a Native language

BACKGROUND

The 1,200 enrolled members of the Kenaitze Indian Tribe are descendants of the original inhabitants of Alaska's Kenai Peninsula. The language of the Kenaitze Tribe is the Outer Inlet dialect of Dena'ina, part of the family of Athabascan languages still spoken in interior Alaska, northwestern Canada and the American Southwest. Currently, there are only five living first-language speakers

of this dialect, of which only one speaker is fluent.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to preserve and revitalize the Outer Inlet dialect of the Dena'ina language.

The Project's first objective was to compile, catalog, and digitize an archive of Dena'ina language materials. The Project Director hired an Archivist to complete the objective's activities. The Archivist digitized and cataloged the Tribe's full archive of language materials to protect them from degradation, and created an interactive website of the language resources which is accessible to all interested community members. The Archivist also developed a policies and procedures manual for the ongoing cataloging of Dena'ina language materials. Finally, Project staff formalized partnerships with various regional educational institutions for the continued sharing and exchange of Dena'ina language resources.

The second objective was to train eight adult tribal members to speak and teach at a basic level, through mentoring and university instruction. Project staff recruited four elder speakers to serve as mentors, but a formal

mentor network never materialized due to the elders' reluctance to act as Dena'ina instructors. Instead, informal partnerships developed between the elders and five members of the language program staff, leading to a series of basic language exchanges. No formal testing of staff occurred to quantify the extent of language skills gained.

The third objective was to develop six language curriculum units and produce them in CD/DVD, written, and videotape formats. Project staff hired and worked collaboratively with a Language Development Specialist to complete the objective's activities. The team created twelve curriculum units and enriched them with language resources developed under the first objective. The Tribe's Head Start program received nine of the language units and Project staff trained ten teachers to implement the curricula. The language camps, detailed in the following objective, incorporated the three remaining units into their daily activities. Staff also produced a CD of Dena'ina songs, which is distributed to community members upon request.

The Project's fourth objective was designed to raise language awareness, stimulate language recall, and create opportunities for intergenerational language transmission through the implementation of three language camps and three Dena'ina festivals. Project staff successfully staged three annual one-week language camps attended by 100 community members. While the camps were not immersion-based, activities such as singing, traditional storytelling and language presentations created opportunities for language learning. Upon the conclusion of each language camp, Project staff staged a Dena'ina language festival to provide an opportunity for the Kenaitze community to celebrate Dena'ina culture, language and history.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The 1,200 members of the Kenaitze community are widely scattered, and this Project provided an opportunity for 287 tribal members to renew ties and engage with each other over language learning activities. Kenaitze youth had the opportunity to sing and dance their ancestors' songs and interact with tribal elders, thereby strengthening their personal identity and broadening their knowledge of the Kenaitze Tribe. Additionally, the curriculum units developed by Project staff have become part of the Tribe's Head Start syllabus, and 58 Head Start students were taught basic Dena'ina words and phrases during the Project timeframe.

Project staff members developed language resources that will provide a foundation for future language revitalization activities. The Kenaitze Tribe has committed funds to continue staging the annual Dena'ina language camp and festival. Dr. Alan Boraas, who currently teaches a Dena'ina language course at Kenai Community College, concluded, "A foundation has been built and a support network has been created for the number of language learners to grow. The language now has legs."

"The stigma of speaking Dena'ina is beginning to break away."

Sasha Lindgren,
Language Director

NATIVE VILLAGE OF AFOGNAK



Project Title:	Healthy Culture, Healthy Youths
Award Amount:	\$244,221
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 5/31/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 27 elders involved
- 252 youth involved
- \$1,000 in revenue generated
- \$50,651 in resources leveraged
- 1 person trained
- 22 partnerships formed
- 4 products developed

BACKGROUND

The Sugpiat, or Alutiiq, people have inhabited Alaska's Kodiak Archipelago for over 7,500 years. The Alutiiq inhabited Afognak Island until the 1964 Great Alaska Earthquake, and the ensuing tsunami, wiped out the villages established there. With help from the Federal government and the Lions Club, survivors rebuilt their community on the northern tip of Kodiak Island. Currently, the Native Village of Afognak boasts around 330 enrolled tribal members, of which approximately 35 are fluent speakers of Alutiiq.

PROJECT PURPOSE AND OBJECTIVES

The purpose of the Native Village of Afognak's "Healthy Culture, Healthy

Youths" Project was to offer a series of culture camps at the original site of Afognak Village and implement a program to arm Afognak youth with the tools necessary to function effectively in a Western cultural context while maintaining their Sugpiat identity. This program built upon the foundation set by Dig Afognak, a summer archaeological camp that has been operating since 1993 on Afognak Island.

The Project's first objective was to teach youth within the Afognak community about the five elements of the Sugpiat culture: language, subsistence, arts/crafts, dance and history. Six one-week camps were held, including an Afognak adult and elder camp and a family camp. Each camp enjoyed high attendance due to the built-in audience organized from previous Dig Afognak camps. Overall, 252 youth and 27 elders participated in the camps. A pre- and post-camp questionnaire was given to all camp participants to gauge their knowledge of Afognak culture, but the findings have not been analyzed in any formal way. A final gathering took place after all camps had been implemented to provide a chance for the community to reflect upon and discuss the activities held and knowledge gained. Approximately 200 attendees enjoyed

presentations from camp participants on different aspects of Sugpiat culture.

The grantee's second objective was to provide Sugpiat youth with tools for healthy life choices via camp activities. Activities centered on the production of a video and three PSAs to be distributed throughout Native Alaska to impart healthy and culturally appropriate life choice lessons to Native Alaskans. The Project was designed to recruit a videographer to complete these activities, but due to the limited human resource pool on Kodiak Island, costs proved prohibitive. Instead of abandoning the activity, staff incorporated the activity into each camp, and had the native youth tape the behavioral health sessions via camcorder. However, the Project Director viewed the recorded footage and concluded that there was not enough useable film to create the planned video or PSAs.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

For native Afognak youth, the expanded Dig Afognak program came at a crucial time in their development and maturation. The cultural activities provided a chance to connect with their history, thereby strengthening their sense of identity and instilling pride. The behavioral health sessions stressed healthy life choices and educated the youth on the services and community network available to them within Afognak society. Non-native youth also attended the camps and welcomed the opportunity to learn about Sugpiat culture from their peers, thereby expanding their views while displaying acceptance of native culture. While these outcomes are encouraging for the youth, the lack of pre- and post-tests indicates that the impact of the camps has not been analyzed by any formal standards.

For Afognak elders, the camps supplied ample opportunities for them to share their

memories and stories of life on Afognak Island. The camps' cultural activities and culturally appropriate health sessions placed a heavy emphasis on traditional knowledge, thereby strengthening and solidifying the elders' respected place within the Afognak community as holders of wisdom.

April Laktonen-Councillor, a fluent Alutiiq speaker involved in the camp, shared, "The language has added a real dynamic component to the camp. The visibility of the language has risen considerably."

Patrick Satenstall, a curator at the Alutiiq Museum added, "The camp has fostered a revitalization of the Alutiiq culture."

Overall, ANA funding has allowed staff members to execute the complete vision for their camp that they always had envisaged, but which a reliance on donated funding had restricted. The Project successfully incorporated behavioral health sessions and cultural activities into the pre-existing camp structure, which have served to enhance the Dig Afognak camp experience. The expanded scope and structure of the program has provided a greater variety and number of activities for youth and elders to participate in together, which has positive connotations for the future sustainability of Afognak culture. Staff also created useful partnerships with such foundations as the Kodiak Island Housing Authority and the Kodiak Area Native Association which may leverage funding for future camps and to maintain the expansion of camp activities realized under this Project.

NATIVE VILLAGE OF PORT GRAHAM



Project Title:	Documenting Traditional Management Practices and Ecological Knowledge of Elders
Award Amount:	\$276,469
Type of Grant:	Environmental
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 4 jobs created
- 28 elders involved
- 14 youth involved
- 1 person trained
- 6 partnerships formed
- 1 product developed

BACKGROUND

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

PROJECT PURPOSE AND OBJECTIVES

With the passage of the Alaska Native Claims Settlement Act in 1972, the State of Alaska acquired primary responsibility for the management of Alaska's natural resources. To adapt to state laws and

oversight, and to strengthen the Tribe's credibility in the eyes of state regulators, the Port Graham community desired to build a stronger local resource management program. The purpose of this Project was to document the traditional natural resource management practices of the Port Graham community and develop a Natural Resource Management Plan.

The Project's first objective was to document traditional tribal management practices and ecological knowledge of subsistence resources. Project staff collaborated with Port Graham's existing Elders Advisory Council and held two discussion meetings. The team prioritized thirteen wildlife resources for documentation purposes, including crabs, clams, seals, mussels, herring and sea otters. From the discussions, the team developed a species database, which includes traditional ecological knowledge such as habitat, lifespan, breeding period, spawning period and reproductive strategy, and traditional management techniques such as harvesting timelines and population trends.

The Project's second objective was to develop a Port Graham Natural Resource Management Plan (the Plan). Project staff

hired a consultant to procure information on the State of Alaska's management practices that apply to the subsistence resources utilized by the Port Graham community. These findings, along with the species database developed under the previous objective, provided foundational information for the Plan. Upon completion of the Plan's narrative, Project staff endeavored to develop supportive ordinances to strengthen the Tribe's natural resources governance capacity. A single ordinance, the protection of king salmon, was finalized and adopted by the Village Council. The ordinance does not include a management framework, as Port Graham does not have a legal or enforcement entity to support one. Pat Norman, First Chief of Port Graham, shared that the Council is reluctant to prescribe subsistence practices to community members, so "it was decided that the Plan will show our traditional management practices and, as needed, we will use Alaska's format for written ordinances."

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

This Project documented the traditional knowledge of the Port Graham community for managing its subsistence resources. The discussions educated community members on acceptable times to harvest maritime species in order to preserve carrying capacity and ensure sustainability.

Traditionally a hunter-gatherer society that followed food supply, permanent settlements are a relatively recent phenomenon in Port Graham and this Project strengthened the community's understanding of the need to manage and sustain available resources.

Currently, the Port Graham community does not possess the framework to implement or enforce a traditional resource management system. However, Project outcomes, notably the species database and natural

resource management narrative, provide a foundation for Port Graham to build a case for self-governance of natural resources using traditional management concepts. Karen Moonin, the Tribe's Natural Resource Specialist, shared, "This project has enabled us to move towards that goal by documenting the traditional ecological knowledge of tribal members so that it can be combined with western science to improve the management process."

ORGANIZED VILLAGE OF KASAAN



Project Title:	Tribal Governance Capacity Building to Support and Enhance Social and Economic Programs
Award Amount:	\$378,199
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 1 business created
- 3 Native American consultants hired
- 1 elder involved
- \$1,344,098 in resources leveraged
- 59 people trained
- 6 partnerships formed
- 4 products developed
- 3 governance codes/ordinances developed
- 1 governance codes/ordinances implemented

BACKGROUND

The Organized Village of Kasaan (OVK), the oldest Haida village in Alaska, was established in 1934 and is one of four tribes located on Prince of Wales Island in Southeast Alaska. Until 1996, Kasaan was inaccessible by road, requiring inhabitants to rely on floatplanes and boats for transportation to and from the village. The remote location of Kasaan has a significant impact on the community, as it directly

affects the cost of supplies, transportation options, and other basic goods and services.

For decades, the village was a thriving community with over 200 inhabitants. However, due to the closure of both the cannery and mill in 1973, and the more recent closures of the Ketchikan Pulp facilities on the island, the Tribe and community are struggling with the problems of unemployment and out-migration. There are currently thirteen jobs in Kasaan for the 51 residents (36 adults). There are 150 registered Tribal members of OVK, many of whom have stated that they would love to move their families back to the village if jobs and housing were available.

PROJECT PURPOSE AND OBJECTIVES

The Project's primary goal was to build the Tribe's capacity and ability to exercise local control over tribal resources in order to improve economic opportunities for local tribal members and serve as incentive for other members to return to the island. The second project goal was to increase the Tribe's organizational capacity by developing an Economic Development Plan that would direct the Tribe's growth and define the infrastructure needed to manage its evolving programs and economic

enterprises. Six diverse objectives were developed to achieve these goals.

Objective 1 was to develop and implement an Overall Economic Development Plan (OEDP) that included a detailed Management Plan and a long-range Fund Development Strategy. In the Project's second year, staff members completed, and the Tribe approved, a strategic plan and long-range development fund strategy that prioritized funding needs and grant requests.

Objectives 2 and 3 were to update the Tribe's outdated constitution, by-laws and corporate charter, and to develop and implement organizational policies and procedures. Staff members developed and implemented six policies and procedures. Project staff conducted a thorough review and revision of the documents, deciding to revise everything except the corporate charter. The Tribal Council approved the new and revised documents in August 2007.

Objective 4, completing a telecommunications technology assessment, was to address both tribal and community needs. A USDA Rural Development grant provided funding for a telecommunications tower.

Objective 5 called for the staff to establish an online tribal portal that included both historical and current tribal information. The Project staff developed a tribal website, which is also accessible to members living off-island.

Objective 6 was to build the skill level and capacity of office staff and tribal managers to successfully manage tribal expansion and to address the added infrastructure requirements. The Tribe developed a survey that identified grant writing and management, record management, and QuickBooks as the topmost training needs. Trainers in these areas traveled to Kasaan to

offer training in the aforementioned subjects to employees and managers of the Tribe.

The Project faced some minor challenges during its implementation phase. High staff turnover was a problem, resulting in the hiring of three different Project Directors. This was due in large part to the extreme isolation of the island and the ensuing travel and logistical problems. Lack of a tribal land base posed a very difficult challenge in pursuit of OVK's economic goals, though the Tribe is currently assessing future land use and acquisition options. Despite these challenges, the Project completed all planned objectives.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The Tribe now has a path to navigate towards economic self-sufficiency, a strong infrastructure to ensure they achieve their goals and trained staff to provide future guidance. The Project developed new policies and procedures and modified the constitution and by-laws, providing the Tribe with infrastructure and accountability to its members. The development of an Overall Economic Development Plan supplies the Tribe with a blueprint for future endeavors such as eco-tourism enterprises, an aquaculture farm, and housing and real estate developments, aimed at increasing economic development. The Tribe is now able to have cell service in their isolated location due to access to a new cellular tower. Community members and Project staff indicated that these outcomes have provided the community and Tribe with a sense of pride.

"With the strategic plan we know what we want; now we can go out and get it."

Audrey Escoffon,
Vice President, OVK

ORGANIZED VILLAGE OF SAXMAN, SAXMAN IRA



Project Title:	Saxman Governance Capacity Building Project
Award Amount:	\$105,718
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 6/30/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 32 elders involved
- 10 youth involved
- \$1,945 in resources leveraged
- 6 partnerships formed
- 1 product developed

BACKGROUND

The Organized Village of Saxman (OVS) is located on the island of Revillagiggedo in Southeast Alaska, three miles south of Ketchikan. The town's 430 inhabitants are predominantly Alaskan Natives of Tlingit, Haida and Tsmipshian heritage. The original inhabitants were the Cape Fox Tlingit people who moved to Saxman to obtain education for their children when the BIA constructed a school in Saxman in 1895. In 1934, Saxman established itself as a federally recognized tribe known as the Organized Village of Saxman.

In recent years, the OVS has steadily been working towards empowering and building the capacity of the tribal government. Many residents are unemployed, as the majority of local employment is seasonal connected to the summer tourism industry. The lack of a

tribal strategic long-range plan is at the forefront of the community's needs, as determined during community meetings and through discussions with the Saxman Indian Reorganization Act (IRA) Council.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this project was to develop tribal capacity in the areas of governance and staff development by hiring professional staff and tribal planners. This would foster the completion of an active comprehensive long-range strategic plan to establish sustainability for the Organized Village of Saxman. The Tribe developed three objectives to accomplish this goal.

Objective 1 was to hire a Tribal Planner/Development Specialist and increase the Tribal Secretary's hours to develop a local planning committee to review previous planning data; focus on the responsibilities, liabilities and functions of the council and administration; and to address strategies for implementing a long-range strategic plan. The initial plan was to hire a local tribal member to become the planner. However, due to a lack of expertise, no individuals were available within the Tribe, requiring OVS to hire a

full-time planner from the nearby town of Ketchikan to complete a comprehensive needs assessment and long-range plan.

Objective 2 called for Project staff members to conduct and complete a needs assessment to identify community goals and build partnerships with key resource agencies. The Project formed a community focus group consisting of elders, youth, community members and local businesses. The group worked closely with the hired consultants in the development of an assessment survey, which approximately 38% of the Saxman enrolled membership completed. The survey results identified community goals, needs, and assets and developed measurements of success for achieving them. The community identified seven priority strategic goals: 1) improve levels of education, 2) build a healthy community, 3) protect cultural heritage, 4) achieve economic self-sufficiency and create local jobs, 5) improve trails, sidewalks roads and water transportation, 6) protect lands, resources and the environment, and 7) strengthen tribal governance.

Objective 3 was designed for the Tribe, in collaboration with identified partners, to complete an overall comprehensive long-range strategic plan and apply for funding to resource agencies to sustain current tribal operations. The tribal planning consultants developed a professional draft strategic plan, which the community and focus group reviewed and commented on regarding suggestions for changes to the final document. The plan included three main future projects for OVS: 1) the development of a Charter School, 2) the preparation of a Village Master Plan and 3) the construction of an outdoor basketball court. At the close of the Project, despite a four-month no-cost extension from ANA, the final document had yet to be completed, which prevented OVS from applying for funding from other agencies and thereby completing this

objective. The Tribe will begin submitting funding applications after the Tribal Council approves the final strategic plan.

This Project suffered from challenges that caused delays in the Project's implementation. Challenges included underestimated personnel needs and a lack of participation in the focus group meetings. The meager participation in the community meetings delayed the development of the assessment tool and its distribution.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

This Project provided the Tribe with a roadmap for the future. The publication of the Long-Range Strategic Plan will guide the Tribe in future endeavors. The community now feels involved in the Tribe's decision-making process, due to their input in development of the Strategic Plan. The Strategic Plan development sessions mark the first time the community came together to identify and prioritize competing priorities.

The Project developed partnerships between the Tribe, the City of Saxman and the Cape Fox Corporation. The cementing of these collaborations ensures the non-duplication of services in the community. For example, the community identified the need to establish a museum in Saxman, a project that the Cape Fox Corporation was also planning. The Tribe and its partners can now work together to effectively create a healthier community with a sustainable economy.

"This Project has been great for the community. It has brought the three groups closer together and initiated participation in the community."

Pastor David Mitchell,
Community Member

QUTEKCAK NATIVE TRIBE



Project Title:	Management for the Future
Award Amount:	\$67,858
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 2/28/2007
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 1 job created
- 4 elders involved
- \$3,660 in resources leveraged
- 11 people trained
- 6 partnerships formed
- 2 products developed

BACKGROUND

The Qutekcaq Native Tribe (QNT) is located in Seward, Alaska, and was incorporated as a nonprofit organization in 1972. In 1991, the organization formally began pursuing federal recognition.

The current Seward population includes approximately 920 Native Alaskans from a variety of cultures who have settled in Seward for a myriad of reasons. Of this number, 346 have formally enrolled.

Although QNT has not yet received its federal recognition, the tribal members consider QNT to be their representative in governmental affairs.

PROJECT PURPOSE AND OBJECTIVES

QNT enrollment has doubled over the past decade and is expected to continue to grow. The rapid growth led to the creation of the

2003 Community Plan, which outlines a variety of desired projects, including health services management, the establishment of tribal businesses and the development of elder programs. The achievement of these goals requires QNT Tribal Council and staff members to strengthen their current capacity.

The Project's first objective was to establish a Tribal Enrollment Management Database. Project staff purchased Progeny Enrollment 2000 from Tribal Data Resources, and received training on its implementation and maintenance. Project staff created records and entered the necessary demographic information for all 346 enrolled QNT members. Populating the database became an on-going task as staff moved forward with creating a record for all Native Alaskans within their tribal jurisdiction. Files for 1,057 individuals were completed by the end of the Project.

The second objective was to explore options for and establish a Health Insurance Plan for QNT employees. In the time span between when the Project proposal was submitted and awarded, QNT successfully secured Blue Cross Blue Shield health insurance through the Alaska Federation of Natives for all QNT employees. Therefore, the scope of the objective was changed during implementation,

and became a market research study of health insurance plans in comparison to the one already secured. Upon the completion of all necessary research, QNT staff presented their findings to Tribal Council, which decided to retain the already secured health insurance plan.

The third objective of the Project was to complete three management training sessions for the QNT Tribal Council and staff: 1) Budget Development and Management 2) Indirect Cost Rates, and 3) Improving Service Delivery. All training sessions were implemented as planned. QNT staff developed an evaluation worksheet which was completed by all attendees at the conclusion of each training session.

The grantee's final objective was to explore the option to negotiate and establish an indirect cost rate. The need for an indirect cost rate is directly linked to the number of federal grants a tribe oversees in a given year. QNT implements, on average, one grant a year, eliminating the possibility of shared costs. Therefore, no activities under this objective were completed. However, QNT plans on expanding its grant procurement activities in the near future, and now has the necessary knowledge and paperwork to pursue an indirect cost rate.

Overall, the main challenge facing QNT is its on-going pursuit of federal recognition. QNT's lack of a federally recognized status signifies that opportunities for securing federal funding are fewer than those available for recognized tribes, and constricts its ability to train and retain staff. This reality was manifest in QNT's inability to retain the hired Project Coordinator past this Project's timeframe.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The seven members of Tribal Council participated in the Budget Development and Management, Indirect Cost Rates and Service Delivery training sessions. The

evaluations indicated that the attendees were satisfied with the delivery and overall content of the trainings and expressed satisfaction with the knowledge gained. Through its participation, the QNT Tribal Council now has increased ability to govern its constituents and has empowered each member to make informed and appropriate choices when faced with decisions relating to budgets, indirect cost rates and the improvement of services for QNT Tribal members. Diane McRae, QNT Tribal Council President, highlighted that the Project strengthened QNT's capacity to affect positive change, sharing, "The Project has allowed us to reflect on what we've accomplished and trained us to better look at where we're going." Judi Christiansen, QNT Tribal Council Secretary and Treasurer, added, "We want long-term employees who can properly deliver services to our people. With the database, health insurance plans and a trained Tribal Council, we are further along in achieving that goal."

Four members of the QNT staff attended all three training sessions, resulting in increased capacity and management capabilities. The expanded knowledge base of staff indicates an increased ability to address community members' queries on service provision and budget allocation. Furthermore, the creation of an enrollment database signifies that QNT staff members now possess accurate data on its constituents, laying a solid foundation for future service delivery activities.

For QNT tribal members, the presence of a comprehensive and accurate enrollment database will provide a foundation for the pursuit of federal recognition status, an objective prioritized by community members in QNT's 2003 Community Plan. The increased capacity of QNT leadership also allows additional areas prioritized by Tribal members in the Community Plan to be effectively addressed in the near future.

SOUTHEAST ALASKA INTER-TRIBAL FISH AND WILDLIFE COMMISSION



Project Title:	Tlingit and Haida Fisheries Development Program
Award Amount:	\$459,804
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 2 jobs created
- 1 Native American consultant hired
- 150 elders involved
- 150 youth involved
- 100 people trained
- 5 partnerships formed
- 3 products developed

BACKGROUND

The Southeast Alaska Inter-Tribal Fish and Wildlife Commission is a nonprofit corporation established to protect and advance the inherent legal rights of Alaska Natives to continue the customary and traditional uses of natural resources in southeast Alaska.

Fisheries are a basic and important natural resource upon which native Alaskans depend for subsistence, commercial fishing, economic and social needs. The adoption in 1995 of the Individual Fishing Quota (IFQ) hindered small, local sablefish and halibut fishermen from fishing local waters. Over time, they were forced to sell their permits and the quota shares they were issued by the IFQ because they were no longer profitable. By the end of 1998, almost 25% of quota shares issued to residents of small coastal communities had been transferred to residents of larger

communities and out-of-state fishing companies and investors.

The lack of access to the fishing industry resulted in high unemployment rates, low median income, and out-migration in rural southeast Alaska. In order to address this situation, the National Research Council approved an amendment to the IFQ whereby small coastal communities are allowed to “buy into” the IFQ program and purchase fish quota by establishing themselves as nonprofit corporations.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to provide economic development assistance to communities with limited planning resources and staffing in southeast Alaska. The Project had five objectives to meet the goals and mission.

Objective 1 was designed to help communities organize as nonprofit corporations and set up operations to manage halibut/sablefish community quotas (CQ) on behalf of their residents as well as to create fishing business and employment opportunities. Ten communities were targeted for this effort over the Project’s two-year timeframe. To obtain community quota entity (CQE) status, communities had to be both incorporated as a non-profit and receive Restricted Access Management (RAM) approval. The RAM

program manages Alaska Region permits, including permit issuing, applications, eligibility requirements, and the dissemination of permit information to the public. Ten communities received the incorporation status and RAM approval.

Objective 2 was intended to assess local infrastructure and facilities and develop management options and plans for leasing quota share, processing the seafood products and getting them to market. Project staff members collected data from a state website and hired a consulting firm to provide community infrastructure assessments. The Project provided sample business plans to the communities, but many were not receptive to establishing their own businesses due to economic barriers. By the end of the project, no business, marketing or operational plans were developed.

Objective 3 was to assist those organized local non-profits in applying for state loan funds designed specifically to assist communities in setting up viable operations for the purpose of purchasing fishing quotas and fishing the local waters again. The state passed legislation authorizing a two-million dollar loan program, but no tribes or communities have applied for loans to date. Due to the high interest rates and financial costs related to the purchasing of quota, fishing equipment, upkeep and salaries, it was not feasible to apply for a loan and become a viable, profitable business.

Objective 4 was to develop markets for CQ supply and assist in organizing communities and community partnerships to meet community and partnership marketing goals. As the Project did not develop any business enterprises, the activities were therefore abandoned.

Objective 5 was designed to develop the internal and natural resource management capability of the Commission by hiring a Natural Resource Coordinator and Fisheries Development Specialist to carry out the

Consortium's specific fisheries objectives and more general natural resources objectives and by coordinating efforts with other entities. Both positions were hired and onboard for the duration of the Project.

The challenges to this Project centered on the lack of financial feasibility for constituent tribes and communities to make this a realistic economic opportunity. Additionally, the cost of CQEs was also extremely high and communities did not have the financial capacity to participate in the program, such as utilizing the local canneries, the purchase of fishing boats, and paying the high costs associated with employing fishing crews.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

This Project provided the communities with knowledge of the Community Quota system and what the process entails. Ten communities received nonprofit incorporation status and RAM approval through the state. These communities are better situated to pursue the acquirement of fishing quota should the opportunity become financially feasible.

SPRUCE ISLAND DEVELOPMENT CORPORATION



Project Title:	Economic Development and Integrated Business Plan
Award Amount:	\$198,007
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 5/31/2007
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 1 job created
- 2 Native American consultants hired
- 14 elders involved
- 10 youth involved
- \$21,972 in resources leveraged
- 43 people trained
- 20 partnerships formed
- 1 product developed

BACKGROUND

The Native Village of Ouzinkie is a coastal maritime community located on Spruce Island within the Kodiak Archipelago. Currently, the population of Ouzinkie is 225, most of Alutiiq ancestry. The overwhelming majority of community members are a part of Ouzinkie's commercial fishing-based economy. This economy has declined through a continued drop in fish prices over the past decade. Enactment of limited entry regulations in the late 1970s and early 1980s have also discouraged Ouzinkie's youth from entering the fishing industry. The situation has led to the current 37% unemployment rate in Ouzinkie, and to a 20% decline in the community's population as young

adults with families have been forced to leave in order to make a living.

The Spruce Island Development Corporation (SIDCO) is a nonprofit corporation formed in 2004 by the joint efforts of the City of Ouzinkie, the Native Village of Ouzinkie and Ouzinkie Native Corporation. SIDCO oversaw the implementation of this Project.

PROJECT PURPOSE AND OBJECTIVES

Through a community planning process, SIDCO identified five industries that would bring capital investment to Ouzinkie and provide employment opportunities in the community: 1) Community Quota Entities, 2) Small Fish Processing, 3) Transportation, 4) Tourism, and 5) Behavioral Health Services. This Project was intended to create an Economic Development and Integrated Business Plan (the Plan) to investigate the feasibility of launching these industries and to develop the support necessary to approach capital markets and funding sources.

In fulfillment of the Project's first objective, the planned milestone of training twelve community members in each industry area was surpassed, and 43 individuals in total were trained through this Project. Each attendee also completed 40 hours of training

in the writing of business plans. Project staff exercised a few strategic changes to this objective's planned implementation framework. Staff moved the trainings away from academic-based theories and towards hands-on experience-based trainings. This decision was based upon feedback that attendees were less interested in the theory behind certain areas of development, and more interested in how to actually move forward with development ideas. Sessions were led by successful entrepreneurs, industry specialists and field experts.

The grantee finalized the Economic Development and Integrated Business Plan, thereby fulfilling the second objective. The document has been adopted by the Native Village of Ouzinkie, the City of Ouzinkie and SIDCO. The Plan was also distributed to the 20 industry partnerships created through Project activities.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The completed Plan incorporated short-term priorities to take immediate steps towards the economic development of Ouzinkie. The Community Quota Entities Work Plan outlined an action plan and timeframe for SIDCO to immediately begin pursuing additional salmon and halibut fishing quota permits. The refurbishment of the Ouzinkie dock is the first action item within this and the Transportation Work Plans, and SIDCO staff pursued and received a \$570,000 planning grant to meet this goal.

Staff also endured growing pains associated with carrying out SIDCO's first sizeable federal project. Staff created an accounting system to fulfill the federal financial reporting requirements, thereby laying the necessary foundational infrastructure for the implementation of all future projects.

For Ouzinkie community members, the Project activities strengthened their sense of empowerment and cohesion, as seen by the initiative taken to form a vision for the development of their village, and then

strategically formulating action steps to achieve that vision. Community members involved in the training sessions have increased their knowledge and skills in rural economic development, leading to twelve community members being awarded college credits for their participation. Via community meetings, an opportunity was also provided for session attendees to instruct those community members not able to attend the training sessions, thereby widening Project impact and solidifying community consensus. Finally, the adoption of the Business Plan by Tribal Council signifies that Ouzinkie now has a documented vision to focus and facilitate efforts to revitalize their economy that is fully reflective of community members' wants and needs. The completed Plan will also provide foundational data for all of SIDCO's future funding requests.

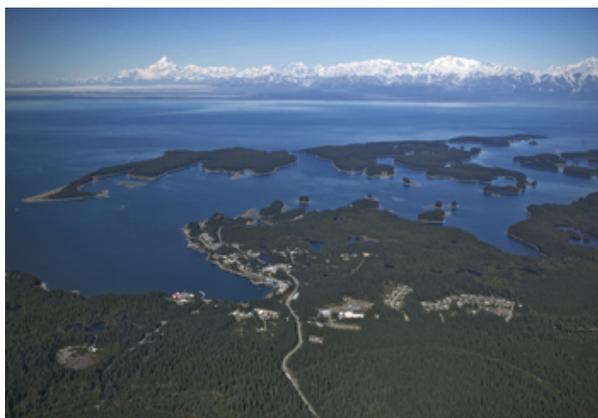
Project staff members expressed satisfaction with the community-based planning and implementation model utilized during the Project. Marie Skonberg, a Behavioral Health Aide, shared, "The Project brought our community together in a positive way. We now see what will work for our community and what will not." Jackie Muller, Ouzinkie Council Chairman, added, "These trainings brought us together to figure out the challenges that stand in our way and how to move forward."

Training session participants voiced approval of Project outcomes. Verna Bennet, Tribal Council Secretary, stated, "Each training session gave the community ideas on what exactly must be done in order for our projects to start and what steps must be taken to ensure sustainability."

"Ouzinkie can now function as a business with its community members as its experts."

Roberta Townsend-Vennel,
Project Business Consultant

YAKUTAT TLINGIT TRIBE



Project Title:	Yakutat Tlingit Language Implementation Project
Award Amount:	\$525,000
Type of Grant:	Language
Project Period:	9/30/2004 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 19 Native American consultants hired
- 14 elders involved
- 64 youth involved
- \$30,042 in resources leveraged
- 109 people trained
- 5 partnerships formed
- 43 products developed
- 11 language teachers trained
- 419 Native language classes held
- 6 youth increased their ability to speak a native language
- 11 adults increased their ability to speak a Native language

BACKGROUND

The Yakutat Tlingit Tribe is located in southeast Alaska, approximately 200 miles northwest of Juneau. The Yakutat Tlingit are organized in a matrilineal clan structure. Five of the main clans currently reside in Yakutat. There are approximately four different dialects of the Tlingit language within Southeast Alaska and the people of Yakutat speak their own unique dialect. Within the last nine years, the Yakutat

Tlingit Tribe has experienced a 57% loss of Tlingit speakers. With only 12 fluent speakers still living, 10 of who are aged 65 and older, the Tribe was concerned it could be left with a single Tlingit speaker by the end of the decade. The Tribe strongly believes preserving its language is vital to preserving the cultural identity and pride of its people.

PROJECT PURPOSE AND OBJECTIVES

This Project was designed for implementation of a language preservation plan developed under a previously-funded ANA project. Specifically, the purpose of this Project was to increase the number of Tlingit language teachers within the community of Yakutat.

The Project's first objective was to implement a teacher training program. Staff members utilized the Total Physical Response¹ (TPR) language instruction method because it closely replicates the way elders learned the language. Teacher training was therefore focused on methods for implementing TPR. The teachers, who

¹ TPR is one of the world's most thoroughly researched approaches in second language acquisition. It departs from traditional book learning and involves role playing.

were all community elders, faced some initial difficulties trying to learn this method and one elder dropped out of the Project because he did not support the method. Despite these setbacks, staff trained eleven elders in the method by the end of the Project.

The second objective was to increase language fluency. Project staff conducted 419 language classes in the community and schools in grades K-2 and 5-6. Progress was slightly hindered by the periodic illness of some elder teachers. To address this challenge, the Project Director planned to pair up elders to assist and complement one another while teaching the same class.

During the Project's second year, the school's administrator changed. The new administrator did not allow the language classes in the school, hindering the Project's implementation. Fortunately, the new administration reign lasted only one year and the subsequent administration resumed collaboration with the Project to bring language classes into the community.

During the early stages of implementation, Project staff decided to utilize a formal evaluation method that involved rating the fluency levels through a panel process. At least once a year, learners completed a series of exercises in front of a panel of master speakers who rated their fluency level. Many learners found panel setting intimidating and were hesitant to speak, others often avoided the evaluation altogether. The Project Director used innovative techniques to coax learners to participate in the process. Mid-way through the third year a more informal ongoing method was implemented.

Another evaluation issue dealt with constant turnover of learners participating in the Project. Several new learners joined the classes during the Project's second and third years. The absence of a consistent group of language learners hindered staff's ability to

meet planned target fluency levels.

However, by the conclusion of the Project, seventeen students advanced a minimum of three language fluency levels.

The third objective was to develop language materials, including digitized recordings, web-based Tlingit words and phrases and language-based power point presentations. By the Project's end, staff had digitized all of the Tribe's available language tapes; transcribed 2,238 phrases, of which 1,385 were recorded; and developed Power Point presentations for several cultural topics, including canoe carving, traditional plants, totem poles, baskets, weapons and tribal history.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

This Project successfully began a language revitalization movement in the Yakutat community. The Tribe trained dedicated language teachers and inspired some of its youth to attend university to become teachers. The language is being utilized on a daily basis in the community. Tribal elders also reported a renewed sense of pride in Yakutat Tlingit heritage, language, culture and tradition in the community as a result of the Project.

"There are two girls in class that are going to college to be teachers. There is a momentum building. We hear Tlingit in the office every day."

Ted Valle,
Tribal Elder & Master Speaker