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## NATIVE AMERICAN CONNECTIONS



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<b>Project Title:</b>	Enhancing Security, Communications, Customer Service and Community Access to Training and Services at the Native American Business/Cultural Center
<b>Award Amount:</b>	\$180,000
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	9/30/2006 – 9/29/2007
<b>Grantee Type:</b>	Native Nonprofit

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### PROJECT SNAPSHOT

- 43 elders involved
- 55 youth involved
- \$1,159,850 in resources leveraged
- 200 people trained
- 6 partnerships formed
- 2 products developed

### BACKGROUND

Native American Connections (NAC) is a native nonprofit founded in 1972 to provide a drug-free safe haven with support services. In 2005, Native American Connections, the Phoenix Indian Center (PIC) and Native Health formed a legal partnership in order to purchase a six-story office building in central Phoenix, Arizona. The building will serve as a one-stop service center for the urban Native American community of greater Phoenix, which has grown to over 90,000. The three organizations collectively have provided almost 120 years of service to the urban Native community through a set of non-competing programs including behavioral health, affordable supportive housing, medical/dental services, youth and

elder services, education, workforce development and cultural/language preservation.

The community has been involved in the planning process for the development and operation of an urban Native American one-stop service center in central Phoenix for almost ten years. Prior to the purchase of this new space, the greater Phoenix region lacked a central location for the Native American community to gather together to express and share cultural traditions and receive access to services such as health care, social services, recreation and community resources.

### PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to improve the delivery of health and human services in a convenient secure environment. This Project furthered the integration of services through installation of a sophisticated telecommunication system that would link the organizational offices located on various floors of the building and the satellite offices located around the very large Phoenix metropolitan area. In addition, the Project was designed to provide a secure

environment for staff, tenants and customers, as some of their programs are open 24 hours.

The first objective was to design, receive bids for and install a surveillance/security system. Activities for this objective did not begin until the second objective was complete, causing a serious delay. In addition, limited funds remained for the security system. Strict building codes had to be adhered to in order to accommodate this type of system. These codes not only elevated the cost of the system but also required costly building upgrades. NAC did not have the capital to complete all of the required building upgrades necessary for the specified security system, nor did the Project provide enough funds to pay for the complete system. Thus, the installation of the security system was divided into three phases. The first phase was the installation of a basic building entry security system, the least expensive of the components. This provided the building with a basic security system that could be built upon. The other two phases will install a video surveillance component and a more sophisticated total building security component at a later date.

The second objective was to design, receive bids on and install a telecommunications system. NAC aimed to integrate programs and improve client service, and therefore focused on this objective first.

Unfortunately, NAC underestimated the cost of the system and its installation. Project staff worked to reduce the cost of the system while maintaining basic functionality, though even the reduced price remained higher than the originally budgeted amount. The organization decided to proceed with the installation of the system despite the extra costs, leaving a limited amount of funds for Objective 1.

This Project experienced additional challenges during implementation. The

building purchased prior to the Project required remodeling to meet modern codes. Each time the staff attempted renovations, additional charges pertaining to code regulations surfaced, forcing NAC to purchase supplementary materials not accounted for in the Project's budget. Project staff shared the importance of working with the Phoenix permit office prior finalization of the project proposal.

### PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The Project improved NAC's service delivery and coordination ability through the purchase and installation of the telecommunications system. A basic secure entry system improved building security. The Project leveraged \$991,846 towards building renovations, and received a \$60,000 Community Development Block grant to improve the fire and evacuation system. This Project enabled NAC to move toward the goal of installing a security system. NAC is currently seeking funding from other sources to complete this endeavor.

*"[The new building] really helps, especially if you have kids because you don't have to ride the bus across town for different appointments."*

Phoebe Hady,  
Community Member

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## NATIONAL CENTER FOR AMERICAN INDIAN ENTERPRISE DEVELOPMENT

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<b>Project Title:</b>	NativeEDGE Economic Development Web Portal
<b>Award Amount:</b>	\$199,998
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	9/30/2005 – 9/29/2007
<b>Grantee Type:</b>	Native Nonprofit

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### PROJECT SNAPSHOT

- 2 jobs created
- 2 people employed
- \$127,500 in resources leveraged
- 8 partnerships formed
- 1 product developed

### BACKGROUND

The National Center for American Indian Enterprise Development (Center) is a nonprofit organization founded in 1969 and headquartered in Mesa, Arizona. The Center's mission is to develop and expand the American Indian private sector, which employs Indian labor, increases the number of viable tribal and individual Native American businesses, and positively impacts reservation communities by establishing business relationships between Indian enterprises and private industry. The Center estimated that the number of Indian-owned businesses was well over 200,000 by 2004.

In April 2000, eighteen federal agencies combined efforts to launch Native Economic Development Guidance and Empowerment (NativeEDGE), a fully interactive website for federal and private grants, loans, loan guarantees and technical assistance for

American Indian and Alaska Native organizations and individuals. The website generated considerable interest, receiving 50,000 hits and registering 35 new projects per month during the Project's 10-month timeframe. In February 2004, the Department of Housing and Urban Development (HUD), which had hosted the site, gave the NativeEDGE product, including content, source code and any documentation that would assist in the transfer of the website, to the Center.

### PROJECT PURPOSE AND OBJECTIVES

The purpose of the Project was to complete the reconstruction of the NativeEDGE web portal. The completed portal would include a publications clearinghouse, a host of resource links, and offer technical assistance from the Center to provide a means for Native American entrepreneurs, tribes, lending institutions and private businesses to collaborate and promote economic growth in Indian Country.

The Project's first objective was designed to complete the reconstruction of the NativeEDGE web portal. To complete the objective, the Center hired a Project Coordinator and IT Technician. Project staff created a website to provide interface

capability to end users, which can be accessed at [www.nativeedge.org](http://www.nativeedge.org). Project staff established a database which allows interested users to run searches and access data results via the website. At the end of the Project timeframe, staff reported database functionality was approximately 90%. The final 10% is planned for completion once the website and database is pilot-tested and adjusted based on feedback.

The Project's second objective was to provide economic and business development assistance to users. The Center expected a minimum of 50,000 hits and 35 registered projects monthly. At the end of the Project's timeframe, the testing of the website and database was not complete. Therefore, NCAIED's provision of business assistance to end users, as well as the tracking of hits and registrations, had not yet commenced.

The final objective was to ensure the website's sustainability through a collection of \$350,000 in user fees. Again, this objective was not completed as the website and database had not completed the evaluation phase within the Project timeframe.

The Project encountered many challenges. The Project proposal's author did not have an IT background and many key activities were missing from the Project's implementation framework. Additionally, the Center hired the Project Coordinator nine months after the timeframe began, as the organization did not receive the expected assistance from an IT partner. Once hired, the Project Coordinator discovered the web portal's source code would have to be rewritten. In addition, the Project's existing databases were lost and needed to be repopulated. The situation required Project staff to conduct unplanned research to rewrite the missing pieces.

## **PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY**

The Project's completed activities are confined to the development of a website and database. Since completion of the website and database was delayed, the economic and business development assistance and the sustainability objectives were not achieved by the Project's completion date. Nevertheless, Project-derived benefits for the community still have the potential to be realized.

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## PASCUA YAQUI TRIBE



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<b>Project Title:</b>	Building Health Center Capacity: Caring for our Own
<b>Award Amount:</b>	\$347,000
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	9/30/2004 – 9/29/2007
<b>Grantee Type:</b>	Tribe

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### PROJECT SNAPSHOT

- 35 jobs created
- 35 people employed
- 16 youth involved
- \$769,532 in resources leveraged
- 32 people trained
- 21 partnerships formed
- 2 products developed

### BACKGROUND

The Pascua Yaqui Tribe of Arizona governs a 1,395 acre reservation near Tucson, Arizona. Tribal membership totals 13,148.

In December 2003, the Tribe completed construction of a dental center and had plans to construct a health facility. After opening the dental center, the Tribe realized that it needed to resolve two issues before opening the health facility. First, the dental center was not fully staffed, and 135 new health staff positions would need to be filled in the health facility. Secondly, tribal administrative procedures were suited for service delivery operations smaller than the dental center or new health facility.

### PROJECT PURPOSE AND OBJECTIVES

The purpose of the Project was to complete preparations for the Tribe to staff and operate the new health facility.

The Project's first objective was to coordinate a workforce development strategy with existing tribal programs to train and qualify tribal members for medical professional and support service positions. To complete the objective, Project staff hired a Health Workforce Case Manager. The Manager formed partnerships with 21 local and tribal institutions. Most partners hosted tribal members as interns and trained them in general skills required for administrative and support positions. Five partnerships were in the specialized health field, and provided training in a variety of health professions. Overall, 32 tribal members completed training and gained employment in the health field, including positions such as dental assistant, nursing assistant, health unit coordinator and x-ray technologist. Additionally, Project staff gave presentations in local schools, educating native youth about different career options available in the health field.

The second objective was to strengthen and streamline the existing administrative structure to accommodate increased health service delivery, and revenue, through transportation services. To complete the objective, Project staff hired a health consultant. The consultant surmised that the Pascua Yaqui Health Transportation Service Program would not be able to increase health services billing to third party payers. The consultant researched other tribal health programs and found billing options within the dental and behavioral health programs. The consultant then analyzed the existing billing program and developed a billing manual. The consultant conducted a workshop for all health supervisors to educate them on billing roles and requirements, but no new or revised operational procedures were implemented during the Project timeframe.

#### **PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY**

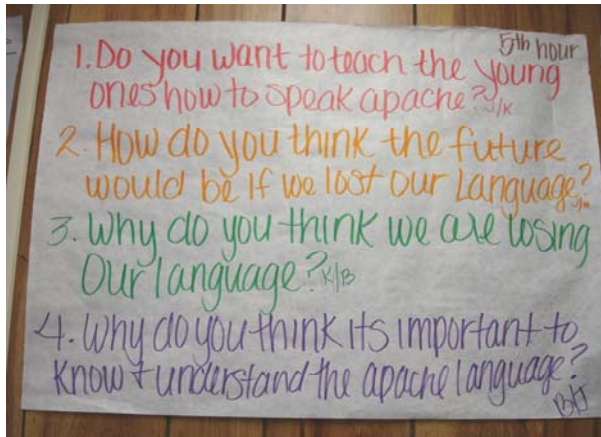
Through opportunities provided by this Project, 32 tribal members obtained employment. These tribal members gained employable skills while decreasing dependency on support services. The Pascua Yaqui Tribe now has trained tribal members ready to serve the community's health needs.

Project staff also educated 2,500 tribal members on careers in health and the availability of positions with tribal hiring preferences. To support the presentations, Project staff produced a DVD entitled "The Journey to Self-Sufficiency," which addresses the success of the Pascua Yaqui Workforce Development Program. The DVD includes the stories of tribal members' success, joy and pride in their new employment positions. The presence of 32 role models in the Pascua Yaqui community had encouraged native youth to pursue health careers.

The Project serves as a model to other tribes. A Project staff member shared, "The biggest impact we have had is disseminating this information to the other nineteen tribes in Arizona and informing the tribes of the potential impact. Politically, socially, economically and culturally, the program assisted all of the Yaqui people.

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## SAN CARLOS APACHE TRIBE



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<b>Project Title:</b>	Language Assessment and Goal Development Project
<b>Award Amount:</b>	\$60,323
<b>Type of Grant:</b>	Language
<b>Project Period:</b>	9/30/2005 – 3/30/2007
<b>Grantee Type:</b>	Tribe

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### PROJECT SNAPSHOT

- 1 job created
- 10 people employed
- 241 elders involved
- 40 youth involved
- \$9,000 in resources leveraged
- 9 people trained
- 34 partnerships formed
- 2 products developed
- 2 language surveys developed
- 1,500 language surveys completed

### BACKGROUND

The San Carlos Apache Tribe is located in southeastern Arizona on a reservation that spans 1.8 million acres. The Tribe counts approximately 13,000 enrolled members, 80 percent of whom live on the reservation.

### PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to conduct a language survey to determine the current status of the Apache language on the San Carlos Reservation. After completing the assessment, the Tribe and its partners

planned to determine long-range goals to preserve and revitalize the language.

The Project's first objective was to design the community language survey. To complete the objective, the Tribe hired a Language Coordinator. The Coordinator convened a twenty-member language committee, comprised of fluent elders, local teachers, and a consultant professor from the University of Massachusetts. The committee developed a comprehensive language survey in both English and Apache to meet the community's needs. Project staff pilot-tested the survey on a random sample of community members and made minor adjustments based on findings and community feedback.

The second objective was to survey the San Carlos community. Project staff hired nine community members to conduct the surveys and trained them in effective interviewing techniques. Staff implemented an awareness campaign to notify the tribal community of survey activities, including newsletter articles that encouraged support and compliance. The surveyors divided the community into sectors to ensure efforts were not duplicated. During the Project

timeframe, surveyors completed 1,500 assessments.

The third objective was to organize and analyze data gathered from the surveys, and subsequently establish long-term language goals. The Language Committee completed the organization of the survey data. The data analysis indicated that nearly 100% of tribal members over the age of 60 spoke fluent Apache. This percentage trends downward through the progressively younger age brackets, concluding with the finding that only 10% of members under the age of 20 speak fluent Apache. Faced with these statistics, Joycelene Johnson, a Language Committee member, shared, “In the span of a single lifetime, our language is disappearing.”

To combat language loss, the Language Committee developed a set of long-term goals. These goals included developing a Master-Apprentice program, organizing family-based language classes, implementing language immersion summer camps, the recording of fluent elders to preserve language, and launching a public relations campaign to increase awareness and encourage Apache language use. The Language Committee published survey findings and language goals in a series of articles in the tribal newsletter.

#### **PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY**

The San Carlos Apache Tribe now has solid data on the current status of the Apache language. The completed language assessment provides the Language Committee the necessary foundational data for all future grant applications and development initiatives to achieve the stated long-term language goals.

Overall, Project activities increased awareness of the status of Apache in the tribal community. Project staff convened

community meetings to discuss survey findings and action steps to achieve the language goals. The interest generated for language preservation and revitalization efforts through community meetings led the community to create a follow-up project proposal. This one-year Project, funded by ANA and scheduled for completion in 2008, will develop a Strategic Language Preservation Plan to promote the revitalization of the Apache language.



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## SHONTO COMMUNITY DEVELOPMENT CORPORATION, INC.

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<b>Project Title:</b>	Building Capacity Through Partnerships to Empower and Revitalize the Shaatohi Community
<b>Award Amount:</b>	\$83,860
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	9/30/2006 – 12/29/2007
<b>Grantee Type:</b>	Native Nonprofit

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### PROJECT SNAPSHOT

- 1 job created
- 12 elders involved
- 14 youth involved
- \$101,410 in resources leveraged
- 25 people trained
- 17 partnerships formed

### BACKGROUND

The town of Shonto, located in the northwestern portion of the Navajo Nation in northern Arizona, became a chapter of the Navajo Nation in 1958. Located in an extremely rural setting, 90% of the roads in the Shonto area are unpaved and three quarters of the community live without power, an indication of the persistent poverty conditions in the region. The Shonto Community Development Corporation, Inc. (SCDC) is a nonprofit organization incorporated in the Navajo Nation serving Shonto and adjacent chapters in the Western Agency.

In December of 2005, the Black Mesa Mine, which employed over 680 Navajos, closed, contributing to the current 69% unemployment rate in Shonto. The SCDC aims to foster social and economic

development in the area based on local leadership, community resources and volunteerism.

### PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to support lasting and sustainable economic development in the Shonto community, and in the western region of the Navajo Nation. Methodology employed to implement this Project included youth empowerment, organizational capacity building and the leveraging of resources through volunteers, regional collaboration and partnerships.

The only Project objective was designed to increase organizational capacity to achieve community-based economic and social development. Project staff successfully conducted conferences, workshops and training sessions created to increase the skill and knowledge base of the staff and entire community.

Community members, Chapter government and Shonto Community Development Corporation (SCDC) board identified four economic and social development community projects. The projects included the Shaa'tohi Artist and Visitors Plaza, Shaa'tohi Public Service and Housing Complex, Regional Tourism Development

and Shaa'tohi Rural Electrification and Renewable Energy strategies. These four projects are all in the development stages with a project team in place, which holds monthly meetings in preparation for the projects' implementation.

The Project staff aimed to provide at least one community training in different subjects relevant to community development each quarter, but was unable to accomplish this activity due to high staff turnover at the beginning of the Project. Project staff developed seventeen partnerships, which helped to contribute to organizational and community capacity. SCDC achieved Rural Economic Development Initiative (REDI) certification in February 2007; SCDC is the first Navajo Chapter to be certified.

The Project encountered two major challenges during implementation. As part of the Project, SCDC intended to apply for acceptance into the Arizona Community Fund program and utilize \$50,000 in seed funding from a local partnership to create the Shonto Community Fund. Unfortunately, the partner left the community, resulting in the loss of the donation. With the aid of a three-month no-cost extension, SCDC collaborated with Shonto Community Governance and located another source for a \$50,000 donation. The second challenge concerned a Department of Commerce program entitled "Main Street Arizona," which fosters economic development within the context of historic preservation to revitalize downtown areas of small communities. Unfortunately, the Project's timeline did not allow SCDC to apply for funding through this program.

At the time of the grant, this program was no longer accepting applications, eliminating the possibility for SCDC to utilize this financial resource for the development of their own downtown area.

## PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

This Project built capacity not only for the SCDC but also for the entire Shonto community. Active community involvement in the Project fostered intercommunity relationship building. Community members are more aware of the benefits of developing both economic and social infrastructure.

The four projects selected by the SCDC board are all moving forward by virtue of the skills learned and the partnerships formed through this project. The Project staff stated that Shonto Community Development Corporation has become a leader in community development among the Chapters of the Navajo Nation.

*"This project enabled us to take the lead among the Navajo Nation Chapters and Local Governance Act Certified Chapters with different initiatives."*

Jonathan Nez, Vice President,  
Shonto Community Governance