

Strategic Plan: 2022-2026



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About Native Village of Eyak

The Native Village of Eyak is a federally recognized self-governing Tribe that provides governmental services within the Tribe's customary and traditional use area: Prince William Sound, the Copper River, and the Gulf of Alaska.

The Native Village of Eyak (NVE) is an Alaska Native Village mostly comprised of four distinct Alaska Native peoples – Eyak, Chugach Region People, Tlingit and Athabascan – who are organized together as a federally recognized tribe negotiated Compact/Funding Agreement with the United States Government.

The area has always been a place known for trading, and traditionally the Eyak people acted as middlemen for the traders. These have always been abundant lands and waters for both personal and commercial use through trading. Our traditional lands follow the boundaries set under ANCSA in 1971 and stretch across the Copper River Delta and Prince William Sound to encompass Middleton Island. There are many historical village sites across our lands, with the last traditional village annexed into the City of Cordova in the early 1900's.

Today, ancient grave sites, longhouse remnants and culturally altered vegetation attest to the rich history of our homelands. NVE supports the revitalization of our traditional languages and culture through annual events and heritage preservation which includes subsistence activities, skin sewing, weaving and beading as well as exercising our sovereign rights to self-governance through self-determination.

Mission

The Native Village of Eyak Traditional Council is **a tribal government that promotes self-determination** to Native Village of Eyak tribal members. Under the guidance of the Council, tribal offices provide **health and social services, economic development, natural resource and environmental education, job opportunities and job training** to the Native Village of Eyak. The tribe operates in a way that is acceptable to Alaska Native cultural values and traditions in order to **enhance the well-being of our People both physically and spiritually**.

The Tribal Council seeks ways to **enrich tribal living** through community-operated tribal programs and self-determination.

Core Purpose

Create opportunities for Tribal Members while we **protect our lands and resources**.

Challenge

To balance our core purpose and traditional values in an ever-changing climate, environment, political landscape, health care pandemic, and a changing economy for our region, state, country and world.

Our Traditional Values

- Loyalty
- Humor
- Cooperation
- Teaching
- Cultural Pride
- Caring
- Discipline
- Language
- Respect
- God

Process & Purpose

In the spring of 2021, the Native Village of Eyak Tribal Council undertook a project to review and update the NVE strategic plan. This process would include the feedback from both tribal members as well as NVE program managers, building upon existing programs and services.

The first phase consisted of an update and review of existing programs and services utilizing a 1–2-year time horizon. Many of these projects and programs had either been developed in previous planning efforts or are grants that the tribe has agreed to manage. One primary goal of this planning exercise is to establish priorities among the alternatives available to NVE. Additionally, the council identified fundamental questions that should be addressed by the NVE strategic plan. Specific questions included:

- What roles should NVE play in training community members to work on NVE projects?
- How do we prepare our youth for the future?
- What is the role of ICHC in providing healthcare to the community?
- How can governance-related services be updated, specifically in enrollment and elections?
- How do we develop our culture?

Council members expressed a strong interest in engaging the community in this planning effort as a way of aligning projects and services with the community's needs and vision of NVE. The underlying purpose and vision, the 'why' should come from the community and the 'how' would come from NVE. The council noted that a number of the strategic decisions required significant context and research that the general membership might not have. It was determined to use a combination of surveys and community forums to educate and engage the community.

Each program manager received coaching on updating their existing plan as well as developing questions about program priorities for the community. This included:

- Administration
- Family Services
- Tribal Public Works
- Housing
- Culture
- Enterprises
- Tribal Courts
- Human Resources
- DENR

The Tribal Council reviewed and provided feedback on each of the program plans prior to the community forum. Council workshops were scheduled to determine which businesses under the Enterprises department should be continued as part of allocation of limited resources. Council members established criterion for evaluating individual business such as job creation, profitability and alignment with the NVE mission. In the survey, community members were also asked to prioritize investment in direct services vs. tribal enterprises.

This plan is meant to be a living document that NVE staff and stakeholders regularly revisit to track progress, adjust goals, use as a guide to continue forward movement toward the Tribe's goals.

NVE TRIBAL COUNCIL PRIORITIES

The Tribal Council priorities are based on analysis of the needs of the tribal community. The Council has invested resources into studies and subject matter experts to ensure the various projects are feasible and reflective of the community member's priorities.

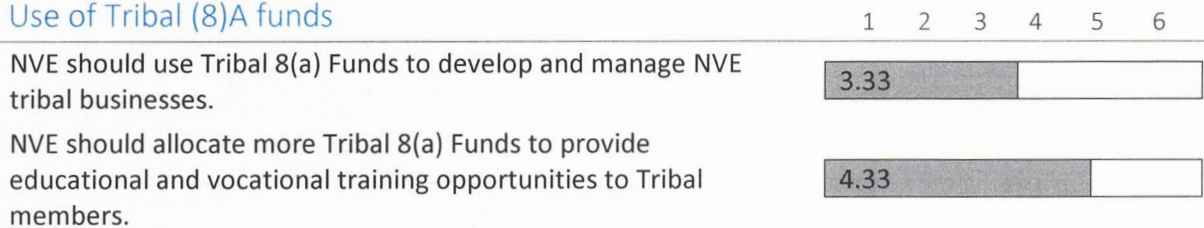
- 1 ICC Long Term Plan/Bldg**
- 2 Housing/Land Use Plan**
- 3 Constitution**
- 4 Lutherin Homesite**
- 5 Longhouse**
- 6 ICHC Plans/Comp Healthcare Plan**
- 7 Shepard Pt**
- 8 Assess & Budget ANGS Dividend**
- 9 Reno of NVE Bldg**
- 10 Communication with TM**
- 11 Enrollment**
- 12 Daycare**
- 13 Cont Support Cult/Sub/Eld Prog**
- 14 Improve/Maintain TM Employment**
- 15 DENR/Fisheries Program support**
- 16 Drug & Alcohol Program**
- 17 477 Program**
- 18 CRH Plan**
- 19 Mariculture Program**
- 20 ID Needed Admin - Make Jobs**
- 21 Tribal Court (more judges/staff)**
- 22 Staff Satisfaction**
- 23 Career Training**
- 24 Financial Ed for TC & TM**
- 25 Tribal Family Resource Services**
- 26 Dev plans for Elder Asst Living**
- 27 Conservation District**
- 28 Ferry Service**

ADMINISTRATION

The Administration department's purpose is communicate and coordinate Tribal Council priorities and ensure that **community-operated tribal programs** operationalize the NVE mission and strategic plans. This includes ensuring that departments have the direction, resources and support needed to provide effective services to **enrich the lives of Tribal members and promote self-determination**. Our roles include creating a positive working environment, providing oversight to department operations, ensuring consistent policy implementation and coordination with all partners, agencies and other external stakeholders. Additionally, the Administration department prepares and presents the yearly budget to Tribal Council for approval.

Survey Results

Use of Tribal (8)A funds



Short-Term Goals (1-2 years) – why these goals? What is our focus?

1. Update NVE Constitution
2. Update enrollment policies and procedures
3. New Office and Training Building developed
4. Develop a long-term location plan for the Ilanka Cultural Center
5. Establish daycare services plan
6. Develop plans for a new Ilanka Tribal Clinic facility to implement Tribal Healthcare Model
7. Develop a NVE land use plan
8. Develop a Tribal Communication plan for Tribal members
9. Shepherd Point project
10. Apply to participate in BIA 477 Program
11. NVE Staff Satisfaction & Workload Assessment

Long-Term Goals (3-10 years)

1. New Ilanka Cultural Center developed
2. Ferry Service in PWS
3. Construct a longhouse / meeting hall at the Lutheran Homesite
4. Create a Tribal Conservation District

CAPITAL PROJECTS

The Capital Projects Department's purpose is to facilitate **tribal programming** under the Tribal Housing and Tribal Public Works division. The priorities associated with these programs emphasize and support the Tribes mission **to enrich tribal living, while protecting the lands and resources**. Our Housing roles include providing resources to members designed to increase living standards, provide healthy rehabilitated homes, and support youth with added resources needed for continued education related housing needs. Our Public Works roles consist of implementation and facilitation of tribal maintenance programs related to B.I.A and FHWA Roads inventory, management and coordination with multi agency partnerships related to community-based projects.

HOUSING: Which Tribal Services do you and your family find most valuable?
(1-not valuable, 5-very valuable)

Housing 97 – count Score 3.84



TRIBAL PUBLIC WORKS: Please rate the following projects in terms of priority (1-low priority, 5-high priority)

The Hartney Bay Road Extension Project: is important to the NVE community.

99 – Count Score 3.8



Housing Short Term Goals (1-2 years)

1. Redesign IHBG Programs
2. Identify and Prioritize Tribal member needs
3. Identify additional sources of funding to supplement IHBG
4. Develop financial literacy and homebuying programs
5. Update HUD community Data utilizing a HUD Census Challenge

Housing Long Term Goals (3-10 years)

1. Create affordable housing opportunities
2. Work with Village Corp. to generate funding opportunities that fit the EHP (Eyak Homesite Program)
3. Develop Plan for Senior/ Elder Housing, assisted living.
4. Development and implementation of emergency assistance fund
5. Generate more community involvement through NVE housing committee or other program

Public Works Short Term Goals (1-2 years)

1. Update maintenance schedules and get the equipment fleet 100% operational
2. Develop a service plan to become more self sufficient
3. Provide career training opportunities
4. Participate in a transition plan for new multipurpose building
5. Assess and prioritize program specific workloads

Public Works Long Term Goals (3-10 years)

1. Upgrade and replace equipment that is at the end of its useful life
2. Communicate and develop a work plan for Hartney Bay subdivision and extension
3. Revise and revamp tribal transportation roads inventory with communications with other agencies like BIA and FHWA.

4. Identify personnel gaps and look to become self sufficient in annual and preventative maintenance services such as heavy diesel mechanics and light duty mechanics.
5. Develop/ Continue communications and participation with other agencies to progress the Copper River Highway Road and Bridge repair/replacement needs.

DEPARTMENT OF ENVIRONMENT AND NATURAL RESOURCES

The Department of the Environment and Natural Resources' purpose is to carry out programs to monitor, evaluate, enhance, manage, and utilize our **natural resources**, and their associated habitats. We work to **protect our land and resources** within these habitats, as well as the environmental quality within our homes, communities, businesses, and offices **in order to enhance the wellbeing of our People both physically and spiritually**. Our programs are designed to be mindful of the Tribe's long-term needs on the scale of 150 years. Our role includes maintaining a department of scientists, engineers, and other highly skilled professionals and provide them with the support and training necessary to deliver programs that align with their expertise and the priorities established by Tribal Council. We provide **natural resource/environmental education** and **job training**.

DEPARTMENT of ENVIRONMENT and NATURAL RESOURCES: Please rate the following projects (1-low priority, 5-high priority) Count Score

Evaluate methods of monitoring stock specific run-timing, spawning distribution, and abundance of Copper River Chinook salmon	99	4.33
Monitor survival at all life stages of Copper River salmon	99	4.29
Study nearshore, small-scale movement patterns of Pacific halibut	97	3.62
Identify anadromous streams not listed in state catalog and apply for listing	96	3.48
Collect data on Copper River Delta Coho salmon	98	4.21
Remediate contaminated sites outside of Cordova	96	3.34
Conduct spill response and HAZWOPER training	98	3.73
Focus on long term water impacts on a 150yr. time scale?	95	3.57
Collect data on ocean acidification in Prince William Sound	97	3.63
Replace older woodstoves with new, efficient stoves	98	4.05
Document migratory and breeding waterfowl	97	3.27
Determine migration routes of waterfowl	97	3.05
Evaluate deer herd genetics	98	3.34
Evaluate seal/sea lion predation of salmon	98	3.84
Evaluate seal/sea lion predation of salmon	98	3.84
Monitor marine mammal populations	98	3.78

Do you support the Native Village of Eyak establishing aquatic farms in Prince William Sound to produce kelp and shellfish? (1-don't support, 5-strongly support) Count Percent

1	<u>5</u>	5.1%
2	<u>7</u>	7.14%
3	<u>25</u>	25.51%

4	19	19.39%
5	42	42.86%
Total	98	100%

Short-Term Goals (1-2 years)

1. Maintain Copper River Chinook Salmon Escapement Program
2. Develop Mariculture program that promotes best practices, and enhances local benefits of emerging economy
3. Carry out sonar stock assessment on Klutina River
4. Begin pilot study of Copper River Sockeye survival
5. Conduct salt water assessments of salmon
6. Develop program to evaluate halibut resources
7. Pursue renewable energy opportunities
8. Provide HAZWOPER training
9. Remediate 14-Mile Naval Power Station








Long-Term Goals (3-10 years)

1. Support transition to in-season sonar based escapement assessment of Copper River Chinook
2. Support transition to stock-based management of Copper River Salmon by developing programs to collect management data such as spawning distribution, and stock-specific escapement and run-timing.
3. Operate full-scale aquatic farm to study and develop best practices and optimize the local benefits from this industry.
4. Complete remediation at Pt. Whitshed and Middleton Island. Expand remediation program to include new sites per Tribal Council prioritization
5. Work with partners to move energy profile away from diesel power generation and towards full renewable-derived power generation.

CULTURAL DEPARTMENT

The Cultural Departments purpose is the preservation and promoting of our Native Culture, heritage, and history. In accordance with our mission statement [the Tribe operates in a way that is acceptable to Alaska Native cultural values and traditions in order to enhance the wellbeing of our People both physically and spiritually. The Tribal Council seeks ways to enrich tribal living through community-operated tribal programs and self-determination.](#) Our role is to provide our Tribal members and community opportunities to learn and participate in our Culture’s traditions, values, and practices through our programs. Ilanka Cultural Center is home to our museum showcasing our collection of artifacts and history. Our gift store supports our local Native artists and features artwork made in Alaska. Subsistence program harvests and preserves traditional foods from our area. Language and Cultural classes are offered to promote passing knowledge from generation to generation.

Survey Results

Sugcestun (Alutiiq) Language Classes	98	4.01	
Eyak Language Classes	98	3.96	
Subsistence Program	100	4.74	
Cultural Arts Classes	99	4.35	
ICC Museum	99	4.17	
ICC Gift Shop	100	3.82	
ICC Tribal Library	100	3.95	

Short-Term Goals (1-2 years)

1. Create strategic needs for new Cultural Center, to assist with the planning process
2. Organize and catalog all of collection room artifacts
3. Planning with ICC Committee to be ready for tour/cruise ship events
4. Digitized collection, organize and catalog all our digital collection
5. Optimizing ICC online webstore
6. Large scale revamping of all ICC media
7. Collaborating with departments to plan long-term year-round Subsistence activities

Long-Term Goals (3-10 years)

8. Explore & participate in NAGPRA program
9. Acquire a new fishing boat to accommodate passengers to provide more activities on the water.

TRIBAL FAMILY SERVICES

Submitted by Bree Mills, Bert Adams Jr., Brooke Mallory.

TFS & NVE's Mission: May 20

Tribal Family Services (TFS) provides a wide range of services that focus on providing for the mental, emotional, and physical well-being of NVE's Tribal Members (TM's). These services include Elder Care, Family Program Services, Drug/Alcohol/Domestic Violence, and Sexual Assault prevention, SART response, ICWA, Food Bank, and event planning, among others. There is a focused effort on **self-determination** as we implement training that focuses on ways we can identify, support, and meet needs without making any decisions on behalf of our TM's. We do this by encouraging active listening from our teams and reinforcing through action that each individual is the expert on their own life and their own needs and our job is to support them through that as we are best able. We have an excellent team who embody each of NVE's traditional values in many different ways. When you walk the halls of TFS, it's common to hear the laughter of our Elders as they sew and craft together, you'll see our team members collaborating with each other on ways we can use all of our individual resources to come together and provide outstanding services to our TM's, you'll witness the excitement as we share our accomplishments with each other and encourage each other to be our best selves. The pride that our team members feel in their work shows in the excellent results and creative ideas that are always being shared.

2022 Goals

1. **TFS Open House** at the end of summer with the goal of educating community members on services prior to the new school year.
2. **SART: CAC opened and operational.** Includes having fully trained MDT.
3. **ICWA: Secure two additional Cordova foster homes-** goal to have both ICWA compliant.
4. **Elders: Expand chore program** by partnering with CHS for give back hours.
5. **Food Bank: Expand reach of program** by adding 5-10 additional families to distributions through marketing and community education.
6. **Begin a Youth Mentoring Program** for disadvantaged community youth ages 5-16. **Implement a**
 - **weekly after school activity** for CHS students (3:45-5pm) at TFS office. **Monthly all-age activity**
 - with a goal to foster intergenerational relationships between tribal members.
7. **MOA partnership with CSD** to strengthen grant proposal submissions and collaborate to address community needs.
8. **Expand prevention services** for at-risk and under privileged youth, including exploring the logistics adding staff member specifically focused on ICWA and OCS prevention/intervention.
9. **Board game/family movie/craft nights monthly+** that include family members of all ages, fostering intergenerational relationships.

Short Term Goals (1-2 years)

1. Begin the research involved in opening a licensed daycare facility. Work with the clinic on
 - long term elder care solutions.
2. Begin research on developing a dedicated youth wellness center for after school programs and summer activities, camp opportunities, sports, age targeted indoor sensory and play areas, hands on and interactive activities, etc.
3. Elder led educational/art classes held quarterly on various topics relevant to AK Native traditions and culture.
4. Work on identifying additional funding sources for youth extra curricular activity scholarships for non-NVE related activities.

5. Community garden
6. Dedicated social worker/prevention worker on staff working directly with high risk youth.

Long Term Goals (3-7 years)

1. Operational tribal daycare
2. Solidifying goals and moving forward with wellness/youth center building, funding, etc.

TRIBAL COURTS

The Tribal Court supports the tribal member community as well as the community in a respectful, fair, and safe forum that honors the **cultural values and traditions of our ancestors** by providing preventative, proactive, and peaceful conflict resolution to support making responsible choices and to **enhance the wellbeing of our People both physically and spiritually**. Talking Circles, Panel Hearings, and Juvenile Diversion are three programs offered by the Tribal Court system. The values of justice, respect, tradition, integrity, impartiality, compassion, privacy, fairness, and forgiveness govern the actions and decisions of this court and **promote self-determination to Native Village of Eyak tribal members**.

Survey Results:

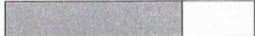
Which Tribal Services do you and your family access? (1-never utilize, 5-frequently utilize)


Tribal Courts	99	1.73	
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Which Tribal Services do you and your family find most valuable (1-not valuable, 5-very valuable)


Tribal Courts	96	3.16	
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Areas for Focus:


Substance Abuse (Provided intervention and prevention options for those struggling with alcohol or substance abuse. Services can be before any involvement in the state judicial system as well as well as after to reduce recidivism).	98	4.13	
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Child Welfare and Domestic Relations (Court services regarding child endangerment, vulnerable adults, and domestic disputes.)	98	4.05	
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Prevention Related Services for Youth (Providing traditional Talking Circles to address the root of a young person's actions and developing a plan to help resolve those problems. Programs can be done in partnership with other local agencies such as CFRC or the school district.)	99	3.89	
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State of Alaska Diversion Programs (Tribal Court partner programs with the State of Alaska for alternative sentencing resulting in more constructive and restorative disciplinary options.)	98	3.86	
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Mediation and Intervention (Confidential dispute resolution for anyone within the community, allowing them to resolve conflicts with a neutral party and preventing issues from escalating.)	98	3.73	
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Community Education and Outreach (Learning about what services and resources the Tribal Court can provide.)	99	3.96	
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Short Term Goals (1-2 years)

1. Get grant writing training.
2. Request 5-year Court Assessment from the BIA (2022-2023).
3. Acquire more appropriate facilities: renovation space/ confidential hearing space.
4. Continue community outreach via the Echo, and participation in community events. Talking Circles: open the space to the community regularly.
5. Revise or contract for the revision of court forms both internal, and external: creation of bench books, internal controls, and a code of ethics specific to The Court.

Long Term Goals (3-10 years)

1. Obtain MLS in Indigenous Peoples Law from OU (online) to better serve the Tribe.
2. Hire more personnel: Court Clerk, Probation Officer, Bailiff, or Community Compliance Officer as needed. Expand Pool of Judges or contract those more qualified on Panel Hearings from other Villages to sit in as alternates in our cases.
3. Expand our Civil, Criminal, and Children's/ Juvenile Area services to include creating, or contracting for, a: Child Welfare Code, Youth Justice Code and Youth Court, Vulnerable Adult Protection Code, Domestic Violence Law Code, Mediation Handbook, a Community/ Tribal volunteer circle support program, and a panel of Elders for calling upon in sentencing.
4. Alternatively, or additionally, consider moving toward a "Healing to Wellness" or "Drug Court" structure.
5. Work with agencies such as Sound Alternatives/ CFRC (as they merge) to provide housing opportunities to those dealing with substance abuse addictions, safe housing (temporary, mid, and long term) for domestic violence survivors, and post-incarceration re-entry support.

CERTIFICATION:

I, hereby certify that I, Mark Hoover, am Chairman of the Native Village of Eyak Traditional Tribal Council, consisting of 5 duly elected members, and that this **2022-2026 NVE Strategic Plan** was considered and APPROVED by the council on July 19, 2022 and that the vote was 3 For, 0 Against, 0 Abstaining, and 1 Absent and that the foregoing resolution has not been rescinded or amended in any way.

Mark Hoover

Mark Hoover, Chairman

Pam Smith

Pam Smith, Secretary-Treasurer

7/19/2022
Date

7/26/22
Date