
JAMESTOWN S'KLALLAM TRIBE



Project Title:	Jamestown Family Clinic
Award Amount:	\$175,000
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2006 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 13 jobs created
- 4 elders involved
- \$450,000 in revenue generated
- \$500,000 in resources leveraged
- 2 partnerships formed

BACKGROUND

The Jamestown S'Klallam Tribe is located on the northern Olympic Peninsula of Washington. The Tribe opened the Jamestown Family Health Clinic in 2002 to service tribal members, other American Indians, Alaska Natives and non-Indian residents of eastern Clallam County. Services at the facility include family practice and specialty care obstetrics and gynecology.

The Tribe realized that the Clinic, which was housed in a leased facility, was not large enough to maximize patient visits and provide sufficient revenue to operate with a sustainable profit margin. In 2005, the Tribe resolved to construct a new 35,000 ft² clinic to continue and expand services for the community. With the increased clinic space and higher profit margin, the Tribe hoped to ensure that all 600 of its local and non-local

tribal members could receive health care at constant rates, despite rising costs. The Tribe completed design and construction plans for the new facility in June 2006 and expected construction to begin in August.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to facilitate the expansion of the planned medical facility through the purchase and installation of medical equipment, supplies and some furniture. The equipment included supplies for patient examination and procedure rooms, waiting room furniture, office equipment, communication equipment and wireless network equipment.

Objective 1 was to purchase and install examination, procedure room, communications and lab equipment. To complete construction, the Clinic expected to receive a US Department of Agriculture loan or loan guarantee. Delays in the annual tribal budget process significantly hindered the loan guarantee and the new facility's construction had not begun by the Project's end. Rather than let the delays halt the clinic expansion, Project staff leased additional office space in a different location and purchased examination and procedure room equipment, waiting room furniture, and office equipment. Medical equipment

included examination wall units and exam tables. As part of the installation process, staff developed specifications for the future wireless network and installed a telephone system in the existing facility that clinic staff will reinstall in the new space. Staff installed as much new equipment as possible in the existing clinic, placing the remaining equipment in storage, in anticipation of the new Clinic’s grand opening.

Objective 2 was to complete steps necessary to begin new medical services. Activities included: updating a 2004 study to determine the shortage of family practice and specialty physicians in area, determining priority patient recruitment areas and hiring medical and IT staff. Soon after the Project began, two local outpatient clinics permanently closed. The Klallam Health Clinic absorbed the majority of the clinics’ 5,000 patients and many medical practitioners from one facility, thereby quickly expanding its services. Project staff, therefore, did not complete the planned study or investigate priority recruiting areas as its increased patient load immediately filled its expanded capacity. The Clinic hired three office assistants, four medical assistants, two nurses, three nurse practitioners and one medical doctor. Staff plans to fill positions for three specialty practitioners and an IT specialist after the new Clinic opens.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The Sequim community benefited greatly from the Project as the clinic provides regular services for community members who would have been without options for primary health care. Overall, the Clinic’s patient roster now stands at 25,000, of whom it regularly provides services to 4,000.

For the new medical providers and staff, the service expansion provided jobs when the

other clinics closed their doors. The new medical equipment facilitated the Clinic’s expansion as the staff uses the wall units, exam tables and telephone system for all patient visits at the site.

For S’Klallam tribal members, the Clinic’s expansion provided access to increased services. Implementation of the Project also increased the Clinic’s revenue. In the single year of providing increased services, the Clinic billed an additional \$830,000 in patient visits, of which it collected roughly \$450,000. The extra funding will ensure that the Tribe’s 600 members will continue to receive the same benefits as in the past, despite rising health care costs. The Tribe and Clinic continue to pursue a construction loan for the new clinic and expect to secure funding in the near future and have already secured a \$500,000 grant from the Department of Housing and Urban Development to aid the expansion.

“The success of the Jamestown Family Health Clinic is a stabilizing factor in the community.”

Bill Riley
 Director, Health and Human Services
 S’Klallam Tribe

LOWER ELWHA KLALLAM TRIBE



Project Title:	Klallam Language Curriculum Development Project
Award Amount:	\$300,000
Type of Grant:	Language
Project Period:	9/1/2004 – 11/30/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 7 Native American consultants hired
- 5 elders involved
- 1,047 youth involved
- \$54,500 in resources leveraged
- 6 people trained
- 7 partnerships formed
- 8 products developed
- 6 language teachers trained
- 1,700 native language classes held
- 1,047 youth increased their ability to speak a native language
- 6 adults increased their ability to speak a native language

BACKGROUND

The Lower Elwha Klallam Tribe is located in Washington State, on the Olympic Peninsula. The Tribe's reservation was established west of Port Angeles, WA during the Indian Reorganization Act in 1934, and the Tribe received federal recognition in 1968.

The Klallam Language Program began in 1991 and focused on language preservation and revitalization. At the time, the Tribe could only identify eleven first language speakers. In 1998, the local school district integrated the Klallam Language into the curriculum and the Language Program expanded into the Port Angeles High School, where it has been taught ever since.

PROJECT PURPOSE AND OBJECTIVES

The Project's purpose was to develop and implement curricula for 3rd and 8th grades and teach them daily in Port Angeles schools as well as during summer immersion language retreats. The Project's secondary purpose was to encourage tribal members from the three Klallam Tribes (Elwha, Port Gamble and Jamestown) to attain tribal certification as language teachers.

Objective 1 was to develop and instruct a Klallam Language and Culture curriculum, comprised of nine units, to 8th graders in Port Angeles. Project staff developed seven of the nine planned units, with an average of ten lessons per unit. The Project staff's main challenge was consistently implementing the curricula in Port Angeles' classrooms. Scheduling challenges in the local junior high school halted staff efforts to implement the curriculum in 8th grade

classrooms. As an alternative, staff implemented the new curriculum in the existing Klallam language program in the high school.

Objective 2 was to develop and instruct a Klallam Language and Culture curriculum, comprised of nine units, to 3rd graders. Staff developed five of the planned units. Once again, staff faced obstacles to consistently teach the new curriculum in 3rd grade classrooms. By the end of the Project, two of the units had been taught in four public elementary schools, but staff did not find a permanent solution.

Objective 3 was to develop and instruct 50 Klallam Language grammar lessons at a six-week immersion retreat attended by ten participants from each of the three Klallam Tribes. Due to scheduling challenges with the Tribe’s linguist, Project staff altered the structure of the camp. Instead of a six-week course, the linguist taught classes twice a week for ten weeks and led one and two-week immersion programs in January and July. Participant levels exceeded expectations in the Port Gamble and Lower Elwha Tribes but fell short in the Jamestown Klallam Tribe. By the end of the Project, participants completed 34 of the 50 grammar lessons.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Project staff report that participation in the Language Program encourages tribal youth to stay in school and has improved their academic performance. Klallam language teachers from the community serve as role models for youth, providing examples of future employment opportunities. As youth participate in community meals with tribal elders and are encouraged to communicate in Klallam, the language is becoming more closely associated with their cultural identity.

For tribal elders, participation in the Project offered an opportunity to share stories and memories with tribal youth and community members. As youth improve their language skills, elders encouraged tribal gatherings specifically because they wanted to hear the youth speaking Klallam. The positive cycle reinforces intergenerational experiences and the elders’ place in the community as holders of knowledge and wisdom.

Project staff report that the Language Program enhanced intertribal and non-native communication and understanding. Native and non-native teachers and school administrators learned about the Tribe’s history and culture from their participation. Community participation in tribal activities also increased during the Project. Over 500 community members from Port Angeles participated with tribal members from the Port Gamble, Jamestown and Lower Elwha Tribes in an annual canoe journey that focused on tribal culture, history and language.

To maintain language classes, the Language Program receives some resources from the Lower Elwha Tribe and Port Angeles School District. The Program is also seeking grant money for language inventory activities.

“The project has allowed us to fill a gap in our language learning.”
 Wendy Sampson,
 Klallam Language Teacher

MAKAH INDIAN TRIBE



Project Title:	Qiqidiccaq for All Ages Project
Award Amount:	\$301,044
Type of Grant:	Language
Project Period:	9/30/2005 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 7 Native American consultants hired
- 19 elders involved
- 210 youth involved
- \$4,100 in resources leveraged
- 3 people trained
- 10 partnerships formed
- 1 product developed
- 2 language teachers trained
- 920 native language classes held
- 210 youth increased their ability to speak a native language
- 56 adults increased their ability to speak a native language

BACKGROUND

The Makah tribe lives in and around the town of Neah Bay, Washington, a small fishing village along the Strait of Juan de Fuca, off the Pacific Ocean. The current reservation spans approximately 27,000 acres, a small portion of the territory controlled by the Tribe before the Treaty of Neah Bay was signed in 1855.

Qwiqwidicciat, the Makah language, belongs to the Southern Nootkan branch of the Wakashan language family. It is the only representative of these linguistic classifications in the United States. Modern linguistics indicates that Qwiqwidicciat became a language distinct from its closest relative, Nitinaht, about 1,000 years ago.

Prior to the Project, Makah was taught in the local kindergarten and in high school. Formal language training did not occur between these grades, however, and students tended to forget much of what they learned.

PROJECT PURPOSE AND OBJECTIVES

The goal of this Project was to expand and strengthen Makah language classes for community members in Neah Bay. Project staff planned to hire and train additional language instructors, develop language curriculum guides for 1st and 2nd grades, create language audio CDs and implement expanded community language classes.

Objective 1 was to hire and train two Makah language teachers. After completing training, staff hoped both teachers would qualify for the First Peoples' Language and Culture Teacher Certificate, which the Makah Tribe and Washington State recognize. Project staff hired both teachers

and gave them training in behavioral topics, music, drama, storytelling, gang awareness and language program funding sources. They also received 540 hours of training in Makah, to improve fluency. Both teachers received teaching certificates, increasing the Tribe's total certified Makah teachers from three to five.

Objective 2 was to develop language curricula for the 1st and 2nd grades. Project staff successfully developed curricula for both grades, including four language CDs. The new curricula provide a graduated guide for K-8th grade Makah instruction in the Neah Bay Elementary School. The curricula fill the prior language instruction gap, providing continuity for students. For grades 3-8, the curricula provide a map for future expansion.

Objective 3 was to conduct language classes for K-2nd grade students in the Neah Bay Elementary School. For each class, Makah language teachers conducted 20-minute language classes three times per week. By the end of the Project, Makah language teachers had taught 864 language classes to 124 K-2nd grade students.

The final objective was to conduct multi-age community classes during the fall, winter and spring quarters, as well as introductory Makah classes for interested tribal departments. Project staff conducted 36 multi-age and 20 tribal department classes. In all, 34 adults received Makah language training on a regular basis. Additionally, Project staff held a summer dance with over 100 youth and five elders in attendance.

The main challenge to implementing the Project arose from scheduling conflicts. Staff scheduled classes during non-language teachers' prep periods and, as those periods change quarterly, Makah classes were at times subject to changes that conflicted with the Makah teachers' schedules.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

For the newly-certified language teachers, both of whom are Makah tribal members, the Project provided employment and the opportunity to share Makah language and culture with the younger generation of tribal members. Teachers promote traditional Makah values in the classroom, such as respect for elders and love for the community, as well as integrating cultural activities like basket weaving and dance.

For participating native and non-native students, the classes increased Makah language knowledge and fluency. The principal of Neah Bay Elementary School, Alice Murner, reported, "I have never seen kids with so much language (fluency) before." Anna Smith, the parent of a participating student, shared that, "Even the non-native kids in the area are really enjoying this experience."

Parents report that their children are more engaged in school and willing to share their new language skills. The process encourages community support for the program.

The school system reviewed and accepted language curriculum, integrating it into the daily schedule. The Neah Bay Elementary School also provides dedicated classrooms to the language program and pays the teachers' class time plus an hour of preparation time for each class. The Makah Tribal Council has dedicated additional funding to maintain the Project. Project staff members continue to develop language classes and plan to expand the program into additional elementary grades.

NORTHWEST INTERTRIBAL COURT SYSTEM



Project Title:	Promoting Tribal Sovereignty and Empowering Tribal Communities Through the Development of Business
Award Amount:	\$601,500
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
- 5 elders involved
- \$1,800 in resources leveraged
- 3 people trained
- 3 partnerships formed
- 7 governance codes/ordinances developed
- 3 governance codes/ordinances implemented

BACKGROUND

Founded in 1979, the Northwest Intertribal Court System (NICS) is a consortium of seven federally recognized Indian tribes located in western Washington. Member tribes include the Tulalip, Chehalis, Muckleshoot, Skokomish, Sauk-Suiattle, Shoalwater Bay and Port Gamble S'Klallam Tribes. NICS was formed to ensure each tribe is able to have its own court by sharing judges, prosecutors and related court services. NICS also assists member tribes in the development of their individual justice systems.

Member reservations experience high levels of poverty, unemployment, dependency on public assistance and health problems. The tribes determined the lack of economic infrastructure in their communities as one of the major obstacles to tribal self-sufficiency and the development of stable, diversified tribal economies.

PROJECT PURPOSE AND OBJECTIVES

The purpose of this Project was to develop laws and related operating regulations to support and enforce business and investment transactions for each of the NICS' member tribes. The Project's methodology focused on a community-based approach to ensure laws and regulations developed would be culturally appropriate and the learning process would build member capacity.

The Project's first objective centered on the seven member tribes developing new, or amending existing, laws associated with business, contract, property or related laws. Activities within this objective included the formation of community-based Tribal Law Development Committees (TLDCs) to spearhead the formulation of legal and regulatory needs of their respective tribes; legal research to address any issues of

concern; the development of draft laws; and the presentation of final drafts to each Tribal Council. By the end of the Project, all seven member tribes had either amended existing laws or developed new laws related to business licensing, housing, tort claims, land use, civil procedures, and workers compensation.

The Project's second objective was to develop operating regulations for tribal agencies responsible for the newly amended or created laws. Activities in this objective focused on tailoring regulations to the needs of the target communities. Resulting regulations include a Tribal Occupational Safety and Health Act, revisions to business ordinances, revisions to land use codes and the development of forms for new business licensing laws.

The adoption and implementation of the drafted laws and regulations was less successful than their development. By the end of the Project, member tribes had adopted and implemented three of the seven drafted laws, specifically because they addressed urgent needs within those tribes.

One hindrance to the adoption of the laws arose when some member tribes experienced leadership changes that resulted in a shift in a tribe's regulatory priorities. Some tribes were also less prepared than anticipated to implement the new laws and regulations. In these instances, the TLDCs decided to put the draft laws and regulations on hold until the timing became more auspicious.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

The drafting of regulations proved successful to expand the internal law-making capacity of NICS' seven member tribes. Participants reported the formation of the TLDCs and shared learning process was a positive experience and another step towards self-sufficiency and tribal

sovereignty. For individual committee members, the Project provided an opportunity to discuss important problems in their communities and increase expertise in areas related to the laws being developed. Thus, member tribes increased institutional knowledge as their tribal members learned the technical side of law and regulation development.

For the Kokomish Tribe, the adopted licensing code will allow small tribal businesses to secure wholesale prices for products and encourage new tribal business development. For the Sauk Suiattle Tribe, the adopted housing and eviction codes will facilitate tenant management on the reservation. The Tulalip Tribe developed a Tribal Occupational Health and Safety Act in order to assert more control over its workers' safety.

NICS staff members determined that their proper role was as facilitators for the undrafted laws and regulations. Since the purpose of the Project was to promote tribal sovereignty and self-sufficiency, NICS focused its resources on facilitating the decision-making processes of the tribes.

"Working on this project has given me a lot of optimism about where these tribes are headed"

Dana Merriman,
NICS Project Director

STILLAGUAMISH TRIBE OF INDIANS



Project Title:	Stillaguamish Tribal Transit System
Award Amount:	\$159,574
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2006 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 5 jobs created
- 13 elders involved
- 2 youth involved
- \$20,633 in revenue generated
- \$212,049 in resources leveraged
- 6 people trained
- 7 partnerships formed
- 1 product developed

BACKGROUND

The Stillaguamish Tribe of Indians is a non-reservation-based community located in the northern Puget Sound region of western Washington State, approximately one hour north of Seattle. The Tribe currently has 186 enrolled members, most of which live in rural areas within a 20-mile radius of Arlington, WA.

The Tribe is located in a rural-suburban fringe area, near Seattle but outside its transit service corridors. Tribal lands are a network of noncontiguous parcels, and many tribal members are located in a transportation gap with little access to public transit services.

Prior to this Project, the Tribe provided limited transportation for 30-40 tribal members needing services at the Tribe's methadone and community medical clinics. The Tribe realized it needed to develop a more comprehensive transportation system in order to serve all tribal members.

PROJECT PURPOSE AND OBJECTIVES

The goal of this Project was to expand the Tribe's existing transit services and develop a permanent, self-sustaining transportation system adequate for the needs of tribal members and the non-native community.

The Project's first objective was to establish a demand-response route using one tribal transit mini-bus within a 4-12 mile radius of Arlington, WA. Project staff successfully purchased a mini-bus, hired and trained six bus drivers and a dispatcher, and developed a fixed transit route in addition to a demand-response system. Staff also developed referral mechanisms with local service providers, thereby integrating with the area's available transportation systems.

Project staff developed a policies and procedures manual for transit services that provides detailed instructions on all aspects of the new transit services as well as forms to facilitate accurate records. The Tribe also

successfully signed a Medicaid contract and a billing agreement with Medicaid brokers in the area, enabling it to receive reimbursement for the majority of provided rides.

Objective 2 was to expand on the first objective’s transit route and provide transportation to tribal passengers up to 20 miles away from the tribal center. The Tribe designed the second objective for implementation at the beginning of the Project’s third month. However, expansion of the transit services took place immediately, as the new transit system began serving the methadone clinic’s clients, many of whom live more than 20 miles from the clinic.

Every month, the new transit system provides roughly 400 Medicaid-related trips⁴ as well as 120 tribal employee trips to community members. The system also provides an average of ten wheelchair trips and nearly 200 trips for Native Americans each month. These numbers are huge increases on previous transit provision levels. For example, the 668 total trips provided in June 2007, represent a 912% increase in trips provided since the Project began.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

Six people obtained training and became eligible to provide rides for Medicaid reimbursement. Those employed through the Project will maintain their jobs after it ends, utilizing program revenue and other Tribal resources.

Participation in the Project positively affected methadone clinic clients that need

daily transportation services to the Tribe’s clinic. Many of these clients cannot afford their own vehicles or taxi rides to receive the clinic’s services.

The transit system also provides rides to medical and dental clinics for tribal members and Medicaid clients, improving access to health services. For wheelchair-bound tribal members, participation in the Project improved their ability to obtain medical services and become more actively involved in the community. The transit system also provides transportation for several elders who are part of a tribal research team and require transport to conduct studies. By implementing a successful transit system that serves tribal members in a geographically-spread area, the Tribe is realizing self-determination by providing transportation services on its own rather than relying on local governments in the area.

The Project staff leveraged over \$200,000 in resources from a combination of Washington State, local community and tribal funding. Combined with the system’s Medicaid contract, the Project’s positive benefits will be sustained indefinitely.

“Now tribal members and employees know this system exists and plan to use it.”
 Casey Stevens,
 Project Director

⁴ One “trip” is measured as a ride either to or from a specified location. (i.e. – a roundtrip visit to a clinic would be the equivalent of 2 trips.)

THE SUQUAMISH TRIBE



Project Title:	Suquamish Digital Nation
Award Amount:	\$603,000
Type of Grant:	Social and Economic Development Strategies
Project Period:	9/30/2004 – 9/29/2007
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 5 jobs created
- 20 elders involved
- 25 youth involved
- \$40,000 in resources leveraged
- 4 partnerships formed
- 5 products developed

BACKGROUND

The Suquamish Tribe is located in Washington on the Port Madison Indian Reservation, a 30-minute ferry ride from Seattle. The reservation is a checkerboard of native and non-native owned lands. Suquamish tribal enrollment currently stands at roughly 900 members, though the area's total Native American and Alaskan Native population is over 3,000. The Tribe's government employs over 180 people in twelve different departments.

Over the last 20 years, the Tribe's information technology (IT) systems grew organically, without becoming integrated. For example, almost every tribal department collected demographic information independently. Therefore, if a tribal member moved, each department needed to

update its information, resulting in duplication of work.

In the summer of 2001, the Tribe suffered a major IT systems failure that lasted two months, leading to problems recovering files and email outages. The Tribe evaluated its information and communication infrastructures to determine a means of improving its reliability, efficiency and cost effectiveness.

PROJECT PURPOSE AND OBJECTIVES

This Project's purpose was to develop a new, integrated tribal IT system to provide the Tribe with a strong governmental infrastructure.

Objective 1 was to implement a plan for the new centralized database and the Integrated Court Application. Project staff performed a business process analysis, developed, and outlined the conceptual design and physical requirements of the new courts database system. Staff also tested the system and developed a conceptual design for the larger centralized database.

Objective 2 was to acquire and implement database software for the integrated courts, child welfare and human resources

departmental systems. Project staff successfully purchased, tailored and implemented database systems for all three departments. As an ancillary activity, staff implemented a similar database system for the human services department.

Objective 3 was to design and implement a web tool to provide an internet, extranet and web interface to share information between the newly created department databases. Main activities included the installation of web servers, development of the initial intranet structure and creation of web-based mapping tools. Many other activities, such as extranet web page design and on-line museum development, were still in progress at the Project's end, as the tasks proved to be more time consuming than anticipated. Project staff reported the Tribe fully supported the continuation and completion of all unfinished activities after ANA funding ended.

The Project's fourth objective was to develop and operate an on-going training program for Suquamish Tribal government staff. Staff developed trainings and curricula that relate directly to IT and communication issues pertinent to the Tribe's successful management. The Tribe originally envisioned completing the training program utilizing Project staff but ultimately felt it would be accomplished more quickly by using a consultant with expertise in the field.

The Project was overly ambitious for its funding request and implementation timeframe as originally written. The Project languished for one year until a new Project Manager and IT staff with greater expertise in database systems joined the effort. Once onboard, progress on Project activities moved forward in an efficient manner.

PROJECT OUTCOMES AND IMPACT ON THE COMMUNITY

For the tribal police, human resources, human services and court systems, the Project results have increased their capacity to process, record and store tribal member data in a consistent manner. This will reduce the administrative burden associated with data entry tasks, and allow staff more time for other work. For the tribal court system, the new database should help staff finish cases more quickly, saving time and money. The system should also help the police department quickly run data reports on the types and numbers of crimes being committed in order to fine-tune law enforcement efforts.

For the Tribe, the new database will ensure that member records are accurately maintained, increasing its ability to compile and present statistical information to tribal members and partner agencies. Accurate information on crime rates, court cases, child welfare and employment will also assist the Tribe's decision-making process.

"The biggest beneficiaries are the tribal members. The database will improve the services they receive because now we can store the data and better evaluate how well we're doing."

Michael Felts,
Project Director