

March 28, 2005

Mr. Krag Johnsen  
Chief of Staff  
Denali Commission  
510 L Street, Suite 410  
Anchorage, AK 99501

Subject: *First Alaskans Leadership Initiative*

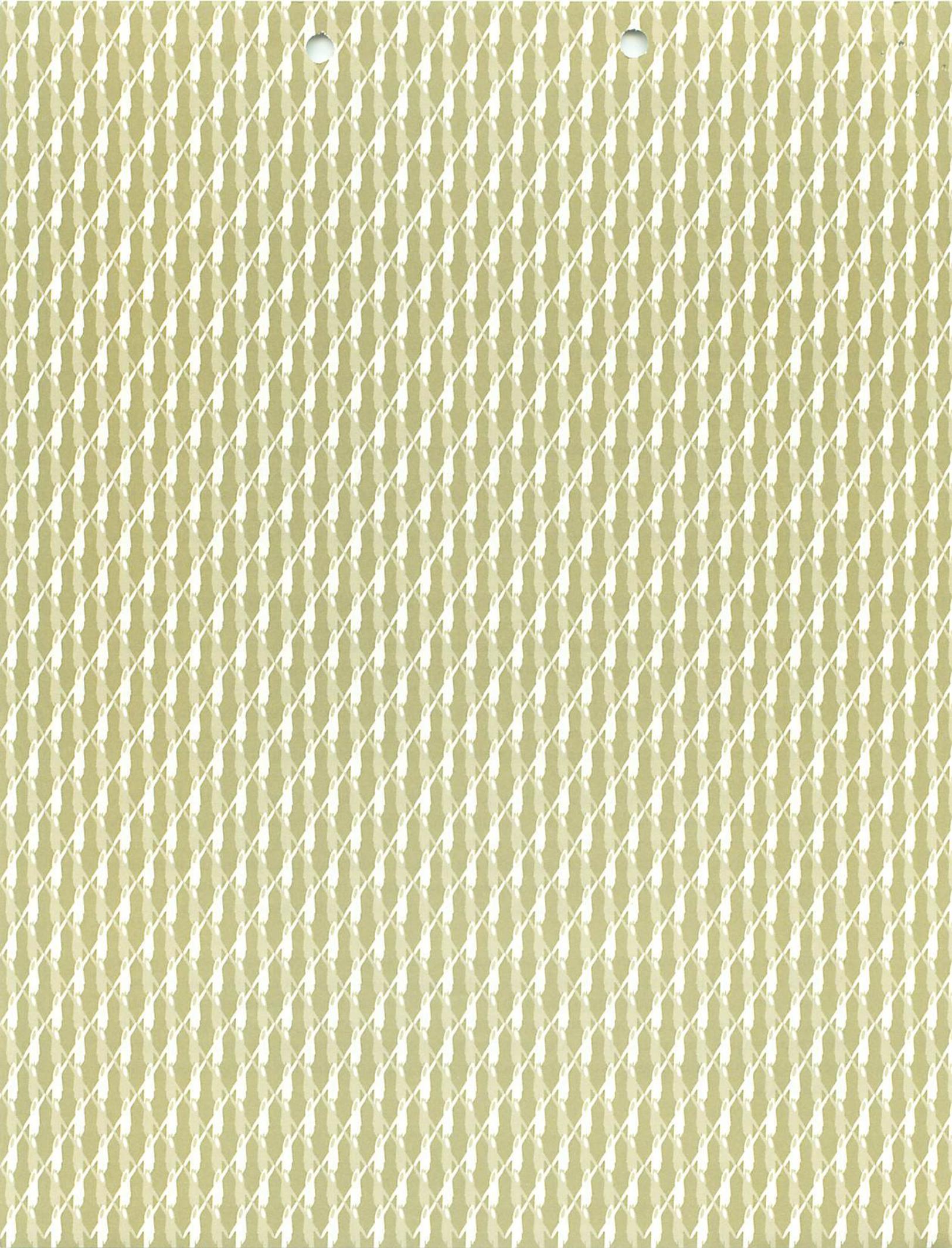
Dear Mr. Johnsen:

A program to provide training and leadership opportunities for the next generation of rural Alaskans and Alaska Native leaders is both timely and critically important in order to develop a steadily increasing, employable workforce. The Alaska Native population is very young, and growing in size, with 44 percent of the Alaska Native population 19 years old or younger. These young people will be entering post-secondary institutions and the workforce in great numbers over the next 10 years.

First Alaskans Institute is requesting \$1 million from the Denali Commission to support our efforts in training and leadership development. Over a 20-month period (*October 2005 through May 2007*) the *First Alaskans Leadership Initiative* will involve 650 rural Alaskans and Alaska Natives through a training program that includes 46 internships, 4 fellowships and a program to identify and track individuals as part of a growing potential workforce. Additionally, the Leadership Initiative will support scholarships with funding provided through First Alaskans and other partner organizations. The purpose of the scholarships is to provide additional support beyond the work experience to encourage completion of the intern's education and training.

It is the mission of First Alaskans Institute to "*help develop the capacities of Alaska Native people and their communities to meet educational, economic, and social challenges, while fostering positive relationships among all segments of our society*". We strive to meet our mission by focusing on three critical areas for our people: education, leadership development, and public policy. The *First Alaskans Leadership Initiative* is a critical component of our efforts to develop future leaders in industries that are vitally important to healthy communities.

During the last four years the First Alaskans Institute has helped to create pathways for Alaska Natives interested in Alaska's process industries through the development and implementation of a leadership and job training program, with an initial focus on the oil, gas, mining, and other process industries, and support from a grant from the U.S. Department of Labor. With funding from the Denali Commission, First Alaskans has begun expanding beyond the process industries focus to provide training and work experiences in those industries that have a significant impact on rural Alaska.



Congressional intent for this Leadership initiative states that *“within the amounts made available annually to the Denali Commission for training, the Commission may make a grant to the First Alaskans Foundation (Institute) upon submittal of an acceptable work plan to assist Alaska Natives and other rural residents in acquiring the skills and training necessary to participate fully in private sector business and economic and development opportunities through fellowships, scholarships, internships, public service programs and other leadership initiatives.”*

In April, 2004, the Denali Commission approved \$300,000 to First Alaskans Institute for internship and fellowship activities. The grant agreement was negotiated with the State of Alaska Department of Labor and executed in November 2004, for a project term through December 2006. The current program provides Alaska junior- and senior-level college student internship placements in educational and/or Alaska Native organizations; graduate-level fellowships; and, creation of a “Brain Trust”, identification and tracking database, in order to connect with program participants and other Alaska Natives around the world.

With continued funding we will further focus the current *First Alaskans Leadership Initiative* to provide work experience opportunities and leadership training. The focus of the Leadership Initiative will be on those aspiring to management positions within industries that impact Alaska Natives and rural communities.

As a 501(c)(3) non-profit charitable organization, First Alaskans is able to leverage this project with other federal/state and private resources to create a robust leadership development initiative that is providing a wide variety of opportunities for future rural Alaskan and Alaska Native leaders who will live and work in our great state.

We are very thankful for your continued support of the *First Alaskans Leadership Initiative*, and look forward to continuing a successful partnership with the Denali Commission.

Sincerely,

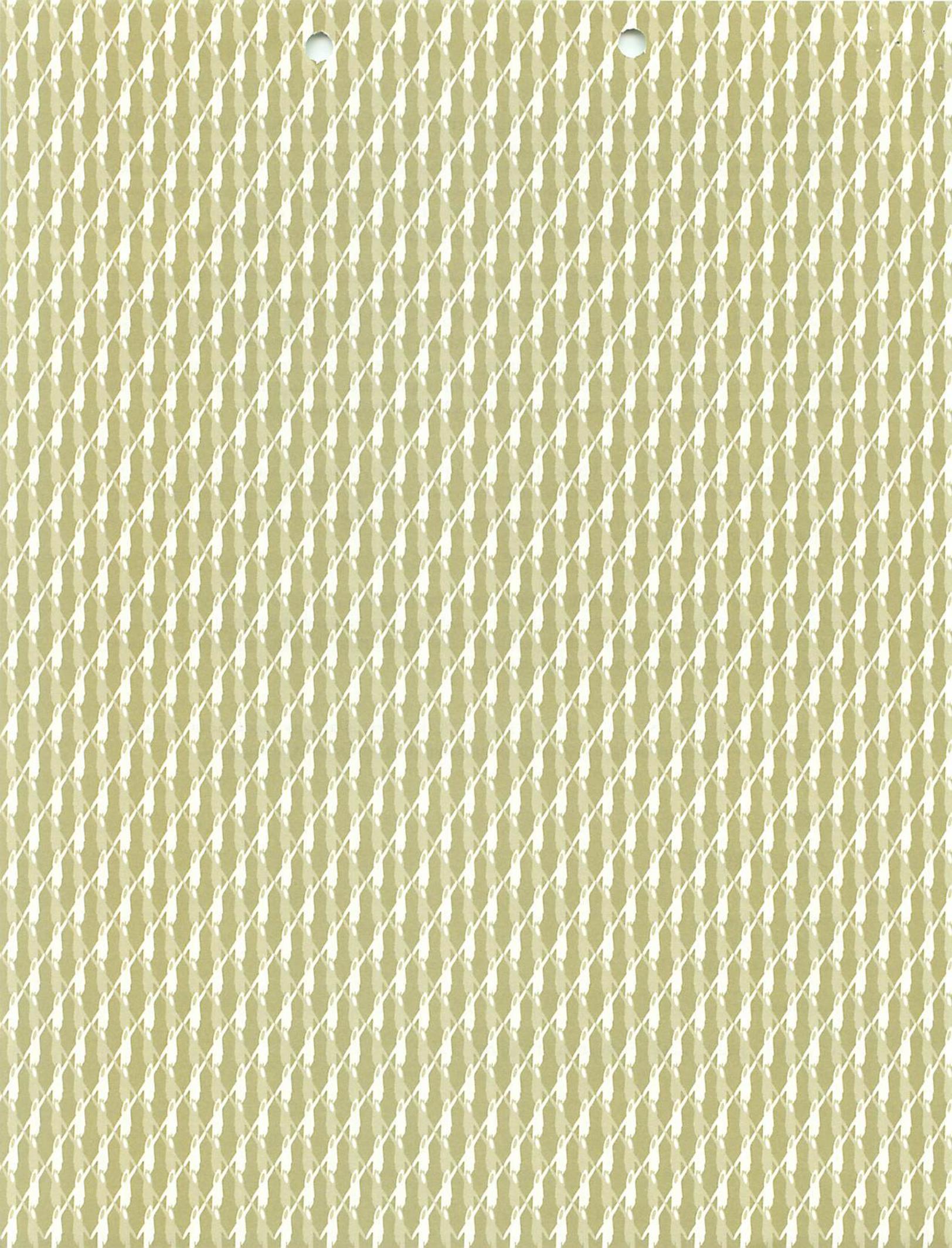


Byron I. Mallott  
President/CEO  
First Alaskans Institute

Enclosure (1)

CB

cc: Julie Kitka, Alaska Federation of Natives



## **I. Project Summary**

The *First Alaskans Leadership Initiative* will provide opportunities for training and leadership development for rural Alaskans and Alaska Natives. One of First Alaskans Institute's priorities is leadership training that result in healthy communities. The Leadership Initiative is a collaborative program that includes internships, fellowships, the "Brain Trust" (identifying and tracking Alaska Native workforce) database, and scholarship funding. The intent of the Leadership Initiative is to provide work experience opportunities at the management level and leadership training for rural Alaskans and Alaska Natives.

Over a 20-month period, the *First Alaskans Leadership Initiative's* goal is to involve **650** rural Alaskans and Alaska Natives in a training program that includes:

- 46 Internships (Funding from Denali Commission and leveraged with partner organizations)
- 4 Fellowships (Funding from Denali Commission and First Alaskans);
- Expand the Brain Trust to 650 participants - a continuing database program to identify, track and disseminate job opportunity information to a potential workforce. (Minimal funding from Denali Commission and First Alaskans and leveraged with partner organizations)

The Leadership Initiative will provide training and employment opportunities in those industries that have a significant impact on rural Alaska: energy, health, education, and economic development. The program will be overseen by the Director of Education and administered by the Intern/Fellow Coordinator. Budget and reporting compliance and evaluation will be provided by the Program & Compliance Officer.

First Alaskans is seeking \$1 million from the Denali Commission to help support this effort to provide training opportunities for current and future Native and rural leaders and policy-makers. This request will be leveraged with funds and other support from the Institute and partner organizations.

## **II. First Alaskans Institute**

First Alaskans Institute was established in 1989 by the Alaska Federation of Natives as a 501(c)(3) philanthropic organization. Our mission is to: help develop the capacities of Alaska Native Peoples and their communities to meet social, economic and educational challenges, while fostering positive relationships among all segments of our society. A seven-member Board of Trustees oversees and guides the Institute and its initiatives, and is comprised of current and former Presidents or Chairs of the Alaska Federation of Natives.

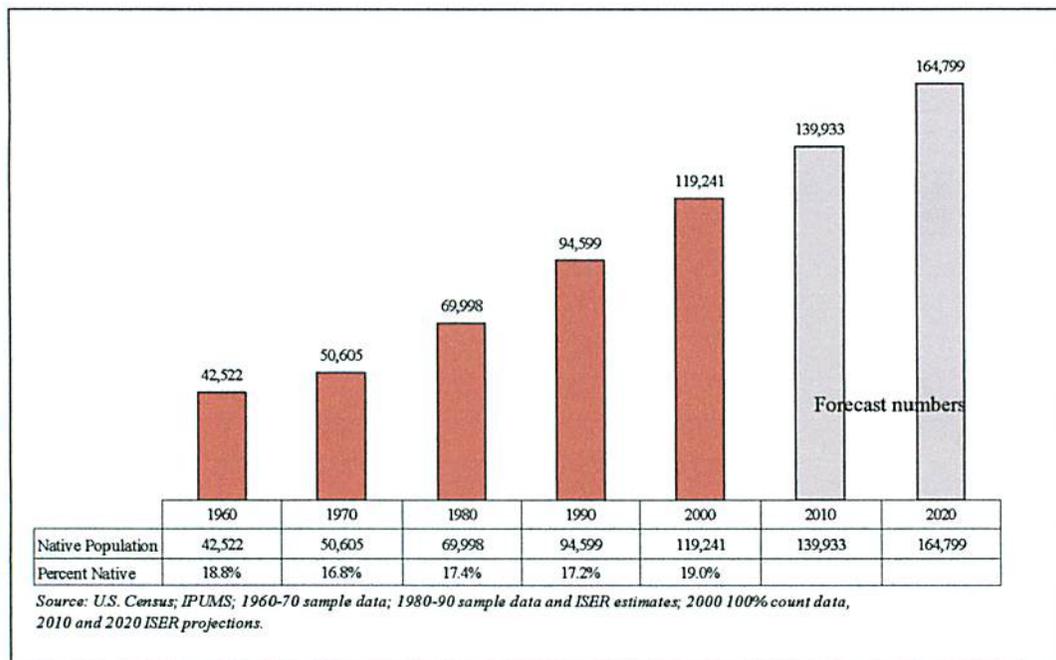
First Alaskans focuses on three priorities set by its Board of Trustees: leadership development, education, and public policy. The role of the Institute is to act as a convener and a facilitator of action by the larger Native community. First Alaskans Institute created the Alaska Native Policy Center in 2003, and is a place where “Native minds shape our future”. It is a source of information, a vehicle for research and education, and a forum for serious thought and discussion. In its first two years of existence, the Policy Center has developed partners and projects including:

- *Alaska Native K-12 Education Indicators 2003 and 2004*, with the McDowell Group and Alaska Department of Education;
- *Alaska Native Policy Center Discussion Series*, with the Alaska Native Professional Association and others.
- *Our Choices – Our Future Project* (an analysis of socio-economic data on the status of Alaska Natives), with the Alaska Federation of Natives and the Institute of Social and Economic Research;
- *A Survey of Native Perspectives on Alaska Issues*, with the Alaska Humanities Forum and the McDowell Group; and,
- *Presentations to over 3,000 community members and decision-makers* from education institutions, village, regional and statewide organizations, economic development corporations and others.

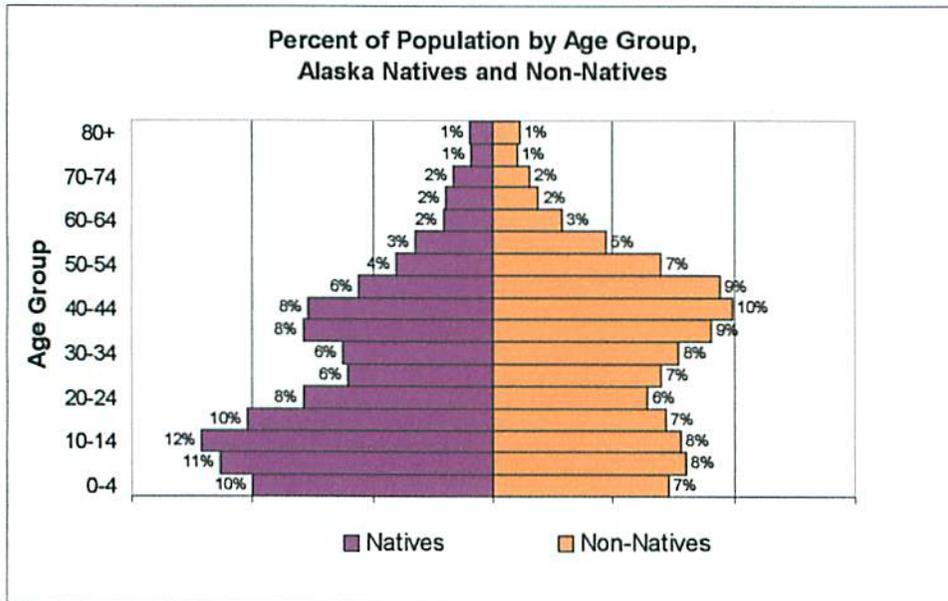
(Please visit [www.firstalaskans.org](http://www.firstalaskans.org) for more information.)

### III. Needs Statement

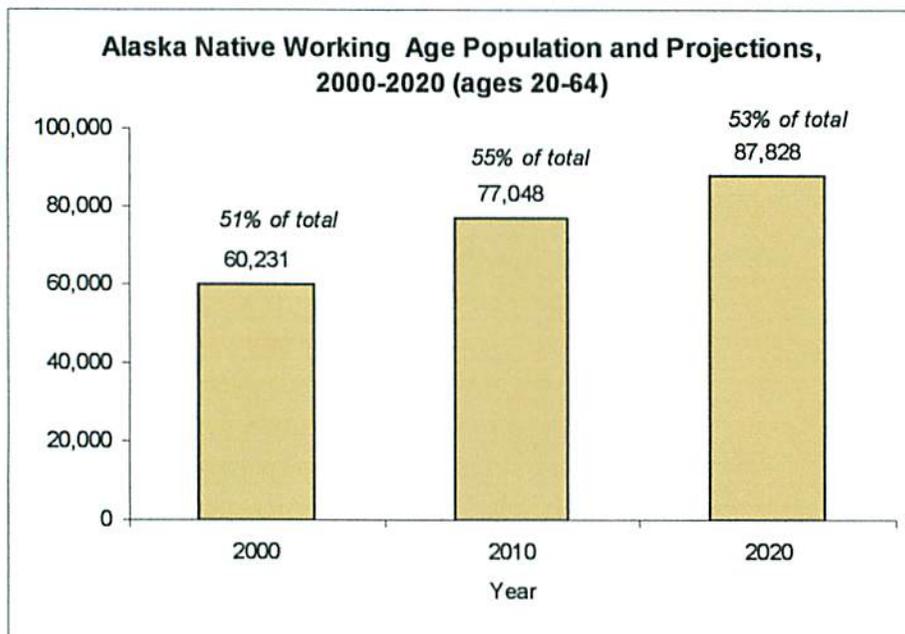
A program to provide training and leadership opportunities for the next generation of rural Alaskan and Alaska Native leadership is both timely and critically important in order to develop a steadily increasing, employable workforce. As shown in the following charts, the Alaska Native population more than doubled between 1960 and 2000, and despite large non-Native immigration into the state during that time period, the Alaska Native population has remained at about 19 percent of the total population. The Alaska Native population is very young, and increasing in number. Forty-four (44) percent of the Native population is 19 years old or younger. In the next 10 years, there will be a large number of Alaska Natives coming of age to enter post-secondary institutions and the workforce. The focus of the Leadership Initiative will be on those aspiring to management positions within industries that impact Alaska Natives and rural communities.



*Source: Institute of Social and Economic Research, University of Alaska, Anchorage*



*Source: Institute of Social and Economic Research, University of Alaska, Anchorage*



*Source: Institute of Social and Economic Research, University of Alaska, Anchorage*

#### **IV. Project Description: Leadership Initiative**

The *First Alaskans Leadership Initiative* will raise levels of understanding and engage Alaskans in training and leadership opportunities throughout Alaska focusing on energy, health, education and economic development. The initiative includes internships and fellowships which will be awarded to rural Alaskans and Alaska Natives who demonstrate an interest in improving their skills in order to develop healthy communities. The initiative also includes the continuation of the workforce tracking database.

The Leadership Initiative will meet program goals by developing relationships with potential employers throughout the state. First Alaskans intends for the Leadership Initiative to become sustainable by continuing the development of relationships with partner organizations to institutionalize a management-level internship program within their respective organizations. The fellowships, Brain Trust and scholarship components will be supported by a growing endowment and partner organizations.

#### **INTERNSHIPS**

The Leadership Initiative will provide 46 internships during 2006. The interns will be placed with employers in the industries previously identified to gain work experience. In addition, internships will include a group leadership training component: 1) training sessions with experienced business, political, traditional and cultural leaders; 2) dialogue on Alaska issues; 3) mentoring; 4) service learning.

#### **FELLOWSHIPS**

The Leadership Initiative will provide four fellowships during the 2006-2007 academic year. Applicants will undergo a rigorous selection process. This fellowship will provide successful candidates with financial support, project identification and networking, and support with dissemination of their work product.

#### **BRAIN TRUST**

The Leadership Initiative will expand web-based services to provide job information, networking and leadership opportunities. First Alaskans Institute will continue to partner with organizations like

the Alaska Federation of Natives; Alaska Native Claims Settlement Act (ANCSA) Education Consortium; Community Development Quota entities; ARDORS; State Departments of Labor, Commerce, and Education; colleges and universities; Institute of Social and Economic Research; and Anchorage Economic Development Corporation. The goal is to continue to grow the Brain Trust to identify and track at least 650 people.

## **EVALUATION**

First Alaskans will use the “Logic Model” to evaluate the Leadership Initiative. This method is a nationally recognized standard practice for accountability and evaluation of programs. It is designed to measure outcomes of program goals, to determine how data is collected and specifies the indicator for each achievement. The Logic Model is used to identify areas that work efficiently and it can determine areas needing improvement.

The measurable outcome of the Leadership Initiative will be 46 interns who have received:

- work experience,
- leadership development and management training,
- contacts and networking opportunities (for example, job placements in the interns’ fields of study or career choice),
- an increased knowledge of policy issues.

A measurable outcome of the Leadership Initiative will also include four fellows who have received:

- leadership development and management training with partner organizations,
- increased knowledge of issues impacting healthy communities,
- connecting research experience to Alaska public policy,
- financial support for studies.

A measurable outcome of the Brain Trust database is the number of people participating in the database to obtain job information, networking and leadership opportunities.

**V. Resources and Partners**

Project partners for the First Alaskans Leadership Initiative include (but are not limited to):

- Alaska Federation of Natives;
- Denali Commission;
- ANCSA Regional Corporations and subsidiaries;
- ANCSA Education Consortium (*13 regional Native education foundations*);
- University of Alaska and other post-secondary institutions;
- Alaska Works Partnership, Inc.;
- Alaska Native Non-Profits and Health organizations;
- Alaska's People;
- Alaska Congressional Delegation
- Alaska State Legislature
- State of Alaska Departments of Labor, Commerce and Education;
- U.S. Department of Labor;
- Community Development Quota Entities;
- The Trans-Alaska Pipeline Owner Companies and Contractors;
- Alaska Native Professional Association;
- ARDORS;
- Other relationships - businesses, Native organizations, health corporations, educational entities, process industry companies, municipalities, and non-profits – being cultivated in order to place interns and fellows.

**VI. Budget** (October 2005 to May 2007)

Personnel Services \$565,155

46 Interns @ \$8,000/per 2006. Portion of those payroll costs directly associated with oversight, implementation, and evaluation of the Leadership Initiative -- includes time for the Intern Coordinator, Director of Education, Program & Compliance Officer, Director of Alaska Native Policy Center, Policy Center Program Officer, Institute's admin support.

Travel \$22,500

Travel for site visits, evaluation, and program support.

Contractual \$265,700

4 Fellows @ \$50,000/per – Fall 2006 to Spring 2007 Semesters  
 Consultants for leadership, business and organizational management training; expansion of Brain-Trust.

Supplies \$21,000

Costs to provide outreach and marketing materials for interns and fellows recruitment; and printing of program reports. Also includes costs for supplies for the interns, fellows and project staff.

Administration \$125,645

**14.37% indirect recovery rate (half of First Alaskans federally negotiated provisional indirect rate of 28.74%)**

Total Grant Request \$1,000,000

First Alaskans Cost share \$125,645

For this program, indirect costs are calculated at half our allowable rate or 14.37 percent, which equates to a cost-share contribution to the project in the amount of \$125,645.

Total Program \$1,125,645

**VIII. Attachments**

- Consolidated Appropriations Act, 2004, Division B, Sec. 310(e)
- Board of Trustees and Staff List
- Federally-Negotiated Indirect Cost Rate

Alaska through each program, a list of the statutes and regulations governing use of funds for each program, and any data demonstrating the performance of each program. With respect to housing programs, the study shall determine the number of houses built by each Native housing authority including the cost per house. The Office shall submit a report of its findings to the House and Senate Committees on Appropriations, and to the Alaska Federation of Natives no later than April 30, 2004.

(2) The Alaska Federation of Natives, in consultation with the Alaska Municipal League, may review the delivery of Federal programs in Alaska and make recommendations to the Congress to reduce duplication, improve and consolidate delivery of services, streamline application and administrative procedures, improve accountability, mandate performance measures, and other actions to reduce costs and improve efficiency.

(c) The Federal Advisory Committee Act shall not apply to this section.

(d) Amend the Denali Commission Act (title III of Public Law 105-277) by adding a new section as follows:

“SEC. 310. (a) The Federal Co-chairman of the Denali Commission shall appoint an Economic Development Committee to be chaired by the president of the Alaska Federation of Natives which shall include the Commissioner of Community and Economic Affairs for the State of Alaska, a representative from the Alaska Bankers Association, the chairman of the Alaska Permanent Fund, a representative from the Alaska State Chamber of Commerce, and a representative from each region. Of the regional representatives, at least two each shall be from Native regional corporations, Native non-profit corporations, tribes, and borough governments.

“(b) The Economic Development Committee is authorized to consider and approve applications from Regional Advisory Committees for grants and loans to promote economic development and promote private sector investment to reduce poverty in economically distressed rural villages. The Economic Development Committee may make mini-grants to individual applicants and may issue loans under such terms and conditions as it determines.

“(c) The State Co-chairman of the Denali Commission shall appoint a Regional Advisory Committee for each region which may include representatives from local, borough, and tribal governments, the Alaska Native non-profit corporation operating in the region, local Chambers of Commerce, and representatives of the private sector. Each Regional Advisory Committee shall develop a regional economic development plan for consideration by the Economic Development Committee.

“(d) The Economic Development Committee, in consultation with the First Alaskans Institute, may develop rural development performance measures linking economic growth to poverty reduction to measure the success of its program which may include economic, educational, social, and cultural indicators. The performance measures will be tested in one region for 2 years and evaluated by the University of Alaska before being deployed statewide. Thereafter, performance in each region shall be evaluated using the performance measures, and the Economic Development Committee shall not fund projects which do not demonstrate success.

“(e) Within the amounts made available annually to the Denali Commission for training, the Commission may make a grant to the First Alaskans Foundation upon submittal of an acceptable

work plan to assist Alaska Natives and other rural residents in acquiring the skills and training necessary to participate fully in private sector business and economic and development opportunities through fellowships, scholarships, internships, public service programs, and other leadership initiatives.

“(f) The Committee shall sponsor a statewide economic development summit in consultation with the World Bank to evaluate the best practices for economic development worldwide and how they can be incorporated into regional economic development plans.

“(g) There is authorized to be appropriated such sums as may be necessary to the following agencies which shall be transferred to the Denali Commission as a direct lump sum payment to implement this section—

“(1) Department of Commerce, Economic Development Administration,

“(2) Department of Housing and Urban Development,

“(3) Department of the Interior, Bureau of Indian Affairs,

“(4) Department of Agriculture, Rural Development Administration, and

“(5) Small Business Administration.”

SEC. 113. For an additional amount for the “Local Law Enforcement Block Grant” program to be provided to the City of San Juan, Puerto Rico, \$550,000.

SEC. 114. Of the unobligated balances available to the Department of Justice from prior year appropriations with the exception of funds provided for counterterrorism activities, counterintelligence activities, white collar crime enforcement, organized crime enforcement, and drug enforcement, \$100,000,000 are rescinded: *Provided*, That within 30 days after the date of the enactment of this section the Attorney General shall submit to the Committees on Appropriations of the House of Representatives and the Senate a report specifying the amount of each rescission made pursuant to this section.

This title may be cited as the “Department of Justice Appropriations Act, 2004”.

## TITLE II—DEPARTMENT OF COMMERCE AND RELATED AGENCIES

### TRADE AND INFRASTRUCTURE DEVELOPMENT

#### RELATED AGENCIES

##### OFFICE OF THE UNITED STATES TRADE REPRESENTATIVE

##### SALARIES AND EXPENSES

For necessary expenses of the Office of the United States Trade Representative, including the hire of passenger motor vehicles and the employment of experts and consultants as authorized by 5 U.S.C. 3109, \$41,994,000, of which \$1,000,000 shall remain available until expended: *Provided*, That not to exceed \$124,000 shall be available for official reception and representation expenses: *Provided further*, That not less than \$2,000,000 provided under this heading shall be for expenses authorized by 19 U.S.C. 2451 and 1677b(c): *Provided further*, That negotiations shall be conducted within the World Trade Organization to recognize the right of

# First Alaskans Institute

## BOARD OF TRUSTEES

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Alyeska Pipeline Service Company  
Tribal Affiliation: Tsimshian/Haida

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*Secretary & Treasurer*

Manager, Federal Government Relations  
Alyeska Pipeline Service Company  
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Alaska State Legislature  
Co-Chair, Alaska Federation of Natives  
Tribal Affiliation: Tlingit

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*Trustee*

Principle  
Kito, Inc.  
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Principle  
R.M. Huhndorf & Company  
Tribal Affiliation: Yupik

## STAFF

Byron I. Mallott  
*President & CEO*  
Tribal Affiliation: Tlingit

Jason Metrokin  
*Vice President/Director of Development*  
Tribal Affiliation: Aleut/Alutiiq

George Irvin  
*Senior Fellow, Alaska Native Policy Center*  
Tribal Affiliation: European American

Sarah Scanlan  
*Director of Education Policy*  
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*Communications Coordinator*  
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Melissa Carothers  
*Project Assistant*  
Tribal Affiliation: European American

Nancy Wesson  
*Executive Assistant*  
Tribal Affiliation: Athabascan

**INDIRECT COST RATE AGREEMENT  
NONPROFIT ORGANIZATION**

**ORGANIZATION:**

First Alaskans Institute  
606 E Street, Suite 200  
Anchorage, AK 99501

**DATE:** February 1, 2005

**FILE REFERENCE:** This  
replaces the agreement dated:  
July 10, 2003

The rates approved in this Agreement are for use on grants, contracts, and other agreements with the Federal Government to which OMB Circular No. A-122 applies, subject to the conditions in Section II, A, below. The rate(s) were negotiated by the First Alaskans Institute and the U.S. Department of Labor in accordance with the authority contained in Attachment A, Section E, of the Circular.

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**SECTION I: RATES**

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<b><u>TYPE</u></b>	<b><u>EFFECTIVE PERIOD</u></b>		<b><u>RATE *</u></b>	<b><u>LOCATION</u></b>	<b><u>APPLICABLE TO</u></b>
	<b><u>FROM</u></b>	<b><u>TO</u></b>			
Final	01/01/02	12/31/02	32.78%	All	All Programs
Final	01/01/03	12/31/03	28.74%	All	All Programs
Provisional	01/01/04	12/31/04	28.74%	All	All Programs
Provisional	01/01/05	12/31/05	28.74%	All	All Programs
Provisional	01/01/06	12/31/06	28.74%	All	All Programs

**(SEE SPECIAL REMARKS)**

\* **BASE:** Total direct costs excluding (1) capital expenditures, and (2) flow-through sub grants in excess of \$25,000 each.

**TREATMENT OF FRINGE BENEFITS:**

Fringe benefits are specifically identified to each employee and are claimed in accordance with the employee's direct or indirect salary charge. The composition of fringe benefits is listed in the Special Remarks Section of this agreement.

**TREATMENT OF PAID ABSENCES:**

Vacation, holiday, sick leave, and other paid absences are included in salaries and wages and are claimed on grants, contracts, and other agreements as part of the normal cost for salaries and wages. Separate claims for the costs of these paid absences are not made.

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## SECTION II: GENERAL

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### A. LIMITATIONS:

Use of the rate(s) contained in the Agreement is subject to all statutory or administrative limitations and is applicable to a given grant or contract only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated upon the following conditions:

1. That no costs other than those incurred by the grantee/contractor or allocated to the grantee/contractor via an approved central service cost allocation plan were included in its indirect cost pool as finally accepted and that such incurred costs are legal obligations of the grantee/contractor and are allowable under the governing cost principles.
2. That the same costs that have been treated as indirect costs have not been claimed as direct costs.
3. That similar types of costs have been accorded consistent treatment.
4. That the information provided by the grantee/contractor, which was used as a basis for acceptance of the rate(s) agreed to herein, is not subsequently found to be materially inaccurate.

The elements of indirect cost and the type of distribution base(s) used in computing provisional rates are subject to revision when final rates are negotiated. Also, the rates cited in this Agreement are subject to audit.

### B. CHANGES:

The grantee/contractor is required to provide written notification to the indirect cost negotiator **prior to** implementing any changes that could affect the applicability of the approved rates. Changes in the indirect cost recovery plan, which may result from changes such as the method of accounting or organizational structure, require the **prior written approval** of the Division of Cost Determination (DCD). Failure to obtain such prior written approval may result in cost disallowance.

### C. NOTIFICATION TO FEDERAL AGENCIES:

A copy of this document is to be provided by this organization to other Federal funding sources as a means of notifying them of the Agreement contained herein.

**D. PROVISIONAL-FINAL RATES:**

The grantee/contractor must submit a proposal to establish a final rate within six months after their fiscal year end. Billings and charges to Federal awards must be adjusted if the final rate varies from the provisional rate. If the final rate is greater than the provisional rate and there are no funds available to cover the additional indirect costs, the organization may not recover all indirect costs. Conversely, if the final rate is less than the provisional rate, the organization will be required to pay back the difference to the funding agency.

Indirect costs allocable to a particular award or other cost objective may not be shifted to other Federal awards to overcome funding deficiencies, or to avoid restrictions imposed by law or by terms of the award.

**E. SPECIAL REMARKS:**

1. Indirect costs charged to Federal grants/contracts by means other than the rate(s) cited in this Agreement should be adjusted to the applicable rate cited herein and be applied to the appropriate base to identify the proper amount of indirect costs allocable to the program.
2. Contracts/grants providing for ceilings as to the indirect cost rate(s) or amount(s) which are indicated in Section I above, will be subject to the ceilings stipulated in the contract or grant agreements. The ceiling rate or the rate(s) cited in this Agreement, whichever is lower, will be used to determine the maximum allowable indirect cost on the contract or grant agreement.
3. Administrative costs consist of all **Direct** and **Indirect** costs associated with the management of an organization's programs. Organizations should refer to their contracts/grants terms and specific program legislation for the applicable definition of "Administrative Costs" and any related limitations.
4. Indirect costs include:
  - a. Salaries and wages related to general administration (percentage indirect for FY 03 noted):

President and CEO (50%)	Sr. Vice President (50%)
Sr. Vice President (19%)	Vice President of Programs (30%)
ANPC Director (5%)	Program Officer (7%)
ANPC Program Officer (3%)	Admin Support (28%)
Admin Support (50%)	
  - b. Fringe benefits related to indirect salaries.
  - c. Accounting, insurance, office rent, materials and supplies, travel, telephone, and other costs related to general administration.

5. Fringe benefits consist of unemployment insurance, workers compensation, FICA, and medical insurance.

6. The grantee will maintain auditable time records that reflect the **actual** (not budgeted) activities of employees to support any direct or mixed (direct/indirect) charges.

**ACCEPTANCE**

**BY THE ORGANIZATION:**

**FIRST ALASKANS FOUNDATION**

(Grantee/Contractor)

*Carrie Brown*

(Signature)

Carrie Brown

(Name)

Sr. Vice President

(Title)

2.2.05

(Date)

**BY THE COGNIZANT AGENCY  
ON BEHALF OF THE FEDERAL  
GOVERNMENT:**

**U.S. DEPARTMENT OF LABOR**

(Government Agency)

*Arthur Campbell*

(Signature)

*Victor M. Lopez*

(Name)

Chief, Division of Cost Determination

(Title)

February 1, 2005

(Date)

DOL Representative: Arthur Campbell

Telephone No: 425-271-3848