
CALIFORNIA INDIAN MUSEUM AND CULTURAL CENTER



Project Title:	Pomo Language Model Repository
Award Amount:	\$199,080
Type of Grant:	Language
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 1 job created
- 1 Native American consultant hired
- 15 elders involved
- 10 youth involved
- \$2,740 in resources leveraged
- 27 people trained
- 17 partnerships formed
- 3 products developed

BACKGROUND

The California Indian Museum and Cultural Center (CIMCC) is located in Santa Rosa, California. The State of California is home to over 15% of the nation's Native American population. There are currently 109 federally recognized tribes within California, in addition to many other non-federally recognized tribes. CIMCC aims to educate the public about California Indians by showcasing the history and cultures of the state's tribes, enhancing and facilitating these cultures and traditions through various outreach activities, and by preserving and protecting California Indian cultural and intellectual properties.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to coordinate and promote the sharing of existing Pomo language resource materials through the creation of a common repository accessible to all 20 Pomo tribes.

The Project's first objective was to research and collect 50% or more of the known tribal and non-tribal Pomo language instructional and resource materials, and prepare them for inclusion in the repository. Project staff amassed 243 Pomo language resources, including 29 audio recordings and 11 language videos. Proprietary feelings of ownership posed a challenge to staff, as some resource holders were unwilling to part with their records. Project staff members also shared that they are unsure whether these records constitute 50% of the resources available. The language materials successfully gathered were digitized and edited to improve sound and video quality.

The Project's second objective was to build a web-based Pomo Language Model Repository. Project staff successfully created the database and trained all CIMCC staff in its use and maintenance. The database was pilot-tested and evaluated by a select target audience of language

preservation experts, elders and youth, and their feedback was incorporated into the final product. The database currently stores all gathered Pomo language resource materials and is accessible via the CIMCC website. The materials can be queried by dialect, region, speaker and type of resource. Project staff have decided to password-protect the repository, and any entity interested in utilizing its content must contact CIMCC for access.

The Project's third objective was to conduct three regional workshops to train 100% of the 20 Pomo tribes to use the language repository. Project staff members developed a training curriculum and advertised the workshop through their listserv. Three regional one-hour workshops were held, with 27 participants representing 19 of the 20 Pomo tribes in attendance.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

For the Pomo communities of California, this Project has established a base of the Pomo language that is independent of proprietary ownership. Joe Myers, Project Director and Pomo Indian, expressed, "No longer is it just the linguists that are preserving the Pomo language. The Pomo are preserving the Pomo language." Pomo language preservation efforts from individual Pomo bands can use the repository as a starting point for discovering new materials, sharing ideas and the development of new language learning materials. At the end of the Project timeframe, staff had documented 50 requests for access to the repository from tribes and educational institutions interested in utilizing the language materials and learning more about the history and culture of California Indians.

Project staff members are building upon the work completed by the activities of this Project as they are currently working on a

Pomo language distance learning curriculum which utilizes language resources from the repository. Furthermore, CIMCC has disclosed plans to construct an in-house recording studio to develop Pomo language resources and continue to grow the language repository.

HOOPA VALLEY TRIBE



Project Title:	Development of Tribal Game and Non-Game Management Strategy for the Hoopa Valley
Award Amount:	\$451,708
Type of Grant:	Environmental
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 35 elders involved
- 169 youth involved
- \$171,558 in resources leveraged
- 26 people trained
- 8 partnerships formed
- 7 products developed
- 3 environmental codes/regulations/ordinances developed

BACKGROUND

The Hoopa Valley Tribe is located in the Klamath-Trinity Mountains of northern California. Hoopa Valley is home to over 2,500 residents, of which nearly 2,300 are Native Americans of Hoopa, Karuk or Yurok origins.

Soon after becoming a sovereign nation in 1989, the Tribe became responsible for managing its natural resources. Utilizing sustainable management practices, the Tribe provides for vast areas dedicated to wildlife habitat conservation on its lands.

Timber sales constitute the bulk of the Tribe's discretionary income and many wildlife species play important roles in the

daily lives of tribal members. Tribal members use piliated and acorn woodpecker feathers in traditional dance regalia and river otter pelts to create arrow quivers.

Prior to this Project, the Tribe had never studied the potential long-term impacts from human interactions with Hoopa Valley's wildlife population. Deer hunting on tribal lands went unchecked; the health and size of the piliated and acorn woodpecker populations was unknown; and the effects of an ongoing tribal black bear control program were not studied. Therefore, the Tribe had not created comprehensive resource management policies due to the lack of background scientific knowledge to direct their development.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to establish a wildlife management plan and regulatory structure for the Hoopa Valley Tribe. The Tribe planned to base the management plan on a survey of four wildlife species of cultural or economic importance to the Tribe. The Project was also designed to develop a hunter education program based upon tribal cultural values and animal biology.

The Project's first objective was to establish a core Interdisciplinary Team (IDT)

composed of three interdepartmental representatives, two cultural committee members, two community members and one biologist. Project staff formed the IDT and charged it with the oversight of the cultural and biological aspects of the plan, as well as formulating management alternatives to present to the Tribal Council.

Objective 2 was to develop population monitoring standard operating procedures (SOPs) for deer, bear, and acorn and piliated woodpecker species. Project staff created SOPs for the study of each of the four species and conducted long-term studies of each. Project staff also conducted a study of Hoopa Valley's fisher², or North American marten, population. The results represent population baseline data that will be monitored to determine specie health on the Reservation. Other activities included analyzing the collected data and presenting findings to the IDT to inform development of the resource management plan.

The third objective was intended to present management alternatives to the Tribal Council for approval. After reviewing the data, the IDT drafted a set of resource management alternatives to present to the Tribal Council. Tribal elections delayed the presentation of management plan alternatives to the Tribal Council, necessitating a two-month extension. The IDT condensed the alternatives into a Management Plan Strategy, which it presented to the Tribal Council in November, 2007. The Plan is currently being discussed on a community level.

Objective 4 was to develop a youth-focused hunter education program based on Hoopa cultural values and animal biology. John Higley, the Project Director, shared, "Our

goal with the youth in this project was to ensure that attitude changes towards hunting would happen." Project staff created a hunter education handbook, and accompanying workbook, with lessons on traditional hunting methods, the biology of culturally important species, and hunter safety. Additionally, staff worked with tribal elders to develop a narrative history of hunting and wildlife in the region.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

This Project helps the Hoopa Tribe manage and govern its natural resources in a sustainable manner supported by the community. Biological surveys conducted under this project will provide data for current and future management decisions pertaining to management of the Tribe's natural resources. The wildlife monitoring SOPs set the methodological precedent for the reservation. The hunter education curriculum will provide new and existing tribal hunters with information on hunting safety, wilderness survival, safe hunting practices and information on bag limits for each species.

For future hunters, the new management strategy and hunter education program promote sustainable deer populations. Healthy woodpecker and fisher populations will ensure the availability of regalia materials for tribal traditionalists. For all Hoopa tribal members, the successful management of natural resources, and positive changes in hunting practices, will strengthen the area's ecological balance, promoting spiritual and economic success.

To sustain the Project, the Tribe has committed \$150,000 in annual funding towards the development of a Wildlife Management Department. The Department will dedicate part of its budget to the continuation of the hunter education program.

² Hoopa tribal members use fisher pelts in dances and to make arrow quivers.

INDIAN CHILD AND FAMILY SERVICES



Project Title:	A Tribal Treatment Foster Care Family Reunification Project
Award Amount:	\$494,890
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2004 – 9/29/2007
Grantee Type:	Tribal Consortium

PROJECT SNAPSHOT

- 4 jobs created
- 1 Native American consultant hired
- 5 elders involved
- 79 youth involved
- 111 people trained
- 7 partnerships formed
- 2 products developed

BACKGROUND

Indian Child and Family Services (ICFS) was founded in 1980 as the first agency in California to provide Indian foster parent licensing services. Headquartered in the city of Temecula, ICFS operates in five surrounding counties and offers group counseling, individual therapy and parenting skills training to Native American children and families involved in the foster care system. ICFS functions through a consortium of eleven tribes and delivers services to its members, as well as non-member Indian families applying for assistance.

As an additional function, ICFS recruits and trains American Indian foster parents. This effort stems from tribal concerns over the

small number of American Indian foster parents available to assist native youth placed in the foster care system. ICFS member tribes support placing American Indian children with native families as a means of improving childcare outcomes.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to provide culturally and socially appropriate family-based prevention and intervention services directly to American Indian children and families. The goal was to reduce negative effects from child abuse, neglect and risk factors that lead to adolescent substance abuse, delinquency and school dropout.

The Project's first objective was to recruit, train and certify ten American Indian foster parents. Staff hired a recruiter and family assessor in addition to training ten ICFS staff members on foster family recruitment efforts. ICFS then collaborated with partner tribes and social service departments to identify potential foster parents. Staff recruited and screened fifty families, of which eleven received certification in specialized treatment foster care. Three certified parents quit after failing to meet program requirements, necessitating additional rounds of recruitment and

training. By the end of the project period, nine certified foster parents were working with ICFS.

The second objective was to provide intensive family-based services to American Indian foster parents and children. First, staff adapted the Parent-Child Interaction Therapy (PCIT) method, which utilizes focus group input on parenting values, to be more culturally appropriate for clients. ICFS then hired a parent trainer, trained staff to implement PCIT and placed 49 children into certified foster parent homes. Staff also completed PCIT training with the nine newly certified foster parents and delivered social skills trainings for each placed child. Throughout the Project, staff also delivered case management services to each child, which included home, school and court advocacy visits.

The Project's third objective was to provide intensive family-based services to American Indian biological, extended and permanent placement families. Staff supported, educated and reinforced family reunification follow-through via contact with biological parents. ICFS also facilitated parent-child visitation, court advocacy and child social skills and conducted PCIT sessions with 20 biological family members.

The final objective was planned to create an American Indian Girls group, for 30 ten-thirteen year-old youths, to assist members to practice personal responsibility and healthy lifestyles as a means of reaching balance in their lives. By the Project's end date, staff had led sessions for 30 girls.

The Project's main challenge arose as certified foster families often adopted foster children under their care, which sometimes led to the families' self-removal from the foster care program. While this is an excellent result for the adopted foster care child, it reduces the number of certified

American Indian foster families available to care for native children in the system. To overcome this obstacle, Project staff was forced to continually recruit, train and certify new foster parents.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

In 2004, ICFS was only able to place 20 of the 160 native foster children within Riverside County's Department of Social Services. From 2006-07, ICFS successfully placed 49 children with Native American families.

ICFS staff reported parenting skills trainings reduced foster household stress levels and led to increased positive relationships between foster families and children as parent roles and accountability were reinforced. Bridgett Lewis, a certified foster parent who adopted three children, shared, "The trainings really helped out at home. The girls are happy where they are and are learning about their culture. I take them to powwows and bird dancing, which they hadn't experienced before."

Staff reported training components focused on biological parents led to enhanced communication and interaction skills with their children, positively changing family dynamics. Staff cited an example case in which a participant's belief in her parenting skills increased, leading to an improved bond with her children.

One staff member who worked with three girls during the Project shared how she watched their personalities transform from fearful and shy to trusting and confident. Project staff hopes the consistent, positive influence of parents who completed PCIT trainings will improve foster children's social functioning, academic performance and self-esteem.

LAKE COUNTY CITIZENS COMMITTEE ON INDIAN AFFAIRS, INC.



Project Title:	Lake County Citizens Committee Capacity Building Project
Award Amount:	\$265,178
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/05 – 2/28/07
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 4 jobs created
- \$2,500 in resources leveraged
- 46 people trained
- 6 partnerships formed
- 2 products developed
- 14 elders involved

BACKGROUND

Lake County, California is a rural area located 134 miles north of San Francisco and 50 miles east of the Pacific Ocean. The community includes roughly 1,772 American Indians, the vast majority of whom are of Pomo descent. The area's native population is distributed amongst four rancherias and one reservation within the county.

The Lake County Citizen's Committee for Indian Affairs, Inc. (CCIA) is a nonprofit entity created to improve educational achievement for Native American youth in the public school system. The agency is the only provider of educational support for American Indian youth in the area, regardless of tribal affiliation.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to increase CCIA's capacity to develop, implement, and evaluate programs that promote the development of American Indian youth in Lake County. To achieve this, CCIA sought to develop foundational management knowledge through trainings for its Board Members, the local Parent Advisory Committee (PAC) and other interested community members. With that knowledge in place, CCIA hoped to enhance its management capabilities and longevity in the community, thereby ensuring its ability to deliver quality programs to the Native youth population.

Objective 1 was designed to conduct 2-4 core trainings in each of the Project's two years on various aspects of nonprofit board management. In the first year, Project staff successfully conducted two trainings in nonprofit management for eight CCIA Board and PAC members, considerably fewer than the 25 participants originally projected. CCIA staff also conducted two follow-up core trainings for nine participants during the Project's second year.

Objective 2 was to conduct 2-4 yearly supplemental trainings on community

capacity-building topics, such as leadership and Native American legal issues, for at least 25 PAC, community members and agency staff. CCIA conducted a five-day Parent Effectiveness Training (PET) that provided instruction to twelve participants, teaching them to become trainers of vital parenting skills. Fewer participants were trained than the 25 originally planned. In addition to these trainings, CCIA conducted a Domestic Violence Symposium in Lake County that was attended by 45 community members, PAC and CCIA staff. CCIA did not measure the interest, usefulness and quality of the trainings, as it had originally planned.

Objective 3 was to create an Administrative Manual (the “Manual”) that contained at least 35 policies related to position descriptions, conflict resolution procedures, salary schedules, and a retirement plan. CCIA staff successfully developed the Manual with 24 policies that were implemented during the life of the Project. The Manual was approved by the CCIA Board on November 13th, 2006. Though it contained fewer policies than originally anticipated, Project staff felt the quality and appropriateness of the policies gave CCIA its desired managerial framework.

CCIA faced a serious challenge when staff was forced to relocate as the result of an electrical fire that damaged the original CCIA office. CCIA quickly found another office site and moved to the new location within seven days, sparing staff from lengthy delays, in the implementation of the project.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

As a result of the Project, staff members hope to leverage CCIA’s increased visibility to expand the scope and number of its activities for local tribal youth.

For CCIA staff, the Manual is seen as a vital tool to address two of its main operational challenges: staff non-performance and the local native community’s desire for CCIA to exclusively employ Native Americans. By adhering to the policies set forth in the Manual, staff members hope to demonstrate CCIA’s stability, transparency and professionalism in the community.

Board Members credit the Project’s management trainings with facilitating the development of CCIA’s Five-Year Plan. Staff members also attribute the recent addition of two Board Members with CCIA’s increased appeal to local tribal members as a result of the Project.

The Domestic Violence Symposium received positive reviews, which affirmed the community’s positive perception of CCIA as supporter of the local Indian community. Gayle Zepeda, a local Education Director who attended the Domestic Violence Symposium, reported that “the greatest impact from the domestic violence training activity was that it brought local resources [Tribes and state and county agencies] to the table for the first time to talk about the problem. That opportunity established open communication that didn’t previously exist.”

Staff members also hope that the greater Lakeport community will benefit from the PET trainings through an increase in supportive parenting practices in the homes of the local Native youth.

MANZANITA BAND OF MISSION INDIANS



Project Title:	Manzanita Tribal Action Plan for Self-Sufficiency
Award Amount:	\$66,879
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2006 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 1 Native American consultant hired
- 10 elders involved
- 5 youth involved
- \$6,695 in resources leveraged
- 9 people trained
- 3 partnerships formed
- 3 products developed

BACKGROUND

The Kumeyaay people's traditional territory extended north and south of the Mexican border from the Pacific coast to the Colorado River. The Manzanita Band of Mission Indians is a contemporary group of the Kumeyaay, located on 4,500 acres of land in southeastern San Diego County, just nine miles north of the U.S.-Mexico border.

The Band's population and land base have grown considerably during the last several years. Recently, the U.S. Bureau of Land Management returned 1,000 acres of land to the Tribe and the population grew from 67 to 103 enrolled members between 1996 and the present day. During this period of growth, the Band adhered to a previously

created development plan that did not anticipate the new tribal members or extended territory.

PROJECT PURPOSE AND OBJECTIVES

The Project goal was to create a participatory Tribal Action Plan (TAP), incorporating the Tribe's strengths and opportunities resulting from the recent growth.

The Project's first objective was to deliver onsite data collection and survey protocols for nine staff, independent reviewers, and members of the Manzanita Regulatory Committee (MRC). Project staff contracted a consulting firm to deliver an eight-hour training on tribal goals, mission and community survey methodologies. Staff also established internal Project monitoring and evaluation systems to ensure successful oversight.

The second objective was to conduct a community needs and resource assessment with a 25% response rate from the enrolled population. To ensure tribal member input, staff led several community meetings to discuss the purpose of the Project. Staff then developed and conducted the survey based on the trainings, receiving responses from 38 of the Tribe's 87 adult enrolled

members, equal to 44% of eligible respondents. The survey asked respondents to identify specific needs in cultural preservation, economic development, education, the environment, health and housing. Staff conducted a similar survey with the Tribe's youth between 10-17 years of age and received responses from five of the ten eligible youth. The consulting firm reviewed and analyzed survey results and presented findings to the MRC for review.

The third objective was designed to finalize and adopt the TAP with detailed goals for each of the identified needs areas. The key to the TAP was aligning identified community needs with identified community strengths and resources. Project staff completed the TAP and passed it unanimously at a General Council meeting on October, 28th, 2007.

The TAP outlines overall goals, sub-objectives for each goal, the resources to be utilized while accomplishing each objective, parties responsible to complete each activity, projected completion dates and evaluation methods. For example, under cultural preservation, the plan outlines the Tribe's two main objectives: holding weekly Kumeyaay language classes and establishing a Manzanita historic preservation program. Under each objective, the plan lists significant benchmark activities that must be accomplished to progress towards the goals, and the order in which to complete them. To hold language classes, the Tribe must first develop language, history and culture curricula, prepare an implementation plan and recruit and hire teachers. The timeframe to complete each objective depends on the Tribe's current starting point and is tailored to take advantage of existing partnerships, available tribal funds and potential state and federal resources.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Project staff reported that the Project increased tribal member awareness of the importance of identifying needs and resources while planning for development goals. All staff reported positive interactions with community members regarding the survey process and the TAP. Community members expressed hope that the TAP will translate into stable economic growth and cultural preservation.

General Council members expressed confidence in the action plan, since its goals and objectives are based on a community-driven process. The TAP will guide tribal policymaking and enhance governance capacity, enabling the Tribe to exercise increased control over tribal resources and development. The Band will commence activities from the TAP framework immediately, pursuing funding sources and partnerships outlined within.

NATIONAL INDIAN JUSTICE CENTER



Project Title:	Native Voices of California Project
Award Amount:	\$676,546
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 4 jobs created
- 2 Native American consultants hired
- 37 elders involved
- 106 youth involved
- \$439,159 in resources leveraged
- 121 people trained
- 7 partnerships formed
- 2 products developed

BACKGROUND

The National Indian Justice Center (NIJC) was created in 1983 as an Indian-owned and operated nonprofit corporation in Santa Rosa, California. NIJC serves as an independent national resource for the justice systems of Indian Country by offering legal education and conducting research and technical assistance programs to improve and strengthen tribal justice systems.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to sustain intergenerational learning and oral literacy traditions by engaging California's native youth, families and elders in meaningful

conversations on California Indian history, culture, and contemporary issues and, from these conversations, create instructional multimedia resources for educational purposes.

The Project's first objective was to develop and implement ten story-gathering workshops utilizing digital photography and digital audio recording technology. Project staff developed and taught a curriculum to 23 tribal communities that included content on thematic development, storyboarding, oral interview techniques, historical research techniques, operation of digital audio-visual equipment and basic content editing using media software. Project staff had planned to reach 500 or more youth through the workshops, but fell well short of this goal, with a total of 106 youth attending the workshops. The shortfall was primarily due to the loss of a major partner which had committed to implement the workshops during the Project's planning stage, but withdrew support during implementation due to increased budget demands.

The Project's second objective was to produce and disseminate 30 videos on various California Indian issues, each of

which was planned to be 10 to 20 minutes in length. Building upon the skills gained through the workshops, the trained youth interviewed tribal elders on selected topics and video-recorded the dialogue. From these conversations, the youth, with a guiding hand from Project staff, produced video presentations. At the conclusion of the Project's timeframe, 46 of these videos were completed and uploaded onto the NIJC website. However, approximately half of the video links are unplayable, as NIJC's IT department does not have the server capacity to support the files. Furthermore, the videos that are available average three minutes in length, many of which suffer from poor sound and picture quality. The loss of the primary project partner negatively influenced the activities under this objective.

The Project's third objective was to develop and disseminate a toolkit to assist teachers, cultural leaders and educational institutions to use the video presentations and access additional information on the themes they cover. Project staff completed the toolkit, which includes a user's guide, fieldwork curriculum, bibliography, evaluation tools, release forms and sample templates. The toolkit was distributed to NIJC's network of 162 California Indian tribes and is available for download at the NIJC website. Upon conclusion of the Project's timeframe, the toolkit had not been distributed to any educational institutions, but Project staff shared that this will occur at a later date.

The final objective was to produce a Project Overview Presentation and present it at Native American education conferences in order to foster replication of the Project. The overview was completed as a Powerpoint presentation and was showcased at NIJC's annual conference. The presentation has been uploaded to NIJC's website, but has not been shared with any additional partner websites as was planned.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The Project provided an opportunity for California Indian youth to participate in a positive and constructive activity that directly addressed issues affecting their lives. Participants displayed an increase in historical knowledge and, by proxy, their own identity. The Project's focus on intergenerational activities also served to strengthen bonds between youth and elders.

The Project also provided an opportunity for California Indian elders to share their knowledge and stories, thereby reinforcing their position as holders of wisdom within their respective community. The participation of elders in the Project's activities ensures that the video resources capture a tribal perspective of historical events and preserve community history not documented elsewhere.

NOR EL MUK BAND OF WINTU INDIANS OF NORTHERN CALIFORNIA



Project Title:	Nor El Muk Strategic Planning Project
Award Amount:	\$113,441
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2006 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 12 elders involved
- \$10,000 in resources leveraged
- 2 people trained
- 1 partnership formed
- 2 products developed

BACKGROUND

The Nor El Muk Nation is a band of the Wintu Indians located in northern California. The Tribe operates as a 501(c)3 organization while it seeks to restore federal recognition.

Prior to the Project, the Tribe documented tribal member lineage. The resulting documentation reported an active enrollment of 361 members, half the Tribe's total projected membership. Hundreds of projected tribal members were designated as inactive due to the lack of updated contact information and subsequent low reporting.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to update the Tribe's active and inactive enrollment and conduct a combined demographic-community needs survey, from which tribal

staff planned to create a strategic community development plan.

The first objective was to update the active and inactive tribal enrollment through research with active members, lineage searches and contact with the Bureau of Indian Affairs (BIA) and Indian Health Services (IHS). Staff sent 300 letters to potential and inactive members and received 180 responses. In all, Project staff enrolled 26 new members and activated the membership of 180 formerly inactive members. Staff was not able to use tribal member information from the BIA or IHS due to confidentiality concerns. Two staff members also received training in Tribal Database Resources (TDR) software, which the Tribe plans to use for member data storage and reporting.

Objective 2 was to develop and conduct a survey to identify and document unmet community needs. The Tribe intended to use the resulting data as the foundation for the community's strategic plan. Staff developed the survey and sent copies to 300 tribal families. Forty-two families responded to the survey. Many of the surveys received were incomplete, which Project staff attributed to the survey's length, and complicated structure. Staff did

not analyze data from the collected surveys or conduct a follow-up questionnaire, as it had planned. Therefore, survey data was not available to inform the development of the strategic plan. In hindsight, staff realized that a simpler, shorter survey design may have improved the quality and number of survey responses.

The third objective was to develop a 5-Year Strategic Plan based on identified community needs and desires. Project staff held a community meeting and Tribal Council retreat to prepare a vision statement, outline critical elements of the Plan, and prepare a minimum of five target needs with objectives for each. To conduct a final Council retreat, staff received a Project extension from ANA.

During the second retreat, the Council designed the Plan’s goals, objectives, timelines, key staff and needed resources. The Phoenix Group, a Project partner, compiled the plan with oversight from Project staff. The Plan focuses on five key areas: federal recognition, funding resources, economic development, health and education. Under each designated area, the Plan outlines foundational tasks to achieve the goal and outlines specific activities to undertake. Staff passed the Plan at a Tribal Council meeting in November, 2007.

The Project’s main challenge was the dismissal of the original Project Director. In the wake of the dismissal, existing staff needed to be trained to manage the Project, which slowed progress.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Two Project staff members received technical training in database software management, a useful skill for their professional development. For the tribal general membership, Project staff hopes the

Plan will lead to future improvements in health, welfare and economic development.

Tribal Council members reported that the Plan’s development process created community consensus for the Tribe’s long-term development. Project staff hopes this positive momentum will continue and encourage increased communication between the Council and tribal members.

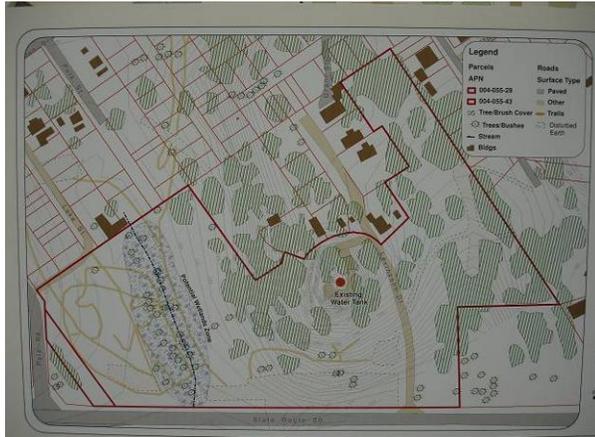
For the Tribe, the Project increased access to tribal members. As word of the Tribe’s efforts to develop a community-based strategic plan spread, tribal members frequented the Tribal Headquarters to update their records and seek assistance, thereby creating opportunities for members to meet.

By the Project’s end, staff was researching funding opportunities from the Department of Housing and Urban Development and California’s Department of Transportation for construction projects.

“For the Tribal Council, this process created more agreement regarding the vision for the future.”

John Hayward, former Chairman

REDWOOD VALLEY LITTLE RIVER BAND OF POMO INDIANS



Project Title:	Government Capacity Building and Self-Sufficiency Project
Award Amount:	\$146,879
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/29/2006 – 12/31/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 1 Native American consultant hired
- 7 elders involved
- 25 youth involved
- \$385,464 in resources leveraged
- 17 people trained
- 6 partnerships formed
- 2 products developed

BACKGROUND

The Redwood Valley Reservation is located in Mendocino County, California. The reservation spans just over ten acres and serves as headquarters for the 157 enrolled members of the Little River Band of Pomo Indians. The Tribe has expanded its land base in recent years with the purchase of 170 acres in 1985 and seventeen acres in 2005. Both land acquisitions are non-contiguous with the original ten-acre Redwood Valley Reservation. The Tribe has sought to expand its land holdings as there are currently 29 families on the housing waiting list, but no available land on which to construct additional homes.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to develop a Master Land Use Plan for the residential and commercial development of the Tribe's recently purchased seventeen acre land plot.

The Project's first objective was to complete a Master Resource Inventory and Management Plan of the purchased plot. Five tribal members received training in natural resource management and assisted the Resource Management Planner in the inventory of the acquired lands. The completed Plan inventoried all of the soil, water, vegetation and cultural elements of the seventeen-acre plot and was approved by the Tribal Council.

The Project's second objective was to complete a Land Use Master Plan and an affordable housing development feasibility study to determine the appropriate mix of multi- and single-family units with consideration for future commercial development. During the Plan's development, members of the tribal community toured the site to assess the landscape and offer ideas on the scope and extent of future development. Community feedback was continuously incorporated into

the development of the site plans. Five draft land use plans were created and the tribal community was provided the opportunity to select the preferred plan. The chosen Land Use Master Plan was approved by the Tribal Council and incorporated commercial, residential, and mixed-use structures. The findings of the Resource Inventory and Management Plan were utilized in the development of the Land Use Plan as 90% of the identified heritage oak trees will be preserved once construction commences. The site will be developed in three phases, in which sixteen residential structures will be built first. The developments are estimated to cost \$20 million and take 15 to 20 years to complete.

As part of the second objective, Project staff received certification to train community members in the 'Pathways to Home' curriculum. Nine families completed the workshop, which prepared the participants for home ownership through training in such areas as financial literacy and applying for mortgages.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The Project advanced the Tribe's ability to plan for the future residential and commercial development of the recently acquired seventeen-acre plot. The planning sessions encouraged community involvement, thereby empowering tribal members to set the vision and path for the site's development. Community input inspired the Land Use Plan's commitment to the 'green' development of the site. Residencies will be situated in order to make full use of solar energy. Heritage oak trees and other native plants will be preserved during construction. Project activities also created critical financial partnerships that will be utilized by the tribal community to attain the funds necessary to construct future homes on the site. Finally, plans for

commercial development were incorporated into the Land Use Plan and will provide future revenue streams for the Tribe and diversify its economic base, which currently only includes federal financial support and per capita distribution of California gaming profits.

For those community members involved in the 'Pathways to Home' training, post-tests indicate a strengthened ability to financially manage future home ownership. Indeed, four families that completed the workshop have qualified for a 30-year mortgage, and two of these families have already purchased their own homes off the Reservation. Project staff members shared that they will continue to offer the workshop to community members in preparation for the completion of residential construction.

The Tribe has already taken proactive steps to ensure that the site development plans become reality. A \$300,000 U.S. Department of Housing and Urban Development grant has been procured to develop engineering plans for the new homes. Additionally, an \$80,000 grant from the U.S. Department of Agriculture has been awarded to the Tribe to complete feasibility studies for the commercial development of the site. These two developments indicate that the work completed by this Project will continue, and will persist in advancing the Tribe towards the goal of easing the current housing shortage facing tribal members.

SHINGLE SPRINGS RANCHERIA



Project Title:	Environmental Capacity Development Project
Award Amount:	\$152,561
Type of Grant:	Environmental
Project Period:	9/30/2005 – 2/28/2007
Grantee Type:	Tribal Nonprofit

PROJECT SNAPSHOT

- 2 jobs created
- 1 elder involved
- 10 youth involved
- \$4,980 in resources leveraged
- 5 people trained
- 2 partnerships formed

BACKGROUND

The Shingle Springs Rancheria encompasses 80 acres of land in the Sierra Nevada foothills of Northern California in El Dorado County, 35 miles east of Sacramento. The Tribe's enrolled population is 330 members, one-third of which currently live on the Rancheria.

Until 1996 fewer than 30 residents lived on the Rancheria. From that year forward tribal members began returning as employment opportunities increased with the opening of a casino on the Tribe's property, eventually swelling the population to 136 residents. The casino was quickly shut down, however, and its closure resulted in unemployment for many of the new residents.

The Tribe redoubled its efforts to open a new casino and expects to open the "Foothill

Oaks Casino" in the fall of 2008. Thus, the Project coincided with a period of preparation for the potential business, wealth, population influx and environmental impacts that would coincide with a new casino.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to improve the Tribe's internal environmental management capacity as well as educate tribal youth on environmental issues. The Tribe's environmental staff lacked the internal resources and expertise to enforce existing ordinances and monitor environmental indicators in the community. Therefore, the Tribe consulted expensive outside environmental firms. Additionally, the Tribe recognized that its local youth needed more education in environmental issues to ensure that future generations would be prepared to monitor and manage the Tribe's natural resources.

Objective 1 was designed to develop capacity within the Tribe's environmental programs through formalized professional and technical capacity-building trainings. Staff received training in emergency management, soil sampling, emergency response and hazardous materials

management. Additionally, staff members attended a national forum on tribal environmental science. Some of the planned trainings were not completed, due to scheduling challenges resulting from the environmental staff's heavy workload.

Objective 2 was to develop environmental knowledge and skills with ten tribal youth aged 14-18 through ten EPA Solid Waste Trainings and six community activities. The youth received training in recycling, composting, energy use and environmental analysis. They also participated in two community-based environmental activities. Participants received modest weekly stipends during the courses and the opportunity to compete with a small number of their peers for a college scholarship in environmental studies.

The Project's main challenge during implementation arose from community member concern regarding inconsistencies in evaluation criteria for the scholarship selection. The community's negative reaction to the decision reversed many of the positive strides made with the youth to that point. Scheduling issues with participating youth also caused delays and forced Project staff to abandon some of the planned community activities.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

For Shingle Springs' environmental staff members, the trainings increased their knowledge of soil sampling, emergency response and hazardous management. The soil sampling classes are expected to prove especially useful for the Tribe, enabling it to monitor and analyze environmental indicators independent of outside consulting firms. Additionally, the emergency management and response classes increased the Tribe's capacity to mitigate and respond to natural disasters common to the area, such as wildfires and earthquakes. At the end of

the Project, the environmental staff applied for an air quality grant to ensure the sustainability of the Project's benefits.

For participating youth, the environmental classes were beneficial educationally and may provide the motivation for future careers in an environmentally-related field. The youth also created an environmental corps to bring attention to environmental issues important to the Tribe. Staff members hope that the educational seeds planted by this Project will benefit the Tribe in the future.

An ancillary benefit of the Project occurred as the tribal youth were encouraged to participate in Tribal Council meetings and voice opinions on environmental issues affecting the community. Shingle Springs' environmental staff members reported their hope that this will positively affect the youth by increasing their feeling of ownership in the Tribe's environmental management.

"I am certain that these environmental trainings helped the Tribe progress towards its overall goal of self-sufficiency."

Robert Columbro, Shingle Springs
Environmental Project Officer

SOBOBA BAND OF LUISEÑO INDIANS



Project Title:	Soboba Government Planning Assistance
Award Amount:	\$143,470
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2006 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job developed
- 1 governance code/ordinance developed

BACKGROUND

The Soboba Reservation spans nearly 7,000 acres of rolling hills, deep ravines, and alluvial plains in southern California. It is home to the Luiseno Band of Mission Indians which, some studies demonstrate, has an ancestral presence on the land dating back 4,700 years. The Luiseno traditionally practiced sophisticated agricultural techniques, including plant husbandry, water and erosion management and controlled burning. The Tribe currently has 965 enrolled members, the majority of whom live on the Reservation.

During the past ten years the Tribe has experienced growth, creating a public school to serve K-12 grades, constructing a pre-school, building a gymnasium and activity center for tribal youth and acquiring nearly 1,000 acres of trust land. To keep pace with recent and planned developments the tribal government recognized the need to enhance its planning capacity. The Tribe recently reported struggling to gain

community support while attempting to create a committee to guide economic development, leaving it without a formal economic planning process. The lack of such a committee hindered the passage of development plans in the past. Prior to the Project, the Tribe was in the final stages of a water rights settlement that would provide significant economic opportunities and desired stability in its planning processes.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to develop and formulate necessary revisions to the Tribe's constitution, codes and ordinances to coincide with the strengthening of its governmental structures.

The Project's first objective was to develop and revise the tribal constitution and by-laws to assist in governance activities. Work done towards the completion of this objective could not be verified by the end of the Project timeframe.

The second objective was to develop tribal codes and ordinances to guide the Tribe's economic development policies. Project staff worked with external consultants to complete revisions to the Tribe's policy and procedures manual, a draft of which was

completed on November 5th, 2007. The manual is intended to be a guideline that gives direction and provides parameters for consistent decision-making by tribal personnel in accordance with the goals of the Tribe.

Determining a more detailed picture of this Project's accomplishments and impact data was hindered due to two major challenges. First, the Tribe experienced significant administrative turnover near the end of the Project's timeframe, including financial personnel with key knowledge of the Project's budget expenditures. Second, the Project Director position was vacated soon after the Project ended. With the Director's departure, the Tribe's knowledge of the Project's completed activities and accomplishments was lost.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Due to the challenges mentioned above, the Project's outcomes and impact on the community are unknown.

STEWARTS POINT RANCHERIA



Project Title:	Governance Project
Award Amount:	\$297,402
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2004 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 4 people employed
- 1 Native American consultant hired
- 135 elders involved
- 197 youth involved
- \$4,084 in resources leveraged
- 5 people trained
- 5 partnerships formed
- 9 products developed
- 7 governance codes/ordinances developed

BACKGROUND

The Kashia Band of Pomo Indians of Stewarts Point Rancheria is located on 42 acres of land in northern California. The Tribe counts a total of 577 enrolled members. These members compose the Tribe's Community Council, which authorizes the four-member Tribal Council to govern on their behalf.

PROJECT PURPOSE AND OBJECTIVES

The purpose of the Project was to strengthen the regulatory, governance and administrative capacity of the Tribe. The goal was to strengthen tribal sovereignty and enhance tribal governance capacity, stability and effectiveness.

The Project's first objective was to revise, update and amend the Tribe's constitution and bylaws, election ordinance, enrollment ordinance, code of conduct and land assignment ordinance. The objective also was designed to develop a comprehensive set of ordinances that addressed business policy, peace and good order and tribal wage rates. To complete the objective, Project staff and a legal consultant researched, reviewed and discussed model constitutions and ordinances. The Project team then completed drafts of the constitution, bylaws and the seven ordinances. To ensure community input, staff organized and publicized community meetings throughout the Project timeframe to discuss the drafted documents. Staff members recorded community comments and incorporated feedback into the final drafts. At the conclusion of the Project timeframe, staff

had finalized drafts of the constitution, bylaws and seven planned ordinances, but the documents had not yet been adopted by the Tribal Council or Community Council.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Project staff sought out input from Kashia Band community members through a series of 42 community meetings, thereby committing the Tribe to a process in which the beneficiaries of the Project influence and share control over the governance initiatives which affect them. Tribal members expressed satisfaction with their level of involvement in Project activities.

Community members also shared that they felt empowered from their assistance with shaping the future of the Tribe and Reservation. This is a key development, as the Community Council did not approve an earlier attempt at revising and developing ordinances and bylaws since the community was not involved in the development process.

Overall, Project staff revised the Tribe's Constitution and bylaws and developed seven governance ordinances. Final adoption of these nine documents was not achieved within the Project timeframe, but staff has formed plans to convene the Tribal Council and Community Council to formally adopt the Constitution, bylaws and ordinances in the future. The documents will assist the Tribe in reaching consistent decisions, strengthening the Tribe's sovereignty, governance capacity, stability and overall effectiveness.

TOYON-WINTU CENTER



Project Title:	Toyon-Wintu Organic Production and Marketing Project
Award Amount:	\$155,067
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2006 – 9/29/2007
Grantee Type:	Tribal Nonprofit

PROJECT SNAPSHOT

- 4 jobs created
- 1 business created
- 2 Native American consultants hired
- 8 elders involved
- 19 youth involved
- \$4,000 in revenue generated
- \$6,371 in resources leveraged
- 11 people trained
- 7 partnerships formed

BACKGROUND

Incorporated in 1972, the Toyon-Wintu Center, Inc. is a nonprofit corporation of the Wintu Tribe of northern California, a non-federally recognized tribe of over 430 members. The Tribe's aboriginal territory includes the majority of present-day Shasta and Trinity Counties, much of which is currently at the bottom of Lake Shasta, a result of damn construction in the 1940s.

Prior to the Project, the Center reported insufficient supplies of native and organic food for area residents, tribal members and native-focused cuisine. The Center also

reported a dearth of marketing opportunities for native craftsmen and economic challenges facing the Toyon-Wintu Tribe's members.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to establish an economic base for the Tribe by opening a tribally-owned organic farm and selling produce and native goods in the Redding area.

The Project's first objective was to establish the Wintu Organic Market with assistance from private and local government partners. The Tribe hired a Project Director, developed policies for market operations and ensured it met legal requirements to open the market. Staff experienced significant delays selecting the greenhouse and farm site, but eventually selected and cleared a section of tribally-owned land. Due to large amounts of debris on the selected site, cleanup lasted six weeks. Staff did not conduct a market analysis of potential consumers, or develop formal marketing advertising plans. Instead, staff members focused the marketing campaign on a one-time Salmon Harvest Gathering at

the Market, which attracted hundreds of community members.

The second objective was to establish a greenhouse and planter system at the market site for vegetables and herbs. The greenhouse was successfully constructed and land tilled to establish the organic garden. The total area of cultivated land was roughly two acres. Staff also constructed a retail outlet at tribal headquarters, located on the farm site, in order to market and sell tribally-made arts and crafts.

The Project’s final objective was to achieve total produce sales of \$60,000, which the Tribe estimated was 60% of funding needed for the market to continue operations after the Project’s end. Other planned activities included conducting an analysis of inventory turnover, a market assessment according to the business plan, and an evaluation of management business decisions. Due to start-up delays, the market’s location in a lightly-trafficked area and the small size of the tillable land on the selected site, the market sold only \$4,000 worth of organic produce during the Project timeframe. Market produce included tomatoes, zucchini, watermelons, squash and cucumbers. Staff evaluated the Market’s management business decisions in an informal manner throughout the Project but did not analyze inventory or assess the local market.

The main challenge was the staff’s inability to secure sufficient land suitable for agriculture. During implementation, staff located a large plot of land more appropriate for the Project’s needs. Project staff hope to relocate to the new site in the future and continue operations. Another significant challenge was the Tribe’s overestimation of production, and thus sales, from the land cultivated during the Project. Market staff members reported learning valuable

business and agriculture lessons as a result of these challenges.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The Project did not achieve all of its intended objectives. However, the Wintu Organic Market produced many positive benefits in the community. The market created jobs for seven tribal members, reducing tribal unemployment by an estimated 1%. Nearly all employees reported ancillary benefits as well, such as an increased knowledge of organic agriculture, healthier eating habits and community marketing skills. Lori Light, the Project’s original Director, reported with astonishment, “My son eats zucchini and squash as a result of this project!”

The market also created a central gathering place for tribal members to meet on a regular basis. Nick Malone, a tribal volunteer at the market, remarked, “The Project created a positive vibe on the flat. It’s become more of a focal point now.”

From a health standpoint, the market assisted several diabetic tribal members in their efforts to eat healthier. Project staff hopes these members will continue their healthy eating practices.

Despite setbacks in early sales, staff members estimate that the market has potential to be profitable, given another year to establish itself in the community. The Project enhanced the Toyon-Wintu Center’s business capacity and knowledge of organic agricultural products. Staff members hope this new knowledge and increased sense of community will help the Wintu Organic Market grow and prosper.

“People are more involved in the Tribe now. This is the most productive this place has been in a long time.”

Bill Hunt, Project Volunteer

YUOK TRIBE



Project Title:	Yurok Tribe Social and Cultural Enhancement Project
Award Amount:	\$402,314
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2004 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 3 jobs created
- 28 Native American consultants hired
- 27 elders involved
- 900 youth involved
- \$126,500 in resources leveraged
- 31 people trained
- 4 partnerships formed
- 6 products developed

BACKGROUND

The Yurok Tribe's reservation extends from the mouth of the Klamath River at the Pacific Ocean upriver to the communities of Pecwan and Weitchpec, Washington. The reservation spans 56,585 acres and encompasses one mile on each side of the Klamath River. There are currently 4,692 enrolled members in the Tribe, making it the largest group of Native Americans in the State of California.

PROJECT PURPOSE AND OBJECTIVES

The Yurok Tribe provides a variety of programs and services to meet the needs of its growing and scattered population. Yurok leadership has integrated culture into tribal

programs and services to address the social, economic and wellness needs of its constituents. Previous youth development efforts did not focus on traditional activities. Implementation of this Project brought together the Tribe's Social Services Department and the Yurok Cultural Department to initiate a culturally-based youth mentoring program. The Project goal was to reach a large number of tribal members in need of cultural reconnection.

The Project's primary objective was to instill culturally-based values and traditions in Yurok youth through the Tribe's social services programs. To complete the objective, staff planned to pair at least 50 Yurok Tribal youth (identified by Yurok Social Service) with a Yurok culture bearer (identified by the Yurok Culture Department) to receive 192 hours of instruction designed to inculcate traditional values, improve individual and social behavior, and teach Yurok cultural arts and ways of life. Mentors underwent a two-day training provided by United Indian Health Service. By the end of the Project, Yurok Social Services had referred 150 youth to the Yurok Culture Department, of which 100 participated in the Project. During the

school year, these youth met with ten culture and elder mentors to learn tribal mores, arts and crafts. Additionally, approximately 900 youth attended a summer camp conducted by Project mentors. Camp activities included lessons on traditional gathering, basketry, canoe paddling, carving, traditional home construction, stick games, fishing and eeling. Twelve university and eight high school students served as peer counselors for youth during the summer cultural camps.

The second objective was to develop comprehensive guidelines for cultural resource management and create an operational plan for the envisioned Yurok Cultural Center. To support this objective, the Yurok Social Services Task Force participated in a series of community forums designed to facilitate consensus-building on the basis of “culturally appropriate social services.” Staff consulted with tribal communities and prepared a culture and history pamphlet of the Yurok Tribe. The Task Force also consulted with diverse community constituencies as well as public and private organizations to develop a plan of operations for the envisioned Yurok Cultural Center. By the end of the Project, staff had developed policies and procedures for exhibits, staffing, and collection management and conservation as well as a plan for the integration of appropriate Yurok tribal programs into the activities of the Center.

The reservation’s geography, and its widely dispersed population, created challenges during Project implementation as travel distances limited opportunities for tribal members to meet. Furthermore, travel from the Tribe’s headquarters in Klamath to remote communities on the reservation required many hours of driving over mountain roads. The Tribe’s remoteness also contributed to delays in hiring qualified staff, as it was difficult to attract candidates

to the reservation. To hire staff and complete the objectives, ANA granted a one-year extension through September 2007.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Participation in this Project helped Yurok youth learn more about their culture, traditions, language and crafts. Participants completed pre- and post-tests to gauge attitude changes resulting from the Project and analysis of this data is on-going. Geneva Wiki, Director of Klamath River Early College, explained that for some students their only victory of the day or week occurred in the Project’s mentoring program. She spoke of lessons learned through cultural sharing in the classroom and shared, “Our culture helps to promote a healthy lifestyle.”

Tribal elders reported increased feelings of respect within the community through participation in the Project, thereby reinforcing their traditional roles as wisdom keepers within the community. Additionally, many elders shared they have added traditional foods to their diet.