

**Ugashik Traditional Village
Community
Comprehensive Strategic Plan
2005**



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UGASHIK COMMUNITY ASSESSMENT AND VALUES PRIORITIZATION REPORT



“Ours is a Village whose residents appreciate the freedom and health that comes to us as a result of living in this peaceful, quiet, subsistence community. Recreational opportunities are limitless. We are supported by a strong commercial fishing industry, and both private and Tribally-owned businesses that provide job opportunities for every family. Our clean and beautiful natural environment, the slow pace, and a strong sense of community spirit provides our 30-member community a home that could only be found in Ugashik, Alaska.”

Introduction

In the year 2004, the community of the Ugashik Traditional 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."

Our journey is a movement into the future. Our destination is our vision for Ugashik's future. The community travelers are members of the community that have come together to build a pathway. The pathway is the strategy designed to bring about the vision of the future that our community hopes to realize. And the tools that will be used along the way are Ugashik's assets and values.

The community of Ugashik Traditional Village realizes how important it is to map and record each step of this journey. This map, which is the Ugashik Traditional 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

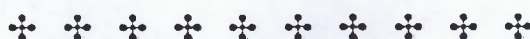
No one would ever choose to go anywhere that had less to offer them than the place from which they started.

The Traditional Village of Ugashik 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 Ugashik to overcome great obstacles in the past, and equally important to find the values that enable the Traditional Village of Ugashik 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 Ugashik Community long after the destination has been reached.

There are also in Ugashik, as in any community, needs and desires that are expressions of that community's unrealized values. These values must be uncovered 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 Ugashik will strive to reach.

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



Our Village

The first people to come to the Alaska Peninsula thousands of years ago were Aleuts and Eskimos. Perhaps these hardy travelers, who are our ancestors, were attracted by the mild maritime climate or the abundance of fish, sea mammals, and game. We can never know for sure why they chose to endure the rigors and hardships of arctic travel to reach this haven. But, we do know that descendants of these first settlers were eventually joined by other adventurous souls. And, although much about life in Alaska has changed since then, our people are still living in communities scattered along the length and breadth of the Peninsula.



Ugashik Traditional Village is located on the western side of the Alaskan Peninsula, 16 miles up the Ugashik River from Ugashik Bay in the greater Bristol Bay. Our Village, which is approximately 367 air miles southwest of Anchorage, is located on the eastern bank of the Ugashik River and is only accessible by air or water. Our Village consists of 233.9 square miles of land and 14.7 square miles of water with approximately 2½ to 3 miles of roads within the Village. There are approximately 22 houses (6 abandoned), a community center and clinic, and numerous outbuildings, including many from the old cannery, some of which are being used to house Tribally-owned vehicles and equipment (see Attachment J - Community Resources Map).

Because our Village is located within a maritime climactic zone, it enjoys relatively mild temperatures throughout the year. The average winter temperature ranges between 12° and 37°, and the average summer temperature ranges from 41° and 60°. There is approximately 19 inches of rainfall and 38 inches of snowfall each year. Occasionally, we do get severe winds that blow across the Alaskan Peninsula. These winds can make the temperatures feel much lower than they actually are.



Ugashik Traditional Village is located within a seismic zone four, which means that the possibility of an earthquake of a magnitude 6 or greater on the Richter scale does exist. There are also several volcanoes in the region, however, most are classified as dormant. Aniakchak, last erupted in 1942 and Ugashik-Peulik in 1852.

Ugashik has been a permanent settlement for centuries, but the people did leave when there were

major eruptions of the Aniakchak volcano. Our ancestors returned around 250 B.C. and have stayed here. The population of our area, however, has varied widely over the course of the last 100 years. The Village of “Oogashik” was first recorded in the U.S. Census of 1880. In the 1890's our Village became one of the largest in the region due, in part, to the presence of a relatively large fish cannery. By 1900, the population was at 348.

Tragedy struck the area in the mid 1900s when an influenza pandemic that killed millions of people all over the world found Ugashik. The majority of our people lost their lives and survivors were forced to move to other Villages. Our population has never regained its pre-epidemic levels.

Our Village is relatively isolated with the nearest hub community, King Salmon, 84 miles to the northeast. For those of us who remain and for visitors to the area, the Village can be reached by water or by air. The U.S. Bureau of Land Management maintains a 5,280 foot long gravel airstrip about 12 miles from the Village. There is also a 3,200 foot gravel airstrip located within the Village.

In spite of the isolation, our people enjoy a good quality of life. We are able to meet in a relatively new community center, which also houses our small health clinic. Our homes have plumbing, and individual wells and septic systems. We use fuel oil for heat and electricity is provided by individual generators. Travel around the village on our twenty-two miles of gravel road is usually done by auto, ATV, or snow machine in the winter.

Our subsistence lifestyle is very important to us. Just as our ancestors did, members of all of the households in Ugashik hunt, fish, trap, and gather berries. In Ugashik, we maintain a strong connection to the land and to the traditions that are so important in maintaining our rich culture. Subsistence is a big part of that connection. We hunt for fur-bearing animals like caribou, moose, ptarmigan, lynx, seals, foxes, and wolves. We trap otters, wolverines and fox. We fish for king, silver, and sockeye salmon, and other fish. And finally, we gather wild cranberries and blueberries and eggs.



Our People

Like other native villages throughout Alaska, the Traditional Village of Ugashik is small, closely knit and interdependent. Currently (2004), there are 15 people living in Ugashik year round. While the majority of residents, 9, are descended from those first Yup'ik and Aleut settlers of the Peninsula, our Village also has descendants of other pioneering peoples who arrived later.



Unfortunately, many of our people have been forced to leave their homeland in order to survive after the closure of the cannery and the downturn in the local fishing industry. There are currently 60 members of our Tribe living in other parts of Alaska and throughout the nation.

For the people who remain in Ugashik, our way of life includes activities that would be very familiar to the ancient residents of the area. Subsistence activities are important to all of the citizens of the Traditional Village of Ugashik. The Alaska Department of Economic Development reports that our people each eat an average of 109 pounds per year of fish and marine mammals! We also depend heavily on wild game, bird, local plants and berries. Not only is subsistence important to us as a way to survive, it also helps us to maintain a connection with our history, rich with culture and tradition.

Economic hardship came to our area first in the late 1800s. Many of the people here had been involved in the fur trade. When trade declined due to over-harvesting, salmon canneries began to increase in economic importance. The canneries were



responsible for the growth in population of our area prior to the flu epidemic. By 1920, after the epidemic had either wiped out or forced out all our people, there was no one left in Ugashik. By

1930, however, the population had risen to 84 residents. The village has continued to experience population growth and decline since that time. In 1960, the population had dwindled once more to only 36 residents, but by 1970, everyone had, yet again, been forced to leave the village in order to find work.

One of the major goals of the people of Ugashik Traditional Village is to create a stable local economy that will allow for our friends and relatives to move back to their home full-time. Family and community ties are extremely important to the people of Ugashik. Every time someone is forced to move away from the community, we feel that loss keenly. Our bonds of kinship and community are one of the things that allow us to overcome the hardships of the Alaskan bush and to continue to thrive against all odds. It is important to the very survival of our culture that our people be able to return to their home.

Our Government

Ugashik Traditional Village is governed by the Ugashik Traditional Village Council, which consists of five members who are elected by the general council (adult Tribal members 18 years of age and older). Elections take place during our annual general council meeting held toward the end of each summer, offering an opportunity to those who have been forced to leave Ugashik to return, if only for a visit or to work during the commercial fishing season.

The Tribal council has three full-time employees, a Tribal Administrator, an Environmental Programs Director, and a Roads Planner/ICWA worker. There are also some temporary positions at various time throughout the year. These temporary workers help with big projects and activities. The Village Council oversees several grant programs that include a US Environmental Protection Agency Indian General Assistance Program Grant, a Bureau of Indian Affairs Water Resources Management and Pre-development Planning Grant, a WELLNESS Grant, ICWA, BBEDC Laision Grant, BBEDC Strategic Planning Grant, NAHASDA Grant, BIA Roads Grant, BIA Compact Funding, and Lake and Peninsula fisheries revenue.

Our Economy

Like other villages on the Alaskan Peninsula, both past and present, our economy is dependent upon the sea. For centuries, the rich natural resources around Ugashik has sustained us. This was true of our ancestors who harvested the fish and game of the region to survive and to trade with other villages and for those who harvested fur-bearing mammals to sell to the Russians. When the fur trade began to decline, harvesting and canning salmon became the foundation of our local economy.



Though the great influenza pandemic forced survivors to move to other villages for a time, eventually many returned to their homes. Ugashik became the site for a salmon cannery for most of the 20th century before its closure in 1939, largely due to the fact that the docks became so silty that ships could no longer tie up for deliveries. The buildings, though in varying stages of disrepair still stand today. A privately-owned cannery is currently being operated on adjacent property.



Commercial fishing in Bristol Bay remains our economic base. Many of the residents of Ugashik hold commercial fishing permits. Ugashik also had bed and breakfast and guide services that cater to sport fishermen and hunters that visit our area. These establishments, as well as the staff positions offered by the Ugashik Village Council help Ugashik to diversify the local economy.

The median household income is \$36,442.00 per year. One of our chief goals is to create economic development in Ugashik. It is very clear that only through creating economic opportunity can we re-unite our families and friends and grow as a community. Most of our people have left to find work. By creating a diverse economic base that will provide jobs in the Village, it is our hope that they will return and that the Traditional Village of Ugashik will thrive once again.

Our Critical Issues

There are several critical issues facing the Ugashik Traditional Village. One of the most pressing is the lack of an adequate solid waste dump. Throughout our history, individuals have been forced to dispose of solid waste in whatever fashion they can find. This has meant that each home burned what it could and buried the rest in garbage pits scattered throughout the Village. We recognize that this is not the most efficient or environmentally responsible way to dispose of our waste and have made finding alternative methods a priority in the Village for many years. We are proud to



be able to boast that we have successfully established various recycling programs, including setting up a transfer station to collect and recycle anti-freeze, as well as aluminum cans, lead acid batteries, and used fishing web. We also collect in a locked van lead acid batteries, old paint, crushed aluminum cans, glass, and clean flattened tin cans, used fishing

web, contaminant-free 55 gallon drums, scrap metal, and white goods. We have aggressively gone after and obtained funding for a new road to a proposed landfill site, write a feasibility study and complete an engineer



design plan for the new site. We will continue to look for additional funding to begin construction of the site.

Another priority concern for the Village is the wreckage of the Winray, a barge that was abandoned in the Ugashik River in the 1950's after it caught fire and burned. The Winray eventually washed up in our Village on tidelands owned by the State of Alaska. We fear that the Winray is having a negative impact on the land and waters of Ugashik Traditional Village in addition to our cultural fishing practices, as it lies in our Traditional set-netting site.



The Winray is very old, and it has rusted and corroded significantly. It had corroded badly enough to spill oil from one internal oil tank in the winter of 2000. The State of Alaska cleaned that spill, but there is increasing concern that the vessel will continue to disintegrate. Of special concern is that the Village has obtained anecdotal information that the hull of the Winray is made of lead. This could have a serious negative impact on the Ugashik River and on a vital Alaskan fishery. The river and salmon supported by it are vital to Ugashik. The salmon and River provide food, economic opportunities and transportation to our Village. We have been searching, and will continue to search for funding to remove the Winray and to eliminate the danger it poses to our environment and to our Traditional way of life.

Another environmental issue of great concern to Ugashik is the location of our drinking water wells. Ugashik has no central drinking water system. The buildings and homes throughout the Village obtain drinking water from individual wells. Likewise, there is no wastewater collection or sewer. Rather, those needs are met with individual septic systems. Most homes and buildings have been built along or facing the Ugashik River. The problem lies in the fact that in nearly every case, the drinking water wells were put in between the septic system and the house they service. This means that the wells are down-gradient from the drain fields. We are determined to monitor this situation to make sure our water resources are not or do not become contaminated.

Septic systems up-gradient from drinking water wells

Closely tied to these environmental issues are economic issues. The recent downturn the economic viability for the fishing industry, has left Ugashik looking for other means of maintaining the material health of the Village. All of us in Ugashik are committed to finding sustainable and durable economic development solutions to the failing fishing industry.

Ugashik Traditional Village also, as mentioned previously, must create economic development opportunities to allow our friends and relatives to return to their homeland. Without jobs, and a safe environment, our Village does not have a future. Our young people cannot afford to live in

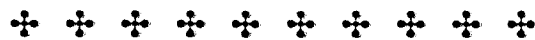
the land of their ancestors and provide for their families. This situation must be remedied for the Ugashik Traditional Village to survive.

Transportation issues are always a concern for Ugashik residents, also. Our isolation leaves us at the mercy of weather and limited flight schedules. Our cost of living is much higher than that in other areas of the United States because of the added cost of having to have groceries and supplies flown in. Our roads are unpaved, creating a severe dust problem in the summer, and potholes that persist throughout the winter.

Further, Ugashik Traditional Village does not currently have adequate bulk fuel storage. The need for a large, modern tank farm to store fuel is not only necessary from the standpoint of maintaining a clean safe environment and for enabling the Village to implement bigger and more numerous economic initiatives, it speaks to the safety and well-being of our people. The often leaky, corroding tanks being used at the present time are too small to store an adequate amount of fuel. This means that residents worry that they may run out of cooking and heating fuel as well as gasoline for their boats and other transportation vehicles. Gasoline has, for many years, been rationed during certain times of the year when shipments cannot reach the Village. In these times of continually rising gas prices, providing adequate storage is even more important to our residents. Having adequate bulk fuel storage would allow residents to purchase in high enough volume to allow us to buy at a much reduced price.

Summary

The Traditional Village of Ugashik is a beautiful Village. Residents are proud to live here. More of our people wish to return to their home to live, to work, and to raise their families. We resolve to continue in our efforts to build the best possible future for our children and grandchildren. We will work together to plan for the changes that need to take place in order for our Village to survive and to grow in harmony with our natural environment and our rich culture.



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 all 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

Adult Visioning

In planning a future for our children, we must accomplish three things. First, we need to uncover our deep core values so that we never lose sight of the things that brought us here, 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. They have held us together during the hard times brought on by the floundering fishing industry. They have kept us strong as we have faced personal tragedy within our Village. These same core values will continue to sustain us as long as they remain the foundation on which we build our future.

Second, we must work to fulfil the present hopes and dreams of the adults who live and work in Ugashik. We need to discover what our people want and need in order to be happy and healthy. These wants and needs are also important 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.

And finally, we must keep with us the insight we have gained into the values, needs and desires of our children. If we remember these three important things, we will be best able to build a happy and secure future for Ugashik. With these goals in mind, the first Future Search Conference was held at the community center on July 25, 2004. Thirteen community members and two facilitators were in attendance (see Attachment E).

We began the Conference with a presentation given to explain to the community, in detail what a community strategic plan is, why it is important to have a plan, and how the community will form a partnership to work together to develop the best possible plan for Ugashik.



A group discussion was held in order for the facilitators to gain insight into the history of the Ugashik Traditional Village. Hardships and tragedies faced by the community in the past were discussed in an effort to identify the values which enabled the community to overcome and survive.

Participants were then asked to break into small groups and choose a spokesperson. The facilitators asked a series of questions designed to force each person to take a close look at his or her values from

several different angles, allowing them to discover which values are truly most important in his or her life and to the well-being of the community. (See Attachment G3 - Future Search I Questionnaires).

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

- Do you live in Ugashik? How long have you lived here?
- Have you ever lived in Ugashik? For how long?
- Why did you choose to leave Ugashik?
- If the right changes were made, would you return to live in Ugashik?
- What do you like most about Ugashik?
- What do you like least about Ugashik?
- What is the one thing about Ugashik that makes you most proud?
- What would you say is the one thing you worry about most?
- If you are currently living in Ugashik, what could ever cause you to leave?
- If you are not currently living in Ugashik, what could ever cause you to move here?
- If you could change one thing about Ugashik, what would it be?
- Name one thing you would never want to see changed about Ugashik.
- Picture Ugashik 10 years from now. What would you like the population to be?

After a question was discussed within each group, the spokesperson would read aloud all the responses given by every member of that group. A value was identified for each response, and was written at the front of the room and similarities were noted.

The community values noted at Future Search Conference I were:

Work/job opportunities	Health	Education
Family	Peace & quiet	Recreation
Subsistence lifestyle	Freedom	Slow Pace
Clean/beautiful natural environment	Commercial Fishing	Sense of community
Transportation	Infrastructure	Public safety
Cultural values/local history	Population	Private business opportunities
Retirement potential	Community planning	Sobriety

Once all the values had been revealed and discussed, one final question was asked. "How big do you want the Traditional Village of Ugashik to be ten years from now?" It is important when planning, to have a clear idea of the rate at which we want our community to grow. Some communities want very little growth, while others want rapid and drastic growth.

The desired population of Ugashik Traditional Village at the end of 5 to 10 years, as expressed by participants, ranged between 15 and 55. A discussion followed and several votes were taken. The community finally reached a consensus, agreeing that an acceptable population would be 30, an increase of 47% above the estimated population of Ugashik, currently. Therefore, an achievable target population of 30 year-round residents was set, with the understanding that, as we progress, we will continue to revisit this issue often in future community planning forums.



Prioritizing Our Values

Explanation

the people of Ugashik long ago decided which of its values are most important. Our people have been true to their values. Each time we have faced change, we have carefully weighed the cost of that change, and have decided whether it is worth what may have to be given up in order to achieve it.

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

We must find a way to grow and prosper without compromising any of the values that mean the most to the people of Ugashik- the values that have brought us through hard times, and have held us together as a community.

These core values make up the very foundation on which our community has been built - those things that brought us to Ugashik, that make us want to stay here, and that we are committed to keeping unchanged throughout our journey toward the realization of our vision for the future.

Therefore, toward the close of Future Search I, our people sat down to eat together, to share a sense of unity, and to prioritize the values that, we as a community, share. As we enjoyed our wonderful potluck dinner, each adult attending the Conference was asked to rank each of the values on the list compiled during the meeting. The results were then put into a spreadsheet and the scores were totaled using a dot-loading process. (See Attachment F - *Values Prioritization*) The results are summarized on the following pages.

Community Values Prioritization Scores *

RANK	VALUE	TOTAL POINTS ASSIGNED
1	Commercial fishing	237
2	Work/job opportunities	230
3	Freedom	203
4	Clean/beautiful natural environment	197
5	Close family ties	190
6	Subsistence lifestyle	179
7	Peace and quiet	164
8	Health	161
9	Recreational opportunities	156
10	Sense of community	155
11	Transportation	144
12	Community planning	139
13	Infrastructure	138
14	Private business opportunities	125
15	Slow pace	120
16	Population	120
17	Cultural values and local history	116
18	Public safety	95
19	Education	81
20	Sobriety	71
21	Retirement potential	70

*For additional information on scoring, see excel spreadsheet under Attachment H - page H2.

Summary

The people of Ugashik have worked together to determine the most important values held within their community. These values must be held at the forefront of all our future planning to become the foundation upon which our community will develop and grow. Our strong leadership and positive community attitude will allow us to build a healthy and stable economy. The population of our Village will expand as we are able to provide job opportunities to all who wish to live here. And, because we have chosen to carefully identify and protect the values that make Ugashik our home, we will maintain our close family ties, our healthy and beautiful natural environment, and our health and freedom even as we grow, while maintaining our subsistence lifestyle. These are the values we will use to create a vision for the future of the Traditional Village of Ugashik.



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 the Traditional Village of Ugashik.



Incorporating Our Values Into a Vision

Having determined the community's most important values, it became time to create a vision for the future of the village based on those values. Three vision statements were drafted and presented to the people of Ugashik during Future Search II and also mailed out in the form of a survey to those community members who could not attend the meeting. (See Attachment G1-Vision Statement Survey). In all, thirty-four people were polled and asked to select the vision statement that he or she felt best captured the desired vision for the future of the Traditional Village of Ugashik.

When the survey was complete, the votes were tallied and a vision statement was selected:

"Ours is a Village whose residents appreciate the freedom and health that comes to us as a result of living in this peaceful, quiet, subsistence community. Recreational opportunities are limitless. We are supported by a strong commercial fishing industry, and both private and Tribally-owned businesses that provide job opportunities for every family. Our clean and beautiful natural environment, the slow pace, and a strong sense of community spirit provides our 30-member community a home that could only be found in Ugashik, Alaska."

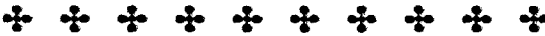
The community has determined that if Ugashik is to grow, we must plan carefully, using our limited resources wisely in order to build the local economy to the point that there are ample jobs available and adequate infrastructure in place. We must offer the desired social and cultural services, job opportunities, and the training and education necessary to bring new families into the community and our Tribal members back. We must also begin now to look at ways to preserve our beautiful natural environment because it serves as the foundation of our culture and traditions. We have begun by working together to create a vision for the future of our Village.

With a clear vision of the future they wish to build, the people of Ugashik must next determine the best way to realize that vision. Therefore, the next step is to look carefully at what assets the community has already and to evaluate the condition of those assets. Then we must determine what assets we must acquire in order to proceed toward realization of the community vision.



The Ugashik Community 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 our Village...



Identifying Community Assets and Needs

A door-to-door survey to determine community assets and needs was conducted during the months of July and additional survey forms were mailed out to those members of the community that do not currently reside in Ugashik, and/or were not present in the Village while the survey was being taken. In all, twenty-two community members responded to the survey wherein they were asked to determine what assets presently exist in Ugashik and their importance to the community as well as their condition and/or effectiveness. Those who participated in the survey were also asked to ascertain the needs within the community that are not currently being met, and assets they feel need to be brought into the Ugashik Traditional Village in order to move the community further toward the realization of its vision for the future.

Community Assessment Survey

A. Capital Projects and Infrastructure Assessment Summary

1. Assets not currently found within the community

a) There are eight of the listed assets that Ugashik does not currently possess, and that the community does **not** feel are not necessary. These are **elder housing, cable TV, a gift shop, library, police building, recreation parks, and school**. It is therefore recommended that **no resources be put into attaining these assets at this time**.

b) Participants in the survey agreed by majority vote that **Ugashik needs** several capital projects and infrastructure development programs that are currently absent in the community. These are a **boardwalk, bulk fuel storage, a Tribal Council building, electric power, alternative power, a fire station, grocery store, a harbor for small boats, a stocked/staffed health clinic, post office, solid waste disposal facility, and a washeteria**. Therefore it is recommended that these projects be **brought back to the community at a future strategic planning meeting for further discussion and prioritization**.

2. Assets which currently exist within the community

a) At this time, **no capital projects or infrastructure currently existing within Ugashik Traditional Village** that the community feels are **unnecessary**.

b) The condition of the **community hall** was given the highest ratings of all assets within this category. Not only was the condition rated **“good,”** but it was also deemed **“enough”** by the vast majority of the community. There are no recommendations for improvement or expansion of the community center at this time.

- c) Existing community buildings were given “good” ratings, but the community was split on whether or not their were enough of them. This issue should be brought back to the community on a yearly basis for review.
- d) The airport was rated “average” and the bed & breakfast was rated “good,” however, in the case of both, the community agreed that there needed to be more of both. It is recommended that the community look at ways to expand the airport and start up additional B&Bs.
- e) The community was split on its opinion of the condition of the city garage, internet service, roads, telephone service, and water service, but most were rated them average overall. While those voting mostly agreed that roads, telephone and internet service was “not enough,” they were split again on whether or not the city garage, and water service was sufficient. It is recommended that the repair, expansion and/or addition of these assets be looked at again at future planning meetings.
- f) The condition of the current housing was scored by the community as “average” but only slightly more people than not felt there was “enough.” The housing issue should be brought back to the community on a yearly basis for review.
- g) Two of the assets in Ugashik today were rated as being in poor condition. The community felt that existing cemeteries were in poor condition, but that no more needed to be built. The sewage collection and disposal was deemed to be in poor condition and “not enough.” These services should be reviewed at the next planning meeting to try to find solutions to these problems.

B. Social and Cultural Services Assessment Summary

1. Assets not currently found within the community

- a) Most of the services in this category that are not currently offered in Ugashik are either felt by the community to be “not needed,” or the community was split on whether or not they were needed. This is most likely due to the small population that is made up entirely of adults. The community agreed they did not need: 1. Health - substance abuse, family planning, or AIDS prevention; 2. Recreation Programs - small children; 3. Social Services Programs - child care, adoption, seniors, or counseling for teens, or public assistance; 4. Tribal Governance - youth courts or general Tribal courts; 5. Cultural Services - dog sledding, music, dance group, and language programs.
- b) The services and programs that the community may want to look at again in the future because of a split decision are: 1. Health Programs - nutrition and

weight loss; 2. Public Safety - towing & salvage, and hunting & trapping safety; 3. Recreation - teens, pool table for teens; 4. Religious Programs; 5. Social Services - domestic violence, disability services, legal services, and suicide prevention; 6. Tribal Governance - Tribal courts; 7. Cultural Services- elders' group, spirit camps, and storytelling.

c) There were some services and programs listed on the survey form that Ugashik does not currently possess, but that the community agrees are needed. These services and programs fell under four categories: 1. The Public Safety programs needed are police protection, fire protection, emergency response, and search& rescue; 2. The Social Service Program needed is adult counseling; 3. The Cultural Services needed are subsistence food preparation and arts & crafts.

2. Assets that currently exist within the community

a) There are very few social or cultural or social services currently being offered in Ugashik. Of those there were none that the community strongly feels are not necessary. There was a split decision on whether or not a recreation program for adults, which was rated as "poor," was necessary.

b) Both Tribal Recognition and the Indian Child Welfare Program was given a "good" rating.

C. Economic Development Assessment Summary

1. Local job opportunities that offer low potential

Several job/career positions listed in the survey were found by the Ugashik community to have low job potential in the area. These were farmer, artisans, city manager, city clerk, teacher, teacher aide, logger, forester, health aide, store owner, tanner, water treatment operator, sewage treatment operator, and economic development center manager. Therefore, even though some felt there may be interest in some these kinds of jobs or positions, it is not recommended that our resources be used to train new people in these areas. These job opportunities should be reexamined periodically in case conditions change and potential for them increases.

2. Questionable potential

a) The community was split on its opinion of the job potential for several job position opportunities. Nearly as many rated them "high" as rated them "low." Since, the community is split, we must look at whether there is interest in these jobs. In the case of Nurse Practitioner , since there is not a lot of interest, it would be unwise to invest further resources into training programs. However, even

though the community feels that there is little potential right now for job opportunities as a miner, tanner, or tourist operator, there is considerable interest in pursuing these careers. Therefore, it may be worthwhile to consider making these position available, or at least offering training for them if community members decide it is a worthwhile service to offer in Ugashik. Often times, the job opportunity potential will be higher in an area if there are trained people available. This should be reviewed on a yearly basis.

b) Some potential job opportunity were given a medium to low rating. Two of these were environmental technician and driver/pilot. Again, since there was a lot of interest in these positions, it may be worthwhile to offer training. But, in the case of bed & breakfast operator and public safety officer, not only was the community split on whether there was potential or these jobs, they were also split on whether or not they thought there might be local interest. These two potential job opportunities should be reviewed yearly to determine if job potential changes.

c) The community was almost evenly split on whether or not there was potential job opportunity in the areas of business owner and Tribal administrator. Since there seemed to be overwhelming interest in business owner, and it is recommended that this issue be brought up at the next planning meeting. And, since there is a split decision on interest in Tribal administrator, this should be reviewed yearly.

3. Local job opportunities that offer medium to high potential

a) The job opportunities that offer a medium to high potential, and that hold interest within the community are hunting lodge operator, equipment operator, driller, and bulk fuel operator. It is recommended that these issues be brought back before the public for review during the next strategic planning meeting.

b) There was also a job opportunities that offer a medium to high potential that the community was split on the amount of interest. These were environmental specialist and natural resource specialist. Since there is some interest and some potential, it is worth looking at again in future planning meetings.

4. Local job opportunities that offer a clearly high potential

a) The job opportunities that offer the highest potential in Ugashik are commercial fisherman, fish processor, firefighter, and landfill operator. These opportunities also hold the most interest. It is recommended that these areas be brought back before the community during the next planning meeting for

prioritization so that feasibility be determined for possible development in these areas.

b) There is also **high potential and high interest in emergency response, HAZWOPER person, power plant operator, and possibly raising reindeer.** These issues should also be reviewed at future meetings.

D. Job Training, Education and Capacity-Building Assessment Summary

1. Training or education not needed

a) There were several areas where **no training or education is needed** according to the vast majority of those who took part in the survey. These are education, and forestry.

2. Training or education needed

a) The Ugashik community felt it needed **training/education of every type listed on the survey other than the two mentioned above.** Several of those, however were shown in the previous survey to offer **low job potential, so training is not recommended for artisan, health aide, store owner, and sewage operator.**

b) **Miner, farmer, city manager, city clerk, B&B operator, nurse practitioner, store owner, tanner, water treatment operator, Tribal administrator, business owner, tourist operator, bulk fuel operator, and internet training for youth were deemed "questionable" as to either job potential or need for education/training.** Therefore, it is recommended that **training in these areas not be offered until such time as the potential for jobs increases.**

c) The jobs listed in Section 2b were rated in either job potential or training/education needed as "low to medium." It is recommended that **no training be offered in these areas until the community has a chance to review at future planning meetings.**

d) The job opportunities that clearly offer a **high potential, such as commercial fisherman, fish processor, firefighter, and landfill operator, warrant that resources be put into training for interested community members.**

E. Assessment of Other Items Summary

1. Assets not currently found within the community

a) There were **no assets or needs added to the survey list that the community overwhelmingly feels are unnecessary.** The community was split on whether it needs an **air quality program, a youth intern program, an environmental**

committee, or a regional watershed consortia. These programs should be discussed routinely at future planning sessions.

b)Ugashik Traditional Village does not currently have a **water quality monitoring program, an aquifer monitoring program, GIS mapping, or a regional planning consortia** but the community felt strongly that these programs should be initiated. It is recommended that these issues be brought back to the community for prioritization during the next planning meeting.

2. Assets that currently exist within the community

a)The survey showed that the community felt that the EPA GAP program was good and that is was most definitely needed. This program should continue to be given support by the Council to continue and to be expanded as necessary.

b)The **regional watershed consortia**, and the **regional alternative energy program** were rated “average.” The energy program was deemed “needed” in Ugashik, but the community was split on whether or not it needed a watershed consortia. It is recommended that these programs should continue as they are and reviewed on a yearly basis to determine if changes or expansions are needed for improvements.

Identifying Human Resources Within the Community

Age, Income and Employment Survey

A door-to-door survey to determine age, income, employment status, and ethnicity was conducted in Ugashik Traditional Village during May 2005. At the time of the survey, there were 6 residences in Ugashik that are occupied year-round. One person from each of the 6 households was formally interviewed and filled out a questionnaire (see Attachment I). Survey results are as follows:

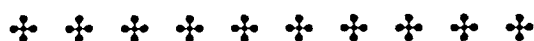
1. Number of occupied residences in Ugashik Traditional Village.	6
2. Number of households surveyed	6
3. Number of people in households (total people)	10
4. Number of people in households with full-time jobs	1
5. Number of people in households with part-time jobs	4
6. Number of people in households with seasonal jobs	8
7. Number of people in households looking for work	3
8. Number of Alaska Natives/American Indians living in the homes	10
9. Number of people in households under 18 years of age	0
10. Number of people in households over 60 years of age	3
11. Number of households <u>below</u> median income level	4
12. Number of households <u>above</u> median income level	2

Population, age and ethnicity: In all, 100% of the households were formally interviewed and data were collected. This survey shows a current population of 10 people, not one of whom are under 18, and 30% of whom are over 60 years of age. 100% of the population is either an Alaskan Native or an American Indian.

Household Income: Of the 6 households interviewed, 2 (33%) had incomes above the Borough's moderate income level and 4 (67%) fell below.

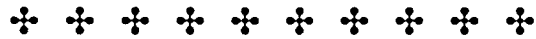
Summary

Our greatest assets are our people. Their desire for a secure future, their strong work ethic and their willingness to be trained in any area that will offer opportunity for steady employment, will enable the Traditional Village of Ugashik to move forward toward the realization of its vision for the future.



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.

The Ugashik Community 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.



UGASHIK COMMUNITY COMPREHENSIVE STRATEGIC PLAN

-IMPLEMENTATION STRATEGY-



Choosing a 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 Identifying measures of Success

On July 26, 2004, Future Search Conference II was held in the community center in Ugashik Traditional Village. (See Attachment L - Future Search II - Setting Goals and Measures of Success). Twelve residents met first to review the list of community values that were compiled during Future Search Conference I and the vision statement that had been chosen. They then worked to set goals and measures of success that would best promote and protect Ugashik



community values while moving the Community toward the realization of its ten-year vision. The final accomplishment of Future Search II was to choose projects, programs and activities that would best enable the community to accomplish these community goals.

The group of 12 attendees was divided into small groups. Each group was given a worksheet for each of the community's major values (see Attachment L3 - Form 6: Goals and Measures of Success). They were asked to keep in mind the entire list of values and the community vision statement, while listing goals which would reflect Ugashik's top twelve values.

The values to which goals were assigned were:

Commercial Fishing	Work/job opportunities	Freedom
Clean/beautiful natural environment	Family	Recreation
Subsistence lifestyle	Peace and quiet	Health
Community planning	Sense of community	Transportation

Once the groups had come up with 2 or 3 goals for each value, a spokesman for each group read them aloud and all were added to a master list of goals. After having completed a list of goals for each value, each group was decide upon the measures of success that would be used as an evaluation tool to monitor the progress of the plan.

These measures of success were then used by the groups to determine projects, activities and programs that would lead to satisfying each of the community goals. The community developed project worksheets that matched values, goals and measures of success to appropriate projects, programs or activities. (See Attachment M - Project Worksheets).

The other projects and programs discussed during this meeting will be added to the list of those that were shown as needed in the community during the Community Assets and Needs Assessment Survey. Successful implementation and completion of these projects and programs will serve as proof that the goals have been met, the values have been protected, and ultimately, that the vision has been realized. Therefore, the next step is to take the completed list back to the community for prioritization.

Prioritizing Projects

Initial Selection

A list of the projects that had been selected by the community during Future Search II was mailed to every member of the Ugashik community. Instructions were given, asking every adult member of each household to prioritize the projects taking into account the importance of each and the order they should be implemented (see Attachment N13- Sample Project Prioritization Sheets and Attachment N19 - Form 20: Public Process Record).

The list contained projects under five categories - Capital Projects and Infrastructure Priorities, Social/Cultural Services Priorities, Economic Initiative Priorities, Jobs Training, Education and Capacity Building Priorities, and Other Priorities. Each person was asked to prioritize the projects listed under the appropriate heading. This was done to insure that all the areas that are important to the community were taken into consideration, and that a proper balance of economic

development, social and cultural services, environmental concerns, infrastructure and education be maintained.

Final Prioritization

Once the prioritization sheets had been completed in, they were mailed to our planning consultants. The next step was to revisit each of these projects to discover if there were any precursors which must be completed before the priority projects themselves could be implemented. Precursor projects were moved up on the list to pave way for the initiation of the other projects.

The results were entered onto two spreadsheets, one with the information gathered from the youth and another with that of the adults. A dot loading method was used to calculate votes given each value and then determine their final ranking order. After considering all factors, the new prioritization lists were completed (see Attachment N8). The top priorities listed by the adult community members of Ugashik Traditional Village are:

Capital Projects and Infrastructure Priorities

1. Construct new Docking Facilities
2. Complete construction of road to proposed dump site
3. Construct new land/fill initiate solid waste collection
4. Construct bulk fuel storage facility
5. Resurface existing roads
6. Explore and establish best alternative energy options
7. Construct road to upstream lots
8. Inspect/repair/replace faulty on-site septic systems
9. Install runway lighting
10. Inspect/replace/repair existing wells

Social and Cultural Services Priors

1. Purchase supplies/equipment to stock health clinic
2. Construct community greenhouse
3. Construct subsistence foods preparation facility
4. Create traditional foods gathering/preparation/recipe book
5. Equip community center with computers/internet access
6. Coordinate w/BBHC for regular/frequent doctor/dentist visits
7. Bring in BBHC to teach nutrition/physical fitness/substance abuse prevention
8. Establish/equip health and fitness program/weight training
9. Host traditional foods preparation fair
10. Hire strategic plan manager

Economic Development Priorities

1. Organize partnership w/fishermen/search for alternative markets
2. Establish Tribally-owned fish processing plant
3. Establish small Tribally-owned store
4. Form partnership between local processing plants
5. Establish greenhouse: grow/sell vegetables locally/regionally
6. Establish private businesses
7. Establish training firm to aid Tribal business to apply for 8-A status
8. Hire strategic plan manager
9. Construct washeteria w/public showers and laundry services
10. Purchase fish tender

Jobs Training, Education and Capacity-Building Priorities

1. Bring in BBHC to train community in CPR/1st Aid
2. Firefighter training
3. Water quality monitoring training
4. Heavy equipment operation training
5. Computer/Internet classes
6. Equip community center w/computers and internet access
7. Small business owner training
8. Train plan manager
9. 8-A certification training for minority-owned businesses
10. *(Only 9 projects were listed for prioritization under this category)*

Other Priorities

1. Collect water quality baseline data on individual wells
2. Perform routine water quality monitoring on surface/groundwater
3. Establish environmental codes and ordinances and an enforcement strategy
4. Remove the Winray
5. Perform aquifer characterization study
6. Remove bunker fuel from old cannery site
7. Establish monitoring program for violations of fishing ordinances
8. Maintain involvement w/Transportation Commission
9. Hire strategic plan manager
10. Work w/local lodges to encourage compliance

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 II (see Attachments N1 and Attachment M - 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.

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. 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 grow in harmony with available jobs and protection of the natural environment).

As priority projects are initiated or completed, new priority projects will be chosen by looking at the initial list of all proposed projects (with special consideration given to the youths' priorities), 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 staff.



The Ugashik Community has decided upon a pathway. We are ready to begin our journey. Together, the People of the Traditional Village of Ugashik 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.



Developing an Action Plan

Overview of Key Elements For Developing and Managing a Strategic Plan

The management planning component of the Community Strategic Plan addresses five (5) critical elements. They are infrastructure, human resources, training, funding, and evaluation (both process and outcome). By systematic addressing these issues, the Village is amassing the tools necessary to follow the direction provided by the visioning, values prioritization, and goal setting activities which were performed in earnest at the onset of the planning process. Simply put, the management plan outlines what will be needed in order for goals and subsequent visions to be realized.

Infrastructure

In many instances it is the lack infrastructure that keeps a community from reaching their goals. Administrative office space as well as work space to run the various programs needs to be secured before staff can be hired and projects initiated. Sometimes land needs to be purchased and office complexes built, inclusive of the requisite utilities prior to the beginning of any community project. Decisions need to be made as to where land is to be purchased and buildings constructed. Environmental issues and delivery of utilities (electrical, water, waste water) as well as permitting and conservation of sensitive areas (natural resource and cultural) needs to be addressed and carefully planned. And once planned, buildings need to be designed and constructed.

Human Resources

Human resource or staffing requirements can be met in three ways. First, existing personnel can be called upon to take-on certain tasks as outlined in the operational plan (to be discussed below). The Tribal Administrator and/or staff persons can fill new positions necessary for initiation of new projects. Secondly, local Tribal people can be brought in, trained and given an opportunity to work for the Administration. Third, outside help can be contracted to fill support roles. These consultants can be overseen by the Tribal Administrator or department heads.

Training

All too often staff training is not properly addressed prior to initiation of a project. Project staff persons very often need appropriate training prior to beginning to work on specific projects. This is especially true in relatively remote areas where the labor or administrative job pool is small. Therefore care must be taken to bring trainers to the community or the community to the trainers.

One of the most effective ways to provide training to potential staff persons is by contracting trained professionals to come into the Village and give one-on-one training courses. There are

numerous opportunities to find qualified trainers by contacting local employment services (State Employment Services) and/or community colleges and universities. Administrative and technical support can be found by contacting federal or state agencies who often offer training classes or can provide technicians to actually travel to the Village and train workers. Another source of training is the thousands of consulting agencies throughout the country who have professional staff persons who, for a fee, will come to a Village and train local people in the necessary skills to effectively perform the work. It is vitally important that training dollars be included when submitting applications for grant funds (to be further discussed below).

Funding

Before infrastructure can be developed, before staff can be hired, before training can be provided, dollars must be acquired. There are numerous federal and state programs available that offer grants and loans for funding community development activities. There are also foundations that fund specific kinds of projects for Native American communities.

Since most funding mechanisms require that a Village aggressively compete with other applicants (tribal and often non-tribal) it is essential that the Village acquire expertise in proposal and application preparation. There are a number of ways to acquire this expertise but initially it is often best to hire outside help in order to amass "seed money" to "launch" the various programs.

A professional grant writer can be a great asset in assisting a community with acquiring the dollars necessary to meet the goals outlined in the Community Strategic Plan. They can be found by contacting state and federal agencies or other tribal organizations. Some have web pages that can be viewed on the Internet. And there are a few firms that can be found in the Yellow Pages of most big cities.

Although hiring a professional grant writer with a proven track record is the most expedient route to take, there are other avenues. Federal agencies, and private consultants offer training in grant writing. The federal programs are usually free while the private consultants charge a registration fee. If the community has an individual with the desire to be the Village grant writer, and if that individual has adequate writing and computer skills the Village may want to train its own grant writer.

Another way of acquiring grant funds is seek out volunteer help. There are individuals usually paid by federal agencies who assist tribes with finding funds. Although they normally provide only gratis technical assistance, sometimes they will assist a community with the preparation of a grant proposal.

Finally, the funding agency itself will sometimes assist a tribal staff person in the preparation of a grant proposal or application. Although these individuals are often very busy and have little time to help individual communities and because of potential conflicts of interest resulting from

preferential treatment (real or perceived) of certain “pet” communities, this strategy is a relatively ineffective method of raising the necessary funds.

Evaluation

The final component of an effective management plan is evaluation. For a project to move forward, in order to assure that time lines are met and action items completed as outlined in the operational plan, a process and outcome evaluation strategy must be developed and implemented for each initiative. In most cases, these monitoring activities are best carried out by an independent third party who is a member of the Management Team. The evaluator acts as an independent auditor and oversees the adherence to the action elements outlined in the Operational Plan (to be discussed below). The *Evaluator* also makes certain that the Management Team is immediately informed in the event that the operational plan is behind schedule or is not delivering the desired outcomes.

The two major components of the Evaluation strategy are the process and outcome elements. Process evaluation refers to the adherence to procedure. Are assignments being made? Are quarterly reports being produced. Are the permitting agencies on board? Essentially, are the elements in the operational plan being followed sequentially? Is the project on schedule? If the process is being followed, certain outcomes are expected.

Assuming the process is healthy, staff persons will have been hired, ground will have been broken, funding will have been awarded, training courses will have been completed, consultants will have been hired, permits will have been issued and quarterly reports will have been submitted. If these expected outcomes have not occurred, it is the responsibility of the evaluator to immediately bring this to the attention of the Tribal Administrator, Project Coordinator, or other members of the Management Team along with recommendations as to why the project is not proceeding as planned, and what can be done to rectify the situation. The sooner the concerns are brought to the attention of the project leadership the easier they can be addressed. Not only does this strategy perpetuate the successful completion of an important community driven project, it also provides a reasonable assurance that the Village will remain in compliance with federal fiscal management policies.

The Management Team

The most critical element in the management and maintenance of the community strategic planning process is the development of the Management Plan. And in order to make the management strategy work most effectively to support Tribal initiatives, a Management Team must be assembled prior to initiation of projects. The Management Team consists of the Tribal Administrator, Project Coordinator, Coordinator’s Assistant, and Planning Consultant (if

necessary) and/or a Plan Manager. The Tribal Administrator oversees the Project. The Project Coordinator and Assistant carry out the tasks as outlined in the Operational Plan. The Plan Manager and/or Planning Consultant monitor the progress of the plan, facilitates future community planning meetings and meetings of the Management Team, and reports progress to Councils and community.

Each Management Plan element listed above is essential to the success of Tribal initiatives. And, if strictly followed the utility of the Management Plan is clearly evident. However, it can be difficult especially in relatively small communities, to build the infrastructure, find local staff, access the dollars, bring in the necessary training, and find an evaluator with experience in program development and project management. For those reasons, enlisting outside assistance to serve on the Management Team can provide the professional staff support.

Setting Our Plan Into Motion

Project Scoping

The Management Team, consisting of the Tribal Administrator, planning consultants, the Tribal planner, and the Environmental Programs Director met in the Tribal Center in Anchorage on Monday and Tuesday, November 15-16, for the first project scoping exercise. In all, six projects were scoped. At least one project was chosen from each of the five categories. Some of the projects fell under multiple categories. For example, the community greenhouse has social/cultural aspects as well as economic development potential, docking facilities and bulk fuel storage speaks to both infrastructure/capital projects and to economic development, and the health clinic project addresses social priorities as well as training/education priorities.

The team worked together to fill out the forms that had been designed to give the Management Team a general, overall look at the needs associated with implementing the projects (see Attachments O - Project Scoping and Action Plan Worksheets). This is an important step in the implementation process, allowing the Management 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 also estimated 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 during the scoping process, the planning team listed all the challenges that must be faced for the project being considered. They then “brain-stormed” to find possible solutions, potential obstacles including acquisition of required permits, surveys and feasibility studies, finding sources of funding, and other logistical problems.

The planning team proposed one or more solution for each problem posed (See Attachment O - 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 proposed 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. For this reason, the final activity to take place during a scoping session, is for the Management Team to schedule a follow-up meeting. This allows the group to monitor the progress of each project, as well as allowing for more valuable brain-storming as other possible problems arise along the way.

The Management Team completed a project worksheet for the top 2 projects under each of the five categories over the next few months (see Attachment O - Project Action Plan Worksheets). All activities were assigned and specific dates were set for the completion of each task. Follow-up meetings were scheduled.

Monitoring and Updating the Community 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.

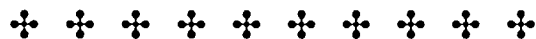
Community meetings should be held annually or biannually to inform the people of the progress being made and to make sure that the community knows that their vision remains the guiding force behind Council decisions.

The Ugashik Traditional 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.

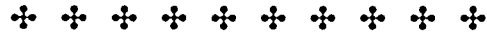
Secondly, if funding becomes available for a project that is lower on the list of priorities than another project for which funding has not yet been found, it would be most beneficial to the community to go ahead and move forward on the lesser project. This only makes sense so long as implementation 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, Ugashik Traditional Village 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 Ugashik Traditional Village 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 Traditional Village of Ugashik Community Comprehensive Strategic Plan is hereby adopted by joint Resolution # _____ on this _____ day of _____, 2003.

Village Council President

City Council President

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**Form 1: Description of the Community
Overview**

FORM 1: Description of the Community- Overview

Write a summary description of the following about your community's Place, Culture and History, Economy, Governance, and Critical Issues. Use the back of this form if necessary. See pages 7-8 for guidelines on writing this overview.

Our Village

The area surrounding the location of our Village has been home to our ancestors for about 9,000 years. No one is sure why our ancestors first came to this region. They may have been drawn here because of the bounty of the area. Ugashik is rich in game and fish and enjoys a mild climate compared to more northerly parts of Alaska.

Ugashik Traditional Village is located on the western side of the Alaskan Peninsula, 16 miles up the Ugashik River from Ugashik Bay in the greater Bristol Bay. Our Village, which is approximately 367 air miles southwest of Anchorage, is located on the eastern bank of the Ugashik River and is only accessible by air or water. Our Village consists of 233.9 square miles of land and 14.7 square miles of water with approximately two and a half to three miles of roads within the Village.

Because our Village is located within a maritime climactic zone, it enjoys relatively mild temperatures throughout the year. The average winter temperature ranges between 12° and 37° and the average summer temperature ranges from 41° and 60°. There is approximately 19 inches of rainfall and 38 inches of snowfall each year. Occasionally, we do get severe winds that blow across the Alaskan Peninsula. These winds can make the temperatures feel much lower.

Ugashik Traditional Village is located within a seismic zone four, which means that the possibility of an earthquake of a magnitude six or greater on the Richter scale does exist. There are also several volcanoes in the region, however, most are classified as dormant. Aniakchak, last erupted in 1942 and Ugashik-Peulik in 1852.

Ugashik was a permanent settlement for centuries, but the people did leave when there were major eruptions of the Aniakchak volcano. Our ancestors returned around 250 B.C. and have stayed here. The population of our area, however, has varied widely over the course of the last 100 years. The Village of "Oogashik" was first recorded in the U.S. Census of 1880. In the 1890's our Village became one of the largest in the region, due, in part, to the presence of a cannery. By 1900 the population was at 348.

Tragedy struck the area in the mid 1900s. The influenza pandemic that killed millions of people all over the world, found Ugashik. The majority of our people lost their lives and the survivors

were forced to move to other Villages. Our population has never regained its pre-epidemic levels.

For those of us who remain and for visitors to the area, the Village can be reached by water or by air. The U.S. Bureau of Land Management maintains a 5,280 foot long gravel airstrip about 12 miles from the Village. There is also a 3,200 foot gravel airstrip located within the Village. Even though our Village is relatively isolated, we enjoy a good quality of life. Our homes have plumbing and individual wells. We use fuel oil for heat and electricity is provided by individual generators.

Our subsistence lifestyle is very important to us. All of the households in Ugashik hunt and fish as a part of subsistence activities. In Ugashik, we maintain a strong connection to the land and to the culture of our ancestors. Subsistence is a big part of that connection. We fish for king, silver, and sockeye salmon and other fish. We hunt for caribou, moose, ptarmigan, and fur bearing animals like fox, otter, beaver and lynx. Finally, we also gather berries and eggs. All of these activities provide us with food and a connection to our past.

Our People

Like the ancient villages that have been here for eons, our Village is small, close-knit and interdependent. Currently, Ugashik Traditional Village has a year-round population of 15. Of that 15, 60% are descended from the Yup'ik and Aleut people who were living here when the first white people arrived. Many of our people have been forced to leave their homeland in order to survive economically. There are 60 members of our Tribe living in other parts of Alaska and the nation.

Economic hardship came to our area first in the late 1800s. Many of the people had been involved in the fur trade, and when that trade declined due to over harvesting, salmon canneries began to increase in economic importance. The canneries were responsible for the growth in population of our area prior to the flu epidemic. By 1920, there was no one left in Ugashik. By 1930, however, the population had risen to 84 residents. The village has continued to experience population growth and decline since that time. In 1960 there were 36 residents, but by 1970 there were none.

One of the goals of the people of Ugashik Traditional Village is to create economic development that will allow our relatives and friends to come back to their home full-time. Family and community ties are extremely important to the people of Ugashik. Every time someone is forced to move away from the community, we feel that loss keenly. Our bonds of kinship and community are one of the things that allows us to overcome the hardships of the Alaskan bush and to thrive. It is important that our people be able to return to us.

Our Government

Ugashik Traditional Village is governed by the Ugashik Traditional Village Council. Our Council consists of five of our members who are elected at the General Council meeting. The General Council meeting is held at the end of each summer and offers an opportunity for those that have been forced to leave Ugashik to return, if only for a visit.

The Tribal Council has three full-time employees. There is a Tribal Administrator, an Environmental Programs Director and Planner?. These workers provide the Village with services. At various times of the year, there are more Tribal employees. These temporary workers help with big projects and activities. The Tribal Council and its employees oversee several grant programs that include the US Environmental Protection Agency Indian General Assistance Program grant and the XXXXXXXXXXXX.

Our Economy

For centuries, the economy of Ugashik has been based on the rich natural resources of the area. This was true for our ancestors who harvested the fish and game of the region to survive and to trade with other villages and for our ancestors who harvested fur-bearing mammals to sell to the Russians. When the fur trade began to decline, harvesting and canning salmon became the foundation of the economy.

The great influenza pandemic forced the survivors to move to other villages for a time, but eventually people returned to their homes. Ugashik was the location of a salmon cannery for most of the 20th century, and there is still a small canning operation in the Village today. In addition to canning salmon, several of our members hold commercial fishing permits and harvest the salmon of Bristol Bay and the Ugashik River.

In addition to commercial fishing, Ugashik has bed and breakfast and guide services that cater to sport fishermen and hunters that visit our area. These establishments are helping Ugashik to diversify the local economy. Several Village residents are also employed by the Village Council.

One of our chief goals is to create economic development in Ugashik. It is very clear that only through creating economic opportunity can we re-unite with the family and friends who were forced to leave the Village. Most of our kith and kin left to find work. Creating a diverse economic base that will provide jobs in the Village will allow those that have left to return.

Our Critical Issues

There are several critical issues facing Ugashik Traditional Village. One of the most pressing of these issues is the issue of the WinRay. The Winray is a barge that was abandoned in the Ugashik River near our Village in the 1950s after it caught fire and burned. The Winray is currently located on tidelands owned by the State of Alaska, however, it is having an impact on the land and waters of Ugashik Traditional Village.

The Winray is very old, and it has rusted and corroded significantly. It had corroded badly enough to spill oil from one internal oil tank in the winter of 2000. The State of Alaska cleaned that spill, but there is increasing concern that the vessel could disintegrate completely soon. This would have a serious negative impact on the Ugashik River. The River and the salmon that it supports, are vital to Ugashik. The salmon and River provide food, economic opportunities and transportation to us. We have been searching, and will continue to search for funding to remove the Winray and eliminate the danger it poses to our environment.

In addition to the threat of the Winray, the environment of Ugashik is also under threat from solid waste. For many years we have been forced to individually dispose of solid waste. This has meant that each home burned what it could and buried the rest in individual garbage pits. We recognize that this is not the most efficient and environmentally friendly way to dispose of our waste. We have been searching for funding to construct a new environmentally responsible and sound land fill. The construction of a land fill has long been a major goal of Ugashik Traditional Village.

One of the other environmental issues facing Ugashik is the location of our drinking water wells. Many of the individual wells that serve the needs of our people are located down gradient from the septic tanks. This means that, if the tanks begin to fail, or leak, contamination of the drinking water could occur. Such contamination would be a serious risk to the health of our people. Ugashik is investigating the possibility of moving wells up-gradient from the septic systems, ensuring that all septic systems are functioning properly and updating septic systems that are old and could fail.

Closely tied to these environmental issues are economic issues. The recent downturn in the economic viability of the fishing industry throughout Alaska, has left Ugashik Traditional Village looking for other means of maintaining the material health of the Village. All of us in Ugashik are committed to finding sustainable and durable economic development solutions to the failing fishing industry.

Ugashik Traditional Village also, as has been mentioned above, must create economic development opportunities to allow our friends and relatives to return to their homeland. Without jobs, and a safe environment, our Village does not have a future. Our young people cannot afford to live in the land of their ancestors and provide for their own families. This situation must be remedied for Ugashik Traditional Village to survive.

Transportation issues are always a concern for Ugashik Traditional Village residents. Our isolation leaves us at the mercy of weather and limited flight schedules. Our cost of living is much higher than that in other areas of the United States because of the added cost of having groceries and basic supplies flown in or barged up River. Our roads are unpaved, which can

create a serious dust problem in the summer, and which can pose a danger due to significant potholes that persist throughout the winter.

Further, Ugashik Traditional Village does not have an adequate tank farm. The current system stores an inadequate amount of fuel, in substandard, leaky tanks. This means that each winter, residents worry that they may run out of cooking and heating fuel as well as gasoline for their boats and other transportation vehicles. Gasoline has for years been rationed during certain times of the year when shipments cannot reach the village. In this time of continually rising gasoline prices, providing adequate storage is even more important to our residents.

Summary

Ugashik Traditional Village is a beautiful Village located in an environmentally rich area. We resolve to continue in our efforts to build the best possible future for our children and grandchildren. We will work together to plan for the changes that need to take place in order for our Village to survive and to grow in harmony with our natural environment and rich culture.

Sources to Help

<ul style="list-style-type: none">● Alaska Dept. of Community and Economic Development - Community Profiles● U.S. Army Corps of Engineers -- Flood Plain Management● Alaska Museum● Local knowledge/elders	<ul style="list-style-type: none">● U.S.D.A. Natural Resources Conservation Service● U.S. Geological Survey● U.S. Army Corps of Engineers● U.S. Census Bureau● University of Alaska
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**Form 2: Description of the Community
The People**

FORM 2: Description of the Community- The People

Fill in the blank information below to give an overall description of the population of your community:

15 Total current population (source and date) Tribal Court

9 Number of Alaska Natives

1 Number of people under 18

3 Number of people over 60

7 Total population in 1990 -Use census data for 2000 if available. (date _____)

0 Number of students in elementary school (date_____)

0 Number of students in high school (date_____)

1 birth Infant birth and death rate

What are the major recurring health problems in your community? **Old age and alcoholism**

Sources to Help

<ul style="list-style-type: none">• U.S. Census Bureau• Local school district	<ul style="list-style-type: none">• Health clinic• Regional non-profits
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**Form 3: Description of the Community
Education, Jobs and Income**

FORM 3: Description of the Community
Education, Jobs and Income

Answer the questions below to provide an overview of education, jobs, and income in your community:

3 Number of full-time jobs 1 Number of part-time jobs

10-20 Number of seasonal jobs 4 Number of people looking for work

2 Number of families on public assistance

\$36,442 Median household income (use the last census figures; if you use an update, name the update source) **Source = Lake & Peninsula Borough**

YES NO Are your city and tribal government paid in full to the Internal Revenue Service (IRS)?

0 Number of high school graduates last year (2003-2004)

2 Number of students who went to college last year 5 trade school
(2003-2004)

What jobs are available for high school graduates? **None at present**

What types of educational programs exist in your community? **Adult programs?**

There is usually Vocational Training at SAVEC in King Salmon for adults in the Village. Ugashik has no kindergarten, elementary, middle school or highschool.

List the employers in your community and the number of people employed by each:
Employers Number Employed

1. **Ugashik Traditional Village 3 full time/11-20 part time at various times**

2.

3.

4.

Sources to help

<ul style="list-style-type: none">● Alaska Dept. of Labor, Research and Analysis● U.S. Census Bureau● Local employers	<ul style="list-style-type: none">● Local school district● Regional non-profits● ARDOR organizations
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**Form 4: Description of the Community
The Land and Environment**

FORM 4: Description of the Community The Land and Environment

Do your best to answer the following questions on land and environment:

1. *Is your community an Alaska Native townsite?* YES NO
If not, has your community been surveyed? YES NO
2. *Who are the major landowners in the community?* (List them on a separate sheet if necessary.) The Ugashik Traditional Village owns most of the land within the village townsite. Most other village lots are privately-owned, while Alaska Packers Company (now Del Monte) still owns the remaining lots.
3. *What was the land entitlement of your village ANCSA Corporation?* The original land entitlement was 69,000+ acres, but the original Ugashik Native Corporation is now joined up with 4 other villages, forming the Alaska Peninsula corporation.
4. *What is the status of 14(c) reconveyances?* The land is being held by the Municipal Trust Land of the State of Alaska on behalf of the Ugashik Traditional Village, which is one of the few villages in Alaska where the Tribe owns the land, rather than a city or corporation.
5. *Are there special local issues, e.g. land trades, Native allotments?* There are none at the moment, but there have been issues with Briggs staking land behind the villages back for the purpose of a Trade and Manufacturing site. The folks who were in charge of the program back then were good friends of the Briggs family, and they resigned after we brought it up. There are Native allotments within the village townsite and outside of it also. They are being subdivided due to the deaths of the owners.
6. *Is there a river or bay where your community is located? Does your community ever flood? When was the last flood? Where did it flood?* The Village is located right on the east bank of the Ugashik River, but has never experienced any problems with flooding to date. The water does come close to some of the buildings in the fall storms, especially the cannery buildings.
7. *Does your community have erosion problems? If so, where? Which areas of town are affected?* Ugashik does not have any erosion problems. The banks have been pretty stable as far back as residents can remember. No buildings have ever been lost due to erosion..
8. *Where is the community water source?* The community does not have a single water source. Drinking water is obtained from individual wells.
9. *Where does the community get its gravel?* Ugashik gets its gravel from a gravel pit that sits on the Alaska Peninsula Corporation (APC) land. Payment for the gravel is made to APC and the Bristol Bay Native Corporation. The Village is currently looking at opening up another gravel pit on UTV Trust Lands.
10. *Are there any contaminated sites in your community? (oil spills, hazardous waste disposal, old military) Describe these.* The only known contaminated site is around the cannery with the asbestos and some bunker C oil tanks which appear to be leaking. It is suspected that the land around the WinRay may be contaminated with

lead. Anecdotal information tells us that the hull of this abandoned vessel was made of lead. This is especially worrisome because the wreckage sits along the shoreline where subsistence fisherman put up their set nets.

11. *Are there any old landfills? Where are they located?* Village residents currently must use individual dumps and burn sites that are located behind each home. There are also some dump sites immediately around the old cannery, some to the south of it, and another above the old barge landing. The Village has applied for grant funding to purchase a burn barrel and additional funds to clean up all the individual dump sites. A site has been selected for a new community landfill and a road put in. However, the Village has so far been unsuccessful in securing the funding needed for the actual landfill construction.
12. *Do you have an environmental and/or natural resources person employed in your community?* Yes, Ms Hattie Albecker is currently employed the Village as the Environmental Protection Agency Indian General Assistance Program Coordinator.
13. *Does your community have an environmental plan? If so, what are the top five priorities identified in your plan?* No, not a formal plan, however residents and the Council are concerned about the asbestos, the bunker C oil tanks, the old oil storage building on the old cannery site, and removal of the old WinRay which is a possible source for contamination and which is in danger of falling into the Ugashik River.

Sources to help

<ul style="list-style-type: none">● U.S. Army Corps of Engineers● U.S. Geological Survey● U.S. Environmental Protection Agency● U.S. Bureau of Indian Affairs	<ul style="list-style-type: none">● Local environmental planner/natural resource planner● U.S.D.A. Natural Resources Conservation Service
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**Future Search Conference I
(Visioning)**

FUTURE SEARCH I

Meeting Announcement and Sign-in Sheet

Future Search I

An Invitation to Plan Our Future

Express Our Values - Create Our Vision – Define Our Community's Future

The people of Ugashik are making a plan for the future of our community. The plan will be based on our common values. It will express a “unity of purpose” for our community. Our value-based plan can strengthen our community’s self-reliance and self-determination, and is vital to our eligibility for future funding.

Future Search I will be an opportunity to help create a vision for the village. We will work together to decide how to make Ugashik an ideal community. Everyone is invited to come and share their dreams for a better life.

The goal of this first meeting is to discover the core values that make our community unique - the things that we feel are most important to us. Our plan will be built around these values, so everyone’s input is important.

More and more funding agencies require a strategic plan so this is very important if we are to be able to initiate important projects, such as a new landfill, our cannery, docking facilities, etc. Please come. Bring a friend. Share your thoughts. Help create our future.

Date: July 25th (Friday)

Time: 7:00

Place: Community Center

Brunch will be served. Door prizes (including cash prizes) will be given away.

Future Search Conference I: Sign-in Sheet
July 25, 2004

Name: David Mote Do you live in Ugashik? NO
How long have you lived in Ugashik? 38 YRS. OFF & ON

Name: Roy MARSUNU Do you live in Ugashik? NO
How long have you lived in Ugashik? SUMMERS 47

Name: Brandon Digsby Do you live in Ugashik? NO
How long have you lived in Ugashik? 16 Summers

Name: Brian Bennett Do you live in Ugashik? NO
How long have you lived in Ugashik? 11 Summers

Name: Wm G ALBECKER Do you live in Ugashik? YES
How long have you lived in Ugashik? 18 FULLTIME

Name: Ida Pingree Do you live in Ugashik? NO
How long have you lived in Ugashik? 25 Summers

Name: Ann Albecker Do you live in Ugashik? YES
How long have you lived in Ugashik? Forever

Name: Roland Buzg Do you live in Ugashik? Yes
How long have you lived in Ugashik? 40 yr

Name: Randy Briggs Do you live in Ugashik? Yes
How long have you lived in Ugashik? Since 1965

Name: Mike Pingree Do you live in Ugashik? NO
How long have you lived in Ugashik? _____

Name: Daniel Pingree Do you live in Ugashik? NO
How long have you lived in Ugashik? _____

Name: Dan Pingree Do you live in Ugashik? NO
How long have you lived in Ugashik? _____

Name: John Ken Ruff Do you live in Ugashik? YES
How long have you lived in Ugashik? 52

Name: _____ Do you live in Ugashik? _____
How long have you lived in Ugashik? _____

FUTURE SEARCH I

Community Questionnaire

Future Search I Questionnaire

1. Do you live in Ugashik? ___ yes ___ no How long have you lived here ____ (If yes, skip to question # 5)

2. Have you ever lived in Ugashik? _____ If yes, for how long? _____

3. Why did you choose to leave Ugashik? _____

4. If the right changes were made, would you return to live in Ugashik? ___yes ___no

5. What do you like most about Ugashik? _____

6. What do you like least about Ugashik? _____

7. What is the one thing about Ugashik that makes you most proud? _____

8. What would you say is the one thing you worry about most? _____

9. If you are currently living in Ugashik, what keeps you here? _____

If you are not currently living in Ugashik, but did at one time, what caused you to leave? _____

10. If you are currently living in Ugashik, what could ever cause you to leave? _____

If you are not currently living in Ugashik, what could ever cause you to move here? _____

11. If you could change one thing about Ugashik, what would it be? _____

12. Name one thing you would never want to see changed about Ugashik? _____

13. Picture Ugashik 10 years from now. What would you like the population to be? _____

FUTURE SEARCH I

Form 20 - Public Process Record

FORM 20: Public Process Record

Provide a record of your public process below. Use one of these forms for every meeting, interview or survey you complete. Attach additional pages if necessary.

Type of public process: meeting interview survey

Date: July 25, 2005

Location: Traditional Village of Ugashik Community Center

Topic: Future Search I - Visioning

Number of people attending: 13 plus 2 facilitator

People in attendance :

Facilitators Gary and Penny Burns from Burns Consulting Services, Inc.

Refer to sign-in sheet

Summary of meeting/interview/survey:

A visioning session was held for the adults of Ugashik Traditional Village. The meeting and ensuing potluck was open to all ages.

The facilitators initiated a discussion about the history of Ugashik. Each adult was asked how long they had lived in the Village, and where he or she was from originally.

Hardships and tragedies faced by the community in the past were discussed in an effort to identify the values which enabled the community to overcome and survive.

The facilitators then passed out a short questionnaire consisting of a series of questions designed to bring out the values held within the community. A value was identified for each response and was written on the board at the front of the room. When all of the community values had been identified, each of the adults attending the meeting was asked to prioritize the values. (A sample questionnaire, values prioritization sheet and response spreadsheet are attached).

In response to the final question on desired population growth, the community was divided. Some wanted no growth - some wanted the population of Ugashik to increase to at least double over the next 5-10 years. The community worked together to decide upon a final desired population 30.

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**Response Spreadsheet
Values Prioritization Sheet**

VALUES PRIORITIZATION

Prioritization Spreadsheet

PRIORITIZATION OF COMMUNITY VALUES

VALUE	SCORES													TOTAL
Commercial fishing	18	20	20	18	16	11	21	14	18	20	21	21	19	237
Work/job opportunities	17	19	9	21	18	20	20	18	19	16	15	18	20	230
Freedom	21	18	21	15	21	13	18	15	11	14	14	10	12	203
Clean/beautiful natural env.	20	17	11	19	15	16	17	3	21	7	16	14	21	197
Family	19	21	13	11	19	10	8	17	6	21	17	7	21	190
Subsistence lifestyle	11	8	12	16	17	21	10	21	4	18	12	12	17	179
Peace and quiet	15	14	5	13	20	19	16	16	14	17	4	11	0	164
Health	12	15	17	10	8	7	4	19	7	19	13	14	16	161
Recreation	14	16	18	14	10	18	15	1	9	15	18	3	5	156
Sense of community	9	6	10	20	9	2	14	9	16	9	20	15	16	155
Transportation	2	3	19	17	1	17	11	7	5	8	17	19	18	144
Community planning	10	4	6	5	13	14	9	20	15	3	10	17	13	139
Infrastructure	8	2	14	12	14	6	13	8	17	2	19	16	7	138
Private business opportunities	4	11	3	4	2	9	19	5	20	11	9	20	8	125
Slow pace	13	7	4	9	4	12	12	2	12	13	10	11	11	120
Population	6	5	16	8	3	8	7	13	10	13	7	9	15	120
Cultural values/local history	16	12	8	7	6	15	6	10	1	5	6	10	14	116
Public safety	5	9	15	1	11	3	3	11	3	12	11	5	6	95
Education	3	13	1	6	7	5	5	6	8	6	11	6	4	81
Sobriety	1	1	2	3	12	1	1	6	13	10	8	4	9	71
Retirement potential	7	10	7	2	5	4	2	4	2	4	5	8	10	70

VALUES PRIORITIZATION

Prioritization Sheet

Ugashik Community Values

- Work/job opportunities
- Health
- Education
- Family
- Peace and quiet
- Recreation
- Subsistence lifestyle
- Clean and beautiful natural environmental
- Freedom
- Slow pace
- Commercial fishing
- Sense of community
- Transportation
- Infrastructure
 - electric
 - store
 - housing
- Sense of community
- Cultural values and local history
- Private business opportunities
- Public safety
- Population
- Retirement potential
- Community planning
- Sobriety

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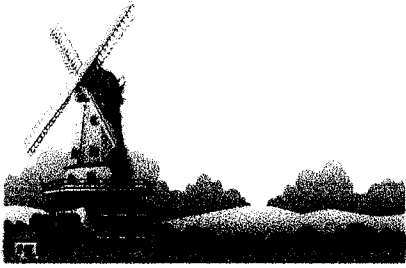
**Incorporating Our Values
Into a Vision Statement**

**COMMUNITY SURVEY:
SELECTING A VISION STATEMENT**

Form 20 - Public Process Record

**COMMUNITY SURVEY:
SELECTING A VISION STATEMENT**

Sample Survey Form



BURNS CONSULTING SERVICES, INC.

*Grant writing, Community-based strategic planning,
document preparation, Environmental Program Development*

Penny R. Burns

752 Peters St., Raymond, WA 98577

Phone: (360) 942-4954

P.O. Box 583

Fax: (360) 942-4952

South Bend, WA 98586

email: pburns@centurytel.net

August 11, 2004

On July 25, residents of Ugashik Traditional Village were invited to attend the first public meeting held as part of a community-based strategic planning strategy. Those who attended took part in a visioning exercise designed to uncover core values within the community. Once every value was listed and prioritized, an analysis was done to determine the values that are held most dear to the people of Ugashik.

The top ten values were:

- 1) commercial fishing
- 2) work/job opportunities
- 3) freedom
- 4) clean and beautiful natural environment
- 5) family
- 6) subsistence lifestyle
- 7) peace and quiet
- 8) health
- 9) recreation
- 10) sense of community

The community was then asked to decide upon a target population goal for Ugashik. It was agreed that a slow population growth over the next 5-10 years would best benefit this community and that the final goal would be a total population of 30 year-round residents.

The target population goal, along with the community's core values were used to create three possible vision statements. We would now ask that every member of the Ugashik community eighteen years of age or older take a few minutes to read over the vision statements on the following pages.

Keep in mind that a vision is a description of a desired future. It is based on the top values of a community. The realization of this vision will be the goal of the Ugashik Community Comprehensive Strategic Plan. When the vision is fully realized, the vision statement will be a true characterization of the community.

Once you have read over each statement, place a check on the line in front of the one that you, personally, would like to serve as the vision statement for the Ugashik Traditional Village. Then, please mail only that page, without these instructions, in the enclosed self-addressed envelope provided, to the consulting firm that is helping us to write our strategic plan. It is important that each adult in the household take part.

Thank you for helping to create a bright future for Ugashik!
Ugashik Vision Statements

___ *“We are the community of Ugashik, 30 people who enjoy the peace and quiet of a clean and beautiful natural setting. Ours is a life of freedom where families can thrive while continuing subsistence traditions that provide ample opportunity for self-sufficiency through the robust commercial fishing industry, and through private and Tribal enterprises.”*

___ *“Ours is a Village whose residents appreciate the freedom and health that comes to us as a result of living in this peaceful, quiet, subsistence community. Recreational opportunities are limitless. We are supported by a strong commercial fishing industry, and both private and Tribally-owned businesses that provide job opportunities for every family. Our clean and beautiful natural environment, the slow pace, and a strong sense of community spirit provides our 30-member community a home that could only be found in Ugashik, Alaska.”*

___ *“We are a community of 30 people residing on the banks of the Ugashik River who enjoy the freedom to live in a clean and natural environment that knows no equal. With an abundance of jobs as a result of a thriving commercial fishery, and numerous private and Tribally-owned businesses, this slow-paced subsistence community offers its people a healthy, peaceful, and quiet home.”*

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Form 5: Community Values and Vision

FORM 5: Community Values and Vision

Community Values. List your community's ten most important values. Underline the top five. If you feel you need to list more to truly reflect your community, do it.

1. Commercial Fishing
2. Work/Job Opportunities
3. Freedom
4. Clean/Beautiful Natural Environment
5. Family
6. Subsistence Lifestyle
7. Peace and Quiet
8. Health
9. Recreation
10. Sense of Community
11. Transportation
12. Community Planning
13. Infrastructure

Community Vision Statement. Write a statement below that best describes what the community wants to be like in the future. This statement is based on your community's values.

"Ours is a Village whose residents appreciate the freedom and health that comes to us as a result of living in this peaceful, quiet, subsistence community. Recreational opportunities are limitless. We are supported by a strong commercial fishing industry, and both private and Tribally-owned businesses that provide job opportunities for every family. Our clean and beautiful natural environment, the slow pace, and a strong sense of community spirit provides our 30-member community a home that could only be found in Ugashik, Alaska."

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Age, Employment and Income Survey

SAMPLE SURVEY

Age, Employment, and Income Survey

1. Number of people in household. _____
2. Number of people in household with full-time jobs. _____
3. Number of people in household with part-time jobs. _____
4. Number of people in household with seasonal jobs. _____
5. Number of people in household looking for work. _____
6. Number of Alaska Natives/American Indians living in the home. _____
7. Number of people in household under 18 years of age. _____
8. Number of people in household over 60 years of age. _____
9. Find the number on the chart below that corresponds with the number of people in the household. Is the total earned income* for your household above or below the dollar amount shown following that number? ___ above ___ below

**This includes earned income only. For example: Retirement income, social security, unemployment compensation, but does not include insurance settlements, winnings, alimony, child support, etc.*

Total number of people in household	Moderate Income Level for Lake and Peninsula Borough
1	38,200
2	43,650
3	49,100
4	54,550
5	58,900
6	63,300
7	67,650
8	72,000

**AGE, EMPLOYMENT AND INCOME
SURVEY**

Form 20 - Public Process Record

FORM 20: Public Process Record

Provide a record of your public process below. Use one of these forms for every meeting, interview or survey you complete. Attach additional pages if necessary.

Type of public process: meeting interview survey

Date: May 2005

Location: Ugashik, AK (door-to-door)

Topic: Age, Employment and Income Survey

Number of Households Surveyed:

Summary of meeting/interview/survey:

A door-to-door survey was conducted on during the month of May, 2005. The primary objective of the survey was to obtain an accurate population count by age, employment rate, and median household income for Ugashik Traditional Village. One survey was filled out for each household by an authorized adult.

There were nine questions on the survey. The first ten dealt with population, jobs, and age and ethnicity of population of Ugashik. Those questions are listed below.

- | | |
|--|--------------------------|
| 1. Number of people in household. | <u>10</u> (total people) |
| 2. Number of people in household with full-time jobs. | <u>1</u> |
| 3. Number of people in household with part-time jobs. | <u>4</u> |
| 4. Number of people in household with seasonal jobs. | <u>8</u> |
| 5. Number of people in household looking for work. | <u>3</u> |
| 6. Number of Alaska Natives/American Indians living in the home. | <u>10</u> |
| 7. Number of people in household under 18 years of age. | <u>0</u> |
| 8. Number of people in household over 60 years of age. | <u>3</u> |

The final question was asked in order to determine the median household income for Ugashik Traditional Village. Each person was asked to look at a table of moderate income levels for various sizes of households within the Lake and Peninsula Borough and write down whether the total earned income for his/her own household fell above or below that amount. An analysis of the survey was then performed. Of the six households interviewed, two had incomes above the Borough's moderate income level and four fell below.

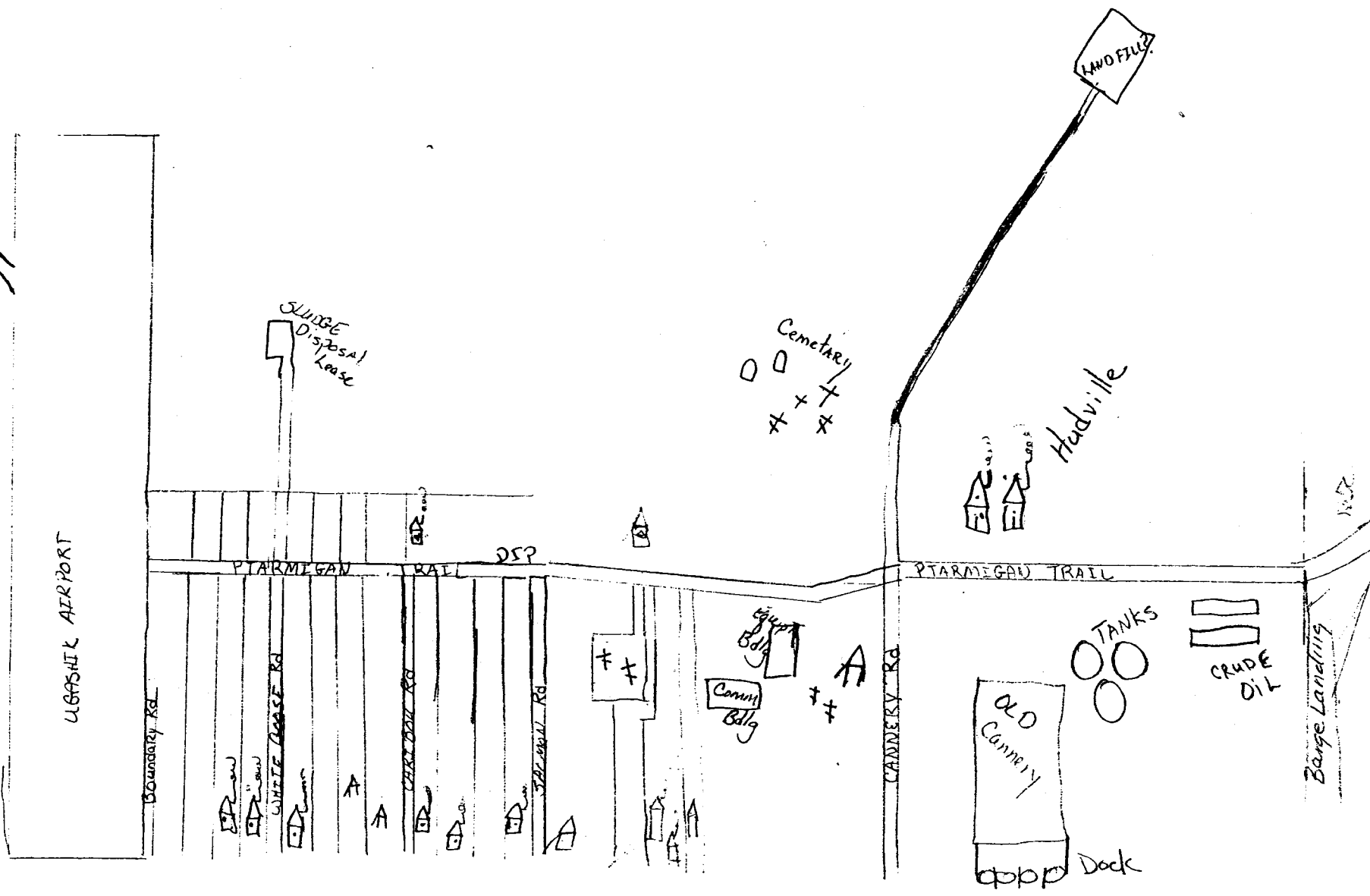
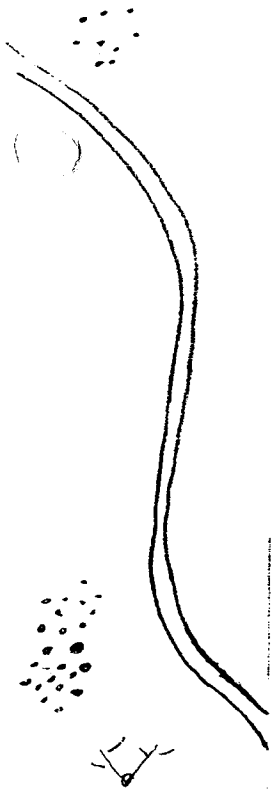
A copy of the survey form is attached.

COMMUNITY MAP

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Community Resources Map



ULGASHIK AIRPORT

SLUDGE Disposal Lease

PTARMIGAN RAIL DSP

Boundary Rd

WHITE CLIFF RD

CANNERY RD

PTARMIGAN RD

PTARMIGAN TRAIL

Cemetery

Hudville

TANKS

CRUDE OIL

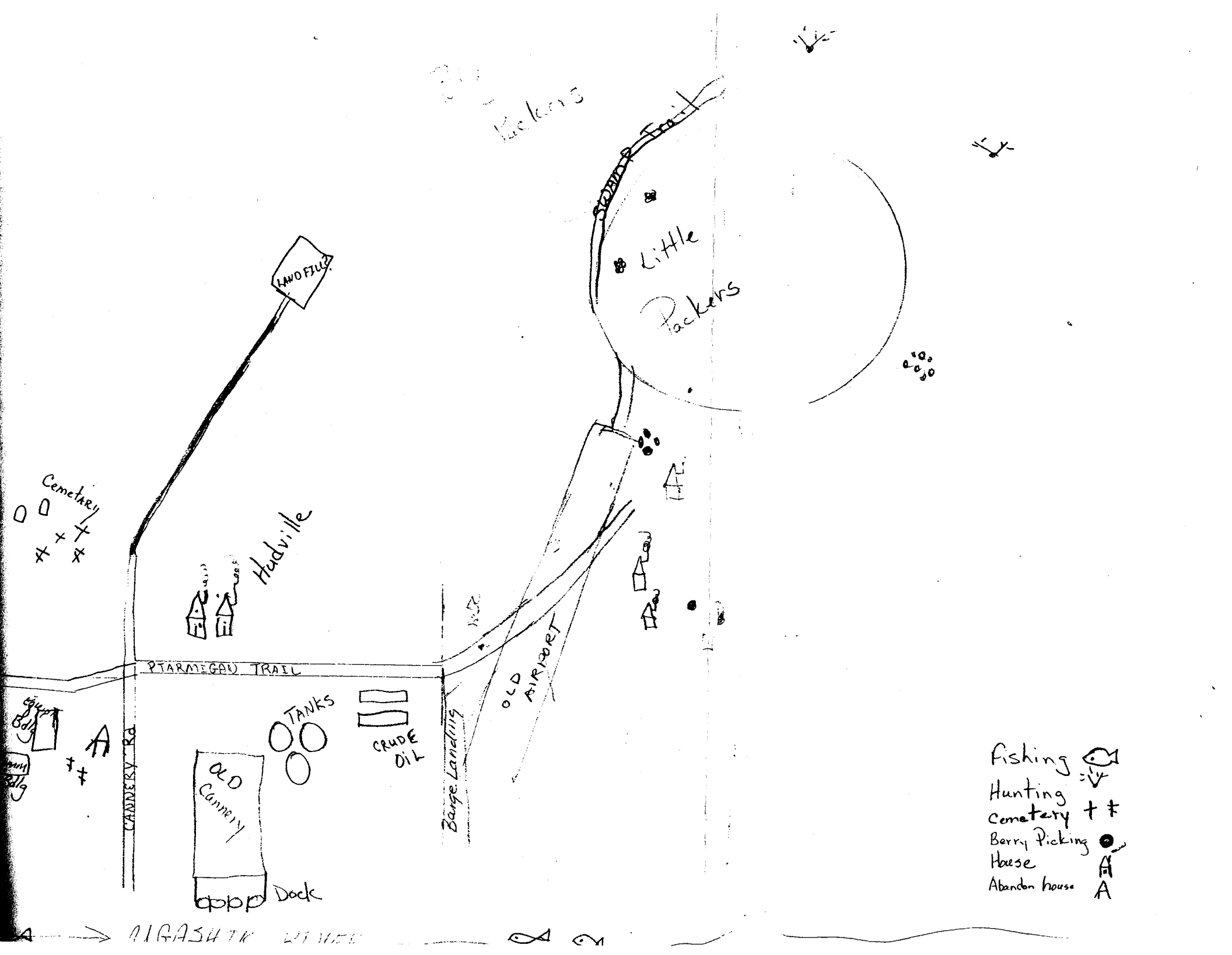
OLD Cannery

Dock

Barge Landing

LANDFILL

ALGASHUK VIEW



LAW OFFICE

Bakers

Little Packers

Cemetery

Hadville

PTARMIGAN TRAIL

CANNERY RD

TANKS

CRUDE OIL







OLD CANNERY

Dock

Barge Landings

OLD AIRPORT

ALGASHUK RIVER

- Fishing 
- Hunting 
- Cemetery 
- Berry Picking 
- House 
- Abandon house 

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Community Assessment Survey

COMMUNITY ASSESSMENT SURVEY

FORM 8: Capital Projects and Infrastructure Assessment

Use the list below to identify the important structures, utilities, and transportation assets and needs that exist in your community. Check off the correct boxes for each of the items listed below. If there is something missing from the list, add it under "other". Under the "Do you need it column," if the asset is one the community already has, indicate whether or not you feel it is necessary to the community and should be continued. If the asset is one that the community does not have, indicate whether or not you think that it is something you would like to see implemented. Do not fill in the gray areas, but all white spaces should be marked.

Capital Project/ Infrastructure	Do you have it?		What is the condition			Is there enough?		Do you need it?	
	Yes	No	Good	Average	Poor	Yes	No	Yes	No
Airport	x		7	12	3	5	16	22	0
Bed & breakfast	x		10	9	0	7	9	10	8
Boardwalks		x						16	2
Bulk fuel storage		x						20	0
Cable TV		x						5	13
Cemeteries and graves	x		1	2	13	8	4	11	4
City council building		x						11	3
Community buildings	x		9	5	1	7	7	11	5
Community hall	x		12	1	1	10	4	8	6
Dock facilities	x		0	0	21	2	16	22	0
Elder housing		x						5	12
Electric power		x						20	2
Alternative power (wind or solar)		x						18	3
Fire station		x						20	2
City Garage	x		2	4	4	6	6	17	1
Gift shop		x						7	12
Grocery store		x						14	6
Harbor - small boats		x						12	8
Health clinic		x						18	3
Housing	x		1	7	0	5	7	11	8
Internet service	x		2	5	2	5	9	12	8

FORM 9: Social and Cultural Services Assessment

Use the list below to identify the important social and cultural service assets and needs that exist in your community. If an item doesn't apply to your community, leave it blank.

Resources		Do you have it?		How would you rate it?			Do you need it?		
Category	Type of program/service	Yes	No	Good	Average	Poor	Yes	No	
Health	Nutrition		X				6	7	
	Weight loss		X				6	8	
	AIDS prevention		X				5	8	
	Substance abuse		X				3	11	
	Family planning		X				4	9	
	Other:								
	<i>Alcohol abuse</i>							1	0
Public Safety	Police protection		X				9	5	
	Fire protection		X				16	1	
	Emergency response		X				13	3	
	Search & rescue		X				11	5	
	Other:								
	<i>Towing & salvage</i>							1	0
	<i>Hunting & trapping safety</i>							1	0
Recreation Programs	Small children		X				2	11	
	Teens		X				6	7	
	Adults	X		0	0	1	8	7	
	Other:								
	<i>Pool table for teens</i>							1	0
Religion	Religious Programs		X				6	7	
	Other:								

Resources		Do you have it?		How would you rate it?			Do you need it?	
Social Service Programs	Child care		X				3	12
	Adoption		X				4	11
	Domestic Violence		X				9	7
	Seniors		X				5	10
	Disability services		X				8	9
	Counseling - adults		X				10	7
	Counseling - teens		X				5	10
	Legal services		X				8	8
	Suicide prevention		X				8	9
	Public assistance		X				5	9
	Other:							
Tribal Governance	Tribal recognition	X		3	0	1	12	5
	Indian child welfare	X		2	1	1	10	7
	Youth courts		X				4	10
	Tribal courts		X				6	8
Cultural Services	Dog sledding		X				4	9
	Elders' group		X				7	8
	Music		X				6	10
	Subsistence food preparation		X				13	4
	Dance group		X				3	13
	Arts and crafts		X				11	6
	Language programs		X				6	10
	Spirit camps		X				9	7
	Storytelling		X				7	9
	Other:							

FORM 10: Economic Development Assessment

Use the list below to identify the local economic assets and needs in your community. If an item doesn't apply to your community, leave it blank.

Local job opportunities		Local job potential			Interest in this type of job?	
Category	Type	High	Medium	Low	Yes	No
Agriculture	Farmer	2	1	14	8	7
Arts and crafts	Artisans	4	5	8	10	5
City government	City manager	1	2	8	2	10
	City clerk	1	1	8	1	10
Cottage industries	Bed and breakfast operator	3	8	5	7	7
	Hunting lodge operator	6	7	3	11	5
Education	Teacher	1	3	6	1	10
	Teacher aide	1	3	5	1	10
Environment	Environmental specialist	6	6	3	7	5
	Environmental technician	3	5	6	8	6
	Natural resource specialist	6	6	3	7	7
Fishing	Commercial fisherman	16	4	1	19	1
Fish processing	Fish processor	12	3	5	15	4
Forestry	Logger	0	0	10	0	11
	Forester	0	0	10	0	11
Health	Health aide	4	4	6	6	7
	Nurse practitioner	5	2	5	4	8
Heavy equipment operation and maintenance	Equipment Operator	8	8	1	17	1
Mining (including gravel)	Miner	5	4	5	9	4
Oil and gas	Driller	5	4	3	9	4
Public safety	Public safety officer	2	6	3	5	7
	Fire fighter	7	4	2	11	2
	Emergency response	4	2	3	7	3
	HAZWOPER person	6	2	3	8	4

Local job opportunities		Local job potential			Interest in this type of job?	
Category	Type	High	Medium	Low	Yes	No
Retail store	Store owner	2	6	9	11	6
Small business	Business owner	6	6	5	13	4
Tannery	Tanner	2	5	9	8	8
Tourism	Tourist operator	6	3	6	9	5
Transportation	Driver / pilot	5	8	8	11	4
Tribal / IRA Government	Tribal administrator	7	2	6	8	7
Utilities	Water treatment operator	3	3	7	6	7
	Sewage treatment operator	4	2	6	7	5
	Landfill operator	10	5	3	12	5
	Power plant operator	6	4	4	8	6
	Bulk fuel operator	5	6	4	9	5
Other:	Economic development center manager	4	2	8	4	8
	Raising reindeer	1	0	0	1	0

FORM 11: Job Training, Education and Capacity Building Assessment

Use the list below to identify any job training, education, and capacity building assets and needs in your community. If the training/education is currently being offered, check yes if you believe this is a necessary program that should be continued. Check no if you feel this program is unnecessary and should be discontinued. If the training/education is not currently being offered, check yes if you believe it should be offered, and no if you think it is not necessary to offer this type of training.

Training/Education/Capacity Building Opportunities		Training/Education needed	
Category	Type	Yes	No
Agriculture	Farmer	8	7
Arts and crafts	Artisans	12	4
City government	City manager	6	6
	City clerk	6	6
Cottage industries	Bed and breakfast operator	9	7
	Hunting lodge operator	13	5
Education	Teacher	5	9
	Teacher aide	4	8
Environment	Environmental specialist	12	4
	Environmental technician	12	4
	Natural resource specialist	12	5
Fishing	Commercial fisherman	10	7
Fish processing	Fish processor	16	3
Forestry	Logger	2	10
	Forester	2	9
Health	Health aide	10	6
	Nurse practitioner	8	6
Heavy equipment operation and maintenance	Equipment operator	17	1
Mining (including gravel)	Miner	11	4
Oil and gas	Driller	13	2

Training/Education/Capacity Building Opportunities		Training/Education needed	
Category	Type	Yes	No
Public safety	Public safety officer	10	4
	Emergency response	13	3
	HAZWOPER - hazardous waste training	13	3
Retail store	Store owner	8	8
Small business	Business owner	12	5
Tannery	Tanner	8	9
Tourism	Tourist operator	10	5
Transportation	Driver/pilot	13	5
Tribal/IRA government	Tribal administrator	16	1
Utilities	Water treatment operator	7	8
	Sewage treatment operator	9	6
	Landfill operator	16	3
	Power plant operator	10	6
	Bulk fuel operator	12	5
General Education	Internet training for youth	6	7
	Internet training for adults	12	4
	Career counseling	9	4
	Other:		
Other:	Bookkeeping/accounting	11	4
	Grants management/compliance	11	4
	Grant writing	11	4

COMMUNITY ASSESSMENT SURVEY

Form 20 - Public Process Record

FORM 20: Public Process Record

Provide a record of your public process below. Use one of these forms for every meeting, interview or survey you complete. Attach additional pages if necessary.

Type of public process: meeting interview survey

Date: July - August 2004

Location: Ugashik Traditional Village, AK door-to-door and mass mailing

Topic: Community Assets and Needs

Number of People Surveyed: 22

Summary of meeting/interview/survey:

A door to door survey was conducted by Penny Burns and Gary Burns from Burns Consulting Services and by David Matsuno. This survey was designed to help identify and rate important assets existing in the Ugashik, and also to help discover needs within the community, primarily in the following areas:

1. Capital Projects and Infrastructure
2. Economic Development
3. Social and Cultural Services
4. Job Training, Education and Capacity Building
5. Other (including environmental)

Capital Projects and Infrastructure Assessment

Each person surveyed was given a list of assets possibly existing within the community. They were then asked the following questions about each asset:

Do you have it?	Is there enough?
What is its condition?	Do you need it?

Social and Cultural Services Assessment

Each person surveyed was given a list of assets possibly existing within the community. They were then asked the following questions about each asset:

Do you have it?	Do you need it?
How would you rate it?	

Economic Development Assessment

Each person surveyed was given a list of economic assets possibly existing within the community. They were then asked to rate the assets as follows:

Local job potential - High, Medium or Low	Job needed - Yes or No
---	------------------------

Job Training, Education and Capacity Building Assessment

Each person surveyed was given a list of possible jobs within the community and then asked whether or not training or education is needed .

Assessment of Other Items

Each person was given a blank form and asked to fill in any assets or needs which were not included on any of the other previous forms.

A tally sheet was filled out for each of the categories showing how the community voted (see Attachment H).

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**Future Search II
(Setting Goals and Measures of Success)**

FUTURE SEARCH II

Meeting Announcement Sign-in Sheet

Future Search 2

An Invitation to the Plan Our Future

During Future Search 1, the community worked together to define the core values that make our Village unique. We developed a vision statement that expresses our dreams for the future built on a foundation of these values.

Now, at Future Search 2, the people of Ugashik will continue to work toward the realization of the community vision by setting goals, discussing desired projects and programs, and establishing measures of success to evaluate our progress throughout the implementation process.

Penny and Gary Burns once again look forward to facilitating. Refreshments will be served. We need everyone's input!

Date: Monday, July 26 Time: Place: Community Center

Future Search Conference II: Sign-in Sheet

July 26, 2004

Name: Roy S Matsuno Do you live in Ugashik? no
How long have you lived in Ugashik? 15 + years

Name: Dan Pingree Do you live in Ugashik? no
How long have you lived in Ugashik? _____

Name: Daniel Pingree Do you live in Ugashik? no
How long have you lived in Ugashik? _____

Name: Brian Bennett Do you live in Ugashik? no
How long have you lived in Ugashik? _____

Name: DAVID MATSUNO Do you live in Ugashik? _____
How long have you lived in Ugashik? _____

Name: Robert Briggs Do you live in Ugashik? no
How long have you lived in Ugashik? 40

Name: Randy Brugg Do you live in Ugashik? yes except for medical
How long have you lived in Ugashik? 40

Name: Victoria Potty Do you live in Ugashik? in/out
How long have you lived in Ugashik? recently

Name: Nancy Flensburg Do you live in Ugashik? yes
How long have you lived in Ugashik? 43

Name: Stacie Albeck Do you live in Ugashik? Yes
How long have you lived in Ugashik? _____

Name: Walter Schneider Do you live in Ugashik? no
How long have you lived in Ugashik? 20 + years

Name: Timothy M. Eungelt Jr. Do you live in Ugashik? YES
How long have you lived in Ugashik? 67 Yes.

Name: _____ Do you live in Ugashik? _____
How long have you lived in Ugashik? _____

Name: _____ Do you live in Ugashik? _____
How long have you lived in Ugashik? _____

FUTURE SEARCH II

Form 6: Goals and Measures of Success

FORM 6: Goals and Measures of Success

Look at your values and vision statement. For each value you wrote on FORM 5, develop a goal and measure of success. There may be several goals for each value.

VALUE #1 -Commercial Fishing

Goals:

Measures of success:

<p>A community that has built a stable local economy on the commercial fishing industry</p>	<p>Fishermen are receiving a fair price for their fish. New markets have been found. Stable buyer has been found. High fish quality is being maintained. People are working in fishery related jobs. Tribal and private processing operations are working together with outside plants. Village-owned fish tender has been purchased. Ordinances that protect fishery have been put into place and are being enforced.. Fishing activities are being monitored. Work is going on with local lodges to assure compliance, (incentive programs in place for lodges (Ugashik certificate for advertising).</p>
<p>An abundant fish population</p>	<p>Established ordinances and enforcement mechanisms are in place to assure numbers stay high. Monitoring of fishing activities is on-going.</p>
<p>100% compliance</p>	<p>Work with local lodges to encourage compliance. Incentive programs where lodges receive certificate from Village for conservation efforts, etc.</p>

FORM 20: Public Process Record

Provide a record of your public process below. Use one of these forms for every meeting, interview or survey you complete. Attach additional pages if necessary.

Type of public process: meeting interview survey

Date: August 2005

Location: Ugashik Community Center and mass mailing to all community members who were unable to attend Future Search I.

Topic: Selecting a vision statement

Number of People Surveyed: 33

Summary of meeting/interview/survey:

A survey was sent out to all community members who were unable to attend Future Search I. Each person was asked to select the vision statement that they felt best summarized their personal vision for the Traditional Village of Ugashik. Three options were given. Of the 60 surveys sent out, thirty-three people chose to respond. The vision statement that received the most votes was selected.

VALUE #2 -Job Opportunities

Goals:

Measures of success:

<p>A community that is able to boast zero unemployment.</p>	<p>Everyone is employed. Tribally-owned businesses have been established: -construction company -fish processing plant -greenhouse -washeteria -small store -8A training firm A Private enterprise has been established: -small store No one is on public assistance.</p>
<p>Job opportunities are available in chosen fields</p>	<p>On-line training course is available to all. New people have moved in to fill positions. Additional housing has been made available for the new workers (4-plex and/or single family dwellings).</p>

VALUE #3 -Freedom

Goals:

Measures of success:

<p>A community that works together to make & enforce its own laws & ordinances w/o outside interference.</p>	<p>A community-based planning process is in place where everyone is informed and has input.</p> <ul style="list-style-type: none">-a plan manager has been hired to coordinate meetings.-a newsletter is drafted and mailed to community members.
<p>Our people continue to live, work, & recreate in a free society w/o a lot of regulations.</p>	<p>Ordinances have been drafted and adopted through the community planning process.</p>

VALUE #4 -Clean and Beautiful Natural Environment

Goals:

Measures of success:

<p>A community that can boast clean air, water, and land.</p>	<p>Water quality baseline data has been collected on every individual well</p> <p>On-site septic systems have been inspected yearly at every home</p> <p>A waste collection and landfill are operative</p> <p>Hazardous waste storage containers are in place and waste is removed regularly</p> <p>Every home in the community has received an indoor air quality work-up.</p> <p>An aquifer study defining hydrogeological conditions has been performed</p> <p>Environmental educational brochures are routinely circulated throughout the community</p> <p>No more bunker fuel is found in Village</p>
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VALUE #5 -Family

Goals:

Community dedicated to building a stable local economy w/strong job base in order to keep families together in Ugashik

Measures of success:

Strong local economy

-tribally-owned businesses

-privately-owned businesses

Recreational activities are available in the community

Young couples are moving into Ugashik to raise families

A school is in place

home schooling is available

Community members display an accepting attitude toward newcomers

People are moving back

VALUE #6 -Subsistence Lifestyle

Goals:

A community that is able to continue a healthy subsistence lifestyle

Measures of success:

Fish and wildlife populations are high
-monitoring is being done to look for and report violations
-local ordinances have been drafted and adopted protecting fish numbers

Traditional food preparation methods are being taught and recorded (videos, written word, etc.) to pass on to future generations
-families are encourage to come and learn
-traditional recipe book is drafted

Environment around Ugashik is kept clean and healthy
-attracts eco-tourists

VALUE #7 -Peace and Quiet

Goals:

Measures of success:

A peaceful, quiet community	Slow controlled growth population Ordinances (local) with community buy-off Alternative energy -wind generators -solar power
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VALUE #8 -Health

Goals:

Community provides good health amongst residents.

Measures of success:

People of Ugashik are healthy and happy

Clinic is well stocked with necessary supplies and equipment to deal with health emergencies.

BBHC has held health train classes in Ugashik.

Majority of local residents are trained to administer 1st aid, CPR, etc.

community greenhouse is providing healthy vegetables and fruit to community

educational programs are being given by BBHC to community members in:

- nutrition
- exercise
- alcohol
- smoking

community is working to coordinate for dentist and doctor visits

VALUE #9 -Recreation

Goals:

Community that has ample opportunity to enjoy Village lifestyle

Measures of success:

Outdoor recreational activities:

- riding 4-wheelers
- fishing
- hunting
- berry picking
- trapping
- cookouts
- basketball
- baseball

Indoor recreational activities:

- internet for whoever wants it
- training for arts and crafts
- decent TV for all
- card/poker club
- weight training program
- movie night
- ice cream socials

VALUE #10 -Sense of Community

Goals:

Measures of success:

A community that plans, works, and plays together	Recreational programs are in place Community planning process is in place Strong lines of communication exist in community
Residents get along and stick together	Year-round & summer residents get along and show mutual respect

VALUE #11 -Transportation

Goals:

A community with a functioning road system that meets the needs of the

Measures of success:

Air transport:

- 5000' private airstrip has been constructed
- existing runway has been lengthen to 3600' (Likely not allowed by state of Alaska)
- runway lighting has been installed we are staying involved with legislature to capitalize of future changes in state air regulations

Roads:

- road has been built to upstream lots and now we do not drive on runway
- road to dump is finished
- 52 mile long road to Wide Bay is finished

Existing roads have been resurfaced
We are maintaining our involvement with the Transportation Commission.

River:

- small barge has been purchased for transport to Pilot Point
- docking facilities have been constructed

VALUE #12 -Community Planning

Goals:

Community where everyone participates in planning process.

Measures of success:

Community planning process is in place and people are informed and actively participating.

Plan manager is hired to coordinate/facilitate meetings, mailings, newsletter.

VALUE #13 -Adequate Infrastructure

Goals:

Measures of success:

Community that offers adequate infrastructure.

Docks have been constructed.

Everyone has adequate housing.

Store has been built.

Health club is in.

Housing is available for newcomers.

Potable water is available to all.

Good roads have been constructed.

Landfill with operator is in place.

Septic systems are in and functioning properly.

Electrical needs are being met by gas, solar, and wind power.

Bulk fuel storage is in place.

Fire Hall has been constructed.

Post Office has been built.

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Future Search II- Project Worksheets

FUTURE SEARCH II
PROJECT WORKSHEETS

Project Worksheet

Value #1 Commercial Fishing

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that has built a stable local economy on the commercial fishing industry</p> <p style="text-align: center;">* * *</p> <p>An abundant fish population.</p>	<p>Organize partnership amongst fisherman to look for stable buyers and alternative markets.</p> <p>Purchase barge to transport fish.</p> <p>Purchase fish tender.</p> <p>Establish Tribally-owned fish processing plant.</p> <p>Form partnership between private, Tribal and other local processing plants from surrounding villages.</p> <p style="text-align: center;">* * *</p> <p>Establish codes and ordinances along with monitoring and enforcement mechanisms.</p> <p>Work with local lodges to encourage compliance through communication and incentives.</p>	<p>Fishermen are receiving a fair price from stable buyers.</p> <p>Alternative markets have been identified and researched.</p> <p>High quality fish are being maintained</p> <p>People are working in fishery-related jobs.</p> <p style="text-align: center;">* * *</p> <p>Fish populations remain high</p> <p>There is 100% compliance with fishing laws and ordinances.</p>

Project Worksheet

Value #2 Job Opportunities

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that is able to boast zero unemployment.</p> <p style="text-align: center;">* * *</p>	<p>Establish Tribally-owned businesses:</p> <ul style="list-style-type: none"> -construction company -fish processing plant -greenhouse -washeteria -small store -8A Training firm <p>Establish privately-owned businesses:</p> <ul style="list-style-type: none"> -small store -arts and crafts to sell locally and online. <p style="text-align: center;">* * *</p>	<p>Everyone in the village is employed.</p> <p>No one in the village is on public assistance.</p> <p style="text-align: center;">* * *</p>
<p>A community that is able to offer job opportunities in chosen fields.</p> <p style="text-align: center;">* * *</p>	<p>Arts and crafts to sell locally and online.</p> <p>Establish education center for on-line training and education.</p> <p style="text-align: center;">* * *</p>	<p>Workers are happy being able to work in the field of their choice.</p> <p style="text-align: center;">* * *</p>
<p>A community that is able to offer job opportunities to new people moving into the village.</p>	<p>Initiate an additional housing project, including multi-family dwellings such as a 4-plex.</p> <p>Construct a new landfill.</p>	<p style="text-align: center;">* * *</p> <p>The population of Ugashik has grown to it's target number (25-30).</p>

Project Worksheet

Value #3 Freedom

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

A community that works together to make and enforce its own laws and ordinances without outside interference.

Draft codes and ordinances through a community-based planning process so that the community has input on any proposed regulations.

Publish strategic plan updates in newsletter.

Ugashik residents continue to enjoy their unique freedom.

A community-based planning process is in place where everyone is informed and has input.

A plan manager (community planner) is put into a permanent position.

The public is informed of projects and is allowed input.

* * *

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The people of Ugashik continue to live, work, and recreate in a free society without a lot of regulations.

Ugashik codes and ordinances and an enforcement strategy have been drafted and adopted through a community-based planning process.

Project Worksheet

Value #4 Clean and Beautiful Natural Environment

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that is able to boast clean air.</p> <p style="text-align: center;">* * *</p> <p>A community that is able to boast clean water.</p> <p style="text-align: center;">* * *</p>	<p>Perform air quality work-up on each home.</p> <p style="text-align: center;">* * *</p> <p>Collect water quality baseline data on each individual well.</p> <p>Perform an aquifer characterization study to define hydro-geological conditions and to map the flow of the aquifer.</p> <p>Remove the Wind Ray.</p> <p>Inspect all on-site septic systems routinely. Repair/replace faulty systems.</p> <p>Remove the bunker fuel from old cannery site.</p> <p style="text-align: center;">* * *</p>	<p>The people of Ugashik are healthy.</p> <p style="text-align: center;">* * *</p> <p>Ugashik drinking water and groundwater are clean.</p> <p>Ugashik has mapped its aquifer to get a clear understanding of conditions and flow.</p> <p>On-site septic systems are all functioning properly</p> <p style="text-align: center;">* * *</p>

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* * *

A community that is free
of litter and garbage.

* * *

Remove the bunker fuel from old
cannery site.

Construct a modern landfill and
initiate solid waste collection.

Develop environmental educational
brochures to routinely circulate
throughout the community.

Install hazardous waste storage
containers and distribute
educational materials and
instructions.

* * *

The land around Ugashik
remains healthy and
beautiful, free of
garbage.

No more bunker fuel is
being stored in Ugashik.

No one is burying or
burning their garbage.

Project Worksheet

Value #5 Family

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

<p>A community dedicated to building a stable local economy with a strong job base that allows families to stay together.</p> <p style="text-align: center;">* * *</p>	<p>Establish Tribally-owned businesses:</p> <ul style="list-style-type: none"> -construction company -fish processing plant -greenhouse -washeteria -small store -8A Training firm <p>Establish privately-owned businesses:</p> <ul style="list-style-type: none"> -small store -arts and crafts to sell locally and online. <p style="text-align: center;">* * *</p>	<p>Families have moved back to Ugashik.</p> <p>New families have moved to Ugashik.</p> <p>Community members display an accepting attitude toward newcomers.</p> <p style="text-align: center;">* * *</p>
<p>A community that is able to offer home schooling options.</p> <p style="text-align: center;">* * *</p>	<p>Establish community education center with computers and internet access for on-line education</p> <p style="text-align: center;">* * *</p>	<p>Adults, teens and children are being educated online while living in Ugashik.</p> <p style="text-align: center;">* * *</p>

Project Worksheet

Value #6 Subsistence Lifestyle

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that is able to continue a healthy subsistence lifestyle.</p>	<p>Develop and adopt local environmental codes and ordinances and an enforcement mechanism.</p> <p>Continue to monitor and report violations to enforcement agencies.</p> <p>Establish a subsistence foods preparation facility to be used by all community members.</p> <p>Write a traditional foods recipe book and distribute to community members.</p> <p>Prepare a video of traditional foods gathering and preparation and distribute to all community members.</p>	<p>Fish and wildlife populations are high</p> <ul style="list-style-type: none"> -monitoring is being done routinely to look for and to report violations. -local ordinances have been drafted and adopted protecting fish numbers <p>Traditional foods gathering and preparation methods are being taught and recorded (videos, books, etc.)</p> <ul style="list-style-type: none"> -families are encouraged to come and learn - traditional recipe book is drafted and distributed amongst community members

...continued

<p style="text-align: center;">* * *</p>	<p>Host a traditional foods preparation fair and invite community members and neighboring villages to participate.</p> <p>Develop and adopt local environmental codes and ordinances and an enforcement mechanism.</p> <p>Remove the Wind Ray.</p> <p>Inspect all on-site septic systems routinely. Repair/replace faulty systems.</p> <p>Remove the bunker fuel from old cannery site.</p> <p style="text-align: center;">* * *</p>	<p>Traditional foods preparation methods are shared between neighboring villages</p> <p>Environment around Ugashik is kept clean and healthy.</p> <p style="text-align: center;">* * *</p>
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Project Worksheet

Value #7 Peace and Quiet

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A quiet and peaceful community</p> <p style="text-align: center;">* * *</p>	<p>Create, post and enforce local codes and ordinances to address noise problems.</p> <p>Control population growth with careful planning.</p> <p style="text-align: center;">* * *</p>	<p>Residents and visitors respect local ordinances.</p> <p>Population reaches target goal of 30 within 5-10 years.</p> <p style="text-align: center;">* * *</p>

Project Worksheet

Value #8 Health

GOALS

PROJECTS, PROGRAMS, ACTIVITIES MEASURES OF SUCCESS

<p>A community that promotes good health amongst its residents.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>	<p>Purchase supplies and equipment to stock health clinic.</p> <p>Bring in BBHC to hold CPR and 1st Aid training classes in Ugashik.</p> <p>Build a community greenhouse to grow fresh fruits and vegetables year-round.</p> <p>Bring in BBHC to educate community members in nutrition, exercise, and substance abuse.</p> <p>Coordinate with BBHC for regular and frequent doctor and dentist visits.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>	<p>The clinic is well stocked with necessary supplies and equipment to deal with health emergencies.</p> <p>Ugashik residents are trained to handle health emergencies.</p> <p>Residents are buying less fresh fruit and vegetables, but eating more year-round.</p> <p>The people of Ugashik are happy and healthy.</p> <p>Residents are receiving frequent medical and dental checkups in the village.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>
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Project Worksheet

Value #9 Recreation

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

<p>A community that values and supports outdoor recreation.</p> <p style="text-align: center;">* * *</p>	<p>Construct and supply a basketball court.</p> <p>Construct and supply a baseball field.</p> <p>Establish a committee to organize and facilitate fun activities for the community: cook-outs hikes 4-wheeling sport fishing trips</p> <p style="text-align: center;">* * *</p>	<p>Community has ample opportunity to enjoy the Village lifestyle.</p> <p>Community members and their families are returning to the village to recreate in the summer.</p> <p style="text-align: center;">* * *</p>
<p>A community that values and supports indoor recreation.</p>	<p>Establish and supply a weight training and exercise program.</p>	<p>Residents are actively participating in a wide variety of recreational activities year-round.</p>

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<p style="text-align: center;">* * *</p>	<p>Establish a committee to organize and facilitate fun activities for the community: Card/poker night Movie night Ice cream socials</p> <p>Make internet and computers available to all community member.</p> <p style="text-align: center;">* * *</p>	<p>Residents and visiting community members are getting together routinely to recreate together.</p> <p style="text-align: center;">* * *</p>
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Project Worksheet

Value #10 Sense of Community

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that plans, works and plays together.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>	<p>Establish indoor and outdoor recreation programs and activities.</p> <p style="text-align: center; margin-top: 20px;">* * *</p> <p>Hire a community planner to continue the established community-driven planning process and to keep communication strong between Council and community.</p> <p style="text-align: center; margin-top: 20px;">* * *</p>	<p>Recreation programs are in place and community members are participating year-round.</p> <p style="text-align: center; margin-top: 20px;">* * *</p> <p>Community is informed and actively participates in planning activities.</p> <p>Year-round and summer residents get along and show mutual respect.</p> <p style="text-align: center; margin-top: 20px;">* * *</p>

Project Worksheet

Value #11 Safe, Affordable Transportation

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

A community that offers adequate, safe, and affordable air transportation.

* * *

A community with a functioning road system that meets the needs of the community.

Get actively involved with legislature to capitalize on future changes in state air regulations (i.e. to allow for existing runway to be lengthened to 3600')

Install runway lighting.

Construct 5000' private airstrip.

* * *

Construct a road to upstream lots to avoid driving on runway.

Complete construction of road to new dump site.

Resurface existing roads.

Runway has been extended to 3600'.

Lighting has been installed on runway.

Private 5000' runway has been constructed.

* * *

A new road to upstream lots has been built.

The road to the new dump site has been completed.

Existing roads have been resurfaced.

...continued

<p style="text-align: center;">* * *</p> <p>A community that is able to boast safe and adequate river transportation</p> <p style="text-align: center;">* * *</p>	<p>Construct 52-mile long road to Wide Bay.</p> <p>Maintain involvement with Transportation Commission.</p> <p style="text-align: center;">* * *</p> <p>Purchase a small barge for transport to Pilot point.</p> <p>Construct new docking facilities.</p> <p style="text-align: center;">* * *</p>	<p>The Wide Bay Road has been constructed.</p> <p>The Tribal Council remains actively involved with the Transportation Commission.</p> <p style="text-align: center;">* * *</p> <p>The Tribal Council has purchased a small barge.</p> <p>New docking facilities are in place.</p> <p style="text-align: center;">* * *</p>
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Project Worksheet

Value #12 Community-based Planning

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

<p>A community that is actively involved in the planning process.</p> <p style="text-align: center;">* * *</p>	<p>Hire a plan manager to keep the strategic planning process alive.</p> <p style="text-align: center;">* * *</p> <p>Hire a plan manager to keep the Council in touch with the wants and needs of the community and to keep the community informed of the progression of the strategic plan.</p> <p style="text-align: center;">* * *</p>	<p>The community is actively participating in the strategic planning process.</p> <p style="text-align: center;">* * *</p> <p>The community is informed and given ample opportunity for input through regular newsletters, community meetings and mailings.</p> <p style="text-align: center;">* * *</p>
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Project Worksheet

Value #13 Adequate Infrastructure

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A Village equipped with adequate infrastructure for a safe and prosperous community.</p>	<p>Construct docking facilities.</p> <p>Secure funding for new housing and for repairs to existing housing.</p> <p>Establish a small store.</p> <p>Establish a health/fitness club.</p> <p>Establish routine water quality monitoring program.</p> <p>Put in new wells as necessary.</p>	<p>Docking facilities are in place.</p> <p>New housing has been built.</p> <p>Existing houses are in good repair.</p> <p>Community members and visitors are able to buy goods in the Village.</p> <p>A health/fitness club</p> <p>Water is being monitored and potable water is available to all.</p>

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<p style="text-align: center;">* * *</p>	<p>Perform an aquifer characterization study to determine if septic systems are placed properly.</p> <p>Replace failing or wrongly-placed septic systems or put in new ones.</p> <p>Build new roads and resurface existing roads.</p> <p>Construct new landfill.</p> <p>Bring in alternative energy (wind, gas, solar) and make available to all.</p> <p>Construct bulk fuel storage facility.</p> <p>Build and equip fire hall.</p> <p>Build new post office.</p> <p style="text-align: center;">* * *</p>	<p>All septic systems in the Village are located down-gradient from drinking water supplies and are functioning properly.</p> <p>The road system in Ugashik is adequate and well maintained.</p> <p>A new landfill in is place.</p> <p>Alternative energy is available to the community.</p> <p>A bulk fuel storage facility is in place.</p> <p>A fully-equipped fire hall is in place and firefighters are trained.</p> <p>Ugashik has a new post office.</p> <p style="text-align: center;">* * *</p>
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FUTURE SEARCH II

Form 20 - Public Process Record

FORM 20: Public Process Record

Provide a record of your public process below. Use one of these forms for every meeting, interview or survey you complete. Attach additional pages if necessary.

Type of public process: meeting interview survey

Date: July 26, 2004

Location: Community Center

Topic: Set goals, discuss desired projects and programs, and to establish measures of success to evaluate progress and success of the strategic plan.

People in attendance:

Facilitators: Penny and Gary Burns of Burns Consulting Services, Inc

Roy Matsuno, Dan Pingree, Daniel Pingree, Brian Bennett, David Matsuno, Roland Briggs, Randy Briggs, Victoria Petty, Nancy Flensburg, Hattie Albecker, Luther Schneider, Timothy Enright, Sr.

Summary of meeting/interview/survey:

The group of 12 attendees was divided into small groups. Each group was given a Project Worksheet for each of the community's major values. They were asked to keep in mind the entire list of values and the community vision statement, while listing goals which would Ugashik's top sixteen values.

Once the groups had come up with 2 or 3 goals for each value, a spokesman for each group read them aloud and all were added to a master list of goals. After having completed a list of goals for each value, projects, activities and programs that would lead to satisfying each of these goals were discussed and listed.

The projects and programs discussed during this meeting will be added to the list of those that were shown as needed in the community during the Community Assets and Needs Assessment Survey. The complete list will then be taken back to the community for prioritization.

The values to which goals were assigned were:

Commercial fishing	Family	Recreation
Job opportunities	Subsistence lifestyle	Sense of community
Freedom	Peace and quiet	Safe, affordable transportation
Clean/beautiful natural environment	Health	Community-based planning
		Adequate infrastructure

FORM 20: Public Process Record

Provide a record of your public process below. Use one of these forms for every meeting, interview or survey you complete. Attach additional pages if necessary.

Type of public process: meeting interview survey

Date:

Location: Mass mailing to all community members

Topic: Prioritization of Projects

Number of people contacted: 60

Summary of survey:

Thirteen Ugashik community members responded to the survey to prioritize the projects that had been listed during Future Search II and the Community Assessment Survey. The projects were placed under one of the five categories - 1)Capital Projects and Infrastructure, 2)Social/Cultural, 3)Economic Development, 4)Education, Training and Capacity Building, and 5)Other.

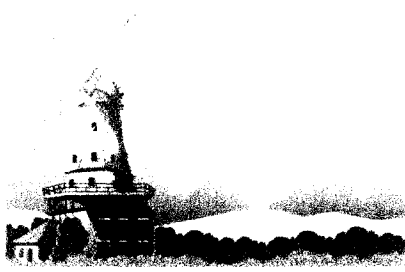
Each survey was sent with instructions asking each adult in the community to to prioritize all the projects within each category by assigning a value (one being the highest priority) to each project. These values were then entered onto a spreadsheet to determine the ranking order of the projects within each category.

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Prioritization of Projects

SAMPLE PRIORITIZATION SHEET



BURNS CONSULTING SERVICES, INC.

*Grant writing, Community-based strategic planning,
document preparation, Environmental Program Development*

Penny R. Burns

752 Peters St., Raymond, WA 98577
P.O. Box 583
South Bend, WA 98586

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email: pburns@centurytel.net

September 29, 2004

Dear Ugashik Traditional Village Community Member:

I would like to thank everyone for the fantastic response to our last letter asking each of you to select your choice for a vision statement for Ugashik. The following vision statement was chosen by an overwhelming majority:

"Ours is a Village whose residents appreciate the freedom and health that comes to us as a result of living in this peaceful, quiet, subsistence community. Recreational opportunities are limitless. We are supported by a strong commercial fishing industry, and both private and Tribally-owned businesses that provide job opportunities for every family. Our clean and beautiful natural environment, the slow pace, and a strong sense of community spirit provides our 30-member community a home that could only be found in Ugashik, Alaska.

The 2 major over-arching goals of this strategic planning project are to turn this vision into fact over the next 5-10 years and to establish a community-driven process by which all future planning efforts are conducted. In order to reach these goals, a strategy must be carefully laid out for the Council and community to follow.

During Future Search II, held on July 26 of this year, community members came together to lay out such a strategy. With the core values of the community at the forefront of each decision, a list of objectives was drawn up which would move us toward our goals.

On the following pages you will find a list of projects, programs and activities that have been proposed by members of the Ugashik community. Each has been put under one or more of the five categories under consideration in the strategic plan...Capital Projects and Infrastructure Priorities, Social and Cultural Services Priorities, Priority Economic Initiatives, Training, Education and Capacity-Building Priorities, and Other Priorities.

Please look carefully over the projects on each page. Prioritize all the projects under each heading separately. In other words, you will be prioritizing all the Capital Projects and Infrastructure Priorities against each other, but not against the projects listed under any of the other categories.

The set of numbers below each heading tells you how many projects are listed within that category. Assign each project under a heading a different number, #1 being that project which you have chosen as being **most** important. Repeat this process with each list.

Keep in mind that most funding agencies base much of their decisions in awarding funds for these projects on the amount of community support and participation. Thank you for taking time out to participate in the strategic planning process.

CAPITAL PROJECTS AND INFRASTRUCTURE PRIORITIES

(1-17)

There are seventeen projects proposed below. Place the number 1 in front of the project you see as most important, a number 2 by the next most important project, etc., all the way down to the number 17, which will be by the project that is least important to you.

- Construct a multi-family dwelling such as a 4-plex.
- Build additional housing.
- Construct new landfill and initiate solid waste collection.
- Appoint a representative to stay actively involved with legislature to capitalize on future changes in state air regulations (i.e. to allow for existing runway to be lengthened to 3600').
- Install runway lighting.
- Construct a private 5000, airstrip.
- Construct a road to upstream lots to avoid driving on runway.
- Complete construction on the road to the proposed dump site.
- Resurface existing roads.
- Construct 52-mile long road to Wide Bay.
- Construct new docking facilities needed to support fish processing plant, etc.
- Check existing wells for condition and proper location. Replace as needed.
- Inspect all on-site septic systems. Repair or replace faulty systems.
- Explore and establish best alternative energy options for community (wind, gas, solar).
- Construct bulk fuel storage facility.
- Construct and equip a fire-hall.
- Construct a new post office.

SOCIAL AND CULTURAL SERVICES PRIORITIES

(1-14)

There are fourteen projects proposed below. Place the number 1 in front of the project you see as most important, a number 2 by the next most important project, etc., all the way down to the number 14, which will be by the project that is least important to you.

- ___ Construct community greenhouse.
- ___ Establish noise and safety ordinances with community input.
- ___ Equip community center with computers and internet access for on-line education.
- ___ Construct a subsistence foods preparation facility to be used by all community members.
- ___ Create a traditional foods gathering, preparation methods, and recipes book; distribute to community members.
- ___ Hold a Traditional Foods Preparation Fair; invite neighboring villages to participate. Share gathering and preparation techniques and recipes. Recipe contest, etc.
- ___ Hire a strategic plan manager to keep the community involved in the planning process.
- ___ Purchase supplies and equipment to fully stock the health clinic.
- ___ Bring in BBHC to educate community members in nutrition, physical fitness, substance abuse, etc.
- ___ Coordinate with BBHC for regular and frequent doctor and dentist visits to the Village.
- ___ Construct, equip and maintain a basketball court.
- ___ Construct, equip and maintain a baseball/softball field.
- ___ Establish a committee to organize and facilitate fun group activities for the community - cookouts, hikes, 4-wheeling trips, sport fishing trips, game night, pizza and movie night, ice cream socials, etc.
- ___ Establish and equip a health and fitness program, including weight training.

ECONOMIC DEVELOPMENT PRIORITIES

(1-12)

There are twelve projects proposed below. Place the number 1 in front of the project you see as most important, a number 2 by the next most important project, etc., all the way down to the number 12, which will be by the project that is least important to you.

___ Organize partnership amongst fishermen to search for stable buyers and alternative markets.

___ Purchase barge to transport fish.

___ Purchase fish tender.

___ Establish Tribally-owned fish processing plant.

___ Form partnership between private and Tribal processing plants, and between other processing plants from neighboring villages.

___ Establish Tribally-owned construction company.

___ Establish greenhouse to grow vegetables to sell locally and to nearby communities.

___ Establish a small Tribally-owned store.

___ Construct a washeteria with public showers and laundry services.

___ Establish a training firm to help Tribal businesses apply for 8-A status.

___ Establish privately-owned businesses such as arts & crafts Internet business, small store, etc.

___ Hire a strategic plan manager to keep the community involved in the planning process.

JOB TRAINING/ EDUCATION/CAPACITY-BUILDING PRIORITIES
(1-10)

There are ten projects proposed below. Place the number 1 in front of the project you see as **most important**, a number 2 by the next most important project, etc., all the way down to the number 10, which will be by the project that is **least important** to you.

___ Small business owner training.

___ The 8-A process (non-profit status for Tribally-owned businesses).

___ Equip community center with computers and internet access for on-line education.

___ Bring in BBHC to train community members in CPR and 1st Aid.

___ Train a plan manager to continue the strategic planning process.

___ Water quality monitoring training.

___ Firefighter training for community members.

___ Training to get 8-A certification for minority owned businesses.

___ Computer/Internet classes

___ Heavy equipment operation

OTHER PRIORITIES

(1-13)

There are thirteen projects proposed below. Place the number 1 in front of the project you see as **most important**, a number 2 by the next most important project, etc., all the way down to the number 13, which will be by the project that is **least important to you**.

___ Establish environmental codes and ordinances and enforcement mechanism.

___ Establish monitoring program for violations of fishing ordinances.

___ Work with local lodges to encourage compliance through communication and incentive programs.

___ Hire a strategic plan manager to keep the community involved in the planning process.

___ Perform indoor air quality work-up in all homes and community center.

___ Collect water quality baseline data on individual wells.

___ Perform routine water quality monitoring on both surface and groundwater.

___ Perform an aquifer characterization study to define hydro-geological conditions, to determine if wells and septic systems are placed properly, and to map the flow of the aquifer.

___ Remove the Wind Ray.

___ Remove the bunker fuel from the old cannery site.

___ Distribute environmental educational brochures throughout the community.

___ Install hazardous waste storage containers and distribute instructions to community.

___ Maintain involvement with Transportation Commission.

COMMUNITY PRIORITY PROJECTS

LIST OF TOP COMMUNITY PRIORITIES

Capital Projects and Infrastructure Priorities

1. Construct new docking facilities
2. Complete construction of road to proposed dump site
3. Construct new landfill/initiate solid waste collection
4. Construct bulk fuel storage facility
5. Resurface existing roads
6. Explore and establish best alternative energy options
7. Construct road to upstream lots
8. Inspect/repair/replace faulty on-site septic systems
9. Install runway lighting
10. Inspect/replace existing wells as needed

Social and Cultural Services Priorities

1. Purchase supplies/equipment to stock health clinic/training
2. Construct community greenhouse
3. Construct subsistence foods preparation facility
4. Create traditional foods gathering/preparation/recipe book
5. Equip community center w/computers/internet access
6. Coordinate w/BBHC for frequent doctor/dentist visits
7. Bring in BBHC to teach nutrition/phys-ed/substance abuse
8. Establish/equip health & fitness program/weight training
9. Host Traditional Foods Preparation Fair
10. Hire Strategic Plan Manager

Economic Development Priorities

1. Organize partnership w/fishermen; search for alternative markets
2. Establish Tribally-owned fish processing plant
3. Establish small Tribally-owned store
4. Form partnership between local processing plants
5. Establish greenhouse; grow/sell vegetables locally and regionally
6. Establish private businesses
7. Establish training firm to aid Tribal businesses apply for 8-A
8. Hire strategic plan manager
9. Construct washeteria w/public showers & laundry services
10. Purchase fish tender

Jobs Training, Education and Capacity-Building Priorities

1. Bring in BBHC to train community in CPR/1st Aid
2. Firefighter training
3. Water quality monitoring training
4. Heavy equipment operation training
5. Computer/Internet classes
6. Equip community center w/computers/Internet for public
7. Small business owner training
8. Train strategic plan manager
9. 8-A certification training for minority-owned business

Other Priorities

1. Collect water quality baseline data on individual wells
2. Perform routine water quality monitoring on surface/groundwater
3. Establish environmental codes & ordinances and enforcement strategy
4. Remove the WinRay
5. Perform aquifer characterization study to determine flow
6. Remove bunker fuel from old cannery site
7. Establish monitoring program for violations of fishing ordinances.
8. Maintain involvement w/Transportation Commission
9. Hire strategic plan manager
10. Work w/local lodges to encourage compliance

**PRIORITY PROJECTS RANKING
SPREADSHEETS**

**Capital Projects and Infrastructure Priorities
Social and Cultural Services Priorities
Economic Development Priorities
Job Training/Education/Capacity-Building
Priorities**

CAPITAL PROJECTS AND INFRASTRUCTURE PRIORITIES

RANK	PROJECT	SCORES										TOTAL
1	Construct new docking facilities	17	14	13	14	15	15	17	10	17	17	149
2	Complete construction of road to proposed dump site	16	17	17	17	17	16	7	8	15	15	145
3	Construct new landfill/initiate solid waste collection	4	16	16	16	16	17	8	7	14	14	128
4	Construct bulk fuel storage facility	14	10	9	10	10	10	15	6	16	16	116
5	Resurface existing roads	12	11	11	11	14	9	11	9	12	12	112
6	Explore and establish best alternative energy options	15	15	5	15	11	12	14	11	7	7	112
7	Construct road to upstream lots	7	4	7	4	13	14	16	13	13	13	104
8	Inspect repair/replace faulty on-site septic systems	13	9	12	9	4	3	5	17	9	9	90
9	Install runway lighting	5	13	15	13	7	8	4	14	5	5	89
10	Inspect/replace existing wells	10	7	10	7	9	4	6	15	10	10	88
11	Construct new post office	8	6	8	6	8	5	12	3	8	8	72
12	Appoint representative to work w/air regs	1	8	6	8	5	2	10	16	6	6	68
13	Construct/equip a fire hall	9	5	14	5	2	6	3	12	3	3	62
14	Construct 52-mile road to Wide Bay	11	2	1	1	12	13	9	4	2	2	57
15	Build additional housing	3	3	4	3	6	11	2	2	11	11	56
16	Construct private 5000' airstrip	6	12	2	12	3	1	6	5	1	1	49
17	Construct multi-family (i.e. 4-plex)	2	1	3	2	1	7	1	1	4	4	26

SOCIAL AND CULTURAL SERVICES PRIORITIES

RANK	PROJECT	SCORES										TOTALS
1	Purchase supplies/equipment to stock health clinic	5	5	11	14	14	13	13	14	13	13	115
2	Construct community greenhouse	10	10	8	13	13	9	7	1	7	10	88
3	Construct subsistence foods preparation facility	12	12	7	10	5	10	6	9	6	11	88
4	Create traditional foods gathering/preparation/recipe book	13	13	10	12	7	14	3	4	3	7	86
5	Equip community center with computers/internet access	11	11	6	4	12	4	9	10	9	8	84
6	Coordinate w/BBHC for regular/frequent doctor/dentist visits	1	1	14	5	11	6	10	12	10	14	84
7	Bring in BBHC to teach nutrition/physical fitness/substance abuse	4	4	13	7	3	5	12	11	12	12	83
8	Establish/equip health and fitness program/weight training	8	8	2	6	8	7	11	13	11	1	75
9	Host Traditional Foods Preparation Fair	14	14	9	11	2	3	5	3	5	6	72
10	Hire strategic plan manager	6	6	5	9	1	2	14	2	14	5	64
11	Establish committee to organize/facilitate fun group activities	9	9	1	8	6	8	8	5	8	2	64
12	Establish noise and safety ordinances	7	7	12	1	4	1	4	8	4	9	57
13	Construct/equip/maintain basketball court.	2	2	4	2	10	11	2	7	2	4	46
14	Construct/equip/maintain baseball/softball field	3	3	3	3	9	12	1	6	1	3	44

ECONOMIC DEVELOPMENT PRIORITIES

RANK	PROJECT	SCORES										TOTAL
1	Organize partnership w/fishermen; search for alternative markets	12	9	9	12	12	3	9	8	9	11	94
2	Establish Tribally-owned fish processing plant	10	10	10	3	8	12	12	5	3	5	78
3	Establish small Tribally-owned store	5	6	6	2	11	9	7	9	10	9	74
4	Form partnership between local processing plants	8	4	4	11	7	11	11	6	5	6	73
5	Establish greenhouse; grow/sell vegetables locally/regionally	6	7	7	10	10	10	6	3	8	3	70
6	Establish private business	2	12	12	6	6	4	3	11	6	8	70
7	Establish training firm to aid Tribal business apply for 8-A status	4	5	5	9	5	5	4	10	11	10	68
8	Hire strategic plan manager	1	8	8	7	9	2	1	12	7	12	67
9	Construct washeteria w/public showers and laundry services	3	11	11	8	1	8	5	1	12	1	61
10	Purchase fish tender	11	2	2	4	4	6	8	2	4	2	45
11	Purchase barge to transport fish	9	3	3	5	3	1	10	4	2	4	44
12	Establish Tribally-owned construction company	7	1	1	1	2	7	2	7	1	7	36

JOB TRAINING/EDUCATION/ CAPACITY-BUILDING PRIORITIES

RANK	PROJECT	SCORES										TOTAL
1	Bring in BBHC to train community in CPR/1ST Aid	8	7	7	9	10	10	10	5	10	5	81
2	Firefighter training	10	10	10	8	8	9	5	4	8	4	76
3	Water quality monitoring training	9	2	2	10	9	5	6	9	5	9	66
4	Heavy equipment operation training	7	8	8	5	2	6	9	6	7	6	64
5	Computer/Internet classes	6	9	9	3	1	7	8	7	6	7	63
6	Equip community center w/computers/internet	3	5	5	2	4	8	7	3	9	3	49
7	Small business owner training	4	6	6	4	6	2	2	8	1	8	47
8	Train plan manager	1	3	3	1	7	1	3	10	4	10	43
9	8-A certification training for minority-owned bus.	2	4	4	6	3	4	4	1	3	1	32

OTHER PRIORITIES

RANK	PROJECT	SCORES										TOTAL
1	Collect water quality baseline data on individual wells	13	5	5	8	10	12	11	9	11		84
2	Perform routine water quality monitoring on surface/groundwater	12	4	4	12	9	11	9	10	9		80
3	Establish environmental codes/ordinances/enforcement	4	11	11	10	11	8	6	4	6		71
4	Remove the WinRay	6	1	1	3	8	10	12	13	12		66
5	Perform aquifer characterization study	11	3	3	13	5	4	10	6	10		65
6	Remove bunker fuel from old cannery site	10	2	2	6	13	5	7	12	7		64
7	Establish monitoring program for violations of fishing ordinances	5	12	12	9	4	9	2	3	2		58
8	Maintain involvement w/Transportation Commission	7	8	8	7	3	13	5	2	5		58
9	Hire strategic plan manager	1	7	7	2	7	1	13	5	13		56
10	Work w/local lodges to encourage compliance	3	13	13	5	6	7	3	1	3		54
11	Perform indoor air quality workup in all homes/buildings	8	6	6	1	1	3	8	8	8		49
12	Distribute environmental education brochures	2	10	10	4	2	2	4	7	4		45
13	Install hazardous waste storage containers/distribute instructions	9	9	9	11	12	6	1	11	1		45

COMMUNITY PRIORITY PROJECTS

FORMS 13-17

FORM 13: Capital Projects and Infrastructure Priorities

Project name	Potential funding resource(s)	Projects or programs that relate to this project
1 New docking facilities	USDA, ANA SEDS, ICDBG, BBEDC	Cannery, commercial fishing, bulk fuel sales
2 Road to new dump site	BIA	New landfill/solid waste collection
3 New landfill/solid waste collection	USDA, Denali, EPA, Inter-agency Workgroup	Road to new dump
4 Bulk fuel storage facility	ICDBG planning, ANA SEDS, ICDBG, Rasmussen Foundation, USDA, BIA	New docking facilities
5 Resurface existing roads	BIA	
6 Establish best alternative energy options	ANA, DoE	Community greenhouse, cannery, store
7 Construct road to upstream lots	BIA, DoT	Runway lighting, extend airstrip
8 Inspect, repair, replace faulty septic systems	IHS, EPA	Wells project
9 Install runway lighting		Road to upstream lots, extend airstrip
10 Inspect/replace existing wells to location up-gradient to septics	IHS, EPA	Septic project

FORM 14: Social and Cultural Services Priorities

Project name	Potential funding resource(s)	Project or programs that relate to this project
1 Equip health clinic/train community members	IHS, BBEDC	
2 Community greenhouse	Private foundations, ANA SEDS, USDA, BBEDC	Tribal store, alternative energy
3 Subsistence foods preparation facility	ANA SEDS, USDA, DENALI, ICDBG, CDBG, BBEDC, IGAP, DoE	Host Traditional Foods Fair, Alternative energy
4 Traditional foods gathering/ preparation/recipe book	ANA, private foundations	Traditional Foods Fair,
5 Computers/internet access for public in community center	Bill Gates Foundation	
6 Coordinate for frequent doctor/dentist visits to Village	BBHC	Equip health clinic
7 Nutrition/physical fitness/ substance abuse prevention	BBHC	
8 Establish/equip health & fitness program, weight training	BBHC, IHS, private foundations	
9 Host Traditional Foods Preparation Fair	private foundations	Subsistence Foods Preparation Facility, Traditional foods book
10 Hire strategic plan manager	BIA compacting, negotiated indirect cost	All proposed projects

FORM 15: Economic Development Priorities

Project name	Potential funding resource(s)	Projects for programs that relate to this project
1 Organize partnership w/fisherman, search of alternative markets	Volunteers amongst fishermen	Tribal fish processing plant
2 Tribal fish processing plant	USDA, ANA SEDS	Docking facility, alternative energy, bulk fuel storage, alternative markets, Tribal store
3 Tribal store	ANA SEDS, USDA	Tribal fish processing plant
4 Form partnership between local processing plants	Volunteers	Tribal fish processing plant, docking facility, Tribal store, alternative markets
5 Community/commercial greenhouse - sell vegetables	ANA SEDS, USDA, ICDBG, private foundations	Tribal store, alternative energy
6 Establish private business	Bank loans, CDBG	B&B's, guide services, lodges, etc.
7 Training firm to help Tribal businesses certify for 8-A	BBEDC, USDA, ANA SEDS	Tribal store, Tribal fish processing plant
8 Hire strategic plan manager	BIA Compact, negotiated indirect cost rate	All proposed projects
9 Washeteria w/public showers and laundry services.		Tribal store, docking facilities, Tribal fish processing plant
10 Purchase Fish Tender	USDA, ANA SEDS, BBEDC	Tribal fish processing plant, docking facilities, alternative markets, partnership with local fish processing plants

**FORM 16: Job Training, Education and Capacity Building
Priorities**

Project name	Potential funding resource(s)	Projects or programs that relate to this project
1 Training for CPR/1st Aid	BBHC	Equip health clinic
2 Firefighter training		Fire hall, water truck
3 Water quality monitoring training	EPA, WRMP	Wells project, septic project
4 Heavy equipment operation training	BBEDC	Resurface existing roads, road to dump, road to upstream sites, all proposed construction projects
5 Computer/internet classes	ANA SEDS	Computers/internet service in community center for public
6 Computers/internet service in community center for public	Bill Gates Foundation, ANA SEDS	Computer/internet classes
7 Small business training	BBEDC, USDA	Tribal store, Tribal fish processing plant, private businesses, B&B's, guide services, greenhouse
8 Train plan manager	Indirect cost pool	All proposed projects
9 8-A certification training for minority-owned businesses	ANA SEDS, BBEDC, USDA	Establish firm to help Tribal businesses obtain 8-A, Tribal store, greenhouse, Tribal fish processing plant

FORM 17: Other Priorities

Project name	Potential funding resource(s)	Projects or programs that relate to this project
1 Collect water quality baseline data on individual wells	EPA, BIA WRMP	Training in water quality monitoring, septic project
2 Routine water quality monitoring on surface and groundwater	EPA, BIA WRMP	Training in water quality monitoring, septic project, wells project, aquifer characterization study
3 Establish Environmental Codes & Ordinances	EPA, ANA EnREG	Establish monitoring of fishing ordinances
4 Remove the WinRay	EPA, Inter-Agency Workgroup	
5 Perform aquifer characterization study	BIA WRMP	Wells project, water quality monitoring project, septic project
6 Remove bunker fuel from old cannery site	?	
7 Establish monitoring program for vilations of fishing ordinances	ANA EnREG, USFW	Environmental Codes & Ordinances
8 Maintain involvement w/Transportation Commission		Roads projects, lights on runway, extended airstrip
9 Hire strategic plan manager	BIA compacting funds, negotiated indirect cost rate	All proposed projects
10 Work w/local lodges to encourage compliance	Volunteers, ANA EnREG	Environmental Codes & Ordinances

FORM: 20 - PUBLIC PROCESS RECORD

PROJECT PRIORITIZATION

FUTURE SEARCH II

Form 20 - Public Process Record

FORM 20: Public Process Record

Provide a record of your public process below. Use one of these forms for every meeting, interview or survey you complete. Attach additional pages if necessary.

Type of public process: meeting interview survey

Date: July 26, 2004

Location: Community Center

Topic: Set goals, discuss desired projects and programs, and to establish measures of success to evaluate progress and success of the strategic plan.

People in attendance:

Facilitators: Penny and Gary Burns of Burns Consulting Services, Inc

Roy Matsuno, Dan Pingree, Daniel Pingree, Brian Bennett, David Matsuno, Roland Briggs, Randy Briggs, Victoria Petty, Nancy Flensburg, Hattie Albecker, Luther Schneider, Timothy Enright, Sr.

Summary of meeting/interview/survey:

The group of 12 attendees was divided into small groups. Each group was given a Project Worksheet for each of the community's major values. They were asked to keep in mind the entire list of values and the community vision statement, while listing goals which would Ugashik's top sixteen values.

Once the groups had come up with 2 or 3 goals for each value, a spokesman for each group read them aloud and all were added to a master list of goals. After having completed a list of goals for each value, projects, activities and programs that would lead to satisfying each of these goals were discussed and listed.

The projects and programs discussed during this meeting will be added to the list of those that were shown as needed in the community during the Community Assets and Needs Assessment Survey. The complete list will then be taken back to the community for prioritization.

The values to which goals were assigned were:

Commercial fishing	Family	Recreation
Job opportunities	Subsistence lifestyle	Sense of community
Freedom	Peace and quiet	Safe, affordable transportation
Clean/beautiful natural environment	Health	Community-based planning
		Adequate infrastructure

FORM 20: Public Process Record

Provide a record of your public process below. Use one of these forms for every meeting, interview or survey you complete. Attach additional pages if necessary.

Type of public process: meeting interview survey

Date:

Location: Mass mailing to all community members

Topic: Prioritization of Projects

Number of people contacted: 60

Summary of survey:

Thirteen Ugashik community members responded to the survey to prioritize the projects that had been listed during Future Search II and the Community Assessment Survey. The projects were placed under one of the five categories - 1)Capital Projects and Infrastructure, 2)Social/Cultural, 3)Economic Development, 4)Education, Training and Capacity Building, and 5)Other.

Each survey was sent with instructions asking each adult in the community to to prioritize all the projects within each category by assigning a value (one being the highest priority) to each project. These values were then entered onto a spreadsheet to determine the ranking order of the projects within each category.

FUTURE SEARCH II
PROJECT WORKSHEETS

Project Worksheet

Value #1 Commercial Fishing

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that has built a stable local economy on the commercial fishing industry</p> <p style="text-align: center;">* * *</p> <p>An abundant fish population.</p>	<p>Organize partnership amongst fisherman to look for stable buyers and alternative markets.</p> <p>Purchase barge to transport fish.</p> <p>Purchase fish tender.</p> <p>Establish Tribally-owned fish processing plant.</p> <p>Form partnership between private, Tribal and other local processing plants from surrounding villages.</p> <p style="text-align: center;">* * *</p> <p>Establish codes and ordinances along with monitoring and enforcement mechanisms.</p> <p>Work with local lodges to encourage compliance through communication and incentives.</p>	<p>Fishermen are receiving a fair price from stable buyers.</p> <p>Alternative markets have been identified and researched.</p> <p>High quality fish are being maintained</p> <p>People are working in fishery-related jobs.</p> <p style="text-align: center;">* * *</p> <p>Fish populations remain high</p> <p>There is 100% compliance with fishing laws and ordinances.</p>

Project Worksheet

Value #2 Job Opportunities

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that is able to boast zero unemployment.</p> <p style="text-align: center;">* * *</p>	<p>Establish Tribally-owned businesses:</p> <ul style="list-style-type: none"> -construction company -fish processing plant -greenhouse -washeteria -small store -8A Training firm <p>Establish privately-owned businesses:</p> <ul style="list-style-type: none"> -small store -arts and crafts to sell locally and online. <p style="text-align: center;">* * *</p>	<p>Everyone in the village is employed.</p> <p>No one in the village is on public assistance.</p> <p style="text-align: center;">* * *</p>
<p>A community that is able to offer job opportunities in chosen fields.</p> <p style="text-align: center;">* * *</p>	<p>Arts and crafts to sell locally and online.</p> <p>Establish education center for on-line training and education.</p> <p style="text-align: center;">* * *</p>	<p>Workers are happy being able to work in the field of their choice.</p> <p style="text-align: center;">* * *</p>
<p>A community that is able to offer job opportunities to new people moving into the village.</p>	<p>Initiate an additional housing project, including multi-family dwellings such as a 4-plex.</p> <p>Construct a new landfill.</p>	<p>The population of Ugashik has grown to it's target number (25-30).</p>

Project Worksheet

Value #3 Freedom

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

A community that works together to make and enforce its own laws and ordinances without outside interference.

Draft codes and ordinances through a community-based planning process so that the community has input on any proposed regulations.

Ugashik residents continue to enjoy their unique freedom.

Publish strategic plan updates in newsletter.

A community-based planning process is in place where everyone is informed and has input.

A plan manager (community planner) is put into a permanent position.

The public is informed of projects and is allowed input.

* * *

* * *

* * *

The people of Ugashik continue to live, work, and recreate in a free society without a lot of regulations.

Ugashik codes and ordinances and an enforcement strategy have been drafted and adopted through a community-based planning process.

Project Worksheet

Value #4 Clean and Beautiful Natural Environment

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that is able to boast clean air.</p> <p style="text-align: center;">* * *</p> <p>A community that is able to boast clean water.</p> <p style="text-align: center;">* * *</p>	<p>Perform air quality work-up on each home.</p> <p style="text-align: center;">* * *</p> <p>Collect water quality baseline data on each individual well.</p> <p>Perform an aquifer characterization study to define hydro-geological conditions and to map the flow of the aquifer.</p> <p>Remove the Wind Ray.</p> <p>Inspect all on-site septic systems routinely. Repair/replace faulty systems.</p> <p>Remove the bunker fuel from old cannery site.</p> <p style="text-align: center;">* * *</p>	<p>The people of Ugashik are healthy.</p> <p style="text-align: center;">* * *</p> <p>Ugashik drinking water and groundwater are clean.</p> <p>Ugashik has mapped its aquifer to get a clear understanding of conditions and flow.</p> <p>On-site septic systems are all functioning properly</p> <p style="text-align: center;">* * *</p>

...continued

* * *

A community that is free
of litter and garbage.

* * *

Remove the bunker fuel from old
cannery site.

Construct a modern landfill and
initiate solid waste collection.

Develop environmental educational
brochures to routinely circulate
throughout the community.

Install hazardous waste storage
containers and distribute
educational materials and
instructions.

* * *

The land around Ugashik
remains healthy and
beautiful, free of
garbage.

No more bunker fuel is
being stored in Ugashik.

No one is burying or
burning their garbage.

Project Worksheet

Value #5 Family

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community dedicated to building a stable local economy with a strong job base that allows families to stay together.</p> <p style="text-align: center;">* * *</p> <p>A community that is able to offer home schooling options.</p> <p style="text-align: center;">* * *</p>	<p>Establish Tribally-owned businesses:</p> <ul style="list-style-type: none"> -construction company -fish processing plant -greenhouse -washeteria -small store -8A Training firm <p>Establish privately-owned businesses:</p> <ul style="list-style-type: none"> -small store -arts and crafts to sell locally and online. <p style="text-align: center;">* * *</p> <p>Establish community education center with computers and internet access for on-line education</p> <p style="text-align: center;">* * *</p>	<p>Families have moved back to Ugashik.</p> <p>New families have moved to Ugashik.</p> <p>Community members display an accepting attitude toward newcomers.</p> <p style="text-align: center;">* * *</p> <p>Adults, teens and children are being educated online while living in Ugashik.</p> <p style="text-align: center;">* * *</p>

Project Worksheet

Value #6 Subsistence Lifestyle

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that is able to continue a healthy subsistence lifestyle.</p>	<p>Develop and adopt local environmental codes and ordinances and an enforcement mechanism.</p> <p>Continue to monitor and report violations to enforcement agencies.</p> <p>Establish a subsistence foods preparation facility to be used by all community members.</p> <p>Write a traditional foods recipe book and distribute to community members.</p> <p>Prepare a video of traditional foods gathering and preparation and distribute to all community members.</p>	<p>Fish and wildlife populations are high</p> <ul style="list-style-type: none"> -monitoring is being done routinely to look for and to report violations. -local ordinances have been drafted and adopted protecting fish numbers <p>Traditional foods gathering and preparation methods are being taught and recorded (videos, books, etc.)</p> <ul style="list-style-type: none"> -families are encouraged to come and learn - traditional recipe book is drafted and distributed amongst community members

...continued

<p style="text-align: center;">* * *</p>	<p>Host a traditional foods preparation fair and invite community members and neighboring villages to participate.</p> <p>Develop and adopt local environmental codes and ordinances and an enforcement mechanism.</p> <p>Remove the Wind Ray.</p> <p>Inspect all on-site septic systems routinely. Repair/replace faulty systems.</p> <p>Remove the bunker fuel from old cannery site.</p> <p style="text-align: center;">* * *</p>	<p>Traditional foods preparation methods are shared between neighboring villages</p> <p>Environment around Ugashik is kept clean and healthy.</p> <p style="text-align: center;">* * *</p>
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Project Worksheet

Value #7 Peace and Quiet

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

<p>A quiet and peaceful community</p> <p style="text-align: center;">* * *</p>	<p>Create, post and enforce local codes and ordinances to address noise problems.</p> <p>Control population growth with careful planning.</p> <p style="text-align: center;">* * *</p>	<p>Residents and visitors respect local ordinances.</p> <p>Population reaches target goal of 30 within 5-10 years.</p> <p style="text-align: center;">* * *</p>
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Project Worksheet

Value #8 Health

GOALS

PROJECTS, PROGRAMS, ACTIVITIES MEASURES OF SUCCESS

<p>A community that promotes good health amongst its residents.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>	<p>Purchase supplies and equipment to stock health clinic.</p> <p>Bring in BBHC to hold CPR and 1st Aid training classes in Ugashik.</p> <p>Build a community greenhouse to grow fresh fruits and vegetables year-round.</p> <p>Bring in BBHC to educate community members in nutrition, exercise, and substance abuse.</p> <p>Coordinate with BBHC for regular and frequent doctor and dentist visits.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>	<p>The clinic is well stocked with necessary supplies and equipment to deal with health emergencies.</p> <p>Ugashik residents are trained to handle health emergencies.</p> <p>Residents are buying less fresh fruit and vegetables, but eating more year-round.</p> <p>The people of Ugashik are happy and healthy.</p> <p>Residents are receiving frequent medical and dental checkups in the village.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>
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Project Worksheet

Value #9 Recreation

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

A community that values and supports outdoor recreation.

Construct and supply a basketball court.

Construct and supply a baseball field.

Establish a committee to organize and facilitate fun activities for the community:

cook-outs

hikes

4-wheeling

sport fishing trips

Community has ample opportunity to enjoy the Village lifestyle.

Community members and their families are returning to the village to recreate in the summer.

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A community that values and supports indoor recreation.

Establish and supply a weight training and exercise program.

Residents are actively participating in a wide variety of recreational activities year-round.

...continued

<p style="text-align: center;">* * *</p>	<p>Establish a committee to organize and facilitate fun activities for the community: Card/poker night Movie night Ice cream socials</p> <p>Make internet and computers available to all community member.</p> <p style="text-align: center;">* * *</p>	<p>Residents and visiting community members are getting together routinely to recreate together.</p> <p style="text-align: center;">* * *</p>
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Project Worksheet

Value #10 Sense of Community

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A community that plans, works and plays together.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>	<p>Establish indoor and outdoor recreation programs and activities.</p> <p style="text-align: center; margin-top: 20px;">* * *</p> <p>Hire a community planner to continue the established community-driven planning process and to keep communication strong between Council and community.</p> <p style="text-align: center; margin-top: 20px;">* * *</p>	<p>Recreation programs are in place and community members are participating year-round.</p> <p style="text-align: center; margin-top: 20px;">* * *</p> <p>Community is informed and actively participates in planning activities.</p> <p>Year-round and summer residents get along and show mutual respect.</p> <p style="text-align: center; margin-top: 20px;">* * *</p>

Project Worksheet

Value #11 Safe, Affordable Transportation

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

<p>A community that offers adequate, safe, and affordable air transportation.</p>	<p>Get actively involved with legislature to capitalize on future changes in state air regulations (i.e. to allow for existing runway to be lengthened to 3600')</p> <p>Install runway lighting.</p> <p>Construct 5000' private airstrip.</p>	<p>Runway has been extended to 3600'.</p> <p>Lighting has been installed on runway.</p> <p>Private 5000' runway has been constructed.</p>
<p style="text-align: center;">* * *</p> <p>A community with a functioning road system that meets the needs of the community.</p>	<p style="text-align: center;">* * *</p> <p>Construct a road to upstream lots to avoid driving on runway.</p> <p>Complete construction of road to new dump site.</p> <p>Resurface existing roads.</p>	<p style="text-align: center;">* * *</p> <p>A new road to upstream lots has been built.</p> <p>The road to the new dump site has been completed.</p> <p>Existing roads have been resurfaced.</p>

...continued

<p style="text-align: center;">* * *</p> <p>A community that is able to boast safe and adequate river transportation</p> <p style="text-align: center;">* * *</p>	<p>Construct 52-mile long road to Wide Bay.</p> <p>Maintain involvement with Transportation Commission.</p> <p style="text-align: center;">* * *</p> <p>Purchase a small barge for transport to Pilot point.</p> <p>Construct new docking facilities.</p> <p style="text-align: center;">* * *</p>	<p>The Wide Bay Road has been constructed.</p> <p>The Tribal Council remains actively involved with the Transportation Commission.</p> <p style="text-align: center;">* * *</p> <p>The Tribal Council has purchased a small barge.</p> <p>New docking facilities are in place.</p> <p style="text-align: center;">* * *</p>
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Project Worksheet

Value #12 Community-based Planning

GOALS

PROJECTS, PROGRAMS, ACTIVITIES

MEASURES OF SUCCESS

<p>A community that is actively involved in the planning process.</p> <p style="text-align: center; margin-top: 100px;">* * *</p>	<p>Hire a plan manager to keep the strategic planning process alive.</p> <p style="text-align: center; margin-top: 20px;">* * *</p> <p>Hire a plan manager to keep the Council in touch with the wants and needs of the community and to keep the community informed of the progression of the strategic plan.</p> <p style="text-align: center; margin-top: 20px;">* * *</p>	<p>The community is actively participating in the strategic planning process.</p> <p style="text-align: center; margin-top: 20px;">* * *</p> <p>The community is informed and given ample opportunity for input through regular newsletters, community meetings and mailings.</p> <p style="text-align: center; margin-top: 20px;">* * *</p>
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Project Worksheet

Value #13 Adequate Infrastructure

GOALS	PROJECTS, PROGRAMS, ACTIVITIES	MEASURES OF SUCCESS
<p>A Village equipped with adequate infrastructure for a safe and prosperous community.</p>	<p>Construct docking facilities.</p> <p>Secure funding for new housing and for repairs to existing housing.</p> <p>Establish a small store.</p> <p>Establish a health/fitness club.</p> <p>Establish routine water quality monitoring program.</p> <p>Put in new wells as necessary.</p>	<p>Docking facilities are in place.</p> <p>New housing has been built.</p> <p>Existing houses are in good repair.</p> <p>Community members and visitors are able to buy goods in the Village.</p> <p>A health/fitness club</p> <p>Water is being monitored and potable water is available to all.</p>

...continued

<p style="text-align: center;">* * *</p>	<p>Perform an aquifer characterization study to determine if septic systems are placed properly.</p> <p>Replace failing or wrongly-placed septic systems or put in new ones.</p> <p>Build new roads and resurface existing roads.</p> <p>Construct new landfill.</p> <p>Bring in alternative energy (wind, gas, solar) and make available to all.</p> <p>Construct bulk fuel storage facility.</p> <p>Build and equip fire hall.</p> <p>Build new post office.</p> <p style="text-align: center;">* * *</p>	<p>All septic systems in the Village are located down-gradient from drinking water supplies and are functioning properly.</p> <p>The road system in Ugashik is adequate and well maintained.</p> <p>A new landfill in is place.</p> <p>Alternative energy is available to the community.</p> <p>A bulk fuel storage facility is in place.</p> <p>A fully-equipped fire hall is in place and firefighters are trained.</p> <p>Ugashik has a new post office.</p> <p style="text-align: center;">* * *</p>
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**Project Scoping Forms
and Action Plan Worksheets**

DOCKING FACILITIES



**FORM 18: Community Action Plan
Action Plan Worksheet**

Name of Project: Construct docking facility _____

Completed By: Planning Team _____

Date: Nov. 15, 2004 _____

CHALLENGES/BARRIERS

1. Must have business plan completed

2. Funding to complete Engineer Design Plan. (Estimated need \$200,000)

SOLUTIONS

Lake & Penn Business Development are working on this. Should be completed by end of Dec.

BBEDC has \$100,000 for this project. Possibly USDA, ICDBG or private foundations to make up remaining \$100,000.

ACTION	PERSON ASSIGNED	IMPORTANT DATES
Get contract signed to hire consultant (Chuck Katasse) to complete funding search and strategy/application time line for money needed for engineer design plan.	Roy Matsuno	January 31
Select funders. Hire Chuck Katasse to begin writing grants	Roy Matsuno	mid-February

FORM 19: Project Scoping Form

Community: Ugashik Traditional Village Contact: Lucy Goode

Address: 200 E. Fireweed Lane #204

Phone: (907) 338-7611 Fax: (907) 338-7659 Email: ugashik@alaska.net

Name of Project: Docking Facility

Date: Nov. 15, 2005

Contact Person: Tribal Administrator

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, including proposed location.*) Construct docking facility to service local commercial fishermen and as part of the proposed fish processing plant.

2. Why is this project needed? (*problem/need/strategy that the project addresses*) To provide safe moorage for fishermen. Adequate, safe docking must be in place for loading and unloading fish and supplies before the fish processing plant can become operational. A small dock is also needed for smaller craft.

3. Is this project part of a plan (*economic development plan, environmental plan*)? **How does it fit in the plan?** #1 priority in the Ugashik Traditional Village Community Comprehensive Strategic Plan under Capital projects and Infrastructure Priorities; # 3 priority under Economic Development Priorities, #3 under Social and Cultural Services priorities, and #1 under Capital Projects and Infrastructure priorities in the Ugashik Traditional Village Water Resources Management Plan. This project is listed as the #2 economic priority in the Lake and Peninsula Borough Comprehensive Plan.

4. Who will be the project coordinator? Tribal Administrator

Costs:

5. What is the estimated cost of the project? 1.1 million dollars

6. What funds have been secured? (*Specify amounts, sources, local match, and any conditions attached*). Funding received from BBEDC has paid for the feasibility study. No other funds have been secured.

FORM 19: Project Scoping Form - Docking Facility (continued)

7. What is the annual cost and long-term cost for operation and maintenance of this project? (See feasibility study)

How will the community meet these costs? (See feasibility study)

8. What local resources (*equipment, utilities, land water, qualified/trained staff*) are available for the long-term operation and maintenance costs of this project?

Jobs & training:

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

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

11. What construction jobs will be necessary to complete this project?

12. What training is necessary in order to prepare local residents for jobs on this project?

Coordination:

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

Adequate, safe docking facilities must be completed before the proposed fish processing plant can become operational.

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

If yes, describe projects, actions or activities specifying phases where appropriate.
Funding must be secured for an engineering/design plan and for a business plan. The plans must be completed and the funding secured for construction of the docking facility.

14. Does this project fit into a regional strategy? YES NO

Lake and Peninsula Borough Strategic Plan

Does it meet the needs of other communities as well as your own? YES NO
Fishermen from other communities will be able to dock in Ugashik and sell their fish here.

FORM 19: Project Scoping Form -Docking Facility (continued)

15. How many established businesses will be affected by this project and how? The guide services, bed & breakfast establishments, the private fish processing plant, and the commercial fisherman.

16. What type of needed infrastructure does this project provide? Adequate, safe docking.

Possible Benefits:

17. What health and safety problems will this project address? There is currently no small boat dock in Ugashik and the existing docking facilities are inadequate and in disrepair. The new facility will make docking, loading and unloading much safer for commercial fishermen and guides, as well as for anyone else needing to use the dock.

18. How will the project improve the natural environment? N/A

19. How will this project promote Traditional/Cultural activities or positively impact Traditional/Cultural sites? This project will allow for continued traditional subsistence fishing.

20. What positive social (recreational, educational, strengthening of family/community ties, etc.) impacts might this project have in the community? Will allow for the establishment of the fish processing plant which will bring the jobs necessary for people to stay and live in the village. This will allow families to remain together.

21. How will this project improve the local economy? Will bring in money and jobs.

22. How will this project enhance the quality of life in your community? Increased business opportunities, jobs, more money, safer fishing and boating.

23. How will this project enhance or promote other proposed projects? This project must be completed before the proposed fish processing plant can be built.

Possible Negative Impacts

24. How could this project negatively impact the health or safety of the community? N/A

25. What possible negative impacts might this project have on the natural environment? It is possible that the new facility might encourage more boating on the River.

FORM 19: Project Scoping Form -Docking Facility (continued)

26. How could Traditional/Cultural activities be adversely affected, or Traditional/Cultural sites be negatively impacted by this project? N/A

27. What possible social activities or projects might be negatively affected by this project? N/A

28. How might this project hurt the local economy? Can only improve the local economy.

29. Will this project, in any way diminish the quality of life in the community? No

30. Will this project hamper the implementation of any of other projects proposed in the Community Comprehensive Strategic Plan? N/A

Other:

31. What permits will be required? List the permit, permitting agency, and status of existing applications. (See feasibility study)

32. 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. (Engineer Design Plan)

33. What state and/or federal compliance requirements will this project satisfy or correct? N/A

34. Are there any other options or alternatives to this project? No

BULK FUEL STORAGE



**FORM 18: Community Action Plan
Action Plan Worksheet**

Name of Project: Bulk Fuel Storage

Completed By: Planning Team

Date: Nov. 15, 2004

CHALLENGES/BARRIERS

Funding for feasibility study, geo-tech study, alternative site study, and marketing/business plans (Phase II)

Small population

Funding for implementation

Permits

SOLUTIONS

BIA WRMP, ICDBG Planning Only, USDA, ANA SEDS (?), Rasmussen Foundation

Use the Community-based Comprehensive Strategic Plan to show that the main goal of the community is to build infrastructure and local economy/job opportunities in order that people can move back to live in Ugashik year-round.

Rasmussen Foundation, ANA SEDS, ICDBG, USDA

DEC will have a list of permits needed.

ACTION	PERSON ASSIGNED	IMPORTANT DATES
Call possible funding sources to get dates of grant deadlines and to see if this project fits the funders' scope for funding.	Roy Matsuno	Dec. 1, 2004
Call DEC to get list of needed permits	Roy Matsuno	Nov. 15, 2004 Called and left message.
Call again if DEC has not gotten back to us		Nov. 23, 2004
Contact consultant to get scope of work/budget for Feasibility Study	Roy Matsuno	Nov. 23, 2004
Meeting to update activities assignment	Roy and David Matsuno	Dec. 1, 2004

FORM 19: Project Scoping Form

Community: Ugashik Traditional Village Contact: Lucy Goode

Address: 200 E. Fireweed Lane #204

Phone: (907) 338-7611 Fax: (907) 338-7659 Email: ugashik@alaska.net

Name of Project: Bulk Fuel Storage Date: Nov. 15, 2004

Contact Person: Hattie Albecker and Lucy Goode

.....
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, including proposed location.*) Build modern tank farm with adequate capacity to store fuel for the Village - 30,000 gallons diesel + 10,000 gas

2. Why is this project needed? (*problem/need/strategy that the project addresses*)

- A. Bulk Fuel Storage will greatly lower cost, as buying in bulk is considerably less expensive.
- B. Individual storage has a greater potential for contamination through spills and leaks. Having the fuel stored all in one location will enable the tanks to be protected and monitored for leaks or corrosion.
- C. A modern tank farm will allow for storage of adequate supply through the winter. Right now, there is always the danger of running out of heating and cooking fuel. This puts lives in jeopardy because of the isolation of the Village and extreme winter weather.
- D. More fuel is necessary for economic growth. Projects like the fish processing plant will require considerably more fuel. Any medium to large scale economic venture will require more fuel that the Village is currently equipped to store.

3. Is this project part of a plan (*economic development plan, environmental plan*)? **How does it fit in the plan?** This is the #4 priority project in the Ugashik Traditional Village Community Comprehensive Strategic Plan. Bulk Fuel Storage is a priority project in the Ugashik Traditional Village Environmental Plan. It is also a priority in the Lake & Peninsula Borough's Strategic Plan.

4. Who will be the project coordinator? Robert Extra

Costs:

5. What is the estimated cost of the project? Feasibility study = \$20,000; GeoTech study = \$12,000; Ground prep = \$7,500; \$120,000 for tanks; Transportation of tanks = \$2.09/cubic ft + 10% x 2; Spill response plan = \$10,000

FORM 19: Project Scoping Form - Bulk Fuel Storage (continued)

6. What funds have been secured? (*Specify amounts, sources, local match, and any conditions attached*). No funds have been secured at this time. Land and equipment can be used as match.

7. What is the annual cost and long-term cost for operation and maintenance of this project? 8hrs/wk x 20.00/hr x 52 wk/yr = \$8,320.00 per year

How will the community meet these costs? Fuel sales.

8. What local resources (*equipment, utilities, land water, qualified/trained staff*) **are available for the long-term operation and maintenance costs of this project?** Tribally-owned land, loader, cats, truck, staff trained to operate heavy equipment. Training needed for staff to learn to manage and operate fuel farm.

Jobs & training:

9. What service jobs will be needed in order to operate and maintain this project? 1 p/t operator

10. How many full-time, permanent jobs will this project create and/or retain? None _____ create in 1-3 years _____ create in 3-5 years _____ retain

11. What construction jobs will be necessary to complete this project? Heavy equipment operators for site preparation and possibly for road construction plus four bolters to construct the tanks.

12. What training is necessary in order to prepare local residents for jobs on this project? Operation and maintenance of tanks (DEC) and spill response (EPA).

Coordination:

13. Are other projects related to or dependent on this project? YES NO
The proposed fish processing plant will require the Tribe to acquire additional storage for the increase in fuel that will be required to run the new generators.

Is this project dependent on other activities or actions? YES NO
If yes, describe projects, actions or activities specifying phases where appropriate.
Funding must be secured. A feasibility study and a geotech study must be completed. There also must be a spill response plan in place before tanks can be moved into the Village.

14. Does this project fit into a regional strategy? YES NO Lake and Peninsula
Does it meet the needs of other communities as well as your own? YES NO

FORM 19: Project Scoping Form - Bulk Fuel Storage (continued)

15. How many established businesses will be affected by this project and how? 10 Set netters, 4 gill netters, 1 privately-owned fish processing plant, 10 hunting/fishing guides, 4 lodges, 1 fish tender, and Fish & Game. All will have access to cheaper fuel thereby allowing them to yield bigger profits.

16. What type of needed infrastructure does this project provide? Tank Farm for bulk fuel storage.

Possible Benefits:

17. What health and safety problems will this project address? Prevent leaks and spills which could impact soils and drinking water. Will protect lives and property by eliminating the fire hazard posed by unattended tanks in poor condition throughout the Village.

18. How will the project improve the natural environment? Prevent leaks and spills which would impact soils, plant life, wildlife, fish, groundwater, and surface water. Greatly reduce fire hazard that would threaten wildlife and plant life.

19. How will this project promote Traditional/Cultural activities or positively impact Traditional/Cultural sites? Centralizing rules containment away from cultural sites and activities will result in a cleaner environment for Traditional activities like subsistence fishing, hunting, trapping, and berry picking.

20. What positive social (recreational, educational, strengthening of family/community ties, etc.) impacts might this project have in the community? Recreation - boats, 4-wheelers. This project will include training which increases capacity within the Village. Having adequate fuel storage will allow for and encourage future economic development such as fuel sales and fish processing. These things will lead to jobs that may bring people back to live in Ugashik, strengthening family ties and ensuring the continuation of the Tribe.

21. How will this project improve the local economy? Will enable the Village to move forward with efforts to establish a fish processing plant that will bring more jobs to Ugashik. Will give one person a part-time job. Will allow for other Tribal and private business enterprises to be established in Ugashik. Will increase profits for established businesses.

22. How will this project enhance the quality of life in your community? Brings money into the community, lowers the cost of fuels, may lead to more jobs. Will also allow for more recreation.

23. How will this project enhance or promote other proposed projects? Important to the success of every future project - infrastructure and economic development all tied to fuel.

FORM 19: Project Scoping Form - Bulk Fuel Storage (continued)

Possible Negative Impacts

24. How could this project negatively impact the health or safety of the community? With the storage of fuels there is always a potential for a leak or spill which could result in contamination or fire. However, a well-constructed, well maintained tank farm on a centrally located site such as this proposed tank farm is much less likely to cause a problem than the existing tanks that are currently scattered throughout the village without.

25. What possible negative impacts might this project have on the natural environment? If the facility is not constructed, managed, maintained properly, there is potential for a leak or spill. During the construction phase, there will be some impact to a small area of vegetation, but this will be mitigated for through careful planning

26. How could Traditional/Cultural activities be adversely affected, or Traditional/Cultural sites be negatively impacted by this project? Traditional/Cultural sites and activities could be negatively impacted due to increased traffic and easier access brought about by increased fuel availability. In order to protect fish and wildlife populations, vegetation, and cultural sites, the Village plans to write and adopt environmental codes and ordinances and develop an enforcement strategy.

27. What possible social activities or projects might be negatively affected by this project?
None

28. How might this project hurt the local economy? This project can only help to build a stable local economy.

29. Will this project, in any way diminish the quality of life in the community? No, will only improve the quality of life in Ugashik Traditional Village.

30. Will this project hamper the implementation of any of the other projects proposed in the Community Comprehensive Strategic Plan? No, can only aid other projects.

Other:

31. What permits will be required? List the permit, permitting agency, and status of existing applications. DEC, Coastal Zone, borough, EPA, Corp of Engineers, Coast Guard
We have not begun the permitting process.

32. 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. Feasibility, GeoTech, Alternative Site Study for Phase I
Marketing and Business Plans for Phase II - Economic Development initiative

FORM 19: Project Scoping Form - Bulk Fuel Storage (continued)

33. What state and/or federal compliance requirements will this project satisfy or correct? None

34. Are there any other options or alternatives to this project? The only option would be to continue having individuals store their own fuel, but this is not desirable because of potential leaks or spills and the possibility of people running out of heating/cooking fuel during winter months. It would also mean that the Village would not be able to establish a fish processing plant, an economic initiative we believe is vital to the growth and economic security of our Tribe.

EQUIP HEALTH CLINIC



**FORM 18: Community Action Plan
Action Plan Worksheet**

Name of Project: Set up and equip health clinic and EMT training

Completed By: Planning team

Date: Nov. 15, 2004

CHALLENGES/BARRIERS

SOLUTIONS

ACTION	PERSON ASSIGNED	IMPORTANT DATES
Contact Theresa Seibert to help coordinate office set and prepare a list of needed equipment and supplies.	David Matsuno	Called Nov. 15, 2005 Theresa's supervisor will be coming in April. Advised to contact her or Sue Evanoff about set up.
Contact Theresa Seibert's supervisor Set-up/supplies list/information on training	Hattie Albecker	Nov.23, 2003
Contact Sue Evanoff Set-up/supplies list/information on training	Hattie Albecker	Nov. 23, 2004

FORM 19: Project Scoping Form

Community: Ugashik Traditional Village Contact: Lucy Goode

Address: 200 E. Fireweed Lane #204

Phone: (907) 338-7611 Fax: (907) 338-7659 Email: ugashik@alaska.net

Name of Project: Equip Health Clinic and EMT/CPR Training

Date: Nov. 15, 2005

Contact Person: Hattie Albecker and David Matsuno

.....
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, including proposed location.*) A space for the Ugashik Health Clinic is located in the Community Center, but the Village needs a health specialist coordinate the clinic set-up, ordering of equipment, training community members in 1st Aide/CPR/EMT, and hiring an itinerate health aide for the summer months.

2. Why is this project needed? (*problem/need/strategy that the project addresses*) The clinic has equipment and some supplies, but there is currently, there is no one inside the Village who is trained to administer to the sick or injured. Equipment and supplies are still in boxes.

3. Is this project part of a plan (*economic development plan, environmental plan*)? **How does it fit in the plan?** #1 Social/Cultural Services priority in the Ugashik Traditional Village Community Comprehensive Strategic Plan.

4. Who will be the project coordinator? Hattie Albecker and David Matsuno

Costs:

5. What is the estimated cost of the project? There is funding available from BBAHC.

6. What funds have been secured? (*Specify amounts, sources, local match, and any conditions attached*). BBAHC will pay for everything, with the possible exception of some extra equipment, if needed.

7. What is the annual cost and long-term cost for operation and maintenance of this project? Unknown.

FORM 19: Project Scoping Form - Set Up Health Clinic, Training (continued)

How will the community meet these costs? BBAHC will provide funding.

8. What local resources (*equipment, utilities, land water, qualified/trained staff*) are available for the long-term operation and maintenance costs of this project? Office space, utilities, equipment, supplies, and community members willing to be trained.

Jobs & training:

9. What service jobs will be needed in order to operate and maintain this project? An itinerate health aide in summer months.

10. How many full-time, permanent jobs will this project create and/or retain? None
_____ create in 1-3 years _____ create in 3-5 years _____ retain

11. What construction jobs will be necessary to complete this project? N/A

12. What training is necessary in order to prepare local residents for jobs on this project?
EMT/CPR/1st Aid training

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.

14. Does this project fit into a regional strategy? YES NO

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

15. How many established businesses will be affected by this project and how? N/A

16. What type of needed infrastructure does this project provide? An adequate health clinic

FORM 19: Project Scoping Form - Set Up Health Clinic, Training (continued)

Possible Benefits:

17. What health and safety problems will this project address? At present there is no trained medical staff in the Village. This puts residents and visitors at great risk due to the isolated location of the village. The only way into or out of the Village is by air. Anyone requiring immediate treatment would be unable to receive anything beyond the most basic 1st Aid.

18. How will the project improve the natural environment? N/A

19. How will this project promote Traditional/Cultural activities or positively impact Traditional/Cultural sites? N/A

20. What positive social (recreational, educational, strengthening of family/community ties, etc.) impacts might this project have in the community? N/A

21. How will this project improve the local economy? N/A

22. How will this project enhance the quality of life in your community? Will make it a safer and healthier place to live.

23. How will this project enhance or promote other proposed projects? N/A

Possible Negative Impacts

24. How could this project negatively impact the health or safety of the community? Will only have a positive effect.

25. What possible negative impacts might this project have on the natural environment?
None.

26. How could Traditional/Cultural activities be adversely affected, or Traditional/Cultural sites be negatively impacted by this project? N/A

27. What possible social activities or projects might be negatively affected by this project?
N/A

28. How might this project hurt the local economy? N/A

**FORM 19: Project Scoping Form - Set Up Health Clinic, Training
(continued)**

29. Will this project, in any way diminish the quality of life in the community? Quality of life in Ugashik Traditional Village can only be improved with the completion of this project.

30. Will this project hamper the implementation of any of other projects proposed in the Community Comprehensive Strategic Plan? No

Other:

31. What permits will be required? List the permit, permitting agency, and status of existing applications. N/A

32. 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. N/A

33. What state and/or federal compliance requirements will this project satisfy or correct? N/A

34. Are there any other options or alternatives to this project? No

COMMUNITY/COMMERCIAL GREENHOUSE



**FORM 18: Community Action Plan
Action Plan Worksheet**

Name of Project: Construct Community Greenhouse

Completed By: Planning Team

Date: November 15, 2004

CHALLENGES/BARRIERS

Design must be made for AK weather

Funding

SOLUTIONS

Call local AK greenhouse builders

Private Foundations

ANA SEDS

USDA

ICDBG

ACTION	PERSON ASSIGNED	IMPORTANT DATES
Call Lacey Brunetti to see if she will act as project coordinator.	David Matsuno	Done. Lacey has accepted the position.
Call Commercial greenhouses to get an idea of needed size and o&m costs.	Burns Consulting Services - Mary Myhre	Nov. 30, 2004
Call greenhouse builders for cost estimates (including shipping)	Burns Consulting Services - Mary Myhre	Nov. 30, 2004
Funding Search for foundations and funding agencies	Burns Consulting Services - Mary Myhre	Nov. 30, 2004

FORM 19: Project Scoping Form

Community: Ugashik Traditional Village Contact: Lucy Goode

Address: 200 E. Fireweed Lane #204

Phone: (907) 338-7611 Fax: (907) 338-7659 Email: ugashik@alaska.net

Name of Project: Community Greenhouse Date: Nov. 15, 2004

Contact Person: Lacey Brunetti

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, including proposed location.*) Construct a greenhouse (or greenhouses) in Ugashik Traditional Village to be used as a health project, a social services project, and also as an economic initiative. There will either be one large structure which will be divided into an area for private use and another for commercial growing, or 2 separate structures.

2. Why is this project needed? (*problem/need/strategy that the project addresses*) It is very difficult and costly to obtain fresh fruits and berries in Ugashik due to the remote location. Both the people who live here and those who work here seasonally often do not get the helpings of fresh produce recommended by health specialists. This project would allow the community to grow enough produce year round to supply the locals, and even to sell to neighboring communities.

3. Is this project part of a plan (*economic development plan, environmental plan*)? **How does it fit in the plan?** The Ugashik Traditional Village Community Comprehensive Strategic Plan- #2 Social/Cultural Services Priorities initiative; and #5 Economic Development Priorities initiative

4. Who will be the project coordinator? Lacey Brunetti

Costs:

5. What is the estimated cost of the project? Unknown at this time

6. What funds have been secured? (*Specify amounts, sources, local match, and any conditions attached*). To date, no funding has been secured for this project.

FORM 19: Project Scoping Form - Community Greenhouse (continued)

7. What is the annual cost and long-term cost for operation and maintenance of this project? The exact cost will be determined during the feasibility study.

How will the community meet these costs? The costs will be met from revenue from sales of produce.

8. What local resources (*equipment, utilities, land water, qualified/trained staff*) are available for the long-term operation and maintenance costs of this project? The Village is willing to donate land. There is a water source available. A local resident has already agreed to act as project coordinator, and other residents are willing to work in the greenhouse. The Village owns the heavy equipment (dump trucks and front end loader) necessary to prepare a site and to construct the greenhouse. There are trained, qualified heavy equipment operators living in the Village. The Village is looking into solar or wind power to supply the greenhouse with the necessary light and heat.

Jobs & training:

9. What service jobs will be needed in order to operate and maintain this project? One person to oversee the project and to arrange for ordering supplies, contact potential buyers, arrange for shipping, and keep the books. Individuals growing produce in the greenhouse for personal use will donate their time.

10. How many full-time, permanent jobs will this project create and/or retain? None _____ create in 1-3 years _____ create in 3-5 years _____ retain

Will create temporary construction jobs, and one ½ time position for a project coordinator.

11. What construction jobs will be necessary to complete this project? Heavy equipment operators to prepare site and construction workers to build the greenhouse(s).

12. What training is necessary in order to prepare local residents for jobs on this project? There will be some training required for the project coordinator.

Coordination:

13. Are other projects related to or dependent on this project? YES NO
The establishment of a small store.

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

If yes, describe projects, actions or activities specifying phases where appropriate.
Funding must be secured. A feasibility study and business plan must be completed. Appropriate permits must be obtained.

FORM 19: Project Scoping Form - Community Greenhouse (continued)

14. Does this project fit into a regional strategy? YES NO

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

The Ugashik Community Greenhouse will be able to supply neighboring stores, local fishermen, and several neighboring villages with fresh produce year round.

15. How many established businesses will be affected by this project and how? Jack's New Meshik Store in Port Heiden and the AC store in King Salmon.

16. What type of needed infrastructure does this project provide? A building for growing fresh produce year round.

Possible Benefits:

17. What health and safety problems will this project address? This project addresses healthy dietary needs. The greenhouse will provide fresh produce year round at a much reduced cost. The produce can be grown without pesticides or added preservatives.

18. How will the project improve the natural environment? A composting pile will reduce dumping and burning.

19. How will this project promote Traditional/Cultural activities or positively impact Traditional/Cultural sites? The Ugashik Community Greenhouse will allow residents to grow traditional plants, such as berries year round.

20. What positive social (recreational, educational, strengthening of family/community ties, etc.) impacts might this project have in the community? Having a community greenhouse will allow families and neighbors to gather and work together. It will also be educational as the community learns to plant, fertilize, grow, and harvest their produce.

21. How will this project improve the local economy? The sales from the commercial greenhouse will bring money into the community, enable the community to establish a local store that can offer otherwise hard-to-get year-round produce. It will also provide a half-time position for a year-round resident.

22. How will this project enhance the quality of life in your community? Promotes better health and increased cash-flow within the Village.

23. How will this project enhance or promote other proposed projects? It will enable the community to establish a local store that can offer otherwise hard-to-get year-round produce.

FORM 19: Project Scoping Form - Community Greenhouse (continued)

Possible Negative Impacts

24. How could this project negatively impact the health or safety of the community? The composting pile and even the greenhouse itself could attract bears. The Village plans to put up a solar-powered electric fence to discourage bears.

25. What possible negative impacts might this project have on the natural environment? There could be very minimal impacts to the building site during construction. Careful planning will minimize any negative impacts.

26. How could Traditional/Cultural activities be adversely affected, or Traditional/Cultural sites be negatively impacted by this project? N/A

27. What possible social activities or projects might be negatively affected by this project?
N/A

28. How might this project hurt the local economy? Can only aid.

29. Will this project, in any way diminish the quality of life in the community? Can only improve the quality of life in the Village.

30. Will this project hamper the implementation of any of other projects proposed in the Community Comprehensive Strategic Plan? Will actually compliment plans for the store.

Other:

31. What permits will be required? List the permit, permitting agency, and status of existing applications. Lake and Peninsula Borough building permit, business license, food handlers certificate.

32. 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. Business plan/marketing plan

33. What state and/or federal compliance requirements will this project satisfy or correct? N/A

34. Are there any other options or alternatives to this project? Without a communitygreenhouse, residents are forced to pay high prices to have produce shipped in only when available. This forces people to put their health in jeopardy when they cannot get or afford the recommended daily allowance of fresh fruit and vegetables.

TRIBAL STORE



**FORM 18: Community Action Plan
Action Plan Worksheet**

Name of Project: Establish Tribally-owned store

Completed By: Planning Team

Date: Nov. 15, 2004

CHALLENGES/BARRIERS

Funding for business plan, feasibility study, design plan.

Funding for implementation

Start-up capital

Permitting

SOLUTIONS

ANA SEDS (rent w/option to buy mobile unit), USDA, Dept. Of Commerce, CTED, ICDBG, BBEDC, private foundations, complete design plan in-house.

USDA, Dept. Of Commerce, CTED, ICDBG, BBEDC, private foundations

Private foundations, private investor

ACTION	PERSON ASSIGNED	IMPORTANT DATES
Funding Search for Business Plan and for implementation	Hattie Albecker	February 28, 2004
Design Plan	Roy Matsuno	February 28, 2004
Permitting	David	February 28, 2004

FORM 19: Project Scoping Form

Community: Ugashik Traditional Village Contact: Lucy Goode

Address: 200 E. Fireweed Lane #204

Phone: (907) 338-7611 Fax: (907) 338-7659 Email: ugashik@alaska.net

Name of Project: Construct a Tribally-owned and operated store

Date: Nov. 15, 2005

Contact Person: Hattie Albecker

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, including proposed location.*) To construct a Tribally-owned and operated store in Ugashik Traditional Village.
- 2. Why is this project needed?** (*problem/need/strategy that the project addresses*). Currently, the Village is without a store. The nearest store is in Port Heiden.
- 3. Is this project part of a plan** (*economic development plan, environmental plan*)? **How does it fit in the plan?** Community Comprehensive Strategic Plan - #3 Economic Development Priorities.
- 4. Who will be the project coordinator?** Hattie Albecker, the Environmental Programs Director.

Costs:

- 5. What is the estimated cost of the project?** \$100,000
- 6. What funds have been secured?** (*Specify amounts, sources, local match, and any conditions attached*). No funding has been secured at this time, but land is available to use as match.
- 7. What is the annual cost and long-term cost for operation and maintenance of this project?** \$10,000/year plus general maintenance

How will the community meet these costs? O&M costs can be met with funds generated through sales.

FORM 19: Project Scoping Form - Tribally-owned Store (continued)

8. What local resources (*equipment, utilities, land water, qualified/trained staff*) are available for the long-term operation and maintenance costs of this project? There is land available. The Village has the heavy equipment and operators available for the construction.

Jobs & training:

9. What service jobs will be needed in order to operate and maintain this project? Two cashiers/stockers.

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

Will create 4 months of full-time work and 2 part-time positions for approximately 8 weeks in winter months.

11. What construction jobs will be necessary to complete this project? Site preparation and building construction.

12. What training is necessary in order to prepare local residents for jobs on this project? Small business management/accounting.

Coordination:

13. Are other projects related to or dependent on this project? YES NO
The community greenhouse, docking facility, guide service, fish processing plant, B&B

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

If yes, describe projects, actions or activities specifying phases where appropriate.
For this project to be successful, the docking facilities and greenhouse should be in place. A feasibility study, business plan/market analysis, and design plan must be completed. Finally, funding will need to be secured for construction and training.

14. Does this project fit into a regional strategy? YES NO

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

Pilot Point does not currently have a store, so they could buy groceries, etc. here since it would be the closest store to them.

15. How many established businesses will be affected by this project and how? All businesses currently operating in Ugashik Traditional Village.

FORM 19: Project Scoping Form - Tribally-owned Store (continued)

16. What type of needed infrastructure does this project provide? A grocery store.

Possible Benefits:

17. What health and safety problems will this project address? Access to supplies, food, personal items.

18. How will the project improve the natural environment? N/A

19. How will this project promote Traditional/Cultural activities or positively impact Traditional/Cultural sites? N/A

20. What positive social (recreational, educational, strengthening of family/community ties, etc.) impacts might this project have in the community? Will serve as a gathering place with a table and coffee pot.

21. How will this project improve the local economy? Will provide jobs and bring more money into the community. Will help all presently established businesses.

22. How will this project enhance the quality of life in your community? Cheaper more accessible supplies and food. Convenience. Access to fresh produce year round.

23. How will this project enhance or promote other proposed projects? This will provide an outlet for selling produce from the community greenhouse and fish products from the processing plant.

Possible Negative Impacts

24. How could this project negatively impact the health or safety of the community? N/A

25. What possible negative impacts might this project have on the natural environment?
None.

26. How could Traditional/Cultural activities be adversely affected, or Traditional/Cultural sites be negatively impacted by this project? Only positive effects from this project.

27. What possible social activities or projects might be negatively affected by this project?
N/A

FORM 19: Project Scoping Form - Tribally-owned Store (continued)

- 28. How might this project hurt the local economy? Can only improve.**
- 29. Will this project, in any way diminish the quality of life in the community? N/A**
- 30. Will this project hamper the implementation of any of other projects proposed in the Community Comprehensive Strategic Plan? No, can only strengthen.**

Other:

- 31. What permits will be required? List the permit, permitting agency, and status of existing applications.** Lake and Peninsula Borough building permit, health department certifications.
- 32. 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.** Business plan, marketing plan, engineer, design Plan. No permits have been applied for at this time.
- 33. What state and/or federal compliance requirements will this project satisfy or correct? N/A**
- 34. Are there any other options or alternatives to this project? N/A**

ENVIRONMENTAL CODES & ORDINANCES



**FORM 18: Community Action Plan
Action Plan Worksheet**

Name of Project: Develop Environmental Codes & Ordinances

Completed By: Planning Team

Date: Nov. 15, 2004

CHALLENGES/BARRIERS

Funding (\$13,000 estimate)

SOLUTIONS

ANA Environmental Regulatory
Enhancement Grant, GAP, EPA (?), BIA
WRMP (?)

ACTION	PERSON ASSIGNED	IMPORTANT DATES
Funding Search	Burns Consulting Services - Mary Myhre	Nov. 30, 2004
Put out bid for grant writing/writing the codes and ordinances	Hattie Albecker	Dec. 15, 2004
Hire Consultant to write grants	Hattie Albecker	Jan. 15, 2004

FORM 19: Project Scoping Form

Community: Ugashik Traditional Village Contact: Lucy Goode

Address: 200 E. Fireweed Lane #204

Phone: (907) 338-7611 Fax: (907) 338-7659 Email: ugashik@alaska.net

Name of Project: Write/Adopt Environmental Codes & Ordinances and Enforcement Strategy

Date: Nov. 15, 2005

Contact Person: Hattie Albecker

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, including proposed location.*) To write and adopt Environmental Codes & Ordinances and an enforcement strategy for Ugashik Traditional Village.

2. Why is this project needed? (*problem/need/strategy that the project addresses*) To protect the natural resources in and around Ugashik Traditional Village.

3. Is this project part of a plan (*economic development plan, environmental plan*)? How does it fit in the plan? Community Comprehensive Strategic Plan - #3 Other Priorities.

4. Who will be the project coordinator? Hattie Albecker, the Environmental Programs Director.

Costs:

5. What is the estimated cost of the project? \$13,000, including legal review

6. What funds have been secured? (*Specify amounts, sources, local match, and any conditions attached*). No funding has been secured at this time.

7. What is the annual cost and long-term cost for operation and maintenance of this project? N/A

How will the community meet these costs? N/A

FORM 19: Project Scoping Form - Environmental Codes & Ord. (continued)

8. What local resources (*equipment, utilities, land water, qualified/trained staff*) are available for the long-term operation and maintenance costs of this project? Qualified staff to serve as project coordinator and qualified consultants to develop codes and enforcement strategy.

Jobs & training:

9. What service jobs will be needed in order to operate and maintain this project? One enforcement person.

10. How many full-time, permanent jobs will this project create and/or retain? None _____ create in 1-3 years _____ create in 3-5 years _____ retain

11. What construction jobs will be necessary to complete this project? N/A

12. What training is necessary in order to prepare local residents for jobs on this project? The enforcement officer will need to be trained.

Coordination:

13. Are other projects related to or dependent on this project? YES NO
Water quality monitoring, air quality monitoring and other environmental projects.

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

If yes, describe projects, actions or activities specifying phases where appropriate.

14. Does this project fit into a regional strategy? YES NO
Does it meet the needs of other communities as well as your own? YES NO

15. How many established businesses will be affected by this project and how? Commercial Fishing, and hunting/fishing guides are all dependant upon fish & wildlife populations remaining strong. The Codes & Ordinances will protect the air, water, soil and fish & wildlife.

16. What type of needed infrastructure does this project provide? N/A

FORM 19: Project Scoping Form - Environmental Codes & Ord. (continued)

Possible Benefits:

17. What health and safety problems will this project address? This project will serve to protect our most valuable natural resources while also protecting our health. The people of Ugashik will be able to continue to breath clean air, drink pure water, and to life a Traditional subsistence lifestyle hunting and fishing abundant fish and wildlife populations and gathering berries.

18. How will the project improve the natural environment? The Village will be able to monitor and control contaminants and litter/dumping, protect fish/wildlife populations, monitor and protect water, air and soil quality.

19. How will this project promote Traditional/Cultural activities or positively impact Traditional/Cultural sites? Environmental Codes & Ordinances will protect subsistence species and their habitat.

20. What positive social (recreational, educational, strengthening of family/community ties, etc.) impacts might this project have in the community? N/A

21. How will this project improve the local economy? Keeping the fish populations high will keep the commercial fishing industry strong and bring business to guide services and lodging facilities (B&Bs).

22. How will this project enhance the quality of life in your community? Will keep our environment clean and safe from contaminants.

23. How will this project enhance or promote other proposed projects? N/A

Possible Negative Impacts

24. How could this project negatively impact the health or safety of the community? N/A

25. What possible negative impacts might this project have on the natural environment?
None, only positive.

26. How could Traditional/Cultural activities be adversely affected, or Traditional/Cultural sites be negatively impacted by this project? Only positive effects from this project.

27. What possible social activities or projects might be negatively affected by this project?
N/A

28. How might this project hurt the local economy? N/A

29. Will this project, in any way diminish the quality of life in the community? N/A

30. Will this project hamper the implementation of any of other projects proposed in the Community Comprehensive Strategic Plan? Could possibly slightly delay some projects while doing alternative site studies, environmental impact studies, and obtaining local permits.

Other:

31. What permits will be required? List the permit, permitting agency, and status of existing applications. N/A

32. 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. N/A

33. What state and/or federal compliance requirements will this project satisfy or correct? Possibly some state and federal requirements after ratification.

34. Are there any other options or alternatives to this project? No