



December 12, 2003



Mr. Jeff Staser, Federal CoChairman  
Denali Commission  
510 L Street, Suite 410  
Anchorage, Alaska 99510

Dear Mr. Staser: *Jeff*

Enclosed please find a progress report for The Foraker Group's Rural Technical Assistance Pilot Project, as well as a status report on project benchmarks.

We have had a busy fall working with the four pilot communities. We are pleased to report that we are making progress with each, and have already had a few significant successes, including noteworthy progress towards completing proposed community projects. Work this winter will focus on providing onsite training in areas identified by village teams.

Please feel free to contact me any time for more information about our project. Again, thank you for your support.

Sincerely,  
*Dennis G. McMillian*

Dennis G. McMillian  
President

TA/sj

Encls.



# theforakergroup

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## RURAL TECHNICAL ASSISTANCE PILOT PROJECT Progress Report May to December 2003

The Rural Technical Assistance pilot project, made possible by support from Rasmuson Foundation, Wells Fargo Housing Foundation, and Denali Commission, is entering its second year. Progress continues in the four pilot villages, including significant progress towards completing proposed community projects. Work this winter will focus on providing on-site training in areas identified by village teams.

### Progress Reports by Village:

#### **Old Harbor**

Old Harbor was successful in their application to Denali Commission for funding for a new primary care clinic with behavioral health and dental facilities included. The community intends to add multi-use functions to the new facility to provide a community cultural and visitor's center. Consultants assisted Old Harbor in submitting a letter of interest for a multi-use funding program to Denali Commission in November. The traditional council is working with the village corporation to secure matching funds for the project. Construction estimates project a \$350,000 from the Old Harbor Village Corporation. Al Cratty and Stella Crumrey confirmed that the village corporation said yes to that amount, so we are in GREAT shape as far as match goes. On-site board training is set for the last week in February with Dennis McMillian and Sativa Quinn. A training scheduled for November had to be postponed because of weather.

#### **Emmonak**

Consultants Jim Labelle and Thea Agnew are working on two projects with community organizations in Emmonak: a heavy equipment venture with the City of Emmonak and a replacement facility for the Emmonak Women's Shelter. Progress on each follows:

#### *Business Planning for Heavy Equipment Venture:*

Jim LaBelle is continuing to work with Martin Moore, City Manager. Jim and Martin spent a week in Anchorage during the

Alaska Rural Development conference meeting with potential funders for the venture. Jim organized a meeting with Al Ewing and Jeff Staser at Denali Commission. Martin discussed with Denali Commission his proposal to purchase heavy equipment for lease by construction firms. While Denali Commission doesn't fund equipment per se, Jeff Staser suggested Martin talk to folks in Tuluksak who used force account funds to purchase own equipment and amortized it over two years. They purchased fewer pieces than Martin plans to but their strategy might be helpful.

Martin Moore is hoping to work collaboratively with other villages in the Lower Yukon sub-region to make the venture succeed. Alukanuk wants to do tug and barge operation and Kotlik wants to supply material from their borrow pits. The Foraker Group consultants will continue to assist in tying their efforts together to work as a sub-region. A feasibility study / business plan is still needed. Martin has developed a preliminary plan. Mike Walsh, Foraker Group staff member, will review Martin's draft in light of the business plan format currently being developed by The Foraker Group.

Jim also coordinated a meeting with Bernie Richert at EDA. EDA questioned why Emmonak didn't apply for fisheries disaster money. EDA is under pressure from national office to do big projects. In order to compete for EDA funds, we need to know if AVCP (Association of Village Council Presidents -- Yukon-Kuskokwim regional non-profit organization) has completed a regional CEDS.

Jim and Martin also met with Alaska Growth Capital - the business plan needs to be refined before Emmonak can pitch it to them. Dennis has offered to assist Martin with meeting with the president of Alaska Growth Capital when the business plan is completed.

Emmonak will need training in a number of areas before they can succeed with this project - including project management, bookkeeping, and managing force accounts. Plans for securing this training should be included in the business plan. We need to learn more about Yukon Kuskokwim Health Corporation (YKHC) training center and possibility of shared services. We can ask YKHC Vice President Valerie Davidson about it at next board meeting.

Jim will coordinate board training for Emmonak councils with Dennis - prospective dates: January 29-30.

*Emmonak Women's Shelter Facility Replacement:*

Denali Commission requested a letter of inquiry for planning and design monies, prompted by a conversation with Rasmuson Foundation. The letter was submitted in November. In December we received notification that Denali Commission had extended an existing grant agreement with the Alaska Council on Domestic Violence and Sexual Assault to manage a grant to complete design for the facility. In recent conversations with Rasmuson Foundation and Denali Commission, it looks likely that there will be funds available also for construction. Consultants are working with the staff and board for the Emmonak Women's Shelter to facilitate meetings with Denali Commission and also YKHC to begin design for the new facility.

**Togiak**

Consultants Thea Agnew and Chris Beck met with Togiak community team to brainstorm training needs. Priorities are business planning for the city government; board training for the councils, bookkeeping, and Internet/website design training for providers and small businesses; and, grant management for administrators. Dennis McMillian is tentatively scheduled to visit Togiak for a board training session in January. We are investigating options for providing some training through sub-contractors for specific skill sets and one-on-one training, where possible. We will also be talking with the joint councils to see if they would be interested in piloting a version of The Foraker Groups business plan model for a strategic plan for their community organizations.

The Family Resource Center is going extremely well. Togiak hosted Diane Kaplan, President of Rasmuson Foundation, for a site visit in November. Rasmuson Foundation awarded the final \$135,000 in grant funds to the project, which released Denali Commission funds already committed. Togiak now has the full funding for this project and the design team has begun to meet with City of Togiak staff to begin the project. We anticipate sending materials out on the first barge in the spring and completing the project by fall 2004.

**Fort Yukon**

Fort Yukon named Stephanie Hinz as tribal president. They have also moved many of the staff to a new building. While they have not requested much further assistance from The Foraker Group since they were successful in receiving funding from ANA, they would still like to secure training on ICWA & tribal court

policies & procedures. Sativa Quinn is researching avenues for this training and has connected them with Alaska Legal Services Center. The Foraker Group may be able to assist with the cost of this training. While the community originally proposed securing funding for a tribal court building, they are now planning to make this part of a multi-purpose building and investigating funding from Denali Commission. They are also considering starting a 'Gwich'in Foundation,' and may require assistance from The Foraker Group on this venture. Dennis & Sativa will travel there in March, or perhaps sooner, to discuss both projects.

RURAL TECHNICAL ASSISTANCE PILOT PROJECT  
Progress on Benchmarks

BENCHMARK	EVALUATION CRITERIA	PROJECTED COMPLETION DATE	ACTUAL COMPLETION DATE
1. Four communities selected	Committee has met and selected villages. Agreements in place with four villages to commit personnel and to engage in program with The Foraker Group.	June 2002 (If matching funds are secured earlier, project start date will be moved up.)	June - October 2002 - four villages committed to participate - Togiak, Old Harbor, Emmonak & Fort Yukon
2. Staff position filled for toll-free technical assistance hotline	Staff member has been hired. Toll free number in operation. Marketing effort underway to publicize service.	July 2002	July 2002
3. Initial on-site visits to communities by consultants	Each village has hosted a Foraker Group consultant for 3 - 5 days to complete initial planning and project prioritization.	September 2002	<b>Togiak</b> - October, December <b>Old Harbor</b> - December <b>Ft. Yukon</b> - November & December <b>Emmonak</b> - November, January
4. Strategic and business plans drafted and	Utilizing the "Community Tool Box" format, each	January 2003 Revised: Togiak already has plan; Old	<b>Togiak</b> - Community plan already complete -

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BENCHMARK	EVALUATION CRITERIA	PROJECTED COMPLETION DATE	ACTUAL COMPLETION DATE
<p>reviewed by four communities</p>	<p>community has completed a draft of a strategic plan and selected three priority projects to pursue funding.</p>	<p>Harbor - February '03; Ft. Yukon (already has plan); Emmonak - January '03</p>	<p>completed facility plan for Family Resource Center April 2003  <b>Old Harbor</b> - Facility business plan for new clinic almost complete; Facility plan for multi-purpose center in process; Community strategic plan begun May 2003  <b>Ft. Yukon</b> - Community plan already complete  <b>Emmonak</b> - Community priorities set January 2003; facility plan for new women's shelter begun April 2003 and in process  <b>Hooper Bay</b> - Session to introduce community planning June 2003; community planning workshop planned for July 2003</p>

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<p>5. Off-site funding research completed and funding prospects identified</p>	<p>Consultants have worked with community trainees, utilizing Grantstation® and other research tools, to identify potential funders, and have made initial contacts with potential funding sources.</p>	<p>February 2003 Revised: Togiak - March '03; Ft. Yukon - in process as of December '02; Old Harbor - in process as of December '02; Emmonak - March '03</p>	<p><b>Togiak</b> - Funding strategy for Family Resource Center in place. All funds secured from AK Mental Health Trust, Denali Commission, Rasmuson Foundation, BBNA and City of Togiak. Design process beginning December 2003. Constructions scheduled for April 2004. Other projects: Community Prevention grant submitted April 2003 for Arts &amp; Crafts Center (not funded); Tribal Court grant submitted April 2003 (funded). <b>Ft. Yukon</b> - ANA grant proposal submitted and funded May 2003. <b>Old Harbor</b> -</p>

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6. Each community	Consultants have	July 2003	<p>Business plan for Denali Commission complete and funds secured. Community match agreed to. Seeking additional funds for multi-use portion of facility.</p> <p><b>Emmonak</b> -- Rasmuson Foundation and Denali Commission tentatively agreed to provide design funding.</p> <p>Construction funds are likely to be available from Denali Commission for women's shelter facility.</p> <p>Business planning in progress for heavy equipment venture. Meetings with potential funders complete.</p>
	See previous		

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<p>develops and submits at least one funding proposal.</p> <p>7. Technical assistance continues as needed offering coaching in grants management, sustainable funding and connecting trainees with mentors and educational opportunities.</p>	<p>worked with trainees, both on and off site, to develop proposals and trainees' skills at proposal development. Each community has submitted at least one funding proposal.</p> <p>Trainees and participating communities have voiced satisfaction with participation in program (as measured through evaluation survey), and demonstrate increased capacity for sustainable development.</p>	<p>On-call assistance, as needed Revised: On and off site assistance continues through June 2004</p>	<p>benchmark</p> <p><b>Togiak</b> - Board training scheduled for January. Other trainings to be provided through sub-contractors. <b>Ft. Yukon</b> - Training being scheduled through sub-contractor for tribal court procedures. <b>Old Harbor</b> - Board training scheduled for February. <b>Emmonak</b> -- Continuing to assist with</p>

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BENCHMARK	EVALUATION CRITERIA	PROJECTED COMPLETION DATE	ACTUAL COMPLETION DATE
			business plan development for city/village corp. earned income ventures through heavy equipment/sand & gravel business. <b>Hooper Bay -</b> Assisted with mini-grant application to fund comprehensive community plan. Award pending.