

Tanana Chiefs Conference

Comprehensive Economic Development Strategy (CEDS), 2016-2021

August 2016



Healthy,
Strong,
Unified
Tribes



Acknowledgements

Many community leaders, Tanana Chiefs Conference (TCC) staff, regional partners, business owners and tribal members came together to help develop this plan. A special thanks goes to:

- All Tanana Chief Conference Region Tribal and Community Leaders
- Tanana Chiefs Conference Executive Staff
- Tanana Chiefs Conference Executive Board Members
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- Tanana Chiefs Conference Annual Convention Attendees
- Regional Survey Respondents
- CEDS Committee Members
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TANANA CHIEFS CONFERENCE
Executive Board of Directors
Resolution No. 2016-## 20

ADOPTION OF TCC COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

- WHEREAS,** Tanana Chiefs Conference is the regional Native non-profit corporation composed of 42 member villages and federally recognized Tribes in the Interior of Alaska; and
- WHEREAS,** TCC engaged and worked with TCC region tribal members and organizations in 2015 and 2016 to develop a Comprehensive Economic Development Strategy (CEDS) for the TCC region; and
- WHEREAS,** The Comprehensive Economic Development Strategy (CEDS) is a tool for community based and regionally driven economic planning, with strategies and an implementation for creating stronger and more resilient communities and economies; and
- WHEREAS,** The CEDS is an essential planning and financial tool for the future growth and development of the TCC region with the primary goal of expanding employment opportunities for residents and improve the quality of life in the TCC region; and
- WHEREAS,** The CEDS is an important part of the U.S Department of Commerce Economic Development Administration (EDA) programs, and are often required in order to be eligible for federal and grant funding; and
- WHEREAS,** The CEDS document will be used as a living document with annual updates, with a new document to be established every five years.

NOW THEREFORE BE IT RESOLVED the TCC Executive Board of Directors supports and approves the Comprehensive Economic Development Strategy.

CERTIFICATION

I hereby certify that this resolution was duly passed by the Tanana Chiefs Conference Executive Board of Directors on 10/17, 2016 at Fairbanks, Alaska and a quorum was duly established.





 Secretary/Treasurer

Executive Summary

Tanana Chiefs Conference (TCC) developed this 2016-2020 Comprehensive Economic Development Strategy (CEDS) to identify ways to strengthen the regional economy. TCC communities have faced many challenges in recent years, including impacts caused by natural disasters. Many residents and communities deal with high unemployment and poverty rates, limited and/or unsatisfactory housing conditions, extremely high energy and food costs, and schools on the verge of shutting down due to low enrollment numbers. The region also has limited technological and communications infrastructure, which further hinders access to education, workforce development and business expansion efforts.

The Economic Development Administration (EDA) cannot provide grant assistance without a current and active CEDS. TCC saw the need for assistance as communities and residents struggled to meet their daily needs and pushed forward toward development of this 2016-2020 CEDS.

TCC tribes have taken many steps toward building stronger and more economically resilient communities. With this CEDS, TCC community and tribal leaders will have background information, guidance, direction and support that will assist them with allocating funding and prioritizing their economic development efforts, including who and how they engage with local, regional, state and federal partners over the next five years.

This planning effort was initiated by Tanana Chiefs Conference with extensive input from member tribes as well as many partner organizations, businesses and residents. For a list of key participants and organizations, please see the Acknowledgements page.

The primary goals of the TCC CEDS are to expand employment opportunities for residents in rural Interior Alaska and to improve the quality of life in Interior Alaska villages. This document provides a comprehensive overview of the region, along with an economic picture and development strategies for the future.

TCC Economic Vision

Healthy, Strong, Unified Tribes.

TCC Mission

Tanana Chiefs Conference provides a unified voice in advancing sovereign tribal governments through the promotion of physical and mental wellness, education, socioeconomic development, and culture of the Interior Alaska Native people.

Key Outcomes of the CEDS

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Chapter Four of this document includes an analysis of Strengths (S), Weaknesses (W), Opportunities (O) and Threats (I), or “SWOT Analysis,” to create a picture of where the economy of the TCC region is today. The SWOT analysis helps TCC communities and the region understand and leverage existing strengths and

CEDS Goals and Objectives

GOAL #1: Promote Healthy Communities and a Strong Quality of Life

- Objective A: Self-Sustaining Local Governments
Objective B: Healthy Communities
- Objective C: Strong Cultural Traditions and Community Heritage

GOAL #2: Strengthen Traditional and Non-Traditional Businesses and Develop a Stronger Workforce

- Objective A: Improved Regional and Community Coordination on Economic Development Efforts
- Objective B: Thriving Business Development and Entrepreneurship
- Objective C: An Educated, Motivated Workforce
- Objective D: Residents have Basic Financial Skills

GOAL #3: Support the Development, Maintenance and Improvement of Critical Community and Regional Infrastructure

- Objective A: Region-wide Access to Reliable, Affordable Energy Sources
- Objective B: Communities have Adequate and Reliable Infrastructure
- Objective C: Region-wide, Cost Effective, Sustainable Water and Sewer Infrastructure

Goal #4: Expand Housing Supply

- Objective A: Affordable Housing Available for All Residents
- Objective B: Existing Homes in the Region are Safe and Well-Maintained

Goal #5: Promote a Healthy Environment and Carefully Manage Natural Resources

- Objective A: Healthy and Resilient Environment
- Objective B: Sustainable use of Natural Resources to Support Community Economies

CEDS Priority Strategies

- Priority Strategy A: Move forward with self-governance efforts and independent control of tribal funds.
- Priority Strategy B: Develop tools to assess and clearly communicate the economic value of wild resource harvesting and other traditional cultural practices.
- Priority Strategy C: Collaborate region wide to build on current and emerging business opportunities.
- Priority Strategy D: Expand existing education and workforce development opportunities.
- Priority Strategy E: Implement energy efficiency improvements and alternative energy systems.
- Priority Strategy F: Expand community infrastructure to support increased viability of local jobs.
- Priority Strategy G: Improve transportation routes and expedite delivery of goods and quality services to TCC communities.
- Priority Strategy H: Increase availability of affordable housing.

Chapter 1: Introduction

What is a CEDS?

A Comprehensive Economic Development Strategy (CEDS) is a tool for community based and regionally driven economic planning, with strategies and an implementation plan for creating stronger and more resilient communities and economies. CEDS are an important part of the U.S. Department of Commerce Economic Development Administration (EDA) programs, and are often required in order to be eligible for federal and grant funding.

A CEDS provides an overview of economic indicators and identifies projects and actions that will support economic development and increase regional wealth in a particular region. The CEDS aims to highlight the region's economic development strengths, challenges and opportunities and proposes strategies and actions that enhance the economic development potential of the region. As state and federal funds in Alaska continue to decline, it is increasingly important that the public, private and non-profit sectors in the region work together in order to grow the region's economy. Tanana Chiefs Conference (TCC) and its member communities will use the CEDS to help these partners collaborate and work strategically in order to leverage the resources and strengths of the region.

Who is TCC?

Tanana Chiefs Conference (TCC) is organized as Dena' Nena' Henash or "Our Land Speaks"; an Alaska Native non-profit corporation, charged with advancing tribal self-determination and enhancing regional Native unity. TCC provides services while balancing traditional Athabascan and Alaska Native values with modern demands. The organization works toward meeting the health and social service needs of tribal members and beneficiaries throughout the TCC region.

TCC was formed in 1962 to serve as an organizational unit to advocate land claims for member tribes. It was incorporated as an official non-profit regional consortium in 1972 through the Alaska Native Claim Settlement Act (ANCSA). TCC represents 42 Alaska communities, including 37 federally recognized tribes and offers a wide variety of tribal services through the TCC Administration, Health Services, and Tribal Government and Client Services.

TCC has compacting authority with the Bureau of Indian Affairs (BIA) and Indian Health Service (IHS) for management and delivery of health and social services to over 10,000 Alaska Natives in the region. Programs and services include health care, housing, lands management, tribal government assistance, education and employment, and natural resource programs. TCC also provides for public safety through Alaska's Village Public Safety Officer (VPSO) program.

TCC manages the Chief Andrew Isaac Health Center, the major Alaska Native health care facility for the region, which is located next to the Fairbanks Memorial Hospital. It also provides mental health, dental and optometry services at clinics in Fairbanks, and operates several remote alcohol recovery camps. TCC administers the Community Health Aide Program (CHAP) in the Interior, which places health aides at village clinics across the region, and offers roaming services where hospital staff travel to the villages throughout the year to provide exams.

Project Area Overview

The Tanana Chiefs Conference 2016-2020 Comprehensive Economic Development Strategy (CEDS) covers the Interior Alaska region, with the exception of the Fairbanks North Star Borough (FNSB). The FNSB creates their own CEDS; the most recent version was completed in January 2016.² The Tanana Chiefs Conference outlining borders were set by the Alaska Native Claims Settlement Act (ANCSA) and are shared with Doyon, Limited. This plan is intended to benefit all residents, communities, and Athabascan tribes within the region as they make progress towards their rural community economic development goals.

Development of the CEDS

Many people contributed to this plan. Outlined below are the main steps in the TCC CEDS planning process. The CEDS was developed with assistance from Agnew::Beck Consulting, PDC Engineers and Northern Economics. Working in partnership with TCC villages, business leaders, stakeholder and TCC staff, the project team conducted the following activities to collect information and develop the content for this CEDS:

- The TCC Tribal Development Director sent a letter to TCC tribes in January 2015 introducing the CEDS and requesting participation.
- The TCC Economic Development Specialist held four teleconference meetings with CEDS committee members in 2015 and 2016.
- The TCC Economic Development Specialist held conversations with sub-regional representatives at the July 2015 Planning Summit.
- The project team compiled background data on communities and the region from various local, state and federal data sources, TCC departments, and from relevant community and regional planning documents.
- A regional survey was designed and distributed to TCC members. Residents were able to respond either online or via hard copy. In order to ensure elders had the opportunity to participate in the planning process, TCC staff visited the homes of elders during routine village visits to deliver hard copy versions of the survey. The survey was open through the end of March 2016. In total, 347 residents responded to the survey.
- The project team conducted interviews with tribal administrators, stakeholders and community leaders. Overall, 19 interviews were completed during the planning process.
- The project team shared project information, collected survey responses and discussed the project and potential contents with attendees and the Annual TCC Convention, held in Fairbanks in March 2016.

The CEDS will be reevaluated and undergo a complete update every five years as communities work toward and meet their current goals. Communities will need to identify and develop revised objectives as times change. Along with the completed CEDS, there will be annually updated appendices to report on changes in the region and to make revisions as communities make progress on the goals and strategies outlined in the CEDS.

² The 2016 Fairbanks North Star Borough Comprehensive Economic Development Strategy is available here: <http://www.co.fairbanks.ak.us/mayor/Documents/FNSB%20CEDS%202016-Final.pdf>

Previous Planning Processes

The first formal Overall Economic Development Plan (OEDP) for the TCC region was completed in 1985 by the TCC Office of Planning and Information Program. The OEDP identified a variety of economic development projects including the establishment of a fur industry, timber industry, fishery processing, biotical production, tourism development, agriculture development, arts and crafts, energy development, mineral development, industrial development, infrastructure development and federal land management contracting. The OEDP was updated on an annual basis until its expiration in 1990. In 1991, a new OEDP was created for the TCC region through assistance from the TCC Planning and Development department. The 1991-1996 plan was the first time information was collected as a result of pulling together the TCC Executive Board and village-representatives from each community in the region. The 1991-1996 plan expanded on many of the same priorities developed in the 1985-1990 OEDP.

In 2002, through grant funding received by the Economic Development Administration, TCC began working on a CEDS for the region. The primary goal of the 2002-2006 CEDS plan was to look at expanding employment opportunities for TCC residents while taking into account the decline of statewide resources. However, the tribes ultimately felt the draft document did not accurately depicted the region's needs and priorities, and the 2006 TCC CEDS was not passed through resolution. This was a reminder that TCC tribes have a strong voice in their future and emphasizes the need to engage member communities early and throughout the creation of regional plans.

Other Community and Regional Planning Efforts

Tanana Chiefs Conference Strategic Plan

In November 2014 the Tanana Chiefs Conference Board of Directors held a special meeting to adopt a new Strategic Plan for 2015 to 2020. The Strategic Plan provides a roadmap for improving the organization and the services TCC provides to the 42 tribal governments and over 16,000 tribal members who own the organization. The Strategic Plan was created based on member tribe priorities described in Board of Directors resolutions, individual community plans and tribal resolutions, recommendations from TCC advisory councils and recommendations of tribal members who participated in the planning process. The Strategic Plan is organized around ten goals, with a corresponding list of five-year objectives. Each year the Executive Board meets with senior executives and managers to identify specific initiatives to achieve during the year. The Strategic Plan and First Year Progress Highlights from the plan can be found in the appendices.

TCC Planning and Development Program

During the January 2012 executive planning session, the TCC Executive Board (E-Board) identified the need for greater assistance and support in community planning, project planning and grant writing in member communities. Several models were initially considered, and ultimately the TCC Planning and Development Program was created. The mission of the Village Planning and Development (VP&D) Program is to provide technical assistance to tribal councils to support sustainable community development for the Interior Alaska Native people. The VP&D Program was developed with several goals in mind:

- Provide a greater level of technical assistance to TCC member villages in the area of planning and grant writing.
- Support village-based employment opportunities.
- Support capacity building in planning and grant writing to TCC member villages.

The VP&D program works with tribal councils to temporarily hire and train village-based grant writers and planners to complete either a grant application or a community plan on behalf of their tribe. Since its launch in 2012, TCC has invested approximately \$500,000 towards the training and employment of village employees. Twenty village-based Community Planning Specialist and 29 village-based Grant Development Specialist positions have been created since the initiation of this program. The investment has resulted in over \$870,000 in grant funding and the completion of 21 community plans.

Community Plans

Community plans are available on the Alaska Division of Community and Regional Affairs online library and the Tanana Chiefs Conference websites:

<https://www.commerce.alaska.gov/dcra/dcrarepoext/Pages/CommunityPlansLibrary.aspx> and <https://www.tananachiefs.org/advocacy/community-plans/>. See the appendix for a list of community plans for TCC communities.

Regional Energy Plan

The *Interior Regional Energy Plan* is part of a statewide effort led by the Alaska Energy Authority to identify energy projects and priorities that will reduce the long-term cost of energy and dependence on fossil fuels in Interior Alaska. The planning process examined the total mix of energy needs in the region, including electricity, heating and transportation. The plan presents background information and recommendations on local and regional energy resources as well as energy efficiency and conservation. The plan is available here:

https://www.tananachiefs.org/wp-content/uploads/2014/03/Interior-Regional-Energy-Plan_FINAL_1.7.16.pdf

Transportation Planning

TCC's transportation manager works with several communities in achieving their transportation goals by providing technical support and assisting with the development of transportation plans. TCC is currently in the process of developing a regional transportation plan.

Regional Housing Strategy

The *Regional Housing Strategy* was developed through a partnership between various organizations that provide housing services to Interior Alaska Native people. The lead organizations included the Tanana Chiefs Conference (TCC), Interior Regional Housing Authority (IRHA), Nulato Tribal Council, Chalkyitsik Village Council, Rampart Village Council, Fort Yukon Tribal Council, Loudon Tribal Council and the Tanana Tribal Council. The United States Department of Agriculture (USDA) and Cold Climate Housing Research Center (CCHRC) assisted with data collection for the *Regional Housing Strategy*.

Tribal Mitigation Planning

The TCC Office of Environmental Health (OEH) assists TCC villages with emergency response planning, water and sewer system project planning, preventative maintenance plans and other relevant topics as requested. OEH has hosted several planning workshops for tribal leaders that provided training and time to develop a Small Community Emergency Response Plan (SCERP) in conjunction with the State of Alaska. A strong initial response to a local emergency typically leads to better long term recovery. An effective emergency response plan helps prepare a community to respond to both large scale natural disasters and smaller scale disasters such as a plane crash or structure fire. For a list of hazard mitigation plans in the region, see the appendix.

Structure and How to Use the Document

This document is organized to first provide the reader with an overview of CEDS planning, the project area and the process used to develop this CEDS. Chapter Two includes an overview of the people, regional wealth, demographics and economic trends of Interior Alaska. Chapter Three includes highlights and quotes from the TCC CEDS Regional Survey. Chapter Four offers a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the region. The focus of the SWOT is on making connections between key data points (graphically and through narrative) that best tell the story of the TCC economy, including those factors that are a challenge and/or support regional economic development efforts. The SWOT leads directly into Chapter Five, “Regional Future Direction.” In this chapter, we reintroduce TCC’s vision and mission statements, and define regional goals and objectives as well as priority programs, projects and activities. Chapter Six includes an action table, which defines a plan of action and is followed by an evaluation framework with performance measures to evaluate progress of the action items. Chapter Seven has additional background information to support the priority goals, objective sand strategies, including information on land, natural hazards and infrastructure. As outlined in the Table of Contents, the appendices include additional data and expanded background information on important topics.

Chapter 2: Regional Socioeconomic Data

Culture and History

Since the time of contact with Western society, Alaska Native people have experienced an unprecedented rate of change. The gradual settlement of Alaska has introduced a range of external influences including new populations, laws, policies, diseases, institutions, values, economies and languages.

Athabascan people have a long history in Interior Alaska with a traditional lifestyle based on seasonal wild resource harvest activities. The communities that identify as Athabascan are very diverse, with each region possessing its own distinct language or dialect, world view and cultural values.

The traditional hunting and fishing practices of Alaska Native people, including the harvesting and sharing of fish, game, and other resources and the ceremonies which accompany these practices provide for the social, cultural, and spiritual, and economic wellbeing and survival of TCC people and communities. Today, these traditional practices are in continued jeopardy, with residents disenfranchised in a highly complex regulatory and management regime dominated by federal and state governments.

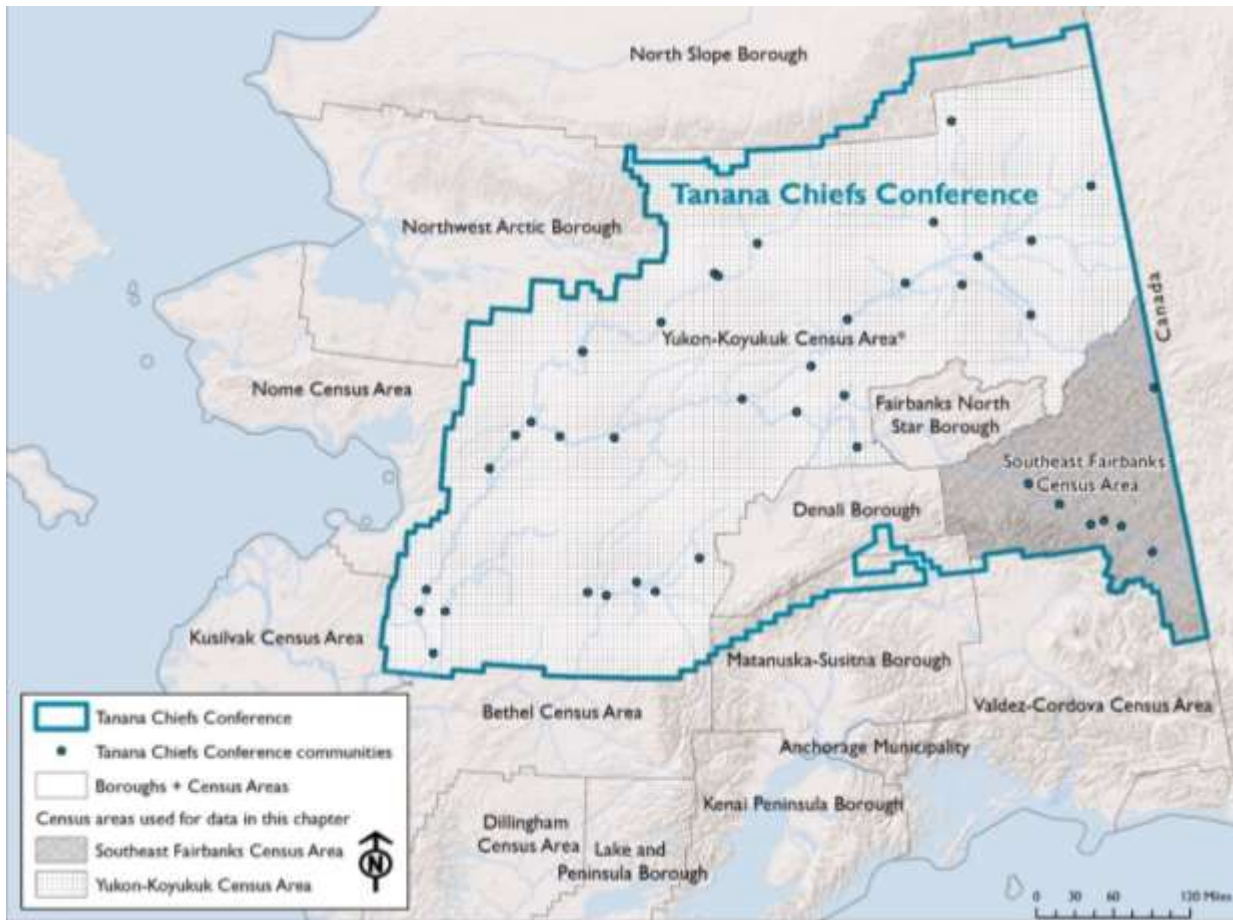
“I love living in rural Alaska because of the peace and quiet, and my daughter gets to learn our traditional way of life.”

-TCC survey respondent from Beaver

Demographics

This section identifies compelling data, trends and indicators that help define the economy of TCC communities and the region. When possible, we have shared data at the community and sub-regional level. In other cases, we have used census areas to identify general socioeconomic trends in the region. The 42 member tribes of TCC fall largely into two U.S. Census areas: the Yukon-Koyukuk (YK) Census Area with 34 TCC communities, and the Southeast Fairbanks Census Area with seven TCC communities (see the communities listed by census area in Figure 2). Figure 1 includes an outline of the TCC region, with the Yukon-Koyukuk Census Area and Southeast Fairbanks Census Area highlighted. As seen in the map, the TCC region also overlaps with parts of the Fairbanks North Star Borough, Denali Borough, Matanuska Susitna Borough and the North Slope Borough. However, no TCC communities are located in the boundaries of these boroughs so those areas are not included in this CEDS analysis. Although the two combined census areas do not align exactly with the TCC region boundaries, they provide a relatively accurate picture of the economy and demographic trends in the region when community-specific information is not available. When community-specific data is available, as provided by the Alaska Department of Labor and Workforce Development via a special data extract and/or via primary data collected by TCC, the information is summarized as “TCC region” data in this chapter.

Figure 1: Maps of the Tanana Chiefs Conference, Sub-Regions, Borough and Census Area Boundaries

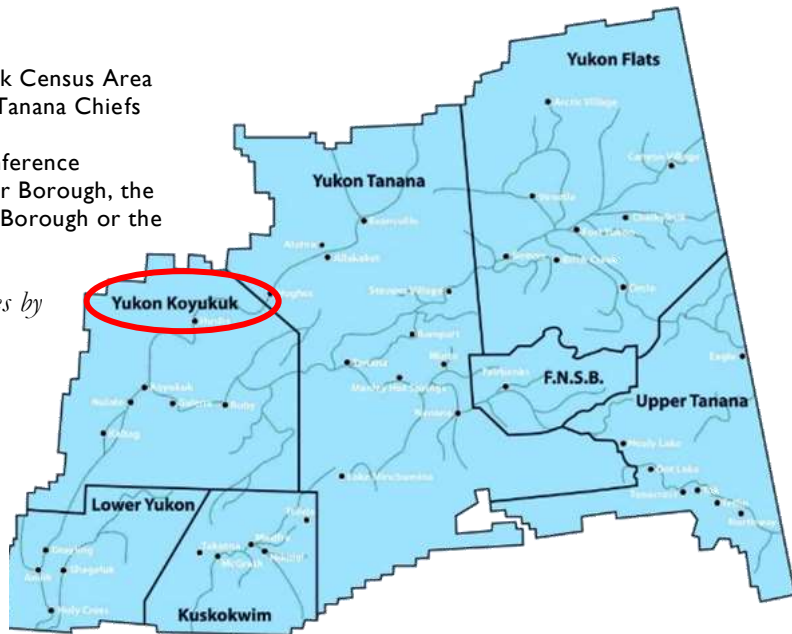


Map produced by Agnew::Beck Consulting.

*The boundaries for the Yukon-Koyukuk Census Area are different from the Yukon Koyukuk Tanana Chiefs Conference Sub-Region.

NOTE: there are no Tanana Chiefs Conference communities in the Fairbanks North Star Borough, the Denali Borough, the Matanuska-Susitna Borough or the North Slope Borough.

To view the full list of TCC communities by name and by sub-region, see Figure 40.



The map to the right shows the boundaries of TCC sub-regions. As seen in the image, the Yukon Koyukuk Sub-Region (circled in red) has different boundaries than the Yukon-Koyukuk Census Area.

Source: Tanana Chiefs Conference

Figure 2: List of TCC Communities by Census Area

Census Area	List of Communities
Yukon-Koyukuk Census Area	Alatna, Allakaket, Anvik, Arctic Village, Beaver, Birch Creek, Canyon Village, Chalkyitsik, Circle, Evansville (Bettles), Fort Yukon, Galena, Grayling, Hughes, Huslia, Holy Cross, Kaltag, Koyukuk, Lake Minchumina, Manley Hot Springs, McGrath, Medfra, Minto, Nenana, Nikolai, Nulato, Rampart, Ruby, Shageluk, Stevens Village, Takotna, Tanana, Telida, Venetie <i>(also includes seven non-TCC communities: Central, Coldfoot, Flat, Four Mile Road, Livengood, New Allakaket, Wiseman)</i>
Southeast Fairbanks Census Area	Dot Lake, Eagle Village, Healy Lake, Northway, Tanacross, Tetlin, and Tok <i>(also includes nine non-TCC communities: Alcan Border, Big Delta, Chicken, Delta Junction, Deltana, Dry Creek, Eagle City, Fort Greehy, Whitestone)</i>

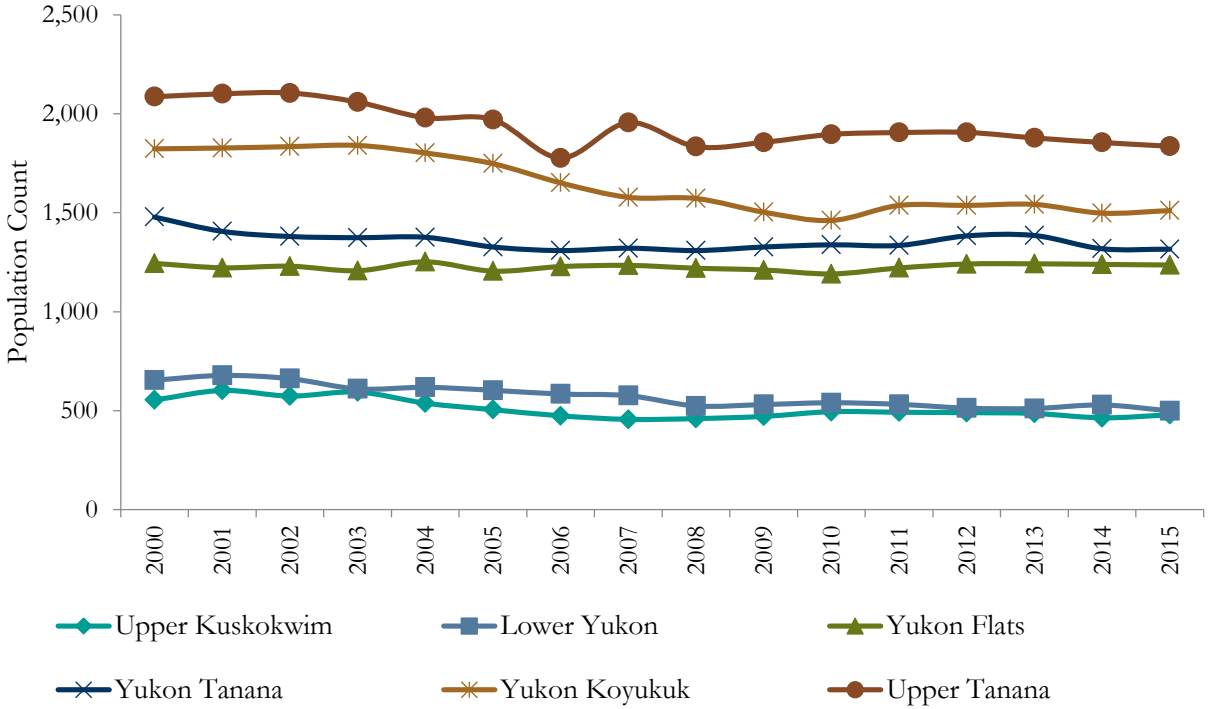
Data Limitations

The following section seeks to identify relevant trends and economic indicators that describe the TCC region. However, there are some important limitations to this data. The TCC region contains many communities with small populations, spread across a large geography. As a result, data is somewhat limited for the region and even when it exists, it often contains high error margins due to the small sample size. TCC communities span across two separate census areas, both of which contain other non-TCC communities within their boundaries that can skew the data. In addition, many important local economic activities such as wild resource harvests are not captured in standard economic indicators such as employment or income. To address this concern, TCC is currently initiating a project to better capture wild resource harvest information for its member communities.

Population and Population Projections

In 2015, the TCC region had a population of approximately 3,500 individuals, living in 38 communities across six sub-regions. All six TCC sub-regions saw a decline in population over the last 15 years. The largest decrease during this period was seen in the Yukon Koyukuk sub-region, while the smallest decrease was seen in the Yukon Flats sub-region (see *Figure 3*).

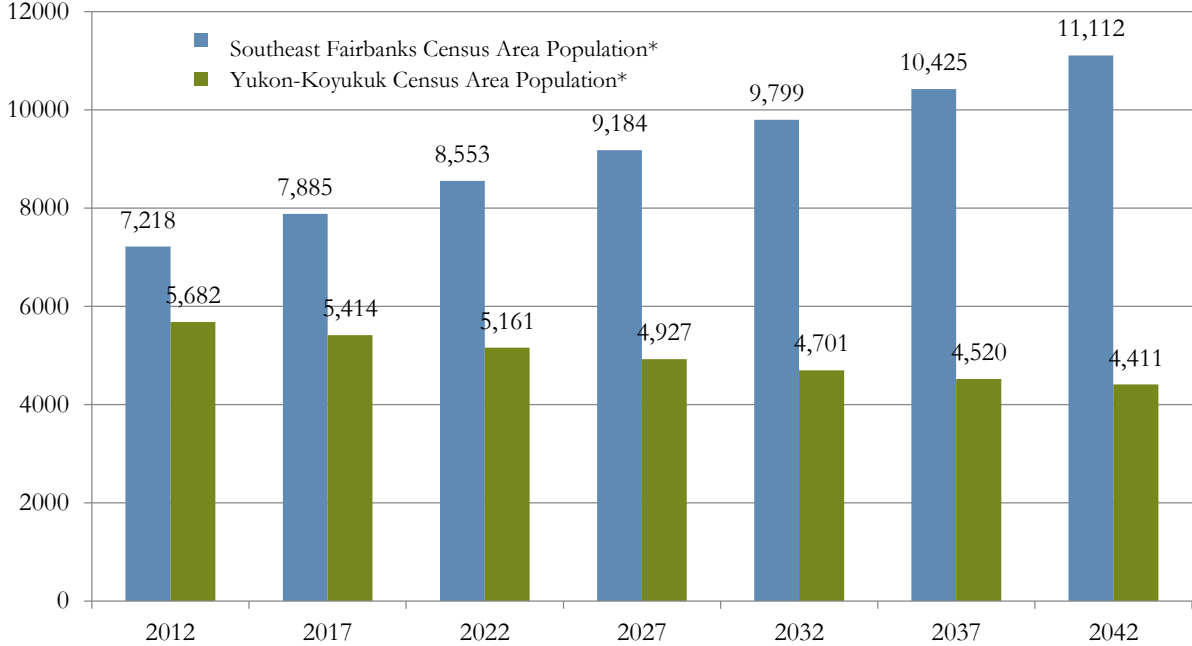
Figure 3: Population Trends across TCC Sub-Regions, 2000 – 2015



Source: Alaska Department of Labor and Workforce Development, 2016 data extract

The Alaska Department of Labor and Workforce Development, Research and Analysis Section publishes population projections by Borough and Census Area. Population in the Southeast Fairbanks Census Area and the Yukon-Koyukuk Census Areas are projected to see a combined moderate growth rate of 0.6 percent per year, bringing the population to 15,523 by the year 2042. The combined area’s population growth is driven by development in the Southeast Fairbanks Census Area, projected to grow by almost 4,000 people over the next 25 years. Populations in the Yukon-Koyukuk Census Area are expected to decrease over that same period (Figure 4). The growth in males and females in the combined YK and Southeast Fairbanks Census Areas is projected to be roughly proportional over the next 25 years, with males and females comprising 53 percent and 47 percent of the population respectively in 2042.

Figure 4: Population Projections for the Southeast Fairbanks and Yukon-Koyukuk Census Areas, 2012 – 2042



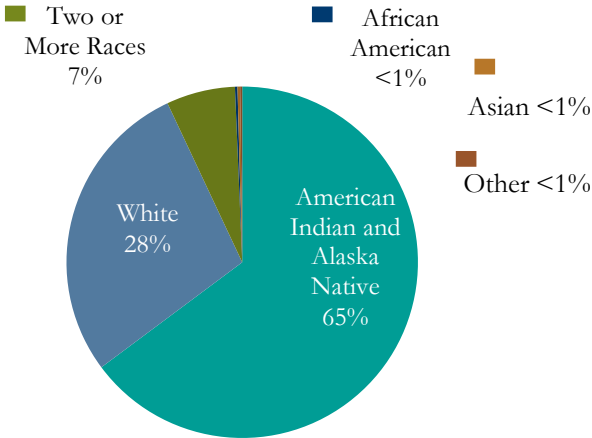
*The Southeast Fairbanks Census Area includes 7 TCC communities and 9 non-TCC communities; the Yukon-Koyukuk Census Area includes 34 TCC communities and seven non-TCC communities. The full list of communities is available in Figure 2.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section, 2016 data extract from 2014 publication

Race and Ethnicity

The TCC region includes a diverse range of races and ethnicities. As seen in Figure 5, sixty five percent of the population is American Indian or Alaska Native, followed by 28 percent who are white, and seven percent who identify with two or more races.

Figure 5: TCC Region Racial Composition, 2010 Demographic Profiles



Source: Alaska Department of Labor and Workforce Development, 2016 data extract from 2010 Census

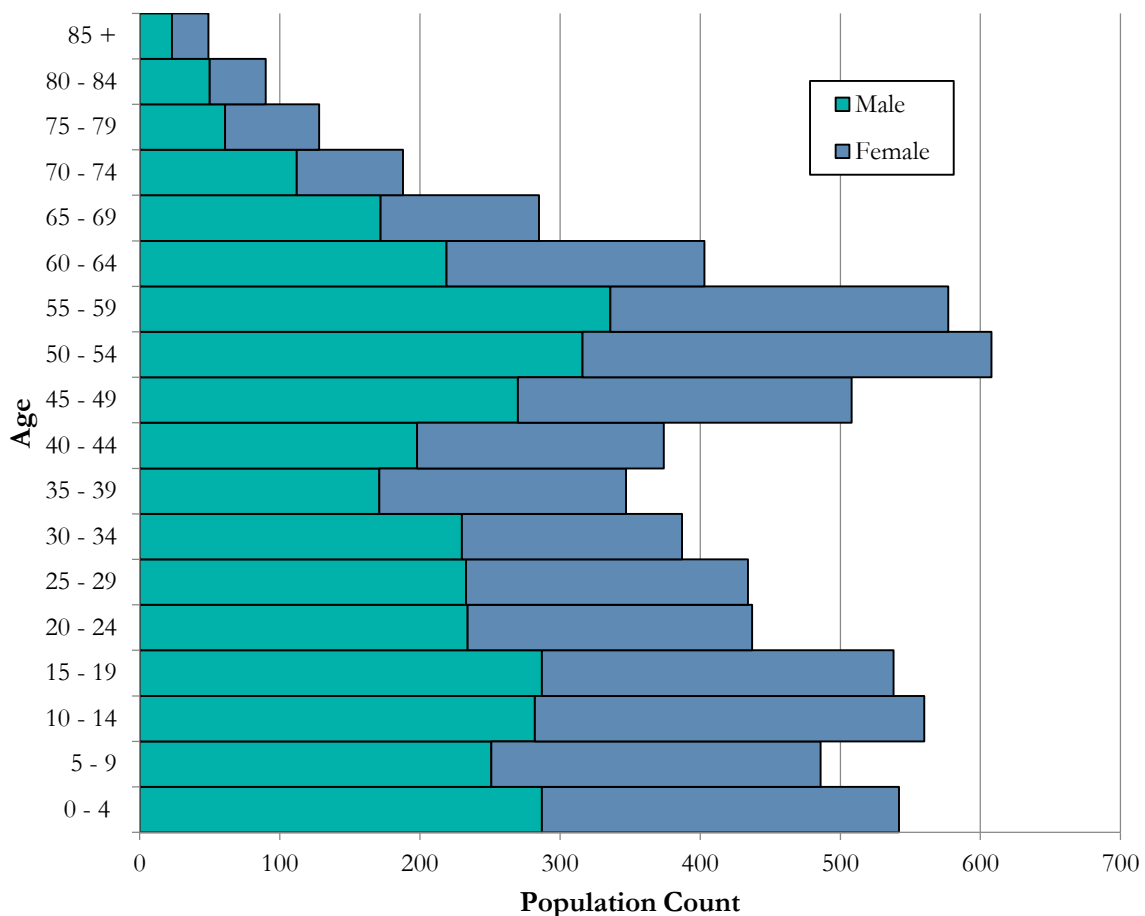
Age and Gender Distribution

According to 2010 Census data, fifty-four percent of the population in the TCC region is male, which is higher than the statewide average of 52 percent (Figure 6). The gender composition of communities in the TCC region varies, with males generally composing between 50 to 75 percent of the population. In terms of age, there is a larger proportion of residents in the zero to 19 and the 45 to 59 age categories, with a notable drop in residents ages 20 to 49. The 20 to 49 age group makes up an important component of the workforce in most communities, and a reduction in that age group in the region could indicate that working-age residents are leaving for job opportunities outside the region.

“[The biggest challenge today is] not losing what our elders taught us younger generations, not letting our traditional values be lost or forgotten.”

-TCC survey respondent from Fort Yukon

Figure 6: TCC Regional Population by Age and Gender, 2010 Demographic Profiles



Source: Alaska Department of Labor and Workforce Development, 2016 data extract from 2010 Census

According to the state’s population projections, the population of residents over the age of 70 in the combined Yukon Koyukuk and Southeast Fairbanks Census Areas is expected to double over the next 20

years, from an estimated 904 in 2015 to 1,814 in 2035. As the senior population grows, it is important that communities plan for potential increases in the demand for senior services and housing.

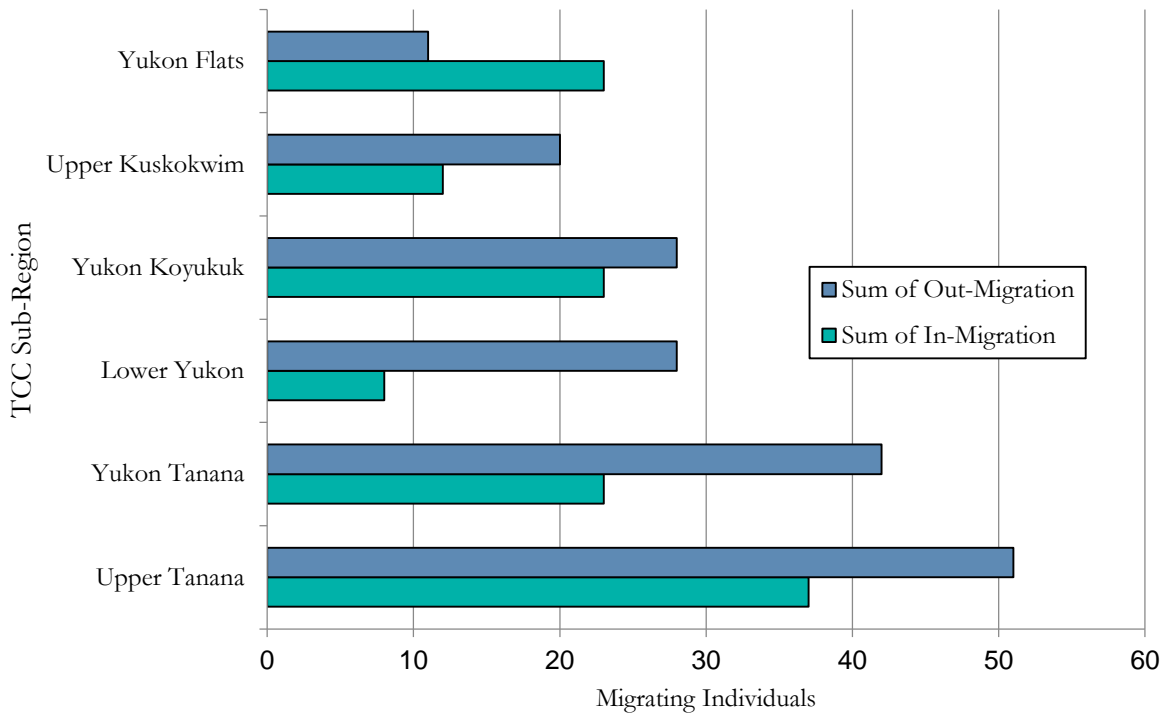
Migration

Estimates from the Alaska Department of Labor and Workforce Development indicate that there is a net migration out of the region. Between 2014 and 2015, 126 individuals migrated into the region, while 180 migrated out of the region. Migration patterns vary between the TCC sub-regions (see Figure 7). The Yukon Flats sub-region saw a net increase, while the other five sub-regions each saw a net decrease. The Lower Yukon and Yukon Tanana sub-regions saw the largest out-migration of individuals.

“This is my hometown, where I was born, and I love living in a village more than city life. I lived and worked in several cities, but my heart was always in the villages.”

-TCC survey respondent from Nulato

Figure 7: Migration Patterns for TCC Sub-Regions, 2014-2015



Source: Alaska Department of Labor and Workforce Development, Permanent Fund Dividend (PFD) Migration between 2014-2015 by Place Estimates, 2016 data extract

The migration information comes from Permanent Fund Dividend (PFD) data, which allows the state to track residency changes at a community, regional and statewide level. The following is a list of noteworthy trends and changes from the migration data. The numbers summarized below refer to net migration changes; for example, if 10 people moved to a community and 15 people moved away, there would be a net migration loss of five people for that community. These numbers are separate from natural population fluctuations

related to birth and death rates. For the breakdown of the components of migration change for each community, see the appendices.

According to PFD data:

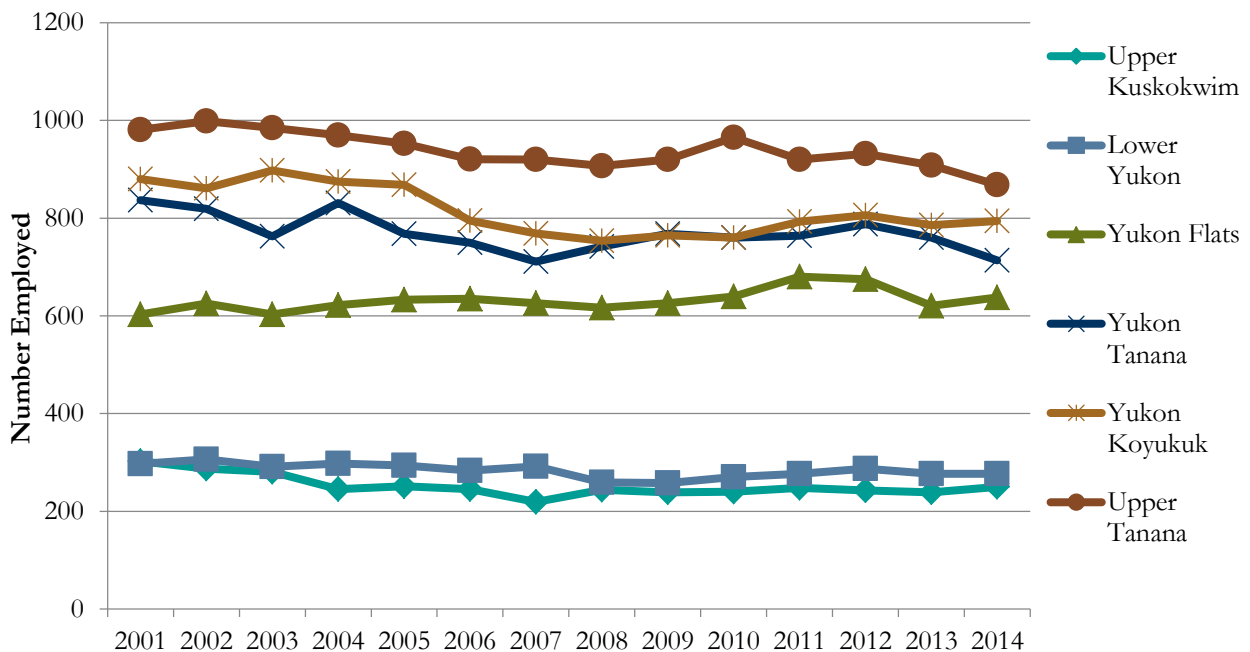
- Some communities experience large fluctuations in migration from year to year, both positive and negative. For example, Ruby had a net migration loss of 24 people between 2002 and 2003 but the very next year saw an increase of 23 due to migration. Other communities with high migration fluctuations include Circle, Fort Yukon, Nenana, Tanacross, Tanana and Venetie.
- Migration data indicates that some communities experience high out-migration where people are moving to other parts of Alaska outside of the Interior region. These communities include Anvik, Grayling, Holy Cross, McGrath and Shageluk.
- Some communities experience net outmigration to areas outside their census area but still within Interior Alaska. These residents may be moving to hub communities such as Fairbanks. These communities include Fort Yukon, Galena, Minto, Nulato and Stevens Village.

Regional Economy

Employment Trends

Employment in the TCC region has been slowly decreasing over the past 15 years, with a high of close to 4,000 jobs in 2001, and a low of fewer than 3,600 jobs in 2014. The lowest points for employment were seen in 2008 and 2014. Employment trends in the region largely mirrored population trends, with overall employment decreasing over the last 15 years, and employment numbers trending higher in the more populated sub-regions (see Figure 8).

Figure 8: Total Employment by TCC Sub-Region, 2001-2014

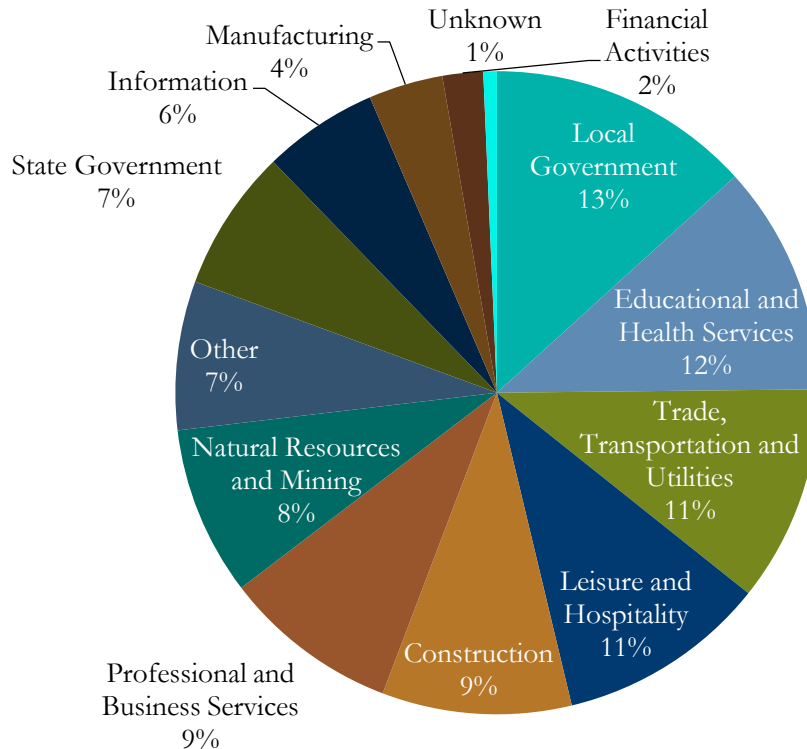


Source: Alaska Department of Labor and Workforce Development, 2016 data extract for years 2001-2014

Top Employers by Sector and Industry Clusters

Local government is the largest employment sector in the TCC region, providing 13 percent of total employment (Figure 9). Educational and Health Services is the next largest sector, with 12 percent of total employment, followed by Trade, Transportation and Utilities and Leisure and Hospitality, both with 11 percent. These numbers do not include self-employment or wild resource harvests. TCC is currently developing a data process to help capture wild resource harvests in the region.

Figure 9: TCC Regional Employment by Sector, 2014



Source: Alaska Department of Labor and Workforce Development, 2016 data extract with 2014 numbers

Stats America produces a variety of economic development tools to support economic analysis as a part of its Innovation Data series, including cluster information for different regions. While the site does not include community-level data, there is 2012 data available for the combined Yukon-Koyukuk Census Area and Southeast Fairbanks Census Area. Figure 10 shows industry clusters in the region. Since the information includes non-TCC communities, it does not perfectly capture the economic picture of the TCC region; however, the data does give helpful insights into the key industry drivers in the region. This data is also limited because some information is not disclosed due to confidentiality concerns, which is the case when there are a

“Attempting to create jobs and economies within a small community is a huge endeavor to undertake...local businesses don't have much of a customer base to rely on to generate enough income to be in business.”

-TCC survey respondent from Northway

small number of business establishments in a given industry within the region. Industries that may be under-represented in the table include agriculture, forestry, fishing and hunting; educational services; mining; manufacturing; health care; real estate; arts, entertainment and recreation, and accommodation and food services. Wild resource harvests are also not reflected in the table.

In terms of the number of establishments, Energy is the top industry for the two census areas with 53 establishments followed by Defense and Security (48 establishments) and Business & Financial Services (33 establishments). In terms of the number of people employed, Defense and Security is first with 515 people employed, followed by Energy (431 people) and Mining (240 people).

The tool also summarizes total wages for each industry; again, Defense and Security is first with \$38.5 million in combined wages, followed by Energy (\$31.4 million) and Mining (\$21.2 million). Stats America also uses a “Location Quotient” (LQ) to compare the relative density of certain industries compared with other parts of the country in order to identify key industry clusters that are focused in the area. In the combined Yukon-Koyukuk and Southeast Fairbanks Census Areas, Mining is given a very high LQ score, indicating the region is comparatively more developed in the mining industry than other parts of the country. Energy, Defense and Security, Transportation Equipment Manufacture and Forest and Wood Products all received above-average location quotient scores as well.

Figure 10: Industry Clusters and Location Quotients, Yukon-Koyukuk and Southeast Fairbanks Census Areas 2012

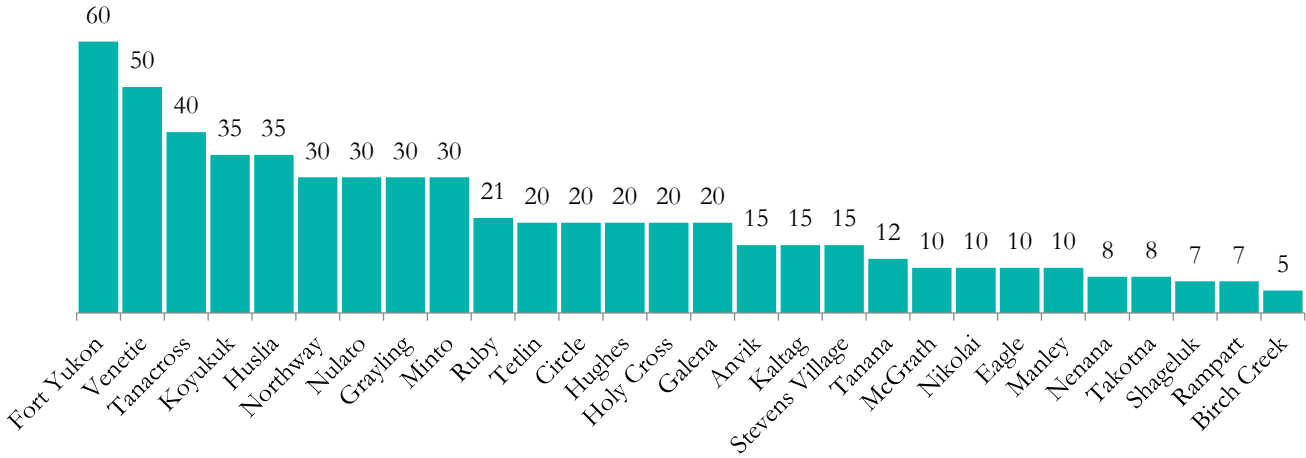
Description	# of Establishments	# of People Employed	Total Wages	Cluster Establishment LQ	Cluster Employment LQ
Mining	16	240	\$21,210,274	21.13	31.94
Energy (Fossil & Renewable)	53	431	\$31,393,536	2.14	1.97
Defense & Security	48	515	\$38,555,864	2.23	1.93
Transportation Equipment Manufacturing	1	31	\$1,631,878	2.88	1.35
Forest & Wood Products	6	49	\$1,561,748	1.57	1.09
Arts, Entertainment, Recreation & Visitor Industries	30	196	\$6,548,151	1.84	1.02
Transportation & Logistics	20	108	\$6,035,122	1.48	0.73
Chemicals & Chemical Based Products	1	19	\$1,073,406	0.54	0.54
Apparel & Textiles	2	6	\$83,457	1.1	0.5
Agribusiness, Food Processing & Technology	7	50	\$1,903,204	0.83	0.45
Biomedical/Biotechnical (Life Sciences)	6	236	\$9,947,583	0.29	0.44
Business & Financial Services	33	161	\$13,488,052	0.37	0.38

Education & Knowledge Creation	11	37	\$2,124,660	1.37	0.2
Printing & Publishing	6	15	\$368,989	0.51	0.2
Fabricated Metal Product Manufacturing	1	2	\$100,885	0.64	0.09
Information Technology & Telecommunications	5	10	\$700,557	0.23	0.05
Total All Industries	560	4,845	\$249,727,509	1	1

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages (QCEW) and Purdue Center for Regional Development, as reported by Stats America. Available here: <http://statsamerica.org/innovation/anydata/custom.asp>

While construction employment numbers are currently low, interviews with tribal administrators indicate there are many opportunities for local construction jobs in TCC communities. Figure 11 shows labor workforce estimates by community for construction projects for the 2016 construction season based on previous years. These numbers were provided by local tribal administrators. The combined total for all communities is almost 600 jobs.

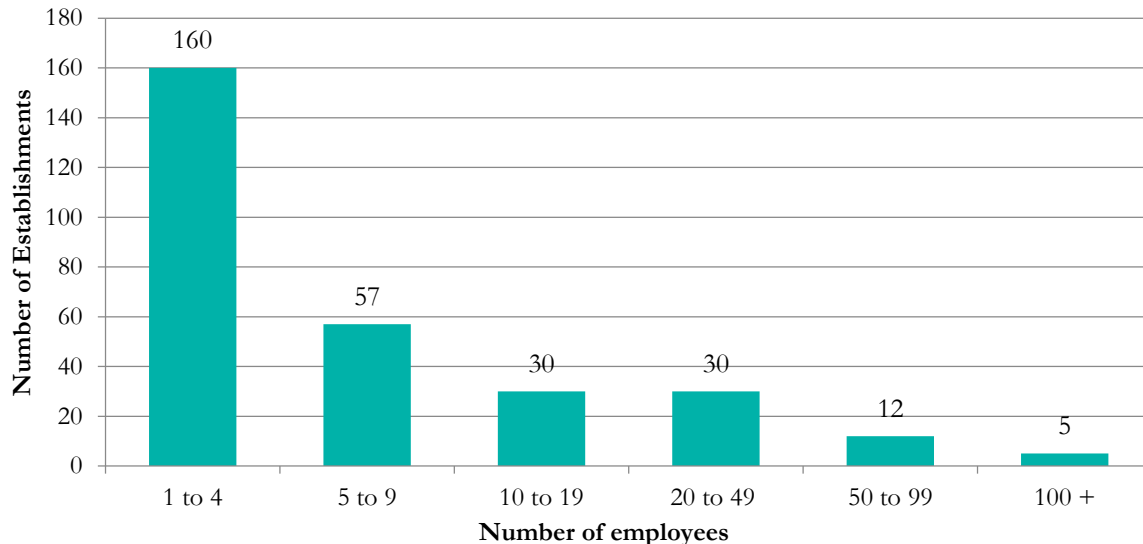
Figure 11: Number of Potential Local Construction Jobs in TCC Communities, 2016 Estimates



Source: Tanana Chiefs Conference, based on interviews with tribal administrators in 2015

There are a total of 294 business establishments in the TCC region. The vast majority of employment in the TCC region is with small employers – approximately 75 percent of employers manage less than ten employees, and only five employers in the TCC region employ more than 100 people (see Figure 12).

Figure 12: Business Sizes in the TCC Region, 2014

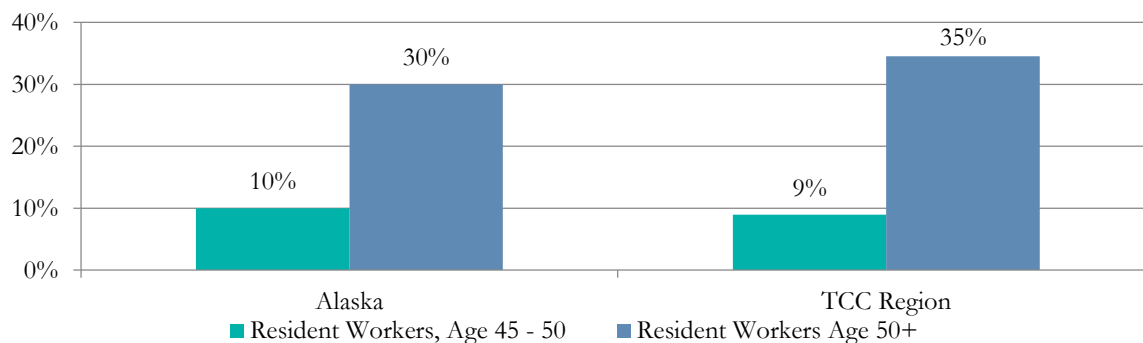


Source: Alaska Department of Labor and Workforce Development, 2016 data extract with 2014 estimates

Workforce Age

Of 3,571 resident workers in 2014, nine percent were between the ages of 45 and 50, and 35 percent were over the age of 50. These figures indicate the workforce in the TCC region is slightly older than Alaska’s overall workforce, where 10 percent of resident workers were between the age of 45 and 50, and 30 percent were age 50 or older (see Figure 13).

Figure 13: TCC Region Workforce Age, 2014



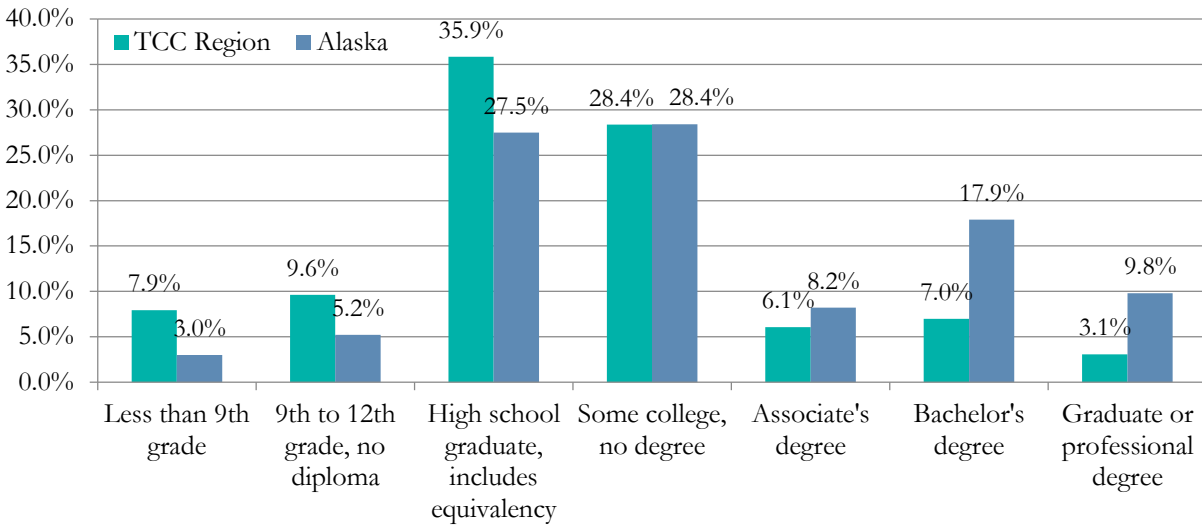
Source: Alaska Department of Labor and Workforce Development, 2016 data extract with 2014 numbers

Educational Attainment

The majority of the adult population in the TCC region has a high school diploma and many have had at least some college. Educational attainment in the TCC region tends to be lower than the state averages, with a larger proportion of the TCC population not completing high school, and a smaller proportion having earned a Bachelor’s degree or higher when compared with the state average (Figure 14). Note, the graph below includes only traditional collegiate programs; many vocational education programs and related certifications may not be reflected in the graph. While not captured here, vocational education and training certifications

can be valuable workforce development tools by building individual employment skills and local capacity to engage relevant industries and employers.

Figure 14: TCC Region and State Educational Attainment*, 2010-2014 Five-Year Estimates

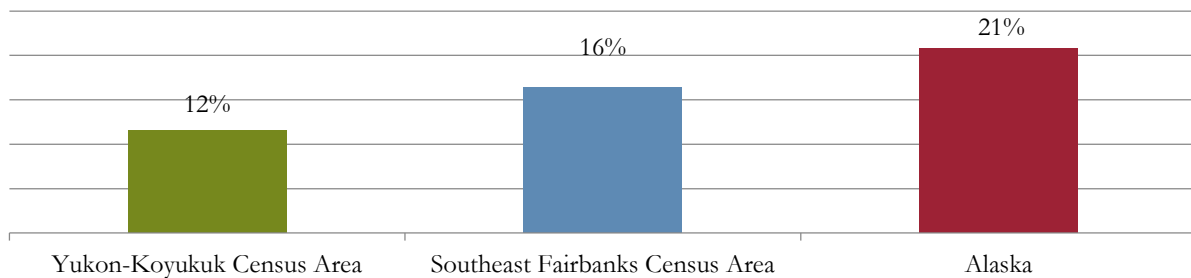


*this figure does not include vocational education and certification programs in the educational attainment counts
 Source: 2010-2014 American Community Survey 5-Year Estimates, 2016 data extract

Resident vs. Nonresident Workers

Figure 15 shows the percentage of nonresident workers for Alaska and the Yukon-Koyukuk and Southeast Fairbanks Census Areas. The two combined census areas have nonresident worker averages below the state average, indicating that fewer out-of-state residents are filling local jobs. While 20.8 percent of the labor force in Alaska was comprised of nonresident workers in 2014, the nonresident workforce only comprised approximately 14 percent of the labor force in the TCC region. In general, a higher portion of workers are nonresidents in the Southeast Fairbanks Census Area than they are in the Yukon-Koyukuk Census Area (See Figure 15).

Figure 15: Nonresident Workers in the Yukon-Koyukuk and Southeast Fairbanks Census Areas*, 2011



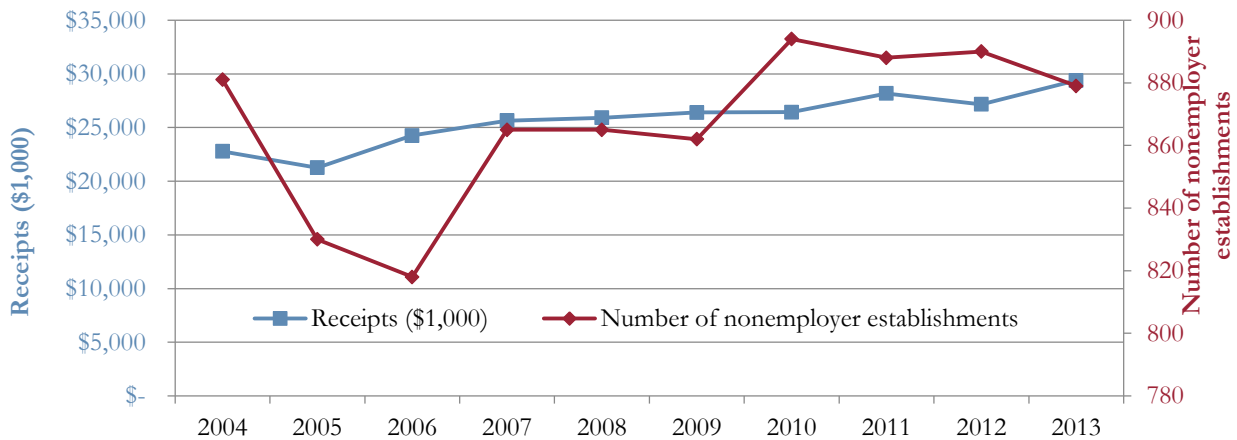
*The Southeast Fairbanks Census Area includes 7 TCC communities and 9 non-TCC communities; the Yukon-Koyukuk Census Area includes 34 TCC communities and seven non-TCC communities. The full list of communities is available in Figure 2.

Source: Alaska Department of Labor and Workforce Development, 2016 data extract with 2011 estimates

Self-Employment

When looking at industry and income trends, it is important to consider self-employment data to fully understand a region's economy. The U.S. Census Non-employer Statistics is based on the number of business income tax returns submitted by firms without any employees. As depicted in Figure 16, the number of self-employed individuals in the combined Yukon-Koyukuk and Southeast Fairbanks Census Areas has seen year-to-year fluctuations but overall has remained similar over the past ten years between 800 and 900. The number of self-employed individuals saw a dip in 2007, but rose again between 2009 and 2011. Over the same 10-year period, the total receipts generated by the self-employed gradually rose from approximately \$23 million to \$29 million. Since wild resource harvests are not included in income tax returns, they are not captured in this data set.

Figure 16: Non-employer Statistics over Time for the combined Yukon-Koyukuk and Southeast Fairbanks Census Areas



*The Southeast Fairbanks Census Area includes 7 TCC communities and 9 non-TCC communities; the Yukon-Koyukuk Census Area includes 34 TCC communities and seven non-TCC communities. The full list of communities is available in Figure 2.

Source: American Fact Finder: 2004 - 2013 Nonemployer Statistics, 2016 data extract

Small Business Development

TCC's Planning and Development department offers referrals and technical assistance to tribal councils in the TCC region. Technical assistance consists of guides and tools to write community plans and grant applications. TCC's Planning and Development department is currently in the process of expanding its planning and grant writing services to include business plans and market analysis.

Entrepreneurship is an important component of economic growth and should be considered as a part of any economic development initiative. TCC's Planning and Development Program seeks to support small businesses with enhanced coordination and integration among small business assistance organizations that provide technical assistance and other essential services.

The University of Alaska Fairbanks (UAF) Alaska Native Studies and Rural Development Department offers classes in small business development, basic computer skills, indigenous organizational management and other business related coursework via audioconference, online and in person. UAF's Cooperative Extension Service also provides small business and economic development support through workshops which are made available via videoconference.

There are also statewide and national organizations that have resources available for small businesses and entrepreneurs. The U.S Small Business Administration provides a variety of services including how to start a business, how to write a business plan and assistance exploring funding options. The Alaska Department of Commerce, Community and Economic Development has a Small Business Assistance Center online that provides direction for entrepreneurs, start-ups and existing businesses in Alaska. Alaska’s Division of Corporations, Businesses, and Professional Licensing provides the necessary forms online to get an Alaska Business license.³

State and Local Taxes

The State of Alaska does not have a statewide property or sales tax. However, the state is facing declining revenues as a result of decreased oil production and low worldwide oil prices, and is considering new ways to collect revenue. Current options being considered include a sales tax, income tax and/or restructuring of the Permanent Fund Dividend (PFD). Given the high costs of living and lower incomes in the TCC region, there are concerns that any new taxation would disproportionately affect people in rural communities.

Existing tax revenue in the TCC region includes taxes levied by the four cities of Fort Yukon, Galena, Nenana and Tanana. The taxation rates and amounts are summarized in Figure 17. While the City of Fairbanks and the Fairbanks North Star Borough are not within the TCC boundaries, many TCC tribal members live in the area. Those figures are included as a reference below.

Figure 17: Municipal Taxes in TCC Communities, 2015

Community Name	Property Tax Mill Rate	Sales Tax Rate	Other Taxes	Total Tax Revenue	Per Capita Revenue
Fort Yukon	-	3%		\$158,530	\$275
Galena	12 mills	3%	Alcohol (3%)	\$226,377	\$504
Nenana	-	4%		\$317,841	\$803
Tanana	-	2%		\$23,635	\$103
<i>City of Fairbanks</i>	<i>17.3 mills</i>	-	<i>Alcohol (5%), bed tax (8%), tobacco (8%)</i>	<i>\$20,065,888</i>	<i>\$633</i>
<i>Fairbanks North Star Borough</i>	<i>13.5 mills</i>	-	<i>Alcohol (5%), bed tax (8%), tobacco (8%)</i>	<i>\$116,060,946</i>	<i>\$1,185</i>

Source: Alaska Department of Commerce, Community and Economic Development, Alaska Taxable Database

Over the years, some TCC communities have considered organizing member villages (and corresponding municipalities) into a borough. The challenge would be securing a sufficient tax base to fund operations of the borough. In addition, a borough would add another layer of government on top of existing tribal governments and there would be no way to assure Alaska Native representation or oversight in borough management.

³ To learn more about filing for a business license, visit <https://www.commerce.alaska.gov/web/cbpl/Corporations.aspx>

Cash and Wild Resource Harvest Economy

A discussion of economic development in Interior Alaska's villages would not be complete without an accurate understanding of the importance of the wild resource economy, sometimes called "subsistence," that has always sustained these remote communities.⁴ Historically, the economy of the Interior Alaska indigenous peoples has been based on the harvesting of the wild resources in their traditional and historical territory going back thousands of years. The wild resource economy is the true backbone and anchor of the Interior peoples, culturally, socially, educationally, and economically.

Prior to European contact, the indigenous peoples of the TCC region maintained their lifestyle and wealth through the harvest of wild resources. The land sustained habitat for berries, herbs, birds and animals, the waters sustained fish and waterfowl, the forests provided wood for building and space heating products as well as construction materials for canoes, sleds, snowshoes, storage baskets, eating utensils and weapons. The people were and continue to be self-sustaining and hard-working. TCC elders say that when the Great Depression of 1929 brought the nation to its knees, they were unaffected and, in most cases, unaware that it was happening. The land and waters kept providing their basic requirements for life.

The wild resource economy is still predominant and preferred among the tribes, and it requires and deserves a dominant place in any discussion of economic development. For people in the cities, security is derived largely from participation in the cash economy. In TCC villages, residents find economic security from the wild resource economy. This is not to say that the village population does not utilize the cash economy. The difference is that a greater number use the cash economy to supplement their wild resource-based way of life. The more urban populations, however, use wild resources to supplement their primarily cash-based way of life. TCC is currently working on a data initiative to better capture wild resource harvest information for its member communities in order to better protect, advocate for and demonstrate the importance of wild resource harvests as a foundation of the Interior Alaska economy.

"I would offer that the CEDS would be most effective by helping remote, rural communities to maintain the dominant, preferred economic activity while strengthening the supplemental nature of the local cash economy, doing nothing to harm or endanger the former. When properly considered and weighed, our communities are practicing economic development in a very real sense and experience a certain level of security as participants in the wild resource economy. They are self-employed providers of their families, elders, infirm and needy. It represents their traditional form of "social security" and it has existed for thousands of years. It's time we clearly articulated and quantified this. Participation in the cash economy is also necessary and important but must exist in harmony and compatibility with the mainstay wild resource economy."

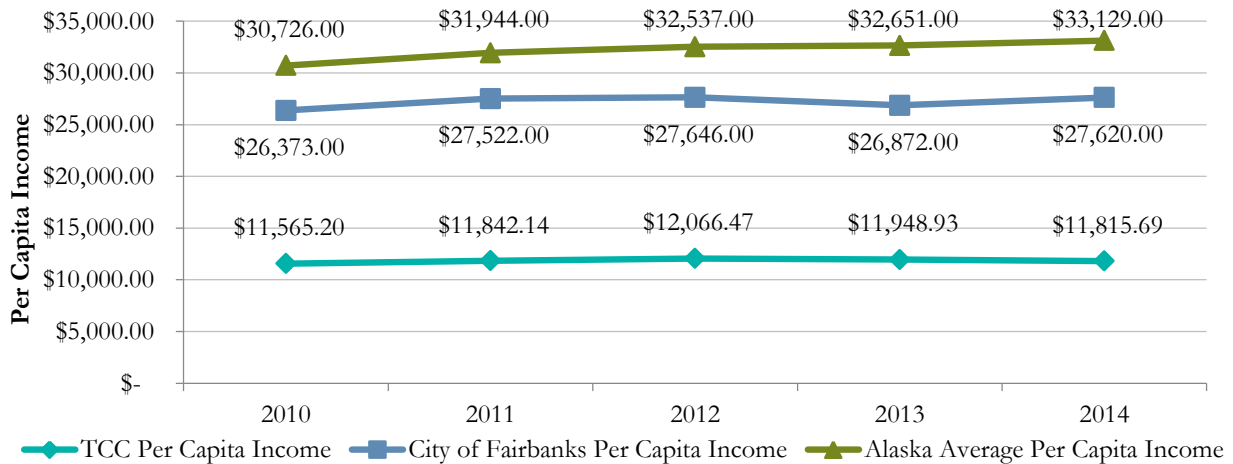
- Will Mayo, July 2016

⁴ At the 2016 Tanana Chiefs Conference Regional Convention, the Full Board of Directors passed Resolution #2016-18, "Promotion of Alaska Native hunting and fishing practices and management through the end of the use of 'subsistence' as a word to describe the Alaska Native way of life." This document generally uses the term "wild resource harvest" instead of the word "subsistence."

Income

Over the five-year period between 2009 and 2014, per capita income in the TCC region grew slowly, from \$11,565 to \$11,816 (see Figure 18). The region's average per capita income of \$11,848 per year remained approximately one-third the size of average per capita income for the state of Alaska during this period. The City of Fairbanks per capita income, while lower than the statewide average, is more than twice the size of the TCC region. The per capita income data for TCC communities does not capture the dollar equivalent of earnings such as wild resource harvests, which are an important supplement to traditional income in many TCC households.

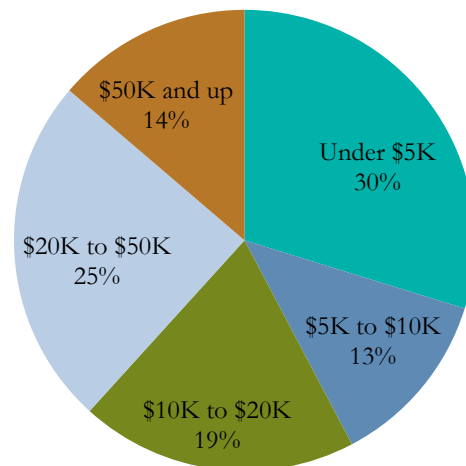
Figure 18: Per Capita Income* for the TCC Region



*Does not include the dollar equivalent of wild resource harvests and other non-monetary household earnings.
Source: Alaska Department of Labor and Workforce Development, 2016 data extract

The largest group of income earners in the region made less than \$5,000 per year, and only 14 percent made \$50,000 or more per year (see Figure 19).

Figure 19: TCC Region Earners by Average Annual Income, 2010 to 2014



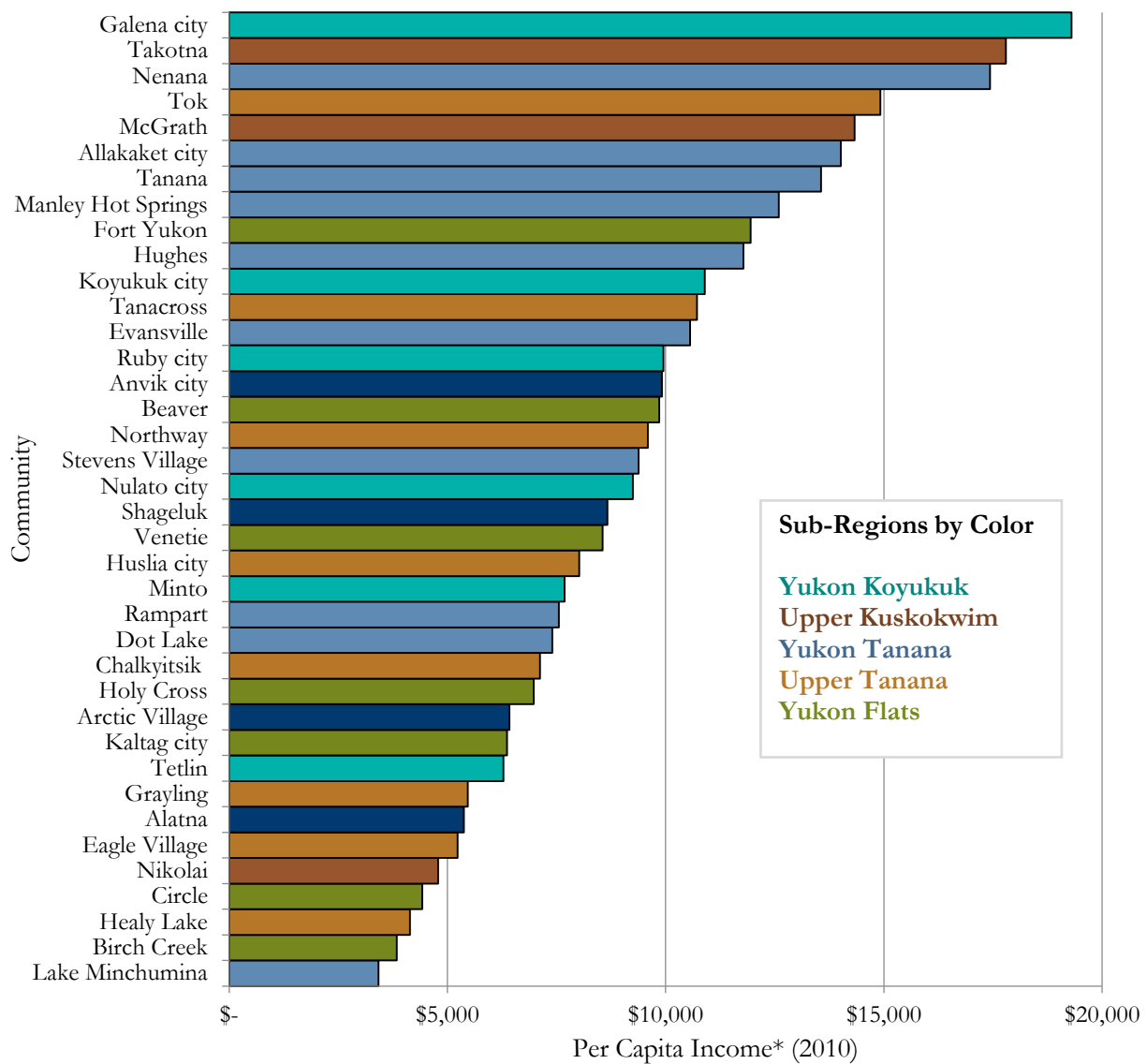
Source: Alaska Department of Labor and Workforce Development, 2016 data extract

“This is my home where I grew up. The people here are very nice to work with and so helpful on different issues. They always come together when the time is needed.”

-TCC survey respondent from Koyukuk

Per capita income varies across the TCC region, with each sub-region including communities representing a wide range of incomes. Three TCC communities averaged over \$15,000 per capita income in 2010, while five of the region’s communities made less than \$5,000 per capita that same year. Figure 20 illustrates the per capita income for the 38 communities in the TCC region, with each community color coded based on the sub-region to which it belongs.

Figure 20: Per Capita Income by TCC Community and Region, 2010

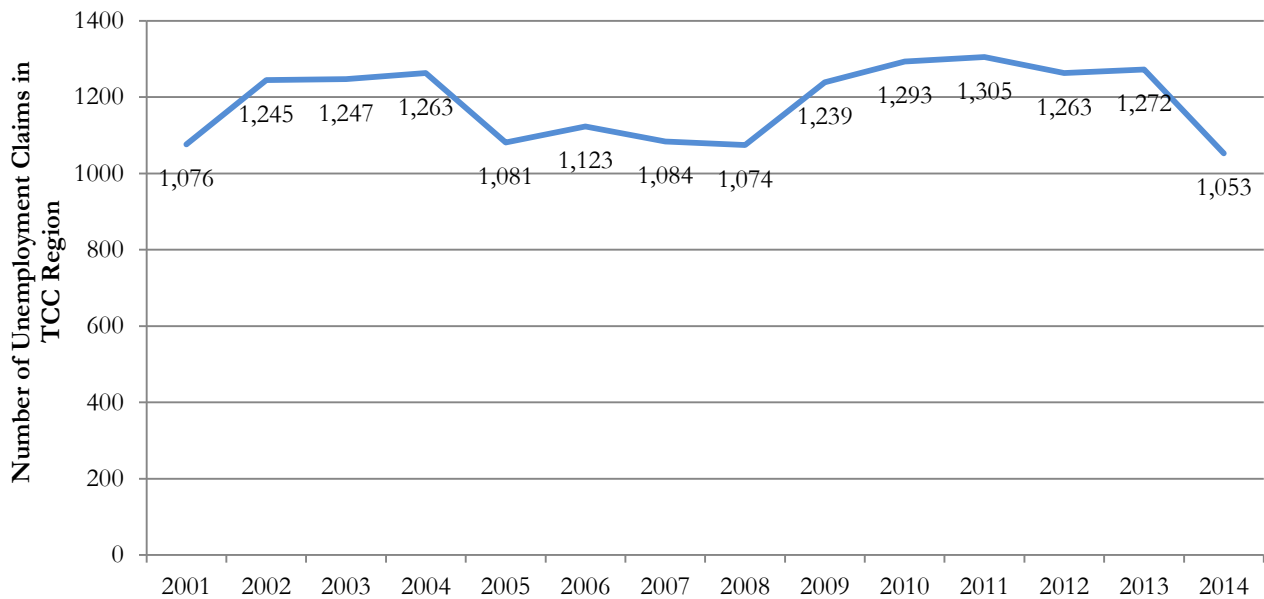


*Does not include the dollar equivalent of wild resource harvests and other non-monetary household earnings.
Source: Alaska Department of Labor and Workforce Development, 2016 data extract with 2010 data

Unemployment Trends

When viewed as an entire region, unemployment numbers in the TCC region are similar to what they were 15 years ago, although year-to-year regional unemployment has fluctuated during that time (see Figure 21). 2004 and 2011 had the highest number of unemployment claims, and the lowest number of unemployment claims was in 2008 and 2014.

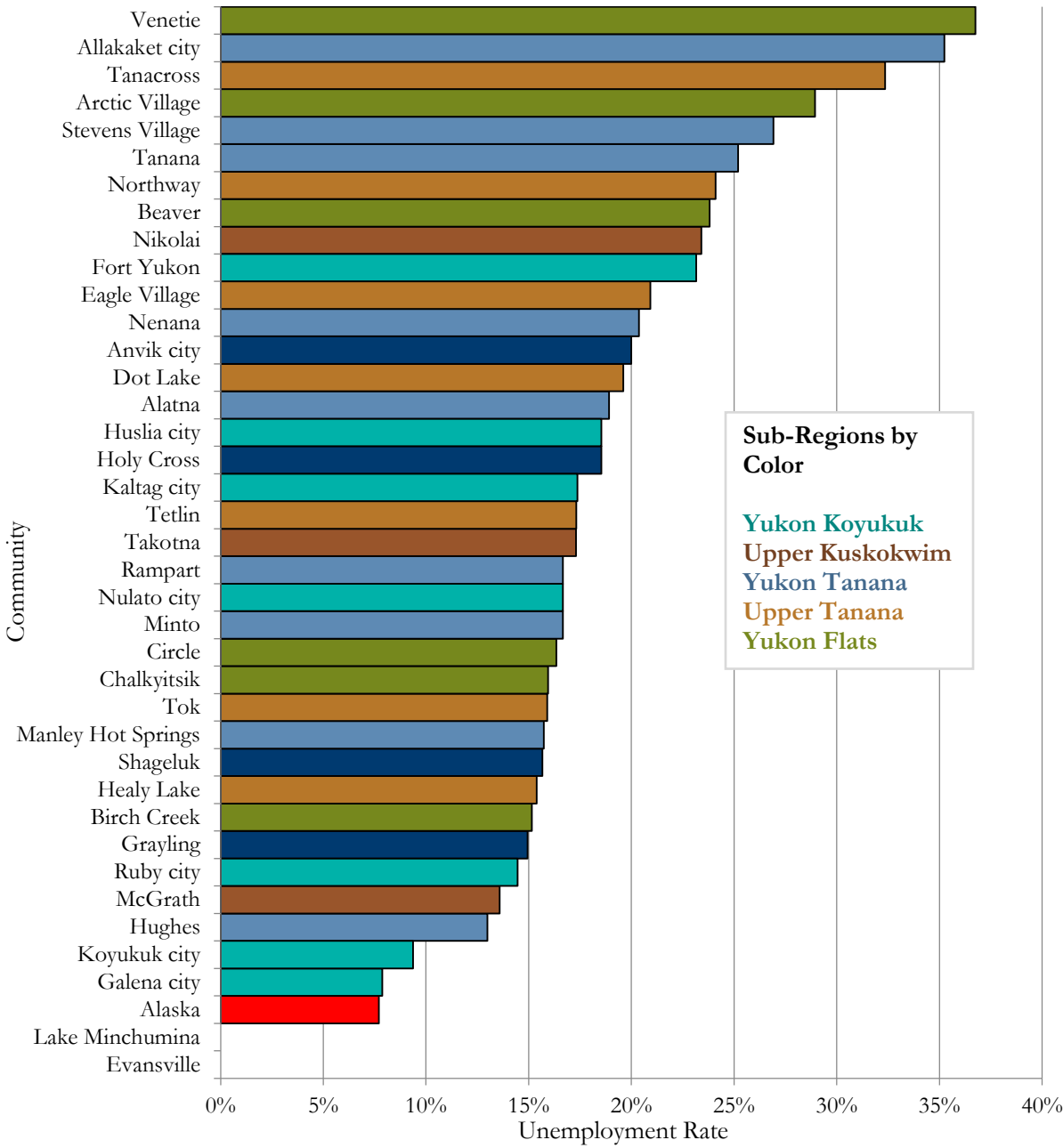
Figure 21: TCC Region Unemployment, 2001 to 2014



Source: Alaska Department of Labor and Workforce Development, 2016 data extract

Unemployment rates vary between communities in the TCC region and between each of the TCC sub-regions. In 2010, the communities of Venetie, Allakaket, and Tanacross experienced the highest unemployment rates, with over 30 percent of their respective populations claiming unemployment, while the communities of Galena and Koyukuk experienced the lowest unemployment rates, with less than 10 percent of their respective populations claiming unemployment. The average unemployment rate for the state of Alaska in 2010 was 7.7 percent. Figure 22 illustrates the comparative unemployment rates for communities in the TCC region and the average unemployment rate for Alaska in 2010. Each community is color coded based on the sub-region to which it belongs. Note there was no unemployment data reported for the Lake Minchumina and Evansville communities.

Figure 22: Unemployment Rates by TCC Community and Region, 2015



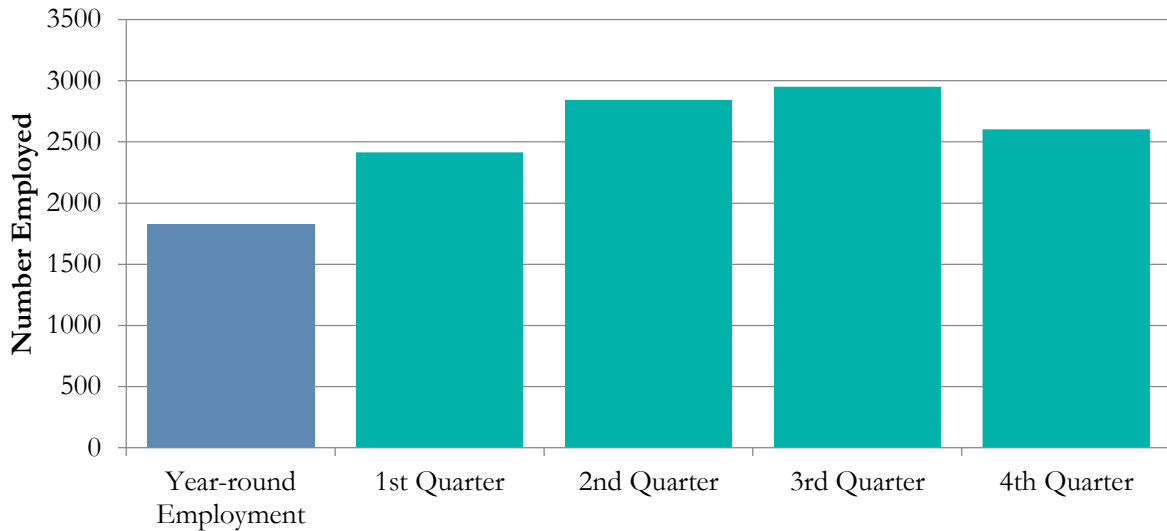
Source: Alaska Department of Labor and Workforce Development, 2016 data extract

Seasonal Unemployment

Seasonal unemployment data was not available at the community level for the TCC region. However, seasonal unemployment can be inferred from the region’s quarterly employment trends. As illustrated in Figure 23, employment opportunities fluctuate throughout the year. Only a little more than half of the 3,541 individuals employed in the TCC region are employed year-round. Employment is lowest during the first

quarter, and is highest during the third quarter. Drawing from this data, unemployment and underemployment in the TCC region are most likely higher in the winter and early spring and lower in the summer and fall.

Figure 23: Seasonality of Employment Opportunities, 2010



Source: Alaska Department of Labor and Workforce Development, 2016 data extract

Poverty

The average poverty rate of 25 percent for the TCC region is much higher than the 10 percent average for the entire state of Alaska. Poverty in the TCC region also varies significantly between the communities, with poverty rates ranging from less than 10 percent for some communities to over 50 percent for others⁵. The best available data for poverty in the TCC region comes from the 2010 to 2014 American Community Survey 5-Year Estimates. Because this data is reported with large variations from year to year and contains high margins of error, the full list of poverty rates by community is not provided in this analysis.

Education

Head-Start Education

The TCC Early Head Start & Head Start program is the only program in rural communities that provides early education services to children under five years of age. The program includes classroom and home-based programming and prenatal care in various TCC communities. Nenana and Galena each have an Early Head Start Center, complete with child care. There is a demand for more center-based programs but most TCC communities do not have the adequate facilities to house a classroom for infants, toddlers, or preschool age children.

⁵ 2010-2014 American Community Survey 5-Year Estimates

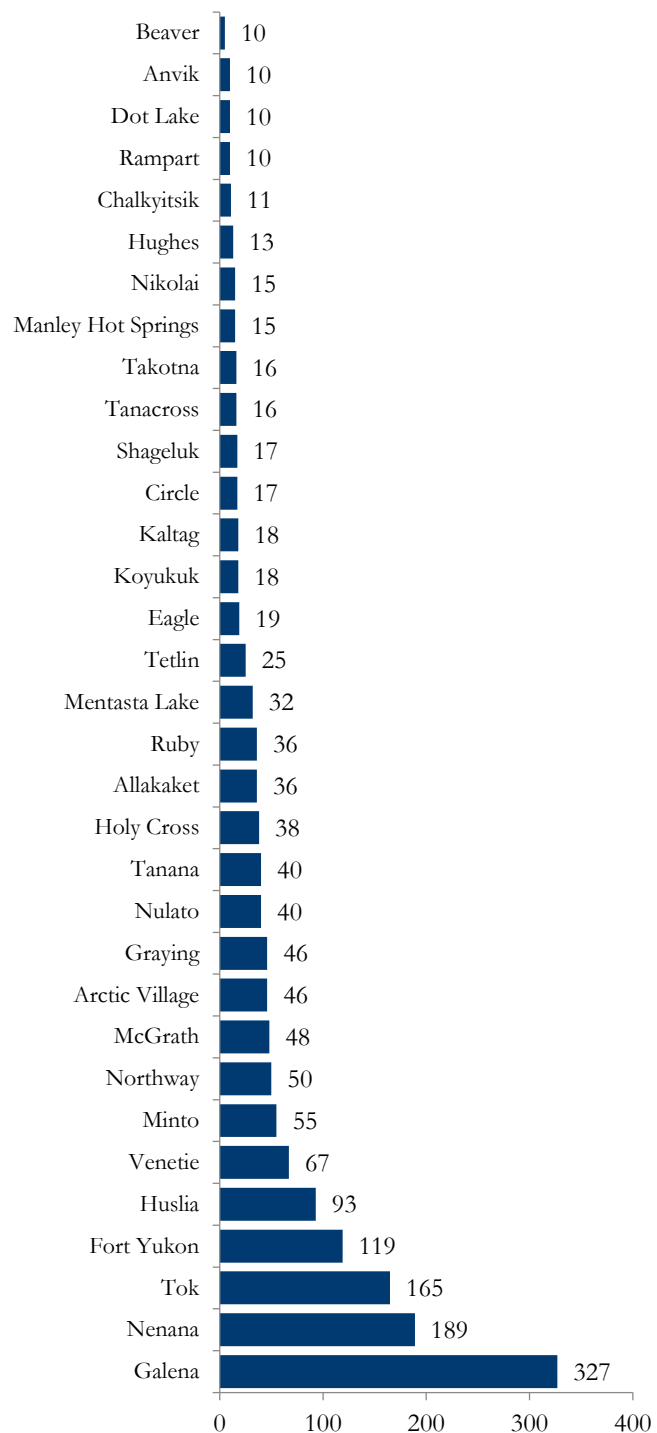
Primary Education

The TCC region contains seven school districts and a total of 40 schools. Three of the school districts are operated by cities, while the other four are operated through the Alaska’s Regional Education Attendance Areas (REAA) program. For a summary of school districts, including the number of schools, students and teachers within each district, see Figure 25. Galena and Nenana are both boarding schools; as a result, they have proportionally higher enrollment numbers because they host students from neighboring communities in addition to local students.

In 1999, the Alaska legislature passed a law which reduced operational funds to districts when schools fall to nine students or fewer. Since the passing of the law approximately 27 rural schools have closed.⁶ There are 34 rural schools in the TCC region, eight of which have been categorized as high risk for closing by the TCC Education Committee. This high risk designation is based on current enrollment as well as how many students are graduating and how many are forecast to enroll. Those eight schools are Beaver, Anvik, Dot Lake, Rampart, Chalkyitsik, Hughes, Nikolai and Manley Hot Springs. To see the full list of enrollment by community, see Figure 24.

According to correspondence with school principals, approximately 17 schools in the TCC region provide teacher housing units in their communities. Approximately 35 teachers own a home in the community, and an additional 31 teachers rent homes in the community.

Figure 24: 2015 School Enrollment by Community



⁶ Alaska Dispatch News article, June 2, 2012.

Source: Tanana Chiefs Conference

Figure 25: School Districts in the TCC Region

District	Operator	# of Schools	# of Teachers	# of Students
Iditarod	REAA	8	35	333
Galena	City	4	71	4384
Tanana	City	1	5	39
Yukon Flats	REAA	7	30	247
Nenana	City	2	29	1040
Yukon-Koyukuk	REAA	10	60	1495
Alaska Gateway	REAA	8	37	404
Totals		40	267	7,942

Source: Tanana Chiefs Conference

“Graduation rates are still very low. Curriculum is irrelevant. There is not enough indigenous integration into the school system.”

- TCC survey respondent from Fairbanks

Secondary Education

Residents in the TCC region have a number of options for pursuing secondary education. In addition to the following programs, TCC and other regional partners provides financial awards and assistance that help residents pay for college, vocational education and workforce development.

Interior Alaska Campus

The Interior Alaska Campus (IAC), College of Rural and Community Development, is a distance education program of the University of Alaska Fairbanks. The program offers distance education classes and operates five rural centers in the TCC region, including McGrath, Nenana, Tok, Yukon Flats (Fort Yukon) and Yukon-Koyukuk (Galena). IAC offers courses on workforce development, self-governance, and wellness and rural human services.

Galena Interior Learning Academy (GILA)

Galena Interior Learning Academy is a statewide boarding school for grades 9-12 and offers post-secondary adult vocational programs. Programs include aviation, culinary arts, health sciences, cosmetology and automotive technology.

Tanana Chiefs Conference

TCC offers workforce development courses, a Job Placement and Training Program, a youth employment program, youth leadership training opportunities, youth career exploration, adult vocational training and other programs through its various departments, including its Education Department.

Johnson O’Malley (JOM) Program

Tanana Chiefs Education Department partners with various tribes each year to help implement Johnson-O’Malley (JOM) Programs. In addition to the TCC-administered JOM funds, some tribes and school districts administer their own JOM programs and funds. The purpose of the JOM program is to provide supplementary financial assistance to meet the unique and specialized educational needs of Alaska Native and

American Indian children. The TCC Education Department works collaboratively with tribes and established parent committees to jointly develop and deliver the program.

Interior Athabascan Tribal College

The Interior Athabascan Tribal College is a part of the Alaska Native Knowledge Network at the University of Alaska Fairbanks. The program seeks to integrate academic and cultural concepts and is guided by feedback from TCC and Athabascan tribes living in Interior Alaska.

Individual, Community and Regional Wellness

While wellness is not necessarily a traditional economic development topic, it is an important subject to consider in order to understand the broader picture of the quality of life and livability in a region. When individuals are well, they are better able to pursue educational and other workforce development opportunities and contribute to their local economy and community, and the region.

Substance abuse is a shared challenge across the TCC region and was the number one concern in the regional survey.

Historical and individual trauma resulting from many years of economic disparities, mistreatment and severe cultural disruptions also continues to have a negative impact on the mental and physical health of residents. In the TCC region, safety concerns are one of the cited reasons for why residents opt to leave their communities. Finally, many small communities struggle to identify and maintain the funding and personnel needed to sustain critical public safety, emergency and medical needs. This section includes a brief snapshot of regional wellness, information on access to behavioral health programs and services, and a short summary of emergency services in the region. In addition to other economic indicators, these factors are also important considerations when identifying potential challenges and opportunities to TCC residents realizing their economic development potential.

“Our community is special because we are all basically one big family. We all help each other out with everything.”

-TCC survey respondent from Koyukuk

Wellness Data: What is Known

TCC and its partners collect data to better understand the health needs and concerns of its residents. Starting in 2009, TCC collects Screening, Brief Intervention, Referral to Treatment (SBIRT) data from participating clinics in the region. As a part of the SBIRT process, each patient 14 and older is screened once every six months during their next scheduled visit using a Healthy Lifestyle screening form, which includes information on drug use, alcohol use, domestic violence, mental health, tobacco and marijuana. Approximately 150 screenings are collected each week and typically 5,000 individuals are screened at least once per year. Screening results are shown in Figure 26.

The goal of SBIRT is to identify those at risk so they do not progress to the level of needing intensive treatment or experience long-term health challenges. For those who screen positive under any of the categories, TCC has specific responses or recommendations. Overall, just under one-third of those screened received a positive result on one or more of the questions. The highest category of positive responses was tobacco use, with 36 percent of positive screenings. The following sections provide a high level overview of available programs and services.

Figure 26: Health Screening Results, 2014 and 2015

	Total screenings	Number of unique persons screened	Any positive	Of those who screened positive:				
				Mental health concern	Tobacco use	Domestic violence concern	Alcohol use	Drug use
2014	6,444	5,327	31%	15%	36%	1%	15%	8%
2015	5,947	5,074	31%	15%	36%	1%	14%	13%

Source: Screening, Brief Intervention, Referral to Treatment (SBIRT) data, as reported to TCC from the Chief Andrew Isaac Health Center, the Edgar Nollner Health Center and Upper Tanana Clinic

Access to Behavioral Health Programs and Services

Clinics and Telemedicine

TCC programs and other health care entities offer the Community Health Aide Program (CHAP) and community health centers provide clinical staffing, training, supervision, and support to rural medical providers for the purpose of delivering excellent primary health care. In most cases the Community Health Aides are the only medical providers for their communities, and are responsible for delivering both routine and emergency medical care on a daily basis. Health Aides are also called upon to address other critical wellness issues and needs including counseling on substance abuse prevention and treatment and suicide prevention.

Telehealth has been used by TCC behavioral health programs since 2010, although its use is very modest in relation to the amount of services provided overall. According to the TCC Behavioral Health Senior Office Manager, 170 scheduled appointments occurred in 2014 and 252 appointments occurred in 2015. Providers are primarily in Fairbanks (70-80 percent) followed by Kaltag (10 percent) and Galena (eight percent in 2014 down to two percent in 2015). The top communities to use telemedicine services were Nulato and Tok.

Current Wellness Initiatives

TCC offers multiple health care programs, and recently created a new wellness and prevention division to align TCC’s wellness initiatives and prevention grants and to support healthy communities. TCC currently has three large federal Substance Abuse and Mental Health Services Administration (SAMHSA) grants: a Garrett Lee Smith Grant to reduce youth suicide rates, a Circles of Care Grant for developing understanding of existing village-based support for youth wellness and expanding local capacity, and a Native Connections grant focused on education and awareness of historical and individual trauma and other factors that contribute to suicide risk. TCC is also overseeing Senior In-Home and National Family Caregiver state grants. Through its behavioral health division, TCC provides comprehensive outpatient behavioral health services throughout Interior Alaska, including prevention, early intervention, psychotherapy, psychiatry, case management, and residential treatment. TCC also employs community based Behavioral Health Aides.

Some communities are addressing substance abuse through local initiatives. For example, Northway’s “Taking a Stand” project seeks to protect village members from a recent influx of drugs, including spice and meth. Northway has successfully partnered with the Tok Village Public Safety Officer and other residents in

Tok and Tanacross and more than 70 people are involved in the project. Inspired in part by Northway, other TCC communities in the region are considering similar initiatives.⁷

In the TCC region, Housing First is a 47-unit supportive housing program for the chronic inebriate homeless. All 47 units are occupied at TCC's Housing First facility. Residents receive access to medical services and have the option of accessing alcohol treatment. Three tenants are employed full-time and nine tenants have steady day labor jobs. Six tenants have been sober for over a year and a half.

“My community is an amazing place because it has thousands of years of our Alaska Native history. There is a deep sense of community and a commitment to our culture.”

-TCC survey respondent from Northway

Emergency Services

Creating a safe community environment not only protects citizens, it also helps promote economic growth. Residents and businesses alike prefer living and operating in safe communities; crime, emergencies, and unpredictable natural disasters such as fires and flooding can be a drain on financial resources and human capital. Local emergency services in rural Alaska communities typically fall into two categories: public safety provided through the Village Public Safety Officer (VPSO) Program and local/regional firefighting crews.

Public Safety

The Village Public Safety Officer (VPSO) Program is a statewide program through the State of Alaska Department of Public Safety. The VPSO program works in conjunction with the Alaska State Troopers to meet the public safety needs in rural communities. VPSOs are known as “The First Responders in the Last Frontier,” as they respond to emergency calls related to law enforcement, fire, emergency medical services, and search and rescue. Having the presence of a VPSO discourages crime and provides emergency response services to villages. In 2015, TCC VPSOs responded to 3,075 calls for service, 288 of which were criminal offenses and 190 of which were substance abuse related.⁸

Finding adequate housing for VPSOs is a challenge for many TCC villages. To learn more about the VPSO housing situation in the TCC region, see the *TCC Regional Housing Strategy*.

Fire Response

Most rural Alaska communities are remote and many have no road access, thereby making it a challenge to adequately respond to a fire. Most villages do not have a fire hall and if they do the crew is completely volunteer-based. In addition, many communities lack water trucks and other critical firefighting equipment. Three TCC communities have formal fire departments, 25 have volunteer departments and 13 communities do not have a formalized fire response program. Local VPSOs are trained as rural firefighters and can provide additional fire suppression support and fire prevention, education and training.

⁷ For more information about these efforts, see the 2014 TCC Annual Report, available here: <https://www.tananachiefs.org/wp-content/uploads/2015/02/TCC-Annual-Report-2014.pdf>

⁸ Source: Tanana Chiefs Conference 2015 Annual Report, available here: <https://www.tananachiefs.org/wp-content/uploads/2014/04/TCC-2015-Annual-Report.pdf>

Chapter 3: Regional Survey Results

TCC’s member tribes are responsible for selecting TCC’s organizational priorities and setting the direction of TCC. As a result, collecting input from tribal members is critical to the overall success and effectiveness of this CEDS document. In order to collect feedback on ideas, opportunities and challenges from TCC residents, the project team created and distributed a CEDS survey. The survey was emailed to tribal administrators, posted on the TCC website, distributed at the annual TCC convention and passed out during TCC staff visits to villages. Tribal members could respond online or by mailing or faxing hard copy versions. The survey was open from mid-January 2016 to the end of March 2016. Overall, 347 people responded to the survey; however, all questions were optional, so the actual response rate (“n”) varies between questions.

Who responded to the survey?

Figure 27: Age of TCC Survey Respondents

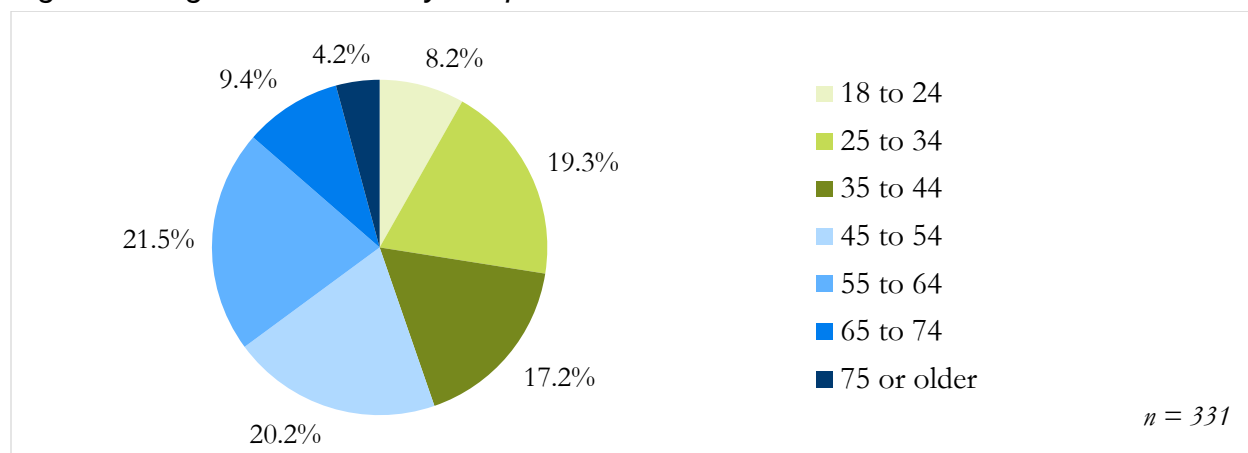


Figure 28: Number of Responses by Sub-Region

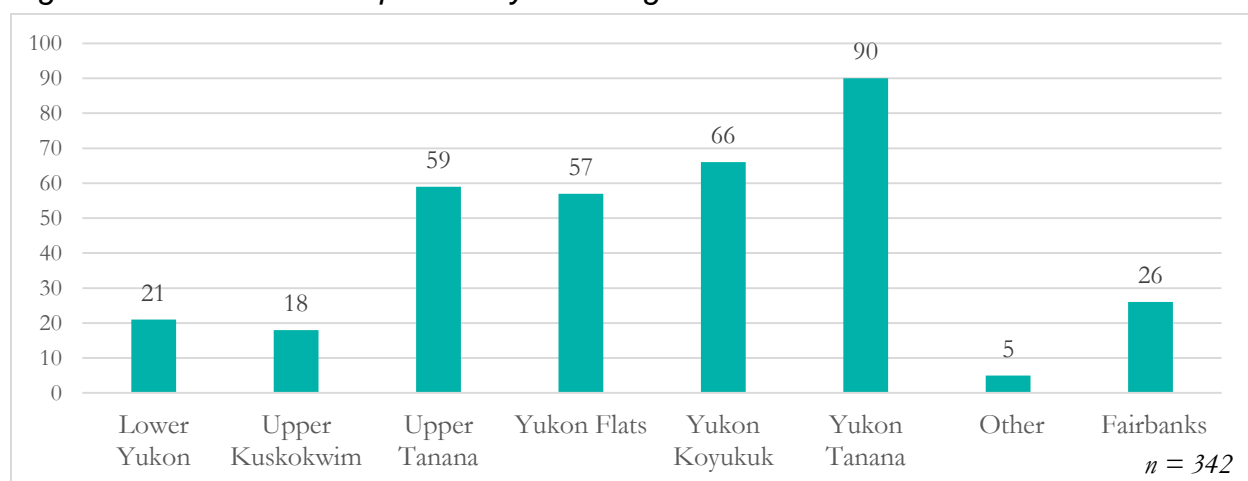
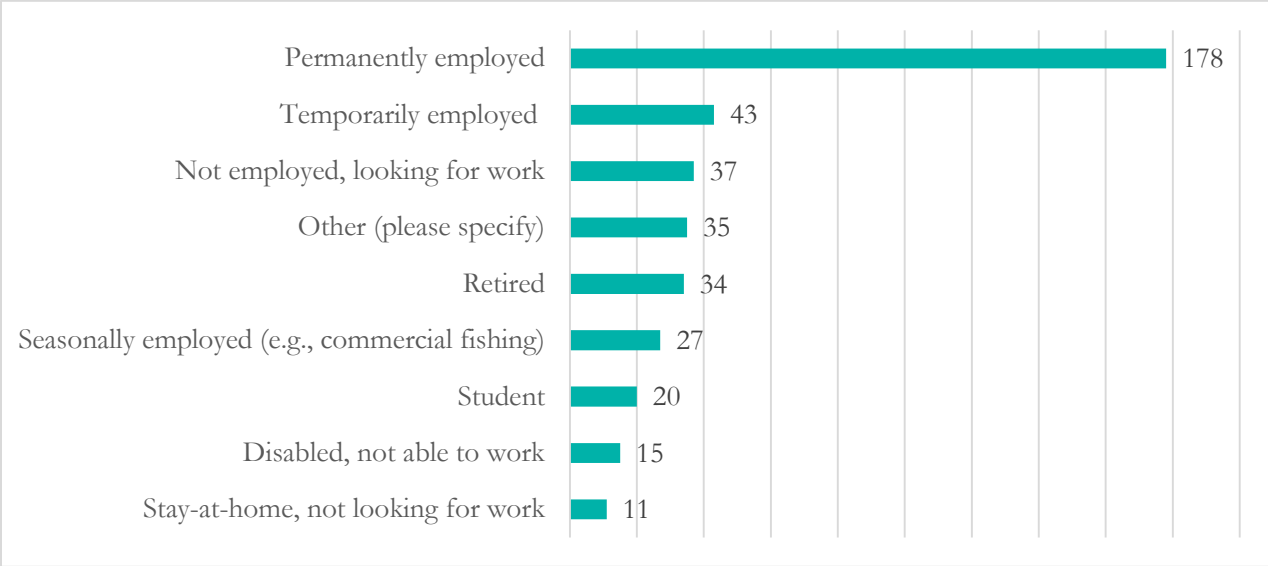
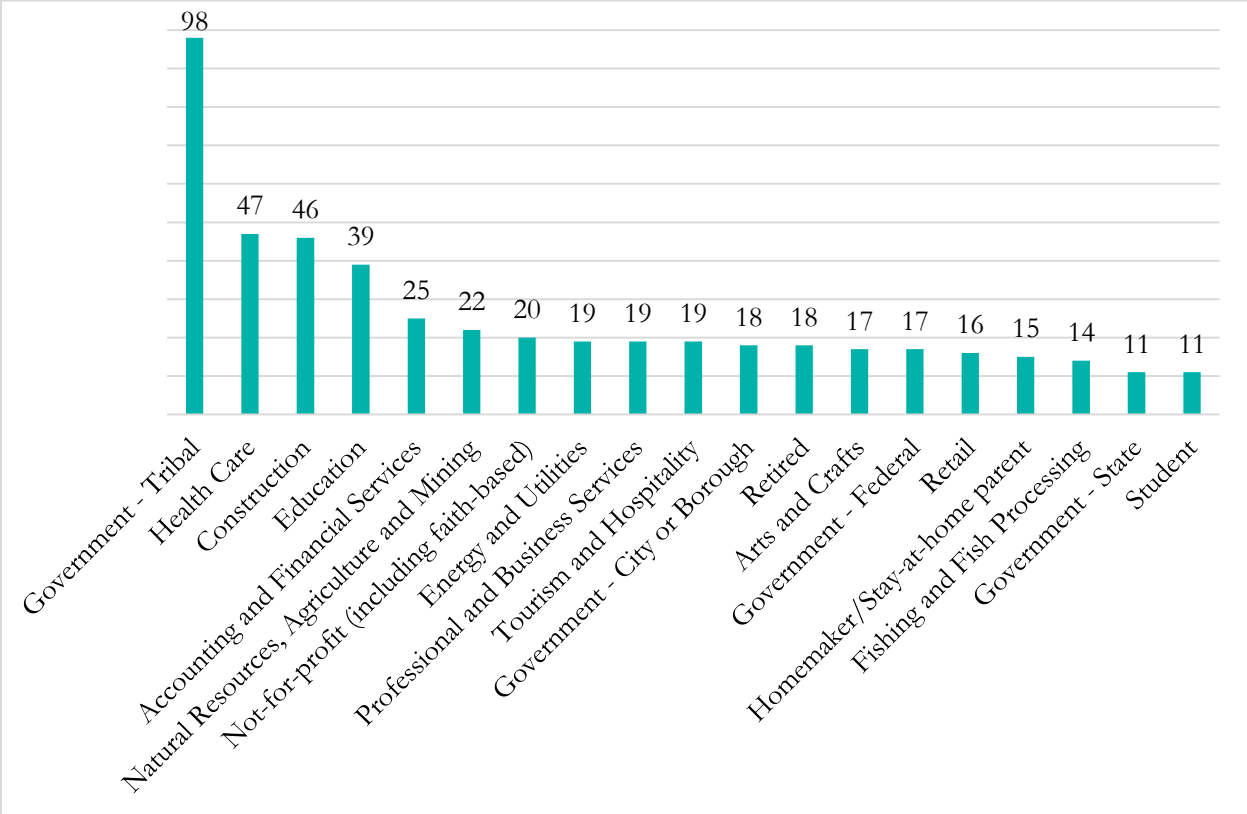


Figure 29: Employment Status



n = 332. Respondents were instructed to select all categories that apply, so the categories total to over 332. Top responses for the “Other” category include part time employment and self-employment.

Figure 30: Industry of Employment - Top Results



n = 317. Respondents were instructed to select all categories that apply, so the categories total to over 317.

- Tourism, including lodging, activities, food, cultural tourism and museums (Iditarod, railroad, Ice Classic)
- Grant writing and grant management
- Recreation activities: youth center coordinator, recreation coordinator
- Maintenance, installation and operation of biomass, solar and electric utilities
- Power plant operators and utility managers

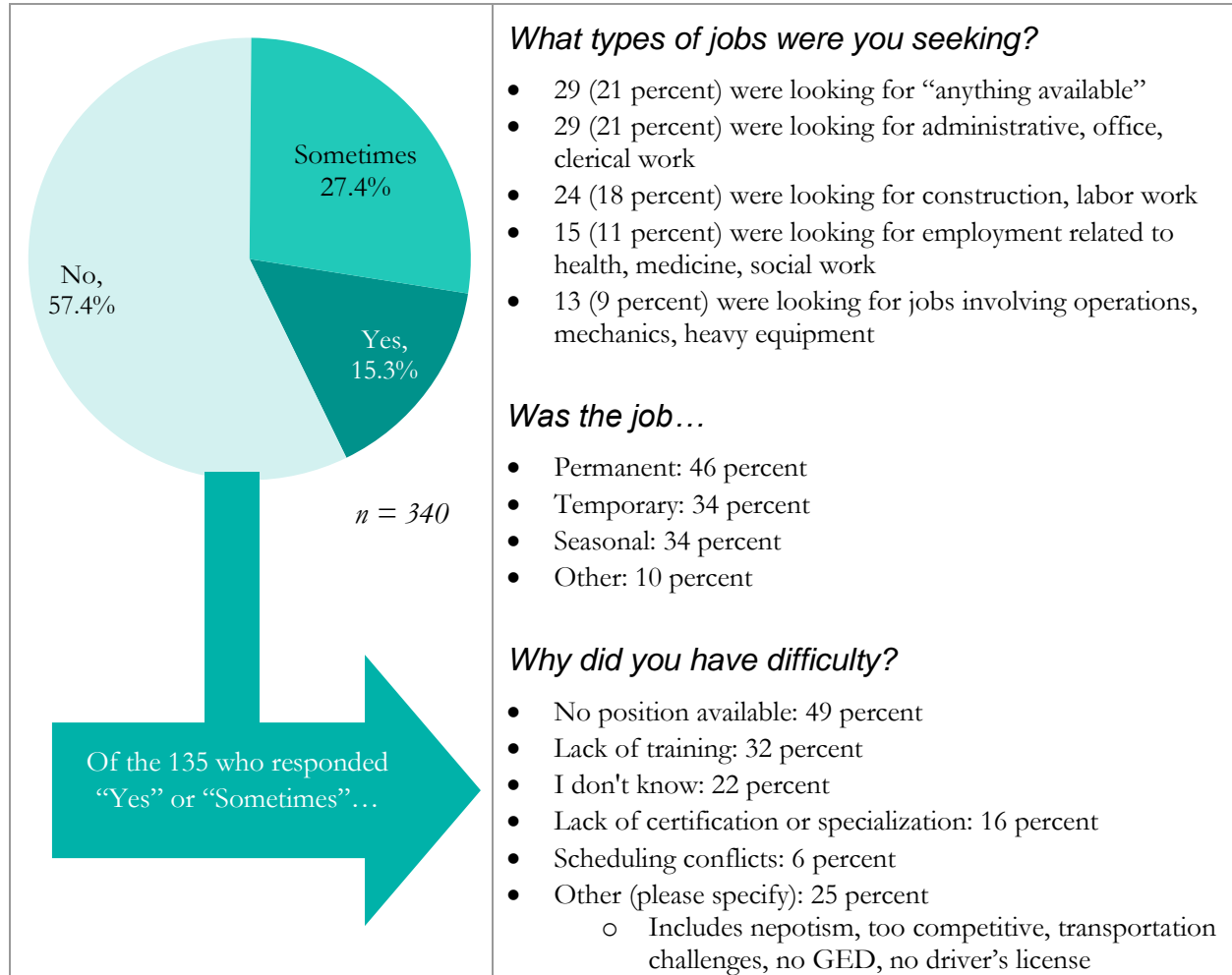
Needed jobs

- Construction-related jobs such as plumbing, electricians, pipefitters, carpentry
- Heavy equipment operators
- building maintenance, boiler maintenance
- Teacher's aides, teachers
- Health occupations: health aides, dentists, home care workers, drug treatment specialists, elder care
- Housekeepers
- VPSOs
- Water and sewer system construction, engineering and operations
- Natural resource managers

Supporting quotes from the survey

- I would like to see parents working with their children to teach them value, respect and importance of native living.
- Bring more jobs into the villages from the main TCC office in Fairbanks.
- There seem to be jobs available but people are not filling them. I think there is a certain population for whom life is too easy and they don't have to work.
- There is no simple answer to these questions.
- Jobs that allow people to continue to live their traditional lifestyle.
- We need to create our own small businesses: tourism, crafts, dog mushing.
- Encourage people to be entrepreneurs, get jobs, invest in their families and communities.
- Entry level training/apprentice positions with upward mobility jobs.
- Our construction zone is so limited and with jobs cut on the North Slope, I notice more people waiting for jobs. We need people who can fill specific jobs in the health field, technology, and to start small businesses, such as mechanics, plumbing and electricians.

Have you experienced any difficulty finding a job in the last 10 years?



What education and training would prepare you for the workforce?

Key concepts from the survey

Improved access to training

- Help with child care, housing and transportation for out-of-community training.
- Help offsetting the costs of training and school.
- Improved advertisement and outreach of available training programs.
- Offer more degrees and classes online.
- Offer more courses within villages.
- Increase on-the-job training throughout the region.

Needed types of training by occupation

- Construction, trade skills and labor.
 - Construction and construction management.
 - Carpentry, electrical, plumbing, pipe fitting, welding.
 - Heavy equipment operators, water, sewer and power plant operators.
 - Saw mill training.
 - Commercial driver's license.
 - Road construction.
 - Engineers.
 - Hazardous Materials training and Hazard and Operability (HAZOP) training.
 - Mechanics, equipment operations and maintenance.
 - Firefighting.
- Health, Wellness and Safety.
 - Health aides.
 - Indian Child Welfare Act (ICWA) training, including more about court processes and documents.
 - Trauma-based education and support.
 - Substance abuse treatment and recovery.

Figure 34: Word Cloud: Education and training needed to prepare for the workforce



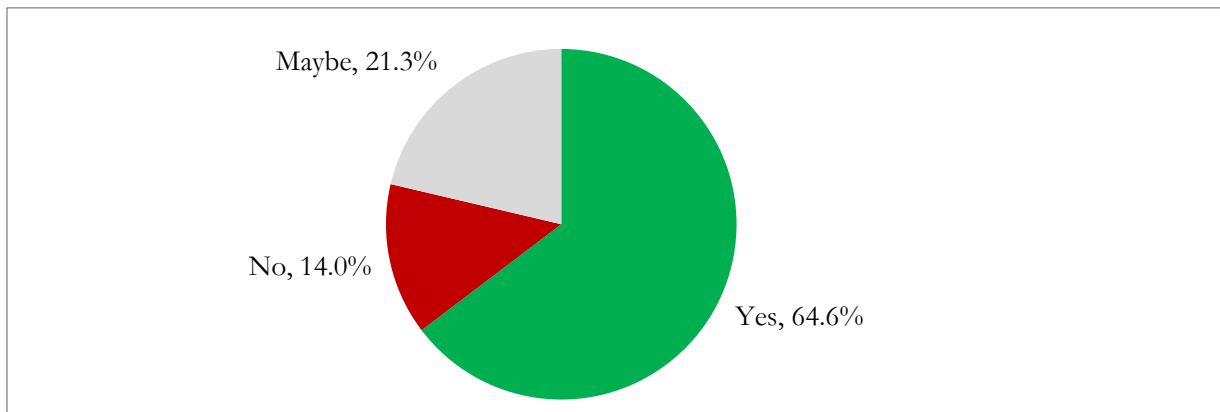
- Alternative and traditional medicine, including yoga, herbal medicine and acupuncture.
- Behavioral health, mental health, suicide prevention.
- Administrative, Computer and Business Skills.
 - Computer skills, including Microsoft Word and Microsoft Excel.
 - Accounting.
 - Grant writing and grant management.
 - Tribal management training.
 - Bookkeeping and filing.
 - Project management.
- Other
 - Teach financial skills such as banking, taxes and loans.
 - Encourage young people to consider careers as local teachers.
 - Tourism and hospitality training.
 - Business planning and training for new exports such as hide tanning, marijuana cultivation and local resource manufacturing.
 - Renewable energy research and development.
 - Culinary arts training.

Improve job and college preparation

- Offer more vocational courses and trade skills in high school.
- Increase the number of residents with a high school diploma or GED.
- Offer youth mentorships and apprenticeships for young people interested in different careers.
- Offer classes on resume development, job searching and interview skills.
- Emphasize the need for work ethics such as reliability, customer service, cleanliness.
- Expand cultural education and native language programs in schools.

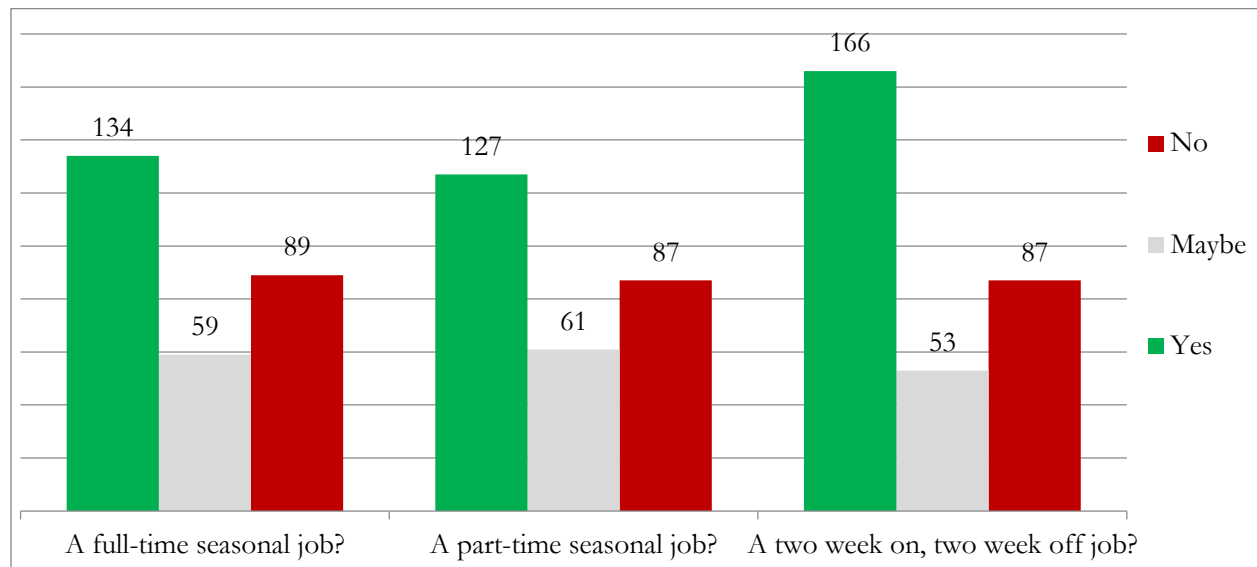
Willingness to Leave for Education, Training and Employment

Figure 35: Would you be willing to leave your community part time for education and/or training?



n= 314

Figure 36: Would you consider a job that required you to travel outside the community, such as...



n = 313

What factors affect your decision to leave for work or training?

Key concepts from the survey

<i>Positive Factors and Benefits</i>	<i>Negative Factors and Barriers</i>
<ul style="list-style-type: none"> • Opportunity to travel and see new places. • Build job experience. • Higher pay and benefits. • Increased availability of jobs outside. • Convenient location. • Desirable/interesting jobs. 	<ul style="list-style-type: none"> • Miss the community, don't want to be away from home. • Concerns about being away from family. • Child care availability and affordability. • Proximity to quality education for family. • Housing costs. • Transportation costs. • Want to contribute to the community and/or feel needed in the community. • Disruption of wild resource harvests and traditional activities.

Chapter 4: Regional SWOT Analysis

To increase quality of life and support economic development, it is important to have a clear understanding of a region’s current situation. In this document, an analysis of Strengths (S), Weaknesses (W), Opportunities (O) and Threats (T), or “SWOT Analysis,” is used to create a picture of where the economy of the TCC region is today. By understanding the key concepts in the SWOT, TCC villages can move strategically toward economic resiliency, which is “the region’s ability to avoid, withstand and recover from economic shifts, natural disasters and impacts of climate change.”¹⁰ The TCC region can accomplish this by leveraging the region’s existing strengths and opportunities and mitigating weaknesses and potential threats. The content in this SWOT is used to identify and implement the goals, objectives and strategies in Chapter 4.

Strengths

Health, Culture and Wellness - Strengths

- The region has adaptive, resilient people with a rich cultural heritage who have maintained important ties to language, wild resource harvests and cultural traditions.
- Many communities offer culture camps, health weeks and winter and spring carnivals.
- Recent improvements have been made to medical care access in communities, including clinic improvements, increased provider visits and increased use of telemedicine.
- Self-determination: tribes and tribal governments have the ability to govern themselves and control the future of their communities.
- Tribal governments are recognized as sovereign entities by the U.S., and the federal government has trust responsibilities toward tribes, which brings a significant amount of set aside funding.
- Many regional partners support health and wellness, including TCC, the Fairbanks Native Association (FNA), the Chief Andrew Isaac Health Center and Denakanaaga Inc.
- Many residents participate in regional and statewide events such as TCC’s Annual Convention, the Elders and Youth Conference and the Alaska Federation of Natives Convention.
- The region has many strong leaders and advocates.
- The statewide Village Public Safety Officer (VPSO) program helps rural communities meet their public safety and emergency response needs. According to the 2015 Annual TCC report, in VPSOs responded to 3,075 calls for service in 2015.
- TCC tribes have increased self-governance efforts over the past ten years.
- The Morris Thompson Cultural and Visitor Center showcases Alaska Native culture in Interior Alaska and promotes tourism.

“I was raised here and go to fish camp every summer. I want the same for my children.”

-TCC survey respondent
from Beaver

¹⁰ As defined by the U.S. Economic Development Administration in the *Comprehensive Economic Development Strategy (CEDs) Content Guidelines*. Updated March 2016. Available here: <https://www.eda.gov/ceds/files/ceds-content-guidelines-full.pdf>

- Over the past five years, TCC has taken a multi-funding approach to financing capital projects for Interior villages where small Legislative Capital Improvement Project (CIP) grants are being used to leverage federal and foundation funds. State CIPs totaling \$4,210,000 have or are leveraging \$19,092,000 of non-state funds. Seven communities have recently completed new clinics and another three communities are actively securing funding for new clinics.
- Community churches host events and are an important cultural resource. There are a total of 17 churches in TCC villages.
- Most TCC villages have a current community plan.
- TCC has a Diabetes Program which provides quality, holistic, permission-based diabetes education and prevention to beneficiaries across the TCC region including care coordination and ongoing support as needed in a culturally-appropriate, community-driven manner. The Diabetes Program oversees a fitness center in Fairbanks, free for tribal members and TCC staff.
- TCC’s sub-regional structure offers opportunities for communities to work together and address shared concerns.

“Each community has leaders that shine. They are able to step forward and make a huge difference, just as one person. It’s really empowering and inspiring.

-TCC interviewee from Koyukuk

Natural Resources and Natural Hazards - Strengths

- Wild resource harvests provide healthy, affordable foods for many residents and are an important cultural tradition in many households.
- Some communities are taking advantage of small export markets for birch products, arts and crafts, furs and timber.
- National parks, wildlife refuges and state parks attract visitation, provide employment, protect wild resource harvests and offer recreation opportunities.
- The region has extensive mineral deposits. Based on U.S. Bureau of Labor Statistics data, the region has a well-developed mining industry cluster, meaning the region has a higher concentration of mining-related establishments, employment and wages than other parts of the country. In 2012, the mining industry employed 240 people and paid over \$21 million in total wages in the Yukon-Koyukuk and Southeast Fairbanks Census Areas.¹¹
- The region has better solar potential than Germany, which has more solar installed per capita than any other country on the planet. The region also has large untapped biomass potential.

“The subsistence here is a big strength. You can go right out your back door and go fishing or get a caribou.”

-TCC interviewee from Northway

¹¹ U.S. Bureau of Labor Statistics, 2012 Quarterly Census on Employment and Wages

Business and Workforce Development - Strengths

- The region's Alaska Native Corporation, Doyon, is the largest private landowner in Alaska with 12.5 million acres of land and over 19,000 shareholders. Doyon invests in the region, funds education programs and distributes annual dividends to shareholders. In 2014, Doyon disbursed over \$9 million in dividends.
- There are 30 village corporations in the TCC region. Village corporations support their communities in many ways, including through dividends, scholarships, land management and employment opportunities.
- TCC offers education, workforce development and financial literacy programs and has financial assistance for secondary education.
- The University of Alaska Fairbanks' Interior Alaska Campus provides courses aimed at meeting the needs of rural communities, including self-governance, construction and community health aide training.
- The Iditarod Sled Dog race brings visitation, tourism and publicity to TCC communities along the Iditarod route.
- Self-employment numbers in the region remained steady between 2001 and 2011 at between 800-900 non-employer establishments, with an increase in self-employment receipts from approximately \$23 million in 2001 to \$29 million in 2011.

Infrastructure - Strengths

- There are three radio stations in the region; signals are rebroadcast to other communities.
- The Power-Cost Equalization (PCE) program helps reduce the cost of electricity in rural communities for residential homes and eligible community buildings. According to the Interior Regional Energy Plan, all TCC communities are eligible for the PCE program except for Nenana, who is connected to the Railbelt electrical grid.
- State and federal government projects employ regional residents directly and bring in additional funds through grants, infrastructure funding, statewide programs and more.
- Many communities in the region have tribal halls, which house tribal offices and often serve as community gathering spaces.
- Many residents have access to local health care via community clinics.

Land and Housing - Strengths

- The region's Alaska Native Corporation, Doyon, is the largest private landowner in Alaska with 12.5 million acres of land and over 19,000 shareholders.
- Village corporations own a combined 3.6 million acres in TCC communities.
- The TCC Cadastral Survey Program provides professional land surveying services.
- The Interior Regional Housing Authority (IRHA) and the TCC Housing Department offer services and support to tribal councils to help with funding, grants and other housing related projects.

Weaknesses

Health, Culture and Wellness - Weaknesses

- Many communities face high rates of depression, substance abuse, domestic violence and diabetes. Substance abuse was the number one concern identified in the regional survey.
- TCC schools are struggling with low graduation rates and declining enrollment. Compared with the rest of Alaska, five-year estimates from 2010 to 2014 indicate that the TCC region has a larger proportion of the population without a high school degree (17.5 percent compared with 8.2 percent statewide) and a smaller proportion of people with a Bachelor's degree or higher (10.1 percent compared with 27.7 percent statewide).
- Many TCC communities and residents struggle with ongoing negative impacts to physical health, mental health and motivation due to historical and individual trauma and disenfranchisement.
- At times, competition for funding and lack of collaboration between community entities (tribes, village corporations and cities) in some villages.
- Limited early education programs and shortage of child care.
- Very few communities have available elder housing.
- High turnover of community health aides, largely attributed to the stress of the position.
- Limited access to fresh and healthy foods and an abundance of processed foods in village stores.

"We have a big problem with drugs and alcohol coming into our community. That is our biggest problem right now."

-TCC survey respondent
from Huslia

Natural Resources and Natural Hazards - Weaknesses

- Very cold winter temperatures and increasingly unpredictable weather throughout the year. In the winter during periods of extreme cold, temperatures can dip below negative 60 degrees Fahrenheit.
- High competition for wild resources between commercial, sport, non-tribal and traditional hunters and fishermen.
- Heavy reliance on wild resource populations such as animals, fish, plants and trees for timber, which are subject to natural fluctuations and vulnerable to other external changes.
- In a recent report from the Alaska Energy Authority, the rural interior is the only region in Alaska that is 100 percent dependent on diesel for its electric production. As a result, the cost of diesel dictates the cost of transportation, the cost of electricity, the cost of heating fuel and the costs of goods in interior villages.

Business and Workforce Development - Weaknesses

- Employment in the region has been slowly decreasing over the past 15 years, from 4,000 people employed in 2000 to 3,600 in 2014.
- Per capita income has experienced slow growth over the past five years but remains low at an average of \$11,848. This is approximately one-third of the statewide per capita income and half of the per capita income for the City of Fairbanks. Only 14 percent of residents made \$50,000 or more per year.

- An average of 25 percent of households experience poverty in the TCC region, compared with 10 percent for the state of Alaska. This number varies greatly between communities, ranging from under 10 percent to over 50 percent.
- Many jobs are seasonal in nature, and unemployment rises in the winter months. A little more than half of the 3,541 people employed in the region are employed year-round. Overall unemployment rates have stayed relatively constant since 2001, with wide variations in unemployment across TCC villages.
- Organizations and agencies in the region struggle to accurately capture traditional entrepreneurship and wild resource harvest lifestyles or non-cash activities that contribute to individual, community and culture vitality.
- Most residents lack access to start-up capital for small businesses, and many do not have adequate credit to be eligible for a loan.
- Of existing job opportunities, many are minimum wage. Employers experience challenges attracting and retaining qualified employees but do not have the resources for higher wages.
- Residents in some communities are concerned about nepotism and the lack of transparency in hiring decisions made by local entities.
- Educational attainment in the TCC region is lower than the state averages, with a larger proportion of the TCC population not completing high school, and a smaller proportion having earned a Bachelor's degree or higher when compared with the state average.¹²

Infrastructure - Weaknesses

- The region experiences very high energy and fuel prices. According to the Alaska Housing Finance Corporation *2014 Alaska Housing Assessment*, the average energy cost for a home in the region is \$8,046 – the highest of any Alaska Native Claims Settlement Act (ANCSA) region in Alaska. The interior has 13 standalone electric utilities where the average costs per kilowatt hour are 56 percent higher than in villages that are members of electric cooperatives.
- Villages that were electrified in the 1960s through the 1980s are now struggling to maintain electrical infrastructure at the end of its design life. Many rural utilities have not kept repair and reserve accounts to keep up with deferred maintenance, so electrical costs will need to go up to keep small electric utilities operating.
- There are 13 communities in the TCC region with homes that do not have access to piped water. Funding for Alaska Department of Environmental Conservation Village Safe Water capital projects has declined severely while the estimated cost of addressing rural water and sewer needs has risen sharply.
- Construction costs are expensive due to high shipping and transportation costs and short building seasons. During the construction season, there is often a shortage of workers.
- The construction and maintenance equipment in many TCC villages is old and in need of repair. When equipment fails, delivering replacements and/or repairing existing equipment can be expensive, logistically difficult and can cause delays during the short construction season.
- Internet connectivity is limited, slow and expensive.
- There is poor cell phone coverage throughout the region.

¹² 2010-2014 American Community Survey 5-Year Estimates, 2016 data extract

- Many tribal office buildings and community halls were built in the 1970s and 1980s and are now in poor condition, with expensive repairs needed and high energy costs.
- Postal mail service is often slow and unreliable.
- There are only 10 communities in the TCC region that are road accessible, and of those, several are only accessible in the summer months. Air and barge transportation are both expensive, increasing the cost of travel, goods and materials.
- The region has a small number of airline operators serving its communities. Flights are becoming increasingly expensive and service is often unreliable.
- Tourism is limited by high transportation costs and limited accommodation options.

Land and Housing - Weaknesses

- Land and survey boundaries are unclear, unknown and undefined in many communities.
- In many villages, the ANCSA prescribed land transfer/conveyance process has not been completed, or there are many absentee land lot owners holding title to valuable residential land lots.
- Twenty-three percent of households in the region are overcrowded and 30 TCC villages are experiencing a housing shortage.
- Many houses are in need of improvements and maintenance. Priority concerns include indoor air quality, insulation, window, roofing, electrical upgrades and mold. In some homes, residents pay as much or more for their heating bills as they do for their mortgage.
- Communities have a limited availability of land, especially for residential housing. In many communities the only available land is owned by the corporation or city.
- Many communities face a lack of housing for VPSOs, teachers and community health aides.

"We need more housing but are running out of land."

-TCC interviewee from Holy Cross

Opportunities

Health, Culture and Wellness - Opportunities

- A new TCC community health aide training center is being planned, which will provide increased training capacity and an accelerated program.
- TCC has a Wellness Strategies for Health grant through the Alaska Native Tribal Health Consortium (ANTHC) and the Center for Disease Control (CDC) to develop a program focused on addressing risk factors associated with chronic diseases such as heart disease and diabetes.
- TCC has multiple suicide prevention initiatives underway, funded in part through three new grants.
- TCC has created an inter-departmental effort titled *Reclaiming Our People*. This effort focuses on reducing the number and impact of social issues faced by people in the region, such as suicide, substance abuse and crime while also focusing on promoting health and wellness. The *Reclaiming Our People* effort crosses all TCC divisions and includes work done by Wellness and Prevention, Behavioral Health, the VPSO Program, Tribal Courts, Family Services and Education.

Natural Resources and Natural Hazards - *Opportunities*

- The National Flood Insurance Program (NFIP) provides flood insurance to communities that adopt and enforce a floodplain management ordinance that meets program standards.
- Over the past five years there has been an increase in the availability of resources for documenting, understanding and mitigating climate change impacts in Alaska through the Denali Commission, ANTHC's Local Environmental Observer (LEO) network and many other private, state and federally managed efforts.
- The region is home to multiple potential new mining and resource projects, such as the proposed Donlin Gold mine and a coal-to-liquids coal plant in Healy, Alaska. The Nenana Basin is also thought to include coal bed methane, natural gas and oil.
- The Tanana Chiefs Conference Full Board of Directors passed Resolution No. 2013-19 to establish a joint Hunting and Fishing Task Force. The founding resolution called for the Task Force to be a joint effort, unifying the Interior Alaska Native voice. Subsequently, Doyon, Limited, Denakkaanaaga, and Fairbanks Native Association all passed partner resolutions supporting the joint Task Force.¹³
- The traditional hunting and fishing practices of tribal members, including the harvesting and sharing of fish, game, and other resources and the ceremonies which accompany these practices provide for the social, cultural, spiritual, and economic wellbeing and survival of people and communities.

Business and Workforce Development - *Opportunities*

- There are many existing secondary education opportunities through TCC, the Galena Interior Learning Academy, Johnson O'Malley and the University of Alaska Fairbanks and its related programs, including the Interior Alaska Campus and the Interior Athabascan Tribal College.
- There is high regional demand for heavy equipment operators, mechanics, plumbers, commercial drivers and small engine repair technicians, accountants, social service providers, carpenters, nurses, bookkeepers and people with business training or experience.
- Locally sourced timber could be better utilized through the creation of sawmills, which would employ residents and provide lower cost building materials.
- Consolidating small village utilities into larger consortia could reduce costs, increase efficiencies and create more reliable management structures.

Infrastructure - *Opportunities*

- The State of Alaska Water Sewer Challenge is funding teams to develop and test innovative and cost effective systems to provide water and sewer services to homes in rural Alaska.
- State, federal and regional partners are considering new road connections in the region, including the Ambler Mining Road, the road to Tanana and connections in the Yukon-Kuskokwim Delta area.
- There have been many successful recent efforts to secure funding and construct community multi-purpose centers in TCC communities.

¹³ To learn more about the task force, including task force members and strategies, visit <https://www.tananachiefs.org/advocacy/sustainability-policy-issues/hunting-and-fishing-task-force/>

- The Interior Energy Project, an effort to bring natural gas to Interior Alaska communities, may result in lower residential and business energy costs.
- Many communities in the region have renewable energy potential, ranging from biofuels (wood), hydroelectric from river currents, geothermal and wind. Technology is advancing and it is becoming easier to integrate renewable energy into existing electric grids.
- There has been a recent increase in staffing and outreach for rural Alaska energy projects through the Office of Indian Energy and USDA Rural Development programs.
- TCC has secured seats on the Native Nations Tribal Broadband Task Force and on the FirstNet Tribal Working Group under the Federal Commerce Department to advocate for advancements in information technology in tribal communities.
- Efforts to increase village broadband connectivity to the clinics are underway, which should eventually lead the way for expansion to residential customers.
- Multiple statewide energy efficiency programs are available to support home energy efficiency upgrades and weatherization.
- Annual Indian Community Development Block Grants are available for tribes to apply for. Between 2005 and 2015, communities in the TCC region have been successful in securing \$12,774,840.00 in ICDBG funding for residential and public infrastructure projects.
- According to a survey of tribal administrators, the region has high summer construction workforce employment needs, with almost 600 potential jobs for the upcoming 2016 construction season.

Land and Housing - Opportunities

- There are continuing advancements in construction and building techniques for affordable, energy-efficient and culturally appropriate house and building models for rural Alaska.
- The Fairbanks-based Cold Climate Housing Research Center (CCHRC) studies building models and techniques to build more efficient, resilient homes in cold climates. CCHRC is working on projects with the Yukon Flats School District, Galena and Venetie. In addition, their research has the potential to benefit all TCC communities.
- Depending on the outcome of a district court case, the Bureau of Indian Affairs (BIA) may be able to take land into trust for Alaska tribes, per the Indian Reorganization Act (IRA) of 1934. There are many implications if tribes are able to place their tribal fee lands into trust including potential increases in financial protections, greater local jurisdiction, increased grant eligibility and other benefits.

Threats

Health, Culture and Wellness - Threats

- The TCC region saw a nine percent decline in population over the last 15 years, from 3900 people to 3540 people. Between 2014 and 2015, all but one sub-region (Yukon Flats) had a net outward migration of people. Decreasing population contributes to a number of issues, including concerns about school closure for schools with enrollment below the state-mandated minimum of ten students. Currently there are eight schools in the region that have been categorized as high risk for closing.
- The introduction of modern technology and the internet has eroded knowledge of culture and tradition in some rural communities.
- Based on estimates provided by the Alaska Department of Labor and Workforce Development, the population of residents over the age of 70 in the combined Yukon Koyukuk and Southeast Fairbanks Census Areas is expected to double over the next 20 years. This increase in the senior population will likely result in an increased demand for senior services and housing, which many communities already struggle to provide.
- Over the years, the State of Alaska has consistently not recognized tribal governments as partners, nor is there an acknowledgement and respect for tribal lands, tribal sovereignty, subsistence access and other tribal priorities.

“The issues associated with negative self-perception are often the most powerful obstacles and the hardest to overcome and are passed from generation to generation.”

-TCC survey respondent
from Tanana

Natural Resources and Natural Hazards - Threats

- Climate change has already warmed Alaska by an average of three degrees Fahrenheit over the past six decades, with estimates that interior Alaska will warm an additional six to eight degrees by the end of the century.¹⁴ Climate change brings many additional impacts to the region, including melting permafrost, negative changes on wild harvest resources, erosion for communities along waterways, increase soot and air quality impacts, increased wildfire risk and changing weather conditions, and effects on winter travel routes. According to the Alaska Center for Climate Assessment and Policy, the average wildfire area burned per decade in Alaska is projected to double by the middle of this century.
- Yukon and Kuskokwim River salmon populations have been declining drastically since 1998, resulting in declines in allowable subsistence and commercial catch. In 2015, the region experienced a dramatic total shutdown of subsistence fishing for Chinook (King) salmon.
- The TCC region has several fault systems with the potential for major earthquakes; for example, in 2002 a magnitude 7.9 earthquake occurred along the Denali Fault.¹⁵

¹⁴ Climate Change Impacts in the United States: The Third National Climate Change Assessment. 2014. Published by the National Climate Assessment and Development Advisory Committee. Available here: <http://www.globalchange.gov/node/2939>

¹⁵ Alaska Earthquake Center. *Why Earthquakes Happen in Alaska*. 2015. Available at <http://earthquake.alaska.edu/earthquakes/about>.

- Many TCC communities are located alongside riverbanks or deltas and are susceptible to flooding as a result of ice jams, snow, glacial melts, rising sea levels and heavy rainfall. According to correspondence with villages, approximately 20 TCC communities are at risk of annual flooding.
- Road projects open up outside hunting and fishing access to traditional wild resource harvesting areas and could impact species that are important for wild harvests.
- Continued high worldwide oil prices and long-term declines in statewide oil exploration and production will likely result in a decrease in the availability of oil industry jobs for Alaska residents.
- Mining and resource extraction efforts in the region are a potential source of income but also bring a variety of environmental risks and can undermine traditional ways of life.

Business and Workforce Development - Threats

- Given the State’s budget deficit, there will likely be some combination of an income tax, a sales tax, reduced Permanent Fund dividends or other changes that will impact household income for all Alaska residents. Other State policy changes may impact the ability to recruit, retain and expand businesses in the interior.

Infrastructure - Threats

- Communities in the region heavily rely on federal funding, including resources for tribal operations, transportation projects and maintenance and capital project funds.
- The Alaska Department of Transportation and Public Facilities has proposed closing six maintenance camps throughout the state, including three that would impact the TCC region.
- Potential cuts to the Alaska Bypass mail program could impact rural air carriers, rural residents and stores, reducing the affordability of air travel and air cargo deliveries.
- Some rural electric utilities in TCC communities are on the verge of bankruptcy and struggle to maintain local utility infrastructure. Stand-alone utilities also lack oversight by any regional electric utility.

Land and Housing - Threats

- High cost of living makes it harder for residents to remain in the region and threatens quality of life. According to the Partnership for Sustainable Communities’ Location Affordability Index, both the Yukon-Koyukuk Census Area and the Southeast Fairbanks Census Area have a higher affordability index than both the City of Fairbanks and the statewide average, meaning residents in those areas spend a higher proportion of income on housing and transportation.
- Heavy reliance on federal funding for tribal programs, including housing programs that have independently been unsuccessful at addressing housing needs in the region.

“With only 300 or so residents in my community, local businesses don't have much of a customer base to rely on to generate enough income to be in business.”

-TCC survey respondent from Northway

Chapter 5: Regional Future Direction

Tanana Chiefs Conference Regional Vision Statement

Healthy, Strong, Unified Tribes.

Goals, Objectives and Strategies

The following goals, objectives and strategies come from interviews, survey results and a review of relevant regional planning documents. Priority strategies are marked with a (*).

Some strategies received a large amount of support in interviews and the regional survey, but were not selected as priority CEDS priorities because they are not specifically related to economic development, job creation and regional wealth. These strategies are marked with a (▲).

In addition to these region-wide priorities, there is a full list of economic development priorities for each community in the appendix. This list was developed with help from tribal administrators and other community leaders.

“We need community organizations and tribes that run effectively, efficiently and sustainably.”

-TCC interviewee from Koyukuk

GOAL #1: Promote Healthy Communities and a Strong Quality of Life

Objective A: Self-Sustaining Local Governments

1. Move forward with self-governance efforts and independent control of tribal funds. (Priority Strategy A*)
2. Conduct asset-building motivational workshops in TCC communities to identify what skills and resources exist and encourage team-building across community entities.
3. Encourage school districts to incorporate tribal government programming into the curriculum, including information about ANCSA and how tribal governance works.

Objective B: Healthy Communities

1. Increase the availability of alcohol treatment services in the region and improve outpatient support for those returning to villages after treatment. (▲)
2. Investigate options to develop additional long-term care facilities for elders in underserved sub-regions.
3. Expand fire response programs and facilities in TCC communities.
4. Continue to improve access to telemedicine in rural clinics.
5. Improve support for community health aides, including encouraging tribal councils to have listening sessions with health aides to understand their concerns and identify ways to better support them.
6. Continue to support the construction of community centers for villages without a central gathering space.
7. Support local agriculture, including the construction of greenhouses and community gardens.
8. Expand policing and VPSO programs to increase rural law enforcement in Interior Alaska.

Objective C: Strong Cultural Traditions and Community Heritage

1. Develop tools to assess and clearly communicate the economic value of wild resource harvesting and other traditional cultural practices. (Priority Strategy B*)
2. Expand the number of wellness weeks, culture camps and other community building activities throughout the region. (▲)
3. Conduct culture, wild resource harvest and language programs, including activities that strengthen youth and elder communications and mentoring.

“We need to re-link kids and young adults with their identity and culture. We need to provide culturally relevant and drug free activities to help them get on track, boost self-esteem and develop coping skills.”

-TCC interviewee in Fairbanks
(from the Upper Tanana subregion)

GOAL #2: Strengthen Traditional and Non-Traditional Businesses and Develop a Stronger Workforce

Objective A: Improved Regional and Community Coordination on Economic Development Efforts

1. Collaborate region wide to build on current and emerging business opportunities. (Priority Strategy C*)
2. Improve communications and increase coordination between local community entities (tribes, village corporations and municipalities). (▲)
3. Identify TCC jobs that can be done remotely from villages instead of in Fairbanks.
4. Expand strategic partnerships by participating in regional, statewide and federal conversations to advance tribal and rural priorities.

Objective B: Thriving Business Development and Entrepreneurship

1. Create a sustainable model to increase tribal capacity for management and construction of capital improvement projects.
2. Develop and grow cultural and ecotourism.
3. Identify potential industries to base in communities.
4. Encourage residents to pursue traditional self-employment and self-sufficiency activities through the harvest of wild resources.
5. Continue to pass on the knowledge of wild resource harvesting as a form of traditional self-employment and self-sufficiency.
6. Strive to reduce the costs of heating and electricity to reduce the high burden of energy costs on local businesses (see also Goal 3 Objective A).
7. Develop culturally-appropriate resource development opportunities.

Objective C: An Educated, Motivated Workforce

1. Expand existing education and workforce development opportunities. (Priority Strategy D*)

2. Encourage residents to consider secondary education and/or training for jobs with high regional demand, including construction-related occupations (heavy equipment operators, carpenters, plumbers, electricians, pipe fitters, commercial drivers, welders, hazardous materials training), equipment and building operations and maintenance, power plant operators and utility managers, teachers, VPSOs, natural resource managers, accountants, water/sewer operators, foresters, health occupations (health aides, dentists, drug treatment specialists, nurses, elder care), bookkeepers, people with business experience and training related to food service, tourism, grant writing, bookkeeping, child care, computer skills and renewable energy. (▲)
3. Continue to offer and expand the TCC welfare/job trade program, where program participants are given training and then have five months paid time toward a job in the community as an alternative to receiving welfare payments.
4. Work with tribal councils to establish policies that discourage nepotism and ensure governance is transparent and has systems in place to fairly resolve conflicts.
5. Reduce barriers to training participation, such as offering guidance and support for child care, housing and transportation costs to out-of-community trainings.
6. Advocate for increased Johnson O'Malley funding and encourage more TCC tribes to apply for and utilize the program.

“We need to re-instate vocational training into our schools. For some reason it has been taken out. We need to start training the youth at a younger age, encourage them to become employed and be an effective community member.”

-TCC interviewee from Fort Yukon

Objective D: Residents have Basic Financial Skills

1. Increase financial literacy in the region through youth-oriented classes in schools and adult-focused programs. (▲)
2. Continue to expand the free tax service prep services provided by the Alaska Business Development Center to ensure residents get proper tax returns.

GOAL #3: Support the Development, Maintenance and Improvement of Critical Community and Regional Infrastructure

Objective A: Region-wide Access to Reliable, Affordable Energy Sources

1. Implement energy efficiency improvements and alternative energy systems. (Priority Strategy E*)
2. Form regional purchasing groups to conduct bulk fuel purchases to increase purchasing power and help lower fuel prices.
3. Working with Alaska Energy Authority and other community partners, facilitate ongoing conversations around energy opportunities, challenges and potential projects with leaders, communities and energy providers in the region. Consider the creation of sub-regional energy working groups.
4. Support efforts to replace old generators and to upgrade power systems.
5. Support exploratory efforts in the Nenana Basin, and participate in conversations regarding resource development projects that are located in the TCC region.
6. Support the Interior Energy project and efforts to bring natural gas to the area.

Objective B: Communities have Adequate and Reliable Infrastructure

1. Expand community infrastructure to support increased viability of local jobs. (Priority Strategy F*)
2. Improve transportation routes and expedite delivery of goods and quality services to TCC communities. (Priority Strategy G*)
3. Encourage better coordination between community entities to reduce transportation and shipping costs, such as by sharing air cargo charters and sharing heavy equipment and materials for projects. (▲)
4. Increase safety along snowmachine trails by increasing signage along key routes.
5. Investigate the feasibility of TCC barge service or of creating sub-regional barge businesses to lower costs.
6. Identify cost-effective ways to improve village roads, including through equipment-sharing and road maintenance training.

Objective C: Region-wide, Cost Effective, Sustainable Water and Sewer Infrastructure

1. Track the outcomes of the Alaska Water Sewer Challenge and support installation of the final technology, once developed. (▲)
2. Advocate for continued funding of the Village Safe Water program and offer technical assistance to communities seeking program funding. (▲)

Goal #4: Expand Housing Supply

Objective A: Affordable Housing Available for All Residents

1. Increase availability of affordable housing. (Priority Strategy H*)
2. Support efforts to identify housing options for VPSOs, community health aides and teachers where necessary. (▲)
3. Establish shared community wood lots for residents to collect firewood and timber to reduce home heating costs and construction material for infrastructure and construction projects.
4. Encourage residents who have the financial resources for constructing their own houses to collaborate with one another on small-scale housing projects.
5. Work with partners such as the Cold Climate Housing Research Center to design housing prototypes for super energy efficient small homes suitable for the culture and climate.

Objective B: Existing Homes in the Region are Safe and Well-Maintained

1. Offer education and technical assistance related to energy efficiency and weatherization, including information on the availability of programs and funding, the potential cost savings and where to find funding.
2. Invite representatives from education and research institutions to give community wide presentations on basic home maintenance and repair, weatherization, stove repair, fire safety, emergency preparedness and other related topics.
3. *For an extensive list of housing resources and needs, see the TCC Regional Housing Strategy.*

Goal #5: Promote a Healthy Environment and Carefully Manage Natural Resources

Objective A: Healthy and Resilient Environment

1. Support emergency preparedness in TCC communities through hazard mitigation planning, emergency response planning, and other resilience-building efforts.
2. Support efforts to research and strengthen salmon stocks on the Yukon and Kuskokwim Rivers, and advocate for increased tribal participation in management decisions.
3. Encourage tribal members and community environmental coordinators to participate in ANTHC's Local Environmental Observer (LEO) network.
4. Collect data on climate change impacts to wild resource harvests within the region.

Objective B: Sustainable use of Natural Resources to Support Community Economies

1. Protect tribal land ownership.
2. Encourage efforts to take over management of local resources by village entities from federal and state agencies. (▲)
3. Build local capacity in natural resource management, especially with local village corporations.
4. Manage local forests to maximize productivity of local biomass for heating and saw timbers and to reduce threats from wildfires.
5. Encourage local agriculture efforts by providing additional training and resources to interested communities, and explore the feasibility of small scale meat production.
6. Advocate for increased tribal involvement in conversations around potential mining and resource extraction projects.

"We need education on how natural resources can be developed without losing the lifestyle and the traditions that communities value. Even subsistence hunting and fishing requires money for gas and equipment, so you need some sort of economy."

-TCC interviewee from Galena

Chapter 6: Action Plan and Performance Measures

The process for implementing this CEDS includes developing an action plan of “priority actions” that support priority strategies identified in the CEDS. This action plan takes into account existing and anticipated resources and will provide direction to TCC leadership, staff and member tribes. The action plan also identifies performance measures so tribal members, TCC staff, businesses and partners have a detailed picture of what the region hopes to accomplish and to better track progress being made on the CEDS. Annual updates will include a summary of actions taken and progress made toward CEDS-identified goals and objectives.

Below is the list of priority strategies. These strategies were repeated multiple times during the planning process. In addition, the priority strategies were selected because they are quantifiable and have the potential to create jobs and grow regional wealth. TCC staff helped select the final priorities using the following criteria:

- Will the strategy create new jobs and/or grow regional wealth?
- Does the strategy align with our economic vision?
- Are there any likely partners, including nontraditional and private sector partners?
- Is there high regional demand/need/support for the strategy?
- Does the strategy take advantage of existing strengths/opportunities?
- Will the strategy have a broad impact?
- Does the strategy address a time sensitive need?
- Do we have the available resources to accomplish the strategy: funding availability, staff capacity?

For each strategy, there is an associated list of potential partners and performance measures. Potential partners include organizations, agencies, businesses and communities who may be able to provide resources, expertise and support to help TCC with implementation for each priority strategy. Performance measures include a mix of short, medium and long-term measures. Current trend information related to each strategy is available in the background section of this document. As additional research and feasibility assessments are completed, TCC will define anticipated outcomes, job creation estimates and anticipated costs for each strategy.

Goal #1 Promote Healthy Communities and a Strong Quality of Life

Priority Strategy A: Move forward with self-governance efforts and independent control of tribal funds.

Actions and Implementation Timeline

Year One:

- Develop an equipment inventory for each community.

Year Two:

- Advocate reducing the sale of native allotments to individuals who are not tribal members and/or Alaska Native.
- Initiate strategic plan development with three tribal councils.
- Develop an equipment needs assessment for each community.

Year Three:

- Complete three strategic plans.
- Research funding opportunities for the purchase of equipment.
- Prepare proposals for funding opportunities for the purchase of tribally-owned construction and maintenance equipment.

Year Four:

- Initiate implementation of strategic plans.

Year Five:

- Initiate strategic plan development with three different tribal councils.

Ongoing

- Engage with potential partners to build relationships to encourage self-governance and independent control of tribal funds.
- Advocate for an increase in Bureau of Indian Affairs (BIA) Tribal Priority Allocation (TPA) baseline funding and housing-related funds available to tribal housing authorities.
- Support tribes with self-assessment and moving forward with self-governance goals through strategic planning, including: development of strategic plans and identifying priorities, succession/transition planning, annual operation budgets and identifying ways to fill open tribal administrator positions.
- Encourage training opportunities for tribal administrators and administrative assistants.
- Encourage tribes and sub-regions to advocate for funding at the regional, statewide and the national level.
- Promote community/tribal ownership of construction and maintenance equipment.
- Implement land buy-back resolution that reduces the sale of native allotments to individuals who are not tribal members and/or Alaska Native. As part of existing policy, implement first right of refusal.

Lead: TCC Tribal Development Division.

Potential Partners

Tribes, Bureau of Indian Affairs (BIA), Department of Housing and Urban Development (HUD), Tribal Transportation Program (TTP), Alaska Native Tribal Health Consortium (ANTHC), Rasmuson Foundation, Economic Development Administration (EDA), Interior Alaska Campus (IAC), Doyon Limited, Environmental Protection Agency (EPA), unions, village and regional corporations, city governments, State of Alaska.

Various departments at TCC currently partner with these potential partners in training, conferences, projects and funding opportunities. TCC will continue to develop these relationships in implementing the self-governance strategy.

Performance Measures

- Net increase in self-governance funds and/or percentage of tribes who are receiving self-governance funds.
- Increased number of tribal jobs in TCC communities.
- Completion of three Tribal Council Strategic Plans and initiation of three other plans.

Estimated Costs

- Approximately \$160,000 for short-term filling of tribal administrator positions.
- Approximately \$15,000 per village-based planning position for 400 contract hours to develop a strategic plan.
- Other costs will be defined during CEDS implementation through feasibility assessments, program design and additional research.

Estimated Jobs

Tanana Chiefs Conference estimates approximately **30 new jobs** will be created as a result of this strategy.

Priority Strategy B: Develop tools to assess and clearly communicate the economic value of wild resource harvesting and other traditional cultural practices.

Actions and Implementation Timeline

Year One:

- Secure funding for programming and management of collected data.
- Identify and hire a program manager.
- Develop a wild resources calculator and TCC wild resource harvest data initiative to formally quantify, define and thus manage the traditional wild resource (subsistence) economy and effectively define the relationship between the wild resource economy and cash economy for families and their rural communities.
- Employ four facilitators (rural staff) that would work in the villages introducing the program and helping people learn how to use it and assisting those with no access to online technology.
- Identify travel costs for facilitators to each community.
- Develop support infrastructure, including access to the internet (to include cell phone data access) so people can create their account (as easy as creating a Yahoo or Gmail account) and answer resource harvest questions. For those that do not have access to the internet, they could use public facilities, including school and library internet. Consider dedicating satellite internet systems to this initiative for persons/communities with no access to the internet.
- Introduce and beta test the process with selected communities. Review user feedback and make software adjustments/enhancements as needed.
- Identify personnel training needs and a data management strategy.
- Develop an incentive program for community participation to encourage people to record data.

Year Two:

- Secure funding for the development of major software platforms for mobile devices to enhance user friendliness. The initial program will use a web browser format users can access via personal devices such as a tablet, laptop or cell phone.
- Introduce and launch the data collection process to all TCC communities. If TCC wide launch already accomplished and software is ready, launch statewide (once mobile device apps are tested and ready).
- Secure funding for administration and facilitators of further expansion (use) in communities.
- Enhance incentive programs for encouraging community participation.

Year Three:

- Incorporate the new program/tool into tribal management. Educate staff on how to use the data in their duties and in dialogue with other agencies.
- Expand partnerships with research and educational programs, including universities.

Year Four:

- Actively promote wild resource management policy to state and federal management partners.
- Explore the possibility of exporting wild resource harvest data collection and management to other regions outside Alaska.

Year Five:

- Launch (export) of comprehensive wild resource management to other governments outside of Alaska.
- Continued enhancement of wild resource management in all regions of the state of Alaska with engagement of agencies in how they assess and evaluate poverty and employment in rural Alaska.

Ongoing

- Collaborate with agencies to better assess and evaluate poverty and employment levels within the dual wild foods/cash economies in rural Alaska in order to better account for families/communities with heavy reliance on wild resource harvests and provide agencies with accurate documentation for recognizing the significance/needs of wild resources in the dual rural Alaska economies.
- Develop a comprehensive description of the wild resource economy that can inform economic policy.

Lead: TCC Tribal Client Services Department.

Potential Partners

TCC Wild Resource Management Program, tribes, elders, Morris Thompson Cultural Center, University of Alaska Fairbanks, Doyon, Limited, Denakkanagaa, Alaska Department of Fish and Game, Department of the Interior.

Performance Measures

- Improved wild resource harvest data and management tools.
- Number of TCC communities that collect wild resource harvest data.
- Tribal, state and federal partners use wild resource harvest data to inform management and policy.

Estimated Costs

- Initial programming/database management costs (browser based): \$125,000
- Rural facilitators costs for up to four facilitators (one year): \$160,000
- Program facilitator (part time first year): \$40,000
- Rural and program facilitator's travel costs: \$110,000
- Additional costs will be defined further during CEDS implementation through feasibility assessments, program design and additional research.

Estimated Jobs

TCC estimates approximately **10 new jobs** for this strategy.

- First year – Programmers (2), Program Manager (1), Facilitators (4)
- Second year – Nutritionist (2), Statistician (1)

Goal #2 Strengthen Traditional and Non-Traditional Businesses and Develop a Stronger Workforce

Priority Strategy C: Collaborate region wide to build on current and emerging business opportunities.

Action and Implementation Timeline

Year One:

- Meet with sub-regional advisory groups to review the full TCC CEDS and develop specific, project-focused economic development plans by sub-region that align with the unique assets and opportunities within each region. Collaborate with sub-regional groups to develop action plans to accomplish priority projects.
- Build relationships with local organizations that develop and review business plans.
- Engage with local organizations to help support agriculture in TCC region.
- Engage village corporations in potential business development.
- Leverage cultural knowledge for economic benefit by encouraging communities to pursue cultural tourism events, activities and workshops.

Year Two:

- Research successful timber and gravel industries within and in other regions, how they relate to Alaska, and the impact of a fully developed timber and gravel extraction industry in Alaska.
- Develop small business development training curriculum specific to TCC communities.
- Begin planning process of TCC/Doyon Marketplace Regional Challenge. The preliminary concept: a multi-phase competition where entrepreneurs can submit business ideas, develop an initial business plan with help from the TCC Economic Development Specialist, and submit a detailed business plan in a competition. The “best business plan”, or grand prize winner would be eligible for up to \$20,000 in seed money to start a business.
- Research and apply for agriculture funding.

Year Three:

- Research and apply for funding opportunities to support TCC/Doyon Marketplace Regional Challenge.
- Hire a regional timber and gravel extraction coordinator.
- Develop a gravel extraction strategy, including which communities have gravel extraction needs, locations of viable gravel sites and potential business partnerships.
- Initiate biannually small business development trainings.

Year Four:

- Implement the TCC/Doyon Marketplace Regional Challenge.
- Develop and distribute small business newsletter for the TCC region.

Year Five:

- Increase the number and production capacity of small-scale timber mills.
 - Establish a timber industry group.
 - Educate local businesses and contractors on how to build and operate a successful timber mill, including case studies and lessons learned from other communities in the region.
 - Involve village corporations in natural resource management and harvest plans.

Ongoing:

- Implement action plans developed by sub-regional advisory groups.
- Implement TCC/Doyon Marketplace Regional Challenge.
- Inform and provide communities with small business planning, construction and other trainings.
- Market small business development training opportunities to communities in the TCC region.
- Assist tribes with business climate strategies and local economic development plans.

Lead: TCC Planning and Development Program.

Potential Partners

Tribes, village corporations, Interior Alaska Campus, Interior Regional Housing Authority, Bureau of Indian Affairs, Doyon Limited, city governments, contractors.

Performance Measures

- Increase the number of timber mills in TCC communities.
- Increase the number of people employed in the timber industry.
- Reduce the cost of timber for construction projects.
- Increase the employment rate among workforce-age residents.

Estimated Costs

- Initial startup costs for TCC/Doyon Marketplace Regional Challenge: \$100,000
- Travel Costs for TCC/Doyon Marketplace Regional Challenge participants: \$30,000
- Travel Costs for sub-regional advisory group: \$60,000
- Regional Timber and Gravel Extraction Coordinator: \$56,000

- Additional costs will be defined further during CEDS implementation through feasibility assessments, program design and additional research.

Estimated Jobs

TCC estimates approximately **2 new jobs** for this strategy.

- Regional Timber/Gravel Coordinator (1).
- Marketplace Challenge winner (1).
- In addition, timber and mining jobs will likely be created as a result of this strategy. Specific estimates will be available as feasibility studies and training programs are developed.

Priority Strategy D: Expand existing education and workforce development opportunities.

Actions and Implementation Timeline

Year One:

- Develop and conduct ongoing cross cultural sensitivity training.

Year Two:

- Increase training and skill development opportunities for TCC staff in Fairbanks and in TCC villages.
- Expand and develop internship and mentoring programs in the TCC region.
- Expand career progression systems.
- Implement a comprehensive staff training plan.
- Develop and maintain an online descriptive matrix by village of trainings available.
- Develop a youth outreach program.

Years Three through Five

- Implement youth ran outreach program to encourage youth employment and involvement for leadership development, specialized training and career exploration.

Ongoing

- Provide vocational skills training in the villages.
- Expand youth leadership opportunities.
- Increase the availability of internship, training and workforce preparation and mentorship opportunities (e.g., summer youth employment program).
- Increase awareness of and enrollment in existing education programs.
- Ensure new projects in the region have requirements for on-the-job-training and local hire.
- Support region wide adoption/adaptation of successful local labor agreements (e.g., cooperative agreements, Tribal Employment Rights Ordinances [TERO], etc.) to improve access to training and increase employment opportunities.
- Increase union and member accountability.
- Provide advanced grant writing training opportunities to reoccurring Village Planning and Development participants.

- Provide Village Planning and Development participants with grant writing and community planning training through Interior Alaska Campus allowing for college credits.
- Provide increased financial management training and support to Tribal Councils and Tribal Administrators.
- Expand Behavioral Health Aide training.
- Provide career education and training opportunities for home grown health providers.
- Improve quality of public services through expanded VPSO training
- Identify and recruit for more village based staff to fill vacant positions.

Lead: TCC Tribal Client Services Division

Potential Partners

Tribes, village corporations, University of Alaska (including the Interior Alaska Campus, the Cooperative Extension and the Small Business Development Center), the U.S. Small Business Administration, Fairbanks Native Association (FNA), Doyon, Limited, school districts, Fairbanks Memorial Hospital, State of Alaska's Department of Labor and Workforce Development, tribes that currently have union contracts (including the Yukon-Koyukuk Cooperative Labor Agreement members) and tribes interested in developing a cooperative agreement or a Tribal Employment Rights Ordinance (TERO), unions, private contractors, Interior Regional Housing Authority (IRHA), Arctic Village and Venetie Community-Based Development Organization (CBDO), Alaska Department of Commerce, Community and Economic Development Rural Utilities Business Advisor (RUBA) program, Rasmuson Foundation, Northern Alaska Tour Company, Warbelow's Air Service, Ravn Alaska, Wright's Air Service, Fish and Wildlife Service, Explore Fairbanks, cities.

Performance Measures

- Increased community member wages.
- Increased enrollment in secondary education and workforce development training programs.
- Increased course offerings for occupations currently in high demand in the region, including heavy equipment operators, mechanics and small engine repair.
- Increased availability of and participation in mentoring, job shadowing and internship programs in the region.
- Increased number of TCC young adults entering and staying in jobs with opportunity for growth and career advancement.
- Increased per capita income.
- Increased high school graduation rates for all communities.
- Reduced out-migration across all sub-regions.
- Increased employment rate among workforce-age residents.
- Increased number of trainings for union members.
- Reduction in the poverty rate.

Estimated Costs

- Training for grant writers-\$1,500 per participant including travel costs.
- Training for community planners-\$1,500 per participant including travel costs.

- Additional costs will be defined further during CEDS implementation through feasibility assessments, program design and additional research.

Estimated Jobs

TCC estimates approximately **12 new jobs** for this strategy:

- Interns (four per year)
- Grant Writers (five per year)
- Community Planners (three per year)
- In addition, TCC estimates approximately **50 percent of currently-vacant positions in TCC communities** will be filled as a result of this strategy. Other job estimates will be refined as TCC moves forward with implementation and program design.

Goal #3 Support the Development, Maintenance and Improvement of Critical Community and Regional Infrastructure

Priority Strategy E: Implement energy efficiency improvements and alternative energy systems.

Actions and Implementation Timeline

Year One:

- Sign a Memorandum of Understanding between TCC, Alaska Power and Telephone and Northway to begin to work together on funding for design and permitting of interties.
- Investigate feasibility of expanding interties between communities to create a more robust grid that will increase feasibility of larger renewable projects. Possible interties include Tok to Golden Valley Electric Association, Northway to Tok and Bettles to Allakaket.
- Encourage communities to instate new building construction energy codes so that all new housing constructed in the region meet or exceed specified performance metrics such as an Energy Use Index (EUI).

Year Two:

- Seek financing from USDA Rural Development for loan/grant combinations to finance interties.
- Leverage existing funding for 7-Mile Ridge wind farm project to secure full project amount.
- Encourage and educate to small village utilities to consider consolidating into larger entities to create efficiencies, reduce costs and build stronger management capacity.

Years Three through Five:

- Work with small stand-alone utilities to develop an electric utility cooperative that can effectively streamline operational costs, improve service and reduce emergencies and electrical outages. The establishment of a small, progressive utility cooperative in the interior of Alaska will allow small villages to join together and achieve reduced rates through increased economies of scale in operations and management. The cooperative will eventually fund itself through the more efficient use of electric rates and increased collections.

- Development of successfully funded intertie projects. Facilitate cost sharing between tribal transportation programs and intertie construction.

Ongoing

- Work with communities to install biomass district heating systems to offset diesel.
- Provide technical assistance to help communities with Power Cost Equalization (PCE) Program applications and reporting.
- Increase utilization of existing energy efficiency programs.
- Support installation of solar panel infrastructure for utility grids in all TCC sub-regions.
- Support the Yerrick Creek Hydropower project.

Lead: TCC Energy Department

Potential Partners

Tribes, village corporations, Cold Climate Housing Research Center, Interior Regional Housing Authority, Alaska Housing Finance Corporation, U.S. Department of Energy, U.S. Department of Housing and Urban Development, USDA Rural Development, Alaska Village Electric Cooperative (AVEC), Alaska Power and Telephone, Alaska Energy Authority and the Alaska Industrial Development and Export Authority.

Performance Measures

- Increased percentage of community electricity generated by renewable energy sources.
- Decreased percentage of household income spent on energy.
- Decreased community electricity and utility costs.
- Reduced frequency of community power outages.
- Reduction in diesel use.
- Percentage of new homes that use less than 150 gallons of fuel per year of firewood equivalent.
- The development of rural electric consortia to streamline business operations, increase maintenance oversight and increase utility spending on infrastructure development.

Estimated Costs

- Northway to Tok intertie: construction cost estimated at \$150k per mile x 50 miles = \$7.5 million; estimated payback: 20 years, estimated timeline 1-5 years.
- Bettles to Allakaket intertie: construction cost estimated at \$250k per mile x 50 miles = \$15 million; estimated payback: 45 years, estimated timeline 10-20 years.
- General Valley Electric Association to Alaska Power + Telephone grid: construction cost estimated at \$150k per mile x 30 miles = \$4.5 million; estimated payback less than 10 years; estimated timeline 1-5 years.
- 7-Mile Ridge wind farm: \$10 million; some funding already secured, including \$3 million from a High Energy Cost Grant.
- Additional costs will be defined further during CEDS implementation through feasibility assessments, program design and additional research.

Estimated Jobs

TCC estimates approximately **50-100 new jobs** for this strategy:

- Northway to Tok intertie: estimated 25-50 jobs created during construction.
- General Valley Electric Association to Alaska Power + Telephone grid: estimated 25-50 jobs created during construction.
- 7-Mile Ridge wind farm: estimated eight jobs created during construction.
- In addition to creating seasonal construction jobs, these energy projects will result in longer-term economic growth. Reduced energy costs will lower operational costs for current and potential businesses, thereby encouraging new business growth and new hires over the long term.

Priority Strategy F: Expand communications infrastructure to support increased viability of local jobs.

Actions and Implementation Timeline

Year One:

- Conduct comprehensive information technology assessment of the TCC region to determine:
 - Which communities have/do not have broadband, Internet access and connectivity and why?
 - Which communities desire those services?
 - What types of communications services would meet the needs of TCC communities?
- Engage with local internet service providers to advocate for improved internet access and availability in communities without access.
- Provide internet leverage training for communities with internet access (what you can do with the internet).
- Continue partnering with DRS Technologies to complete Phase 3 of the construction of terrestrial broadband microwave towers in the TCC region, which includes connecting the communities of Huslia and Hughes.
- Continue working with the Native Nations Broadband Task Force and the Federal Communications Commission (FCC) to obtain more subsidies for health care connectivity and for internet access through the LifeLine Program.

Year Two:

- Based on Year One assessment, develop a communications master plan for the TCC region that includes:
 - Alternatives for communities without internet access and cost of those alternatives.
 - Funding opportunities to help support internet service and equipment costs such as the USDA Community Connect Grant funding.
- Apply for funding to help support internet services and equipment costs.
- Develop job descriptions for information technology (IT) project manager and sub-regional technicians to oversee implementation of the communication master plan strategies.
- Continue partnering with DRS Technologies to complete Phase 4 of the construction of terrestrial broadband microwave towers in the TCC region, which tentatively includes connecting the communities of Alatna, Allakaket, Birch Creek, Beaver and Stevens Village.
- Apply for funding for project manager and sub-regional technician positions.
- Advertise for project manager position.

- Hire project manager.

Year Three:

- Advertise for sub-regional technician positions.
- Hire sub-regional technician.
- Continue partnering with DRS Technologies to complete Phase 4 of the construction of terrestrial broadband microwave towers in the TCC region, which tentatively includes connecting the communities of Venetie, Fort Yukon, Circle and Chalkytsik.

Year Four/Five

- Research the feasibility of developing a traveling Information Technology (IT) training program.
- Research the feasibility of developing a rural networking group/club.
- Continue partnering with DRS Technologies to complete installation of all 28 terrestrial broadband microwave towers in the TCC region, which in the final phase (Phase 6) tentatively includes connecting the community of Evansville and looping the network together between Allakaket and Steven's Village.

Ongoing:

- Encourage online learning to build capacity for telecommunication/remote employment.
- Provide local IT training to encourage sustainability.
- Help communities with setting up, maintaining and servicing IT infrastructure.
- Encourage tribes to set up organizational IT networks.
- Encourage tribes to align technology acquisition and structure with IT industry best practices.

Lead: TCC IT Department

Potential Partners

Tribes, Native Nations Broadband Task Force, Federal Communications Commission (FCC), Alaska Power and Telephone, Quantillion, TelAlaska, Hughes Net, Small Business Development Administration, DRS Technologies, University of Alaska, Doyon Foundation, Excede, Verizon and other terrestrial and satellite internet service providers.

Performance Measures

- Develop a data baseline including which communities have internet, which communities have set ups, what improvements have been made and how internet performance has changed.
- Successful adoption, set-up and completion of IT infrastructure.
- Apply for two grant opportunities.
- Two Council offices will have increased internet speed/internet access.
- Increase the ability to complete online degree programs in rural communities.
- One community will have an internet cafe.
- Increase in the number of communities with terrestrial broadband microwave towers.
- Increase in the number of phone and internet providers servicing communities in the TCC region.

Estimated Costs

- IT Project Manager: \$100,000
- Sub-regional IT Technicians: \$80,000/job (six positions)
- \$1 million per terrestrial broadband microwave tower.
- Additional costs will be defined further during CEDS implementation through feasibility assessments, program design and additional research.

Estimated Jobs

TCC estimates approximately **seven new jobs** for this strategy.

- Project Manager (1)
- Sub-regional Technician (6)
- In addition to the jobs mentioned above, better access to affordable, reliable internet will improve the ease of doing business in the region. This strategy opens up opportunities for residents to generate new businesses online and apply for telecommuting jobs, thereby increasing access to employment opportunities and resulting in indirect job creation.

Priority Strategy G: Improve transportation routes and expedite delivery of goods and quality services to TCC communities.

Actions and Implementation Timeline

Year One:

- Expand the TCC Transportation Program to assist TCC tribes with planning, maintaining and constructing transportation infrastructure that supports economic development and improves quality of life for TCC communities. To that end, work with contractor to:
 - Educate tribal entities about different federal transportation programs and funding eligibility.
 - Identify tribes that are not spending down their allotted BIA and related transportation funds.

Year Two through Five:

- Assist interested tribes with developing resolutions, memorandums of understanding (MOAs) and related documentation, including Long Range Transportation Plans (and related roads and trails inventories) that position them to receive both BIA Tribal Transportation Program (established) and Federal Highway Administration Tribal Program (still in negotiation and rule-making stage) funds.
- Secure service contract or compact relationships with tribes toward reaching their transportation goals.
- Support barge service at end of road to Tanana.
- Support DOT&PF efforts to conduct a regional airport study in the Tok/Tanacross area and to construct a regional airport in Fort Yukon.

Ongoing

- Advocate for tribal involvement in the awarding of Bypass Mail contracts.
- Advocate for reliable, frequent air service to TCC communities.
- Work with bulk fuel delivery providers to identify long-term, reliable delivery plans, and/or encourage new fuel delivery service providers.

- Increase the use of backhauls to reduce shipping costs by utilizing discounted space on otherwise empty return flights to hub communities.
- Support the Yukon River Reconnaissance Study, including efforts to assess current Yukon River Bridge conditions, current and future traffic demands, safety needs and alternate crossing locations.

Lead: TCC Tribal Transportation Program

Potential Partners

Tribes, Bureau of Indian Affairs Transportation Program Staff, Federal Highways Administration, Alaska Department of Transportation and Public Facilities, City of Tanana.

Performance Measures

- Increased funding to tribes for roads and trails projects.
- Reduced average freight costs.

Estimated Costs

- Yukon River Bridge construction and associated road work: \$150-\$200 million.
- Regional Airport costs: \$35 million for Tok/Tanacross and \$16 million for Fort Yukon.
- Annual cost of contractor to increase transportation program outreach to TCC tribes: \$7,330 per tribe for up to six tribes and \$6,000 for each additional tribe, not including travel costs.
- Average cost of administering a community's transportation program through TCC: \$32,000 per tribe (actual amount per tribe decreases as additional tribes join the compact due to reduced overhead costs).
- Additional costs will be defined further during CEDS implementation through feasibility assessments, program design and additional research.

Estimated Jobs

TCC estimates approximately **two new jobs** for this strategy:

- Expanding the TCC Transportation Program will result in the creation of one new position, plus a contract support position.
- In addition, improved transportation in the region is a catalyst for additional economic growth. With transportation improvements, markets becomes more accessible and it becomes more affordable to move goods, supplies and people, thereby reducing barriers to development and trade.

Goal #4 Expand Housing Supply

Priority Strategy H: Increase availability of affordable housing.

Actions and Implementation Timeline

Year One:

- Research and apply for funding to expand the TCC Planning Department's planning efforts to include land use planning.
- Strategically plan and engage with local organizations to help decrease the costs for shipping and handling of housing construction materials.
- Engage with local organizations to plan a housing fair.

- Produce a final draft of the TCC Regional Housing Strategy.
- Engage with local educational organizations to expand rural workforce construction training.
- Construct one new home using BIA funds.
- Weatherize homes through Alaska Housing Finance Corporation (AHFC) weatherization funds.
- Employ a housing intern.

Year Two:

- Hold first housing fair with partnering agencies and lending institutions.
- Work with local educational organizations to provide local rural construction training before construction of homes.
- Construct one new home using BIA funds.
- Research feasibility in expanding TCC housing department services.
- Conduct housing survey for one TCC sub region.

Year Three through Five

- Construct one new home using BIA funds (Have five new homes built by Year 5 using BIA funds).
- Update housing strategy.
- Conduct housing survey for one TCC sub region each year.

Ongoing:

- Increase capacity for tribes to manage all components of their own housing projects.
- Address land ownership barriers and site control challenges and issues, including chain of title (survey history) to new housing construction and ownership.
- Identify land survey funding for housing and other community projects.
- Conduct housing fairs with partner agencies and lending institutions to provide education for interested and potential home buyers.
- Explore different ways to offset costs for new home construction, including incorporating sweat equity contributions from interested homeowners.
- Encourage community land use planning in conjunction with housing, infrastructure, economic development and other planning.
- Advocate increasing BIA Housing Improvement Program (HIP) funding allocation.
- Manage annual BIA HIP funds.
- Employ housing interns to help support TCC housing department.
- Conduct regular updates to the Interior Alaska Housing Strategy.

Lead: TCC Housing Department

Potential Partners

Tribes, village corporations, Interior Regional Housing Authority, Alaska Housing Finance Corporation (AHFC), Interior Alaska Campus, Cold Climate Housing Research Center (CCHRC), Bureau of Indian Affairs (BIA), U.S. Department of Housing and Urban Development (HUD), U.S Department of Agriculture (USDA), lending institutions.

Performance Measures

- Increased number of affordable housing units.
- Increased land availability for construction of new homes.
- Increased number of homeowners.
- Increased number of locally trained individuals in construction.

Estimated Costs

- Land Use Planner- (\$56,000)
- Construction trade position- (\$100,000)
- Carpenter-(\$26/hr)
- Laborer-(\$18/hr)
- Additional costs will be defined further during CEDS implementation through feasibility assessments, program design and additional research.

Estimated Jobs

TCC estimates approximately **six new jobs** for this strategy.

- Land Use Planner (1)
- Construction trade position (1)
- Carpenters (2 for each housing construction)
- Laborers (2 for each housing construction)

Chapter 7: Other Relevant Regional Background Information

Geographic Description

Location

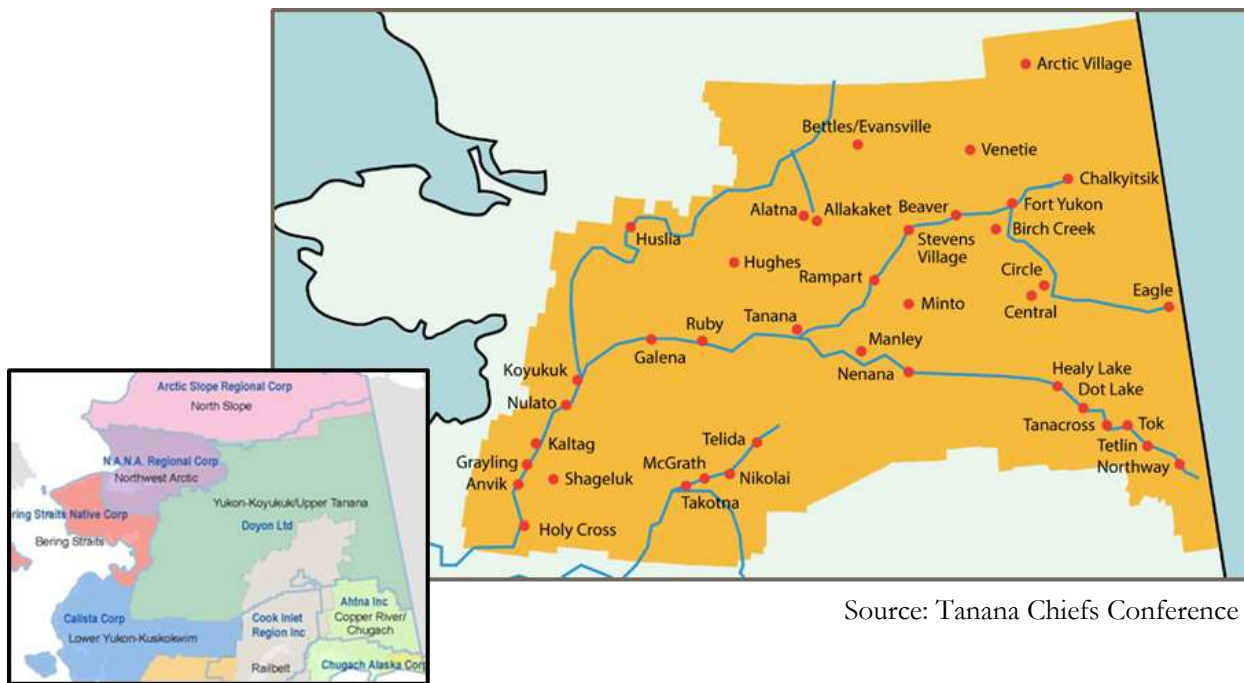
The Tanana Chiefs Conference (TCC) region covers an area of 194,500 square miles in Interior Alaska, which is equal to about 30 percent of the entire state, and is similar to the size of the state of Texas (see Figure 38 and Figure 39). It shares boundaries with Doyon Corporation. The region is divided into six sub-regions, each of which was designed to encompass several villages that share commonalities like dialects, mannerisms and traditional activities.

Figure 38: Relative Size of the TCC Region



Figure 39: Map and Table of the TCC/Doyon Region and Location of TCC Communities

Source: Tanana Chiefs Conference



Source: Tanana Chiefs Conference

Figure 40: List of TCC Villages and Tribes by Sub-Region

TCC Sub-Region	Village	Tribe	Borough/ Census Area
Upper Kuskokwim	McGrath	McGrath Native Village Council	Yukon-Koyukuk
	Medfra*	Medfra Traditional Council	Yukon-Koyukuk
	Nikolai	Edzeno' Native Village Council	Yukon-Koyukuk
	Takotna	Takotna Tribal Council	Yukon-Koyukuk
	Telida	Telida Native Village Council	Yukon-Koyukuk
Lower Yukon	Anvik	Anvik Tribal Council	Yukon-Koyukuk
	Grayling	Grayling IRA Council	Yukon-Koyukuk
	Holy Cross	Holy Cross Traditional Council	Yukon-Koyukuk
	Shageluk	Shageluk IRA Council	Yukon-Koyukuk
Upper Tanana	Dot Lake	Dot Lake Traditional Council	Southeast Fairbanks
	Eagle	Eagle IRA Council	Southeast Fairbanks
	Healy Lake	Healy Lake Traditional Council	Southeast Fairbanks
	Northway	Northway Traditional Council	Southeast Fairbanks
	Tanacross	Tanacross IRA Council	Southeast Fairbanks
	Tetlin	Tetlin IRA Council	Southeast Fairbanks
	Tok	Tok Native Association	Unorganized
Yukon Flats	Arctic Village	Arctic Village Traditional Council	Yukon-Koyukuk
	Beaver	Beaver Traditional Council	Yukon-Koyukuk
	Birch Creek	Denduu Gwich'in Tribal Council	Yukon-Koyukuk
	Canyon Village*	Canyon Village Tribal Council	Yukon-Koyukuk
	Chalkyitsik	Chalkyitsik Village Council	Yukon-Koyukuk
	Circle	Circle Tribal Council	Yukon-Koyukuk
	Fort Yukon	Native Village of Fort Yukon	Unorganized
	Venetie	Venetie Village Council	Yukon-Koyukuk
Yukon Koyukuk	Galena	Louden Tribal Council	Yukon-Koyukuk
	Huslia	Huslia Traditional Council	Yukon-Koyukuk
	Kaltag	Kaltag Tribal Council	Yukon-Koyukuk
	Koyukuk	Koyukuk Traditional Council	Yukon-Koyukuk
	Nulato	Nulato Tribal Council	Yukon-Koyukuk
	Ruby	Ruby Tribal Council	Yukon-Koyukuk
Yukon Tanana	Alatna	Alatna Village Council	Yukon-Koyukuk
	Allakaket	Allakaket Tribal Council	Yukon-Koyukuk
	Evansville	Evansville Tribal Council	Yukon-Koyukuk
	Hughes	Hughes Village Council	Yukon-Koyukuk
	Lake Minchumina*	Lake Minchumina Tribal Council	Yukon-Koyukuk
	Manley Hot Springs	MHS Traditional Council	Yukon-Koyukuk
	Minto	Minto Village Council	Yukon-Koyukuk
	Nenana	Nenana Native Village	Unorganized
	Rampart	Rampart Village Council	Yukon-Koyukuk
	Stevens Village	Stevens Village IRA Council	Yukon-Koyukuk
Tanana	Tanana Tribal Council	Yukon-Koyukuk	
TCC	Fairbanks	Tanana Chiefs Conference	Fairbanks North Star

*Medfra, Canyon Village and Lake Minchumina do not have any year-round residents

Geography

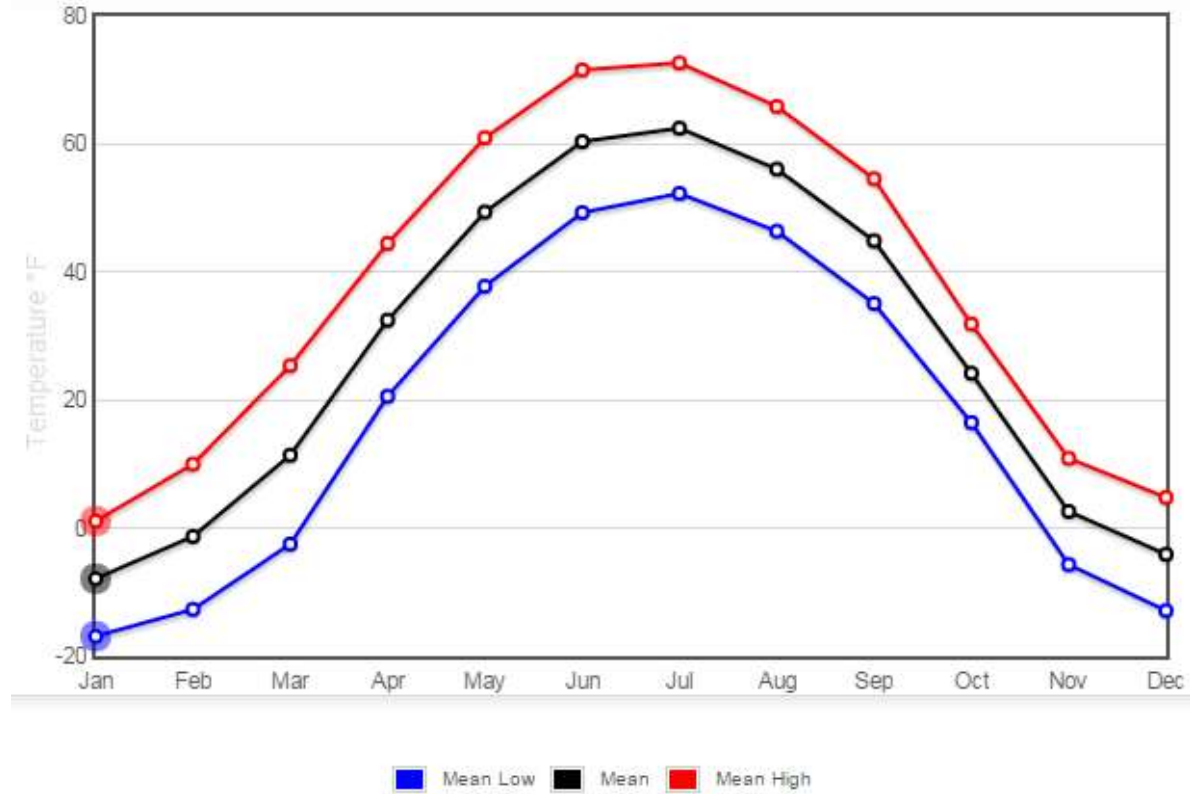
The TCC region is bordered by the Brooks Range to the north, reaching all the way to the Canadian Border to the east, and dipping below to the Kuskokwim area in Southwest Alaska. The area is approximately 235,000 square miles and is slightly smaller than Texas. The region is diagonally bisected by the Yukon River, which has its headwaters in Canada and extends from the northeast corner of the region to the southwest part of Alaska. The Yukon River is one of the largest rivers in North America and splits into smaller tributaries that spread throughout the region.

Alaska's Interior can be described as taiga, which is a mountainous region containing spruce trees, birch trees, and other hardwoods that are able to survive through extreme temperatures. Also, the region consists of many marshes, lakes, and rivers. Due to its many wetlands, Alaska's Interior contains a significant amount of permafrost. Permafrost occurs when the ground remains frozen year-round and is often characterized by shorter trees because tree roots are not able to grow very far into the earth. In recent years, permafrost has been melting throughout the region due to increasing temperatures. For more information on melting permafrost, see the "Natural Hazards" section of this chapter.

Climate

Due to its vast size, the climate varies throughout the TCC region. To see average monthly trends for Fairbanks, see Figure 41. Fairbanks is used as a baseline because it is the relative center of the region and its temperature graph demonstrates the extreme fluctuations in temperatures throughout the year. The lack of nearby large bodies of water such as the Pacific or Arctic Ocean allows for hotter weather in the summers and frigid temperatures in the winter. Temperature highs during the summer range in the upper 70s to the low 90s degrees Fahrenheit. In the winter during periods of extreme cold, temperatures can dip below negative 60 degrees Fahrenheit. Average temperatures have gradually been increasing throughout Alaska and weather has become increasingly unpredictable for many TCC communities.

Figure 41: Fairbanks International Airport Monthly Mean Temperature

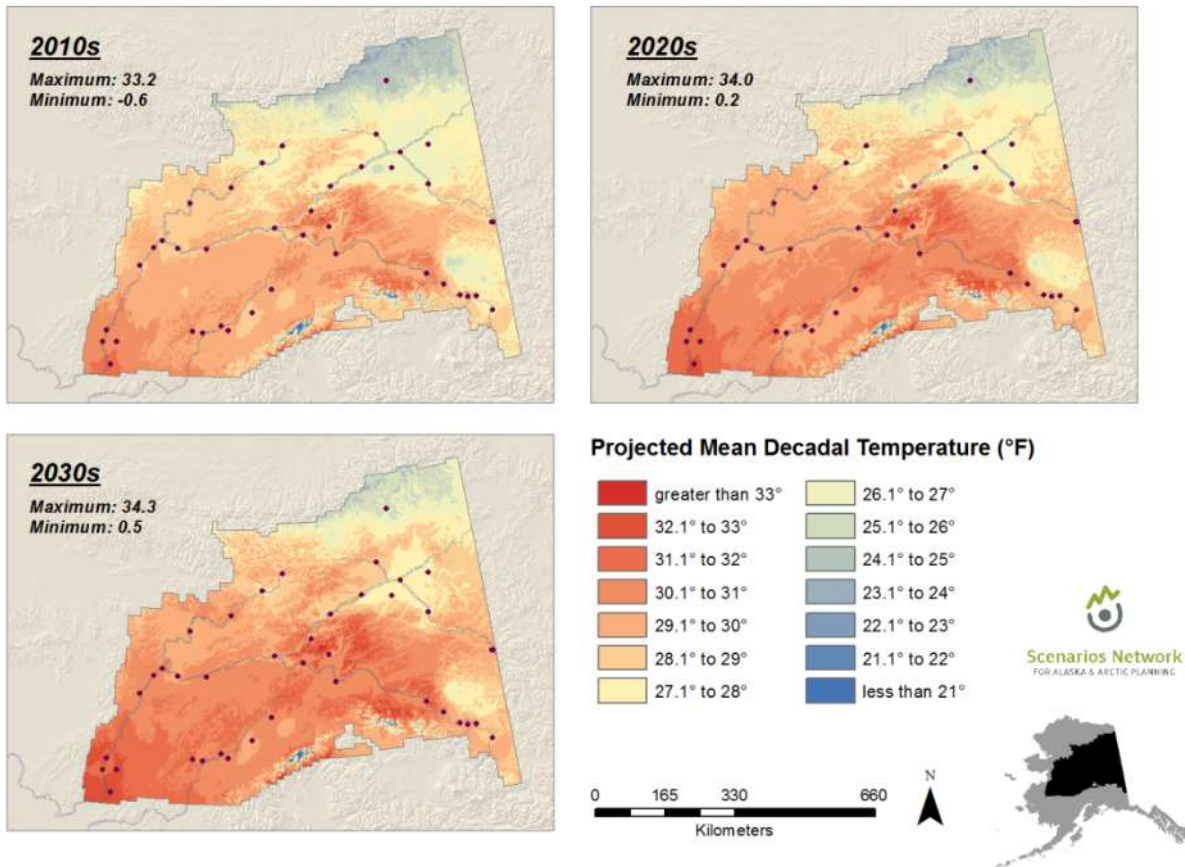


Source: Alaska Climate Research Center, University of Alaska Fairbanks

The University of Alaska Fairbanks provided TCC with a climate trend analysis for the TCC region that estimates temperatures through the year 2030 (see Figure 42). The analysis predicts a rise in the average annual temperatures for all TCC communities.

Figure 42: Current and Predicted Mean Decadal Temperatures for the TCC Region

Mean Decadal Temperature (°F): A1B Scenario



Source: Scenarios Network for Alaska and Arctic Planning, University of Alaska Fairbanks

Natural Hazards

Communities in the TCC region face many potential natural hazards including earthquakes, flooding, erosion, wildfire, climate change impacts and winter storms.

Earthquakes

The TCC region contains several seismically active areas, including the Minto Flats Seismic Zone, Denali fault system, Tintina fault system, Kaltag fault system and Kobuk fault system. Major earthquakes in the region include the 1958 magnitude 7.3 Huslia earthquake and the 2002 magnitude 7.9 Denali fault earthquake.¹⁶

¹⁶ Alaska Earthquake Center. *Why Earthquakes Happen in Alaska*. 2015. Available at <http://earthquake.alaska.edu/earthquakes/about>.

Floods and Erosion

Communities located in low-lying areas along the riverbanks or deltas are susceptible to flooding as a result of ice jams, snow, glacial melts, rising sea levels and heavy rainfall. TCC villages have experienced periodic flooding with notable events in 2009 and 2013 that damaged property in Eagle, Circle, Fort Yukon and Galena. Annual flood damage varies, with damage caused by a mix of high floodwaters and ongoing riverbank erosion. Climate change will likely continue to increase the overall frequency and severity of floods in Interior Alaska.

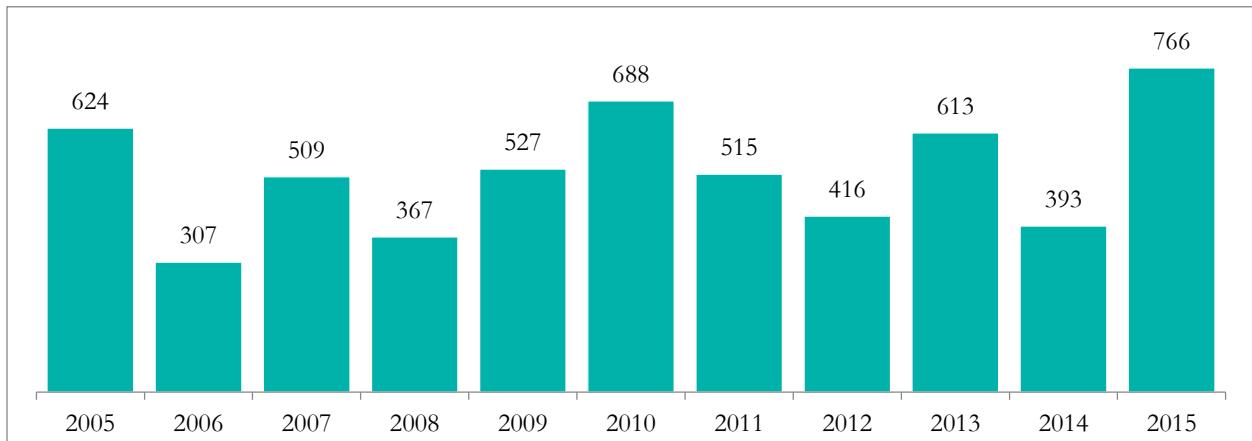
In 2009, the General Accountability Office (GAO) identified 31 Alaska communities in imminent danger of flooding and erosion. Six are within the TCC region – Allakaket, Hughes, Huslia, Koyukuk, Nulato, and McGrath. According to correspondence with villages, approximately 20 TCC communities are at risk of annual flooding due to their close proximity to rivers.

Wildfires

According to the Alaska Center for Climate Assessment and Policy, the number of acres burned from Alaska wildfires between 2000 and 2009 was double the numbers recorded in the previous 40 years, while the average area burned per decade in Alaska is projected to double by the middle of this century. Increases in annual temperatures have resulted in low humidity, high winds, longer summers, decreases in permafrost and earlier, drier springs, which increases the fuel for wildfires.

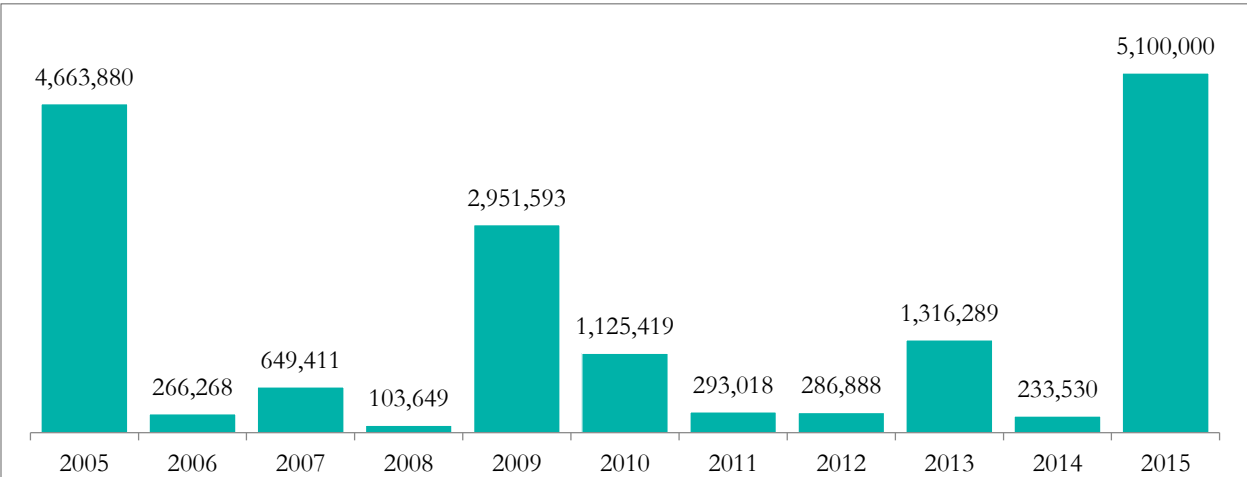
Figure 43 and Figure 44 show annual trend information for wildfires in Alaska between 2005 and 2015. In terms of acres burned, 2005 and 2015 fire seasons were some of the worst years Alaska has seen. Forestry experts attribute the high numbers to a combination of dry weather and increased lightning strikes.

Figure 43: Number of Fires by Year, 2005-2015



Source: The Alaska Department of Natural Resources Division of Forestry, Fire Statistics.

Figure 44: Number of Acres Burned by Year, 2005-2015

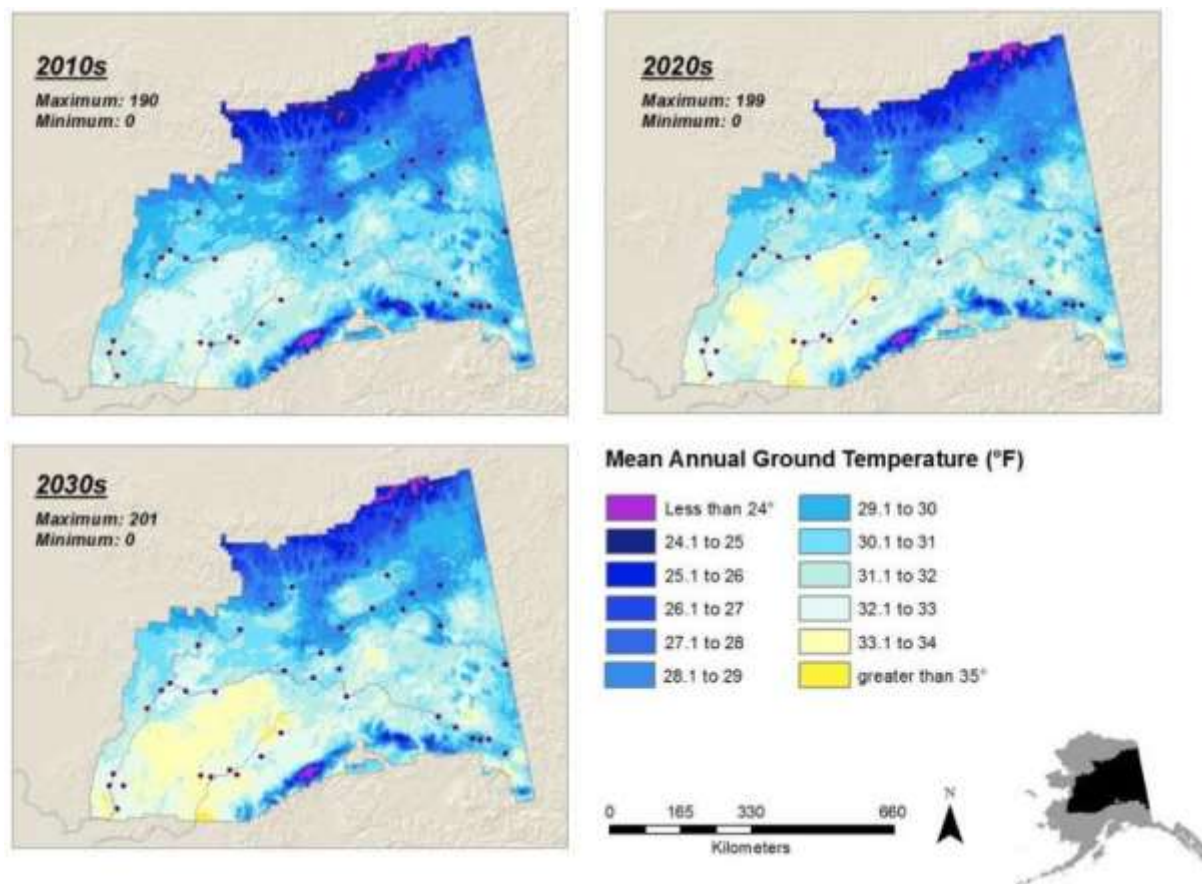


Source: The Alaska Department of Natural Resources Division of Forestry, Fire Statistics.

Permafrost Melting

Permafrost is a term used to describe permanently frozen ground. It indicates a thermal condition where the temperature of rock or soil remains below freezing throughout the year. Permafrost poses challenges to building construction and requires specialized construction techniques, especially in Interior Alaska where permafrost is common. When the permafrost under a building melts due to poor construction or changing climate it creates unstable ground conditions, often damaging the building’s foundation. The University of Alaska’s Scenarios Network for Alaska and Arctic Planning (SNAP) shared predictions in ground temperature changes over time for the TCC region (see Figure 45). Areas that are yellow or light blue in the diagram are likely to experience increases in ground temperature, and are at higher risk of melting permafrost.

Figure 45: Mean Decadal Annual Ground Temperature Predictions



Source: Scenarios Network for Alaska and Arctic Planning, University of Alaska Fairbanks

Abnormal Weather Occurrences

Winter Storms

Winter storms in Interior Alaska have become a growing concern in recent years. While winter storm pattern data is still being collected and understood, anecdotal evidence indicates the region has experienced an increase in the number of Chinook wind incidents. The Alaska Chinook winds are strong south winds that travel over the Alaska Range.¹⁷ One notable winter storm occurrence was in 2012, when winds up to 114 mph damaged approximately 72 homes in Tanacross.¹⁸

Thinning Winter Ice

Climate change has impacted many traditional travel routes in rural Alaska. Warmer winter temperatures can cause unstable snow and ground conditions, resulting in more accidents, longer travel routes and loss of life.

¹⁷ Julie Malingowski, National Weather Service. "Chinook Winds through the Alaska Range Passes." April 2012. Available at: http://www.wdtd.noaa.gov/courses/winterawoc/microclimates/FAI/IC43_JMalingowski_FAI.pdf

¹⁸ Fairbanks Daily News Miner. "Tanacross seeks volunteers to help storm cleanup." September 2012. Available at: http://www.newsminer.com/tanacross-seeks-volunteers-to-help-storm-cleanup/article_72f1de5a-ef6f-5170-b9d1-0ba22e436a66.html

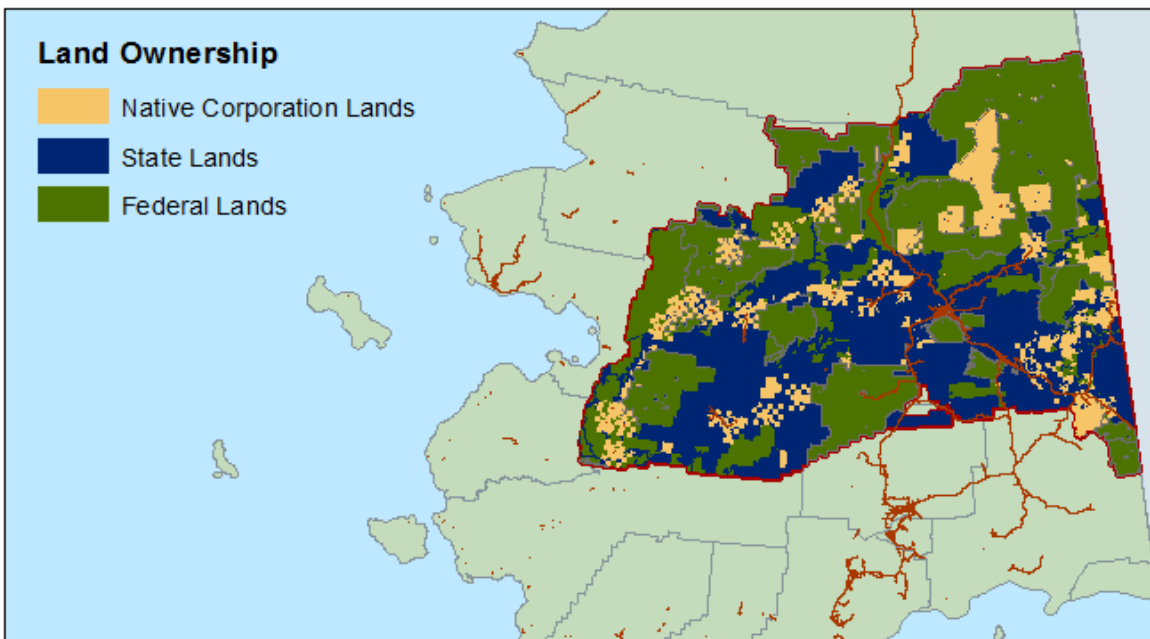
Over the last several years, local search and rescue crews have responded to more incidents related to people going through thin ice or open holes in rivers due to warmer temperatures. Many trails used by Alaska Native people for centuries are no longer safe due to warming temperatures.

Land and Natural Resources

Land Ownership

The TCC region covers 235,000 square miles in Interior Alaska, an area equal to about 37 percent of the entire state and just slightly smaller than the state of Texas. Land ownership patterns in the region mirror the rest of the state. The federal government is the largest landowner, followed by the State of Alaska, and then, collectively, the largest private land owners – the Alaska Native Claims Settlement Act (ANCSA) Native Corporations (see Figure 46).

Figure 46: TCC Regional Land Ownership Map



Map developed by PDC Engineers with data from the Bureau of Land Management

As of December 2015, the distribution of land ownership by acre for the region is as follows:¹⁹

- 63,212,373 acres are federally owned.
- 48,443,527 acres are owned by the State of Alaska.
- 7,922,107 acres are owned by Doyon, the Regional Native Corporation.
- 3,613,434 acres are owned by village corporations.
- 229,857 acres are private allotments.

¹⁹ The data presented is derived from BLM's spatial data management system.

- All subsurface areas below Doyon and village corporation land are owned by Doyon.²⁰

Federal Lands

The majority of federally owned lands in Interior Alaska have been set aside for public use. The National Park Service and U.S. Fish and Wildlife Service manage over 40 million acres (approximately 33 percent of the total land area) for resource protection, fish and wildlife conservation and recreation. The Bureau of Land Management manages roughly 18 million acres (approximately 15 percent of the total land area) for multiple use purposes including timber production, fish and wildlife, recreation, water and mining. Roughly two million acres (one percent of the land area) is military owned.

Federally controlled lands include the Arctic National Wildlife Refuge, Kanuti National Wildlife Refuge and the Gates of the Arctic National Park and Preserve.

State Lands

The State of Alaska owns significant land holdings throughout the region. Some state parks and recreational areas exist in the Interior but most of Alaska's state-owned recreation areas are located along the road system. State park lands include the Steese National Conservation Area, the Yukon-Charley Rivers National Preserve and the Chena River State Recreation Area.

Municipal Lands

Eighteen TCC communities have city governments in addition to local tribal government. The city governments typically own land in the community. The State of Alaska oversees the Municipal Land Trust Program, which holds land in trust for unorganized communities in the event they later elect to form a municipality.

Native Corporation Lands

Doyon Limited is the Regional Native Corporation for Interior Alaska. Doyon is one of 13 Alaska Native Regional Corporations established under ANCSA. Under the provisions of ANCSA, Doyon is entitled to receive approximately 12.5 million acres across Interior Alaska, making Doyon the largest private landowner in Alaska. To date, Doyon has received title to nearly 10 million acres, primarily around the 34 villages within the TCC region. For more information on Doyon, please see the "Corporations and Associations" section in this chapter.

The villages of Venetie, Arctic Village and Tetlin historically had reservation status but the status dissolved with the passage of ANCSA. Unlike other villages, which are part of a larger regional corporation, the for-profit villages of Venetie, Arctic Village, and Tetlin received fee simple title to their lands, giving them both surface and subsurface rights. Venetie and Arctic Village have since transferred all of their corporation lands to the Native Village of Venetie. The other villages in the Interior, recognized in ANCSA, have village for-profit corporations but are different from the above three villages in that they own only a portion of the entire land allocated to them. Of the remaining sections of land, the villages share ownership of various surface and some subsurface rights with Doyon.

Figure 47 shows the total acreage for each village corporation in the TCC region. Most villages received between 69,000 and 115,000 acres of land.

²⁰ The villages of Venetie, Arctic Village, and Tetlin are an exception to this rule. For more information, see the "Native Corporation Lands" section that follows.

Figure 47: Total Acreage by TCC Village Corporation

Village	Corporation Name	Village Entitlement
Alatna	K'OYITL'OTS'INA Limited	69,120 acres
Allakaket	K'OYITL'OTS'INA Limited	92,160 acres
Anvik	DELOY GES, Inc.	92,160 acres
Beaver	BEAVER KWIT'CHIN Corporation	92,160 acres
Birch Creek	TIHTEET'AIL, Incorporated	92,160 acres
Chalkyitsik	CHALKYITSIK Native Corporation	69,120 acres
Circle	DANZHIT HANLAII Corporation	92,160 acres
Dot Lake	DOT LAKE Native Corporation	69,120 acres
Eagle	HUNGWITCHIN Corporation	92,160 acres
Evansville	EVANSVILLE, Inc.	69,120 acres
Fort Yukon	GWITCHYAA ZHEE Corporation	161,280 acres
Galena	GANA-A'YOO, Limited	115,200 acres
Grayling	HEE-YEA LINDGE Corporation	92,160 acres
Healy Lake	Mendas Chaag Native Corporation	69,120 acres
Holy Cross	DELOYCHEET, Inc.	138,240 acres
Hughes	K'OYITL'OTS'INA Limited	69,120 acres
Huslia	K'OYITL'OTS'INA Limited	115,200 acres
Kaltag		
Koyukuk	GANA-A'YOO, Limited	92,160 acres
Manley Hot Springs	BEAN RIDGE Corporation	69,120 acres
McGrath	MTNT, Limited	92,160 acres
Minto	SETH-DE-YA-AH Corporation	115,200 acres
Nenana	TOGHOTTHELE Corporation	138,240 acres
Nikolai	MTNT, Limited	69,120 acres
Northway	NORTHWAY NATIVES	115,200 acres
Nulato	GANA-A'YOO, Limited	115,200 acres
Rampart	BAAN-O-YEEL KON Corporation	92,160 acres
Ruby	DINEEGA Corporation	115,200 acres
Shageluk	ZHO-TSE, Incorporated	92,160 acres
Stevens Village	DINYEE Corporation	92,160 acres
Takotna	MTNT, Limited	69,120 acres
Tanacross	TANACROSS, Inc.	92,160 acres
Tanana	TOZITNA, Limited	138,240 acres
Telida	MTNT, Limited	69,120 acres

Native Allotments

There is a great deal of existing restricted Native Allotments within the TCC region, which represents one class of individually owned lands. Such lands are overseen by the Bureau of Indian Affairs (BIA) as part of the agency's trust functions.

Tribal Trust Lands and Tribal Fee Lands

When tribal land is placed into trust, the federal government holds legal title to the land for the benefit, use and occupancy of a federally recognized tribe. The U.S. government's name is on the deed as property owner. Tribal fee land, which is land owned in fee simple by a tribe or an eligible Indian(s), is a type of land that can be taken into trust. The exact acreage of tribal fee lands for the TCC region is currently unknown. However, based on current estimates, the region has between 2.5 and 3 million acres of land owned in fee by the tribes. The TCC Tribal Government Services program is currently conducting an inventory of tribal fee land in the region. Alaska tribes acquired land in fee status in a variety of ways including transfers from village corporations or cities to tribes, in lieu of 14(c) transfers, Alaska Native Town Site lands where cities did not form, transfers from churches, purchases and gifts.

The Indian Reorganization Act (IRA) of 1934 allows the Secretary of Interior to take land into trust for Indian tribes. However, a problem arose for Alaska tribes because in 1980, the BIA created an Alaska exemption in their regulations for taking land into trust in Alaska. In March 2013, the U.S. District Court of Columbia determined ANCSA does not prohibit the Secretary from taking land into trust and the 'Alaska exception' diminished the privileges and immunities available to federally recognized tribes. The State of Alaska appealed this decision in September 2015. Currently the BIA is taking land in trust applications but will not approve any of them until this court case is resolved.

There are many implications if a tribe were interested in placing their tribal fee lands into trust including:

- Land held in trust has greater protection from loss to creditors, taxation, etc.
- Tribes potentially have more authority/jurisdiction over lands held in trust.
- Trust lands are eligible for federal grant programs that are not available to non-trust lands.
- Trust lands have more federal oversight and are subject to federal rules.
- Some economic development has more federal oversight.
- Tribes with trust lands can adopt tribal codes under the HEARTH Act of 2012, which reduces federal oversight.

Natural Resources

Wild Resource Harvests

Many villages have limited or no access to grocery stores. When stores exist, fresh healthy foods are often not available and when available, they can be unaffordable for households to purchase. In part, this is due to delays and related challenges with the Bypass Mail system, which sometimes results in fresh produce being spoiled and thrown out for safety concerns before it can be sold. Rural stores must absorb these losses, either by avoiding fresh produce orders or raising prices.

In part due to limited access to fresh foods and grocery stores, food security in rural Alaska communities is closely tied to wild resource harvests – the ability and access to hunt, fish and harvest traditional foods.²¹ In addition to the health benefits associated with traditional foods, wild resource harvests also support important cultural traditions and opportunities for sharing language, community and a strong relationship with the land.

In the mid-20th century and earlier, subsistence fishing was a traditional summertime activity. People of the TCC region lived in fish camps for a period from early June to mid-August. In the summer, many families would float on rafts to the Yukon River to fish for salmon. Historically fish wheels were the primary method for catching fish; today many individuals use fish wheels and/or drift nets. Many households are feeling the effects of tightened regulations which reduce fishing time and the amount of fish allowed to be caught. In addition to tightened regulations, king salmon numbers have gone into serious decline. In 2015 the region experienced a historic total shutdown of subsistence fishing for Chinook (King) salmon.

Hunting and Fishing

In 2013 the TCC Board of Directors passed a resolution (No. 2013-19) that established a joint Hunting and Fishing Task Force to advocate for the protection of Alaska Native hunting and fishing rights. The task force is composed of six TCC members representing each TCC sub-region and six TCC staff, as well as representatives of Doyon, Denakanaaga and Fairbanks Native Association.

TCC also maintains a fisheries program that partners with tribal organizations, non-governmental organizations, state and federal agencies to monitor and study regional fish populations. The program seeks to utilize both western science and traditional knowledge.

Oil and Gas

The TCC region contains several potential oil and gas basins, although exploration has been limited to just one: the Nenana basin. The 1,200 square mile Nenana basin has good potential for coal bed methane, natural gas and oil. It was previously thought to have low potential for oil, but exploratory wells drilled in 2010 produced data suggesting there may be greater potential.²² Doyon is the sole lessee of 400,000 acres of state oil and gas leases, and plans to drill another exploratory well in 2016.

The Yukon Flats basin is another area with potential for oil and gas reserves. This area is located within the Yukon Flats between the villages of Beaver, Fort Yukon, and Birch Creek. Other oil and gas basins in the region include the Kobuk, Galena, Innoko, Ruby-Rampart, Kandik and Minchumina basins.²³

Minerals

There are 12.5 million acres of Doyon Limited lands, many of which contain valuable resource deposits and historical placer gold mining districts. The Tintina Gold Belt includes multiple deposits such as Pogo, Fort Knox, True North, Vinasale, Donlin Creek and Shotgun. The Ambler Schist Belt contains world-class base

²¹ At the 2016 Tanana Chiefs Conference Regional Convention, the Full Board of Directors passed Resolution #2016-18, “Promotion of Alaska Native hunting and fishing practices and management through the end of the use of ‘subsistence’ as a word to describe the Alaska Native way of life.” This document generally uses the term “wild resource harvest” instead of the word “subsistence.”

²² Bradner, Tim. “Nenana Basin could hold oil as well as gas.” *Alaska Journal of Commerce*. February 2012.

²³ Troutman, S.M.; Stanley, R.G. “Maps showing sedimentary basins, surface thermal maturity, and indications of petroleum in the Central Alaska Province.” United States Geological Survey, Anchorage Office, 2003.

metal deposits. The Kandik, Yukon Flats and Nenana sedimentary basins are also favorable for oil and gas deposits.²⁴

There is also economic potential for a coal-to-liquids plant in Healy, Alaska. The proposed location would be six miles north of current coal mining operations at Two Bull Ridge. While Healy is not a TCC community, it falls within the TCC region and a new plant could benefit the overall regional economy. The project would include an additional mining operation at Jumbo Dome to supply coal to the facility. A 2007 study concluded the project would be feasible.²⁵ For a map of mineral deposits being explored in Interior Alaska, see Figure 48. The graphic was produced in 2010 and may not reflect exploration from the past five years. The Alaska Department of Natural Resources and the Division of Geological and Geophysical Surveys produces a map of current and proposed mining operations around Alaska, available here:

www.commerce.alaska.gov/web/ded/DEV/MineralsDevelopment.aspx.

Figure 48: Active Mineral Exploration in Interior Alaska



Source: *Interior Alaska Transportation Plan*, Alaska Dept. of Transportation and Public Facilities. November 2010

²⁴Alaska Department of Transportation and Public Facilities. *Interior Regional Transportation Plan*. November 2010; <http://dot.alaska.gov/nreg/studies/iatp/files/chapter-4.pdf>

²⁵ Research & Development Solutions, LLC and Science Applications International Corporation. *Coal Gasification Feasibility Study Healy Coal-to-Liquids Plant*. Study funded by the U.S. Department of Energy's National Energy Technology Laboratory. July 2007.

Corporations and Associations

The Alaska Native Claims Settlement Act (ANCSA) was passed in 1971 creating 13 Alaska Native Regional Corporations and over 200 urban and village corporations. Several of the 200 village corporations have merged with their regional corporation, merged with other village corporations or closed their operations all together. In exchange for traditional land claims to parts of Alaska, ANCSA provided Alaska's Native people with title to 44 million acres (10 percent of Alaska's land) and nearly \$1 billion in start-up capital.

Doyon

Doyon Limited is the Interior Regional Native Corporation, with headquarters in Fairbanks. Doyon is one of 13 Alaska Native Regional Corporations established under ANCSA. Doyon owns 12.5 million acres of land in Interior Alaska and has over 19,000 shareholders. Doyon operates several businesses and foundations which include the following:

Oil Field Services

- Doyon Drilling, Inc.
- Doyon Anvil
- Doyon Associated, LLC
- Doyon Universal Services
- Doyon Remote Facilities & Services

Government Contracting

- Doyon Government Group
 - Doyon Project Services, LLC
 - Doyon Security Services, LLC
 - Doyon Logistics, LLC
 - Cherokee General Corporation
 - Arctic Information Technology, Inc.
 - designDATA
- Doyon Anvil
- Doyon Utilities, LLC

Natural Resource Development

- Doyon Lands and Natural Resources

Tourism

- Doyon/ARAMARK JV
- Kantishna Roadhouse, Inc.
- Kantishna Wilderness Trails

Over the past 25 years Doyon has entered into a number of exploration ventures to identify mineral development potential. In addition to precious and base metals exploration, Doyon's natural resources program includes sand, gravel and quarry rock sales. Doyon is also involved in the development of oil, gas and coal resources, as well as forestry.

Dividends

Doyon has been issuing dividends since 1987. In 2014, they disbursed \$9,139,729 in dividends. In 2015 the Doyon board of directors approved a shareholder dividend in the amount of \$5.18 per share, or \$518 per 100 shares. Distributions are made in December of each year. Dividends for the last several years can be seen in Figure 49.

ANCSA allowed native corporations to pay non-taxable distributions equal to the amount received in their original cash settlement. For Doyon, that amount is approximately \$54 million. From 1989 to 1999, Doyon paid more than \$54 million in non-taxable distributions to shareholders, making all future distributions taxable. Today, the dividends shareholders receive are taxable. According to phone correspondence with the Doyon Records Department, Doyon shareholders are located in the following areas based on percentage: 23 percent in TCC region villages, 26 percent in the Fairbanks area, 26 percent in the rest of AK and 25 percent outside of Alaska.

In accordance with the requirements of ANCSA, Doyon’s Articles of Incorporation provide for the issuance of five different types of settlement shares including Class A, B, C, D, and E shares.

Village Corporations

The TCC region has a total of 30 village corporations, 25 of which are for-profit corporations. Village corporations and their shareholders received compensation through the regional corporations. During the 1970s, ANCSA regional and village corporations selected land in and around native villages in the state in proportion to their enrolled populations. Village corporations own the surface rights to the lands they selected, but regional corporations own the subsurface rights of both their own selections and of those of the village corporations. A list of TCC village corporations can be found in Figure 50.

A unique aspect of the Alaska Native Claims Settlement Act is the revenue sharing required of Alaska Native Corporations under Section 7(i). This requires Alaska Native Corporations to share 70 percent of their resource revenues on ANCSA lands with the other native regional and village corporations. Each of the regional and village corporations established under the Settlement Act received a portion of the nearly \$1 billion monetary settlement. Regional corporations are required to distribute 50 percent of revenues among the village corporations in the region and regional corporation shareholders who are not residents of those villages.

Corporations provide a wide variety of monetary and nonmonetary benefits to their shareholders and other Alaska Natives. Monetary benefits include shareholder dividends, elder benefits, scholarships, memorial benefits, shareholders’ equity, and charitable donations. Nonmonetary benefits – often offered in partnership with village corporations, tribal organizations, and nonprofit organizations within the region – include employment opportunities, cultural preservation, land management, economic development, and advocacy on behalf of Alaska Natives and their communities.

Figure 49: Doyon Dividend Amounts per Share, 2003-2015

Year	Amount per share
2015	\$5.18
2014	\$4.95
2013	\$4.23
2012	\$4.15
2011	\$3.88
2010	\$4.21
2009	\$3.68
2008	\$3.56
2007	\$3.22
2006	\$2.78
2005	\$2.75
2004	\$3.11
2003	\$3.18
Source: Doyon Limited: www.doyon.com/our-shareholders/records-stocks/dividends-distribution/	

Figure 50: List of Village Corporations in the TCC Region

Village Corporation	Village
K'oyitl'ots'ina Corp.	Alatna, Allakaket, Hughes, Huslia
Deloy Ges, Inc	Anvik
Neets'ai Corporation	Arctic Village
Beaver Kwit'chin	Beaver
Tihteet'aii Inc.	Birch Creek
Chalkyitsik Native Corporation	Chalkyitsik
Danzhit Hanl'aii Corp.	Circle
Dot Lake Native Corp.	Dot Lake
Hungwitchin Corp	Eagle
Evansville Inc.	Evansville
Gwitchyaa Zhee Corp.	Fort Yukon
Gana-A' Yoo Ltd.	Galena, Kaltag, Nulato, Koyukuk
Hee-Yea-Lingde Corp.	Grayling
Mendas Cha-ag Native Corp	Healy Lake
Deloycheet Inc.	Holy Cross
Minchumina Natives Inc	Lake Minchumina
Bean Ridge	Manley Hot Springs
MTNT Ltd.	McGrath, Nikolai, Takotna, Telida
Medfra Native Council Inc.	Medfra
Seth-De-Ya-Ah Corp.	Minto
Toghotthele Corp.	Nenana
Northway Natives Inc.	Northway
Baan o yeel kon	Rampart
Dineega Corp.	Ruby
Zho-Tse Inc.	Shageluk
Dinyee Corp.	Stevens Village
Tanacross Inc.	Tanacross
Tozitna Ltd.	Tanana
Tok Native Association	Tok
Venetie Indian Reservation	Venetie

Tanana Chiefs Conference

TCC was formed in 1962 to serve as an organizational unit to advocate land claims for member tribes. It was incorporated as an official non-profit regional consortium in 1972 through the Alaska Native Claim Settlement Act. TCC represents 42 Alaska communities, including 37 federally recognized tribes and offers a wide variety of tribal services through TCC Administration, Health Department and Tribal Government and Client Services. TCC provides many services to its member tribes, including health and social services, housing, lands management, tribal government assistance, education and employment, public safety and natural resource programs. For more information about TCC, see the “Who is TCC?” section in *Chapter 1: Introduction* or visit www.tananachiefs.org.

Interior Regional Housing Authority (IRHA)

IRHA works closely with the Department of Housing and Urban Development (HUD) and local village tribal councils on many types of projects throughout Alaska's Interior. IRHA receives Indian Housing Block Grant Funds (IHBG) also known as the Native American Housing and Self Determination Act (NAHASDA) funding on behalf of the need in the communities that have designated IRHA as their Tribally Designated Housing Entity (TDHE).²⁶ In addition to the TCC communities that participate in IRHA, six communities operate their own housing departments: Chalkyitsik, Nulato, Rampart, Fort Yukon, Galena and Tanana.

IRHA offers many services as the TDHE to tribal councils, such as, applying for funding, grants, or Title VI loans, site control, home management, environmental reviews, insurance, project management, housing design, prevailing wage determinations, and other required reporting that comes with this heavily regulated program.

Denakkanaaga Inc²⁷

Denakkanaaga, or "Our People Speak" in Koyukon Athabascan, is a 501 (c) 3 non-profit organization which serves as the voice for Native elders in the Doyon and Tanana Chiefs Conference region of Interior Alaska. Denakkanaaga acts on the elders' behalf, working to ensure their concerns are addressed regarding topics such as Native cultures, traditions, languages, subsistence and social issues. As the population over 65 grows within Interior Alaska, Denakkanaaga works with other organizations to maximize efforts to advocate for native elders. The core programs of Denakkanaaga include elder to elder peer support, supporting and mentoring the next generation, cultural programs and providing a regional voice on key issues and concerns.

Fairbanks Native Association²⁸

In 1967 Fairbanks Native Association (FNA) was incorporated as a nonprofit under the laws of the State of Alaska. Membership is open to Alaska Natives and American Indians of one-quarter blood or greater who once a year elect a nine-person board of directors. Today FNA is a powerful and influential Native American voice in Alaska. Over the years the organization has changed public policies that were discriminatory to Alaska Native people and FNA programs have helped countless people find new jobs, maintain sobriety, celebrate their culture and receive an education. FNA currently provides a range of behavioral health services, Head Start programming, community services, tribal home visiting and Johnson O'Malley programming.

²⁶ Tanana Chiefs Conference. *Regional Housing Strategy*. February 2016.

²⁷ This information comes from the Denakkanaaga website: <http://www.denakkanaaga.org/about.php>

²⁸ This information comes from the Fairbanks Native Association Website: www.fairbanksnative.org/about-fna/

Cultural Programs and Events

Culture Camps

Throughout the TCC region, Native communities and organizations operate large and small camping programs to provide spiritual and cultural guidance to their people. Some concentrate on children's programs in the summer months, while others serve adult groups at different times of the year. All programs seek to share and develop traditional Native knowledge as a beacon of common sense in a world of conflicting values. Alaska Native Culture camps stress community responsibility, not individual rights. They teach traditional values such as sharing and hard work, respect for nature and for all people, celebration of language and heritage, the virtues of humility and cooperation, love of children and reverence for elders – in short, “family values.”

Annual Community Events

Spring and Winter Carnivals

Many communities celebrate the lengthening of daylight hours across the Interior by hosting spring carnivals.

During the first week of April TCC communities such as Venetie and Fort Yukon welcome friends and relatives from neighboring communities to their annual spring event. The week is filled with a variety of events including potlaches, fiddle dance, and games and contests.²⁹

Baseball and Basketball

Baseball and basketball are popular sports within the TCC region. Team sports provide opportunities to stay healthy and develop important teamwork skills, while also providing an incentive for young people to stay in school. Several sports camps are held in the region. For example, in 2015 a basketball camp was held in Tanana sponsored by former NBA Celtics player Damen Bell Holter. In addition to basketball skills, the camp handed out pledge cards that asked participants to honor and protect themselves and others to stand together to stop suicide. Many TCC communities have baseball fields and hold tournaments throughout the year, usually hosted by the city, corporation and/or village councils. Local teams from neighboring communities take turns hosting games throughout the summer months.

Culture Camp Example: Holy Cross

In Holy Cross, education and tradition are one in the same. Thirty-seven students from the Holy Cross school get the unique experience of learning traditional subsistence hunting, fishing and trapping along with their regular school work.

Holy Cross Principal Jeff Bader understands the value of subsistence living. Instead of going out to buy these things from a store, you can catch it; and even make something and sell it yourself.

Since 2001 Bader has been taking youth on different Culture Camp outings to teach them how to keep their traditional lifestyle thriving. Bader spends many of his days with the kids outdoors teaching them to trap, fish, tan hides and even hunt moose.

Source: extract from the TCC 2015 Annual Report

²⁹ Fairbanks Daily News-Miner. “Venetie celebrates annual Spring Carnival.” April 19, 2013. Available here: http://www.newsminer.com/features/our_town/stories_of_our_town/venetie-celebrates-annual-spring-carnival/article_58953f56-a98a-11e2-b6b0-0019bb30f31a.html

Alaska Federation of Natives (AFN) Annual Convention

Each year Alaska Natives from all over the state convene to discuss policies, network with one another, advocate for key issues and participate in cultural activities. AFN draws between 4,000-5,000 attendees each year and is the largest annual gathering in the United States of its kind. The location of the annual Convention alternates between Anchorage and Fairbanks.

Tanana Chiefs Conference Annual Convention

The Tanana Chiefs Conference meets each year in the spring, with speakers, trainings and a Board of Directors meeting. Typically, the TCC sub-regions conduct one of their two annual meetings in conjunction with the convention.

Elders and Youth Conference

Each year Denakkanaaga Inc., an Alaska Native elders organization, hosts an annual Elders & Youth Conference which bring together elders and youth from throughout the region. The meaningful discussions created as a part of this conference surround cultural awareness and empowerment of Alaska Natives. The conference is hosted by a different Interior community every year as determined by the Denakkanaaga Board of Directors.

Tribal Courts³⁰

There are 37 federally recognized tribes in the Tanana Chiefs Conference region. Each of the tribes have exercised their judicial authority in handling tribal court cases since the 1980s. At this time, all but a few of the TCC tribes have active tribal court cases. The main types of cases handled through the tribal courts involve child protection, guardianship, adoption and domestic violence. Less common cases involve civil infractions which are designed to protect the health, safety and welfare of tribal members.

A more recent development is the practice of restorative community sentencing circles in the region in collaboration with state criminal cases. Additionally, the State of Alaska Division of Juvenile Justice offers a diversion program to tribes that wish to handle juvenile delinquency cases. The Alaska Attorney General is working on a negotiated agreement to similarly divert misdemeanors to TCC's tribal courts.

The tribal courts in the TCC region continue to be instrumental in the growth, wellness and safety of communities in the region. TCC provides on-going technical assistance and training for all TCC tribal courts.

Churches

Churches have played a prominent role in the shaping of community cultures throughout the region. Missionary activity in Alaska began during the late 1800s- early 1900s and was a major force for cultural change. There has been much debate about the role of missionaries and their long-term effects on Alaska, but in any case, churches continue to play a pivotal role in various community events and traditional gatherings. Several TCC villages, through the community planning process, have identified the need to rebuild local churches.

While there are many religions practicing throughout the TCC region that do so without a formal church facility, the main denomination for existing church facilities is Episcopalian, with 17 church buildings in the TCC region. Additional denominations with church facilities include Catholic (11 churches), Non-

³⁰ This information was provided by Lisa Jaeger, TCC Tribal Government Specialist

Denominational (11 churches), Assembly of God (six churches), Baptist (six churches), Russian Orthodox (two churches) and Moravian (one church).

Physical Infrastructure

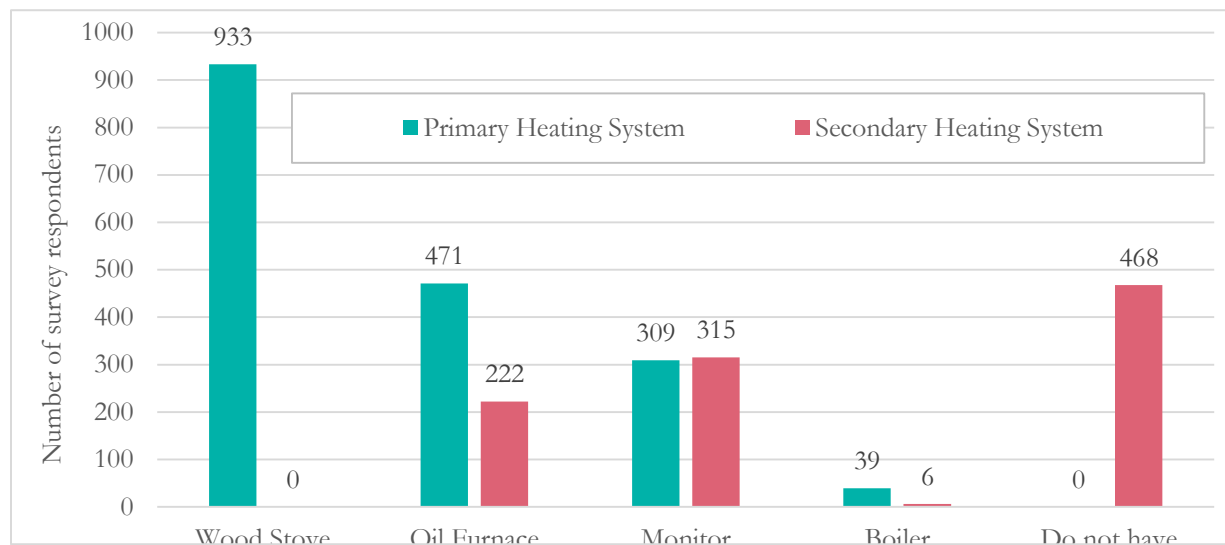
Residential Housing

In early 2016, a partnership of organizations including the Tanana Chiefs Conference and the Interior Regional Housing Authority prepared a *Regional Housing Strategy for Rural Villages located in Alaska's Interior*. Based on a survey of 1,785 tribal residents conducted for the *Regional Housing Strategy*, the two main types of homes in rural communities are log cabins (approximately 852 homes) and frame homes (approximately 825 homes). The same survey found approximately 23 percent of households in the TCC region are overcrowded.

The *Regional Housing Strategy* reports that according to conversations with tribal administrators, 30 TCC villages have a housing shortage, with a total of 227 tribal families, 204 tribal members and 21 tribal veterans seeking housing. Surveying efforts of TCC communities identified the most pressing residential housing concerns and topics for existing housing stock include indoor air quality, insulation, window, roofing, electrical and mold. For more detail on each of these topics, including potential solutions and strategies for addressing concerns, see the *TCC Regional Housing Strategy*.

The survey found 56 percent of households use wood stoves as a primary heating source, following by oil furnaces and monitors. Seventy-two percent of households have a secondary heating system. See Figure 51 for the full heating system results from the survey. According to the Alaska Housing Finance Corporation's 2014 Alaska Housing Assessment, the Doyon region has an average home energy cost of \$8,046. This is the highest energy cost of any ANCSA region in Alaska.

Figure 51: Heating System by Source



Source: Tanana Chiefs Conference household survey

Public Infrastructure

Tribal Offices

Approximately 27 TCC tribes own their tribal offices. Ten tribes are currently renting office space, and three are in the process of building or renovating their offices (Koyukuk Tribal Council, Louden Tribe in Galena and Ruby Traditional Council).

Most TCC tribes built their tribal offices and halls in the 1970s and 1980s. These tribal offices and halls are nearing their end of usefulness and are expensive to heat. Also, many TCC tribes now operate a wide variety of social services and other programs which require modern facility space. As a result, many TCC tribes are building or planning to build multi-purpose community service centers to replace their aging tribal offices.

Will Mayo, former TCC President, provided the historical background of how TCC developed its unique relationship of supporting the development of TCC tribal offices. Having first started out with the Tanana Tribal Council he recalls:

It was 1982 and Tanana was in tough times. In a short period we were losing over 40 jobs with the hospital soon to close, the FAA moving out, and the state department of transportation was going to close their maintenance shop, as well as the de-mobing of the White Alice site. On top of that, commercial fishing was winding down to nothing and fur prices were tanking under international pressure from animal rights activists.

We convened a meeting of the tribal council which I presided over as the chief. With a quorum present we discussed our deteriorating economic situation in the village (I was also the chief executive of our village corporation). We had few options for rebuilding our future but we decided that we would pass a resolution rescinding our BIA authorization from the Tanana Chiefs Conference so we could develop our own PL 638 contract, thus bringing the services home to run ourselves. It was a bit scary but these were desperate times and we had to take action. The plan helped to stabilize our local economy and attracted other funding sources and a contract with IHS for our village clinic.

Nine years later, as the newly elected president of Tanana Chiefs Conference, in fulfillment of my campaign promises, I initiated a new plan to start up fully equipped offices in every village. At that time, only three villages had a tribal office space and the plan was to get the resources so we could open tribal offices in every village. Over the next two years, we had offices open with office furniture, phones, fax machines, computers and two staff people each. Shortly thereafter, we negotiated a Self-governance compact with the BIA and the IHS that enabled us to enter agreements with each tribe to take on more functions and programs at the village level.

With new offices, equipment and staff, tribes began to bring new programs home and build their employee base. Eventually, some tribes started to negotiate their own PL 638 contracts. Tribal self-determination was well on the road to full realization and the future looked more promising.

–Will Mayo, Former TCC President, as shared in 2015

Community Halls and Multi-Purpose Centers

Community halls are the central gathering location in many TCC communities. They are places where the community comes together for cultural and traditional events such as celebration potlatches, during the loss of a community member, and as a gathering and planning area for emergency situations. Halls have traditionally been a standalone building. Most of the community halls in the TCC region are energy inefficient and in dilapidated condition. Community halls that were built before 2005 usually have no running water or bathrooms and are heated with a wood stove.

Due to lack of funding, tribal councils are looking to build multipurpose buildings, which contain office space for tribal offices and offices for other program services such as the elder cook program. The Foraker Group completed an assessment to identify the factors to assess community readiness and feasibility of establishing and maintaining a community center. Please see the appendix for a copy of the checklist.

The tribes at Northway, Beaver, Ruby, Tanacross, McGrath, Holy Cross, Shageluk and Grayling have built or are in the process of building energy efficient multi-purpose community services centers. In addition, tribes at Huslia, Nulato, Nikolai, Tanana, and Arctic Village are planning for future multi-purpose projects. The ultimate outcome of these projects will result in increased social and cultural services provision with reduced building operations and maintenance costs. In order to pay for the facilities, communities often leverage Alaska Legislative Capital Improvement Program (CIP) funding to secure additional federal and private funding. As the State faces significant fiscal challenges, the availability of any State funds for capital and/or other program or project needs is uncertain.

Community Fire Halls

There are nine operational fire halls in the TCC region and four inoperable fire stations. For information regarding fire halls, see “Community Fire Response” under the Social Wellbeing category of this chapter.

Transportation

History

The discovery of gold and subsequent gold rush in the late 1800s and early 1900s introduced a United States military presence into Interior Alaska, including new transportation routes. By 1901, a military road was available between Valdez and Eagle, and construction of the Alaska Railroad route between Fairbanks, Nenana and Seward began in 1915 and was completed in 1923. During the 1920s, airfield construction became popular throughout Alaska. World War II brought additional transportation upgrades, including the 1,522 mile Alaska Highway from Dawson Creek, British Columbia to Fairbanks.³¹

Overview of Existing Transportation Infrastructure

Including the City of Fairbanks, the TCC region contains approximately 2,500 miles of roads. About 750 of these miles are in the Fairbanks North Star Borough. According to the TCC Transportation department, there are 1603 miles in the TCC region included in the Indian Reservation Roads program.

The 42 communities in the TCC region are served by 37 runways. Runways in the region are usually surfaced with packed dirt or gravel. Over the years, many remote villages have come to depend more upon outside

³¹ Summarized from the Alaska Department of Transportation and Public Facilities' *Interior Alaska Transportation Plan*. November 2010. Available here: <http://dot.alaska.gov/nreg/studies/iatp/files/chapter-2.pdf>

resources to supplement their subsistence lifestyle. The length of runways is the main factor that determines the size of aircraft that can land or take off on these runways. The appendix provides the runway length for runways serving communities across the region.

Figure 52 shows the list of TCC communities and the primary mode(s) of transit used to access each community. Ten communities are accessible by road; in general, these communities have the lowest transportation costs when compared with communities. Seventeen communities are accessed by air; these communities struggle with increasing air travel costs and limited air carrier service options. Nineteen TCC communities are serviced by barge; in these communities, barge service can be limited by ice in the winter.

Figure 52: Accessibility and Modes and Access for TCC Communities

10 Road Communities	17 Air Service Communities	19 Barge Communities
<ul style="list-style-type: none"> •Nenana •Minto •Healy Lake (accessible by road in winter and road/boat in summer) •Dot Lake •Rampart (road close to the community and then boat service is available) •Tanacross •Tok •Tetlin •Northway •Eagle (road closed in winter) •Circle (road closed in winter) 	<ul style="list-style-type: none"> •Shageluk •Nikolai •Telida •Takotna •Huslia •Hughes •Alatna (via Allakaket) •Allakaket •Evansville (at times ice road access via haul road) •Venetie •Arctic Village •Canyon Village (via Ft. Yukon) •Chalkyitsik •Birch Creek •Beaver •McGrath •Rampart 	<ul style="list-style-type: none"> •Holy Cross •Anvik •Grayling •Beaver (varies) •Hughes (varies) •Huslia (varies) •Ruby •Koyukuk •McGrath •Kaltag •Nenana (hub for cargo) •Nulato •Koyukuk •Galena •Manley •Tanana •Rampart •Stevens Village •Fort Yukon

Transportation Financing

Alaska relies heavily on federal funds to pay for capital transportation projects. State funding is used primarily for maintenance and as required match funds. The Federal Highway Administration (FHWA) also provides funding for tribal transportation programs. Tribes can either receive their transportation funding directly through FHWA or can contract with the Bureau of Indian Affairs to help manage the tribal FHWA funds.³²

In December 2015, President Obama passed the Fixing America’s Surface Transportation (FAST) Act.³³ This federal law made several changes to the existing tribal transportation program, including changes to the

³² Summarized from the Alaska Department of Transportation and Public Facilities’ *Interior Alaska Transportation Plan*. November 2010. Available here: <http://dot.alaska.gov/nreg/studies/iatp/files/chapter-2.pdf>

³³ Federal Highway Administration. *Fixing America’s Surface Transportation Act or “FAST Act.”* Information here: <https://www.fhwa.dot.gov/fastact/>

distribution of funding, new data reporting requirements and additional funding for construction, reconstruction and rehabilitation.

The Alaska Department of Transportation and Public Facilities (ADOT & PF) funds maintenance activities throughout Alaska. The department has recently proposed closing six maintenance camps (maintenance and operations staff) throughout the state as a result of the proposed budget cuts. All six of the maintenance camps are located in rural areas. Three of the maintenance stations being recommended for closure impact the TCC region, including the Northway Maintenance Station, O'Brien Creek (near the community of Eagle) and Central Maintenance Station (near the community of Circle).³⁴

Planned Transportation Projects

There are a number of new transportation projects being considered in Interior Alaska. In 2010 the Amber Mining Road was proposed to open industrial access to the Ambler Mining District. The road project has faced opposition from some of the communities along the proposed route, including most of the Yukon Tanana Sub-Regional Villages.³⁵ The 2002-2020 Yukon Kuskokwim Delta Transportation Plan includes proposed projects for the communities of Anvik, Grayling, Holy Cross, McGrath, Nikolai, Shageluk, Takotna, and Telida.³⁶

The Association of Village Council Presidents (AVCP) and other partners are developing a Yukon-Kuskokwim Energy and Freight Corridor plan to enhance commerce in Western and Interior Alaska through transportation improvements along the Yukon and Kuskokwim Rivers. The multi-stage process ultimately seeks to expand the existing road to Tanana in order to connect with communities in the Bethel area via the river system. AVCP is in the design and permitting phase of the project.³⁷ For a map of proposed corridors and routes, see Figure 53.

Figure 53: Proposed Yukon to Kuskokwim Freight and Energy Corridor Plan Routes



Source: Yukon to Kuskokwim River Freight and Energy Corridor Study Presentation to the Alaska Legislature

ADOT&PF is also conducting a Yukon River Reconnaissance Study. The study is evaluating the Dalton Highway Yukon River Bridge to identify current conditions and future transportation needs in the area. To learn more about the study, visit the project webpage: <http://www.dot.alaska.gov/nreg/yukonriverrecon/>.

³⁴ Alaska Department of Transportation and Public Facilities. *ADOT&PF Budget Reductions and Proposed Maintenance Camp Closures*. January 2016. Available at <http://dot.alaska.gov/nreg/meetings/files/faq-sheet-jan16.pdf>

³⁵ KNOM. *Proposed road to Ambler mining district faces fresh opposition along route*. By Zachariah Hughes, August 26, 2014. Available here: <http://www.adn.com/article/20140826/proposed-road-ambler-mining-district-faces-fresh-opposition-along-route>

³⁶ Alaska Department of Transportation and Public Facilities. *2002-2020 Yukon Kuskokwim Delta Transportation Plan*. March 2002. Available here: <http://www.yktransportationplan.com/projects/ykdtp/index.html>

³⁷ 2014 Legislature Project Snapshot Report. *Association of Village Council Presidents - Yukon-Kuskokwim Energy/Freight Corridor Planning & Design*. May 2014. Available at https://www.omb.alaska.gov/ombfiles/15_budget/CapBackup/proj56991.pdf

Energy

Energy Use in the Region

The 2014 Alaska Housing Assessment profiled the residential energy use and costs in the Doyon region, including the Fairbanks North Star Borough.³⁸ The Doyon region has the highest annual home energy costs in the state (approximately 2.9 times Anchorage costs and 3.8 times the national average). Highlights from the assessment include:

- **Energy Use:** The average home in the Doyon region is 1,802 square feet and uses 146,000 British thermal units (BTUs) of energy per square foot annually. 78 percent of energy is used for space heating, 10 percent for hot water, and 12 percent for electricity.
- **Energy Efficiency:** The average home energy rating in the region is three stars, based on data from over 12,000 homes.
- **Housing Quality:** Older homes (built before 1940) are 3.6 times less air tight than those built since 2000. Newer buildings are relatively air-tight, but often lack a continuous ventilation system.
- **Energy Cost and Affordability:** The average annual energy cost for homes in the Doyon region is \$8,050, which constitutes approximately 12 percent of median area income in the region.

Source: 2014 Alaska Housing Assessment

For most communities in the Interior, there are two sets of electric rates: the residential electric rate, which is set by the utility based on cost of electricity production and profit share (if applicable); and the effective rate of electricity, which is a reduced rate paid by residents in communities enrolled in the Alaska Energy Authority (AEA)'s Power Cost Equalization (PCE) Program. In addition to residential homes, the PCE program subsidizes the rates of eligible community buildings and public facilities that are not operated for profit. While some parts of Alaska have made significant advances in the use of renewables, natural gas and other energy alternatives, the TCC region still relies almost exclusively on diesel for electric generation.

Fuel costs vary throughout the region. According to correspondence with tribal administrators, 2015 gas prices range from a low of \$2.50 a gallon in Tanacross to \$9.50 a gallon in Hughes. Heating oil prices are also variable across communities. According to information collected through the TCC Work Assistance Program, heating oil prices range from \$3.59 per gallon in Circle to \$10.00 per gallon in Arctic Village. Average wood cord prices range from \$200 – \$495.

The Interior Alaska Regional Energy Plan³⁹

TCC completed Phase II of the *Interior Alaska Regional Energy Plan* in July 2015. The *Interior Alaska Regional Energy Plan* is part of a statewide effort led by the Alaska Energy Authority, with the intention of identifying energy projects that have the potential to reduce long-term cost of energy and fossil fuel dependence. Phase III of the report will identify specific projects and strategies that are likely to have the greatest impact in reducing energy costs and utilizing local and regional resources. The Phase II report identified six focus areas, each with defined goals and actions. The report was based on extensive outreach activities with stakeholders,

³⁸ To access the Alaska Housing Assessment, visit the Alaska Housing Finance Corporation website: <https://www.ahfc.us/efficiency/research-information-center/housing-assessment/>

³⁹ To view a copy of the Phase II Interior Alaska Regional Energy Plan, visit this link: https://www.tananachiefs.org/wp-content/uploads/2014/03/Interior-Regional-Energy-Plan_FINAL_1.7.16.pdf

villages, interviews and sub-regional meetings. A summary of the focus areas and actions is below; the full table of goals and actions can be found in the appendix.

- **Utility Management and Operations:** The goals for this focus area include keeping subsidized electricity to \$0.22 kilowatt hour or less, reducing line loss and enrolling all community facilities to the PCE program. Actions include utility clerk training, technical assistance for the PCE program, and sub-regional operators and technicians who can address repairs and problems quickly.
- **Energy Efficiency:** This focus area seeks to increase energy efficiency in all new construction and to retrofit street lights with LEDS, while tracking costs and benefits of upgrades. Actions include education and awareness, reducing barriers to residential participation in efficiency and conservation programs, conducting building inventories and designing a prototype for energy efficient, small homes appropriate for Interior Alaska's culture and climate.
- **Electricity:** This focus area highlights the need and benefit of expanding renewable energy for electricity generation. Actions include the development of the Yerrick Creek power project, expanded grid connections, General Services Administration diesel purchasing and supplemental alternative energy generation for all new buildings.
- **Heating:** The goals for this focus area include installing heat recovery systems and reducing diesel fuel use in all communities through improved infrastructure, biomass heating systems, heat recovery, weatherization, wood stove change outs and other upgrades.
- **Transportation:** the goal for this focus area is to build roads to interested communities in order to reduce the cost of living. This includes both permanent and winter roads.
- **Planning:** this focus area recommends the creation of sub-regional energy working groups to share experiences, coordinate resources and implement priorities.

Renewable Energy

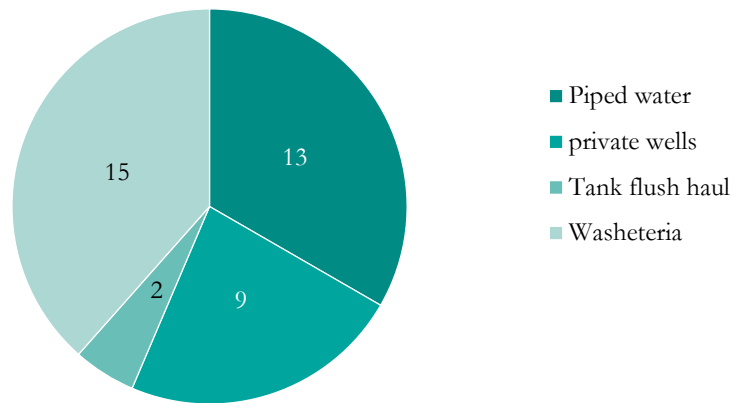
The TCC region has renewable energy potential, ranging from biofuels (wood), solar, hydroelectric from river currents, geothermal and wind. Technology is advancing and it is becoming easier to integrate renewable energy into existing electric grids. The region's solar resources alone rival those of Germany, which is the country with the most solar installed per capita. To see a map of solar potential for the United States, produced by the National Renewable Energy Laboratory for the U.S. Department of Energy, visit this link: <http://prod-http-80-800498448.us-east-1.elb.amazonaws.com/w/images/f/f0/NREL-pv-map-us-germany-spain.jpg>.

Water, Sewer and Solid Waste

In 2005 the United States Arctic Research Commission Alaska Rural Water and Sanitation Working Group prepared a report, the *Alaska Water and Sanitation Retrospective 1970-2005*. The report estimated there are 4,000 households throughout Alaska without water and wastewater services in their home. For most of the homes it was determined as unfeasible to improve in-home services because of the high capital costs associated with construction.

Villages can seek funding for water and sewer infrastructure projects through the State of Alaska Village Safe Water and the Indian Health Service Sanitation Deficiency System funding programs. Those with only a washeteria are considered ‘unserved’ because they do not have piped water in the home. According to the State of Alaska, 13 communities in the TCC region are categorized as unserved communities, including Alatna, Allakaket, Birch Creek, Chalkyitsik, Circle, Koyukuk, Ruby, Shageluk, Stevens Village, Takotna, Arctic Village, Eagle, and Venetie.⁴⁰ Figure 54 shows the number of TCC

Figure 54: Community's Main Water & Sewer Source



communities with different types of water systems.⁴¹ There are 39 communities in the TCC region that have annual residents that require water and sewer services. Medfra, Canyon Village, Lake Minchumina do not have annual residents and are not included in the figure.

Source: Tanana Chiefs Conference

Many wasteterias in TCC communities require additional repairs and equipment. For a list of needed washeteria improvements by community, see the *TCC Regional Housing Strategy*.

As a result of high costs of construction, many rural residents get water from a central (treated) water point, often a washeteria/laundromat. About 83 percent of Alaska’s public water systems and 90 percent of private wells rely on ground water.⁴² Alaska has a large quantity of groundwater – water that is found under the surface of the ground. Generally, this water requires less treatment than water from surface waters. Groundwater is less available in northern parts of Alaska where the permafrost runs deep, in those cases public water systems make frequent use of streams, rivers, lakes, and rainwater.

All communities with a public water system pay an operator. Even if they only have a washeteria, the pay is limited and in some cases is only for a few hours each day. Some communities pay a community-supported operator to deliver water to holding tanks in individual homes (in all cases operating at a profit-loss). Additional complications with a tank/flush haul system are also incurred by the homeowners. Systems are often difficult to maintain and replacement parts are costly and hard to find in most cases.

Recently, federal and State of Alaska funding for Village Safe Water (VSW) capital projects has declined severely while the estimated cost of addressing rural water and sewer needs has risen. The State of Alaska has committed funds to stimulate interest and encourage the private sector to research and develop new and cost effective ways to deliver water and sewer services in rural Alaska. In 2013, the state initiated a multi-year process to encourage the formation of teams and provide funding to develop and test one or more innovative

⁴⁰ An unserved community is one in which 55% or fewer homes are served by a piped, septic tank & well, or covered haul system.

⁴¹ Many of these communities have more than one type of service available. For example, Tetlin has a haul system, but some of the homes do not have functioning systems. Tetlin was marked as a haul system community for the purposes of this document.

⁴² State of Alaska Department of Environmental Conservation. Version 2014-12-08-GP

and cost effective technologies to provide basic water and sewer services to homes in rural Alaska. To see an outline of the process, called the Water Sewer Challenge, see the appendix.

The funding process for water and sewer projects is complex. The TCC Office of Environmental Health (OEH) assists villages and works with the Alaska Native Tribal Health Consortium (ANTHC) and VSW to secure projects that meet the community needs and have potential to be competitive for funding. Once a project is funded OEH will conduct plan reviews at various stages of development.

OEH staff work with local water operators to develop preventative maintenance plans for the village water treatment plants. Not only does this extend the life of the treatment facility and reduce operations costs, having a plan also increase's a community's score when competing for water and sewer project funding.

Communications

The primary modes of communicating with TCC residents are through satellite communications and the U.S. Postal Service. Postal mail often takes as much as two weeks to reach its endpoint due to the costs and complications of rural transportation. Some smaller communities do not have a post office and must wait for their mail to be routed through larger neighboring communities.

Satellite communications include phone, internet and public broadcasting services. Often the only location in a TCC village with internet capabilities is the local government facilities and schools. However, some tribal offices still lack adequate internet access and rely mostly on the fax machine and the telephone. In addition, telephone services are not very reliable and some villages lose service for days because of satellite deficiencies.

Another important part of the rural communications system is the Alaska Rural Communications' Service: Department of Administration on Public Broadcasting which airs public television to all the rural villages in the Interior and throughout Alaska. This basic system allows for communication when needed and is enough for residents to correspond with each other in a timely manner; however, compared to more urban areas, communications in the Interior remains in the infancy stage. Alaska Public Broadcasting also provides radio station services to three communities in the TCC region. Many surrounding villages receive the signals from the three stations:

- McGrath: KSKO-Kuskokwim Public Broadcasting
- Galena: KIYU- Big River Public Broadcasting
- Fort Yukon: KZPA- Gwandak Public Broadcasting

Internet connectivity has become increasingly important for economic development in rural communities, and provides opportunities for business transactions, the exchange of information and access to increased training and educational opportunities. According to Connect Alaska, as of November 2014 only 42 percent of households in the Yukon-Koyukuk Census Area had access to broadband and 59 percent of households in the Southeast Fairbanks Census Area had access to broadband, compared with over 99 percent for both Anchorage and Fairbanks.⁴³ Even when broadband is available, rural parts of Alaska also experience slower speeds and less reliable connectivity than more urban parts of the state.⁴⁴

⁴³ Note: The Yukon-Koyukuk and Southeast Fairbanks Census Areas include a combined total of 16 non-TCC communities in their boundaries.

⁴⁴ Connect Alaska. "Estimated Availability of Broadband Service by Borough, Census Area and Municipality – Terrestrial Broadband (excluding mobile). November 2014. Accessed from <http://www.connectak.org/planning>

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Appendix 1: Acronyms

ADHSEM	Alaska Division of Homeland Security and Emergency Management
ADOT+PF	Alaska Department of Transportation and Public Facilities
AEA	Alaska Energy Authority
AFN	Alaska Federation of Natives
AHFC	Alaska Housing Finance Corporation
ANC	Alaska Native Corporation
ANCSA	Alaska Native Claims Settlement Act
ANTHC	Alaska Native Tribal Health Consortium
AP&T	Alaska Power and Telephone Company
AVCP	Association of Village Council Presidents
AVEC	Alaska Village Electric Cooperative
BIA	Bureau of Indian Affairs
BLM	Bureau of Land Management
BTU	British Thermal Units
CBDO	Community-Based Development Organization
CCHRC	Cold Climate Housing Research Center
CDC	Centers for Disease Control and Prevention
CEDS	Comprehensive Economic Development Strategy
CHAP	Community Health Aide Program
CIP	Capital Improvement Project
EDA	U.S. Economic Development Administration
EPA	U.S. Environmental Protection Agency
ESCO	Energy Service Company
FAST	Fixing America's Surface Transportation Act
FCC	Federal Communications Commission
FHWA	Federal Highway Administration
FNSB	Fairbanks North Star Borough
GAO	General Accountability Office
GILA	Galena Interior Learning Academy
HAZOP	Hazard and Operability
HIP	Housing Improvement Program
HUD	U.S. Department of Housing and Urban Development
IAC	Interior Alaska Campus
ICDBG	Indian Community Development Block Grant
ICWA	Indian Child Welfare Act
IHBG	Indian Housing Block Grant
IHS	Indian Health Service
IRA	Indian Reorganization Act
IRHA	Interior Regional Housing Authority
IT	Information Technology
JOM	Johnson O'Malley Program
kWh	kilowatt hour (unit of energy)
LAI	Location Affordability Index

MOA	Memorandum of Understanding
NAHASDA	Native American Housing and Self Determination Act
OEDP	Overall Economic Development Plan
OEH	TCC Office of Environmental Health
PCE	Power Cost Equalization Program
PFD	Permanent Fund Dividend
PSC	Partnership for Sustainable Communities
REAA	Regional Education Attendance Areas
RUBA	Rural Utility Business Advisor Program
SAMHSA	Substance Abuse and Mental Health Services Administration
SBIRT	Screening, Brief Intervention, Referral to Treatment
SCERPS	Small Community Emergency Response Plan
SNAP	Scenarios Network for Alaska and Arctic Planning (University of Alaska)
SWOT	Strengths, Weaknesses, Opportunities and Threats
TCC	Tanana Chiefs Conference
TDHE	Tribally Designated Housing Entity
TERO	Tribal Employment Rights Ordinance
TPA	Tribal Priority Allocation
TTP	Tribal Transportation Program
UAF	University of Alaska Fairbanks
USDA	United States Department of Agriculture
VP&D	TCC Village Planning and Development
VPSO	Village Public Safety Officer
VSW	Village Safe Water

Appendix 2: List of TCC Community Plans and Hazard Mitigation Plans

Community Plans are available on the Division of Community and Regional Affairs (DCRA) online library and the Tanana Chiefs Conference website:

<https://www.commerce.alaska.gov/dcra/dcrarepoext/Pages/CommunityPlansLibrary.aspx>

<https://www.tananachiefs.org/advocacy/community-plans/>

Community, Comprehensive and Transportation Plans

Community	Community Plan Completion Date	Type of Plan
Alatna Village Council	1995	Comprehensive Plan
Allakaket Tribal Council	2010	Community Plan
Allakaket Tribal Council	1995	Comprehensive Plan
Anvik Traditional Council	2016	Community Plan
Anvik Traditional Council	2004	Comprehensive Plan
Beaver Traditional Council	2016	Community Plan
Beaver Traditional Council	2008	Long Range Transportation Plan
Chalkyitsik Village Council	2015	Community Plan
Chalkyitsik Village Council	2009	Community Plan
Chalkyitsik Village Council	2009	Long Range Transportation Plan
Circle Tribal Council	2014	Community Plan
Denduu Gwich'in Tribal Council (Birch Creek)	2015	Community Plan
Denduu Gwich'in Tribal Council (Birch Creek)	2007	Long Range Transportation Plan
Edzeno' Native Village Council	2012	Community Plan
Galena (Louden Tribal Council)	1998	Comprehensive Plan
Galena (Louden Tribal Council)	2012	Community Plan
Grayling IRA Tribal Council	2016	Community Plan
Grayling IRA Tribal Council	2012	Long Range Transportation Plan
Healy Lake Village Council	2007	Long Range Transportation Plan
Holy Cross Tribal Council	2002	Long Range Transportation Plan
Hughes Village Council	2014	Community Plan
Hughes Village Council	1995	Comprehensive Plan

Huslia Traditional Council	2010	Community Plan
Huslia Traditional Council	1999	Comprehensive Plan
Koyukuk Traditional Council	2008	Comprehensive Plan
McGrath Native Village Council	2013	Community Plan
McGrath Native Village Council	2009	Strategic Plan
MHS Traditional Council	2016	Community Plan
Minto Village Council	2005	Community Plan
Native Village of Fort Yukon	1996	Comprehensive Plan
Nenana Native Village	2013	Community Plan
Northway Traditional Council	2015	Community Plan
Northway Traditional Council	2014	Long Range Transportation Plan
Nulato Tribal Council	2010	Comprehensive Plan
Nulato Tribal Council	2016	Community Plan
Rampart Village Council	2015	Community Street Safety Plan
Rampart Village Council	2014	Community Plan
Ruby Tribal Council	2015	Community Plan
Shageluk	2014	Long Range Transportation Plan
Stevens Village Council	1991	Comprehensive Land Use Plan
Takotna	2005	Community Plan
Tanana Tribal Council	2015	Community Plan
Tetlin IRA Council	2015	Community Plan
Venetie Village Council	2013	Community Plan

Hazard Mitigation Plans

Community	Community Plan Date	Type of Plan
Alatna Village Council	2010	Hazard Mitigation Plan
Eagle	2010	Hazard Mitigation Plan
Galena (Louden Tribal Council)	2010	City of Galena Hazard Mitigation Plan
Galena (Louden Tribal Council)	2015	City of Galena Hazard Mitigation Plan
Holy Cross Tribal Council	2013	Hazard Mitigation Plan
Hughes Village Council	2010	City of Hughes Hazard Mitigation Plan
Kaltag Tribal Council	2010	City of Kaltag Hazard Mitigation Plan

Koyukuk Traditional Council	2008	Local Hazards Mitigation Plan
Native Village of Fort Yukon	2010	City of Fort Yukon Mitigation Plan
Nenana Native Village	2010	City of Nenana Hazard Mitigation Plan
Nulato Tribal Council	2010	Hazard Mitigation Plan
Ruby Tribal Council	2010	City of Ruby Hazard Mitigation Plan
Tanacross	2013	Hazard Mitigation Plan
Tok	2009	Multi-Hazard Mitigation Plan

Appendix 3: Interior Alaska Regional Energy Plan: Focus Areas, Goals and Actions

TCC completed Phase II of the *Interior Alaska Regional Energy Plan* in July 2015. The Phase II report identified the following list of projects and activities to meet regional energy goals, based on extensive outreach activities with stakeholders, villages, interviews and sub-regional meetings.

<i>Focus Areas, Goals, and Actions from the Interior Alaska Regional Energy Plan</i>		
Focus Area	Goals	Actions
Utility Management & Operations	<ul style="list-style-type: none"> • Keep subsidized cost of electricity to \$0.22/ kilowatt hour (kWh) or less. • Reduce line loss to five percent or less. • Add all community facilities to Power Cost Equalization (PCE) program or reach limit of 70kWh per month per resident. • Meet or exceed 12.5kWh or better for diesel efficiency. 	<ul style="list-style-type: none"> • Train all utility clerks at both Rural Utility Business Advisor Program (RUBA) and PCE sessions and offer assistance with rate analysis. • Provide technical assistance on PCE reporting and applications. • Institute sub-regional operator and lineman service with on-call, highly trained, and salaried technician(s); or, set up service contract for regular, third party repair and maintenance of powerhouse and distribution lines. • Establish third party holder for operation and maintenance accounts.
Energy Efficiency (EE)	<ul style="list-style-type: none"> • All new building construction meets or exceeds TCC building efficiency standards. • By 2020, all communities retrofit exterior lighting and street lights with LEDs. • Track costs and benefits of EE upgrades in public and private buildings. 	<ul style="list-style-type: none"> • Region-wide implementation of EE&C education and awareness campaign. • Address barriers to participation in residential EE&C programs. • Offer rural residents lists of Energy Efficient Appliances and their yearly operating costs. • Complete recommended retrofits from commercial and public facility (school) audits with loans or a public Energy Service Company (ESCO) model. • Design prototype for super energy efficient small homes suitable for the culture and climate, raise awareness of super EE building for all new-buildings in the region. • Complete inventory and benchmarking of non-residential buildings in every community.

Electricity	<ul style="list-style-type: none"> • Communities adopt and implement renewable portfolio of 20 percent renewable based electricity generation by 2025. • Development of renewable resources approached through partnerships between utilities, Native Village or City, and local Native Corporations. 	<ul style="list-style-type: none"> • Use development of Yerrick Creek with partnership between Alaska Power & Telephone (AP&T), Native Village of Tanacross, and Tanacross, Inc. as model for future resource development – specifically solar. • All new buildings designed to offset at least 25 percent of their electrical consumption with alternative energy sources. • Where feasible, connect grids to take advantage of large scale renewable energy projects and economies of scale. • Research and take advantage of opportunities for tribes to purchase diesel utilizing federal General Services Administration contract prices.
Heating	<ul style="list-style-type: none"> • By 2020, heat recovery systems in viable communities are installed and operable. • Reduce dependence on high cost diesel fuel for heating in all communities. 	<ul style="list-style-type: none"> • All new buildings use lower temperature supply and return in hydronic systems to enable integration with renewable systems (biomass & solar thermal). • Expand heat recovery systems to all buildings close to power plant (where viable). • Install community-scale biomass heating in all communities that have the interest and people to support. • Use programs for wood stove change outs and waste oil burner installation and maintenance. • Continue to provide and expand weatherization services to all homes and public buildings.
Transportation	<ul style="list-style-type: none"> • Roads built to communities that request it, reducing the high cost of living. 	<ul style="list-style-type: none"> • Investigate both permanent and winter roads for routes from Fort Yukon to Circle, Bettles to Allakaket, Ruby to McGrath, Rampart to Eureka, and Tanana to Manley (in progress now).
Planning	<ul style="list-style-type: none"> • By 2016, sub-regional energy working groups meet to share experiences, pool resources, and implement priorities. 	<ul style="list-style-type: none"> • Identify funding source(s) (federal, state, or private) to hold regular meetings or teleconferences on energy projects and priorities. • Identify structure and staff, similar to the AEA Community Assistance program, capable of sharing staff members at the state and regional levels to facilitate effective sub-regional working groups.

Source: Tanana Chiefs Conference: *Interior Alaska Regional Energy Plan Phase II Report*, July 2015

Appendix 4: TCC Strategic Plan, 2015-2020

2015-2020 Strategic Plan





OVERVIEW OF TRENDS

In developing the 2015-2020 TCC Organizational Strategy, TCC has identified the following major trends and factors that should be taken into consideration:

SOCIAL/ECONOMIC:

- A. The trend of gradual migration from the village communities to Fairbanks and Anchorage/Matsu is expected to continue between 2015 and 2020. Primarily younger single adults and adult parents are seeking education and employment opportunities.
- B. Several TCC communities have experienced small school closures and the resulting significant loss of population and that creates economic viability; more are at risk.
- C. Changing economic conditions in Interior Alaska will continue to impact the delivery of services, both positively and negatively. Major economic development projects such as a natural gas pipeline and new mining sites are expected to affect the available workforce, the demands on various facilities and services, and the availability of financial resources.
- D. The cost of living in TCC's villages continues to escalate, with high energy costs contributing to costs of heating, electricity, transportation, supplies, and groceries.
- E. New technologies and the increasing availability of telecommunications services in the villages are expected to create new opportunities for improvement in services delivery.
- F. The use of social media is increasing as a communications tool, along with the use of mobile communication devices. There is an increasing need for computer literacy for education, communication, and access to services.
- G. There is less funding and/or donations available for community services and facilities.
- H. New practices from the Federal Government on racial demographic data collection are making it more difficult to advocate for Native issues and needs.



TRENDS CONTINUED

HEALTH-RELATED:

- A. Under the terms of the Alaska Tribal Health Compact with the Indian Health Service, TCC must serve all Alaska Native people who reside in its service area. Between 2015-2020, the number of Alaska Native people in the TCC region is expected to increase from 15,000 to over 18,000. The great majority of these residents are expected to rely on TCC for their health care services, and more than half will live in Fairbanks.
- B. The number and percentage of Alaska Native residents over age 60 will continue to increase because of improved health status. More elderly patients will require additional substantial care for multiple chronic health conditions.
- C. The TCC region continues to experience significant rates of cancer, heart disease, suicide, intentional and unintentional injuries, mental illness, and substance-abuse related health conditions.
- D. With the substantial recurring increase in funding from the Indian Health Service approved in 2014, TCC has a unique opportunity to enhance and expand its services to meet these health challenges.
- E. TCC has an obligation to pay off the debt incurred in constructing the new Chief Andrew Isaac Health Center.
- F. Health care financial resources from the federal and state governments are not expected to keep up with overall medical care cost increases. The Patient Protection and Affordable Care Act offer new opportunities and challenges that must be considered.
- G. The national shortage and demand for health care professionals will affect TCC's ability to recruit and retain essential staff positions.
- H. The health care regulatory environment is expected to increase TCC's requirements for audit and program compliance, along with associated cost increases.
- L. Sanitation facilities in many of TCC's village communities are aging, while federal funding for rural sanitation facilities is declining sharply.



TRENDS CONTINUED

TRIBAL GOVERNMENT-RELATED:

- A. There continues to be regular turnover in the membership of tribal councils, and the need for continuing training for council members.
- B. With the outmigration from the villages, tribal governments are increasingly challenged to keep all tribal members informed and involved.
- C. TCC's tribal governments are increasingly developing and amending their written constitutions, codes and policies.
- D. Tribal court activity is expanding in the TCC region, along with relevant case law, appeals within trial courts, and oversight from Alaska state government.

NATURAL-RESOURCES RELATED:

- A. Climate change is resulting in melting permafrost, increasing erosion, and changes in species behaviors.
- B. The Chinook subsistence harvest needs of tribal members have not been met in recent years. In-river efforts to decrease Chinook by catch have resulted in hindering harvest of other salmon runs.
- C. In specific areas, moose populations have declined, resulting in a failure of meeting moose harvest subsistence needs. There is increasing pressure from outside hunters in many areas of the region.
- D. A large number of tribal members are unaware of current and ongoing wildlife research projects and data. An increasing number of tribal members view the current management of subsistence resources as failing to provide for subsistence needs of the people most dependent on the resource.
- E. Native allotment ownership in the TCC region is increasingly, left fragmented, with original owners not leaving wills. This makes land sales and lease management more complex.
- F. Bureau of Land Management is nearly complete with large boundary surveying in Alaska; future cadastral surveying opportunities will be more limited.



TRENDS CONTINUED

HUMAN SERVICES-RELATED:

- A. State and federal agencies are monitoring and strictly enforcing the professional competency and health and safety program standards for tribally administered programs such as foster care, child care, and respite providers.
- B. Long-term program funding, reimbursements for services, and grant revenue is dependent on adequate training and certification of village-based program staff.
- C. More state and federal grants are requiring college-accredited program administrators and staff (i.e. Head start, Early Head start, Infant learning, and vocational rehabilitation).
- D. More tribes need assistance in developing incentives for younger tribal members to remain in their communities (jobs, housing, public safety, recreational and cultural activities).
- E. Tribal members need assistance in attaining electronic skills to obtain an education, communicate, share information, and apply for and receive services.
- F. General human services program personnel costs will continue to rise over time with staff retention, market pay adjustments, and cost of living increases.
- G. State and federal grant administrative cost ceiling increases, increased program operation efficiencies, and new revenue sources are needed to maintain the current level of services to tribal members.
- H. Many tribal members will become more dependent on state and federal cash transfer programs if there are no local employment opportunities, incentives to increase their earning power or ways to save and invest their earnings and develop personal assets.

Vision: Healthy, Strong, Unified Tribes

Approved 11.12.14
TCC Strategic 2015-2020

Engaged, Self-reliant and Satisfied Customers

TCC Region is well informed about services, empowered and satisfied with services availability and quality

Excellent Health Services

Excellent Administration Services

Excellent Tribal Client Services
TCC will expand and enhance essential services

Partnerships

TCC will have strong internal coordination and external partnerships for service delivery

Quality

TCC will demonstrate quality of its services

Business Operations

TCC will achieve high- efficiency business operations

Financial Management

TCC will have excellent financial management and strong financial performance

Facilities

TCC will acquire and maintain excellent facilities

Technology

TCC will provide excellent information technology in support of its services

Staffing

TCC will be staffed by fully committed, satisfied and well-trained workforce

Strong Leadership, Communication and Advocacy

TCC will provide strong leadership, communication and advocacy with its tribes

C U S T O M E R S

S E R V I C E S

P R O C E S S E S

F O U N D A T I O N S



STRONG LEADERSHIP, COMMUNICATION AND ADVOCACY

Goal: TCC will provide strong leadership, communication and advocacy with its tribes

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
Ensure a comprehensive well-supported advocacy effort across TCC and its member tribes	TCS will demonstrate leadership by following cultural and traditional Athabascan codes of respectful interaction and professional conduct through documentation of key cultural principles	Ensure effective advocacy with the U.S. Dept. of Health and Human Services & other relevant federal agencies
Improve the system for coordinating and prioritizing TCC program and tribal requests for legal assistance	Support tribal priorities by advocating for and participating in State and Federal Tribal Consultations	Ensure effective advocacy on health issues with the State of Alaska
Provide leadership in statewide and national tribal advocacy organizations	Support tribal priorities by identifying and working with key national tribal associations related to TCS programs and services	Provide leadership in the Alaska Tribal Health System
Promote Alaska Native culture and traditional values	Tribal leaders are well informed about TCS programmatic activities	Promote Alaska Native culture and traditional values
Promote Alaska Native culture and traditional values	Promote Alaska Native culture and traditional values	Promote Alaska Native culture and traditional values

FINANCIAL MANAGEMENT

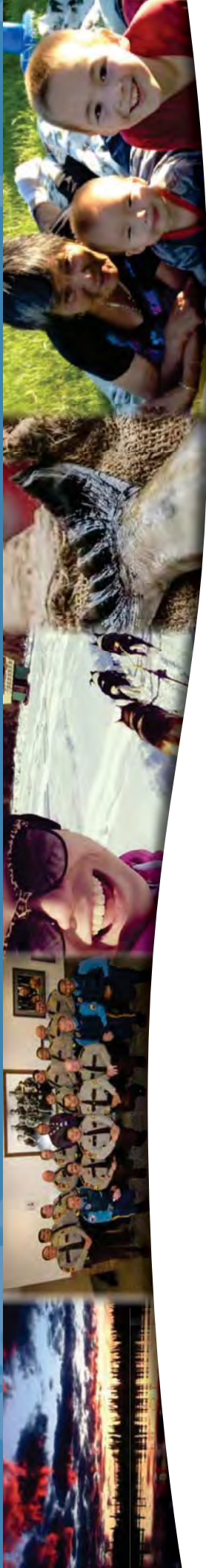
Goal: TCC will have excellent financial management and strong financial performance

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
Develop strategy for retiring/refinance bond debt	Increase funding through additional program and self-generated revenue	Successful transition to new federal cost coding requirements (ICD-10)
Achieve investment grade bond rating to enhance future capital capabilities	Provide increased financial management training and support to Tribal Councils and Tribal Administrators	More effectively manage contract health services expenditures
Provide timely financial data and enhanced budget reporting for program managers		TCC budget management systems will met management requirements
Grow total revenue to \$200 million by 2020		Third party health revenues will increase from \$17M to \$34M by 2020
Establish a capital replacement plan		
Complete a budgeting/contract support cost plan		

FACILITIES

Goal: TCC will acquire and maintain excellent facilities

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
Ensure a safe and secure environment to protect staff, customers, and property in all TCC service locations	Ensure a safe and secure environment to protect staff, customers, and property in all TCC service locations	Ensure a safe and secure environment to protect staff, customers, and property in all TCC service locations
Complete and implement a comprehensive master development plan for TCC facilities	Plan for TCS facility/space requirements in TCC owned buildings and community owned facilities	Complete a long-term range master development plan for CAHHC and other TCC owned health facilities
Complete and implement a comprehensive maintenance and capital replacement plan for TCC facilities	Identify funding and partner with tribes to plan for community facilities construction and maintenance	Support new, replacement, and renovation projects for TCC owned health facilities
		Support new, replacement, and renovation projects for community owned health facilities
		Complete and implement a strategy for maintenance and capital replacement of TCC owned health facilities
		Complete and implement a plan for maintenance of community owned health facilities



INFORMATION TECHNOLOGY

Goal: TCC will provide excellent information technology in support of its services

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
<p>Complete a comprehensive information technology assessment and follow-up for improving information technology operations</p>	<p>Create online applications for all TCS programs</p>	<p>Ensure that health information technology systems meet TCC, state, and federal requirements</p>
<p>Meet the TCC organization's and tribes information technology needs:</p> <ul style="list-style-type: none"> • address Health Information technology priorities • complete a new community services tracking tool • complete a new integrated client data system • expand departmental data storage capacity • address the IT infrastructure needs of TCC and tribal village offices 	<p>Develop an integrated client database for TCS programs</p>	<p>Fully participate in the Alaska Health Information Exchange</p>
<p>Advocate for village telecommunication/broadband expansion</p>	<p>Complete an electronic filing system for TCS</p>	<p>Telehealth services will expand to provide increased access to medical & behavioral services</p>
<p>Complete transition to electronic document processing</p>		<p>All TCC health staff will be fully trained in health information technology</p>



STAFFING

Goal: TCC will be staffed by fully committed, satisfied and well-trained workforce

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
<p>Maximize Native hire within TCC</p> <p>Identify and recruit for more village based staff</p> <p>Develop and conduct ongoing cross cultural sensitivity training</p>		<p>Maintain current village based health positions and expand as opportunities allow</p> <p>Strengthen employee personal communications skills and cross cultural sensitivity</p>
<p>Ensure staff compensation is competitive with market</p> <p>Enhance recruiting support and efficiency for program staffing</p>	<p>Audit TCS operations to identify needed program enhancements to better serve tribal needs</p>	<p>Health staff will receive competitive pay based on independent market comparisons</p>
<p>Implement a comprehensive staff training plan</p>	<p>Improve employee satisfaction by obtaining adequate staffing to avoid burn-out</p> <p>Develop individual training plan for TCS staff</p>	<p>Reduce staff turnover and increase staff retention</p>
<p>Expand employee recognition activities</p>	<p>Increase training and skill development opportunities for TCS staff, village based/Fairbanks</p>	<p>Ensure that all staff have required competencies through a training plan</p>
<p>Expand career progression systems within TCC</p> <p>Expand and develop internship and mentoring programs in TCC</p>	<p>Enhance employee satisfaction and retention through engagement, valuing feedback, and recognition</p>	
<p>Ensure that all staff have timely performance appraisals</p>		

PARTNERSHIPS

Goal: TCC will have strong internal coordination and external partnerships for service delivery.

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
<p>Facilitate key inter-departmental partnerships and coordination</p>	<p>Increase internal/external program and agency partnerships to leverage resources and services to address tribal priorities</p>	<p>Optimize the internal coordination of the various wellness and prevention activities</p>
<p>Facilitate key external partnerships</p> <ul style="list-style-type: none"> • Fairbanks Native Association • Doyon • Denakkanaaga • Alaska Federal of Natives • Tribal Governments • Strengthen DOI/DHHS partnerships legislation and funding 	<p>Develop closer coordination and planning with Health</p>	<p>Improve coordination and partnerships for services for elders</p> <p>Update a comprehensive health needs assessment for each TCC community</p>
<p>Facilitate key external partnerships</p> <ul style="list-style-type: none"> • Fairbanks Native Association • Doyon Foundation • Denakkanaaga • Interior Regional Housing Authority • University of Alaska – Fairbanks (UAF) • Fairbanks North Star Borough • Office of Child Support (OCS) • Alaska State Troopers • Alaska Fire Service • State Department Natural Resources • City of Fairbanks 	<p>Facilitate key external partnerships</p> <ul style="list-style-type: none"> • Alaska Native Tribal Health Consortium • Fairbanks Memorial Hospital • Fairbanks Native Association • Council of Athabascan Tribal Governments • Anaktuvuk Pass - North Slope Borough • Tanana Tribal Council • Yukon-Kuskokwim Health Corporation • Southcentral Foundation • Denakkanaaga • Tribes • University of Alaska – Fairbanks (UAF) 	<p>Facilitate key external partnerships</p> <ul style="list-style-type: none"> • Alaska Native Tribal Health Consortium • Fairbanks Memorial Hospital • Fairbanks Native Association • Council of Athabascan Tribal Governments • Anaktuvuk Pass - North Slope Borough • Tanana Tribal Council • Yukon-Kuskokwim Health Corporation • Southcentral Foundation • Denakkanaaga • Tribes • University of Alaska – Fairbanks (UAF)

QUALITY

Goal: TCC will demonstrate the quality of its services

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
<p>Establish and monitor quality measures for all programs</p> <p>Maintain compliance with federal and state standards</p>	<p>Develop and implement health and safety standards that meet or exceed federal criteria for:</p> <ul style="list-style-type: none"> • child care • foster care • respite care providers <p>Develop a response standard relating to telephone and emails with clients</p> <p>Develop and implement measurable quality standards for the TCS programs</p>	<p>Achieve and maintain accreditation for all health facilities:</p> <ul style="list-style-type: none"> • Accreditation Association for Ambulatory Health Care (AAAHC) • Commission on Accreditation of Rehabilitation Facilities (CARF) <p>Use performance goals and dashboard measures for all health programs</p> <p>Meet and exceed Government Performance Results Act goals</p> <p>Establish an effective compliance and risk management system</p>

BUSINESS OPERATIONS

Goal: TCC will achieve high-efficiency business operations

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
<p>Achieve cost savings through efficiencies in</p> <ul style="list-style-type: none"> • Purchasing • Processing • Storage • Security • Travel 	<p>Develop a tracking and reporting system to improve the timely development and submittal of TCS program budgets</p>	<p>Strengthen and improve health services business operations</p>
<p>Implement continuous improvement to achieve highly efficient and effective processes</p>	<p>Improve monitoring of program budgets to control expenditures, optimize services to tribes and maximize indirect recovery</p>	<p>Expand new employee program orientation</p>
<p>Complete updating of all organizational policies and procedures</p>	<p>Secure single location for storage and distribution of TCS program supplies and materials</p>	<p>Transition Purchased Referred Care to an electronic system Achieve greater efficiencies through improved provider scheduling</p>
	<p>Audit and develop a current plan for TCS space usage</p>	<p>Improve Willow House and Housing 1st Operations</p>

SERVICES DELIVERY

Goal: TCC will expand and enhance essential services

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
Strengthen Tribal Governments	<p>Search for and obtain untapped federal agency resources available for tribes in our region</p> <p>Expand the scope of services for self-governance compact to include additional BIA programs functions and services</p> <p>All tribal governments will have tribally-designated constitutions, codes and written policies in an accessible format</p> <p>All tribal governments will have clearly defined base membership rolls and accurate current membership lists.</p> <p>All tribes will have an updated community plan</p>	
Promote tribal management of lands and natural resources	<p>The TCC region will have a Comprehensive Economic Development Strategy (CEDS)</p> <p>Develop additional revenue for Cadastral Survey</p> <p>Advocate and plan for the management of "Lands into Trust"</p> <p>Improve real-time land title services</p> <p>Provide advocacy, technical assistance and generate additional revenues to support the Hunting and Fishing Task Force</p> <p>Recovery of King Salmon through advocacy and co-management to increase escapement and harvest</p> <p>Protect tribal water rights and ensure water quality</p>	

SERVICES DELIVERY CONTINUED

Goal: TCC will expand and enhance essential services

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
Strengthen tribal community services infrastructure	Expand village housing opportunities	**TCC has a comprehensive plan and system for emergency management response
	Assist tribes to use local labor and natural resources to build homes	Assist tribes with upgrading community water and sanitation systems
	Develop a regional energy plan	Assist tribes with water and sanitation facility operations and maintenance
	Assist tribes in developing community energy plans and alternative energy solutions	
	Complete a regional transportation plan	
	Develop in-house capacity to advocate and address road needs	
	Prevent closure of small village schools in the region	
	Evaluate and develop new services opportunities (climate change, water system permitting, firefighting training)	
	Enter into agreements for Child Support Enforcement services for TCC tribes	
Education, training, and employment and assistance for tribal members	Provide village-based employment training opportunities	Establish a CHAP training center
	Expand Summer and Adult Subsidized Employment Program-year round	Expand Behavioral Health Aide training
	Expand youth leadership opportunities	Provide career education and training opportunities for home grown health providers
	Double number of certified and licensed Tribal Child Care and Foster Care Providers	
	Provide vocational skills training in the villages	

SERVICES DELIVERY CONTINUED

Goal: TCC will expand and enhance essential services

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
<p>Ensuring public safety and behavioral health, addressing substance abuse, violence, suicide and child protection</p>	<p>Improve quality of public services through expanded VPSO training</p> <p>Provide VPSO services in all communities that request services</p> <p>Reduce illegal alcohol and drug trafficking in villages</p> <p>Expand revenue to create 37 tribal court clerk positions</p> <p>Tribes operating tribal courts will have access to training and technical systems supporting tribal clerks and judges</p> <p>Support TCC social justice initiatives social</p> <p>Enter into agreements for Child Support Enforcement services for TCC tribes</p>	<p>Behavioral Health Services are expanded to meet the needs:</p> <ul style="list-style-type: none"> • Increase number of community-based behavioral health aides • Implement behavioral health services for children • Integrate Behavioral Health and Primary Care <p>Substance Abuse intervention and treatment services are expanded to meet the needs:</p> <ul style="list-style-type: none"> • Expand/redesign detox services • Address prescription drug abuse • Expand treatment aftercare in the villages • Reduce tobacco use through education and tobacco cessation services <p>Achieve a significant reduction in suicide attempts and completion</p> <p>Support TCC social justice initiatives</p>

SERVICES DELIVERY CONTINUED

Goal: TCC will expand and enhance essential services

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
<p>Promote healthy lifestyles</p>		<p>TCC patients and customers take responsibility for their personal health care and status:</p> <ul style="list-style-type: none"> • Actively encourage and support healthy lifestyles • Partner with communities to develop community wellness teams • Provide clear and complete information to the Native community concerning health resources available response systems <p>TCC optimized the internal coordination of its various wellness and prevention programs and initiatives:</p> <ul style="list-style-type: none"> • Establish a new Wellness and Prevention department • Preventative health screenings are fully integrated in the medical home • Increased internal coordination with other departments that provide wellness and prevention <p>Cancer prevention and screening services are widely available and utilized</p>
<p>Timely access to integrated and coordinated medical care</p>		<p>Significant reduction in obesity levels</p> <ul style="list-style-type: none"> • Expanded community nutrition and exercise programs <p>Current medical services line are expanded to meet needs:</p> <ul style="list-style-type: none"> • Expand dental services capacity and services • Expand eye care services • Expand maternal and child health services • Expand community health center services for the Upper Tanana Sub-region • Establish more community health centers in the Yukon Tanana Sub-region • Expand use of telehealth services • Expanding coordinated care for Specialty Care Services for villages



SERVICES DELIVERY CONTINUED

Goal: TCC will expand and enhance essential services

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
<p>Timely access to integrated and coordinated medical care</p>		<p>New medical service line are provided to meet needs:</p> <ul style="list-style-type: none"> • Provide additional oncology services in Fairbanks • Provide Physical Therapy services in Fairbanks and through tele-therapy • Provide Geriatric Services <p>TCC has fully integrated care coordination and case management system</p> <p>Long term care services and home care services are accessible and culturally appropriate</p> <p>Expand assisted living services in Fairbanks and subregional hubs</p>

ENGAGED, SELF-RELIANT AND SATISFIED CUSTOMERS

Goal: The TCC Region is well informed about services, empowered and satisfied with services availability and quality

ADMINISTRATION OBJECTIVES	TRIBAL CLIENT SERVICES OBJECTIVES	HEALTH SERVICES OBJECTIVES
Tribal governments, tribal members, TCC employees and partner organizations are informed in a consistent and timely manner about TCC services policies, and priorities	Develop and maintain an online descriptive matrix (by village) of services, contact phone #, and email address for each TCS and program service unit	Provide excellent patient navigation and advocacy
TCC leadership will constantly review customer feedback for all services provided	Develop, deploy and monitor online customer satisfaction survey for all programs and service units	Provide a high level of customer service to patients
	Update website for TCS	Engage patients and customers in ownership of the health system
	Develop, deploy and monitor online customer satisfaction survey for all programs and service units	Ensure effective customer surveying and feedback

“VITAL FEW” PRIORITIES FOR 2015

COMMUNITY SERVICES PRIORITIES

- A. Accelerating the ‘War on Alcohol’
Jacoline Bergstrom / Marilyn Andon
- B. Implement Hunting & Fishing Task Force initiatives
Natasha Singh / Ben Stevens
- C. Complete applications for Child Support Enforcement services
Don Shircel
- D. Prevent closure of small village schools in the region
Don Shircel / Ava Vent
- E. Complete a regional economic development strategy
Will Mayo
- F. Complete a regional transportation plan
Tiffany Simmons / Melanie Herbert
- G. Complete a regional energy plan
Paul Mayo / Dave Pelunis-Messier
- H. Advocate for village telecommunications/broadband services
Joshua Peter / Scott Stewart
- I. Address village housing and equipment needs
Tiffany Simmons / Alfred Felix
- J. Promotion of cultural and traditional values
Doreen Deaton

TCC OPERATIONS/PERFORMANCE PRIORITIES

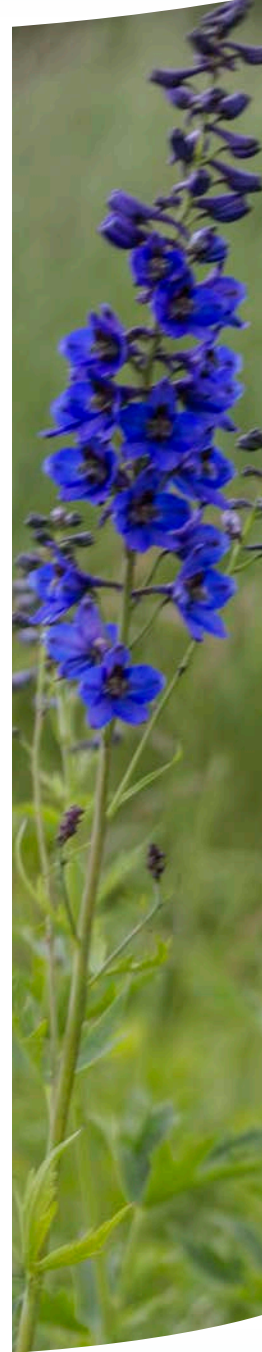
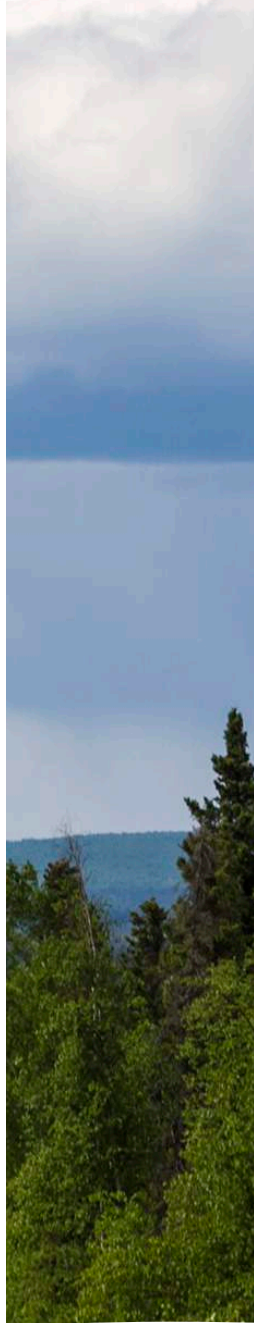
- K. Effective high-level communication and relationships with DOI and DHHS on legislation and funding
Victor Joseph /Natasha Singh
- L. Effective high-level communication and relationships with BIA
Will Mayo
- M. Strategy for responding/adjusting to significant reductions in State funding
Natasha Singh/Victor Joseph
- N. Complete TCC Rural Jobs Creation initiatives
Heather Rogers
- O. Complete updating of all TCC policies
Natasha Singh
- P. Achieve CARF accreditation for Behavioral Health
Jacoline Bergstrom / Marilyn Andon
- Q. Implement 3 new electronic document processing improvements
Brian Ridley
- R. Meet ICD-10 medical coding requirements
Jacoline Bergstrom
- S. Address procurement and storage inefficiencies
Brian Ridley /Jacoline Bergstrom
- T. Complete facilities plan/decision 23rd property
Brian Ridley
- U. Establish TCC Planning/Grant Writing office
Tiffany Simmons
- V. Complete a budgeting/contract support cost plan
Ben Shilling

Appendix 5: First Year Progress Highlights from the TCC Strategic Plan

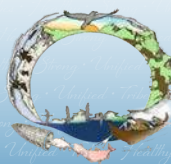
2015-2020

STRATEGIC PLAN

2015 PROGRESS HIGHLIGHTS



Our Communities Our Future



Tanana
Chiefs
Conference

Letter from the President

Dear Tribal Members,

In November 2014, Tanana Chiefs Conference Board of Directors held a special meeting to adopt a new Strategic Plan for the period of 2015-2020.

The Strategic Plan provides a roadmap for improving the organization and the services it provides to the 42 tribal governments and over 16,000 tribal members who own the organization.



The Strategic Plan was created based on member tribe priorities described in Board of Directors resolutions, individual community plans and tribal resolutions, the recommendations of our advisory councils, and the recommendations of tribal members who participated in the planning process. The Strategic Plan is organized around ten goals. For each goal, five-year objectives were identified for the organization. Each year the Executive Board meets with senior executives and managers to identify specific initiatives to achieve during the year.

This report presents a summary of progress toward achieving these objectives during calendar year 2015. More detailed information about each of these activities is provided in the TCC annual program report, which is provided to convention delegates and is available on our website.

As I travelled throughout the region in 2015 with members of our Executive Board and senior executives for meetings with individual tribal councils, I shared the progress being made and listened closely to your concerns and recommendations.

Tanana Chiefs Conference will continue to shape and modify our initiatives to reflect the changing conditions and challenges we face as a region, and to ensure success of the organization and our member tribes as we move forward.

Ana Basee,

A handwritten signature in black ink that reads "Victor Joseph".

Victor Joseph
TCC President



2015-2020 Strategic Plan

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Vision: Healthy, Strong, Unified Tribes



Engaged, Self-reliant and Satisfied Customers
TCC Region is well informed about services, empowered and satisfied with services availability and quality

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Excellent Health Services	Excellent Tribal Client Services
Excellent Administration Services	
TCC will expand and enhance essential services	

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Partnerships
TCC will have strong internal coordination and external partnerships for service delivery

Quality
TCC will demonstrate quality of its services

Business Operations
TCC will achieve high- efficiency business operations



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Financial Management
TCC will have excellent financial management and strong financial performance

Facilities
TCC will acquire and maintain excellent facilities

Technology
TCC will provide excellent information technology in support of its services

Staffing
TCC will be staffed by fully committed, satisfied and well trained workforce

Strong Leadership, Communication and Advocacy
TCC will provide strong leadership, communication and advocacy with its tribes

STRONG LEADERSHIP, COMMUNICATION & ADVOCACY

TCC will provide strong leadership, communication and advocacy with its tribes

Five-year Objectives (2015-2020)

- Comprehensive well-supported advocacy effort across TCC and with member tribes
- Improved system for coordinating and prioritizing requests for legal assistance
- Provide leadership in statewide and national tribal advocacy organizations
- Promote Alaska Native culture and traditional values
- Demonstrate leadership by following cultural and traditional codes of respectful interaction
- Support tribes by advocating for and participating in state and federal tribal consultations
- Support tribal priorities by identifying and working with key national tribal associations
- Fully inform tribal leaders about Tribal Client Services programs and services
- Ensure effective advocacy with the U.S. Department of Health and Human Services
- Ensure effective advocacy on health issues with the State of Alaska
- Provide leadership in the Alaska Tribal Health System

First year Progress Highlights (2015)

- A coordinated effort with the Alaska Innocence Project and grassroots advocacy resulted in the release of the Fairbanks Four in December 2015.
- TCC hired a full-time governmental relations coordinator to provide increased coordination for legislative issues. TCC formed a coalition with Tlingit Haida Central Council, Kawerak, Bristol Bay Native Association to improve rural issue advocacy in the Alaska State Legislature.
- TCC's General Counsel served as the lead negotiator for the Alaska Tribal Health Compact in 2015 negotiations.
- TCC formed strategic relationships with tribal partners to advocate for MSA, ISDEA, 477, and tribal court issues.
- TCC ensured Alaska tribes had an oral comment session for the Bureau of Indian Affairs regarding draft Indian Child Welfare Act regulation in April 2015 and assisted tribes and non-profits in submitting written comments.
- July 2015, TCC hosted a Regional Planning Summit with member tribes to provide guidance in the areas of housing, economic development, energy, and planning.
- TCC Tribal Client Services developed high-level communication and relationships with the BIA, including the Assistant Secretary of Indian Affairs, the local agency director, and the regional director. Some successes include opening a Fairbanks self-determination specialist position, and receiving additional funds for the housing, realty and tribal courts programs.
- TCC President, Victor Joseph met with U.S. Interior Secretary Sally Jewell and President Barack Obama during visits to Alaska in the fall of 2015. TCC leadership participated in the GLACIER conference in Anchorage addressing climate change in the Arctic.



- Rampart Village worked tirelessly in efforts to reopen its school and TCC had the privilege of providing assistance.
- TCC’s Hunting Fishing Task Force increased advocacy on several fronts to protect subsistence fishing including multiple courses on wildlife management and advocacy, continued organization of the Fish Commissions, and securing a seat on the Advisory Council to the North Pacific Fisheries Management Council.
- In July 2015, TCC organized and hosted a formal celebration of the 100-year anniversary of the historic meeting between the Tanana River chiefs and federal judge James Wickersham.
- TCC Communications department added video production capability and expanded the use of social media in 2015.
- TCC Communications, Information Technology and the Legal Department worked to develop and implement an advocacy page on the TCC website to communicate TCC’s federal and state legislative priorities with tribal members.
- TCC Communications secured a grant to provide funding to interview elders from each of the six subregions to document language, culture, and history.
- The TCC Executive Board has been advocating nationally for reauthorization of NAHASDA funding.
- TCC, along with the Alaska Native Health Board and other regional health organizations, successfully advocated for the State of Alaska’s implementation of Medicaid expansion.
- Years of grassroots advocacy and assistance from TCC resulted in the federal government’s recognition of the Athabascan name “Denali” for America’s highest mountain.
- TCC advocated for state and federal recognition of “Indigenous People’s Day.”
- All past and current community health aides and community health practitioners were honored at the March 2015 TCC convention.



FINANCIAL MANAGEMENT

TCC will have excellent financial management and strong financial performance

Five-year Objectives (2015-2020)

- Develop strategy for retiring/financing bond debt for Chief Andrew Isaac Health Center
- Achieve investment grade bond rating to enhance future capital capabilities
- Provide timely financial data and enhanced budget reporting for program managers
- Grow total revenue to \$200 million by 2020
- Establish a capital replacement plan
- Complete a budget/contract support cost plan
- Increase Tribal Client Services funding through additional program and self-generated revenue
- Provide increased financial management training and support for tribal councils
- Successful transition to new federal medical cost-coding requirements (ICD-10)
- More effectively manage contract health services (Purchased and Referred Care) expenditures
- TCC budget management systems will meet management requirements
- Third party health revenues will increase from \$17M to \$34M by 2020

First year Progress Highlights (2015)

- TCC Finance initiated a plan for refinancing the bonds for construction of the Chief Andrew Isaac Health Center, which will save the organization millions in future costs.
- TCC Finance deployed a new "Grants Manager Report" to provide more accurate information to supervisors on fund expenditures.
- TCC Health Services exceeded its 2015 target for collection of third-party revenues (Medicaid, Medicare, private insurance). The 2015 target was \$23.5 million and the total achieved was \$26.2 million.
- Behavioral Health services collected \$2.7 million in third-party revenues in 2015.
- TCC successfully transitioned its operating systems to meet the requirements of ICD-10, a new international medical coding system.
- Administration reviewed the process and software to improve management of its expenses and obligations for Purchased and Referred Care (formerly Contract Health Services).
- Tribal Client Services secured \$2.1 million in new grants in 2015.
- TCC Self-Governance provided expanded training in financial management to representatives of 15 villages in May 2015.
- TCC Self-Governance, in partnership with the Accounting Department and tribes, streamlined the process of providing financial information to tribes.
- TCC and many of our member tribes received notification that a settlement with the Bureau of Indian Affairs with respect to our past-due contract support costs was achieved. The total amount recovered for the region is expected to be approximately \$15.6 million, and is expected to be received in late 2016.

FACILITIES

TCC will acquire and maintain excellent facilities

Five-year Objectives (2015-2020)

- Ensure a safe and secure environment to protect staff, customers, and property in all TCC service locations
- Complete and implement a comprehensive master development plan for TCC facilities, including the Chief Andrew Isaac Health Center
- Complete and implement a comprehensive maintenance and capital replacement plan for TCC facilities
- Plan for Tribal Client Services facility/space requirements in TCC owned building and community-owned facilities
- Identify funding and partner with tribes to plan for community facilities construction and maintenance
- Support new, replacement, and renovation projects for TCC owned health facilities
- Support new, replacement, and renovation projects for community-owned health facilities

First year Progress Highlights (2015)

- The finance division completed a new arrangement to integrate and better organize maintenance of TCC facilities in Fairbanks and hired a new facilities manager.
- The new Community Health Aide/Practitioner Training Center was established in the Al Ketzler Senior Building.
- The TCC Patient Hostel in Fairbanks was fully remodeled, both inside and outside.
- TCC's 23rd Avenue six-plex building was refurbished for future use.
- TCC initiated an assessment of improvements needed in tribal offices and village-owned buildings where TCC employees provide services. Nine assessments were completed.
- The new clinic in Allakaket is under construction. A new clinic was completed in Nikolai; grant writing assistance for the project was provided by TCC.
- TCC assisted Circle and Evansville to generate funding for community clinic replacement.
- TCC acquired the Upper Tanana Health Center South facility in Tok and made renovations required for improved operations.

INFORMATION TECHNOLOGY

TCC will provide excellent information technology in support of its services

Five-year Objectives (2015-2020)

- Complete a comprehensive Information Technology assessment and follow-up for improving operations
- Meet the organizations and tribes information technology needs (health information technology, community services tracking tool, integrated client data system, expanded data storage, and Information Technology infrastructure at TCC and tribal offices)
- Advocate for village tele-communications/broadband expansion
- Complete transition to electronic document processing
- Create on-line applications for all Tribal Client Services programs
- Develop an integrated client database for Tribal Client Services programs
- Complete an electronic filing system for Tribal Client Services
- Ensure that health information technology systems meet requirements
- Fully participate in the Alaska Health Information Exchange
- Telehealth services will expand to provide increased access to medical and behavioral health services
- TCC health staff will be fully trained to utilize current health information technologies

First year Progress Highlights (2015)

- Information Technology worked with DRS to complete lease agreements to connect Huslia and Hughes, and is preparing lease agreements for Allakaket and Alatna and the Yukon Flats subregion.
- Information Technology conducted a network and service infrastructure assessment for the Chief Andrew Isaac Health Center and is initiating improvements recommended.
- 200 computers at the Chief Andrew Isaac Health Center were upgraded to meet the requirements of the new ICD-10 coding system.
- Final stages were completed for testing the information sharing capabilities of TCC's electronic medical record through the Alaska eHealth Network.
- Information Technology improved the internal Oracle Learning Management System to better support on-line training for staff in Fairbanks and the villages.
- The new Tok clinic facility was connected to the TCC network.
- The Chief Peter John Tribal Building core network hardware was upgraded to increase bandwidth and resilience to network outages.
- TCC has reorganized the structure of its Information Technology Governance Group to better prioritize and plan for improvement of Information Technology services.
- Information Technology has begun developing a USDA Community Connect grant application for deployment of broadband internet in communities with DRS terrestrial towers.
- Information Technology has been working with the Native Nations Broadband Task Force and the Federal Communications Commission to obtain more subsidies for health care connectivity and for internet access through the LifeLine Program.
- All Tribal Client Services (Realty, Client Development, and Tribal Development) applications are available on-line.

STAFFING

TCC will provide excellent information technology in support of its services

Five-year Objectives (2015-2020)

- Maximize Native hire within TCC
- Identify and recruit for more village based staff
- Develop and conduct ongoing cross cultural sensitivity training
- Ensure staff compensation is competitive with market
- Enhance recruiting support and efficiency for program staffing
- Implement a comprehensive staff training plan
- Expand employee recognition activities
- Expand career progression systems within TCC
- Expand and develop internship and mentoring programs at TCC
- Ensure that all staff receive timely performance appraisals
- Improve employee satisfaction by obtaining adequate staffing to avoid burnout
- Increase training and skill development opportunities for both Fairbanks and village based staff
- Enhance employee satisfaction and retention through engagement, valuing feedback, and recognition
- Maintain current village based health positions and expand as opportunities allow
- Strengthen employee personal communications skills and cross cultural sensitivity
- Reduce staff turnover and increase staff retention
- Ensure that all staff meet required competencies through development of a training plan

First year Progress Highlights (2015)

- TCC's overall employee count at the end of 2015 is 850, with 250 employees located in the villages. TCC's overall Native hire rate is 62%.
- TCC's staff turnover rate for 2015 was 15.33%, considered a normal turnover rate for a non-profit organization.
- The professional recruiter position was filled, resulting in dramatic improvements in selection of quality health care providers, including several tribal members.
- TCC implemented an employee wellness plan to include new health promotion events and incentives.
- HR selected a new employee retirement vendor, Transamerica, to improve employee retirement account management.
- HR upgraded its new employee orientation in 2015; all new employees are receiving a more comprehensive orientation to the organization.
- TCC Communications and Human Resources developed an informational video on cross-cultural communications, which will be used in new employee orientation.
- TCC overhauled its Oracle Learning Management System to make it more user friendly and functional for employees taking on-line training.
- TCC has been advocating for elimination of the Cadillac Tax provision of the Affordable Care Act, which will significantly impact our ability to provide a comprehensive benefits package for employees.
- TCC provided a new \$1,500/full time and \$500/half-time rural hardship compensation payment to village-based employees in 2015.
- HR has been clarifying procedures for employees with dual supervision from the tribal council and TCC.
- An updated pay range chart for TCC was approved and implemented for the first time since 2007.
- The TCC patient advocate provided over 25 training sessions for staff on communications skills and cross-cultural sensitivity.
- Tribal employees were surveyed for trainings important to their professional development. The results will be used to incorporate material they want into future trainings.

PARTNERSHIPS

TCC will have strong internal coordination and external partnerships for service

Five-year Objectives (2015-2020)

- Facilitate key interdepartmental partnerships and coordination
- Facilitate key external partnerships (Interior Native organizations, Alaska Federation of Natives, tribal governments, Department of Interior, Department of Health and Human Services)
- Increase internal and external partnerships to leverage resources and services to address tribal priorities
- Develop closer coordination and planning between Tribal Client Services and Health Services
- Optimize the internal coordination of the various wellness and prevention activities
- Improve coordination and partnerships for services for elders
- Update a comprehensive health needs assessment for each TCC community

First year Progress Highlights (2015)

- TCC Health Services updated its memorandum of agreement with the Council of Athabascan Tribal Governments in 2015 to improve coordination of health services in the Yukon Flats subregion.
- Health Services formed new partnerships in the Tok area to assume responsibility for 24/7 health services formerly provided by the Tok Community Clinic.
- TCC strengthened its partnership with the Fairbanks Native Association, Doyon, and Denakkanaaga to address shared Native priorities and issues facing the Interior Alaska Native community.
- TCC Tribal Client Services formed a stronger partnership with the Alaska Fire Service, the Department of Homeland Security, and the Federal Emergency Management Agency, with respect to response to the high level of forest fire activity in the TCC region in 2015.
- TCC's partnership with the University of Alaska was recognized at the July 6, 2015 anniversary of the founding of the University of Alaska and the dedication of Troth Yedda. A TCC partnership with the University of Alaska funded by the National Science Foundation is supporting assessment of climate change impacts on interior Alaska tribes.
- The Hunting Fishing Task Force is facilitating stronger partnerships between TCC tribes and agencies such as the Migratory Bird Co-Management Council, the Yukon River Intertribal Fish Commission, the North Pacific Fisheries Management Council, regional advisory councils, the Alaska Department of Fish and Game, the U.S. Fish and Wildlife Service, the University of Alaska Tribal Management Program, and the national wildlife refuges in the TCC region.

QUALITY

TCC will demonstrate the quality of its services

Five-year Objectives (2015-2020)

- Establish and monitor quality measures for all programs
- Maintain compliance with federal and state standards
- Develop and implement health and safety standards that meet or exceed federal criteria for child care, foster care, and respite care providers
- Develop a response standard relating to telephone and email communications with clients
- Achieve and maintain accreditation for all health facilities (Association for Accreditation of Ambulatory Health Centers (AAAHC) and accreditation of behavior health programs by the Commission on Accreditation of Rehabilitation Facilities (CARF)
- Use performance goals and dashboards for all health programs
- Maintain and exceed Government Performance Results Act goals
- Establish an effective compliance and risk management system

First year Progress Highlights (2015)

- Behavioral Health programs were awarded a three-year accreditation by the Council on Accreditation of Rehabilitation Facilities (CARF) in 2015, a key milestone.
- TCC Health Services began preparations for accreditation in 2016 by the Association for Accreditation of Ambulatory Health Centers; this accreditation will include our subregional health centers in Tok, Nenana and Galena.
- All TCC Health Services departments now have performance measurement 'dashboards' in place to measure quality.
- Tribal Client Services has identified quality standards for all of its programs and increased training for staff certification where required.
- TCC achieved 14 out of 22 of the national Government Performance Results Act measures for health services.

BUSINESS OPERATIONS

TCC will achieve high-efficiency business operations

Five-year Objectives (2015-2020)

- Achieve cost-savings through efficiencies in purchasing, processing, storage, security, and travel
- Implement continuous improvement to achieve highly efficient and effective practices
- Complete updating of all organizational policies and procedures
- Develop a tracking and reporting system to improve the timely development and submittal of Tribal Client Services program budgets
- Improve monitoring of program budgets to control expenditures, optimize services to tribes, and maximize indirect cost recovery
- Secure single location for storage and distribution of Tribal Client Services supplies and materials
- Audit and develop a plan for Tribal Client Services space usage
- Strengthen and improve health services business operations
- Expand employee program orientation
- Transition Purchased and Referred Care to an electronic system
- Achieve greater efficiencies through improved provider scheduling
- Improve Willow House and Housing First operation

First year Progress Highlights (2015)

- In 2015, TCC made several improvements in business process automation, including the electronic processing of personnel-related documents and approval of contractual agreements.
- TCC made improvements in the processes of billing for dental and eye clinic services, resulting in increased third-party collections.
- TCC began direct billing of insurance coverage for eyeglasses, to avoid requiring upfront patient payment.
- Health Services continued to modify its third-party revenue cycle to reduce outsourcing.
- Chief Andrew Isaac Health Center separated its registration processes for family medicine and urgent care.
- Medical coding accuracy rates increased to 90%.
- TCC's Registration Team successfully standardized patient chart numbering with the Yukon Flat's Council of Athabaskan Tribal Government's (CATG), which resolved previous obstacles in patient care.
- TCC standardized its community grant application tracking systems.
- TCC completed an initial business plan for the Willow House.

SERVICES DELIVERY

TCC will expand and enhance essential services

Five-year Objectives (2015-2020)

- Strengthen tribal governments
- Promote tribal management of lands and natural resources
- Strengthen tribal community services infrastructure
- Provide education, training, employment and assistance for tribal members
- Ensure public safety and behavioral health, addressing substance abuse, violence, suicide, and child protection
- Promoting healthy lifestyles
- Timely access to integrated and coordinated medical care

First year Progress Highlights (2015)

Strengthen tribal governments

- TCC developed a matrix inventory for documenting all tribal constitutions, tribal codes, enrollments, and tribally owned fee lands for the 37 federally-recognized tribes in the region, and populated information for 20 tribes.
- TCC began an inventory of the tribal fee lands of federally-recognized tribes.
- TCC provided four tribes with technical assistance on base enrollments.
- TCC assisted five tribes with amending their constitutions.
- TCC assisted ten tribes with updating their tribal codes.
- TCC assisted 15 tribes with tribal election processes and issues.
- TCC processed over 600 tribal enrollment applications and 180 tribal identification cards.
- Community plans were updated for Ruby, Chalkyitsik, Birch Creek, Northway, Tetlin, and Tanana. A total of 15 tribes now have updated community plans, and five more are in progress.
- TCC contracted with tribes to hire nine short-term village-based planners: Arctic Village, Chalkyitsik, Stevens Village, Tetlin, Nulato, Grayling, Anvik, Manley Hot Springs, and Beaver.
- TCC contracted with the tribes to hire nine short-term village based grants writers: Allakaket, Hughes, Koyukuk, Rampart, Ruby, Tetlin, Chalkyitsik, Nenana, and Koyukuk.
- TCC conducted a village training needs survey to better plan future training sessions for tribal government staff.

First year Progress Highlights (2015)

Promote tribal management of lands and natural resources

- TCC provided six training sessions on Lands Into Trust, addressing opportunities, issues, and application processes.
- TCC contributed \$250,000 to the Hunting Fishing Task Force, submitted a proposal to Doyon Limited for supplemental funding, and secured contributions from twelve tribes totaling \$35,000.
- TCC acquired a three year grant to continue funding for a fisheries biologist position to support fisheries monitoring and enhancement projects.
- TCC substantially completed two cadastral surveying projects (Chalkyitsik Native Corporation and Seth-De-Ya-Ah Corporation (Minto), and initiated two projects (Doyon Lands-Tanacross and Native allotment surveys at three sites).
- TCC advocated for village concerns with development of State of Alaska land use plans: the Yukon-Tanana Plan, and the Eastern Tanana Plan.
- TCC's Natural Resources programs generated five new grants and three renewal grants totaling \$2,379,000.
- TCC Forestry managed three field projects (Eielson AFB forest inventory, TCC Region Native Allotment Continuous Forest Inventory, and Fuel Treatment Effectiveness Monitoring Study). TCC Forestry also partners with the Alaska Wildland Fire Coordinating Group, the Alaska Forest Stewardship Committee, the Intertribal Timber Council, and the U.S. Forest Service.
- TCC assisted numerous tribes and communities during the extreme fire season in mid-2015, assisting with several village evacuations, burned Native allotments, and season-long deployment of the TCC Fire Crew.
- TCC pursued development of two possible BLM/Alaska Fire Service agreements for (a) Emergency Firefighter Crew management in the TCC region, and (b) establishing a contract Type 2-1A fire crew in the Galena Zone.

SERVICES DELIVERY

First year Progress Highlights (2015)

Strengthen tribal community services infrastructure

- TCC acquired a \$60,000 grant and has completed a draft community economic development strategy for review at the 2016 TCC convention.
- Tribal Client Services initiated development of a regional transportation plan.
- TCC completed a series of energy-related projects in Fort Yukon (greenhouse and tribal hall), Rampart and Stevens Village (PCE program), Arctic Village (power plant), and Galena (solar arrays).
- TCC community facility energy projects collectively saved six villages \$182,000/year in energy costs.
- TCC Energy staff worked with the Alaska Energy Association to provide training for seven village utility clerks.
- TCC conducted six subregional energy planning sessions, leading to the completion of an Interior Region Energy Plan.
- Rampart was successful in re-opening their community school, and TCC provided assistance to Beaver, Anvik, and Chalkyitsik with efforts to prevent school closures.
- TCC weatherized 30 homes in 2015 (twelve in Tanana and 18 in Fort Yukon). TCC housing crew renovated the Minto Fire Hall, renovated seven elder's homes, and constructed one new home in Holy Cross.
- TCC has completed a regional housing strategy for review at the 2016 convention.
- TCC Environmental Health is participating in the State of Alaska's Department of Environmental Conservation project known as the Alaska Water and Sewer Challenge to find more affordable solutions to village water and sanitation needs.
- TCC Environmental Health developed an annual Small Community Emergency Response Plan training and has offered this training to villages on request.



First year Progress Highlights (2015)

Provide education, training, employment, and assistance for tribal members

- Client Development processed a record level of home heating assistance funding applications, serving 1,162 households in 43 communities.
- TCC subsidized employment doubled from five months to ten months of full-time employment and wages increased from \$14 to \$15 per hour.
- Client Development provided 237 subsidized youth work experience jobs in 28 villages and Fairbanks in 2015.
- Client Development assisted 772 households file federal tax returns.
- Client Development supported 197 Temporary Assistance for Needy Families cases, transitioning 60 to employment.
- General Assistance was provided to 168 individuals. Child Care assistance was provided to 157 families. Burial assistance was provided to 27 families.
- TCC increased its opportunities for youth mentoring and leadership, assisting approximately 250 youth to participate in the TCC convention, the Denakkanaaga Elders and Youth Conference, the First Alaskans Institute Elders and Youth Conference, the Interior Youth Academy, and the White House Generation Indigenous Conference.
- Client Development increased its support for recruiting and licensing Native foster homes, with over 100 applications under review.
- 17,600 meals were provided to elders through five community nutrition grants.
- 900 families received monthly Women Infant and Children services including nutrition education and an average of \$60/month of nutritious foods. Ten village stores received an annual average of \$20,000 for WIC foods.
- 1,858 tribal adults were provided with employment and training assistance services, with 826 tribal members assisted with job searches and associated transportation.
- 54 students received higher education funding assistance during the two semesters of 2015.
- 12 students were assisted with securing their GED, and 9 were funded for Adult Vocational Training opportunities.
- 77 children were enrolled in Early Headstart and 98 children in Headstart, in 17 locations served by TCC.
- Client Development supported 48 vocational rehabilitation clients and 31 developmentally disabled clients.
- Client Development provided training in the Indian Child Welfare Act to 111 individuals, including tribal court judges, tribal family youth specialists, and tribal workforce development specialists.



First year Progress Highlights (2015)

Ensure public safety and behavioral health, addressing substance abuse, violence, suicide, and child protection

- For the first time, TCC’s Village Public Safety Officers are able to attend training at the Alaska Law Enforcement Training Academy (ALET), where Alaska State Troopers receive their training.
- TCC’s Village Public Safety Officers have been approved for access to the ARMS reporting system used by the Alaska Department of Public Safety.
- TCC’s Village Public Safety Officers participated in a multi-agency search and rescue training with the Fairbanks Fire Department, the Fort Wainwright Fire Department, the Alaska State Troopers, and the Department of Transportation.
- Village Public Safety Officers responded to 3,075 calls for service and conducted 3,367 patrol hours in 2015.
- State budget reductions resulted in the loss of three Village Public Safety Officers positions in 2015.
- TCC completed and distributed a new tribal court judge’s bench book.
- TCC facilitated 200 tribal court hearings in 2015.
- The War on Alcohol was renamed “Reclaiming our People” and TCC organized a tribal advisory committee to lead the coordination effort.
- Old Minto Recovery Camp moved to open enrollment in 2015, accepting clients on a weekly basis rather than in 35-day sessions.
- Behavioral Health’s waitlist for comprehensive assessments was reduced by 50% in 2015.
- Behavioral Health was awarded an Indian Health Service grant in 2015 to focus on methamphetamine awareness and education.
- Housing First served a total of 47 homeless chronic inebriate clients in 2015, with 297 on the waitlist.



First year Progress Highlights (2015)

Promoting healthy lifestyles

- TCC created a new Division of Wellness and Prevention, consolidating programs previously housed in Behavioral Health and Community Health Outreach to improve coordination of village-based services.
- In 2015, TCC initiated a Garrett Lee Smith Wellness project and a Native Connections grant, focused on reducing the youth suicide rate and addressing historical trauma, and a Circles of Care grant to assist 21 communities with youth wellness initiatives.
- In 2015, TCC provided twenty village workshop trainings related to suicide prevention, involving 248 participants.
- The Hozelleeh Denh Fitness Center provides a place to exercise for TCC beneficiaries and staff in Fairbanks.
- TCC Diabetes program is currently supporting 560 active diabetes patients, 950 pre-diabetes patients, and 110 gestational diabetes patients.
- TCC now enforces a 'tobacco-free' policy on all of its properties.
- TCC Communications Department published a series of educational articles concerning the risks and consequences of tobacco, meth, heroin, spice, prescription drugs, soda and energy drinks which were published in The Council Newsletter.
- TCC Communications developed and scripted public service announcements for radio and television regarding winter travel safety.



SERVICES DELIVERY

First year Progress Highlights (2015)

Timely access to integrated and coordinated medical care

- Health Services assumed responsibility for providing 24/7 medical care services in Tok following the closure of the Tok Community Clinic. TCC now operates two medical facilities in Tok.
- Chief Andrew Isaac Health Center is preparing to provide more comprehensive care services to high-risk elders.
- TCC and the Alaska Native Medical Center signed a memorandum of agreement for chemotherapy services and TCC is identifying patients suitable for receiving chemotherapy at Chief Andrew Isaac Health Center.
- Purchased and Referred Care is now paying for village patient travel for baseline mammograms and colonoscopies. Purchased and Referred Care has added a third patient travel position.
- 1,519 new patients registered at Chief Andrew Isaac Health Center in 2015, including 248 newborns and 228 non-Native veterans.
- Chief Andrew Isaac Health Center is focusing on the integration of services to expand the patient centered medical home model.
- Chief Andrew Isaac Health Center medical providers were in village clinics for 367 days in 2015, and saw 1,979 patients.
- Chief Andrew Isaac Health Center is expanding complementary medicine services, including integrative medicine, osteopathic manipulation therapy, and acupuncture. Preparations are underway to add massage therapy and chiropractic services.
- TCC dentists provided 105 weeks of dental services in 25 villages in 2015.
- Three dental health aide therapist students were selected and began their three year training in July 2015. In the future, TCC expects to locate them in subregional health centers.
- The Eye Clinic added a third optometrist in 2015, and provided services to 5,600 patients in 2015, including 579 patients seen on field visits in 17 villages.
- Chief Andrew Isaac Health Center is supporting six centering pregnancy groups with 48 patients participating.
- Chief Andrew Isaac Health Center Pharmacy provided 173,580 prescriptions in 2015, for an average of 700 prescriptions each day. Pharmacy hours were extended and the pharmacy is no longer closed during the lunch hour.
- Chief Andrew Isaac Health Center Radiology and Imaging Services are gradually expanding, and were extended to the Upper Tanana Health Center in 2015. Radiology provided 3,900 plain radiology studies, 938 mammograms, 1,687 ultrasounds, and 84 Dexascans.
- All TCC medical x-ray imaging equipment is now standardized in the villages and technologist oversight is available for enhancing image quality in the village clinics.
- The Chief Andrew Isaac Health Center Laboratory received another 2-year accreditation in June 2015. Laboratory services were provided for 2,415 village patients in 2015.
- Chief Andrew Isaac Health Center Biomedical added a third equipment technician in 2015 to ensure travel to all villages to maintain medical equipment.
- Health Services constructed a new training center for community health aides/practitioners in Fairbanks, hired six staff, and prepared for a February 2016 opening. This training center will substantially reduce the time needed for TCC Community Health Aides to complete all training sessions.
- Community Health Aides and Community Health Practitioners provided over 5,400 patient care visits in 20 communities. Clinical providers at TCC's community health centers provided 4,000 patient care visits in 2015.

ENGAGED, SELF-RELIANT AND SATISFIED CUSTOMERS

The TCC Region is well informed about services, empowered and satisfied with services

Five-year Objectives (2015-2020)

- Tribal governments, tribal members, TCC employees and partner organizations are informed in a consistent and timely manner about TCC services, policies, and priorities
- TCC leadership will constantly review customer feedback for all services provided
- Develop and maintain an on-line descriptive matrix by village of TCC services, contacts for each Tribal Client Services program
- Develop, deploy and monitor online customer satisfaction survey for all programs and service units
- Update the Tribal Client Service website
- Provide excellent patient navigation and advocacy
- Provide a high level of customer service to patients
- Engage patients and customers in ownership of the health system
- Ensure effective customer surveying and feedback

First year Progress Highlights (2015)

- TCC revised its process for responding to patient complaints more quickly and effectively.
- TCC added a second patient navigator position at the Chief Andrew Isaac Health Center.
- Chief Andrew Isaac Health Center patient satisfaction surveys were redesigned to be more informative and a higher rate of return was achieved.
- Chief Andrew Isaac Health Center patient satisfaction ratings were reported in the TCC Council newsletter.
- For the first time, TCC is conducting patient satisfaction surveys at its rural clinics and reporting the results to providers and the TCC Regional Health Board.
- TCC Health Services is expanding its distribution of information about the Purchased and Referred Care services at all clinic sites, on-line, and in TCC publications.

Appendix 6: Priority Project List by Community

Community	#1 Priority Project	#2 Priority Project	#3 Priority Project
Alatna	Build new businesses, including a new store. Alatna relies on Allakaket for the only store, which is about eight miles round trip, in which we have to cross a river; Allakaket is unavailable to us during freeze up and break up. Alatna is in need of a local store in order to save gas, stop dangerous river crossings, and to create jobs for residents.	Elder nutrition/garage building. This building could host an elder's nutrition program to build strength and to promote gatherings and build love and communication in our community. A garage building would help our youth to learn to maintain vehicles in order for them to run properly, a great asset to have while there are teachers available.	Open a community school. Currently students must travel 8.5 miles round trip to the school in Allakaket. Students miss school during the months of break up and freeze up of the river. If we were able to get funding for a safe route to school, this could help with getting our kids to and from Allakaket.
Allakaket	Planning the construction of a new subdivision, located outside the flood plain. Expand Tribal Transportation Plan Blazer Loop subdivision.	Local multipurpose building with library and computer lab to help support student education, museum of community.	Emergency response for safety of community, including search and rescue supplies for emergency situations and an emergency community response center that is different from medical response.
Anvik	Job creation-try to manage what project may be coming and promoting local hire for new projects, such as the biomass project, clearing the fire break, home rehabilitation, rebuilding the public safety building and other seasonal work.	Identify remaining funding needed for biomass project.	Fire crew.
Arctic Village	[no response]	[no response]	[no response]

Community	#1 Priority Project	#2 Priority Project	#3 Priority Project
Beaver	Community housing and locate land to build future housing. There are very few lots to build on, land needs to be located to build future housing to help retain community members. Purchasing equipment such as a loader, compactor, and rock crusher will benefit this need.	Energy, including energy efficiency; biomass, LED street lights for entire community, developing a staff position to work on energy efforts within the community, and training tribal government employees on the operations and maintenance of solar system in Beaver.	Upgrade the road condition of the Barge Access Road. The Barge Access Road is the main access provider to the Yukon River Barge landing located 2.9 miles downstream from the community. The current poor condition of the Barge Access Road is an impediment to village development and access to the barge landing.
Birch Creek	Multipurpose building with running water.	Develop an environmental tech coordinator to help maintain the landfill.	Encourage local businesses such as a bed and breakfast or local store.
Canyon Village	[no response]	[no response]	[no response]
Chalkyitsik	Job creation: Identify local Artisans. Support Chalkyitsik residents in acquiring training and identifying job opportunities.	New generator.	Re-wiring of residential homes electricity and purchase new heavy equipment
Circle	[no response]	[no response]	[no response]
Dot Lake	[no response]	[no response]	[no response]
Eagle	Washateria and well	Well for water delivery in village	Roof for VPSO building
Fort Yukon	Youth Center. This will create jobs and will add infrastructure for the youth and elders to gather.	Tourism. Open and expand the tourism industry in the community of Fort Yukon.	New business ventures, such as an auto shop\ tribal bingo.
Galena	New tribal office/ cultural center	Housing	Water/sewer
Grayling	Job creation	Developing critical infrastructure	Building new business
Healy Lake	More housing for people to move back home.	Fix up school so that we can re-open it.	Build a small store.
Holy Cross	[no response]	[no response]	[no response]
Hughes	Job creation	Building a new business	developing infrastructure critical to the activities above
Huslia	[no response]	[no response]	[no response]
Kaltag	Build a new community hall/ multi-purpose building.	Increase housing to support community growth.	Provide safe, good education and a healthy place for our children.

Community	#1 Priority Project	#2 Priority Project	#3 Priority Project
Koyukuk	Water & sewer	Multi-purpose building	New roads project and tribal member housing.
Lake Minchumina	[no response]	[no response]	[no response]
Manley Hot Springs	[no response]	[no response]	[no response]
McGrath	[no response]	[no response]	[no response]
Medfra	[no response]	[no response]	[no response]
Minto	[no response]	[no response]	[no response]
Nenana	Housing	Employment	Education
Nikolai	[no response]	[no response]	[no response]
Northway	Housing for families	Solar for three of community buildings	Landfill expansion
Nulato	[no response]	[no response]	[no response]
Rampart	Housing construction to accommodate our growing community.	Energy: improve our power utility to operate more efficiently and look into renewable energy facilities.	Rampart Historical Road Improvement Project: Building new businesses and job creation. This would allow a new store to operate efficiently at a fraction of the cost.
Ruby	[no response]	[no response]	[no response]
Shageluk	[no response]	[no response]	[no response]
Stevens Village	Getting school opened before 5 year closure takes effect.	Saw mill for homes to be built.	IRR Trails to hot springs, banister road (for jobs in community)
Takotna	[no response]	[no response]	[no response]
Tanacross	[no response]	[no response]	[no response]
Tanana	Housing	Job creation	Developing critical infrastructure
Telida	[no response]	[no response]	[no response]
Tetlin	Developing infrastructure	Job creation	Building new businesses
Tok	[no response]	[no response]	[no response]
Venetie	[no response]	[no response]	[no response]

Appendix 7: Migration Information

[available as a separate Excel file]

Appendix 8:TCC Videos

Tanana Chiefs Conference Tribal Courts

Past Presidents of the Tanana Chiefs Conference