



2023

Annual Report

Association of Village Council Presidents



Another year has quickly gone by and again it's time for our annual gathering.

This year at our gathering, we have finally diverted back to a full in-person meeting, and it brings a sense of normalcy. Meeting physically really does allow for us to collaborate and make decisions more effectively.

This past year has been challenging with the fishery disasters on both Rivers, and we understand the severity of this issue as it threatens our food security and our way of life. We heard your concerns and have made combating this issue a major priority at AVCP.

Fisheries is an area that we have been working on extensively within the past year and updates will be given on where we stand and on the expansion of our Natural Resources Department.

Still our challenges are many and the tasks are not few in number.

There is some reorganization being done for some of the services we provide which will enhance and braid similar services to improve delivery.

Our gatherings lately have improved with our Unit Meetings and Quarterly Meetings where members are updated on the services and advocacy that AVCP offers and delivers. The work that is being done is becoming more transparent with the increase in meetings.

Last year, we had village priorities on the agenda but with some issues with quorum we had to adjust our schedule. As a result, I am requesting that you write down your priorities so that those may be brought forward. The priorities help us create our strategic planning to ensure we are meeting your needs, so I want to ensure they are discussed and addressed soon.

I hope to see you at our Annual Convention in-person on September 20-21 in Bethel, Alaska.

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 elluarluta
yuuluallerkamtenun.**

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

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

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



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Dear Tribal Leaders,

Welcome to the 2023 Annual Convention. This is an important convention for us because we are back to having in person annual meetings for the Yukon-Kuskokwim Delta Tribes. This year's convention theme is, "Strong roots protect our future." It's good to be around family again.

I remember as a young girl, I spent my childhood playing with my cousins in Emmonak, mostly at my grandparents' house, Axel and Pearly Johnson. I grew up around my extended family. When people visited my grandparents, I would play under the kitchen table and listen to their conversations. This was part of my learning-just listening to those around me. I strive to continue to listen as we have those layers of conversations around the Yukon-Kuskokwim Delta about how we are all working towards protecting our children, families, communities, tribes, and our region.

As the Chief Executive Officer for the Association of Village Council Presidents, I get asked the question, what is the hardest thing about your job? My answer is, "one of the hardest things is to have patience." It is very hard to have patience when there are so many layers of challenges that AVCP and our region are faced with.

For the past three 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 and AVCP's resilience has been a powerful source of strength. Covid-19 has touched us all - every person, family and community. In the past year, AVCP stepped out of the epidemic "Standing Up," and we are seeing increased travel, services, and projects in our region. I want to thank our Tribes for having that patience with AVCP as we reinitiate life after the pandemic.

During the AVCP 2023 Convention, AVCP will share with Tribes both Administrative and Programmatic highlights. Under the Quality Improvement Program, we have continued to work towards framing out our Service Delivery Model through the Division Development at AVCP, where we work hard providing services to our region. In the Administrative Reports you will also hear about the continued efforts we have made towards continuing to complete our annual audit, and the hard work we are doing to support our programs, and all the work of AVCP. You will hear about AVCP's advocacy work and the work of the Executive Board to continue to be the voice of our region.

In the upcoming year, AVCP will continue to provide strong advocacy in Public Safety, Natural Resources, Economic Development, Community Wellness and Infrastructure. We will continue to participate in important national, State, and Tribal initiatives such as the Murdered & Missing Indigenous People movement and the Salmon Crisis to protect Our Way of Life. We will work towards being 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.

In closing, thank you for coming to the convention.

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. Paimiut |
| 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. Orutsarmiut
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**RUTHIE BEAVER**

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****JOSHUA CLEVELAND**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

AVCP advocates for policies and programs that uphold our values, sustain our Way of Life, and enhance self-determination for our Tribes and Tribal communities of the AVCP Region. Five focus areas guide our advocacy work: Public Safety; Economic Development; Community Wellness; Transportation and Infrastructure; and Subsistence, Natural Resources, and the Environment.

In 2023, our primary advocacy asks were:

- Permanent, direct, non-competitive public safety funding for Alaska Tribes
- Implementation of the Region Comprehensive Economic Development Strategy (CEDS)
- Preparation for post-Brackeen ICWA, including possible State-ICWA and advocating for more resources to support tribal jurisdiction cases
- Increased and stable funding for winter trail marking and ice road maintenance
- Reduce bycatch and interception of salmon in federal and state-managed fisheries
- Updated comprehensive National Environmental Policy Act evaluation of the impacts of our current fishery management system
- Inclusion of Traditional and Indigenous Knowledge and tribal participation in all levels of fishery management and policy decision-making processes



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 a receptionist, facilitates event logistics, books event space, and provides executive support to the Executive Board, Chief Executive Officer, and the Executive Team.

2023 Accomplishments

COVID-19 Support:

- Since the COVID-19 pandemic began, we continued ordering supplies, including face masks and Covid-19 Testing supplies, for staff.

Convention Planning:

- Participate in the AVCP's Convention Planning Team.
- Update the AVCP Award nomination form for the AVCP Convention and gather completed nomination forms for consideration for the AVCP Awards and the Alaska Federation of Natives President's Awards.

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.

New Postage Machine:

- Gathered information on a new postage machines that would fit the needs of AVCP since the old machine was being decommissioned by the United States Postal Service and the lease was expiring in 2023.
- Completed a review of postage machines, capabilities, and cost and processed a lease for the new machine in May of 2023.

Emergency Call Tree:

- Update emergency call tree.

Processing Mail:

- Process incoming packages and postage for outgoing mail.

Receptionist Procedures:

- Update receptionist procedures.

ICC Delegates Meeting Planning:

- Participate in the Inuit Circumpolar Council Planning Committee to work on logistics for July 2023 Delegates Meeting in Ilulissat Greenland.

Board Support:

- Schedule and organize Board and Committee Meetings.
- Unit and Individual Unit Meeting organization, scheduling, and support.

Facilities, Fleet, and Safety

The Department has two custodians, three 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 Projects

- 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.

2023 Accomplishments

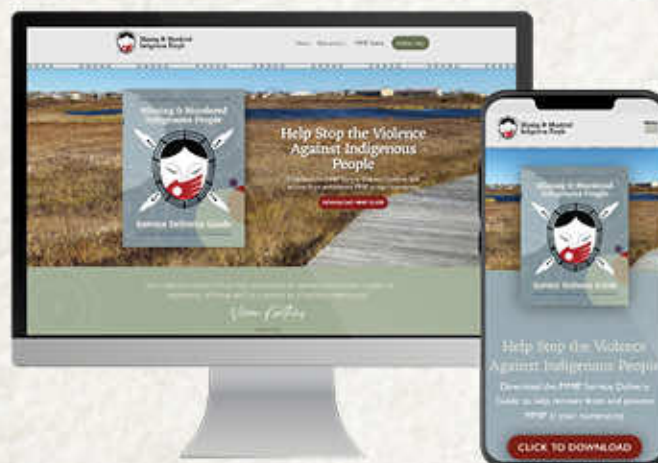


Hot Jobs

Communications in partnership with Human Resources created a regularly scheduled post on Facebook and LinkedIn to boost and promote job vacancies at AVCP. The scheduled advertisement only persists of important information such as job title, location, salary, and summary, as well as a link to apply and a captivating visual to increase engagement and application rates.

Murdered and Missing Indigenous Peoples Website • mmip-yk.org

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.



Along with the guide, we also created a website dedicated to raising awareness and offering resources, toolkits, and other related information for Missing and Murdered Indigenous People (MMIP). To visit the website, go to www.mmip-yk.org.

Multimedia Platforms



Changes to avcp.org

- **Press Release/Publication Statistics:** We have experienced a 38% increase in posts from 2022 to 2023. 2022 saw a total of 29 posts while in 2023 we have currently 40 posts in our News and Events.
- **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.
- **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 an 8.5% increase in followers from 2022 to 2023. 2022 saw 5,981 while in 2023 we have currently reached 6,490, most of whom are from within the region.
- **We hosted the 2022 AVCP Annual Convention, the recording of which is available on our Facebook Page.**
- **We created a Natural Resources Facebook account to serve as a clearinghouse of information.**
- **We have seen an increase in engagement that correlates with the increase in posts we had this year.**



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.

2023 Accomplishments

1. Delivered the 2021 Audit three weeks earlier than prior year with no financial accounting adjustments recommended or required.
2. Began disengaging use of outside accounting firm Clark Nuber at 12/31/2022, formally concluded their involvement with AVCP as of 3/31/2023.
3. Successfully trained existing AVCP staff to begin handling all financial transactions internally with proper checks and balances performed to ensure their accuracy and integrity.
4. Search, reviewed and identified a new payroll processing platform that will save AVCP 60% of payroll processing costs and provide additional functionality and flexibility.

Looking Forward

1. Deliver the 2022 Audit in a timely manner with no financial accounting adjustments recommended or required.
2. Successfully plan and install the new AVCP payroll processing vendor.
3. Continue to increase efficiency and reduce duplication of effort in AVCP accounting process through process review and initiation of best practices principles.

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.

A photograph of four AVCP employees standing outdoors against a clear blue sky. From left to right: a man with a goatee and sunglasses wearing a black jacket with green and white stripes; a woman with glasses and a purple shawl; a woman with glasses wearing a red floral top; and a woman with long dark hair wearing a blue patterned jacket. They are all smiling at the camera.

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 and tracked significant changes to our hiring process, that has allowed 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, including completion of the Request For Proposal for a new vendor.
- Working with finance to secure a new Human Resources Information System/ Payroll System, that will allow us to update all HR Processes.

Staff Development

- HR staff onboards new employees every other week in an intensive updated New Employee Orientation.
- We have completed the following trainings throughout 2023:
 - Hiring Process Training
 - Evaluation Process Training
 - Leave Policy Update
 - Sexual Harassment Annual Training
 - 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 (IT)

Vision Statement - Deliver the best possible Technology for AVCP.

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.



Items reported are numbered according to the IT Strategic Initiative section and subsections. A full copy of the IT Strategic Plans is available upon request.



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.

Governance & Staffing:

- Becoming a Proactive IT Department through implementation of the new IT Organizational Chart, IT Staff development, incorporating Information Technology Infrastructure Library Standards where applicable.

Strategic Projects and Initiatives:

- Initiatives with AVCP Divisions and Admin Departments. Achievements Include: IT assistance with Tribal Workforce Development's Job Site expansion, Bethel Job Center & Village Based deployments. Tribal State Compact Services - ORCA (headstart database software) Access. Title IV Tribal expansion - Document Sharing (TEAMS Usage)

RiteTrack Implementation:

- Vocational Rehab
- Housing Improvement Program Benefits Module fixes/changes (Social Services, Low Income Home Energy Assistance Program)

IT Systems Refresh Cycles:

- The IT Department has selected a PC Refresh Vendor through 2028 for new computer orders.

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.

Additional Projects and Initiatives:

- AVCP Information Security Is Protected: Security Assessment was completed to assess AVCP's IT Security Program. Security GAPS Report created, defining needs. Security Best Practice Policies & Procedures completed. Internal & External Vulnerabilities documented; pathway set to become more secure.
- Improvements in Connectivity in all areas: Broadband Assessment for AVCP was completed. Bethel Metro Link Speed Upgrades for faster connectivity between Bethel Campuses

2023 High Priority IT Strategic Initiatives:

We are excited to announce major connectivity upgrades that we are planning to complete by the end of 2023 (section 2.1.1). We are also working diligently to complete our Security Project (section 2.4).

Governance & Staffing:

- Becoming a Proactive IT Department through implementation of the new IT Organizational Chart, IT Staff development, incorporating ITIL Standards where applicable.
- Standard Operating Procedures/ Statements Of Work provide instructions for all areas, to ensure that tasks are completed consistently and efficiently, and to reduce the risk of errors or omissions.

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.
- Research of new and existing technology is completed as needed for Remote Access for AVCP to increase productivity.
- Internet Service Provider (reliant) improvements and redundancy allow for development and adoption of Cloud Infrastructure Services, verified for improvements of Services delivered to the organization.

Operational Efficiency

- Provide strategic-level IT leadership to the Organization, through continual improvement of existing IT Services.
- Broadband implemented to increase local and remote workforce production. Starlink deployment to all AVCP locations.
- Firewall renewal Project to better protect AVCP.
- Server upgrades and AVCP Main Server Storage Upgrade.
- AVCP IT Security Project: IT Systems meet or exceed Security Benchmarks defined by 2022 Security Assessment Report.

RiteTrack Implementation:

- New Roadmap for remaining Programs documented.
- MIP (finance system) Application Upgrades.
- Service Level Agreement to guarantee delivery of signed change orders.

Legal

The Legal Department supports AVCP's mission and services in many different ways. In 2023, we processed approximately 430 contracts/agreements; facilitated lease renewals for village office space; and provided advice and counsel to programs and departments. Through our Legal Compliance program, we continued to support AVCP in meeting compliance and ethical obligations, including a partnership with the Information Technology Department in co-hosting the first Cyber Security & Compliance All-Staff Training.

This year, we also restructured our department to increase support for our Tribal Justice and Tribal Child Welfare programs by hiring a Tribal Justice/Child Welfare Attorney whose focus provides legal technical assistance to tribal courts and assists in the smooth transition of transferred child welfare cases from State court to tribal jurisdiction.

We also continue to support AVCP advocacy initiatives, including coordinating participation in *Association of Village Council Presidents and Tanana Chiefs Conference v. National Marine Fisheries Service*; *United States Department of Commerce, et al.* The lawsuit challenges the reliance of the National Marine Fisheries Service on outdated environmental studies in its fisheries management decisions.

Our guardians *ad litem* (GALs) advocate for the best interests of approximately 275 children in the custody of the State of Alaska Office of Children's Services. This includes full participation in court hearings and administrative reviews, as well as travel to visit children both throughout the YK-Delta and those placed outside our region.

Office of Self Governance & Compacting

AVCP has a Self-Governance Compact ("Compact") which is an executed agreement with the United States of America Office of Self-Governance ("OSG") to provide services under the Indian Self-Determination Education Assistance Act ("ISDEAA") Title IV of PL 93-638 (the "Tribal Self-Governance Act"). The Compact enables AVCP to plan, conduct, consolidate, and administer Compact Programs or portions thereof on behalf of AVCP member Tribes.



Tribes may elect to add and remove programs annually from AVCP's Compact agreement by authorizing resolution. The deadline by regulation is June 30th each year. When Tribes authorize AVCP to manage their programs, and funding is received for one or more program(s), AVCP has an obligation to provide services on behalf of the Tribe. Tribes may elect to contract these programs directly with the BIA under P.L. 93-638. Tribes may also elect to have select programs provided by the BIA directly.

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.

The OSG Service Delivery Plan was developed at AVCP within the Department of Compacting, in partnership with Division Directors, 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 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



In 2022 and 2023, the Compacting department:

- Refined OSC revenue information with Grants and Compliance.
- Increased Institutional Compact knowledge at AVCP with Human Resources by providing compacting information to staff at new employee orientation (NEO).
- Partnered with Tribal Services and University of Alaska Fairbanks to provide Tribal Administrator training for college credit.
- Developed and updated Tribes on the Compact resolution timeline at Unit meetings
- Developed a process to identify upcoming Tribal Consultations.
- Began development of policies to enhance subrecipient funding.
- Developed a summary of Compacting updates and changes and a mechanism to track them over a period of time.

Chief Programs Officer Report

Lessons From Crises

in March 2023 as the world declared an end to the pandemic and a return to “normal,” we at AVCP knew there would be other challenges around the next corner. Sure enough, the recovery from Typhoon Merbok, which blew through the Region one week before last year’s convention, has continued all year; and the fight to preserve our fish has tripled in intensity this past year. All these high-impact events require the refocusing of our efforts and resources across our programs, in order to provide the needed services at the right time. This is the big goal of our division development. To create a program structure designed to make it easier to access services, and that operates efficiently to allow for increased program services. We are now nearing the end of the division development process and during this past year, even as we continued to work hard on three divisions, the other three fully operational divisions demonstrated the power of this new structure. Our Benefits and Workforce Development divisions were able to respond quickly to crises and scale up to meet the much higher demand for cash and energy assistance this past year. Our Lands & Cultural Resources Division assisted in property and damage assessment after the storms, increased solid waste removal efforts, and executed the Natural Resources strategic plan to greatly increase advocacy, communication, and education throughout the Region and to stakeholders at the State, national, and international level. In addition to realizing the strength of our division structure, we have also seen real growth in our braided services model, with programs collaborating effectively throughout the Region to provide new and much-needed services.

When we started the Quality Improvement Process almost eight years ago, we described the QIP as the process of the whole company getting across a big river together. At this stage, it is clear that it has evolved into something different, a process of continuous evaluation and change. This has allowed us to remain flexible and make any necessary adjustments and improvements to provide the best services. It is also clear that our presence throughout the region in every community, and the huge web of strong partnerships we have developed, are some of our greatest strengths. These strengths as they all come together, a stronger program structure with great flexibility, a stronger village-based service delivery model, and strong partnerships are the essential ingredients for the AVCP program’s continued growth and success. We are excited to share with you the things we accomplished this past year and our goals for the year to come.

Division Development

By the end of 2022, we had completed the development of three of our divisions: the Benefits Division, the Workforce Development Division and the Lands & Cultural Resources Division. That does not mean we are done with program development within those divisions, quite the opposite, rather it means that the main services, programs, and funding sources are fully integrated in those divisions. Those divisions will continue to expand and grow as needed, taking on new funding and adding new services, as long as those opportunities strengthen and not detract from their core services and base funding.

In the Community Services Division, we experienced our first vacancy at the division director level in January. Once again, the resilience and flexibility of our new division structure allowed us to temporarily reassign programs and suffer no setbacks. We are so pleased to announce that position has been filled and our newest team member, Bosco Hooper, who joined us as the new Community Services Division Director in August.

While Community Services and Community Development are still undergoing some foundational division work, the majority of the division development focus this past year has been in the Family Services Division. The Family Services Division houses three major program units, the Tribal Child Welfare Unit (formerly ICWA), the Prevention Unit (which includes Healthy Families) and the still-in-development Youth & Child Unit. We initiated the planning phase for the Youth & Child Unit last fall and began implementation on some pieces this past spring. The Youth & Child Unit will bring together two long-standing and very important programs at AVCP, the Headstart and Child Care programs.

Division development work always begins with a careful planning phase. Throughout this past year's planning we worked hard to incorporate the thoughts and ideas of our staff throughout these programs. We also spent a great deal of time gathering the thoughts, feelings, and concerns of the tribes, parents, teachers, and community members that these programs are intended to serve. The data we collected from over 200 Tribal Members in 4 villages has guided the goals of this development. Our number one goal is to create and expand our early childhood programming in a way that is grounded in culture. We will continue to work on planning and implementation, with the goal to complete planning by the end of 2023, and to complete implementation of the new Youth & Child Unit's foundation by the end of 2024.



Looking Ahead: Community-Based Wrap-Around Service Delivery Model

The first step in providing better program services is the division development, creating the most effective and efficient foundation for our programs, but that is just the beginning. As we have completed our client service divisions, we have shifted their focus on the ultimate target, which is to connect our huge web of village-based client services into a wrap-around service delivery model. Over two-thirds of AVCP's program staff work in our villages and all are focused on providing services to tribal members and families from birth to old-age. We have programs that support individual economic development and self-sufficiency, wellness, parenting, and so much more. We also have a highly developed network of partnerships that allow us to provide more diverse program services across our divisions. The work ahead is to better integrate and braid our programs at the village-level and fully leverage our partnerships, so that we are better able to connect our people to all the resources and support they need to succeed. We look forward to sharing more of our successes at the upcoming 2023 AVCP Annual Convention.

Benefits Division

The Benefits Division, which was the first division to undergo the transition process, completed its division development at the end of 2022. In partnership with the Workforce Development Division, the Benefits Division provides four main types of client benefit services to our region through our one-stop shop single application process. Applications are available online and throughout the region at our Tribal Workforce Job Centers, and the TWD Navigators are trained to assist clients in completing the combined application. Once received, the Benefits Division technicians can determine the entire range of benefit services a client is eligible to receive. This process has streamlined our ability to distribute benefit services leaving more funding for the benefits themselves.

Programs In The Benefits Division

1 Cash Assistance

AVCP's cash assistance program is designed to help low-income individuals or families meet basic needs through a direct cash benefit. These temporary services are available to individuals and families who need help making ends meet. Eligible Tribal Members also receive services from a Tribal Workforce Navigator to assist them in attaining greater self-sufficiency while they are receiving the necessary cash assistance. The ultimate goal of the program is self-sufficiency.

2 Energy Assistance

AVCP's energy assistance program provides direct vendor payments to support eligible households obtaining heating fuel, electricity, gas/motor oil, or harvested wood. This program also provides weatherization services helping households with a new Toyo stove or wood stove, and through a braided program service with the Community Development Division's Residential Construction Program can also provide window and door replacement and weatherization counseling services.



3 Burial Assistance

AVCP's burial assistance program offers \$2,500 for burial support to eligible Tribal Members residing in our compacted communities. This funding helps families offset the cost of burial services for their loved ones.

4 Emergency and Crisis Assistance

AVCP's Benefits Division is always available to assist our eligible Tribal Members in crises. Whether there is an urgent need for a rent payment to avert a housing crisis, additional heating fuel during a cold-snap, or a crisis arising from natural disasters, our technicians are able to respond quickly and provide urgently needed one-time support.

Finally, the AVCP Benefits Division also operates the Title VI Elder Meals Program as a stand-alone program on behalf of 12 villages in our region. This program helps older Americans ages 60+ with a supplemental meal to address food insecurity. AVCP contracts with school districts to provide a daily school lunch to elders in these communities.



Division Accomplishments in 2023

The Benefits Division planning began in 2019, implementation started January 2022, and the division development process was completed by the end of 2022. Throughout the entire 2022 year we worked to refine and smooth the one-stop-shop application and benefit process. In 2023, we focused on implementing a solid continuous improvement process throughout the entire division and across divisions with Workforce Development. For example, we now regularly monitor the average length of time it takes to process applications, compare application processing speed across technicians, and monitor the quantity and quality of services coming in from navigators around the region. All of these processes help to identify areas of weakness that need correction and allows us to continually improve on our service delivery.

The results of this work in 2023 are amazing:

- The combined one-stop application and the defined case worker vs. case manager roles between Benefits and Workforce Development Divisions has streamlined the referral and intake processes, has helped increase accuracy, and decreased duplication of work.
- This past year client benefits were regularly processed ahead of the deadline, clients received benefits on time, and in many instances, benefits were distributed up to a week earlier than anticipated.
- AVCP's Benefits Division receives various one-time or temporary funding for needs-based services in addition to our regular program dollars. The new division structure and improvements have allowed us the ability to quickly scale-up services with these funds, which often are a result of crises like storms and fires in region.
- When client numbers fluctuate, we are now ready to pivot and increase services ensuring we are maximizing our grant dollars.

Finally, over the past two years, it has become apparent that the Benefits Division was going to need to be a permanent part of AVCP's natural disaster and emergency response team. In 2023, we took the lead along with the Community Development Division and VPSO program, and now regularly participate in regional emergency response planning and our team has restructured and stands ready to mobilize emergency support in times of crises. This past year we helped families directly impacted from Typhoon Merbok with new generators, cleaning supplies, and clothing replacements. We sent high powered generators, fishing nets and other supplies up to Crooked Creek during the flooding when the power lines went down, ensuring our clients had the capacity to cook and care for their families.

Program & Spending Metrics

TANF	2021	2022	LIHEAP	2021	2022
Clients	2138	2778	Clients	1227	1726
Assistance	\$1,935,023	\$3,338,745.16	Assistance	\$2,226,241	\$5,556,954.65

Burial	2021	2022
Clients	17	15
Assistance	\$32,176	\$31,186

2024: Looking Ahead

- We will increase our participation in emergency management activities at AVCP to ensure our crisis benefit services are available as soon as the need arises.
- In 2023, the Benefits Division has been supporting the Family Services Division implementation in developing a combined application processes for Headstart and Child care, as well as streamlining their eligibility determination. As another type of benefit service, which support families in region, we are involved in this process both to assist the unit in its development, and to look for more ways to streamline services for our clients overall. The Benefits Division will continue to support the development of the Family Service Division in the year to come, to simplify access to child care services for clients in our region.
- The Benefits Division anticipates having a digitized application uploaded and ready for use on our AVCP Website. This will allow individuals who want the opportunity to apply for our services in the convenience of their own home or while traveling. Clients will still meet regularly with their Workforce Navigators, but we hope to make our initial application process a little easier.


Workforce Development Division

The Workforce Development Division works with Tribal members across the region to identify and remove employment barriers and gain the skills necessary to be self-sufficient. WDD's Tribal Workforce Navigators provide economic development support for our Tribal families at the village level. They also provide referrals to and application support for other AVCP programs and services. WDD makes up one third of the wrap-around support services that AVCP offers at the village level along with family wellness and prevention services, and child care and parenting support needs.

Programs In The Workforce Development Division

Workforce Development

The Benefits Division planning began in 2019, implementation started January 2022, and the division development process was completed by the end of 2022. Throughout the entire 2022 year we worked to refine and smooth the one-stop-shop application and benefit process. In 2023, we focused on implementing a solid continuous improvement process throughout the entire division and across divisions with Workforce Development. For example, we now regularly monitor the average length of time it takes to process applications, compare application processing speed across technicians, and monitor the quantity and quality of services coming in from navigators around the region. All of these processes help to identify areas of weakness that need correction and allows us to continually improve on our service delivery.



Tribal Workforce Development Program core services

- Higher education scholarship and employment training programs
- Cash assistance case management services to support self-sufficiency
- Provide robust GED Services throughout the region in partnership with Yuut Elitnaurviat
- Job readiness and Pre-employment assistance: fingerprinting, resume building, cover letter writing, job search, interview skills
- Employment assistance: help in transition from being unemployed or underemployed to full time work
- Employment and subsistence activity support for tribal members with disabilities
- Summer Youth Employment Training and Youth Programs (SYETYP)

Heading to Vocational Rehabilitation Program core services include:

The Vocational Rehabilitation (VR) program provides guidance and counseling, equipment, supplies, hearing devices, assistive devices, transportation, basic living costs, training, higher education, self-employment support and more. VR provides assistance to tribal members with physical or mental disabilities to reach the goal of entering the workforce, or maintaining employment. Becoming productive in the subsistence lifestyle is considered an employment goal and qualifies eligible tribal members for services. AVCP's VR Program serves all eligible tribal members in the AVCP region and is not limited to compacted villages

Finally, the WDD operates the Johnson O'Malley education program in partnership with school districts and parent committees across the region.

Division Development

The Workforce Development Division began its planning phase in 2019 and implementation in 2021. The division foundation was complete by the end of 2022. In 2023 WDD worked closely with the Benefits Division to implement monitoring practices designed to assure quality services are provided across the region.

Other WDD Accomplishments from 2022-2023:

- Planned and conducted two training events for all Workforce Development staff.
- Implemented a Navigator 2 pilot program to create a career ladder at the village-level, and to encourage working partnerships with the village-based Tribal Child Welfare. This pilot will bring fall and winter Kuspuk sewing workshops to several communities and include TCW and TWD staff.
- Partnered with the Alaska National Guard to plan recruiting events, and hosted events in St. Mary's, Aniak, and Kasigluk. Planning is ongoing for winter 2023 and spring 2024 events at local schools and communities.

Program & Spending Metrics

Client Data

TWD

Higher Education Clients	283 total	\$8,520.13 average per client
Vocational Training Clients	123 Total	\$13,810.50 average per client

Job Center Numbers. Starting in January 2023, WDD began tracking the number of clients accessing our TWD Job Centers throughout the region. The numbers to date by month are very impressive!

Jan = \$1,397	Apr = \$1,192
Feb = \$1,299	May = \$1,520
Mar = \$1,435	June = \$1,589

Higher Education Clients

Spring 2022	\$1,093,981.05
Summer 2022	\$93,039.13
Fall 2022	\$1,224,175.34
Total:	\$2,411,195.52

Training Clients

Year 2022	\$254,742.49
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Vocational Rehabilitation

Total Consumers served	81
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Vocational Rehabilitation Outreach and Recruitment Travel

January 23: Napakiak and Napaskiak

Feb 23: Kasigluk, Nunapitchuk, Oscarville and Kwethluk

Mar 23: Atmautluak, Akiak and Akiachak

April 23: Eek, Kipnuk, Tuluksak, Alakanuk, Marshall and Nightmute

May 23: Chefornak

June 23: Kwigillingok

July 23: Tuntutuliak and Toksook Bay

August 23: Mekoryuk

Looking Ahead for 2023-2024:

- Expand the Navigator 2 pilot project to support the continued development of the village-based wrap-around service model.
- Increase case management support for students on higher education scholarships
- Design and implement the RiteTrack software for the TWD program.

Family Services Division

The Family Services Division (FSD) 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, Child Care and Head Start programs in a three-unit structure: Tribal Child Welfare, Prevention, and Youth & Child Services.

The core services of the Family Services Division 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, legal representation, and case management in *Child Welfare* cases.
- Health and wellness prevention activities for families and communities.



Program Overview, Highlights, and Accomplishments in the Family Services Division

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

The Tribal Child Welfare Unit (TCW) is one of AVCP's largest programs with 51 total staff located in Bethel, Anchorage, and throughout the AVCP Region. Community & Family Services Specialists, ICWA Advocates, support staff and contracted attorneys work to ensure that ICWA requirements are followed and our Tribes' rights as a 'party' are being respected in CINA (Child In Need of Aid) or, 'OCS' cases where compacted Tribes have intervened. They also support family cases that originate or have transferred to our regions' tribal courts. In addition, TCW works hard to provide services that promote child safety, family wellness, cultural connections, and engage families with healthy community-based events. These services support families in the child welfare system and work to prevent children from being removed from their homes. TCW also provides services and support to relatives who have taken emergency or temporary custody of children, and they recruit and retain licensed native foster homes in our region.

This year the program provided services to 41 compacted Tribes.

- 525 children (250 cases) in state custody received advocacy and case management services.
- 64 families were served to prevent the removal of children from their families.
- 42 prevention activities were held throughout the region and over 3,000 people participated.
- 11 cases were transferred from State court to Tribal Jurisdiction where 25 children were served.
- Fully integrated TANF Cash Assistance case management into the Workforce Navigator model.
- 19 families received assistance with an existing foster care license or with the licensing application and process.

Program Overview, Highlights, and Accomplishments in the Family Services Division



Other exciting programming, special partnership, and events that took place in 2023:

- TCW partnered with AVCP's Tribal Justice program and added a new attorney position to work in both programs, providing support to our Tribes taking children's cases into tribal custody.
- TCW helped to plan the MMIP Walk on May 5, 2023, in Bethel, as well as participated in it. Staff in Eek, Quinhagak, Alakanuk, and Toksook Bay lead an MMIP Awareness event. Staff also participated on that same day in the KYUK Coffee Talk to raise awareness.
- TCW participated in 3 events to provide outreach for foster care recruitment - one in Anchorage at the TKC Annual Conference, one at 'Kid's Day' in Bethel, and during a program visit to Kasigluk.
- Prevention and wellness events were held in 20 different communities including Bethel. These events involved numerous partnerships to engage local support for families, including Tribes, schools, IGAP workers, AVCP Tribal Workforce Development Navigators, child protection teams, local Law enforcement, YKHC's Calricaraq program, and YKHC Behavioral Health
- In April, the program partnered with Bethel Fire Department to host a 'Kid's Day' event to raise awareness for Child Abuse and Prevention. Bethel Police Department, Alaska State Troopers, Tundra Women's Coalition, YKHC, 7th Day Adventist, AVCP's MMIP task force, Golga Oscar, City of Bethel, Bethel City Council, and Bethel Search & Rescue attended the event and provided information to community members who attended.
- Partnered with South West Alaska Arts Group to provide a summer art camp and summer music camp to youth in Bethel.
- Partnered with the Tribal Justice program on the "For the Children" training in August 2023.

Program Overview, Highlights, and Accomplishments in the Family Services Division

Prevention Unit / Healthy Families

The Prevention Unit is home to AVCP's Healthy Families services. The mission of this program is "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 our 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 the tribal councils. 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 (conception to elderhood). 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. It is a great resource for first responders, Tribal Court judges, and AVCP staff.

This year the program provided services to adults and youth across the region.

- 9 Healthy Families Workshops were held in Bethel.
- 227 individuals engaged in services - Workshops, mini-sessions, Community Workshops, Community Events.
- 2 Culture Camps were attended by Healthy Families where staff facilitated cultural and wellness activities for youth at Kalskag and Napaimute.
- 4 Qasgiq sessions were held in Bethel.
- 5 communities- Alakanuk, Emmonak, Hooper Bay, Goodnews Bay, and Pitka's Point, hosted Healthy Families for workshops, gatherings or outreach opportunities.
- 3 Mini-Sessions were hosted, virtually.

Program Overview, Highlights, and Accomplishments in the Family Services Division

Youth & Child Services Unit / Head Start

The Youth & Child Services Unit is the last part of Family Services to be developed. The two programs in this unit, Head Start and Childcare, are being integrated to increase services throughout the region. The unit currently provides early childhood education services and Childcare through our Head Start and Childcare programs. Head Start provides Pre-K education and school readiness for children ages 3-5 years old, from low-income families, by enhancing their cognitive, social, and emotional development. It also provides a learning environment for children that supports growth in language, literacy, and social and emotional development; and emphasizes 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, Chefornak, Kotlik, Russian Mission, Quinhagak, and Tuluksak. Home based services are provided in Akiachak, 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 at UAF KuC, University of Alaska, or other Child Development Associate (CDA) programs to become academically prepared to teach children and work with families. The Childcare program also provides in-home services in the child's home or their provider's home. This program works year-round to recruit and retain providers so that parents can attend school, training opportunities, maintain employment, and provide for their families through subsistence. Childcare staff travel to communities to complete home inspections, and the program supports providers by distributing cleaning supplies, healthy snacks for children, educational materials and developmentally appropriate toys, and safety equipment (such as first aid kits, fire extinguishers, smoke detectors).

The Youth & Child Unit's services throughout this past year include:

- 186 children were enrolled in AVCP Head Start programs.
- Center-based services provided to children and families in 7 communities.
- Home-based Head Start services provided to children and families in 5 communities.
- Childcare services were provided to 487 children and 209 families in 46 communities.
- 2 training events were held in Bethel, offering CPR/First Aid, and health and safety training to Providers and Childcare Specialist.



Division Development Accomplishments in 2022

The Family Services Division is about 75% complete in the division development process. The Youth & Child Unit is the last big unit in AVCP to begin its development. We started the planning process last August with the goal of creating a plan to integrate our Head Start and Childcare programs.

The first step in our process was to go to our communities and ask what services they wanted to see improved for their youngest tribal members. During the fall of 2022 staff travelled to Kotlik, Kipnuk, Tuntutuliak, and Quinhagak to collect data from over 200 parents, teachers, providers, and community member on what they valued in early education and childcare services. Through this community and parent input, as well as a year of careful planning with program stakeholders, we identified 8 substantial goals that will drastically improve and expand services provided by the Youth & Child Unit. These goals are:

1. Simplify access to services for families.
2. Increase recruiting and outreach for children and families through a braided service model.
3. Increase center-based hours of care and the number of children served in centers.
4. Strengthen the overall quality of care in home-based settings.
5. Improve the safety of children in all of AVCP's early childhood settings:
In-home, Provider Home & Center.
6. Strengthen the support role of Family Advocates and Childcare Specialists to be "navigators."
7. Increase child health outcomes by completing child assessments.
8. Develop a provider small business program.

There is one main strategic goal that is tied to all 8 goals which is that all programming and program development must put culture at the heart. Everything from curriculum to parenting support will be looked at through the lens of our Yup'ik values and teachings.



Throughout the past year staff from the Childcare program and Head Start program have come together to learn, provide feedback, and identify challenges and solutions for how to move forward together. We began implementation of the initial integration in the spring of 2023 even as we continue to plan.

Highlights in the implementation from this past year include:

- All Head Start calendars now mirror local school district calendars.
- Health and Safety standards for the Child Care program have been updated and staff are being trained on monitoring practices.
- Tuluksak and Akiachak Head Start buildings received extensive maintenance to meet safety standards.
- Head Start and Childcare's Central Office staff received training in the Child Plus software.

Looking Ahead to 2024, the Youth & Child Unit will continue implementation work aimed at meeting the 8 goals that have been identified to expand and improve services throughout our region.



Community Development Division

The mission of the Community Development Division (CDD) is to help our Tribes develop safe and healthy thriving communities by providing community planning, housing and infrastructure projects, and economic development opportunities. The division consists of the Tribal Transportation Program (TTP), Housing Improvement Program (HIP), Economic Development (ED), and Residential Construction. In January 2023 the VPSO program was temporarily moved to CDD and will remain under our umbrella until summer 2024.

Core services of the Community Development Division

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

The foundation of the community development division was essentially complete in early 2023, except for the division-wide support positions that are still under development. Program development will be ongoing as part of the continuous quality improvement effort, especially in the Economic Development program. In 2023 the division's quality improvement focus aside from developing and improving division-wide support, was on developing realistic budgets and work plans for our projects based on hard targeted deadlines to improve sustainability; and improving construction planning in hopes of mitigating issues that impede progress and cause delays. We have attempted to be creative in addressing these issues and moving forward as best possible. Finally, our HIP program finished its development work, implementing a new innovative and streamlined process for HIP eligibility and TAPR management.

Division Development Accomplishments in 2023

Housing Improvement Program (HIP)

- Completed construction and conveyance of two brand new HIP homes in Goodnews Bay.
- Successfully planned the HIP module in the RightTrack client management system to support the new streamlined process.
- Environmental compliance attained for two additional HIP lots: one in Scammon Bay and one in Hooper Bay.
- HIP Program Manager Seth O'Brien presented AVCP HIP's new Tier I compliance practices at 2022 BIA Providers Conference at the request of the BIA.

Economic Development Program (ED)

- Yukon Kuskokwim Comprehensive Economic Development Strategies (CEDS) identified projects to receive funding:
 - Broadband infrastructure projects identified through CEDS process to receive \$100+ million.
 - 2 Energy projects in Kwethluk and Quinhagak.
 - Tuluksak awarded funding for water/sewer and a new sewer lagoon.

Tribal Transportation Program (TTP)

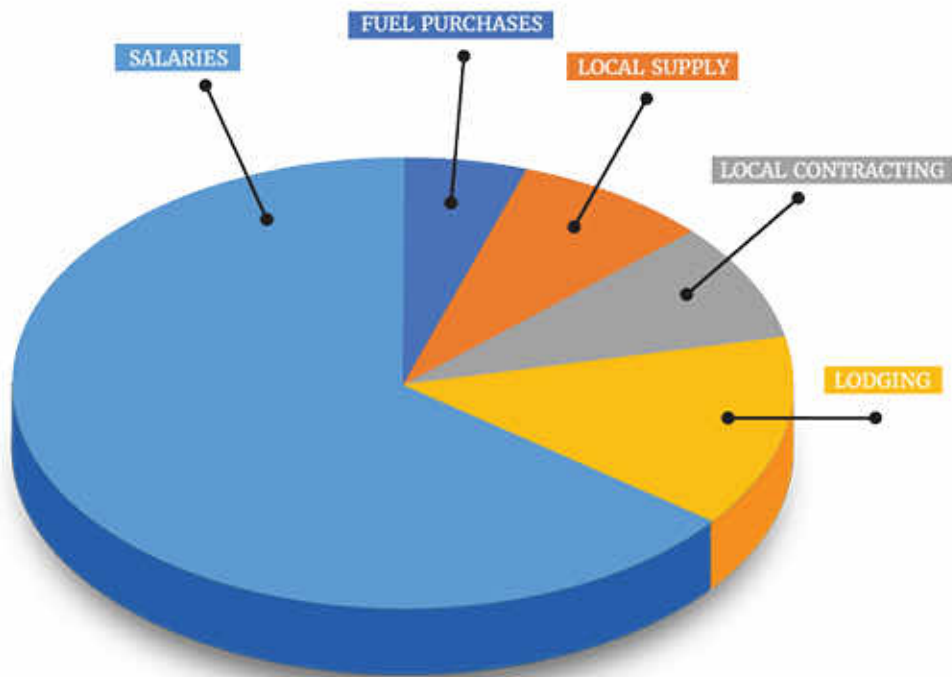
- Construction projects in Pitka's Point (estimated completion this fall 2023), as well as Kipnuk, and Oscarville.
- Developed a sustainability plan for TTP, to be updated annually, that allows us to budget more effectively and identify projects early that may need additional external financial support moving forward.
- Supported Napaimute's Kuskokwim Ice Road for the fourth consecutive year.
 - \$6,000 monetary contribution
 - Space for parking equipment
 - Electricity for plugging in equipment
 - In-kind mechanic to help maintain ice road fleet
- Successfully closed out safety projects for ATV safety and Personal locator devices.
- Launched new TTP maintenance program; and
- TTP Manager Eric Evon appointed to the Alaska TTAP advisory board.

Residential Construction Program

- Napaskiak public safety building completed in January 2023; final inspection and ownership turned over to the village in January and a blessing ceremony and open house celebrated in April.
- Alakanuk and LIHEAP windows and leveling work continued throughout the year and completed in summer 2023, Emmonak window and leveling work ongoing.
- Assessed 12 homes in Kipnuk and 50 homes in Mountain Village for the next round of LIHEAP window replacement projects and procured a total of 205 windows. Project to begin as Emmonak is ending in early 2024.
- Headstart assessments completed in Tuluksak, Akiachak, Kotlik, and Kipnuk. Electric and plumbing subcontracts awarded, and maintenance completed in summer 2023. Work on the design for the remodel of a new Kipnuk childcare center is in process.
- Alakanuk public safety building materials procured, and site control attained.

Economic Impact from Community Development Division Force Account Project

- \$51,128 in Local fuel purchases
- \$158,408 in Local lodging rentals
- \$97,659 in Local supply purchases
- \$760,896 in Local force account salaries
- \$106,931 in Local contractors



TOTAL ECONOMIC IMPACT \$1,175,022



2024: Looking Ahead

- Materials procurement and construction of two HIP homes, one in Scammon Bay and one in Hooper Bay;
- Develop AVCP HIP standard design and materials for two, three, and four bedroom housing packages;
- Continue developing a community assessment tool to help AVCP support the economic development of our Tribal communities, and more efficiently connect program services to Tribal Members;
- Next CEDS work session (in-person) tentatively scheduled for November 2023;
- Hooper Bay Road project;
- ArcGIS (mapping software tool) Implementation into Tribal Transportation Program;
- Updating Long Range Transportation Plans (LRTPs) with consortium tribes.



Community Services Division

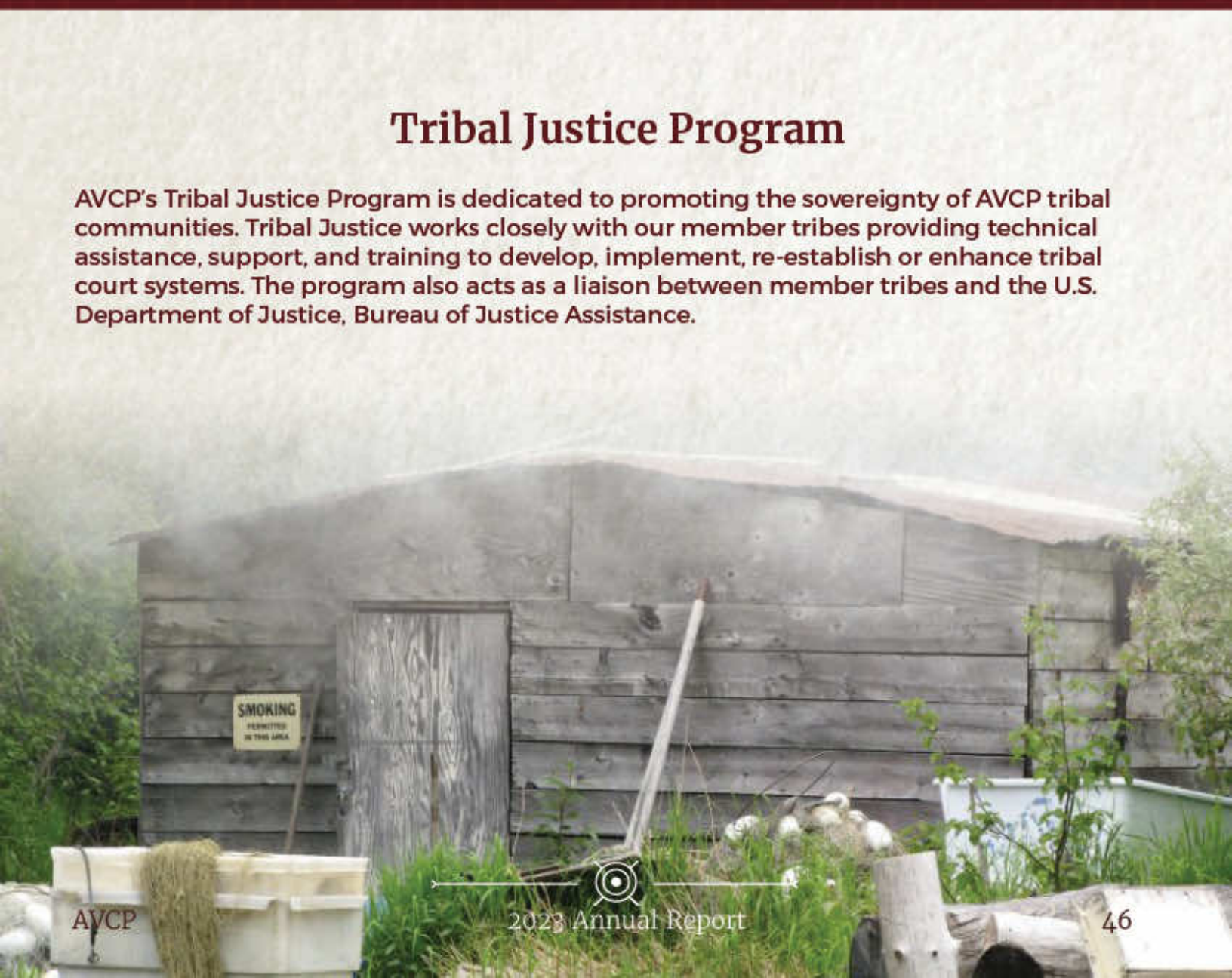
The Community Services Division is dedicated to helping AVCP's 56 Member Tribes realize full self-determination, achieve tribally managed public safety, and function at their highest capacity.

This division's development was paused this year during a period of transition. We are pleased to be getting back on track to finalizing the foundations of this division under the guidance of our new Division Director, Bosco Hooper.

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 our member tribes providing technical assistance, support, and training to develop, implement, re-establish or enhance tribal court systems. The program also acts as a liaison between member tribes and the U.S. Department of Justice, Bureau of Justice Assistance.





Tribal Justice Accomplishments in 2023

- Through extensive outreach successfully awarded twenty (20) Tribes their Public Law 280 allocations.
- Provided technical assistance in over 250 substantive emails and hundreds of individual phone calls on a wide-range of tribal court topics including roles and responsibilities in tribal courts, transfer of jurisdiction and guardianship cases, and issues that arise specific to Tribal Councils acting as a Tribal Court.
- Greatly expanded its training offerings to include not only large in-person training events, but virtual trainings and on-site tribal court capacity building visits.
- Participated in a series of strategic planning sessions with other tribal courts and partners around the state, to create a larger plan for the implementation of criminal jurisdiction for Alaska's tribal courts under the VAWA law.
- Continued to expand its work on AVCP's MMIP task force.
- Collaborated with ONC for on-site meeting with the Not Invisible Act Commission. Traveled out to Emmonak to hear testimony and collect information on the impacts and suggestions for our tribal courts.

Finally, the program welcomed a new Tribal Justice/Tribal Child Welfare Attorney to assist Tribal Courts in transferring family cases from state court to tribal court.

Looking ahead to 2023-2024

Create a tribal court guide for participation in state ICWA cases, how to transfer state cases to tribal court, and how tribal courts can initiate and manage their own family court docket.

Finalize beginner, intermediate and advanced tribal court guides for the region, with incentives on how to incorporate MMIP and VAWA into the tribal courts.
Host a Tribal Court Summit

A close-up photograph of several pieces of smoked salmon, showing their characteristic orange-pink color and glistening texture. The salmon is arranged in a slightly overlapping manner, filling the background of the page.

Tribal Services Program

The AVCP Tribal Services Program is dedicated to assisting our Tribes in developing and enhancing their operational capacity and to function as thriving sovereign governments. Tribal Services assists Aid to Tribal Government (ATG) compacting tribes by providing technical assistance and support to develop their capacity to function as tribal governments. Training is provided to help council members and staff successfully perform their important duties. AVCP pays the salary and benefits for tribal administrators of AVCP's ATG compacted tribes, it offers financial management and reporting support for ATG funds, and many other tools to strengthen tribal self-determination. The program also serves a vital communication and outreach function for all Tribes throughout the region. Finally, AVCP's Tribal Services program certifies tribal enrollment for the AVCP region Tribes, provides tribal identifications, and supports the operations of our annual convention.

Tribal Services Accomplishments in 2023

- Performed emergency management support following Typhoon Merbok for impacted Tribes throughout the region in the fall of 2022 into spring of 2023. This work included gathering damage assessment information, connecting our Tribes and Tribal Members to resources, and providing reports and data needed by federal, state, and private relief agencies.
- Administered emergency BIA funds in the spring of 2023 for 11 Tribes impacted by Typhoon Merbok.
- Conducted follow-up Typhoon Merbok damage assessments in the summer and submitted additional funding requests on behalf of our ATG Tribes.
- Conducted several large in-person training events including a large Anchorage training for tribal administrators from around the region.

Looking Ahead to 2023-2024 Tribal Services will:

- Re-commit to streamlining and enhancing the ATG Memorandum of Agreement and pass-through funding process.
- Establish permanent processes for the program's participation and support during natural disasters and community-wide emergencies throughout the region.



CSD Training Program

The Community Services Division's training program has evolved significantly in 2023, and is now managed by the Training Program Manager. This position coordinates every training event for all of CSD programs, including large in-person trainings, virtual training events, and individual training plans for Tribes and Tribal Courts.

Accomplishments in 2023

This program focused on big training events in 2023 with the goal of training to reach as large an audience as possible. Through this effort we gathered significant information about the training needs and the constraints

on people's abilities to attend. After careful evaluation we are transitioning our training focus in 2024 to provide more of a variety of training options to meet Tribes where they are at.

- In 2023 we conducted 7 large in-person training events by fall 2023, with a total of 285 participants attending. Two additional large training events will be held this fall.
- 11 virtual single training events planned for 2023, 7 completed as of September.

Looking Ahead to 2023-2024

- For 2024, we are planning 5-7 large in person training events scaling back the effort a little from 2023. These events are designed to reach a large audience and provide foundational knowledge to our Tribes and Tribal Courts. These will include AVCP's second Tribal Court Symposium; Tribal Administration and Operations and another For the Children collaboration between Tribal Justice and Tribal Child Welfare.
- In 2024 the program will assist in creating more individualized training plans to support tribal administrative and tribal court growth by meeting our Tribes where they are at. The goal in this first year will be to provide customized training plans for 5-10 Tribal Courts. Additionally, we will work on training plans for bookkeepers and tribal administrators as well, to enhance the capacity of our tribal administration around the region. Stronger Tribal Administration will support stronger Tribal Courts so a final goal of this new training focus is to build the working relationship between the Tribal Justice System and the Tribal Government in each community.
- 5- 7 large in-person training events in planning
- 16 Virtual Training events
- 5-10 individualized tribal court and tribal administration training plans.

Village Public Safety Officer (VPSO) Program

The VPSO program provides public safety services to our tribal citizens by training and employing individuals in AVCP villages as first responders. These first responders attend to emergencies, conduct search and rescue operations, fire protection, emergency medical assistance, crime prevention and basic law enforcement. Our VPSOs also make monthly contact with probationers and parolees in their community. The presence of these officers has a significant impact on improving the quality of life in the participating villages. Our VPSO Officers are the first responders to all calls for service from community members in which they serve; and are sought out as the incident commander for all accidents, injuries, and natural disaster/threats.

The Village Public Safety Officer (VPSO) Program is a statewide program that began here in the AVCP region in 1979. The VPSO program is funded by the Alaska Legislature and is managed under the Department of Public Safety within its own division. The AVCP region is a part of DPS Detachment C, which is the size of the state of Texas, yet only had 60 commissioned state troopers last year. With only 60 commissioned troopers it is very difficult to provide coverage, so the VPSO Program provides the needed basic Public Safety Service in communities. The VPSOs truly are our communication link to other agencies outside of the community and within the region

Currently AVCP VPSOs

- Kwethluk: 1
- Toksook Bay: 1
- Eek: 1
- Scammon Bay: 2

Through active recruiting we have 12 applicants at various stages of the process: supporting documentation gathering, background checks, and interviewing.

Accomplishments in 2023:

- Vehicle/equipment inventory control and disposal saving AVCP \$2,300 of insurance premiums.
- Completed Napaskiak Public Safety Building in January 2023 with open house in April 2023
- New VPSO Manager onboard in February 2023 and certified to receive background checks in April/May 2023
- Awarded CIP for public safety building replacement in Alakanuk.
- MOU review and management to ensure program deliverables are addressed.

Land & Cultural Resources Division

The Land & Cultural Resource Division's work is grounded in our cultural and traditional values. We serve the 56 Tribes of the AVCP Region providing trust services to Tribal Members and Tribes in preservation of our sacred resources. This Division is made up of four programs: Natural Resources, Environmental, Cultural, and Realty Services programs.

The division's core services are:

- 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 foundation of the L&CR Division was completed in early 2023. There is ongoing program development happening in the Cultural and Environmental programs.

Programs in the Land & Cultural Resources Program

Natural Resources Program

The mission of the Natural Resources Department is to protect and maintain the integrity of our region's natural resources and the unique subsistence way of life through the promotion of self-determination of our tribes and our people. Our vision constitutes protection of these resources and our way of life for both present and future generations in the face of a changing climate and an evolving and expanding technological society. AVCP's Natural Resources program and administration engaged in strategic planning in 2022 that has re-focused its approach to serving the people of our region. Through greatly increased communications, organized advocacy, and educational efforts, AVCP's Natural Resources program will protect the subsistence way of life because that's who we are as a people. 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.



NR Program Accomplishments in 22-23

- Continued implementation of the Natural Resources strategic plan, including the formation of AVCP's first Subsistence Committee of the Executive Board.
- On-going support to the operations of and to the Y-K region members of the Northern Bering Sea Climate Resilience Area (NBSCRA) Executive Order Bering Intergovernmental Tribal Advisory Council (TAC).
- Finalized the Community Wildland Protection Plan (CWPP) for the community of Russian Mission to be utilized when a Hazardous Fuels Reduction (HFR) project can be completed.
- Actively addressed the current fisheries crises through maintained direct engagement with the State Board of Fisheries and the federal North Pacific Fishery Management Council processes through attendance of meetings, membership on committees and in providing testimony at each opportunity.
- AVCP's communication efforts were vast and significant this past year and through our work we generated 53 media stories in the whole range of outlets, local, statewide, national and international radio, newspaper, web-based media, industry magazines and websites, and a whole host of other outlets.

Goals for 2023-2024:

- Continue partnerships with the Arctic-Yukon-Kuskokwim Tribal Consortium and the Kuskokwim River Inter-Tribal Fish Commission to access federal funds from the Gravel-to-Gravel Initiative for co-stewardship projects in the Y-K region.
- Increase staff capacity by successfully recruiting to fill current vacant positions.
- Continue to expand our communication efforts for information flow to the tribes and the public.
- Continue to advocate for positive actions to address the fisheries crises and elevate tribal participation and representation through all opportunities.

Services provided to all AVCP Tribes, compact and non-compact:

The Natural Resources Program works in collaboration with many regional, statewide, national, and international groups, committees, and processes. We prioritize our efforts and engagement where resource issues are most critical and widespread. We are diligent to maintain continuous contact with our networks, coalition partners, and member organizations.

Environmental Quality Program

Core Services in the Environmental Program

IGAP Program

The Environmental Program offers technical assistance to our Tribes throughout the region in two main service areas: the Indian General Assistance Program (IGAP) and the new Brownsfield Program. Our IGAP staff supports our Tribes in securing grants for local IGAP coordinators, assists in developing their programs, and providing training opportunities. For the past six years this program has also organized a region-wide electronic and hazardous waste removal project (E-Waste project), developing a large network of partners that collect and haul e-waste out of the region annually.

The Brownsfield Program

The Brownsfield Program, which is brand-new this year, provides technical assistance in the same manner as our IGAP program. This technical assistance will help our tribes to identify contaminated sites in or near their villages, and develop the plans for remediation of those sites. Once a contaminated site is identified, the program assists in prioritizing this site among the village's inventory, and then assists in securing the funding to clean up the contaminated site. This year the program started with 5 villages, Akiak, Nunapitchuk, Quinhagak, Kongiganak and Kotlik. In the next phase of the program we will add the villages of Toksook Bay, Newtok, Kipnuk, Pitka's Point and St. Marys.

Electronic and Hazardous Fuels Waste Project

The Environmental Program's E-Waste project over the past six years has assisted our Tribes in the collection and removal of over 480,000 lbs of waste from the YK region. This improves the quality of our soil and groundwater and preserves our lands for the generations to come. Thirty-six villages altogether have participated in this program in the past few years.

In 2023, 14 villages total participated around the region in E Waste and Hazardous fuels, 10 villages returned this year with additional waste to be collected, and we added 4 new villages on the Lower Yukon, Marshall, Pilot Station, St. Mary's and Pitka's Point that were serviced by barge out of Nenana.

In 2022: we collected a total of 84,000 lbs of waste, thus far in 2023 we are already over 80,000 lbs and still have several weeks to go.

Other Program Highlights from 2023

- The Environmental Program initiated a Water Quality training project. Environmental staff traveled this past summer to Kwethluk, Akiak, Napaskiak and Napakiak to provide training to village IGAP personnel on how to take water samples and record pH levels, to be sent to a laboratory for testing of contaminants such as cyanide and any dissolved levels of metals in the water system. This training will allow our Tribes to conduct their own water quality testing in the coming years and not be reliant on outside entities to determine their water quality.
- The program continued to provide Hazwoper training in partnership with Chaputnguak fuel services LLC from Chefnak, who provides the training. 8 tribes participated this year.



Cultural Heritage Program

During 2022, the Cultural Heritage Program continued to reorganize within the Lands & Cultural Resources Division and now focuses on the management and oversight of the Yupiit Piciryarait Cultural Center (YPCC) Museum, and the Alaska Native Claims Settlement Act (ANCSA) 14(h)-1 Historic and Cemetery Sites program. Finally, the Cultural Heritage program works collaboratively to further the goals of the Native American Graves Protection and Repatriation Act (NAGPRA).

In 2023 the focus of this program was primarily on the YPCC Museum. The museum had been closed during the COVID pandemic, and then through the end of 2022 it was closed for renovations. Thus, the museum has been inaccessible to visitors since 2020. The permanent collections are still stored and have not been impacted. In the summer of 2022, Mary Woods was rehired as the YPCC Museum Coordinator with the goal of reopening in early 2024. When the museum reopens, it will contain an exhibit designed in partnership with the Smithsonian Museum and housed in donated cases. 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.

The Realty Services Program

AVCP's Realty Department is nearly fully-staffed, and our dedicated group of professionals are here to absolutely provide the best service possible to our deserving clients.

The following are some of Realty's highlights 2023 since last year's convention:

Transactions: All restricted property transactions have regulatory and Federal policy requirements, which are collectively known as "The Big Four;" i.e.,

- (1) Appraisals;
- (2) "Section 106" Archeological Inventories;
- (3) Environmental [NEPA] documents; and
- (4) Certified Title Status Reports.

"Restricted property" includes land conveyed by either the 1906 Alaska Native Allotment Act or the 1926 Alaska Native Townsite Act.

We currently have ninety (90) pending realty transactions that are in various stages of completion, awaiting one or more of The Big Four requirements identified above.



Appraisals

We recently ordered forty-six (46) restricted-property Appraisals, and we expect to receive all 46 Appraisal Reports by the end of this year.

Section 106 Archeological Inventories

Generating these particular reports requires site visits to the restricted properties that have pending transactions associated with them. This summer, Staff Archeologist Katie Daniels has made field trips to Hooper Bay, Upper Kalskag, Kotlik, Nunam Iqua, and Tuluksak. She plans to make additional trips to Goodnews Bay, Eek, Napakiak, Nunapitchuk, and Tuntutuliak before summer's end. Since she started in July, 2022, Ms. Daniels has completed twelve (12) Section 106 Archeological Inventories.

NEPA Documents

Before these documents, which can be a Categorical Exclusion Checklist, Environmental Assessment, or Environmental Impact Statement, can be written, the Archeological Inventory must be acquired. During the past year, Ms. Daniels has submitted to the BIA eleven (11) NEPA documents.

Certified Title Status Reports (TSRs)

These BIA-generated and signed reports are requested near the very end of a transaction package's completion because they have a short 90-day "shelf life," so packages must have a current (certified) TSR. Uncertified TSRs are sufficient to begin a transaction, however, because all TSRs are updated when restricted land ownership has changed.

Probates

For 2023, Probate staff has submitted twenty-five (25) probate packages to the BIA for review and subsequent referral to the Office of Hearings and Appeals for scheduling Probate Hearings. Staff anticipates that they will submit an additional thirty (30) more probate packages by year's end.

These probate numbers are relatively low this year because Probate staff has faced some "out-of-our-hands" challenges, including the BIA's new Tribal enrollment verification requirements and a backlog at the State of Alaska's Bureau of Vital Statistics. Last year, we could expect to receive Birth, Death, Marriage, and other Certificates between 2 weeks - 1 month of placing our order. This year, our Certificate wait times have been between 2 - 4 months after order placement. Despite that, our Probate staff is working as hard as they can to complete our pending workload.



Land Ownership Searches (“Searches”)

These officially requested Searches are performed for clients wanting to know how exactly how much restricted land they own, including land in which they own a fractional interest. These Searches are also performed by Probate staff to determine the restricted-property inventories of deceased clients. Through mid-August of this year, Realty staff has completed one-hundred forty-five (145) Land Ownership Searches.

Other Accomplishments for 2022-23

The Realty Service program implemented a new Wills service this past year. All Realty staff received specialized training and became Notaries, in order to expediate the execution of wills. This program operates through a partnership with Alaska Legal Services Corporation, and for its first year has set a goal of twelve (12) fully executed wills by the end of 2023.



