



2022

Annual Report

Association of Village Council Presidents



With our Annual Convention coming up near the end of September, I look forward to seeing staff, board members, and delegates together in-person for the first time since the pandemic began. The past few years have been extremely difficult, but with resilience, we have all managed to continue to thrive.

At an organizational level, AVCP has adapted to these unprecedented times. I have been extremely pleased with how AVCP has managed to provide excellent services and advocacy to our tribes and tribal members during the COVID-19 pandemic. To name a few methods, AVCP has fully implemented a vaccine mandate for all staff, provided services remotely, and adjusted in real-time to err on the side of caution. These decisions are made in consultation with the tribes and health providers. More of how AVCP has adjusted to ensure the safe delivery of services will be discussed during the 2022 AVCP Convention Reports.

Another crisis that AVCP has been navigating over the last two years is the salmon crash on both the Kuskokwim and Yukon rivers. We understand the importance of salmon in our region which was strongly voiced by our people. As a result, AVCP has increased advocacy efforts to bring light to the severity of this crisis and to look for solutions. AVCP's Natural Resources Department, Legal Team, and Executive Team have been very active in speaking against bycatch and providing testimony at the state and federal levels on various platforms and will continue to do so. This is both a food security and a critical cultural issue that we have placed at the forefront.


Over the past year, the board met regularly to provide guidance to AVCP Administration. I would like to thank each board member for their dedication and time over the past year. I would also like to congratulate Nels Alexie for becoming AVCP's 2nd Traditional Chief.

AVCP has worked to stay in touch with tribes by conducting quarterly Unit teleconference meetings. In addition to the quarterly meetings, AVCP board members and staff met with each unit individually to increase information sharing and transparency about the work being done.

As a reminder, this year your Units will be selecting members for AVCP's Executive Board; there are five Unit Representatives and the At-Large seat up for election. Please make sure your Units discuss this before the Annual Convention.

I am extremely thankful to AVCP's staff for the committed leadership and dedication to serving our region and pursuing our mission of working together with Tribes to enhance sovereignty, self-sufficiency, and Our Way of Life.

Quyana!

A handwritten signature in black ink, appearing to read 'Thaddeus Tikiun, Jr.', with a large, stylized flourish at the end.

Thaddeus Tikiun, Jr.
AVCP Chairman/Member at Large.

OUR MISSION

**Yuput calillgutekluki elluarrluta yuulualler-
kamtenun.**

Working together with Tribes to enhance sovereignty,
self-sufficiency and Our Way of Life.

**Nunaput Umyuallgutkut
Pinirluteng-Ilu
Tegganerput Qigcikluki Pirpakluki-Ilu
Ayagyuput-Ilu Ciuliqagcimaut
Yuuyarakun**

Our Tribes are united and strong,
Our Elders are respected and valued,
Our Youth are guided by Yuuyaraq

CONTENT

Organizational Overview

06 CEO's Letter

07 About Us

08 Executive Board

10 AVCP Service Delivery Model

Administration

11 Administrative Support

12 Facilities, Fleet and Safety

14 Communications

16 Finance

17 Grants & Compliance

18 Human Resources

19 Information Technology

22 Legal

23 Office of Self Governance & Compacting

Programs Overview

25 CPO Report

Benefits Division

28 Programs (Cash Assistance, Energy Assistance, Burial Assistance, Emergency Assistance, Title VI Elders Meal Program)

30 Division Development in 2022

Workforce Development Division

33 Programs (Vocational Rehabilitation, Child Care, Tribal Workforce Development)

34 Division Development in 2022

Family Services Division

37 Programs (ICWA, Healthy Families, Head Start)

39 Division Development in 2022

Community Development Division

42 Programs (HIP, TTP, Client/Home Construction and Renovation, Economic Development)

43 Division Development in 2022

Community Services Division

47 Programs (Tribal Services, Tribal Justice, VPSO)

48 Division Development in 2022

Land & Cultural Resources Division

51 Programs (Realty Services, Cultural Heritage, Environmental Quality, Natural Resources)

52 Division Development in 2022



Dear Tribal Leaders,

I was driving in Bethel to the airport this summer and noticed the amazing, vibrant fireweed that lined both sides of the Chief Eddie Hoffman Highway. As I was driving, I also noticed how beautiful the resilient fireweed looked through my rearview mirror. To me, our people are like the fireweed – amazing, vibrant, beautiful, and resilient even under the most unexpected and unpredictable circumstances.

Looking back at the past five years, the Association of Village Council Presidents has also experienced incredible improvements to provide the services our Tribes need. We have created the Quality Improvement Program at AVCP to work on improving Administration and all the Programs as we deliver services to our Tribes at the village, sub-region, regional and out-of-region levels. Although we have come a long way, we are still not done.

In the past year, some of the successful highlights includes integrated program development, program specific software implementation, growing and training our workforce and other accomplishments that you will hear about during the 2022 AVCP Convention Program Reports. In the Administrative Reports you will also hear about the continued efforts we have towards completing our annual audit on time and the improvements we have accomplished in working with the federal government on issues such as program space leases.

We will continue to participate in important national, state and tribal initiatives such as the Tiwahe Demonstration Project as well as the Tribal Child Welfare Compact. Some new initiatives AVCP is working on include the Murdered & Missing Indigenous People movement and the important work with our partners on the Salmon Crash to protect Our Way of Life. For the past two years, under the Pandemic the safety of our staff and Tribes has been paramount. Our region was hard hit by Covid-19 and witnessing our community's resilience has been a powerful source of strength. Our collective endurance and compassion is what I see when I look back at what we have experienced. Covid-19 has touched us all – every person, family and community. Again, although we have come a long way, we can not lift our guard up yet.

In the next few years, I expect AVCP to be even more prepared, organized, and vibrant as we continue to provide services to our Tribes and continue to work towards improving, at all levels, our services to our people.

In closing, the work of AVCP is driven by the voice of our Tribes. We continue to be driven by the needs of our region and are committed to improving the services to our Tribes. I would like to thank the AVCP staff for all the hard work and innovation we have come up with to keep our doors open under the Pandemic. We have faced every challenge that our region and AVCP has faced head-on with strength. Thank you.

Vivian Korthuis, CEO

About Us

The Association of Village Council Presidents (AVCP) is a regional non-profit tribal consortium comprised of the 56 federally recognized tribes of the Yukon-Kuskokwim Delta. The geographic boundaries of AVCP extend from the Yukon River village of Russian Mission downstream to the Bering Sea coast, north up through Kotlik and south along the coastline to Platinum, and then extending up the Kuskokwim River to Stony River, including Lime Village on the Stony River tributary. The area encompasses approximately 6.5 million acres, or 55,000 square miles, in Southwest Alaska

Proudly Serving 56 Tribes since 1964

- | | | | |
|------------------------------------|-------------------|------------------|-------------------|
| 1. Akiachak | 14. Chuloonawick | 28. Kotlik | 42. Ohogamiut |
| 2. Akiak | 15. Crooked Creek | 29. Kwethluk | 43. Oscarville |
| 3. Alakanuk | 16. Eek | 30. Kwigillingok | 44. Paimiute |
| 4. Algaaciq | 17. Emmonak | 31. Lime Village | 45. Pilot Station |
| 5. Andreafski | 18. Georgetown | 32. Marshall | 46. Pitka's Point |
| 6. Aniak | 19. Goodnews Bay | 33. Mekoryuk | 47. Platinum |
| 7. Asa'carsarmiut | 20. Hamilton | 34. Napaimute | 48. Quinhagak |
| 8. Atmautluak | 21. Hooper Bay | 35. Napakiak | 49. Red Devil |
| 9. Orutsararmiut
Native Council | 22. Iqugmiut | 36. Napaskiak | 50. Scammon Bay |
| 10. Bill Moore's Slough | 23. Lower Kalskag | 37. Newtok | 51. Sleetmute |
| 11. Chefnak | 24. Upper Kalskag | 38. Nightmute | 52. Stony River |
| 12. Chevak | 25. Kasigluk | 39. Nunakauyak | 53. Tuluksak |
| 13. Chuathbaluk | 26. Kipnuk | 40. Nunam Iqua | 54. Tuntutuliak |
| | 27. Kongiganak | 41. Nunapitchuk | 55. Tununak |
| | | | 56. Umkumiut |



avcp.org



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Executive Board



EDWARD J. ADAMS SR.
TRADITIONAL CHIEF



NELS ALEXIE
2nd TRADITIONAL CHIEF



THADDEUS TIKIUN JR.
At-Large / CHAIRPERSON

UNIT 1



CYRIL OKITKUN
Kotlik, Hamilton, Bill Moore's Slough

UNIT 2



SCOTT HESS, SECRETARY
Asa'carsarmiut, Pitka's Point,
Andreafski, Algaaciq

UNIT 3



JULIA DORRIS
Aniak, Chuathbaluk, Crooked Creek,
Georgetown, Lime Village, Upper
Kalskag, Lower Kalskag, Red Devil,
Napaimute, Sleetmute, Stony River

UNIT 4



MARTIN ANDREW, TREASURER
Akiachak, Akiak, Kwethluk, Tuluksak

UNIT 5



JAMES PAUL VICE-CHAIR
Napakiak, Napaskiak, Oscarville

UNIT 6



MARY ALBRITE

Atmautluak, Kasigluk, Nunapitchuk

UNIT 7



JOSEPH JOSEPH

Kipnuk, Kongiganak,
Kwigillingok, Tuntutuliak

UNIT 8



JOSEPH ASULUK SR.

Chefornak, Mekoryuk, Newtok,
Nightmute, Toksook Bay, Tununak,
Umkumiut

UNIT 9



HARLEY SUNDOWN

Chevak, Hooper Bay, Paimiut,
Scammon Bay

UNIT 10



HENRY SMALL

Eek, Goodnews Bay, Platinum,
Quinhagak

UNIT 11



ROBERT HOFFMAN

Orutsararmiut Native Council

UNIT 12



CHRISTINA CHANGSAK

Pilot Station, Marshall, Ohogamiut,
Iqumiut

UNIT 13



RAYMOND ONEY

Alakanuk, Chuloonawick, Emmonak,
Nunam Iqua

AVCP Service Delivery Model

The Executive Board of AVCP is made up of representatives from 13 Units in the Yukon-Kuskokwim Region. In 2017, AVCP's Executive Board underwent a comprehensive strategic planning session. They identified seven strategic objectives to guide the work of AVCP. All programs and administrative support functions at AVCP work to fulfill these objectives.

- Be Resilient
- Be the Leading Model
- Ensure our Stability
- Grow Our Own
- Improve Regional Unity
- Strengthen Regional Voice & Programs
- Support Tribal Self-Determination

The tribes of the region have also established three top priorities to be addressed, region-wide. When AVCP delivers services to the region, the focus is on these priorities. Learn more about our priorities on the following page.

1. Public Safety
2. Economic Development
3. Community Wellness

Combined, these strategic objectives and priorities set the course for AVCP's programs and services. We work hard to effectively deliver the resources that improve the quality of life for our people.

AVCP's service delivery model has been developed by us, to fit our region's needs. It works on a framework that is familiar to our tribes and has proven to be effective by directing services to four levels: in the communities, at the sub-regional level in hub communities, through AVCP headquarter locations in Bethel, and beyond the region.

Administrative Support

The Administrative Support Department supports every function of AVCP to ensure our organization is accessible to clients and the community; our departments can collaborate and communicate efficiently and effectively; and AVCP's voice of the Region is heard. Our Department provides receptionists, facilitates events logistics, books event space, and provides executive support to the Executive Board, Chief Executive Officer, and the Executive Team.

2022 Accomplishments

COVID-19 Support:

- Since the COVID-19 pandemic began, we have continued ordering personal protective equipment (PPE), including hand sanitizer and face masks, for staff; recorded and distributed notes for AVCP's COVID-19 task force, all-staff

Convention Planning:

- Participate in the AVCP's Convention Planning Team, which includes coordination of COVID-19 mitigation and contingency plans for the 2022 Annual Convention.
- Update the AVCP Award nomination form for the AVCP Convention.

Emergency Call Tree:

- Update emergency call tree based as needed.

Processing Mail:

- Process incoming packages and postage for outgoing mail.

Receptionist Procedures:

- Update receptionist procedures as needed.

AVCP Department Listing (Main Number):

- Work with IT and Department Managers to update staff extensions that calls get transferred to at each department's Main Number. This listing was also listed on the AVCP website and distributed to the AVCP Tribes.



Facilities, Fleet and Safety

The Department has 2 custodians, 3 maintenance men, an electrician, and a director. They perform routine maintenance and cleaning on a daily basis, and capital improvements usually in the summer months.

The company has 3 office campuses with 45,000 square feet of floor space, the Head Start facility, and a 44,000 square foot storage facility, and all associated parking, and storage grounds.

Construction / Capital Type Projects

Lomack building:

- Rebuilt the sewer lift station.
- Installed a hard insulated ceiling in the server room to minimize temperature fluctuations.
- Added additional vehicle head bolt heater outlets.

Head Start:

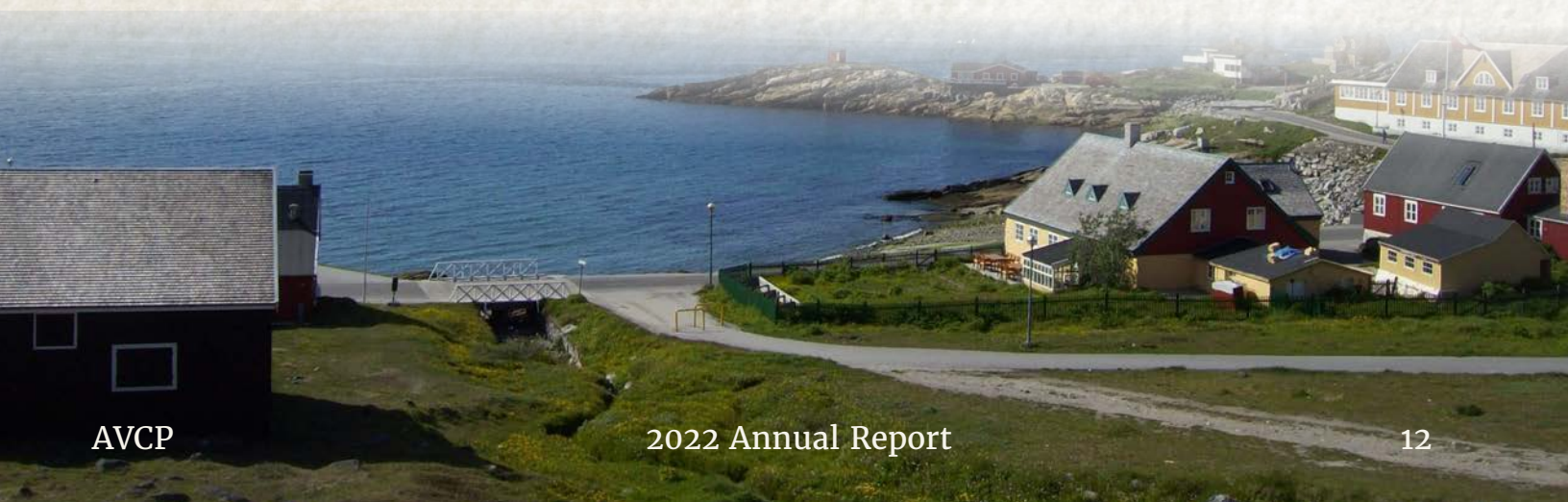
- Removed and replaced a portion of the wood utilidor.
- Leveled the water and sewer connector lines to the city mains.
- Replaced the subfloor and floor covering in a bathroom.

Family Service Center:

- Replaced the utilidor between the 100 and 200 buildings.
- Removed and installed new office furniture in the 500 building.

Central Storage:

- Installed a bar type security door.
- Cleaned up the storage area, disposed of damaged and non-serviceable items.





Company wide:

- Advertised and selected an Architectural firm to develop as-build drawings showing square footage by room.
- Audited key issuance receipts by employee.
- Continued with Lock replacement to match existing lock and key system.
- Developed a check list, and location for each fire extinguisher within our buildings.
- Developed a check list, and location for each emergency light, exit light, and smoke detectors within our buildings.
- Advertised and selected a contractor to inspect and test a fire alarm system, and all of the fire extinguishers.
- Advertised and selected a mechanical engineering firm to review the heating system in the 100 building that provides heat for the 200, 300, and 500 buildings. They developed a heating system up-grade plan and layout.

Communications

The Communications Department focuses on increasing transparency and access to AVCP services through the development of multimedia and dissemination of information across the following platforms: avcp.org, social media, newsletters, and more.

Grow Our Own

During the second half of 2021, Communications locally onboarded a new Communications Director. Currently, the Communications Department is fully staffed by people from the region, thus demonstrating strides towards the company wide goal of growing our own.

Communications was unable to host any in-person trainings or make any trips for content due to COVID-19 safety precautions. We compensated these setbacks with more virtual services and second-hand allocation of content.



Gage Hoffman, Communications Director

2022 Accomplishments

Ashley Johnson-Barr Campaign

Ashley Johnson-Barr Day is a time to honor Ashley Johnson-Barr's life and memory by taking action to protect children like Ashley. AVCP's Missing and Murdered Indigenous Peoples (MMIP) Taskforce challenged our region to take action over the eight days prior to the 12th to honor the eight days that Ashley was missing. From March 5th to March 12th, AVCP shared tips for living out the principles of Elluarluteng Ilakutellriit for healthy living, as well as MMIP resources in the region and State.

Murdered and Missing Indigenous Peoples (MMIP) Service Delivery Guide

The AVCP MMIP Taskforce and Communications department worked with contractors as well as staff to create a service delivery guide, outlining the problems faced by Native Americans all throughout the United States and Canada. The guide provides information on statistics, prevention, and resources for those who are affected by the ongoing problem of missing and murdered indigenous peoples.

Multimedia Platforms



Changes to avcp.org

- Updated careers page (now includes salary range and expiration date for positions)
- Created a “newsroom” to increase transparency and to make our press releases easier to navigate
- Created a contact and online process for media inquiries



Facebook

- Facebook followers: We have experienced a 9.9% increase of followers from 2021 to 2022. 2021 saw 5440 while in 2022 we have currently reached 5,981, most of whom are from within the region.
- We hosted the 2021 AVCP Annual Convention, the recording of which is available on our Facebook.
- We created two new Facebook accounts to serve as clearinghouses of information for specific departments/divisions.
- We have seen an increase of engagement that correlates with the increase of posts we had this year. Now that the Communications department is fully staffed, a regular schedule of posts and campaigns is possible to further engage with the region.



Twitter

Twitter followers have remained at around 269 with various ups and downs in subscription. This platform’s audience tends to be from out-of region. The audience is also made up of sister organizations and other community driven companies in other areas of Alaska and the United States.

Most in-region consumers and tribal members prefer to use Facebook.



LinkedIn

LinkedIn is an American business and employment-oriented online service that operates via websites and mobile apps. The platform is primarily used for professional networking and career development, and allows job seekers to post their CVs and employers to post jobs. AVCP’s hiring process is done through our personal website, but we do use this platform to advertise jobs and initiatives within the region.

Finance

Financial Services provides all of the accounting and financial services to AVCP. We pay the bills, collect the cash, provide support for travel arrangements (through Concur) and cash advances for travel expenses, provide payroll services, procurement services, and answer questions about our work that anyone needs to use for their operating or reporting purposes. Our internal accounting systems collect all of the financial activities of the company, stores them, and provides data for grant and budget reporting that Grants and Compliance uses for its reporting, monthly budget to actual reviews with each of the programs, and for requesting the grant funding that pays our bills and your paychecks.

2022 Accomplishments

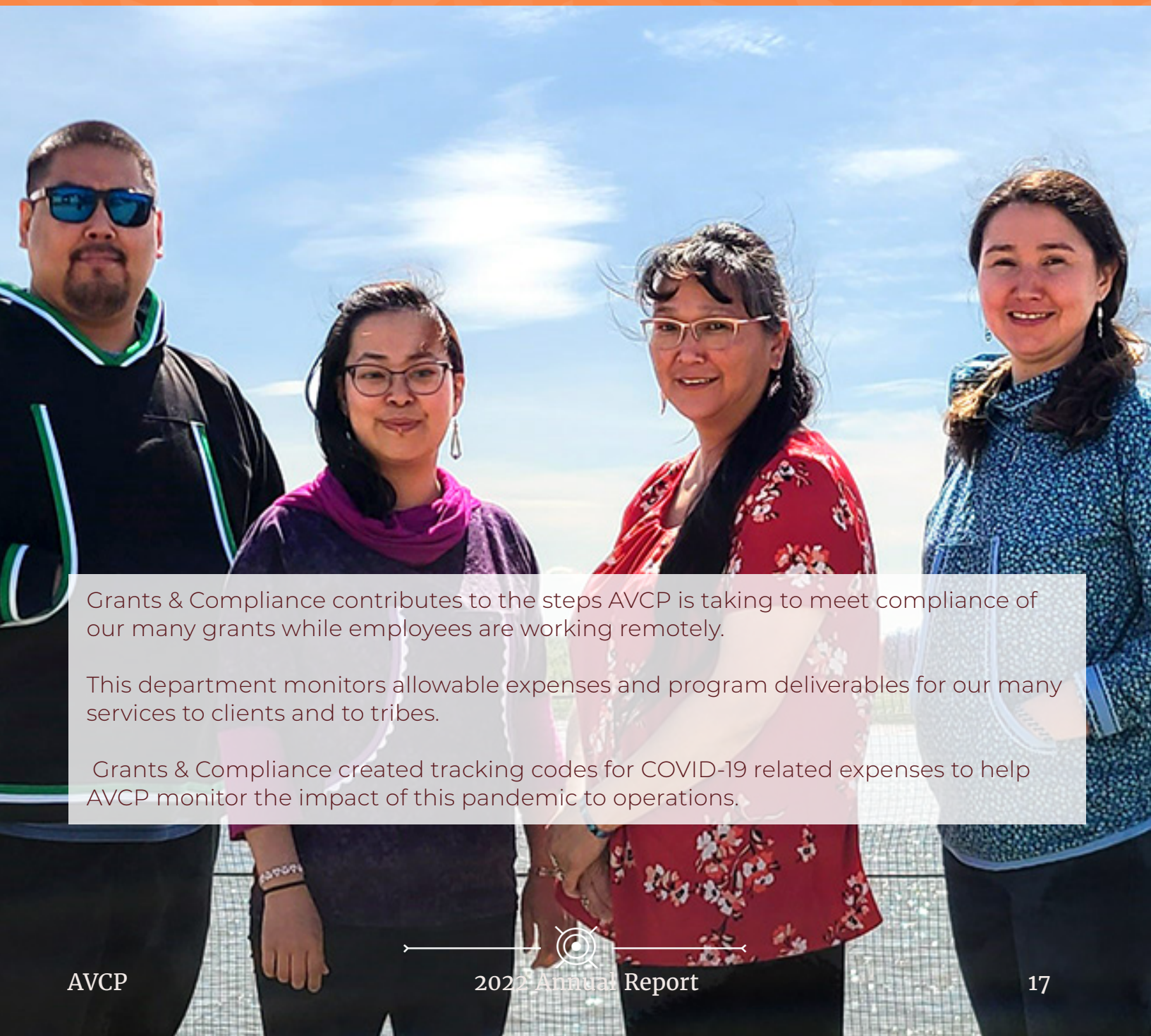
- Rolled out Concur administration to the departments enabling travel approvals to be made at the program level reducing time and empowering staff to manage their scheduling.
- Instituted a root cause mentality so when fixing a problem changing a work flow we solve instead of prolonging the inefficiency.
- Discussed staff building with staff identifying personal standards of excellence for our work product, accuracy and timeliness of reporting.
- Trained on the fundamentals of financial methods and statements demonstrating how each individual's efforts impacts and affects specific parts of the financial statements.

Looking Forward

- Train and staff the finance department to perform the most important finance and accounting functions in Bethel that will help AVCP evaluate and improve its current operations and plan its future enhancements to the mission.
- Further organize staffing in traditional accounting roles, documenting policies and procedures, setting personal goals for job enhancement and career development for each of the staff members.
- Assist in the identification and transition to a new Retirement Plan Administrator.
- Assist in the identification and transition to a potentially new payroll and benefits administration software package that will significantly improve on efficiencies.

Grants & Compliance

The Grants & Compliance Department is a clear sign of AVCP's growth and progress under the Quality Improvement Process. It was created in 2016 to support AVCP's programs, the audit process and assist AVCP's administrative departments. As the lead for financial reporting of AVCP's many grants, Grants & Compliance supports accuracy and accountability in grant reporting to funders, supports programs with budget to actuals and the budgeting process, supports internal controls procedures and the Finance Department in preparing for annual audits, and assists with required reporting to grantors.



Grants & Compliance contributes to the steps AVCP is taking to meet compliance of our many grants while employees are working remotely.

This department monitors allowable expenses and program deliverables for our many services to clients and to tribes.

Grants & Compliance created tracking codes for COVID-19 related expenses to help AVCP monitor the impact of this pandemic to operations.

Human Resources

AVCP has between 350-400 employees in the region at any time. Over half of our employee's work and live in our 56 villages, and 97% are Alaska Native. AVCP contributes about \$25 million in per year in wages and fringe benefits.

Human Resources (HR) takes very seriously the strategic objective to Grow Our Own, and assists the organization in recruiting, onboarding and retaining skilled and qualified employees to support AVCP in its mission. Our work has three focus areas of Employee Support, Benefits Management, and Staff Development. This past year we've made significant improvements in the following ways:

Employee Support

- We have made significant changes to our hiring process, that will allow us to cut down on the time it takes to fill positions.
- Supporting the Finance Department in accurately reporting on AVCP transactions to prepare for an on-time audit of FY 2021 to conclude by the 2022 Annual Convention
- Working within the Retirement Committee to update the current Retirement Platform.

Staff Development

- On top of the intense virtual training on Mid-Level Management Skills. We were able to offer monthly training on topics that the AVCP staff asked for.
- We completed the following 8 trainings, that were chosen by the AVCP staff:
 - MS Excel 2016 Essentials
 - Handling a Difficult Customer
 - Team Building for Success
 - Leadership Development
 - Conflict Management
 - Prioritizing & Goalsetting
 - Effective Communication Skills
 - Supervisory & Management Skills

Benefits Management

- We continue to work closely with MetLife our Dental, Vision and Life provider as well as the Federal Employees Health Benefits Program that supplies our Health Benefits.
- We continue to work closely with Lincoln Financial, our current Retirement provider.
- We were able to complete a compensation study and make the changes to better our processes.

Information Technology

Vision Statement - Deliver the best possible Technology for AVCP.

Mission Statement - Working together to meet the Technology and Resource needs of AVCP, while proactively Providing Value through innovative IT solutions. This includes support of day-to-day Operations of AVCP; maintenance and support of software and hardware; standard application(s) and network systems, and other standardized data processing systems.



The COVID-19 Pandemic forced IT to look at systems and allow flexibility and connectivity to AVCP systems. Added Initiatives for deployment in 2021 included connectivity enhancements such as Horizon: a Virtual Desktop Infrastructure deployment to allow more efficient access to AVCP systems; as well as OKTA for added security to AVCP cloud based logins.

Top 2021 IT Strategic Initiatives Completed

Operational Efficiency:

- Provide strategic-level IT leadership to the Organization, through continual improvement of existing IT Services.
- Infrastructure Enhancements: Networks are connected - meeting >90% of the Business Need.
- Exchange Email Server Upgrade: Email Server Upgrade required as older software is no longer supported.
- OKTA - MultiFactor Authentication: Including one click access AVCP Web Based applications ADP, Microsoft 365, Concur and VDI.

Governance & Staffing:

- Becoming a Proactive IT Department through implementation of the new IT Organizational Chart, IT Staff development, incorporating ITIL Standards.
- Business Process Alignment: Direct Support provided for OSG Programs through Systems Analyst position (paid through OSG Realty Funds).

Cloud & Resilient Systems:

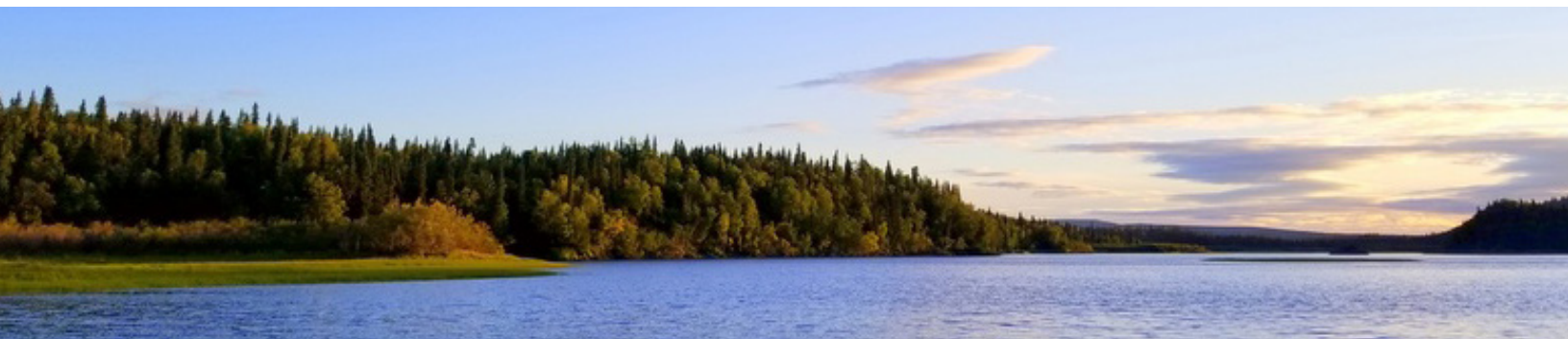
- Ensure the IT Department, Systems and Infrastructure are Administered and Managed effectively, while planning for the future of IT and the organization.
- VMWare Hosts: Upgrades of current Production Servers for faster processing and data response times. Current Production Servers re-deployed as Disaster Recovery Backup.
- Server Room Enhancements: UPS Battery Backup systems were upgraded. Working with Facilities for optimal environment Air Conditioning systems.

Strategic Projects and Initiatives:

- PC Refresh: PC Refresh orders were processed by Quarter 2. COVID-19 Affected quotes, delivery dates and turn around times for PC Delivery from our Vendor, extending delivery times through Quarter 3 of 2021.

Remote Work Enhancements (COVID Response continued from 2021):

- VDI Implementation completed. Village and Remote users access verified to RiteTrack, MIP and Microix.



2022 High Priority IT Strategic Initiatives:

2022 High Priority IT Strategic Initiatives: Since IT has expanded in 2017, IT has spent the last 4 years focusing on upgrading systems and workflows to better serve AVCP. In 2022, we are beginning to take the next steps on Improving IT Services, creating further efficiencies, so that AVCP can provide the best possible service to AVCP clients. Below are Initiatives that will allow IT to reach our goals.

Operational Efficiency:

- Provide strategic-level IT leadership to the Organization, through continual improvement of existing IT Services.
- New AVCP File Server - deployed following the AVCP org chart.
- AVCP Email Upgrade to the latest Software, assisting in protection of AVCP email - Completed, May 2022.

Strategic Projects and Initiatives:

- Securing AVCP: IT will be focusing on Security to protect AVCP systems and networks. IT has selected a Vendor to deliver AVCP's first Security and Vulnerability Assessment.

Governance & Staffing:

- Becoming a Proactive IT Department through implementation of the new IT Organizational Chart, IT Staff development, incorporating ITIL Standards where applicable.
- Employee IT/HR/Finance Streamlined process: Simplifying the AVCP onboarding and exiting processes, with the expectation of automating user account creation across multiple platforms.
- Strategic Projects & Initiatives added for all Departments and Programs: This is complete! the 2022 IT Strategic Plan now includes Initiatives with AVCP Divisions and Admin Departments.
- IT Systems Refresh Cycles: The IT Department has selected a PC Refresh Vendor through 2028.

AVCP Strategic Projects and Initiatives:

- The IT Strategic Plan includes agreed upon Initiatives as a result of meetings with Divisions and Departments at AVCP. We are excited to continue to assist AVCP in delivering the best possible services for the people of the YK-Delta.

Cloud & Resilient Systems:

- Ensure the IT Department, Systems and Infrastructure are Administered and Managed effectively, while planning for the future of IT and the organization.
- Adobe Sign / Adobe Pro for Electronic Approvals: Assist AVCP with the Paperless Initiative.

Legal

The Legal Department continues to manage contracting and negotiations and provide compliance support for AVCP. In 2022, we transitioned to a virtual help ticket solution, making it easier to assign, track, and complete legal requests for assistance. We also processed approximately 350 contracts/agreements, continued to support the Alaska Tribal Child Welfare Compact through the legal working group; revamped AVCP's policy drafting and training process; successfully concluded 105(l) lease negotiations with BIA; and supported AVCP's intervention in *United States v. Alaska et al.*

Other 2022 highlights include supporting AVCP in several advocacy initiatives, including staffing the AVCP MMIP Working Group, co-hosting the Alaska Area VAWA Alaska Tribal Public Safety Empowerment webinar, supporting AVCP's participation in the NBSCRA Coalition, and preparing for and/or participating in federal tribal consultations and giving Alaska State Legislature testimony.

Our two guardians ad litem (GALs) continued representing the best interests of approximately 200 children in the custody of the State of Alaska Office of Children's Services through participation in court hearings, treatment team meetings, and visitation. Our Child Advocacy Team also advocated for child welfare at the national level, by providing FASD education at national child welfare/maltreatment conferences.



Office of Self Governance & Compacting

AVCP and the United States of America, Office of Self-Governance (OSG) have an agreement which provides funding for essential operations of Bureau of Indian Affairs (BIA) programs on behalf of Tribes that elect AVCP as their service provider. The OSG Compact provides AVCP with enhanced flexibility and control to negotiate the provisions and terms that aim to improve service delivery to member tribes. This Compact enables AVCP working through and with participating Tribes to redesign programs, activities, functions, or services according to Tribal priorities to enhance the effectiveness and long-term financial stability of Tribal governments. The Compact enables AVCP to plan, conduct, consolidate, and administer Compact Programs or portions thereof, administered by the Department of Interior other than through BIA to the extent as provided in the annual funding agreement.



Tribes may also elect to contract for these programs directly with the BIA under P.L. 93-638. Tribes may also elect to have select programs provided by the BIA directly. Some tribes currently provide services, or partial services, through a contract with the BIA. Contract support costs are provided to the entity responsible for providing the service for administrative costs associated with operations of the program.

In 2021, the OSG Service Delivery Plan was developed at AVCP within the Department of Compacting in partnership with Division Directors. The goal of this document is to educate tribes and staff about the benefits of being an AVCP member Tribe, OSG Compact programs that AVCP provides on behalf of our Tribes and the responsibilities Tribes have when they elect to Contract or Compact their own programs.

This plan was emailed to each Tribal Administrator in our region along with a request for a meeting with each Tribal Council. This plan defines the benefits Tribes and Tribal members receive when a Tribe Compacts individual programs with AVCP and provides details about each program.

Child Welfare Compact with the State of Alaska



The Child Welfare Compact with the State of Alaska continues to be defined and designed to transform Child Welfare by improving the lives and outcomes of Alaska Native Children in OCS custody. This agreement allows Tribes and Tribal Organizations to provide certain OCS services directly to Tribal members through the ICWA department. Negotiations for the Child Welfare Compact with the State of Alaska were held April 13 and 14, 2022 with plans to further negotiate this agreement in August.

AVCP sponsored resolutions of Continued Support for the Alaska Tribal Child Welfare Compact at the AFN Annual Convention in 2020 and 2021, which passed. AVCP continues to be an active member of the Child Welfare Tribal Caucus, with representatives serving on both the Legal, Data, Finance and Services workgroups.

The Compact's available scopes of work including:

- Family contact
- Initial diligent relative search
- Ongoing placement search
- licensing assist
- Safety Evaluation of Relative Homes

AVCP compacts for four services which we provide to our ICWA Compact tribes.

Programs Overview – CPO Report

The New Normal

AVCP provides an incredible array of vital services to our Tribes and Tribal Members in every community throughout our vast region. Over the past two years, our service delivery model has been deeply tested by a global pandemic. The first 18 months we pivoted, moving services online as need be, finding creative ways to connect with our clients, and keeping everything going. We have given credit many times to the 2016 Executive Board for setting us on the path of continuous Quality Improvement that has allowed us to grow, adapt, and lead through the adversity of the past few years. It is clear now that COVID is not going away, and so we have begun to integrate many of the changes we had initially thought temporary, and we are adjusting our expectations to match this new reality. As we take stock of the past few years, we celebrate our accomplishments and evaluate our areas of struggle, but no matter what we keep moving forward with our eye always on the future.

Division Development

As we have been reporting for the past few years, AVCP's programs are undergoing a huge transition. This work began in 2017 and has resulted in the creation of the six-division structure. Prior to the division structure, AVCP operated 25 separate programs, many performing similar functions. With the division structure we are in the process of consolidating the program services under each division, in order to provide better access to services for our clients, maximize efficiency in our programs, and ultimately expand program services. This complex work has taken significant time to implement, but the improvements we have already seen are incredibly encouraging, and we are excited to share all that we have accomplished with in this past year.

COVID-19 Impact on Division Development

As with life, COVID-19 continues to impact all aspects of work at AVCP. At last year's convention we were joyously anticipating a steady decline in the pandemic and a return to normal, and we had set an ambitious goal to complete the division development work by the end of 2022. However, COVID and the multiple new variants over the past year have since impacted those plans. After a soft re-opening last fall, AVCP went back to remote work over the winter as the COVID infection numbers spiked. The overall impact was a significant delay in the progress of work during another approximately six-month period of 2021-22. This in turn has impacted the division development work. We are very excited to share all the work we have been able to accomplish this past year, but we acknowledge we still need another year to complete the development of our divisions.

RiteTrack and Program Software Implementation

One of the major division development initiatives for our Family Service Center programs during the past two years is the integration of AVCP's client-based programs into one consolidated software system called RiteTrack. I am pleased to report that with the support of Tiwahe and our IT department, we have made enormous progress in the RiteTrack software development since last fall. By the time of our 2022 Annual Convention, we will have six programs fully-implemented in RiteTrack, and a seventh in the planning phase. The end goal for our RiteTrack implementation is to integrate a total of eleven programs in all, and we anticipate finishing this work by third quarter 2023.

The benefits of this integrated software system continue to multiply the deeper we get into each program's planning phase and we uncover more points of intersection between our programs and their data requirements. Many of our programs are now able to access client information across programs, so that clients are not required to produce the same sensitive documents multiple times. Additionally, for AVCP clients who are requesting additional services, we are able to provide more comprehensive wrap-around services, and this will only continue to grow the more programs we add.

In addition to the eleven programs entering RiteTrack, we have also begun working on software solutions for our Resource Center programs, starting with our Realty and Cultural programs, and we anticipate reporting the results of this planning at next years' convention. The end result of all this work aligns with the overall goal of division development, to increased efficiency in eligibility determination and program delivery, which means increased access and services overall for our clients.

Growing Our Own

Historically, one of the biggest challenges our programs face is the hiring and retention of qualified employees, and the pandemic has only made this situation worse. In response, we in the Executive Team made developing our workforce a strategic priority for 2022 and created the People Team to assist with studying and developing recommendations. However, this is not a new focus area for AVCP and since the start of the Quality Improvement Process in 2016, growing our own workforce has been a key strategic goal. Throughout the division development we have implemented a grow our own strategy at every level, and you will hear reporting from every division about the progress we have made in this work over the past year. For example, every division now has an entry-level position for almost every program. These positions provide considerable on-the-job training for people with limited work experience. Additionally, this past year we really focused on developing the career ladders within each division and program. These ladders build from our entry-level positions, allowing staff to continue to grow their skills over time. Finally, on the program-side we have implemented several new initiatives to develop our workforce, like our Ciunerkiurvik Ciuliqagtarkanun program, which means "A place set forth for future leaders," and is a 12-week supervisor training program that we developed in 2021, and that has now graduated over 25 participants.

Natural Resources Subsistence Strategic Plan

The subsistence crisis in our region over the past two years has dominated the work of our Natural Resources program, and members of our Executive Team, and in 2021 it stretched us to our capacity. Recognizing how vital this work is, with dozens of critical mammal, waterfowl, and fish resources throughout the region that provide not only food but are the foundation of our way of life, we realized we needed to stop and take the time to create a Subsistence Strategic Plan to guide our growth and development in this area over the next 3-5 years.

This planning began with our core internal team, led by Vivian Korthuis our CEO, and included myself, Joy Anderson General Counsel, Jennifer Hooper Natural Resource Program Manager, John McIntyre, the Lands & Cultural Resources Division Director, Paige Jones Forestry Specialist and Gage Hoffman Communications Director, and included a special strategic planning session with our Executive Board. Through this work we have identified the 3 main focus areas of our program:

1. The monitoring of all the AVCP region resource management;
2. The education of our Tribes and Tribal Members, stakeholders and resource managers about resource management and the impacts of climate change and federal, state and international policy; and
3. Advocacy.

To achieve these goals we must increase our capacity. The plan we have developed will better integrate Executive Board level guidance and leadership, greatly increase our communications capacity, and grow the next generation of subsistence protectors and advocates.

See you in September!

AVCP has demonstrated time and again its ability to grow, adapt, and change to meet the needs of our region through the strength, support, and guidance of our Tribes. We look forward to sharing with you at our fall convention the successes of this past year.

Quyana.



Benefits Division

The Benefits Division is comprised of the former Social Services and Temporary Assistance for Needy Families (TANF) Departments. The Benefits Division provides multiple assistance programs for the AVCP region, outlined in the programs section below.

As part of the Benefits Division implementation, a strong partnership has been created with the Workforce Development Division. The Benefits Division has streamlined the application process to ensure that clients in the AVCP region can meet with a designated Workforce Navigator in-person on a weekly basis. The Navigator provides case management while the Benefits Division focuses on case work and eligibility functions.

The Benefits Division will be 95% complete by the end of 2022

Programs In The Benefits Division

Cash Assistance:

AVCP provides cash assistance through two funding streams. TANF is a temporary assistance program that assists needy families with dependent children under the age of 18, or families with children under the age of 19 who are still enrolled in school as full-time students. Welfare Assistance, under the Office of Self-Governance program, is for tribal members that do not qualify for TANF.

AVCP TANF also provides supportive services to pregnant women in their last trimester of pregnancy that have no other children. The program provides services to all clients, regardless of nationality, who qualify for services under the four purposes of TANF:

1. Aid needy families with children so that they can live in their own homes or the homes of relatives;
2. End dependence of needy parents on government benefits through work, job preparation, and marriage;
3. Reduce out of wedlock pregnancies; and
4. Encourage the formation and maintenance of two-parent families.

The goal of our TANF program is to provide comprehensive services that meet the basic needs of the families in our region, while enabling them to become self-sufficient through strengthening families.



Energy Assistance

AVCP's Energy Assistance Program is funded by the federal Low-Income Home Energy Assistance Program (LIHEAP) block grant. The following energy assistance services are provided to 40 compacted tribes: Heating fuel, electricity, gas/motor oil, or harvested wood benefits paid directly to vendors.

The Weatherization program helps households with a new Toyo stove or wood stove if needed. The program also provides repair parts and doors to homes that are approved for energy assistance. This program also offers crisis assistance with emergency home heating or electrical needs beyond that of the Energy Assistance program.

Burial Assistance

Burial Assistance is an indigent burial program. Assistance is available only in the absence of other resources. The Burial Assistance program assists families with expenses such as a modern or homemade casket, freight or charter for the casket, or funeral home bill. An application will be accepted from the surviving spouse or, in the absence of a surviving spouse, the relative responsible for making the arrangements.

Crisis Assistance

The Benefits Division provides crisis or emergency food, diapers, rent, and other assistance to families eligible for cash assistance on a short-term, non-recurring basis. In addition, this division also manages the OSG Emergency Assistance program that can help families who have suffered from loss due to flooding or fires.

Title VI Elders Meal Program

This program is to help older Americans ages 60 and older with a supplemental meal to help alleviate possible food insecurities. AVCP contracts with school districts to provide a daily school lunch to elders in the 12 communities that this program serves.

Division Development Accomplishments in 2022

In the fall of 2021 the Benefits Division was able to successfully combine programs into one cohesive division. This revolved around the creation and approval of a single source Benefits Application. Completion of the application allows tribal members to be approved for multiple AVCP programs and State of Alaska Division of Public Assistance services through a one stop shop service.

The Benefits Division, with the support of the Workforce Development Division's Workforce Navigators, have streamlined the process of monthly case management. Because of the commitment to improve service delivery, client's benefits are often received on time if not early when meeting program requirements. The Benefits Division has decreased its personnel while helping the Workforce Development Division increase theirs. The movement of personnel from one division to another has ensured that there is staff up-front and present in the communities. These Workforce Navigators work directly with tribal members, helping them with applications and ongoing support. This change in processes has also helped increase accuracy, decreasing duplication of work and ultimately reducing waste.

2023: Looking Ahead

The AVCP Benefits Division has outlined the need for greater grant spending while increasing client numbers. The Benefits Division is working in partnership with the Workforce Development Division to organize application drives in communities not serviced by a Workforce Navigator. They are also looking at ways to increase trainings in the AVCP region to target TANF families, helping them become self-sufficient.

In the Fiscal Year 2023, the Benefits Division will be implementing a year-round LIHEAP program. This will help individuals or families who might need energy assistance in the gap part of the program year, so they may receive assistance when the program has been historically closed. This is a big change for AVCP Benefits Division because it will require greater financial oversight and creation of additional programs.

As stated previously, the Benefits Division implementation is 95% complete. The last project that the division will be undertaking is the integration of the Title VI Elders Meal program into the Family Services Division. This will hopefully take place at the end of 2022 or early 2023.



Program & Spending Metrics

The AVCP Benefits Division has been fully operational during the COVID-19 Pandemic. A large influx of funding has been observed, hitting the AVCP region from various one-time funding awards (i.e. The American Rescue Plan Act). These funding sources helped sustain families in various financial and supportive ways. It is also worth noting with this increased funding we saw a decrease in need for programmatic support. The total number of clients served in 2020 and 2021 has been considerably lower than clients served in previous years. The same trend is predicted for 2022.

TANF	2020	2021
Clients	3962	2138
Assistance	\$2,474,659	\$1,935,023

Burial	2020	2021
Clients	23	17
Assistance	\$42,091	\$32,176

LIHEAP	2020	2021
Clients	1765	1227
Assistance	\$2,348,945.00	\$2,226,241

- \$1.4 million was paid directly in onetime cash benefits to TANF clients, which was funded through the American Rescue Plan Act grant.
- \$204,000 was spent on produce and meat boxes delivered to Elders in communities that are serviced through the Title VI Elders Meal program.
- \$2.5 Million was budgeted on sub-award contracts with organizations and programs that provide direct services to children and youth in the AVCP region. These sub awardees include: The University of Alaska Anchorage (UAA), The Alaskan Native Science & Engineering Program (ANSEP), University of Alaska Fairbanks (UAF), 4-H, and Campfire Alaska.



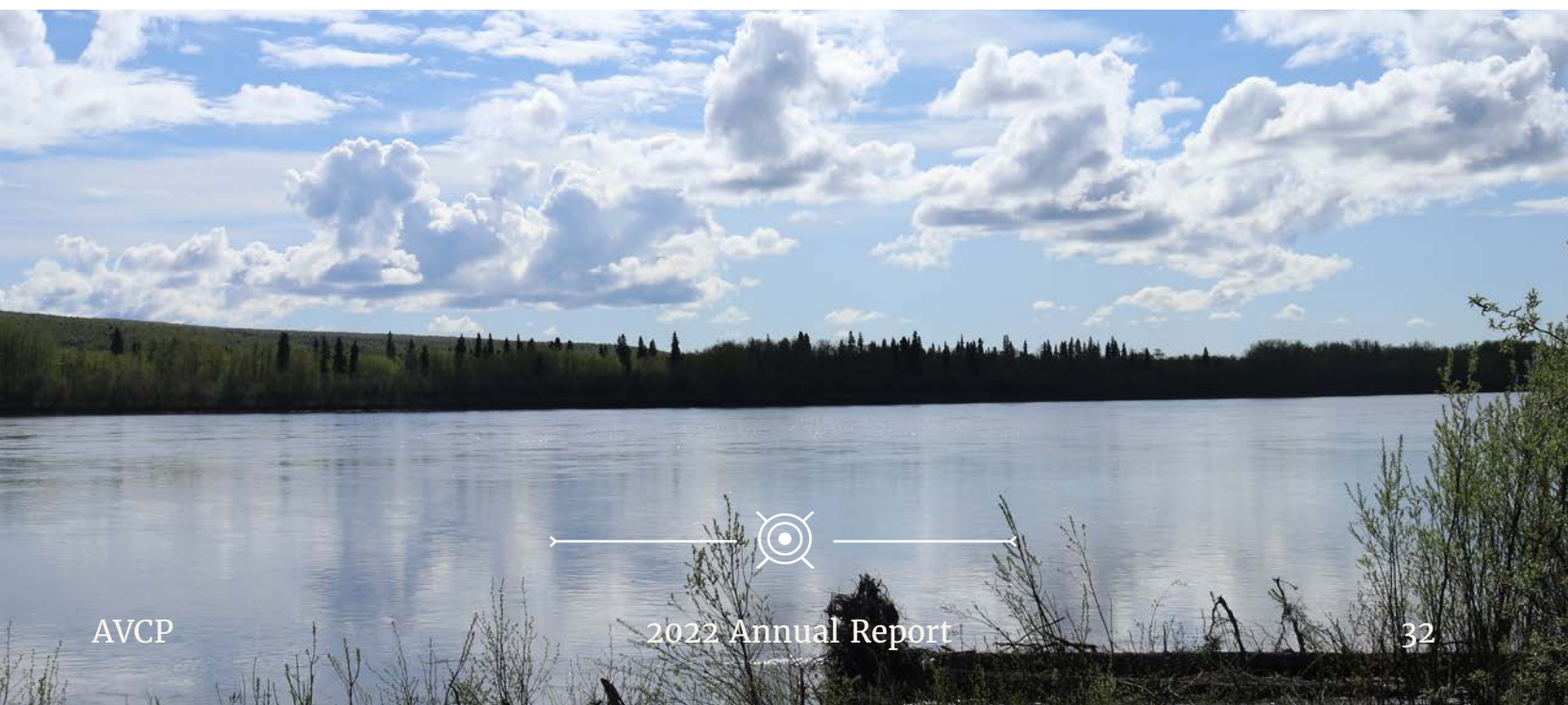
Workforce Development Division

The Workforce Development Division integrates Education, Employment and Training services with Tribal Workforce Development services into one service delivery model. This division helps tribal members across the region to identify and remove employment barriers and to gain the skills necessary to be self-sufficient.

The core services of Workforce Development Division include:

- Nurturing individual self-sufficiency and the economic well-being of the AVCP region.
- Assists in eliminating any barriers to employment.
- Serving as a focal point for local and regional workforce development initiatives.
- Preparing tribal members for jobs.
- Serving as an employment resource in AVCP communities.
- Providing a one-stop shop for clients to access benefit services in rural villages.
- Growing our own workforce.
- Providing Child Care support.
- Scholarship and Training Programs
- Cash Assistance Case Management services
- General Educational Development (GED) Services
- Johnson-O'Malley (JOM) program
- Summer Youth Employment Training and Youth Programs
- Employment and subsistence activity support for Tribal Members with Disabilities

The Workforce Development Division will be 95% complete by the end of 2022



Programs in the Workforce Development Division

Vocational Rehabilitation

The Vocational Rehabilitation program (VR) provides guidance and counseling; equipment, supplies, and assistive devices such as hearing aids, iPads, pocket talkers, and wheelchairs; transportation; basic living costs; housing assistance; training and higher education; self-employment support and more. The program provides these services to tribal members with physical or mental disabilities with the goal of entering the workforce or maintaining employment. Being productive in a subsistence lifestyle is considered an employment goal under the program, so qualified tribal members are free to make use of these services. AVCP's VR Program serves all eligible tribal members in the AVCP region and is not limited to compacted tribes.

Child Care

The Child Care program in AVCP's Workforce Development Division provides a unique solution to the challenges of finding and paying for childcare. Through the Child Care program, tribal members who require childcare services to work, attend school, or provide for their families through subsistence activities, are provided financial assistance. These services are available for families with children up to 12 years of age, while children with special needs are eligible for care up to the age of 19. The Child Care program also offers employment opportunities for people in the AVCP region interested in becoming childcare providers. These child care providers are screened by the program and receive training and support; including health and safety training, CPR, and First Aid. The Child Care Program is set to begin integrating into the Family Services Division.

Tribal Workforce Development (TWD)

The Tribal Workforce Development program provides tribal members access to services designed to help nurture individual self-sufficiency and assist in eliminating barriers to employment. The goal of TWD is to help grow the workforce of the AVCP region through scholarships, training, employment assistance, and GED services. The Tribal Workforce Development program's Workforce Navigators are now working in a case management capacity for TANF Cash Assistance Clients.

Division Development Accomplishments in 2022

- Fully integrated Education, Employment and Training and Supportive Services into one service delivery model.
- Fully integrated TANF Cash Assistance case management into the Workforce Navigator model.
- Implemented Education Rental Assistance and Travel Scholarships for eligible students
- Coordinated an Emergency Trauma Technician Training in Kalskag, Alaska
- Held our first in-person Child Care Providers Conference and Workforce Development Division All-Staff Conference since the beginning of the COVID-19 pandemic
- Provided full time case management for TANF Cash Assistance clients.
- Completed software implementation for Vocational Rehabilitation into the Rite Track client software.

2023: Looking Ahead

The Workforce Development division's goals in 2023 include coordinating more in-region trainings for clients to utilize; provide workshops to help eliminate employment barriers for TANF cash assistance clients; strengthen our partnerships with internal and external resources (i.e. the Yukon-Kuskokwim Health Corporation (YKHC), Yuut Elitnaurviat, school districts, and tribes); design and implement the Youth Transition & Career Exploration Program and expand Vocational Rehabilitation school projects; increase Child Care providers and clients, visit tribal communities to provide updates and recruit TWD, Child Care, and Vocational Rehabilitation clients; and to expand the division's footprint in the region by opening another TWD Job Center (the location of which is yet to be determined.)

Program & Spending Metrics

Client Data

CC

Regular Child Care clients:	• 101 parents	• 252 children
Regular Child Care Providers:	• 262	
Cares Act clients:	• 77 parents	• 182 children
Cares Act Providers:	• 78	

TWD

- | | |
|---------------------------------------|---|
| • 487 Higher Education Scholarships | • 59 Education Rental Assistance Scholarships |
| • 77 Vocational Training Scholarships | • 10 Employment Assistance |
| • 89 Travel Scholarships | • 22 Active GED students |

SYETP

- 17 Tribes
- 122 youth

VR

- 85 Consumers

JOM

- 20 Tribes

Funding Data

CC

- Regular Child Care clients: \$649,866.00
- CARES Child Care Provider payments: In 2021 we spent \$697,000.00, to essential workers for child care services, care packages during the pandemic to support parents, children, and providers; including many masks, both adult and youth, cleaning supplies, fire extinguishers, educational materials, and health and safety supplies.

TWD

Higher Ed Scholarship:

- \$2,320,483.68 total
- \$4,765.00 per client

Vocational Training:

- \$479,108.35 total
- \$6,222.00 per client

SYETP

\$153,263.00

VR

Total amount spent on Consumers: \$120,000.00

JOM

\$21,993.00 on educational materials K-3rd grade

Family Services Division

The Family Services Division aims to provide family wellness services through a culturally relevant and holistic approach to address prevention, healing, and to promote healthy families. This division currently houses the Indian Child Welfare Act (ICWA), Healthy Families, and Head Start programs in a three-unit structure: Tribal Child Welfare, Prevention, and Youth & Child Services.

The core services of the Family Service Divisions include:

- Pre-K education, school readiness, and family support.
- Culturally based educational and wellness workshops with Elders.
- Early intervention and prevention case management for families.
- Advocacy, and legal representation in Child In Need of Aid (CINA) cases.
- Health and wellness prevention activities for families and communities.

The Family Services Division will be 50% complete by the end of 2022



Programs in the Family Services Division

Tribal Child Welfare Unit / Indian Child Welfare Act (ICWA)

The Tribal Child Welfare Unit (ICWA) is one of AVCP's largest programs with fifty-four (54) total staff located in Bethel, Anchorage, and throughout the AVCP Region. Community & Family Services Specialists, ICWA Advocates and contracted attorneys work to ensure that ICWA requirements are carried out in CINA cases where compacted Tribes have intervened. Their focus is to protect Tribal rights; keep children safe; keep families together; and keep families connected to their community and culture. In addition, the program provides services that help prevent the breakup of families; support relatives who have taken emergency or temporary custody of children; and engage families with healthy community-based events.

Prevention Unit / Healthy Families

The Prevention Unit was completed in November 2021. It is made up of the Healthy Families program and the Family Early Intervention and Prevention program. Working together, they strive to meet the program mission: "With guidance and support from our Elders, the Prevention Unit will provide culturally appropriate services to the AVCP region, to promote and support 'whole health' through the sharing, teaching and practice of our traditional values." To help achieve this mission, from year-to-year the program engages Elders from the AVCP region through a group called Qasgiq. Qasgiq is made up of two Elders from each AVCP unit and is a culturally rich Yup'ik training model that guides the Healthy Families team in service development and service delivery. This guidance ensures that the needs of individuals and families are met in a culturally appropriate way. Elder representatives from each unit are recommended by their tribal council. Throughout the year the Prevention Unit offers a minimum of eleven (11) Healthy Families workshops in Bethel. Each workshop is founded on Elluarluteng Ilakutellriit – a 'whole health' framework that illustrates the importance of our traditional practices, cultural values, and beliefs throughout the human life cycle. They create a time and space for people to come together for an opportunity to share experiences, learn from one another, and heal. Healthy Families Workshops benefit all AVCP Region Tribal citizens, parents, foster parents, and those working with families. They are a great resource for first responders, Tribal Court judges, and staff.



Youth & Child Services Unit / Head Start

The Head Start Program provides Pre-K education and school readiness for children ages 3-5 from low-income families by enhancing their cognitive, social, and emotional development. The program provides a learning environment for children to support the growth of language, literacy, and social and emotional development; while also emphasizing the role of parents as their child's first and most important teacher. This work builds relationships with families while also supporting their well-being. Culture and language are also incorporated into day-to-day lessons and operations. Head Start center-based services are provided in Bethel, Akiachak, Chefnak, Kotlik, Russian Mission, Quinhagak, and Tuluksak. Home based services are provided in Kipnuk, Scammon Bay, Tuntutuliak, and Tununak. Through AVCP's 'grow our own' initiative and guidelines from the Office of Head Start, all educational staff are supported through degree programs to become academically prepared to teach children and work with families. This is done through degree programs from the University of Alaska Fairbanks (UAF), Kuskokwim University Campus (KUC), University of Alaska Anchorage (UAA), or Child Development Associate (CDA).



Division Development Accomplishments in 2022

The Family Services Division is about 50% complete in the development process. Over the last year the foundation of both the Prevention Unit and Tribal Child Welfare Unit have been laid. The remaining 50% of work to be completed is with the Youth & Child Unit.

Using the Structured Decision-Making Model, Family Early Intervention and Prevention services will continue to be provided through the Prevention Unit and Tribal Child Welfare Unit.

A Foster Care Specialist position is now advertised to carry out work aimed at the recruitment and retention of Native foster homes in the AVCP region.

A Youth & Child Unit Manager position is advertised to lead the Division's Youth & Child Unit, housing Head Start and eventually other services such as Child Care and other youth initiatives.

In 2021 through 2022 there were forty-one (41) Tribes compacted with the ICWA program. The administrative staff have worked hard to retain current staff and recruit ten (10) new employees into vacant positions. Three (3) additional positions were implemented to provide supervision of village-based staff, lead prevention work, and to support efforts to recruit and retain native foster homes in the region.

Two in-person sessions were held to train staff on processes and procedures for services provided through the Child Welfare Compact. These services include conducting 'relative searches' to place children in safe homes and helping potential foster parents with the State's licensing process. It was a huge success to bring the entire program together after the challenging experiences of virtual meetings and trainings, as well as remote work, and other difficulties related to the ongoing COVID-19 pandemic.

During this time, the Healthy Families team saw an opportunity to develop and provide a new service based off the three-day Healthy Families Workshop, called Healthy Families "Mini-Sessions". This new service is open to anyone interested and is delivered through Zoom once a month. Each Mini-Session is 1-3 hours long (depending on the topic).

During the third and fourth quarters of 2022, Family Early Intervention and Prevention services will be offered to all families who are engaged in TANF services or referred by ICWA. Families will work with experienced staff to assess their strengths and identify needs, so that they can access services and resources from AVCP and other organizations within the region.

A team travelled to Alakanuk, Hooper Bay, and Emmonak to provide outreach for Healthy Families services.



2023: Looking Ahead

In the next year the primary focus will be on developing the final piece of the three-unit structure. This work will include strategic planning and the implementation of foundational pieces for the Youth & Child Unit. All development work with Head Start and Child Care will enhance each program's services for the maximum benefit to tribal children, youth, and families. Other areas of focus will include continued work to strengthen existing internal processes for prevention and child welfare services.

- Youth and Child Unit division foundation will be laid through Head Start and Child Care assessment and strategic planning.
- Early Intervention and Prevention services will be 100% implemented and collecting consistent data to convey services provided.
- Prevention activities and events will increase through a strengthened partnership between the Tribal Child Welfare Unit and Prevention Unit.
- Foster home recruitment and retention services will help build a better understanding of what is needed to keep children in their home communities and within the region.



Program & Spending Metrics

ICWA

- 41 compacted Tribes and 523 children from our region who are placed in State custody received ongoing advocacy, case management, and legal services. 2 compacted Tribes received services for families living outside of Alaska.
- 35 families received assistance to prevent the removal of children from their homes.
- 3 community prevention events were held in Marshall, Kipnuk, and Eek.
- 4 State (CINA) cases were transferred to Tribal Jurisdiction.

Prevention Unit

- Qasgiq met 6 times through Zoom and twice in-person.
- Healthy Families hosted 9 virtual workshops, and 1 in-person workshop. Of the 147 registered participants, 75 individuals successfully completed the 3-day virtual workshop.
- 47 individuals participated in virtual Mini-Sessions.
- A total of 244 individuals were served by the Prevention Unit.

Head Start

- Served 169 enrolled students.
- Provided center-based Head Start services to children and families in 7 communities.
- Provided home-based Head Start services to children and families in 4 communities.
- Russian Mission's Lead Teacher received her Associate degree in Early Childhood Education.
- Employed 52 full-time employees across our 11 sites, and approximately 25 part-time substitutes

Head Start Program Funding

Federal	\$2,798,755
ARP	\$264,427
COVID-19	\$66,514
State	\$344,855



Community Development Division

The mission of the Community Development Division (CDD) is to help AVCP Tribes develop safe and healthy growing communities by providing community planning; infrastructure development; and economic development opportunities.

The core services of the Community Development Division include:

- Surface infrastructure improvements and maintenance
- Safety program projects
- Residential construction services such as: home construction, improvements, and energy efficiency.
- Economic development and planning activities
- Braiding of services to perform construction activities for programs that do not typically perform construction (i.e., the VPSO Public Safety Facility in Napaskiak)

The Community Development Division will be 65% complete by the end of 2022

Programs in the Community Development Division

Housing Improvement Program (HIP)

The HIP Program is a home repair, renovation, replacement, and new housing grant program for eligible American Indian and Alaskan Native individuals and families who have no immediate resources for standard housing.

Client/Home Construction and Renovation Program

This program will provide home improvement and weatherization opportunities for eligible clients across a variety of programs.

Tribal Transportation Program (TTP)

The purpose of the Tribal Transportation Program is to provide safe and adequate transportation and public road access to and within Indian Reservations, Indian Lands, and Alaskan Native Village Communities. The primary objective of the TTP is to contribute to the economic development, self-determination, and employment of Alaskan Natives from the AVCP region through force account construction, work force development, and serving tribes.

Economic Development Program

The vision for the Economic Development program is to assist tribes in identifying opportunities to build business and commercial capacity for individual tribal members, as well as opportunities to enhance economies. The economic development program also facilitates the development and implementation of the Y-K Region Comprehensive Economic Development Strategy (CEDS). In partnership with regional sister organizations, tribes, cities, and village corporations, the program will develop an economic vision for the region as well as set goals, objectives, and create an action plan.



Division Development Accomplishments in 2022

Division development is currently estimated at 65% with a lot of focus on determining capacity, continuing to update job descriptions, create new positions as needed, and increase efficiency through shared procurements and rotation of construction workers across programs. The division is engaged in ongoing discussions about sustainability planning, forecasting, program budgeting, and spending on projects.

This year the division undertook a pilot effort to combine all material needs for all programs into one large Request For Proposal (RFP). A lot was learned from the process; for example, there were certain materials that were procured at a reduced rate due to the large volume of the order. However, there were materials that were not easily combined into the larger RFP. The division will use the lessons learned from this pilot and adapt the process for next year. The division was incredibly pleased that as part of this process, procurement and purchase of 50 Toyo Stoves for LIHEAP clients was possible. Toyo Stoves have been very scarce in the past 12 months. All 50 Toyo Stoves were received and inventoried with serial numbers at the end of July.

Starting in March the department began the planning phase to develop a software module for the HIP program as part of the larger Rite Track program software build. The planning phase took four months to complete and is anticipated to go live this fall.

Over the past year our programs and construction projects have experienced a fair share of issues impacting progress and causing delays. We have attempted to be creative in addressing these and moving forward as best possible. The following are some highlights from our programs:

Housing Improvement Program (HIP)

- Procured materials, supplies, and tools for two (2) complete housing packages; on schedule to arrive in Goodnews Bay August 2022
- Secure funding for three (3) compliant FY22 housing awards totaling \$1.11 million.
- Execute planning and Implementation of HIP module in Right Track.
- Developed and implemented standard operating procedures to support HIP compliance and advance housing award selection.
- Spent down approximately 32% of deferred award funds.

Residential Construction Program

- Napaskiak public safety building replacement project completed
- Mobilized and launched LIHEAP window pilot project: thirty homes in Alakanuk received new windows and leveling, 30 homes in Emmonak; and completed assessments on thirty-seven homes in Mountain Village
- Assisted Vocational Rehabilitation to design and develop material lists of smoke house and storage houses for ten consumers.
- Assisted Head Start to design and develop material lists for remodeling the bathroom in the Tuluksak Head Start building.

Tribal Transportation Program (TTP)

- Construction projects underway in Kipnuk, Pitka's Point, and Oscarville
- Materials procured and delivered to Hooper Bay for upcoming project
- Procured and delivered maintenance materials for: Chevak, Eek, Napakiak, Alakanuk, Scammon Bay, Platinum, and Nunam Iqua
- Supported Kuskokwim Ice Road again for third consecutive year
 - » \$6,000 monetary contribution
 - » Space for parking equipment
 - » Electricity for plugging in equipment
 - » In – kind mechanic to help maintain ice road fleet

Economic Development Program (ED)

- Submitted final CEDS update
- Conducted 4th CEDS work session with local ANSEP students for guest speakers
- Continued quarterly CEDS focus group meetings



2023: Looking Ahead

The Community Development Division will be focusing on developing sustainability plans; starting with the TTP; by initiating planning and allocation of funds for projects for the next three years. This will allow the division to budget more effectively and should identify which projects may need additional external resources. The division also plans on developing and implementing a community assessment tool to help AVCP support the economic development of tribal communities; and to more efficiently connect program services to tribal members. Other plans include investigating ability and feasibility to develop skilled worker pools in partnership with the Tribal Workforce Development program; develop and update program standard operating procedures for use as an orientation tool and increase efficiency; and develop a Transportation Symposium for late 2022/early 2023.

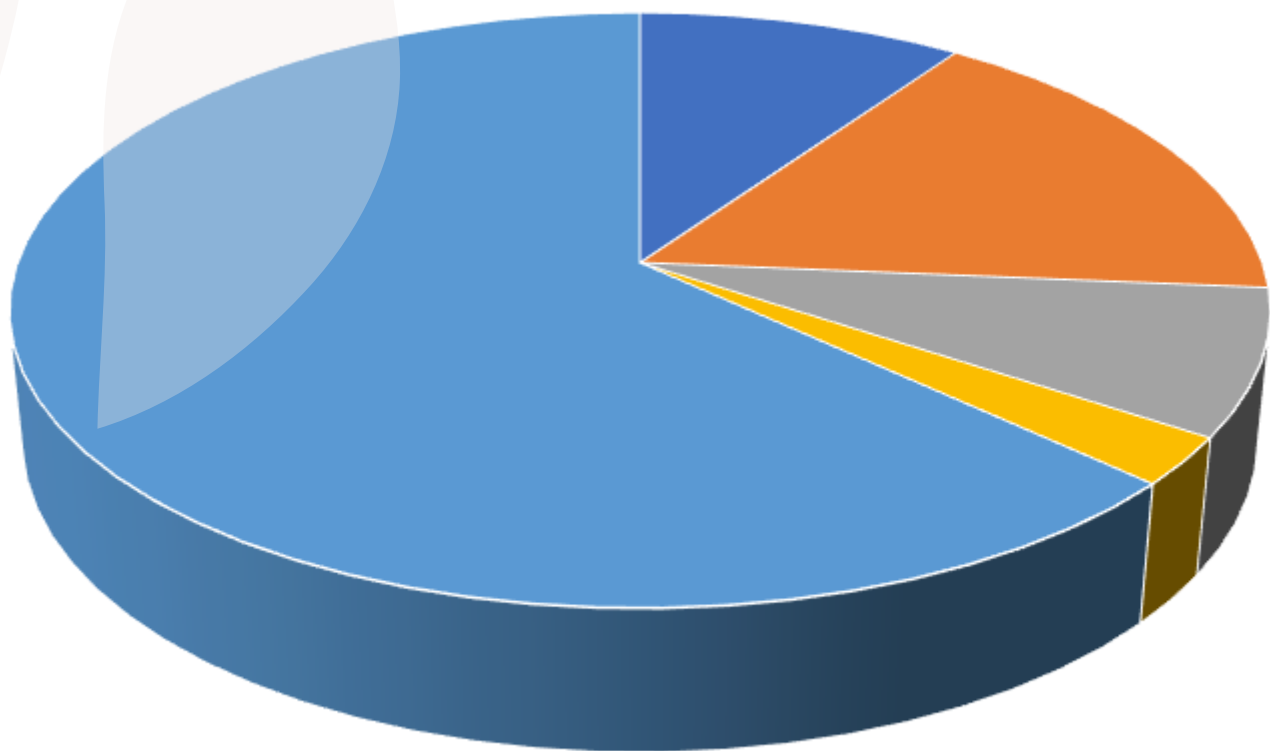


Program & Spending Metrics

Economic Impacts as a result of our projects:

- \$38,439 in Local lodging rentals
- \$65,738 in Local supply purchases
- \$31,352 in Local contractors
- \$10,315 in Local fuel purchases
- \$249,406 in Local force account salaries

Economic Impact to villages and local businesses



■ Local lodging rentals ■ Local supply purchases ■ Local contractors ■ Local fuel purchases ■ Local force account salaries



Community Services Division

The Community Services Division will be 75% complete by the end of 2022

The Community Services Division is dedicated to supporting AVCP's 56 member tribes by striving toward tribal sovereignty, public safety, and exercising the tribe's ability to function at their highest capacity.

The Community Development Division will be 65% complete by the end of 2022

Programs in the Community Services Division

Tribal Justice Program

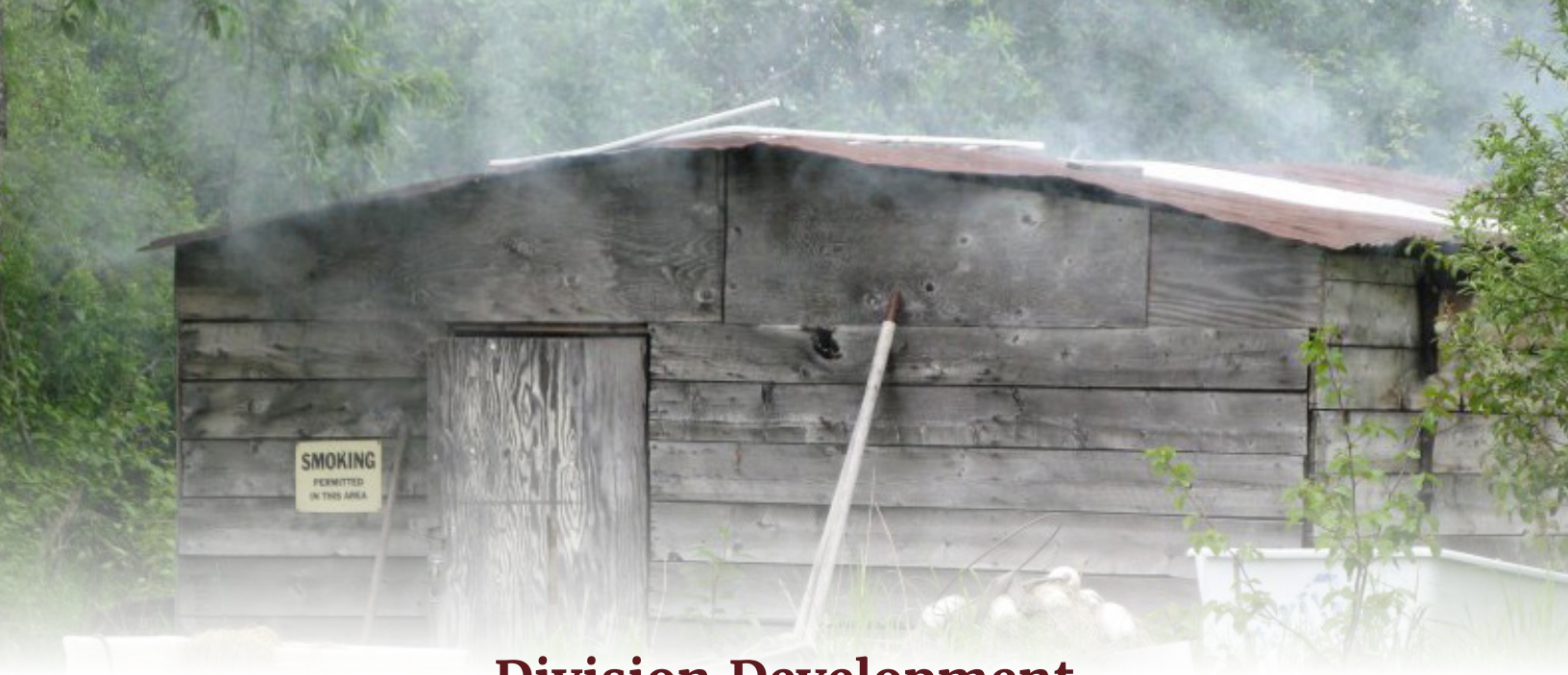
AVCP's Tribal Justice Program is dedicated to promoting the sovereignty of AVCP tribal communities. Tribal Justice works closely with member tribes to enhance, develop, implement, and re-establish tribal court systems. It also acts as the liaison between member tribes and the U.S. Department of Justice, Bureau of Justice Assistance, and the Bureau of Indian Affairs, while also providing guidance, support, training, and technical assistance.

Tribal Services Program

The AVCP Tribal Services Program is dedicated to assisting tribes in developing their operational capacity and ability to function as thriving sovereign governments. The program assists Aid to Tribal Government (ATG) Compacting tribes by providing technical assistance in developing their capacity to function as Tribal Governments. Training is made available to help council members and staff successfully perform their respective duties. AVCP pays the salary and benefits for Tribal Administrators of AVCP ATG Compacted Tribes as regular AVCP employees as well as the compacted Tribe's allocation. Through the ATG program, tribes are also eligible to have their Bookkeeper and Administrative Assistant/Tribal Clerk paid through AVCP using the Tribe's allocated funds if they provide an authorizing resolution. Tribal Services offers financial management and reporting support for ATG funds and offers other tools to strengthen the tribe's self-determination.

Village Public Safety Officer Program (VPSO)

The Village Public Safety Officer Program began in the AVCP region in 1979. It is a statewide program, overseen by the Alaska Department of Public Safety, and administered through grants to tribal consortia and one municipal government in rural Alaska. Through this program, AVCP recruits, trains, and employs officers. VPSOs are the first responders of rural Alaska. As dedicated public safety professionals, they serve their communities by providing public safety services.



Division Development Accomplishments in 2022

Tribal Justice Program

In 2022, the Tribal Justice program conducted outreach to Tribal Governments and successfully awarded 13 Tribes their Public Law 280 allocations. In addition, the program fielded 200+ calls or emails on various tribal court topics for guidance and assistance and with the new Violence Against Women Act 2022 provisions. The program hosted a Question and Answer Forum specifically for the region in May where almost fifty tribal court participants attended.

Tribal Services Program

In 2022, the Tribal Services program developed a taskforce to assess and implement strategies to streamline the ATG Payment Process. The goal of the team is to decrease the turn-around time from the receipt of the expense report to payment within 2 weeks.

Village Public Safety Officer Program

Heavy recruiting efforts in the first six months of 2022 resulted in an increase of VPSOs and a healthy applicant pool. In addition, there was significant internal work in developing the AVCP Public Safety Organizational Chart and strategic plan for this program's projected growth. AVCP has been in numerous meetings with state and federal partners to advocate for AVCP's Public Safety Structure. The program has been presented to the AFN Search and Rescue Roundtable, Bureau of Indian Affairs (BIA), and the Department of the Interior. The envisioned goal of the program is a public safety presence in every community with holistic public safety services.

2023: Looking Ahead

The Community Services Division will focus on implementing the objectives within the goals of:

1. Training & Technical Assistance
2. Tribal Policy Development
3. Public Safety & Law Enforcement
4. Streamline Services

We will continue to have great focus on Goal #4: Streamline Services in the areas of Programmatic Development and Process Improvements that will help us achieve those four goals. We will continue the ATG Payment Taskforce to ensure that we are meeting our measures in the area of streamlining our ATG Payment Process. We hope to hire a VPSO Manager or Coordinator that will help provide the leadership in implementing the AVCP Board approved Public Safety Structure and the processes needed within. And we hope to have a robust Tribal Justice team in 2023 that will continue to provide the assistance to our tribal courts in the areas of implementing, maintaining, and strengthening of Tribal Courts.

AVCP Executive Board approved the design of AVCP's Public Safety Structure in May of 2022. A structure that will support AVCP's long-term vision to provide public safety in every community within our region. This structure will contribute to the recruitment and retention of VPSOs through a robust support system.

Program & Spending Metrics

Number of AVCP ATG Compacted Tribes / AVCP Paid Tribal Administrators/Retention

- 2021 - 20 ATG Compacted Tribes with 16 choosing AVCP paid Tribal Administrators. Employed 14 AVCP paid Tribal Administrators. 3 Tribal Administrators resigned in 2021. A lot due to extra work and stress due to COVID measures and funds
- 2022 - 19 ATG Compacted Tribes with 18 choosing AVCP paid Tribal Administrators. Currently 16 AVCP Paid Tribal Administrators. No resignations in 2022 year at this time.

Number of training events

- 2021 – 3 formal virtual training sessions and 3 Q&A sessions
- 2022 – 6 formal in-person/virtual training sessions and 5 Q&A sessions
- 2023 – planning 12 formal training sessions and 4 quarterly forums with Tribal Services

Number of Tribal IDs issued

- 2021 - issued 354 IDs
- 2022 - issued 657 IDs

Number of Tribal Justice Pass throughs

- 2021 – 4 PL 280
- 2022 – 13 PL 280

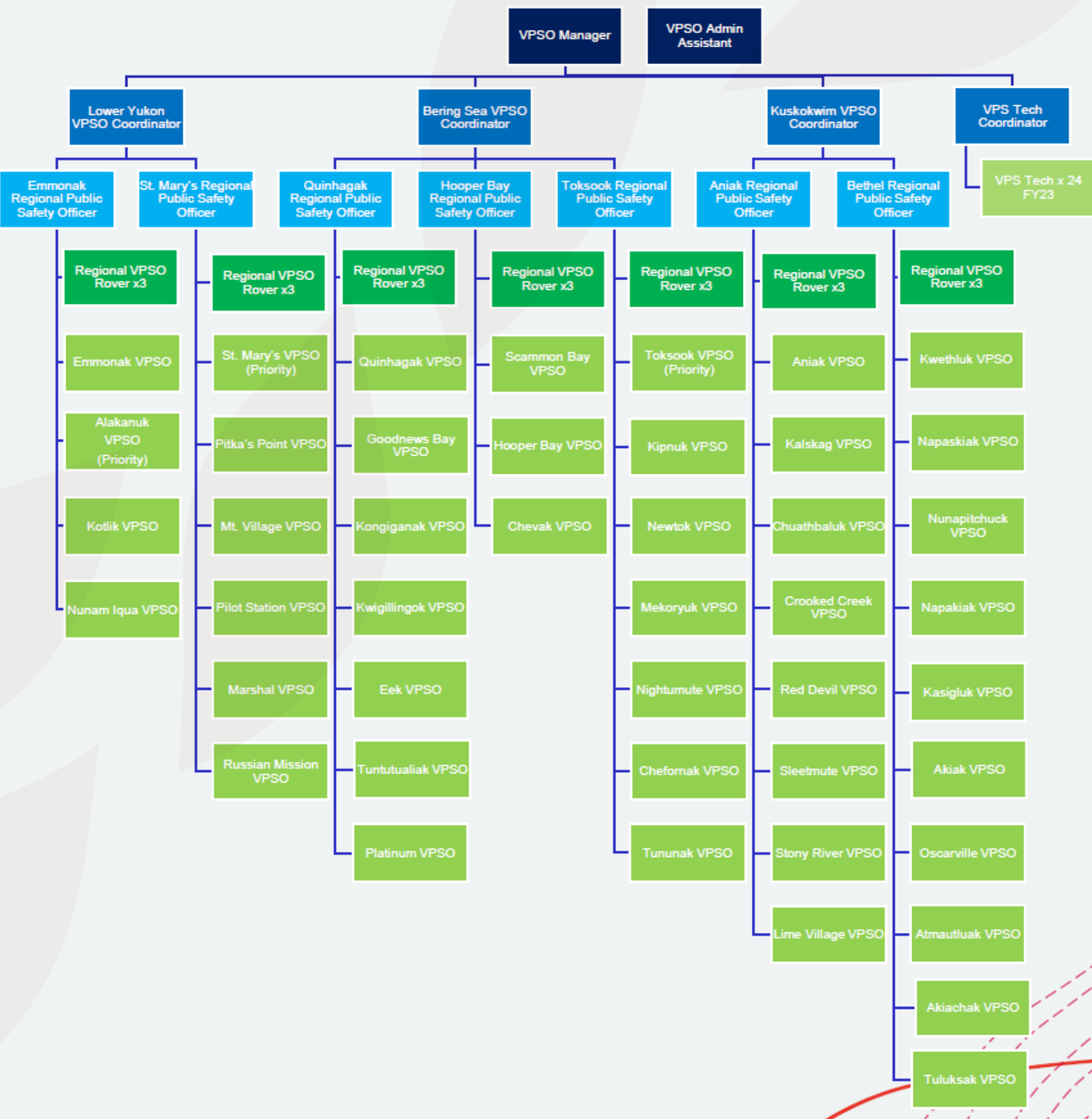
Number of Outreach events

- 2022 – 468 emails to Tribal Administrators & Tribal Court Staff to date

Number of VPSOs

- 2021 – 3 VPSOs
- 2022 – 8 VPSOs





Land & Cultural Resources Division

The Land & Cultural Resources Division's work is grounded in cultural and traditional values. The division serves the 56 Tribes of the AVCP region, providing and managing trust services to tribal members and tribes in preservation of sacred resources.

The core services of the Land & Cultural Resources Division include:

- To preserve our culture and the traditional history of the Yukon Kuskokwim Delta Region.
- To protect our environment, the air, land, and water, using our ancestor's traditional lifeways to guide our work.
- To protect our unique subsistence way of life through education, advocacy, and the promotion of self-determination of our Tribes and people.
- To provide trust and probate responsibilities to landowners in the AVCP Region.

The Land & Cultural Resources Division will be 75% complete by the end of 2022

Programs in the Land & Cultural Resources Division

Realty Services Program

The Realty Services Program's mission is to provide exceptional trust services to those landowners owning interests in restricted Native allotments and Federal townsite lots within AVCP's jurisdiction. These trust services include advocating for certificate issuance for "pending" Native allotment applications, preparing probate packages for deceased landowners, and processing transactions on behalf of AVCP's clients.

Cultural Heritage Program

The Cultural Heritage Program includes the Yupiit Piciryarait Cultural Center (YPCC) Museum, the Alaska Native Claims Settlement Act (ANCSA) 14(h) 1 Historic and Cemetery Sites program, and historic compliance and archaeological work on federally-restricted Native allotments and Townsite lots in partnership with the AVCP Realty department.



Environmental Quality Program

The Environmental Program runs the Indian General Assistance Program (IGAP) technical assistance program, and the new Brownsfield program. The IGAP program supports Tribes in securing grants for IGAP coordinators, as well as providing ongoing training and technical assistance to the regions IGAP coordinators. Over the past five years this program has organized a region-wide electronic and hazardous waste removal project that collects e-waste throughout the region. The Brownsfield program will operate in a similar manner as IGAP, supporting our Tribes in the development of programs throughout the region.

The Natural Resources Program

The mission of the Natural Resources Department is to operate as the region's foremost authority, voice of advocacy, and protector of our region's natural resources and the unique subsistence way of life. AVCP has launched a renewed, strategically focused approach to serving the interests of the people of our region. The subsistence way of life is who we are as a people. The Natural Resources Department promotes the self-determination of our tribes and our people and protects the rights of our region's members and landowners.

Division Development Accomplishments in 2022

Realty Services Program

The department's long-term plan calls for an expansion of expertise and team members who reflect and represent our region's most valuable natural resources. The Realty program has experienced a growing backlog over the past few years due to limited staff capacity, and the increasing complexity of cases, which is the result of fractionalization. Fractionalization occurs when heirs to land pass without a will; this process gets more complex each generation that passes. To address these issues, in 2022 we hired a new program manager with decades of experience and created a plan to increase the capacity of this program. The Program Manager created and promoted a staff member into a Deputy Manager role and promoted two other staff members into vacant supervisory positions with intensive training plans. We also successfully hired five new staff positions including most recently a Staff Archeologist.

Restricted property transactions include:

- Sales (Advertises and Negotiated);
- Subdivisions;
- Partitions;
- Gift Deeds;
- Leases (Business, Residential, and non-oil/non-gas Mineral);
- Rights-of-Way;
- Easements;
- Mortgages; and
- 25 U.S.C. 409(a) "Land Exchanges."

Realty Services Program, Continued:

Before restricted property transactions can be approved by the Bureau of Indian Affairs (BIA), virtually all require what's known as "The Big Four":

1. Appraisals
2. National Historic Preservation Act Section 106 reports
3. Certified Title Status Reports
4. National Environmental Policy Act (NEPA) compliance documents (e.g., Categorical Exclusion Checklists, Environmental Assessments, and Environmental Impact Statements)

We currently have 76 pending realty transactions that cannot be submitted to the BIA for approval because the "transaction packages" lack numbers 3 and 4, the requisite Section 106 and NEPA documents. Our recently-hired Staff Archeologist will be very instrumental in helping AVCP to satisfy these requirements, and site visits are already planned to those parcels.

Cultural Heritage Program

The Cultural Heritage Program has been working on National Historic Preservations Act (NHPA) compliance and reviews: Since 1997, the primary role of the AVCP Archaeologist has been to oversee compliance with the National Historic Preservation Act (NHPA, Sec. 106) on federally-restricted property for our member Tribes and individual owners of restricted Townsite lots and Native allotments. Over the past three years, we have been working to "braid services" across Realty and the Housing Improvement Program (HIP) to conduct NHPA Sec. 106 reviews more efficiently. For example, there was work done last year on the planned HIP builds in Goodnews Bay. With the addition of a new Staff Archaeologist recently hired in the AVCP Realty program during the summer of 2022, we will finally make progress on completing our substantial backlog of field surveys and reporting responsibilities during the last quarter of 2022 and into 2023.

National Environmental Policy Act (NEPA) compliance and reviews: As with the National Historic Preservation Act (NHPA), every AVCP Realty transaction must comply with the National Environmental Policy Act (NEPA), which assesses the potential effects of the proposed activity on the environment. These reviews may consider all aspects of the natural and human environment, such as water and air quality, socioeconomic factors, noise and air pollution, and wildlife biology. These factors require the expertise of a staff archeologist.

ANCSA 14(h)1 Historic and Cemetery Sites program: During 2021, prior to the retirement of the AVCP ANCSA Oral Historian, the focus was on consolidating and organizing printed transcriptions of the ANCSA oral history tape recordings, securing records in the YPCC Museum, and consolidating and repairing the oral history databases. Our major goal late 2021 and early 2022 was to maintain access to the printed transcriptions and to not lose accessibility to those records for users and researchers in the future. This work is done in partnership with the Calista Education and Culture Inc. (formerly Calista Elders Council), the Bureau of Indian Affairs ANCSA Office and independent scholar Dr. Ann Fienup Riordan.

Cultural Heritage Program, continued:

Tribal Consultations for Native American Graves Protection and Repatriation Act (NAGPRA): In 2022, AVCP began collaborating with Dr. Josh D. Reuther, Curator of Archaeology/UAF Associate Professor, on a consultation grant to identify and document unidentified human remains in the UAF collections, some of which may have originated from the Yukon Kuskokwim Delta region.

Yup'it Piciryaraiit Cultural Center (YPCC): In 2020 the museum was closed to visitors because of the COVID-19 pandemic. Then in the summer of 2021, the University of Alaska Fairbanks and KUC staff began renovating the main galleries in the museum, replacing carpeting and removing older display cases. Thus, the museum has been inaccessible to visitors in 2021 and 2022. The permanent collections have not been affected. AVCP is working to hire staff to reopen the museum to visitors this fall. Finally, AVCP received a substantial donation of contemporary Native art objects that were added to the collections during May of 2022 from the Estate of Margaret S. McRoberts (donated to the YPCC by niece, Peggy Gilges), including primarily Yup'ik cultural items purchased by private individuals during the 1960s and 1970s and associated printed materials.

Environmental Quality Program

The Environmental Quality Program collected electronic waste throughout the region from late spring through August in collaboration with partners around the region. Since the beginning of this project at AVCP in 2017, we have removed an estimated 400,000 pounds of e-waste, household hazardous waste, used oil as well as appliances from the river villages, as well as along the coast. During the COVID-19 pandemic, the Environmental Quality Program was the only consortia that continued to collect e-waste using strict COVID-19 protocols. No one working in the program contracted the virus. The program also secured a grant to initiate a Brownfield technical assistance program at AVCP. The program has been designed and is currently hiring for a Brownfield coordinator. This program will begin in November and will assist tribes in identifying contaminated sites within their vicinity, as well as with accessing the funding to remediate those sites.





Natural Resources Program

AVCP's Natural Resources Department is poised to become the voice of the region. Members of the AVCP Executive Board collaborated with AVCP staff to create a strategic plan for the department which will serve the region today, and for generations to come.

Multiple strategic planning sessions were held which established a path for driving the department's expansion; establishing priorities; identifying opportunities for thought leadership; while also increasing our voice as the information leader in the region and beyond.

The department engaged in a multidimensional campaign to address the current fisheries crises we are facing, including: requesting emergency declarations for subsistence fisheries; emergency petitions to limit bycatch; as well as taking an active role in formal tribal consultations and listening sessions. We've also been advocating for further consultations and a United States Senate hearing at the top levels of the United States government.

We also testified to the North Pacific Fishery Management Council while providing consistent education to our Tribes through our Facebook page about fisheries management and opportunities for involvement. We've also collaborated to create the foundation and organization of the Northern Bering Sea Climate Resilience Area (NBSCRA) Executive Order Bering Intergovernmental Tribal Advisory Council.

The department has designed a project outline and proposal for a Hazardous Fuels Reduction (HFR) project for the community of Russian Mission.

We are committed to expansion of communication efforts in the region with a designated newsroom on the AVCP website. The AVCP communication team has created a communication plan which calls for a consistent cadence of information easily accessed by people in the region both for now and in the long-term.

2023: Looking Ahead

Realty Services Program

In 2023, we will focus on creating a program to assist Tribal Members with obtaining wills, securing the software resources needed to close cases more quickly, implementing the Veterans allotment program, and continuing to build-up the capacity of our Realty staff. The Realty Program's dedicated staff members stand ready to provide timely, accurate, and responsive services to our deserving clients. With our recent staff changes and additions, we are "excitedly-optimistic" about our ability to provide even better trust services.

Cultural Heritage Program

In 2023 the Cultural Program will focus on maintaining accessibility to the ANCSA oral historian databases, tape recordings, and ancillary aids for users at the YPCC Museum. We will also work to advocate forcefully for a permanent law enforcement presence in Alaska under the Archeological Resources Protection Act (ARPA). Global climate change has accelerated shoreline erosion and led to exposure and in some cases loss of coastal archaeological sites. There is an urgent need to protect these historic resources and the problem is amplified by looting and unauthorized artifact and fossil collecting. The Bureau of Indian Affairs does not have a permanent ARPA investigator in Alaska, despite complaints from local residents, professional archaeologists, and law enforcement. This needs to change.

Environmental Quality Program

In 2023, we will further develop and deploy the Brownsfield program, and continue to increase the reach of our IGAP Electronic and Hazardous waste program. Finally, we will work on a new air quality monitoring program.

Natural Resources Program

The department's long-term plan calls for an expansion of expertise and team members who reflect and represent our region's most valuable natural resources.

Program & Spending Metrics

Realty Services Program

- Realty transaction staff completed 34 “Land Ownership Search” requests in 2021.
- As of August 1, 2022 transactional staff have completed 41 “Land Ownership Search” requests.
- AVCP currently have 309 probate packages submitted to BIA and pending approval going back several years.
- In 2021, AVCP submitted 63 probate packages to the BIA.
- As of August 1, 2022, 36 probate packages have been submitted.

New NHPA 106 review requests, 2021-22:

- 4 HIP requests; 3 Realty requests
- 3 requests completed

New NEPA review requests, 2021-22

- 4 HIP requests; 4 Realty requests
- 2 requests completed

Pending NHPA 106 review requests total:

- 35 Native allotment review requests
- 59 Townsite lot review requests

Environmental Quality Program

The total estimated amount we collected so far (without accurate number from Bethel drive for this year as well as the ongoing collections from the Yukon and Coastal villages) is 358,834 lbs.

Kudos to our villages and Delta Backhaul! We thank Donlin for funding this project.

Kuskokwim Regional Backhaul Project

2021 -

26 villages / 16 served by barge pick-up, 10 fly-in villages, Bethel event - August 1 - 20 Sleetmute, Crooked Creek, Napaimute, Chuathbaluk, Aniak, Upper Kalskag, Lower Kalskag, Tuluksak, Akiak, Kwethluk, Akiachak, Napaskiak, Napakiak, Atmautluak, Kasigluk, Nunapitchuk, Tuntutuliak, Eek, Quinhagak, Mekoryuk, Kongiganak, Kwigillingok, Kipnuk, Marshall, Nikolai, McGrath

Total volume (estimated) of material - 98,800 lbs. / (11) 20' containers

2022 - *Not including Bethel Backhaul Event, 8/24

30 villages / 16 served by barge pick-up, 10 fly-in villages, Bethel event - August 24 Chuathbaluk, Aniak, Upper Kalskag, Lower Kalskag, Tuluksak, Akiak, Kwethluk, Akiachak, Napaskiak, Napakiak, Atmautluak, Kasigluk, Nunapitchuk, Tuntutuliak, Eek, Quinhagak, Mekoryuk, Kongiganak, Kwigillingok, Kipnuk, Marshall, Nikolai, McGrath

Total volume (estimated) of material - 59,800 lbs.* / (9) 20' containers

