

Igiugig Village Community Comprehensive Strategic Plan

"We are an energetic and hard-working Village with strong community, family, and cultural values. We have built a strong job base which has made it possible for young people to remain in the Village, and to raise their families in a safe and healthy environment. We enjoy the benefits of being a relatively small village of 100 people, while being a central hub for the transport of goods and services into the region."

Envisioned by the People of Igiugig in March 2001

Vision Realization Expected in March 2010

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The Planning Process Flow Chart

Discover Community Values
(Children and Adult Visioning)

Prioritize Values

Create a Vision

Assess Community Assets

Set Goals

Determine Measures of Success
(Projects)

Prioritize Projects

Scope Priority Projects

Identify Challenges and Solutions

Assign Tasks and Establish a Time Line

Monitor the Plan

Realize the Vision

**Igiugig Village
Community Assessment
and
Values Prioritization Report**

In the year 2000, Igiugig Village, Alaska made an important decision - the decision to embark on a “journey.” This journey will be a mixture of hard work and hope for the future. Neighbors, friends, and family have carefully explored their options, and together have chosen their destination.

Our community has taken the time to take a close look at what we will need to get us where we want to go. We have made a list of those “tools” we already possess to help us on our journey, and another list of those “tools” we must acquire in order for us to reach our chosen destination. It will be a good journey, because each step along the “pathway” is being carefully planned by a committed group of “community travelers.”

The journey is a movement into the future. The destination is the vision that Igiugig holds for the future. The community travelers are members of the community that have come together to work towards building this future. The tools which will be used along the way are Igiugig’s assets and values. And the pathway is the strategy designed to bring about the vision of the future that our community hopes to realize.

The community of Igiugig realizes how important it is to map and record each step of this journey. This map, which is the Igiugig Village Community Comprehensive Strategic Plan, will serve as a guide for planning future journeys. Each of these future journeys will be recorded and added to the original plan to keep it alive, ensuring that our Village will always move into the future with our core values intact and our community travelers in charge of their own destiny.

Deciding on a Destination:

No one would ever choose to go anywhere that had less to offer them than the place from which they started.

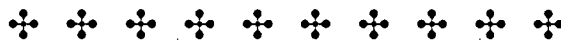
Igiugig Village is a close-knit community that has stood strong against the hardships faced by small, remote native villages throughout Alaska. It is a vital part of planning to find those values that have helped Igiugig to overcome great obstacles in the past, and equally important to find the values that enable Igiugig to continue to survive as a community.

These are this community’s established core values - values that must be protected and nurtured as the community travelers proceed on their journey. These core

values will continue to be the foundation of the Igiugig Community long after the destination has been reached.

There are also in Igiugig, as in any community, needs and desires that are expressions of that community's unrealized values. These values must be discovered and integrated into the core values in order to determine the best path to follow, and the most desirable destination that the community travelers of Igiugig will strive to reach.

We will begin our journey by looking closely at who we are and where we come from...



Our Village

Igiugig means "like a throat that swallows water" in the Yupik language, so named because of its location. Situated in the southwestern region of Alaska, Igiugig lies at the mouth of the Kvichak River where it draws its water from Lake Iliamna. It is 48 miles southwest of Iliamna and 56 miles northeast of King Salmon. Our beautiful Native Village, located at 59° 20' N Latitude and 155° 55' N Longitude, is a member of the Lake and Peninsula Borough.

Igiugig lies within the transitional climatic zone. Average summer temperatures range from 40°F - 50°F. Average winter temperatures range from 20°F - 30°F. Precipitation averages 26" annually.



Visitors must access our village primarily by air or water. Travel to or from Anchorage, or any area outside the immediate region around Lake Iliamna, must be done by air. There are no roads connecting Igiugig to any other village. Charter flights are available from Anchorage, King Salmon, and Iliamna. Most people in the Village use boats during summer months, ATVs all season, and snow machines during the winter to travel within Igiugig or to our nearest neighboring villages. Mail arrives by plane three times a week.

Our village is small, but we can boast a fine school, library, post office, general store, health clinic, airport, Russian Orthodox Church, several Tribal government offices, and fifteen currently occupied homes. Igiugig is also home to several hunting and fishing lodges, and a successful Village-owned construction company and electric company.



Igiugig is very isolated. The nearest hub communities are Iliamna, which lies 48 miles northeast of Igiugig, and King Salmon, located 56 miles southwest. This makes the cost of travel and of bringing goods and services into the community very high.

Our People

The community of Igiugig is comprised of 51 people, mostly Yupik Eskimos and people of Aleutian descent (86%). Ages range from 19 months to 69 years (as of July, 2001), with 43% of our population being under 18, and only 10% being over 60. Residents can trace their roots to the surrounding villages of Alagnak, Newhalen, Kaskanak, Big Mountain, and Kukaklek Lake.



The founders of Igiugig originally lived near Kaskanak, about seven miles downstream from the outlet of Lake Iliamna. At the turn of the century, however, a group moved to the present location, a site that had long been used as a fishing camp by the surrounding villages. Around 1905, Laplander reindeer stations were established near Igiugig. Several of the older residents of Igiugig had parents who were reindeer herders.



We are a traditional people. Yupik Eskimo is the first language of most of our older residents, and is commonly spoken in our village. We value our culture, and continue to practice many of the traditions we have inherited from our Yupik and Aleutian ancestors. Many residents also engage in native crafts, such as skin sewing, basket making, and ivory carving.

Subsistence plays a major role in our lives. Hunting, fishing, trapping, berry picking and the gathering of other plants are important parts of village life, and provide a major food source for

our people. Fish, caribou, moose and berries are the mainstay of our diet. You are sure to be able to sample many traditional dishes at any of the many community gatherings where food is served.



We are a close-knit community. We value our families and our friendships. It is very important to keep our family units strong and intact. We want our children to grow up close to their grandparents so that they will continue to value their culture and carry on the traditions which have sustained us throughout our history. We take much pride in the fact that the entire community stays involved in the safety and education of our children, as well as sharing in their fun activities.

Our Government

The Igiugig Village Council, consisting of five council members, is responsible for the government of the Village and its general well-being. The Council meets on a monthly basis to discuss important current issues. These meetings are always open to the public; community input is encouraged and valued.

Currently, the Council employs 14 residents. A Tribal Administrator, directly overseen by the Council, is responsible for the day-to-day operations of the Village. The Council is charged with controlling and maintaining the community water and sewer systems, and with supplying fuel and gasoline to residents. In addition, the Council, through the Council-owned Igiugig Electric Company, is responsible for supplying electricity and for maintaining the Village generators. They also contract directly with the federal government (BIA) to provide residents with general tribal operations, social services and adult vocational training.

Other Council responsibilities include maintaining the Village health clinic and public bathroom/laundry facility, and running several programs aimed at increasing the quality of life for our people. Some of these are the Walk-to-be-Fit Program, the Summer Reading Club, Summer Crafts for Children, and an Aluminum Can Recycling Program.

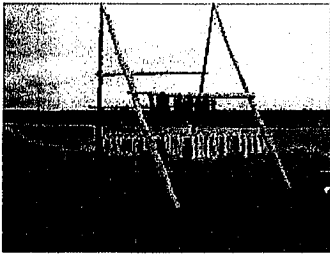


Igiugig Native Corporation was formed under the 1971 Alaska Native Claims Settlement Act (ANSCA). It owns approximately 66,000 acres surrounding Igiugig, including land

around the shores of Lake Iliamna, both sides of the Kvichak River, and around the shores of Kukaklek Lake, in the Katmai National Preserve. Pursuant to ANSCA, Igiugig Native Corporation has rights to the surface estate, while Bristol Bay Native Corporation (BBNC) retains subsurface rights. Thus, the corporation's primary responsibility is issuing land use permits. The Corporation has five Board Members and thirty-three share holders.

Our Economy

Igiugig's economy is largely dependent upon the fishing industry. Not only are most of our residents subsistence fishers, many are commercial fisherman as well. Therefore, a good year of fishing not only provides income, it also insures that we will be spending less for groceries.



Tourism plays a big part in our economy also. There are two locally-owned hunting/fishing lodges in Igiugig, as well as a few others nearby that bring visitors to Igiugig. Every hunter or fisherman coming into Igiugig is a potential customer to our local craftsmen, general store, hunting lodges, hunting/fishing guides, and boat rental business. We are always looking for ways to expand the tourism industry in Igiugig.

The local government employs 14 residents. Through Iliamna Lake Contractors, our Council is also able to offer temporary jobs to other community members and to workers recruited from nearby villages. Iliamna Lake Contractors has been very successful, and continues to grow.



The average median income of Igiugig residents is \$36,843. Twenty-five percent of our people have income which is considered low to moderate. Although this rate is high when compared to non-Native towns in the U.S., it is a remarkable accomplishment when compared to other Native Villages in Alaska. We are proud of our ingenuity and strong work ethic, both of which have enabled us to overcome the poverty that continues to threaten the quality of life for Native Peoples in America.

Our Critical Issues

Although our village is small, the problems we face are not. Because Igiugig is a traditional native village whose people live by subsistence, protecting our natural resources is of utmost concern to all in the community. The most imminent threat to the health of our environment (as well as to the health and safety of our people) is the solid waste dump currently operating in our Village. This dump is located ½ mile from the Tribal Center, less than 400 feet from the local airstrip, and only 1/4 mile from the Igiugig School.

Flocks of birds attracted to this site pose a very real threat to small aircraft flying in or out of Igiugig. The site also attracts bears and foxes, threatening the safety of everyone using the facility, especially our children who can't help but sneak into the dump in hopes of finding some discarded treasure. Additionally, the site threatens to impact the Kvichak River, a functional wetland, and even our drinking water. The construction of a new solid waste facility, and closure of the existing one has been Igiugig's number one priority for over ten years.

A shortage of available housing is another of the most critical issues facing Igiugig today. Several of our single family houses actually are home to more than two adults. Not only do we not have housing for all the adults and families who currently reside in Igiugig, we also are unable to offer housing to people who desire to move into our community. As our children grow up and want to become independent, they are forced to either continue to live with their parents, or to move outside the Village to look for homes. This issue threatens the strong family bonds that are so vital to our lives.

Our small population keeps our community peaceful, quiet and close-knit. But, there is a real down side to having so few residents. Igiugig barely meets the state requirements for number of students needed to be eligible for the funding necessary to keep the school open. The Igiugig School has faced closure more than once. So far, we have managed to keep the required number of students for our elementary thru high school grades. We have not yet been able to qualify for funding for a pre-school.

Isolation is a major obstacle to overcome when dealing with issues such as cost of living, access to goods and services, and public health and safety. Groceries and other supplies must be either brought up the river on barges, which is possible only a few months out of the year, or, most often, must be flown in. The resulting high cost of shipping is a very real concern to every individual in Igiugig, adding approximately \$.50 per pound to every item being brought into our Village.

Air taxi service is very expensive and the only scheduled flight is the mail plane which arrives just 3 times per week in Igiugig. This makes traveling a luxury that must be reserved for very special occasions and emergencies.

Because of the relatively short runway at our Airport, only small planes can land in Igiugig. This makes travel in and out of Igiugig wholly dependent upon the weather. High winds, heavy snow, and poor visibility often prevent travel, especially during the long winter months. This creates a very real threat for anyone in the Village who may become sick or injured to the extent that immediate medical treatment is required. Village Elders often express concern over such limited access to proper medical care.

The limited accessibility to quality health care remains a challenge in Igiugig. There is a small clinic, which is in desperate need of replacement. The two overworked health aides are always on call. Visits to doctors often become an ordeal, especially for our elders. Since there is no direct health service connection to Anchorage, a person requiring medical assistance must first fly to King Salmon, catch a connecting flight to Dillingham in order to get a referral to a specialist in Anchorage, requiring yet a third flight. This is an expensive and time-consuming system that often results in the People risking their health by often putting off doctor visits to avoid the stress of going through such an ordeal.

Probably the biggest recurring health problem in Igiugig is alcoholism and related diseases and injuries. There are no alcohol prevention or treatment programs established in the Village at the current time.



Now that we have looked closely at who we are and where we came from, we are ready to begin gathering the tools we will need on our journey. First, we must make a list of those tools we already possess. We will divide this list into two sections. The first section consists of our values. These are all the values identified within the community. These values reflect the needs and desires of each of our people, from our children to our elders.

The second section on our list of tools is made up of the assets already existing within the community. These assets show themselves in the form of capital projects

and infrastructure, social and cultural services, economic development projects, and job

training, education, and capacity-building programs. Each of these tools will be needed in order to realize our vision. It is important to list them, evaluate them and use them on our journey.



THE PLANNING PROCESS

Discovering Our Values

Children's Visioning

The children of Igiugig are its future. We realize that in order for our Village to survive, our children must be able to fulfil their dreams here. We must discover what our children dream, and then work to make it possible for those dreams to be realized. This is necessary in order to keep our families together, and to insure that our culture and traditions are passed on.



As the world around us changes, we know we must change, too, in order to give our children the best possible future. Our children have needs and desires in a modern world that must be met in order for them to be happy. If they can fulfill their dreams in Igiugig, they will stay and raise their children here, close to their grandparents, to their aunts and uncles, and to their cousins.

On October 24, 2001 we held the first of two children's meetings. The second was held on January 3, 2001, in order to obtain input from the children who missed the first meeting. (See Attachment E - *Children's Visioning I* and Attachment F - *Children's Visioning II*.)

All children under the age of 12 were invited to attend. Between the two meetings, 12 children participated. The purpose of these meetings was to capture the vision that Igiugig's children have for their future and for the future of their Village. Each child was asked to answer six questions designed to help discover some of their most important values. Then, each child was asked to draw a picture of what they wanted Igiugig to look like 10 years from now.



The first question asked of the children was, "What would you like to be when you grow up? Give 2 or 3 answers." The most frequently given responses were: teacher, pilot, artist, the president, swimmer, laborer and policeman.

It is hardly surprising that being a teacher would be one of the top answers among children in this age group, since school plays such an integral part in a child's daily life. Likewise,



flying is a big part of village life in Alaska, so it was to be expected that this would be mentioned, also.

What was somewhat surprising is that only one person mentioned being a hunter or a fisherman. Because Igiugig is a traditional Native Alaskan village, where hunting and fishing is a way of life, we would have thought that more children would have mentioned these activities as possible professions.

It was surprising, as well, that being a policeman and a swimmer were two popular career choices. Igiugig boasts zero crime, so has never had need of any official law enforcement. Swimming is hardly a favorite pastime in Alaskan villages, where the water stays very cold throughout the year. But, children are influenced by things other than parents, teachers, and life experiences. Books and television also play a part in our children's lives.

We were very proud that 2 of our children had such high expectations for themselves that they have decided to become the president of the United States. This shows that our children are secure and confident. We believe that they can accomplish anything in life if they value education and a strong work ethic.

Other professions mentioned by the children included doctor, tractor mechanic, soldier, runner, detective, lifeguard, counselor, dancer, singer, ranger, and snake charmer. (What Alaskan village does not need a professional snake charmer?)



The second question we asked the children was, "Where would you like to live when you grow up?" Five of the children have decided to head for a warmer climate - four to California and one to Florida. One child, apparently one of our future presidents, is already planning the move to Washington D.C. The majority of the children, however, want to stay in Alaska. Of those, three want to live in Anchorage, one in Sitka, one in Fairbanks; two wish to remain in Igiugig.

When asked to “name three things you like about Igiugig,” the children again revealed the strong value they put on education when they chose school as their number one answer. Tied with school was the general store, which is run by the older students. The store is open for an hour a day, and our children are often waiting at the door to buy pop and candy. (Children are children everywhere.)

The other most popular answers were friends, the rec hall, the lake, being able to ride ATVs, and the new road. Also mentioned were the clinic, snow shoeing, the dark, the sand pit, family, homework, shooting a gun, flowers, playing inside, and Sandy (the Village Administrative Assistant and Bookkeeper).

A close look at these answers reveals that education, friends and family, the environment, a strong work ethic, and recreation are among the things most valued by our children. Other values were revealed in the responses given to the next three questions.

Once we discovered what the children like most about Igiugig, it was important to find out those things that they liked least about their village. They were each asked to name three things. We were proud and happy when two of the children were unable to think of a single thing about Igiugig that they did not like, and one was only able to come up with one answer. We were further delighted when the one thing mentioned most often was “the rain,” which is obviously something the Village has no control over.



Puppies and dogs were mentioned by three of the children as things they did not like in Igiugig. This is probably over fear of being bitten when one of the dogs in the Village manages to get loose. Safety is one of the most important values of any child. We were able to see this expressed by our children in other answers to this question, as well. Among those were being too close to the river, the generator going off at night, bears and foxes, and the barge.

Three people mentioned individual children whom they were having some difficulty getting along with. This is to be expected with children this age. You will never find a group of children larger than 2 where there is not some kind of disagreement. We must remember that friends were still high on the list of things that the children liked best about their village.

Children need to be kept busy. Our children need to have the opportunity to participate

often in many different kinds of activities. The fact that there is no swimming pool in Igiugig was mentioned twice (remember that 2 of the children said that they want to be professional swimmers when they grow up) as something the children did not like. One child is unhappy that there is no snow boarding in Igiugig. Another said the Village is too small. All these responses, as well as many of the responses to what you like about Igiugig, show the value that our children put on recreation.

The fifth question we asked the children was, “What are you proud of about Igiugig?” Once again, safety was the foremost value demonstrated. Five of the children replied that they were proud of the fact that their Village is safe, and that there are no “bad guys” here.



Three children were proud of the fact that Igiugig is a clean village without much pollution. Our children take part in the Village Beautification Project, cleaning up trash around the village and planting flowers. They are proud of the work they do to make Igiugig a nice place in which to live.

Some of the other things that make our children proud are all the trees around the Village, the road project, being able to sled and shoot guns, no smoking, gingerbread boys, and yes, they are even proud of all the bugs that live here.

The need our children have for safety is most evident when you look at the results of the final question, “what do you worry about?” Five of the children mentioned bears. Three mentioned foxes. Other safety-related responses included everyone to come home safely, being far from a hospital, getting lost, Mom smoking, someone getting killed while drinking, wolves, and the hairy man.

Two of the children worry about their dog running away. One worries about people coming in and wrecking Igiugig. And, one child worries about annoying people.

Once all the questions had been answered, the children were each asked to draw a picture of Igiugig, the way they want their Village to look in 10 years. The pictures varied greatly, but they all had one thing in common. Even though only 2 children had earlier stated that they wanted to live in Igiugig when they grew up, each child included a home of his/her own in their drawing.

Some of the drawings depict Igiugig much as it is now, with a few homes, a school, an airport and a few office buildings. Others show Igiugig as a thriving city with plenty of skyscrapers, a zoo and aquarium, antique shops, a railroad station, swimming pools, and a high-rise hotel.

We are happy that our children have wonderful imaginations and big dreams for the future. It is important for the future of our community to take into account the dreams our children have and the values they carry with them. We know that they value safety for themselves and loved ones. They value their families and friends. They value education and the security of having plenty of job opportunities available when they grow up. They value having plenty of recreational activities to keep them busy. And they value having a clean and healthy environment in which to live.

Adult Visioning

In planning a future for our children, we must accomplish two things. First, we must work to fulfill the hopes and dreams of the adults who live and work in Igiugig now. We need to discover what our people want and need in order to be happy and healthy. These wants and needs are the values of this community. Providing a means to realize their dreams will insure that the people who are here now will stay and continue to raise their children here.

Second, we need to uncover our deeper core values so that we never lose sight of the things that brought us here to begin with, and keep us here rather than anywhere else in the world we could choose to live. Our core values have helped us to survive as a community, and will continue to sustain us as long as they remain the foundation on which we build our future.

On January 27, 2001, our first Future Search Conference was held in the Igiugig School Library. Twenty one members of the community met for this all-day meeting. Nearly every person over 12 that happened to be in the Village at the time was in attendance (see Attachment G - *Future Search Conference I*).

A presentation was given to explain to the community, in detail, what a community comprehensive strategic plan is, why it is important to have a plan, and how the community will work together to build the best possible plan for Igiugig.

Participants were asked to break into four small groups, choose a spokesperson, and answer several questions. The questions asked were designed to force each person to take a close look at their values from several different angles, allowing them to discover which

values are truly most important in their lives and to the well-being of the community.

After a question was discussed within a group, the spokesperson would read aloud their responses to the entire community. Each response was recorded on a tablet at the front of the room and discussed. Similarities were noted during these discussions.

Below are the questions asked of our community members during Future Search I:

- | | |
|---|--------------------------------|
| What do you like most about Igiugig? | What are you most proud of? |
| What do you like least about Igiugig? | Why do you stay in Igiugig? |
| What would you keep the same about Igiugig? | What would cause you to leave? |
| What would you change about Igiugig? | What do you worry about? |

To further ascertain which values have played the biggest part in holding the community together, a group discussion was held to determine where the individual members of the community had come from, how long they had lived in Igiugig, what challenges the community has faced over the years, how the community has managed to overcome these adversities, and which values came into play and how.

The result of the questions and answers, and of the group discussion was a list of those things that are important to our People. Each item on the following list represents one of Igiugig's community values. They are in order by the number of times mentioned during the meeting:

Easier access to goods and services	59	Subsistence lifestyle	16
Close family relationships		Willing to work, like to work	15
30 Public safety		Near nature	13
	29	Culture	7
Natural environment	28		
Health care			
28			
Business/economic opportunities	25		
Adequate housing			
23 Clean village	20		
Good school	17		
Sense of community	16		

Normal hours of operation	5
Social opportunities	5
Community involvement with kids	3
Nice facilities	2
No crime	2
Perfect place to live	2
Good place to raise kids	2
Activities for kids	1
Beautification project	1
Living by lake and river	1
Lodge people bring money	1
Population growth needed	1
Child care	1
Small size	1

Prioritizing Our Values

The values on the above list make up those things which are important to the individuals of this community. On the surface, it may appear by the list that the values have been prioritized simply by the number of times each is given as a response. This, however, can be misleading.

It is only natural that the things a community is lacking is what would be foremost on the minds of its residents. When planning for the future, people focus on the changes they would like to see happen - on fulfilling needs that have not yet been met. What are often forgotten, if planning is not done carefully, are needs which are already being met and dreams already fulfilled.

A strong, healthy community like Igiugig has long ago decided which of its values are most important. Our people have been true to our values. Each time we have faced change, we have carefully weighed the cost of that change, and have decided whether or not it is worth what we may have to give up.

For example, as much as we want better access to goods and services, we would not give up our families and close-knit community to move to a bigger city in order to be able to shop at a supermarket and see a movie every Saturday night. Nor would we bring in any economic initiative that would destroy our natural environment or threaten our subsistence lifestyle, just to raise our income levels.

Without fully realizing it, Igiugig has managed to grow without compromising any of the values that mean the most to its People - the values that have brought us through hard times, and have held us together as a community .

These are the core values that make up the very foundation on which our community has been built - those things that brought us to Igiugig, that make us want to stay in Igiugig, and that we are committed to keeping unchanged throughout our journey, and even after we have reached our destination. We know it is important to identify these core values in order that we never lose sight of them.

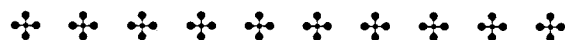
Therefore, on March 29-30, 2001 a door-to-door survey was conducted in Igiugig (see Attachment H - Values Prioritization Survey). Twenty-two people took part. A list of community values was given to each of the participants. Each was asked to prioritize the

values by assigning points to each value. The points were then added up and a list was made of all the values, in order of most points assigned. The chart on the following page shows the results of the Values Prioritization Survey.

Values Prioritization Survey Results

VALUE	TOTAL POINTS ASSIGNED
--------------	------------------------------

Environmental protection	416
Jobs availability	381
Quality health care	371
Education	351
Subsistence lifestyle	344
Close family ties	342
Improved transportation	327
Availability of adequate housing	327
Easier access to goods/services	326
Strong sense of community	269
Self-sufficiency (work ethic)	258
Clean attractive village	201
Public safety	188
Social opportunities (activities/classes)	176
Cultural preservation	173
Business/economic opportunities	167
Increasing the population	166
Peaceful, quiet community	118
Outdoor recreational opportunities	117
Child care	73
Nice facilities (laundry, public restrooms)	65



Now that we have discovered the values which are truly most important to our community, we can decide upon a destination. By combining our core values with other important community values, we can build a vision for the future of Igiugig.



Incorporating Our Values Into a Vision

On February 19, 2001, a meeting was held at the airport hangar. Eighteen people were in attendance (see Attachment I - *Incorporating Our Values Into a Vision Statement*). Two vision statements were passed out to the group along with a list of the prioritized values. The meeting facilitator explained that it is very important for the community to chose a vision that best encompasses the core values and other important values of the People of Igiugig. The vision statement would be the destination, toward which, the Village was traveling. If the Community Strategic Comprehensive Plan is successful, then the vision would be realized within the next 10 years, and would at that time be a factual statement about Igiugig.

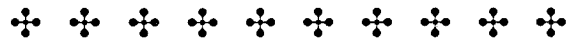
The facilitator read the two vision statements aloud to the group. They were then given the option to chose one of the two vision statements which were read to them, to make changes to either of these two statements, or to reject these completely and write one they felt better represented their values and vision. The group voted unanimously to adopt one of the vision statements which had been presented to them. The following is the vision that our community has chosen for our Village, the destination at the end of our ten year journey.

“We are an energetic and hard-working Village with strong community, family, and cultural values. We have built a strong job base which has made it possible for young people to remain in the Village, and to raise their families in a safe and healthy environment. We enjoy the benefits of being a relatively small village of 100 people, while being a central hub for the transport of goods and services into the region.”



Igiugig Village has banded together as a community to decide upon a destination for our journey. We have agreed unanimously on this decision. We have put together our first list of tools (our most important community values), which will help us on our journey. Now we must complete our list of tools by evaluating our community to discover what assets

we possess that are important in helping us to realize our vision, and what assets we must acquire in order to help us turn our vision statement into a factual description of Igiugig...



Identifying Community Assets and Needs (Community Assessment)

On March 29-30, 2001 a door-to-door survey was conducted. This Community Assets Assessment Survey was designed to identify and evaluate important assets existing in the Igiugig Community, and also to help discover needs within the community. The survey consisted of five major sections: 1) Capital Projects and Infrastructure; 2) Economic Development; 3) Social and Cultural Services; 4) Job Training, Education and Capacity-Building; and 5) Other Items. Seventeen people were surveyed (see Attachment K - *Community Assets Assessment Survey*).

Each section contained a list of assets which may possibly exist in the community. Survey participants were asked a series of questions about each asset. Each section also included a place to write in other assets or needs of the Village.

When the questionnaires were completed, they were gathered up and the results from each were entered onto a tally sheet. The tally sheets were then presented to the community at Future Search Conference II, along with our list of community values and vision statement, for consideration when deciding on projects to be implemented.

Capital Projects and Infrastructure Assessment Summary

1. Assets not found within the community
 - a) There are two assets that the community does not currently possess that it feels are unnecessary. These are cable TV and a police building.
 - b) The community was split when trying to decide whether or not there is a need for elder housing or a small boat harbor.
 - c) Participants in the survey did agree that Igiugig needs boardwalks, a fire station, a recreational park, and a youth center.
2. Assets currently existing within the community

- a) There are 2 existing assets in the community that were rated very high. These were sewage collection and disposal, and water service. Nearly everyone agreed that these services were indeed necessary to the community, and that the present systems are adequate.
- b) The other assets that the community feels are necessary, but that the existing services are adequate, include the city council building, electric power, schools, solid waste collection and disposal, water service, solid waste disposal, and telephone service.
- c) There were many areas where, even though certain assets already exist within the Village, many or most of the people surveyed felt that these services needed to be improved or expanded. Although the condition of the Airport was rated as good, virtually everyone agreed that it needs to be expanded. Likewise, the washeteria, bulk fuel storage, and Internet service were rated as good, but all these services need to be expanded, also.
- d) The community buildings, community hall, health clinic, housing, library, roads and the Tribal Council building were all given an average rating, and the majority of the people surveyed agreed that improvements or expansion was needed in all these areas.
- e) Those existing assets rated the lowest were cemeteries and graves, docking facilities, and the post office. All of these need to be improved or expanded.

Social And Cultural Services Assessment Summary

1. Assets not found within the community

- a) There were two social service programs, domestic violence and public assistance, that have been determined to be unnecessary in Igiugig. Likewise, it was evident in the survey results that youth courts, police protection, and dog sledding were all services that the Village does not have, nor do they need them.
- b) The community was split on whether they need to implement an AIDS prevention program.
- c) There were many programs that are not currently offered in Igiugig that the community feels it needs: Health Programs include nutrition, weight loss, substance abuse, family planning, and diabetes management; Public Safety Programs include fire protection and search & rescue; Social Services Programs are child care, adoption, seniors, disability, adult counseling, teen counseling, and legal services; Cultural Services needed are elders group, music, dance group, spirit camp, and storytelling; and the Recreation Program needed is for adult recreation .

2. Assets currently existing within the community

- a) The programs currently in Igiugig that were given a good rating by the community were suicide prevention, Tribal governance, subsistence food preparation, and arts & crafts.
- b) Emergency response, recreation for small children and teens, religious programs, Indian child welfare, and language programs were deemed necessary to the community and were all given an average rating.
- c) Of all the programs currently available in the Village, only the Tribal courts were judged by the survey to be unnecessary.

Economic Development Assessment Summary

1. Job potential not existing within the community

- a) There is currently no job potential for farmers, environmental specialists, drillers, foresters, or loggers in Igiugig.

2. Job potential currently existing within the community

- a) The community feels that there is high job potential for a city clerk, equipment operators, and business owners in the Village.

- b) Positions that have medium job potential in Igiugig are:

artisans	city manager	cottage industries
teacher	teachers aide	environmental technician
health aide	commercial fisherman	natural resources specialist
fish processor	nurse practitioner	miner
public safety officer	firefighter	emergency response
HAZWOPER	store owner	tanner
tourist operator	pilot	Tribal Administrator
landfill operator	sewage treatment operator	water treatment operator
bulk fuel operator	power plant operator	

3. Jobs needed

- a) Of all the positions mentioned above, the only ones that the community feels are jobs that are definitely not needed are: miner, driller, logger, forester, and fire fighter. The community is split on whether or not farmers and tanners are needed.

Job Training, Education and Capacity-Building Assessment Summary

1. Training/education is not needed in the following areas:

farmer	fish processor	logger
forester	miner	driller
tanner		

2. Training/education is most needed in the following areas:

- | | | |
|-------------|--------------------|------------------------------|
| artisans | city manager | Tribal Administrator |
| teacher | teachers aide | environmental specialist |
| health aide | city clerk | environmental technician |
| firefighter | equipment operator | natural resources specialist |
| store owner | HAZWOPER | emergency response |
| pilot | tourist operator | business owner |

3. Additional training/education is needed for:

- | | |
|-----------------------|----------------------|
| cottage industries | commercial fisherman |
| public safety officer | Tribal administrator |

Assessment of Other Items Summary

Community Members were invited to add additional assets or needs on this section of the survey. The following were submitted:

1. Infrastructure - more homes for families to live in so that the school can remain open

2. Economic Development - more jobs to keep people here

3. Cultural Education Classes -

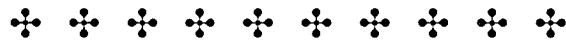
- | | |
|---------------------------------------|---------------------------------------|
| building fish traps | building dead-fall traps |
| building squirrel snares | old ways of storing subsistence foods |
| making wooden spoons | making native skin rope |
| making grass baskets | making wooden eye shields |
| making and using spears to kill bear | making fish skin boots |
| making fancy belts | making fancy headdresses for dancing |
| making long mukluks | teaching Native place names |
| create a map using native place names | Kukaklek school trip |
| elders story-sharing | teaching old ways of waterproofing |
| | water vessels |



Through this planning process, we have prepared ourselves for our journey. We have taken a close look at our most important values to help us decide upon a destination. We have completed an inventory of the tools we have, and another list of the tools we must

gather along the way in order for us to realize our vision.

Igiugig Village is a unique community made up of people who hold fast to a traditional Alaskan Native culture, while at the same time, welcome the challenges of a modern technical world. Our ability to blend past and present is perhaps the greatest tool we take with us as we build the pathway that will lead us into the future we have chosen.

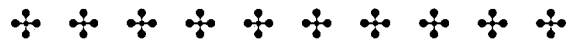


**Igiugig Village
Prioritization of Projects
and
Implementation Strategy**

Choosing Our Pathway:

Our community has chosen a destination. We have gathered the necessary tools from our many community assets, and have made a list of the tools we will need to obtain along the way. Now we must decide upon the best pathway to take us to our chosen future.

There are usually many roads leading to the same destination. Choosing the best one takes careful planning. We will examine each section of the pathway to be sure the road is smooth enough to guarantee that our most precious possessions - our values - are still intact at the end of our journey.



Setting Goals and Measures of Success

On March 31, 2001, eighteen residents of Igiugig met at the school gymnasium to review the list of community values (see attachment L - *Future Search II - Setting Goals and Measures of Success*). The attendees of Future Search II, were then charged with setting goals which would best promote and protect Igiugig's values while moving the Community toward the realization of its ten-year vision.

After dividing into small groups, worksheets were handed out. A different community priority value was written at the top of each worksheet. The eleven values being considered during this planning session were:

healthy environment	financial independence (jobs availability)
healthy people	education
subsistence lifestyle	close family ties
close-knit community	adequate housing
attractive, safe village	convenience (transportation/better
recreation for community	access to goods and services)

Each group was asked to come up with as many goals as they could for each value. These goals were written out in front of the room and discussed by all of the attendees. Once the list of goals was complete, the group went back and decided together what must happen in order for the community to know that their goals were being met. These "measures of success" were then translated into projects. Successful implementation and completion of these projects will serve as proof that the goals have been met, the values have been

protected, and that the vision has ultimately been realized.

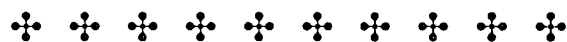
Prioritization of Projects

Initial Selection

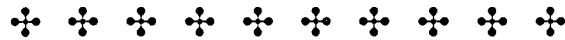
Future Search III was held in the Igiugig School gymnasium on April 2, 2001 (see Attachment M - *Future Search III: Prioritization of Projects*). Sixteen community members were in attendance. A list of the projects that were listed by the community during the previous day's meeting were presented to the attendees. They were then asked to vote on the top 5 projects. This process was repeated two more times to find the 15 projects that the Community felt were most important. The results were as follows:

- Housing, extending the runway, and expanding Iliamna Lake Contractors (ILC) were tied with the most votes.
- Constructing a new clinic and expanding the Post Office were tied at second.
- Becoming a city, construction of a new dump, constructing Pile Bay Road, and bringing local airlines to Igiugig were all tied at third.
- Construction of a port dock was fourth.
- Moving health Services to Anchorage, administrative grants management training, tourism opportunities, and construction of a greenhouse came in fifth.
- Tied at sixth place were writing a Watershed Management Plan, offering adult education classes, becoming a self-governance entity, and establishing an EMS (fire hall and ambulance).

These fifteen projects were then turned over to the management team for implementation. This exercise was simply to give the Village Council, Tribal Administrator, and Community Plan Management further insight into what the community sees as most important. This information, along with the community priority values list and goals list will provide valuable information for formulating the Action Plan.



The Igiugig Village Community has decided upon a pathway. We are ready to begin our journey. Together, the People of Igiugig have laid out a map showing the desired route. The map must now be turned over to our "Navigators" - the Village Council, the Planning Team, and the Community Plan Manager. It will be their job to bring us safely along the journey and into a secure future.



Final Prioritization

The next step was to revisit each of these projects to discover if there were any precursors which must be completed before the projects themselves could be implemented. Precursor projects were moved up on the list to pave the way for the initiation of the other projects. (see page M15). After considering all factors, the new prioritization list was completed:

- Construction of a new solid waste dump, closure of open dump and becoming a city
- Housing, extending runway, and expanding ILC
- Building a new clinic and expanding the Post Office
- Pile Bay Road, and establishing local airlines
- Port Dock, and forming an Education Planning Team
- Moving health services to Anchorage, administrative grants management training, exploring tourism opportunities, and building a greenhouse
- Writing a Watershed Management Plan, becoming a self-governance entity, implementing an Adult Education Program, and initiating an EMS/fire hall/ambulance facility
- Establishing a Technical Training Program, Home Improvements Program, Fisheries Monitoring Program, and constructing a new campground/park

These are the projects that will be given top priority and will be addressed first whenever possible. New priority projects will be added to the list as time and staff allows. The list of projects that were proposed by the community during Future Search I (see Attachments L3-L13 - *Form 6: Goals and Measures of Success*, and Attachments L14-L28 - *Project Worksheets*), but were not chosen as top priorities will be revisited regularly. Each of these projects is an important step toward realizing the community's vision, and must be addressed.

As priority projects are initiated or completed, new priority projects will be chosen by looking at the initial list of all proposed projects, adding to it (if deemed necessary), and then prioritizing the projects using the established process. This is a necessary step toward keeping the plan alive and allowing the community vision to continue to serve as a guide for the Village Council and its staff.

In order to keep a healthy balance, it is important when choosing new projects for implementation, to select projects from each of the five categories: 1) Capital Projects and Infrastructure; 2) Social and Cultural Services; 3) Economic Development Priorities; 4)

Job Training, Education and Capacity-Building; and 5) Other (includes environmental). Each of these areas is important in the overall plan; each addresses important values of the Community. The Community's vision encompasses all of these values, and cannot be realized if any one element is forgotten.

For example, when economic initiatives are selected, attention must also be given to housing and other infrastructure issues as well as to possible environmental impacts. There must be a logical sequence in prioritizing projects in order to insure the success of the project and in order to be assured of responsible growth (i.e. population and infrastructure grows in harmony with available jobs and protection of the natural environment).

Developing an Action Plan

Project Scoping

The Planning Team, consisting of the Tribal Administer, planning consultants, the Community Plan Manager, and Village Council Administration department heads met at the airport hangar meeting room on April 3, 2001 to begin scoping the chosen projects. Several follow-up meetings were held over the next 2 weeks to complete a scoping form on each of the priority projects selected by the community at Future Search III.

The team worked together to fill out the forms that had been designed to give the Planning Team a general, overall look at the needs associated with implementing each project (see Attachment N - *Project Scoping Forms*). This is an important step in the implementation process, allowing the Planning Team to discuss the need for the project and what it will mean to the community in terms of problems it will address, jobs that will be created, businesses that will be affected, potential impact to the environment, etc. During the scoping sessions, the team will also estimate the cost of the project and any studies or permits that will be required along the way, as well as staffing, job training or infrastructure needs that will need to be addressed.

Challenges and Solutions

Before task assignments can be handed out, it is important to first consider any known challenges or obstacles that need to be dealt with before implementation can be completed. Using the information gathered at the scoping session, the planning team listed all the challenges that must be faced for each project and then "brain-stormed" to find possible solutions. Potential obstacles included lack of funding, staff, training, land, or other infrastructure. Further challenges included acquiring required permits, surveys, and studies, and logistical problems.

During the scoping sessions that were held in April, 2001, the planning team proposed one or more solutions for each problem posed (see Attachment O - *Project Action Plan Worksheets*). This exercise helped to outline a detailed list of tasks needing to be accomplished as the team begins working toward implementation of their projects.

Assigning Tasks and Establishing a Time Line

The next step in the planning process is to assign each of the tasks to a specific person. This eliminates confusion over who is doing what. A reasonable time line is established at the same time that a task is assigned to further reduce the risk of any confusion over what is expected of the person responsible for carrying out the assignment. All task assignments and time lines are recorded on a project worksheet (see Attachment O - *Project Action Plan Worksheets*).

It is important to understand that the list of tasks will grow as the project develops. For example - when hiring a project coordinator, it is discovered that all applicants would require some training. At that point, it would be necessary to add "find trainings being offered" and "secure funds for training" to the list of tasks that need to be completed.

The planning team completed a project worksheet for the top 11 priority projects during the first two weeks in April, 2001 (see Attachment O - *Project Action Plan Worksheets*) All activities were assigned and specific dates were set for the completion of each task.

Monitoring and Updating the Plan

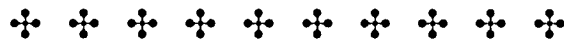
The final step in the planning process is to keep the plan alive. This document will only work if it is used. The Community Plan Manager must be charged with this responsibility. The progress of the action plans should be closely monitored. Regular meetings should be held by the Planning Team to keep members informed of progress and to "brain-storm" as problems arise. New projects need to be prioritized and scoped, and tasks assigned as other priority projects are completed. Community meetings should be held annually or biannually to inform the people of the progress being made and to make sure that the community knows that their vision remains the guiding force behind Council decisions.

The Igiugig Village Community Comprehensive Strategic Plan is a powerful tool, but like any tool, it must be used to be of any value. The plan should be shared with state and federal agencies to assist them in finding ways of helping the Village reach its goals and realize its vision. Many federal and state agencies, in fact, now require that a community have a strategic plan in place before they can award grant funds.

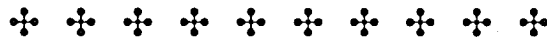
Keep in mind also, that this plan must remain flexible. This is firstly because community priorities can change with time or outside influences. For example, a community may decide, when the economy is good, to work toward expanding recreational opportunities. However, if the next year's fishing season is poor, resulting in lost income and jobs, the community may want to change their focus toward economic initiatives.

Secondly, if funding becomes available for a project that is lower on the list of priorities than another project for which funding has not yet been found, it would be most beneficial to the community to go ahead and move forward on the lesser project. This only makes sense so long as implementation of your higher priority project is not compromised.

For these reasons, as well as for other unforeseeable situations, the plan will be revisited often and updated as necessary. As long as the planning model outlined in this plan continues to be followed, and the vision is kept at the forefront of all planning and implementation activities, Igiugig will be successful in creating the future its people desire.



Regardless of how carefully a route is chosen, or how much care is taken to look ahead to predict obstacles that may be encountered along the way, most travelers doubtless find that the shortest distance between two points is all too often "under construction." Every traveler will face some unforeseen and unavoidable difficulty on the road. It is therefore imperative that our plans are flexible and that we be willing, if necessary, to change our route in order to get to our desired destination. Now that the pathway to our destination has been selected, our journey can begin. The people of Igiugig now ask the Tribal Council to adopt this plan and use it to guide our people into the future that we, as a community, have chosen for our village.



The Igiugig Village Community Comprehensive Strategic Plan is hereby adopted by Resolution # _____ on this _____ day of _____, 2001.

Michael Andrew, Jr., President

FORM 19: Project Scoping Form

Community: Igiugig Village Contact: Dan Salmon

Address: P.O. Box 4008, Igiugig, AK 99613

Phone: (907) 533-3211 Fax: (907) 533-3217 Email: dsigiugig@aol.com

Name of Project: Construction of New Clinic Date: April 3, 2001

Contact Person: Dan Salmon

.....

Answer the following questions about your proposed project or program below. Attach other sheets of paper if necessary.

Description:

- 1. What is the project? Briefly describe it.** Build a new clinic.
- 2. Why is this project needed?- problem/need/strategy that the project addresses.**
The clinic currently in operation in Igiugig is too small, and very outdated.
- 3. Is this project part of a plan (economic development plan, environmental plan)? How does it fit in the plan?** This is an important part of Igiugig's Community Comprehensive Strategic Plan. A new, bigger, more modern facility is needed as population is expected to double over the next 10 years. Igiugig must be able to offer proper health facilities in order to attract new people to move in to the village, as well as to effectively service the people who live here now.
- 4. List any studies or plans that are needed (feasibility, marketing, engineering, design or other technical studies). Identify whether they have been started or the stage the plan is in towards completion.** Basically, all these plans will be needed. The Denali Commission will provide them, but they have not been started at this time.

Costs:

- 5. What is the estimated cost of the project?** Not yet determined.
- 6. What funds have been secured? Specify amounts, sources, local match, and any conditions attached.** None

7. What is the annual cost and long-term cost for operation and maintenance of this project? \$7,500.00 How will the community meet these costs?

8. What local resources are available for the long-term operation and maintenance costs of this project? Rental contracts thru IHS.

Jobs & training:

9. What service jobs will be needed in order to operate and maintain this project? N/A

10. How many full-time, permanent jobs will this project create and/or retain?
create in 1-3 years _____ create in 3-5 years _____ retain 2

11. What training is necessary in order to prepare local residents for jobs on this project?
N/A

12. What construction jobs will be necessary to complete this project? Carpentry, electrical, permitting, plumbing.

Coordination:

13. Are other projects related to or dependent on this project? YES NO

Is this project dependent on other activities or actions? YES NO

If yes, describe projects, actions or activities specifying phases where appropriate.
Feasibility studies, design plans, etc. must be completed and funding secured.

14. Does this project fit into a regional strategy? YES NO
Lake and Peninsula Borough's Economic Development Plan

Does it meet the needs of other communities as well as your own? YES NO

15. How many businesses will be affected by this project and how? 20+ Having adequate health facilities promotes population growth, which will increase business and stimulate the economy.

16. What type of needed infrastructure does this project provide? Building

Other:

17. What permits will be required? List the permit, permitting agency, and status of existing applications. Building permit and environmental permits from funding agency(s).

- 18. What health and safety problems will this project address? This is a health initiative and will address all aspects of public health and safety, providing routine and emergency health care.**
- 19. What state and/or federal compliance requirements will this project satisfy or correct? Infection control, fire code, electrical code, proper sanitation.**
- 20. How will the project improve the environment? N/A**

Action Plan Worksheet

Name of Project: New Clinic

Completed By: Planning Team

Date: 4-3-01

CHALLENGES

1. Funding

2. Too low on the list - no assessment has been completed

3. Land is under private ownership

SOLUTIONS

1. Several possible sources:
 - a) ICDBG
 - b) IHS
 - c) Denali Commission
 - d) State of AK- Dept. of Community and Economic Development
 - e) foundations

2. a) complete assessment listing shortcomings
 - no hot water
 - no electrical
 - poor security
 - inadequate space - exam rooms, storage
 - poor floor plan
 - poor emergency accessb) Request Denali Commission sent in representatives to do an assessment and to suggest alternative funding options

3. a) look at other options in wetlands
b) rebuild on same location
c) negotiate with land owner

Action	Person Assigned	Important Dates
Send for floor plan	Sandy	April 16th
Design floor plan	Sandy Delores	May
Complete Denali Commission Assessment	All Council and Clinic Staff	Will have a better idea on April 16 th
Negotiate with land owner	Dan	On-going, June
Funding Search	Dan	Will check Denali rating

