



ILAKLUTA PININRUUKUT

Stronger Together



2025 ANNUAL REPORT

ASSOCIATION OF VILLAGE COUNCIL PRESIDENTS



“Our greatest achievements are not accomplished alone. They are built through partnership, guided by our values, and strengthened by the collective wisdom, resilience, and generosity of our people.”



ILAKLUTA PININRUUKUT: STRONGER TOGETHER

AVCP 62ND ANNUAL CONVENTION



On behalf of the AVCP Executive Board of Directors, it is my honor to welcome you to the Association of Village Council Presidents' 62nd Annual Convention. This year, we gather under the theme, ***“Ilakluta Pininruukut. Stronger Together.”***

These words reflect who we are as a people and who we have always been. For generations, our strength has come from one another, from our families, our Tribes, our communities, and our shared commitment to Our Way of Life. When challenges arise, we do not face them alone. We come together, support one another, and move forward with purpose and determination.

Today, that spirit of unity is more important than ever. Our region is facing challenges that previous generations could scarcely have imagined. We are witnessing rapid environmental changes, increasing threats to our communities, and new realities that demand innovative solutions. The impacts of events such as Typhoon Halong have reminded us that even the Arctic is changing. Our villages have experienced firsthand the vulnerability of critical infrastructure, transportation systems, utilities, housing, and essential services. These challenges are real, and the work ahead of us is significant.

**YET IF THERE IS ONE LESSON OUR PEOPLE
HAVE CARRIED THROUGH EVERY GENERATION,
IT IS THIS: **WE ARE STRONGER TOGETHER.****

No single village, organization, or leader can address these challenges alone. The path forward requires partnership, collaboration, and a shared commitment to the well-being of all our communities.

Together, we will continue to strengthen emergency preparedness, improve infrastructure, protect our natural resources, advance public safety, support community wellness, and create opportunities for future generations.

This Convention is more than an annual gathering. It is a time to strengthen our relationships, reaffirm our shared values, and chart a course forward together. Our collective strength comes from the voices gathered here. We are grateful to our Elders, whose wisdom guides our decisions; to our youth, whose energy and vision inspire our future; to our Tribal leaders, who advocate tirelessly for their communities; and to our partners, staff, and community members who contribute to this important work every day. As we gather under the theme, “Ilakluta Pininruukut: Stronger Together,” let us remember. Thank you for joining us for this year's Convention. I look forward to the meaningful discussions, shared learning, and collective action that will emerge from our time together.

With gratitude and respect,

Thaddeus Tikiun, Jr. • Chairperson, AVCP • 62nd Annual Convention



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**AVCP
MISSION**

**Yuput calillgutekluki
elluarluta yuuluallerkamtenun**

Working Together with Tribes to Enhance
Sovereignty, Self-Sufficiency, and Our Way of Life

**AVCP
VISION**

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

Our Tribes are United and Strong, our Elders are Respected and Valued,
and our Youth are Guided by Yuuyaraq

**AVCP
VALUES**

Unity & Respect

(One Voice, Collaborations)

Natural Resources

(Our Way of Life, Our Land, Subsistence)

Innovation & Accountability

(Ability to Adapt, Calculated Risk, Long-Term View, Place for Demonstration
Projects and New Models, Continuity)

Transparency & Communication

(Listening, Liaison, Connection with People, Institutions)

Yuuyaraq

(A People of Adaptability, Yupik Way of Life, Family, to be in Service)



Welcome delegates, Tribal leaders, guests, and staff to the 62nd Annual AVCP Convention at the Yupiit Piciryarait Cultural Center in Bethel, Alaska, from August 26-27, 2026. AVCP continues to advocate for the 56 federally recognized Tribes of the Yukon-Kuskokwim (Y-K) Delta. This report summarizes our primary milestones, challenges, and structural progress throughout 2025. This year's theme is ***"Ilakluta Pininruukut: Stronger Together."***

Emergency Response: Remnants of Typhoon Halong

The single most transformative event of late 2025 was the catastrophic arrival of the remnants of Typhoon Halong, a severe storm that battered the Y-K Delta with hurricane-force winds and a historic coastal storm surge.

IMPACT AND DEVASTATION: Dubbed a massive "arctic typhoon," the storm severely impacted coastal villages—specifically destroying or damaging up to 90% of Kipnuk and 35% of Kwigillingok—displacing hundreds of residents and floating homes off their foundations.

IMMEDIATE AVCP MOBILIZATION: AVCP staff mobilized directly in helping our communities to process emergency housing assistance, Temporary Assistance for Needy Families (TANF) benefits, and replacement Tribal IDs for displaced evacuees.

FEDERAL AND STATE ADVOCACY: AVCP partnered with both state and federal leaders for emergency response and intervention. AVCP appealed to Governor Mike Dunleavy and President Donald Trump to declare a state disaster, which resulted in the President signing a Major Disaster Declaration (DR-4893) to unlock critical Federal Emergency Management Agency (FEMA) relief funds.

The Western Alaska Public Safety and Emergency Response System (WAPSERS) Proposal

The devastation caused by Typhoon Halong exposed deep, systemic gaps in rural Alaska's safety network. In response, AVCP brought forward our Western Alaska Public Safety and Emergency Response System Proposal, built upon foundations from our Public Safety White Paper and formal appeals to the White House.

REGIONAL INFRASTRUCTURE HUBS: The core of this proposal demands the funding and construction of a permanent Regional Emergency Response Coordination Center in Bethel. This central hub will oversee emergency responder deployment, supply distribution, and local evacuation sheltering.

SUB-REGIONAL NETWORK: To ensure rapid action across our vast geographic footprint, the central hub will be supported by 5 smaller sub-regional response centers placed strategically throughout the Delta.

VPSO AND PERSONNEL EXPANSION: The proposal includes an explicit request to permanently fund and station Village Public Safety Officers (VPSOs) in every single village to act as immediate local frontline responders during law enforcement and weather crises alike.



Advocacy for the Western Alaska Salmon Crisis

Compounding environmental pressures, the multi-year Western Alaska salmon crisis remained an absolute priority.

FEDERAL CONSULTATION: AVCP aggressively pressured federal entities to fulfill trust responsibilities during federal Tribal consultations, asserting that marine ecosystem conservation must override commercial interests.

BYCATCH ACTIONS: We expanded our collaboration within the Arctic-Yukon-Kuskokwim Tribal Consortium and the Salmon People initiative. Our leadership targeted strict reductions in industrial trawler chum and Chinook salmon bycatch to secure long-term food security for our families.

In closing, our strength lies within our unity. The back-to-back crises of record salmon declines and the devastation of Typhoon Halong have tested our region, but they have also proven the unbreakable resilience of our people. By standing firmly together to advance the Western Alaska Public Safety and Emergency Response System Proposal, we ensure that the lives, homes, and cultural heritages of the Y-K Delta are protected at both the state and federal levels.

Quyana,

Vivian Korthuis
Chief Executive Officer (CEO) AVCP



NELS ALEXIE
Traditional Chief



JOSEPH ASULUK, SR.
Traditional Chief



THADDEUS TIKIUN, JR.
Chairman - Floating Committees
Convention Resolutions
Committee Chair



MARY ANN MIKE
UNIT 1 External Committee
Rep for RurAL CAP Board of Directors
Representing: Kotlik, Hamilton,
Bill Moore's Slough



SCOTT HESS
UNIT 2 External Committee
Representing: Asa'carsarmiut,
Pitka's Point, Andreafski, Algaaciq



JULIA DORRIS
UNIT 3 Secretary
Governance & Subsistence Committee Chair
Representing: Aniak, Chuathbaluk, Crooked
Creek, Georgetown, Lime Village, Upper
& Lower Kalskag, Red Devil, Napaimute,
Sleetmute, Stony River



MARTIN ANDREW
UNIT 4 Treasurer
Internal Committee Chair
Subsistence Committee
Representing: Akiachak, Akiak,
Kwethluk, Tuluksak



ALICE MAXIE
UNIT 5 Internal Committee
Representing: Napakiak,
Napaskiak, Oscarville



WASSILIE J. PLEASANT
UNIT 6 Internal Committee
Representing: Atmautluak,
Kasigluk, Nunapitchuk



SHANNON WHITE
UNIT 8 Internal Committee
Representing: Cheformak, Mekoryuk, Newtok,
Nightmute, Toksook Bay, Tununak, Umkumiut



JASON AKERELREA
UNIT 9 Internal Committee
Representing: Chevok, Hooper Bay,
Paimiut, Scammon Bay



AMANDA MARK
UNIT 10 External Committee Chair
AK Legal Services Corp Lay Representative
Representing: Eek, Goodnews Bay,
Platinum, Quinhagak



ROBERT HOFFMAN
UNIT 11 Governance Committee
Representing: Orutsarmiut
Native Council



CHRISTINA CHANGSAK
UNIT 12 Governance Committee
Subsistence Committee
Representing: Pilot Station, Marshall,
Ohogamiut, Iqugmiut (Russian Mission)



RAYMOND ONEY
UNIT 13 External Committee
Subsistence Committee
Representing: Alakanuk, Chuloonawick,
Emmonak, Nunam Iqua

VACANT
UNIT 7

Representing: Kipnuk, Kongiganak,
Kwigillingok, Tuntutuliak



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



- Akiachak
Akiak
Alakanuk
Algaaciq
Andreafski
Aniak
Asa'carsarmiut
Atmautluak
Orutsarmiut
Native Council
Bill Moore's Slough
Chefornak
Chevak
Chuathbaluk
Chuloonawick
Crooked Creek
Eek
Emmonak
Georgetown
Goodnews Bay
Hamilton
Hooper Bay
Iqugmiut
Lower Kalskag Upper
Kalskag
Kasigluk
Kipnuk
Kongiganak
Kotlik
Kwethluk
Kwigillingok
Lime Village
Marshall
Mekoryuk
Napaimute
Napakiak
Napaskiak
Newtok
Nightmute
Nunakauyak
Nunam Iqua
Nunapitchuk
Ohogamiut
Oscarville
Paimiut
Pilot Station
Pitka's Point
Platinum
Quinhagak
Red Devil
Scammon Bay
Sleetmute
Stony River
Tuluksak
Tuntutuliak
Tununak
Umkumiut



Our strength lies within our unity.
Vivian Korthuis • AVCP CEO





AVCP’s Executive Board comprises 13 units in the Yukon-Kuskokwim Delta Region. In 2017, through strategic planning, AVCP identified seven strategic objectives to guide its service delivery, and the programs and administrative structures at AVCP work to meet these objectives. To carry this work forward, AVCP has established a dedicated Advocacy Team within the Legal Department, focused strategically and specifically on advancing the seven strategic objectives. In 2025, our Government Relations team worked hand-in-hand with our CEO and Executive Team to ensure our Tribal voices were heard, while investing in planning and capacity-building to strengthen our advocacy for years to come.

- THE SEVEN STRATEGIC OBJECTIVES ARE:
- Be resilient
 - Be the leading model
 - Ensure our stability
 - Grow our own
 - Improve regional unity
 - Strengthen regional voice and programs
 - Support Tribal self-determination

Under the umbrella of the seven strategic objectives, AVCP’s advocacy priorities have five focus areas that guide our advocacy work: **Public Safety, Community Wellness, Natural Resources and Subsistence, Economic Development, and Transportation and Infrastructure.** These five advocacy priorities have been set by our Tribes and reflect how AVCP’s programs and policies uphold our regional values, enhance self-sufficiency and self-determination, and protect our way of life.

Our advocacy matters, our voices matter, and our priorities matter for our region and our people. Together, through our voices, we will continue to stand strong.

In 2025, AVCP promoted our advocacy priorities in many ways, including, but not limited to:

- 1 Standing Firm Against the Federal Funding Freeze.** When the Trump administration imposed a federal funding freeze in January of 2025 through the Office of Management and Budget that threatened Tribally led programs, AVCP convened an immediate emergency region-wide virtual meeting to inform and support our Tribes, and carried the region’s voice to Congress, including CEO testimony to Senator Murkowski, urging that Tribes be exempt.
- 2 Protecting Tribal Services Through Federal Upheaval.** As agency realignments and a “forced exodus” of more than 300,000 federal employees, driven by Department of Government Efficiency (DOGE) and downsizing executive orders, disrupted health, education, and public safety services and, at times, left Alaska regional offices unreachable, AVCP attended consultations and submitted written comments throughout 2025, warning of the imminent harm to Tribal programs and services.
- 3 Advancing Public Safety Through the GAO and PL 280.** Under our Public Safety priority, AVCP hosted the U.S. Government Accountability Office (GAO), a non-partisan congressional agency, in Bethel to confront the realities of Public Law (PL) 280 in our region; in the first half of 2026, the GAO issued a report with firm recommendations urging Congress and federal agencies to examine public safety issues in PL 280 states.
- 4 Fighting for Tribally Focused Fisheries Management.** AVCP appealed the adverse decision in AVCP and Tanana Chiefs Conference (TCC) v. National Marine Fisheries Service (NMFS) and Department of Commerce after the court allowed NMFS to rely on outdated 2004 and 2007 environmental impact statements, pressing for lawful, science-based fishery management to protect subsistence resources amid the multi- year salmon crash.

- 5 Defending the Rural Subsistence Priority in US v. Alaska.** Alongside our Tribal partners and allies, including the Kuskokwim River Inter-Tribal Fish Commission (KRITFC) and the Alaska Federation of Natives (AFN), AVCP advanced its legal and policy role, challenging the State’s repeated attempts to override federal subsistence management on the Kuskokwim River and defending the federal mandate under the Alaska National Interest Lands Conservation Act (ANILCA) to guarantee a rural subsistence priority.
- 6 A Landmark Subsistence Victory at the Supreme Court.** AVCP and our Partners upheld a major pro-subsistence win when the U.S. Supreme Court denied the State of Alaska’s petition for certiorari, leaving in place the federal injunction that protects federally managed subsistence openings, the rights of rural and Alaska Native fishers, and the Katie John line of cases.
- 7 A Recognized Tribal Voice on Fisheries.** Through sustained litigation and advocacy, AVCP solidified its standing as a key Tribal voice on federal fisheries management, subsistence protection, and ecosystem-driven decision-making, including supporting the Subsistence Committee at the February 2025 North Pacific Fishery Management Council (NPFMC) meetings.
- 8 Rising Together After Typhoon Halong.** When Typhoon Halong devastated our coastal communities, AVCP mounted an all-fronts response that united our Public Safety, Community Wellness, and Infrastructure priorities while defending the food sovereignty and food security of the families and communities hit hardest across the region.
- 9 Demanding a National Emergency Declaration.** AVCP submitted letters to the White House, the Congressional Delegation, House and Senate leaders, and Governor Dunleavy requesting a National Emergency Declaration for the region and our Tribes.
- 10 Coordinating a Unified Regional Response.** AVCP participated in recurring calls with the Governor and coordinated closely with federal, state, local, and Tribal partners to keep advocacy accurate and information flowing to the communities that needed it most.
- 11 Uniting Alaska Behind Our Region.** The Executive Board championed the emergency declaration request through a resolution to to the Alaska Federation of Natives (AFN), where it passed unanimously with strong statewide support.
- 12 Building Lasting Resilience.** AVCP developed the WAPSERS initiative to strengthen coordinated regional emergency response and lay the groundwork for future disaster readiness across the Yukon-Kuskokwim Delta.

These are a few of the areas where AVCP pursued advocacy in 2025. Throughout the year, AVCP continued its fight to protect Our Way of Life. In December 2025, the Executive Board met and held a work session to review and finalize the advocacy priorities. The Board determined that there is more work to be done in all five areas and that the priorities do not need to change, and we will look ahead to the updated strategic plan with specifically defined objectives in each advocacy area and a heightened focus on Quality Improvement, Compliance, and Information Technology to ensure that AVCP’s advocacy continues to serve the needs of our region and create the impact needed to remain relevant and progressive. AVCP will continue to speak up about issues under AVCP’s advocacy priorities for our regional voices to be heard and to advocate for the protection of our vision and Our Way of Life.



Dear Tribal Leaders, Delegates, and Guests,

On behalf of our leadership team, I am honored to welcome you to this year's Annual Convention. This gathering is a powerful reminder of what we can achieve when we come together in service to our people and communities. This year's theme, **"Ilakluta Pininruukut: Stronger Together,"** reflects the unity, resilience, and shared responsibility that continue to guide our work across the Yukon-Kuskokwim Delta.

Over the past year, we have met both opportunities and challenges with determination, guided by our shared purpose and our enduring commitment to the region we serve.

This year, our region felt the effects of the remnants of Typhoon Halong, which brought high winds, flooding, erosion, and infrastructure damage across the Yukon-Kuskokwim Delta. In response, AVCP worked closely with Tribal governments and partner agencies to support affected communities through communication, coordination, recovery planning, and advocacy for critical resources. In the face of hardship, we also witnessed the strength, compassion, and resilience that define our communities— reminding us that we are, indeed, stronger together.

As respected AVCP Traditional Chief Paul John taught, "Ellangneq is awareness—an understanding of the world and of one's place within it." That teaching continues to guide our service and leadership, reminding us to move forward with humility, responsibility, and care for one another.

As we gather, we also look ahead with hope and purpose. This convention is an opportunity to reflect on our progress, share what we are learning, and strengthen our collective path forward. Grounded in the theme of Ilakluta Pininruukut: Stronger Together—we reaffirm our commitment to collaboration, cultural values, and community-driven solutions.

Your engagement, partnership, and leadership are essential as we continue building strong, healthy, and thriving communities together.

Quyana for your steadfast leadership, valued partnership, and continued commitment to the people and communities we serve.

Respectfully,

Martha Whitman

Martha Whitman

Chief Administrative Officer (CAO) AVCP



Dear Tribal Delegates, Partners, and Honored Guests:

It is with great respect and gratitude that I welcome you to the 62nd Annual Convention of AVCP, held August 26-27, 2026. As we gather under the theme "Stronger Together," we are reminded that our shared purpose, financial stewardship, and collective decision-making are more important now than ever before.

This past year tested our resolve in profound ways. In the aftermath of Typhoon Halong in 2025, our Finance department stepped up to build emergency processes and deliver critical support to our communities - work that we are still carrying forward today. Through every challenge, we remain rooted in our core principles of self-determination, responsibility, and resilience. These principles guide every financial decision we make to ensure that our resources are used to empower our people, protect Our Way of Life, and support the generations to come.

The past year also brought significant change within our Finance department. With new staff joining our team and a renewed commitment to strengthening our systems, we are working toward more efficient, transparent, and responsive processes that better serve our region. I am honored to serve as CFO of AVCP, and I am proud to lead an organization that honors transparency, accountability, and cultural values in every dollar we steward. I encourage all of us to stay engaged, ask questions, and participate in shaping a financially sound future that reflects our values.

As we come together this year, let us remember that we are truly stronger together when our foundation is financially stable and sound. Sound stewardship today is what secures the strength, dignity, and prosperity of our communities for generations to come.

Quyana for your continued trust, and welcome to this important gathering.

In service,

Joe Martin

Joe Martin

Chief Financial Officer (CFO) AVCP



INFORMATION TECHNOLOGY (IT)

2025 IT Accomplishments

- ▶ **Fiber Internet:** Upgraded to General Communication, Inc. (GCI) fiber to improve speed, reliability, and cloud readiness.
- ▶ **E-mail Migration:** Moved to Microsoft 365 to enhance reliability, security, and remote access.
- ▶ **Network Upgrades:** Replaced outdated hardware to improve stability, reduce outages, and increase performance.
- ▶ **VOIP System:** Implemented Mitel Voice Over Internet Protocol (VOIP) to lower costs and enable unified dialing across locations.

2026 IT Goals

- ▶ **Cloud Migration:** Reduced on-site servers; improved reliability, access, and disaster recovery.
- ▶ **Microsoft 365:** Expand tools and intranet to boost collaboration, security, and information sharing.
- ▶ **Wireless:** Upgraded coverage to enhance connectivity and productivity.
- ▶ **IT Operations:** Improved governance, support IT Service Management, and security (artificial intelligence email protection, patching).

FINANCE DEPARTMENT

In 2025, the Finance Department implemented improvements to AVCP's financial, accounting, procurement, travel, and payment processes.

The department continued to analyze and review internal processes by implementing best practices, documenting and evaluating workflows to achieve maximum efficiency, eliminating redundant or unnecessary procedures, and ensuring the delivery of best-in-class service to internal customers.

An enterprise-wide approach to problem-solving was utilized within the department, ensuring all perspectives were considered and information was thoroughly evaluated. The department also invested in time and training to strengthen personnel skills, enhance problem-solving and organizational abilities, and broaden staff understanding of their contributions to AVCP's continued success.

FACILITIES DEPARTMENT

The AVCP Facilities Department is a team of seven full-time employees responsible for maintaining the Bethel fleet, office buildings, Head Start school, and aviation hangar. Core services include maintenance, repairs, custodial work, groundskeeping, and facility improvements to ensure safe, efficient, and reliable operations.

2025 Key Accomplishments

- ▶ Installed 44 security cameras, achieving near full-site coverage and improving monitoring capabilities
- ▶ Added emergency battery backup lighting at the Tugkar Building and the Head Start building, enhancing safety for 75+ occupants
- ▶ Completed large-scale secure document shredding at Fish Plant (12,500 lbs.), reducing compliance risk
- ▶ Removed obsolete fuel tank at the Head Start building, preventing environmental risk and future costs
- ▶ Reorganized file storage system, improving access time by ~50% and increasing usable space
- ▶ Fully cleaned and converted Fish Plant (23,000 sq. ft.) into secure storage for Typhoon Halong supplies
- ▶ Renovated the Tugkar building mechanical space into two new bathrooms, increasing facility capacity
- ▶ Repaired the Tugkar building boiler room leaking ceiling, preventing further damage and extending its lifespan by 5-10 years

2026 Goals

- ▶ Stabilize Tugkar building with leveling and new roof (20+ year lifespan extension)
- ▶ Remodel the Joe Lomack building bathrooms to improve usability for 50+ daily users
- ▶ Install new flooring in IT office (277 sq. ft.)
- ▶ Restore Child Care office bathrooms functionality
- ▶ Insulate the AVCP 500 Building sewer vent pipes to prevent freezing and costly repairs
- ▶ Install Toyo water heater at Head Start for improved efficiency
- ▶ Upgrade vehicle fleet and auction surplus units (reduce costs 20%)
- ▶ Move and replumb the Tugkar building boiler. Currently, it is blocking an electrical panel.
- ▶ Continue yard cleanup and site improvements across all facilities patching





ADMINISTRATIVE SUPPORT

The Administrative Support Department plays a critical role in ensuring the efficient and effective operation of organizational activities across AVCP. Through coordinated logistical support, operational management, and enhanced stakeholder engagement, the department contributed significantly to the success of executive functions and organizational events.

The department provided comprehensive administrative and logistical support in the following key areas:

Executive Support

- ▶ Coordinated travel arrangements for the Executive Board and Executive Team
- ▶ Managed meeting logistics to ensure timely and organized executive decision-making processes

Strategic and Advocacy Assistance

- ▶ Supported organizational strategic planning initiatives
- ▶ Assisted in coordinating advocacy efforts to align with AVCP’s mission and goals

Administrative Operations

- ▶ Maintained and managed AVCP’s emergency call tree
- ▶ Oversaw mail distribution and receptionist procedures
- ▶ Procured and managed office supplies to ensure uninterrupted operations

Event and Meeting Coordination

- ▶ Organized AVCP Unit Meetings to facilitate communication and collaboration among member Tribes
- ▶ Managed Annual Convention logistics, including travel and lodging accommodations for Convention Delegates

Increased Tribal Engagement

The Administrative Support Department has expanded its efforts to strengthen engagement with AVCP member Tribes through the implementation of Unit Meetings. These efforts have resulted in measurable improvements in participation:

- ▶ Increased Tribal Council engagement and participation in meetings and AVCP Annual Convention
- ▶ Achieved a participation rate of 84% among Tribal Councils in 2025

COMMUNICATIONS DEPARTMENT

The Communications Department played a critical role in advancing AVCP’s mission by elevating organizational messaging, strengthening brand identity, and expanding culturally relevant outreach. All efforts were guided by the organization’s core values: Unity & Respect, Innovation & Accountability, Transparency & Communication, and Yuuyaraq. Through strategic communications planning, digital engagement, and responsive media support, the department significantly expanded its reach and impact in 2025.

A major focus in 2025 was crisis communications during Typhoon Halong. The department led a comprehensive, multi-phase communications effort that included preparedness messaging, real-time emergency updates, and recovery outreach. Throughout the response, the team maintained consistent, high-frequency communication across platforms, ensuring communities received timely, accurate, and accessible information. This work reached thousands of community members and played a key role in connecting the public to critical resources and updates during and after the storm.

Key accomplishments include:

- ▶ Published a total of 544 Facebook posts from January 1 to December 31, 2025, generating 5,182,726 post views and 265,385 engagements (including clicks, shares, comments, and reactions), demonstrating strong audience reach and interaction across platforms.
- ▶ Surpassed the annual goal with a 50%+ increase in social media engagement, accompanied by measurable growth in followers, reach, and community interactions. Strategic campaign content, including Salmon Crisis and MMIP awareness, drove sustained audience engagement and advocacy impact.
- ▶ Led Typhoon Halong communications through coordinated messaging across social media, web, and partner channels. Delivered high-volume updates during critical periods, supported response and recovery efforts, and strengthened public trust through consistent, transparent communication.
- ▶ Enhanced AVCP’s visual identity and public presence through high-quality graphic design and responsive media support. Standardized branding and messaging improved consistency across all platforms and initiatives.
- ▶ Implemented a centralized ticketing system, completing hundreds of communications requests while improving service delivery, tracking, and internal response efficiency.
- ▶ Strengthened engagement with communities through targeted, culturally relevant content that informed, educated, and reinforced trust, resulting in deeper audience connection and participation.



HUMAN RESOURCES (HR)

AVCP employs approximately 350–400 individuals across the region, with over half living and working in 56 villages outside of Bethel. Notably, 97% of our workforce identifies as Alaska Native, reflecting our commitment to local hiring and community representation. In 2025, AVCP contributed approximately \$30.8 million in wages and fringe benefits to the regional economy.

HR plays a critical role in advancing the strategic objective “Grow Our Own” by recruiting, onboarding, and retaining a skilled workforce to support AVCP’s mission.

Our work is organized around three core focus areas: **Employee Support, Benefits Management, and Staff Development.**

In 2025, HR achieved several key improvements:

Employee Support

- ▶ Implemented Paylocity Human Resources Information System (HRIS), improving data accuracy and HR efficiency
- ▶ Completed annual evaluations using Paylocity, increasing consistency in performance management
- ▶ Partnered with Finance to support accurate reporting and ensure on-time completion of the FY2025 audit

Staff Development

- ▶ HR continues to onboard new employees biweekly through a structured New Employee Orientation program designed to ensure consistency and engagement.
- ▶ Training provided in 2025 included:
 - ▶ Hiring Process Training
 - ▶ Evaluation Process Training
 - ▶ Family and Medical Leave Act (FMLA) Training
 - ▶ Annual Sexual Harassment Training

Benefits Management

- ▶ HR continues to manage employee benefits in partnership with key providers:
 - ▶ MetLife (Dental, Vision, Life Insurance)
 - ▶ Federal Employees Health Benefits Program (Health Insurance)
- ▶ Successfully transitioned retirement services to Voya Financial, improving plan administration and employee support.

HR Goals for 2026

- ▶ Deliver Paylocity management training to all supervisors
- ▶ Complete the HR Quality Improvement Process to standardize procedures and improve service delivery.
- ▶ Recruit, hire, and onboard a full-time Staff Development & Training Specialist.

Quality Improvement Accomplishments (2025)

- ▶ Improved workflow, visibility, and accountability with the expanded use of project tracking systems and structured processes to enhance coordination, transparency, and AVCP operational efficiency
- ▶ Strengthened processes through data-driven quality improvement, identified and addressed process gaps while using surveys and feedback to drive measurable improvements, and ensured consistent, effective outcomes
- ▶ Integrated quality improvement into communications and marketing across AVCP operations to establish clear roles, standardized practices, staff training, and structured content planning, which strengthened marketing effectiveness, social media engagement, and overall accountability

PLANNING & DEVELOPMENT DEPARTMENT

Building Capacity for Long-Term Success

In late 2025, AVCP established the Planning and Development (P&D) department within Administration to better support current and future projects. The department oversees capital planning, manages design and construction, and helps ensure projects are delivered responsibly. Strengthening this internal capacity positions AVCP to meet community needs now and in the future.

Over the past year, Planning, Development, and Construction efforts have focused on strengthening community services, supporting long-term growth, and improving public safety across the Yukon- Kuskokwim Delta. Through planning, construction, and development, these projects help support families, expand opportunities, and deliver essential services efficiently and sustainably.

Planning for Future Services – Essential Services Center

- ▶ All AVCP programs together under one roof.
- ▶ Improve internal coordination, efficiency, and service delivery to AVCP communities
- ▶ All departments completed design questionnaires to advise on floor plans.
- ▶ Updated plans are expected by the end of 2028 to align with AVCP’s strategic plan goals.

Building Community Infrastructure – Quinhagak Multi-Use Community Facility

- ▶ Construction started on the foundation in Fall 2025, and occupancy is planned for October 2026
- ▶ Designed to serve children, families, and other community members with support from Head Start programs and Workforce Development activities

Strengthens education and local employment opportunities. Strengthening Public Safety and Emergency Response – WAPSERS

- ▶ Major step forward for public safety and emergency response across the YK Delta.
- ▶ Aims to improve regional coordination, response capacity, and emergency response
- ▶ Community outreach with Tribes and other partners began in spring 2026
- ▶ Design and site development for the Bethel facility will be complete by December 2027.





TRIBAL SERVICES

The AVCP Tribal Services Program supports Tribes in strengthening their operational capacity and advancing their ability to function as thriving, sovereign governments. The program provides support to Aid to Tribal Government (ATG) Compacted Tribes, helping build the capacity needed for effective Tribal Governance. Training opportunities are offered to ensure council members and staff can successfully perform their roles and responsibilities. AVCP supports ATG Compacting Tribes by covering salary and benefits for Tribal Administrators as AVCP employees, in addition to administering each Tribe’s ATG allocation. Tribal Services also delivers financial management and reporting support for ATG funds, along with tools and guidance that promote Tribal self-determination and organizational strength.

2025 Accomplishments

- ▶ Provided direct support to Tribes by identifying operational challenges and offering recommendations related to human resources, financial management, safety and security, and staff training.
- ▶ Conducted one-on-one meetings with AVCP-funded Tribal Administrators to guide Tribal operations, policies, and procedures, while strengthening collaboration and communication between Tribes and AVCP.
- ▶ Offer secured Tribal IDs
- ▶ Delivered a QuickBooks training for ATG compacted Tribes in May 2025.
- ▶ Outreach to Tribes before, during, and after natural emergency disasters (spring/fall flood)
- ▶ Assisted Tribes in developing and submitting Halong Disaster Declaration resolutions.
- ▶ Assisted Tribal members displaced by Typhoon Halong from October through December by processing and providing Tribal IDs.

Program & Spending Metrics (2025)

- ▶ ATG Compacted Tribes: 20
- ▶ Tribal Assessments Completed: 19

Tribal ID Cards Issued: 7,526 total

- ▶ 4,790 issued at Bethel office
- ▶ 1,738 issued during travel
- ▶ 998 issued remotely

Goals for 2026

- ▶ Strengthen collaboration (“braiding”) with other AVCP programs to enhance service delivery
- ▶ Expand technical assistance opportunities for ATG Compacted Tribes
- ▶ Increase training opportunities for Tribal staff and leadership
- ▶ Continue providing support services at the Alaska Federation of Natives (AFN), including registration and caucus meetings
- ▶ Maintain Tribal Services presence and support at AVCP conventions, meetings, and events



“Our greatest strength has never been in standing alone, but in standing together.”





Dear Tribal Leaders, Delegates, Staff, and Guests,

Welcome to the AVCP Annual Convention. The theme this year, ***“Ilakluta Pininruukut: Stronger Together,”*** epitomizes 2025, from the challenges against Tribal programming at the start of the year to the devastating Arctic Typhoon at the end. Working together to become stronger was the key to navigating 2025.

As 2025 started, a new administration was elected, and Tribes and Tribal Organizations immediately saw federal programs scrutinized more than before. AVCP faced significant new challenges at the federal level. The first quarter brought uncertainties and slowed progress in some areas. Many of the Department of the Interior (DOI) programmatic meetings, trainings, and events were delayed, and some were cancelled altogether. Despite these disruptions, AVCP continued its work. Our programs maintained numerous projects and services, meeting federal challenges with resilience.

AVCP’s divisions continued braiding to increase efficiency and improvements in program delivery. We made in-region travel a priority, and our program staff traveled throughout the region, providing in-person support and services. AVCP also hosted many guests participating in our training opportunities and Tribal gatherings, as well as the Government Accountability Office (GAO) Roundtables and State Emergency Operations resilience workshops.

The ***Grow Our Own*** momentum from 2024 carried over into 2025, with quarterly internal sessions for our mid-level managers designed to build the capacity across programs and divisions. The frequency of promoting internal positions increased as we built capacity, and many programs and divisions embraced this practice.

Through the Quality Improvement Process (QIP), AVCP established the Family Service and Tribal Resource Centers, which house our divisions and service delivery. QIP is living and fluid and shifts as warranted. We’ve made recent changes in the divisions’ structure:

- ▶ I am pleased to announce the introduction of a new division, the Natural Resources Division. Jennifer Hooper has accepted the Natural Resources Division Director position. Natural Resources and Subsistence is a key priority identified by the executive board. What better way to increase and improve the work of natural resources by building it into its own division? It will also house the Indian General Assistance Program (IGAP), Fisheries, and other science-related programs, such as those involving biologists and ecologists.
- ▶ Community Services Division was restructured to include Realty, Forestry, Tribal Justice, Cultural Resources, and Climate Adaptation; and Paul Roehl has accepted the Community Services Division Director position. With this, the previous Land and Cultural Resources Division was retired and repurposed to serve these two new divisions.

In 2025, we established the Climate Adaptation Program through funding from the Alaska Native Tribal Health Consortium (ANTHC) and the National Oceanic and Atmospheric Administration (NOAA). The purpose of the Climate Adaptation Program is to increase climate planning capacity in the region and to work with Tribes on emergency

preparedness. With the kickoff of this program, AVCP partnered with the State of Alaska Department of Emergency Management and Homeland Security to host 2 sub-regional workshops delivered in February and September 2025. Alongside these workshops, we hosted incident command and other emergency preparedness FEMA training for our Village Public Safety Officers (VPSO), Village Police Officers (VPO), and Tribal Police Officers (TPO).

October began with a Harvest Moon supermoon that peaked on October 6, 2025. While we were concentrating on normal fall activities, a series of storms formed in the north Pacific and southern Bering Sea. Including a storm that began as a tropical storm in the Northern Philippine Sea and strengthened into Typhoon Halong off the coast of Japan on the very day the Harvest Moon supermoon peaked, October 6, 2025.

Now called the ex-Typhoon Halong, it made landfall with wind velocities of more than 100 Miles Per Hour (MPH) and over 10 feet of surge water in the early morning hours of October 12, on the north shores of the Kuskokwim Delta. Immediately, AVCP stepped up to ensure our clients were taken care of as we opened our services to many new clients in their time of need, which equated to an approximate 30% increase in TANF clients alone.

These are just a few of the many 2025 program accomplishments highlighted in the following pages, including more on how programs responded during Typhoon Halong. They reflect the core truth that AVCP’s programs are resilient and adaptable. With the guidance and support of our Tribes, AVCP will continue to deliver quality, effective, and efficient services for generations to come.

Clarence Daniel

Clarence Daniel
Chief Programs Officer, AVCP

“***Being strong together
is rooted in who we are
and where we come from.
It lives in the knowledge
passed down,
in the hands that teach,
and in the stories that
guide us forward.***”





Workforce Development Division

Tribal Workforce Development

Vocational Rehabilitation

2025 was a year of growth and learning for the Workforce Development Division (WDD). Following the impacts of Typhoon Halong and the State of Alaska’s Real ID requirements, we experienced a significant influx of Tribal Members seeking assistance through our job centers. Our division achieved a historic milestone by serving more than 44,000 Tribal Members across our job centers, highlighting the increased need for our supportive services within our communities. Higher education scholarships topped \$1.5 million, and Tribal Members seeking vocational training were funded over \$1.3 million. Including Vocational Rehabilitation, the Workforce Development Division invested over \$3,500,000 in just over 700 eligible Tribal Members.

WDD supports Tribal Members throughout the region to assist them in identifying and overcoming barriers to employment and building the skills needed to achieve long-term self-sufficiency. The division’s mission is to strengthen the workforce across the AVCP region by providing a comprehensive “one-stop shop” approach to services, delivering individualized support and wrap-around assistance at the village level.

WDD connects Tribal Members with the full range of services offered through AVCP and works collaboratively with family wellness, prevention, youth, and parenting programs to ensure individuals and families receive coordinated support that promotes stability, growth, and success.

The Vocational Rehabilitation (VR) Program provides comprehensive support services to Tribal Members with physical or mental disabilities, helping them achieve employment goals, maintain meaningful work, and strengthen self-sufficiency. Services may include guidance and counseling, assistive technology, hearing devices, transportation, basic living support, education and training opportunities, supplies and equipment, and self-employment assistance.



VR also recognizes subsistence living as a valuable employment goal, allowing eligible Tribal Members to receive support in becoming productive and independent within their traditional way of life. AVCP’s VR Program serves all eligible Tribal Members throughout the AVCP region and is not limited to compacted villages. To ensure individuals and families receive well-rounded support, the VR Program collaborates closely with other AVCP programs—including Tribal Workforce Division (TWD), Temporary Assistance for Needy Families (TANF), Housing Improvement Program (HIP), Child Care, and additional services—to provide coordinated wrap-around assistance tailored to each consumer’s needs.

The remnants of Typhoon Halong caused significant impacts throughout the Yukon-Kuskokwim Delta region, particularly in the villages of Kipnuk and Kwigillingok. During this challenging time, the WDD staff remained actively engaged in supporting affected residents by ensuring that all available resources and assistance were accessible to customers and evacuees. Staff conducted in-person visits to evacuation sites and facilities to provide direct support, guidance, and service coordination. Their dedication and commitment helped ensure that individuals and families continued to receive benefits and assistance through AVCP, as well as support from partnering external organizations.

The Typhoon Halong evacuee intervention was an eye-opening experience for the staff, revealing the true impact of natural disasters on individuals, families, and entire communities. The experience strengthened staff awareness of the importance of empathy, patience, and immediate response during emergencies.

Through direct interaction with evacuees in shelters and temporary housing facilities, staff gained a deeper appreciation for the resilience of the people they serve and the importance of teamwork in crisis. This interaction also highlighted the need for strong communication, coordination of resources, and culturally responsive services to ensure evacuees felt supported and cared for during this difficult time.

During Typhoon Halong, applications for TANF increased dramatically as evacuees immediately qualified for assistance as displaced individuals and families. In response to this urgent need, the program experienced a significant rise in participation, with an addition of 85 new active TANF clients in 2025. This increase reflects the critical role TANF played in providing financial support and stability to Tribal members and families affected by the disaster.



2025 WORKFORCE DEVELOPMENT GOALS & ACCOMPLISHMENTS

Increase Braiding

- ▶ Cross-trained with AVCP Head Start Program
- ▶ Collaborated with FEMA, Red Cross, and the State of Alaska
- ▶ Assisted AVCP Programs (Tribal Services, Realty, Community Development Division)

Improve Internal/External Communications

- ▶ Shared client spotlights on AVCP Facebook Page
- ▶ Shared evacuee support during Anchorage visits
- ▶ Strengthened relationship with Project Homeless Connect

Help all Tribal Members navigate all AVCP Services

- ▶ Processed AVCP Head Start applications
- ▶ Assisted FEMA, Red Cross & State of Alaska applications

More than 44,000 customers visited the AVCP Job Centers

- ▶ All-time record for Job center statistics

Achieving the goal of 50 consumers in VR

- ▶ Processed 68 new cases, reaching pre- COVID annual consumers

Scholarship Application Submission

- ▶ Over 90% of our incoming applications are now electronic

VR Referral/Consumer Tracking System

- ▶ All cases were entered into Ritetrack

VR village outreach & consumer support

- ▶ Visited 20 villages

Unified Case Management

- ▶ New forms were developed for case management for RiteTrack

Typhoon Halong Support

- ▶ Monthly intervention with evacuees

Learning Management System service

- ▶ Allows WDD to have a better employee tracking system on WDD SOPs & Policy & Procedures

WORKFORCE DEVELOPMENT DIVISION METRICS

Client Data

Higher Education Clients	447 total 405 awarded	\$1,591,683 Total
	76 areas of study	\$3,930.08 average per client
Vocational Training Clients	225 total 160 awarded	\$1,496,847 Total
	29 areas of study	\$9,355.30 average per client

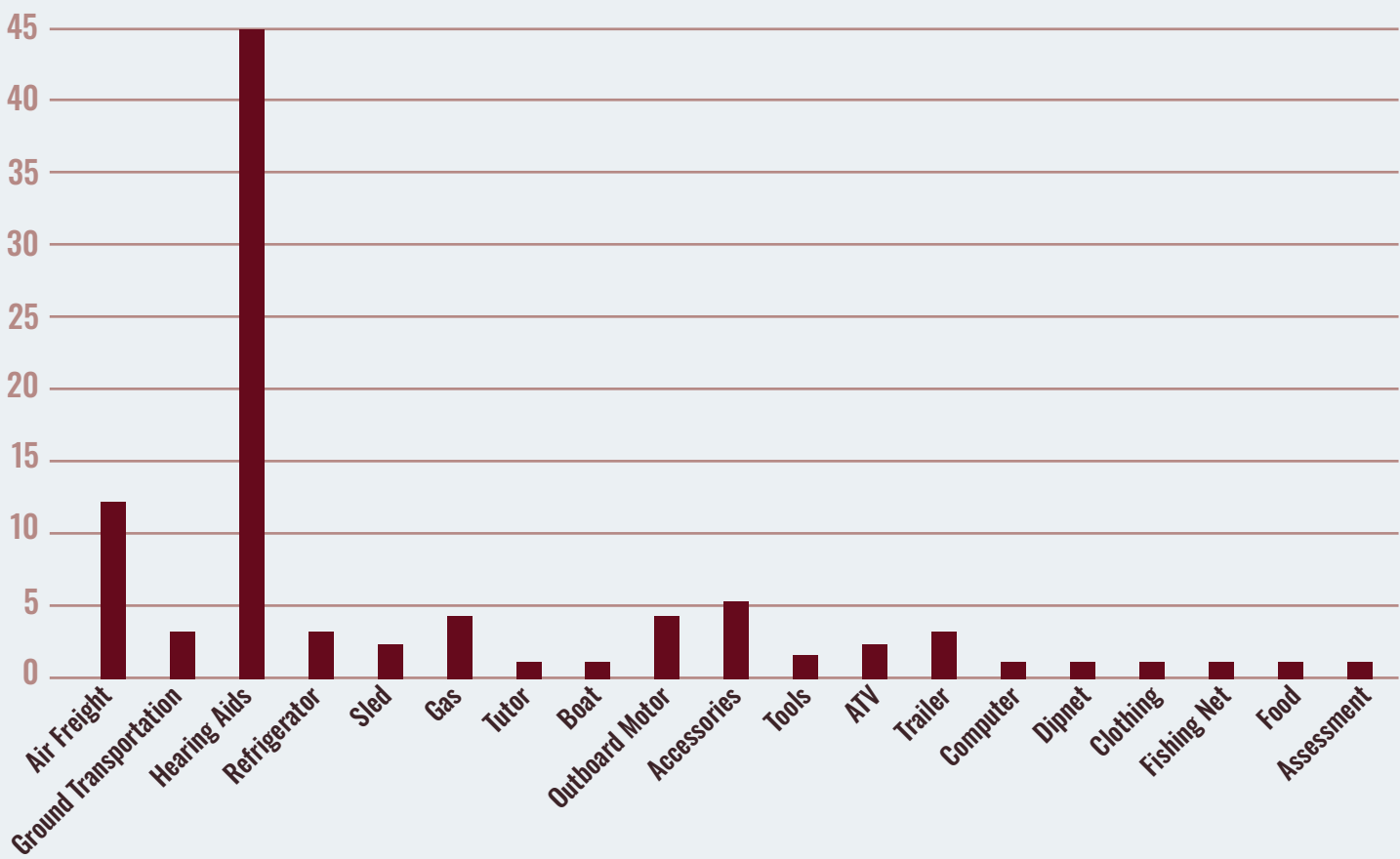
Trade	# Applicants	Trade	# Applicants	Trade	# Applicants
Accounting	10	Computer Science	5	Human Services	8
Aeronautics & Astronautics Engineering	2	Construction Management	2	Interdisciplinary Studies	5
Air Traffic Control	1	Construction Technology	2	IT Support	2
Alaska Native Language	13	Counseling/Psychology	4	Justice	1
Alaska Native Studies	2	Court Reporting	1	Kinesiology	2
Architecture	1	Creative & Professional Writing	1	Law	9
Art	4	Criminal Justice	7	Linguistics	2
Audio Production	1	Culinary Arts	1	Management	1
Automotive Engines	1	Cybersecurity	2	Medical Sonography	2
Aviation Management	2	Dental Hygiene/Assistant	9	Mining	1
Aviation/Commercial Pilot	3	Diesel Mechanics	2	Natural Resources	6
Behavioral Health	3	Early Childhood	11	Nurse Practitioner	1
Biblical Studies	1	Economics	1	Nurses' Aide	5
Biology	13	Education	32	Psychology	12
Biomedical Sciences	2	Educational Leadership	1	Radiology	6
Business	7	Electrical Engineering	2	Rural Development	8
Business Administration	33	Emergency Technician	1	Science	4
Business Economics	1	Engineering	8	Social Work	20
Business Management	1	English	1	Sports Science	1
Cellular Molecular Biology	1	Environmental Design	3	Statistics	1
Chemistry	2	Facility Management	1	Technology	4
Child Development	1	Film	2	Tribal Governance	3
Christian Ministry	5	Finance & Economics	2	Undeclared	21
Civil Engineering	2	Fisheries	3	Welding	2
Climate & Environmental Change	1	General	32	Veterinary Medicine	1
Clinical Health Services	1	Health	13		
Clinical Psychology	3	Healthcare Mgmt & Leadership	1		
Computer Engineering	1	Human Resource Management	3	Total	399

2025 VOCATIONAL TRADE

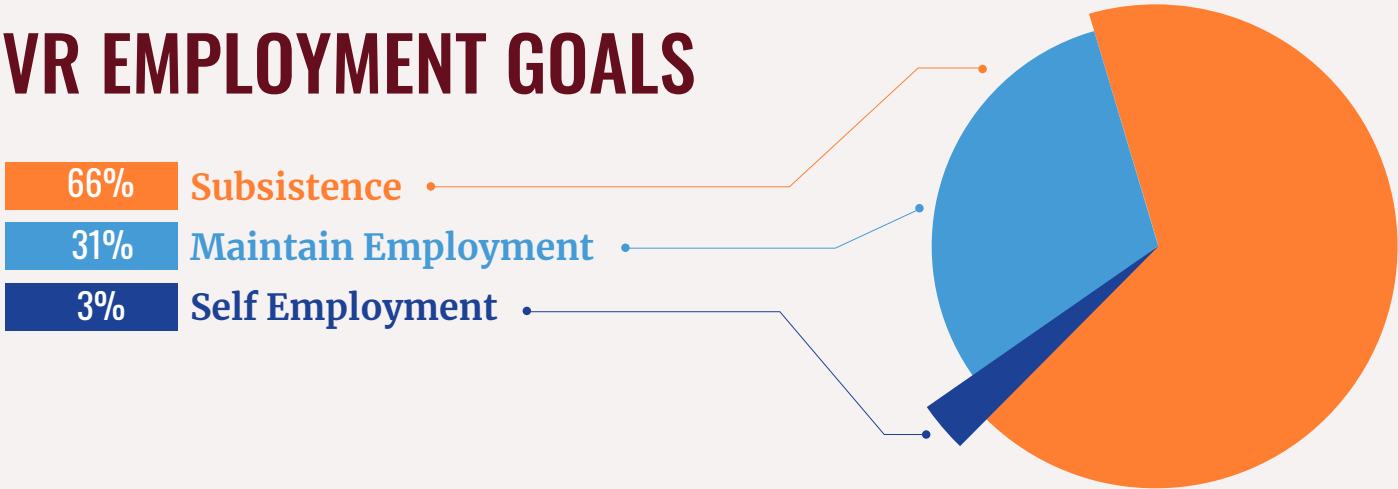
Vocational Trade	Total Applied	Vocational Trade	Total Applied
Commercial Driver's License (CDL)	13	Certified Nursing Assistant (CNA)	22
Driving Academy	10	Rural Law Enforcement	3
Road Testing	13	Toyo Stove Repair	3
Welding	17	Construction	17
Heavy Equipment	57	Business	3
Medical	8	Cosmetology	2
First Aid	4	Grant Writing	8
Health & Study	1	Human Resources	1
Land Management	11	Electrical	2
Phlebotomy	1	Plumbing	1
Commercial Pilot	9	AMT – Aviation Mechanical Technician	9
Total 215			

ACTIVE TANF Numbers in 2025					
January	February	March	April	May	June
340	340	360	369	358	362
July	August	September	October	November	December
396	412	412	365	372	497

VOCATIONAL REHABILITATION SUPPORT SERVICES TO CONSUMERS Services

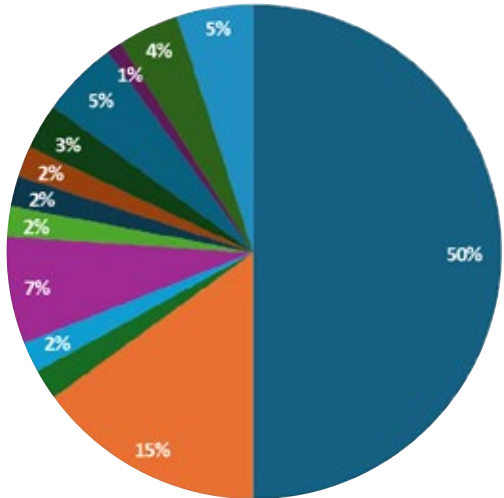


VR EMPLOYMENT GOALS



NAVIGATOR'S DAILY SERVICE DELIVERIES

- TANF
- LIHEAP
- Headstart Applications
- Childcare Applications
- DPA
- Employment Assistance
- Higher Education
- Vocational Training
- Computer Use
- Senior Support
- Job Search/Resume
- Phone Calls
- Learning Mgmt System





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 Job Centers, and the Tribal Workforce Development (TWD) Navigators are trained to assist clients in completing the combined application. Once received, 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.

AVCP'S BENEFIT SERVICES

- 1 Cash Assistance.** AVCP's cash assistance program is designed to temporarily help low-income individuals or families meet basic needs through a direct cash benefit. Once eligible, Tribal Members also receive workforce development support and services from a TWD navigator to assist them in achieving self-sufficiency, which is the goal of the program. In 2025, we provided over \$3.8 million in direct cash assistance to families in our region.
- 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. The program also provides weatherization services, helping households with a new Toyo stove or woodstove. Through a program service with the Community Development Division's Residential Construction Program, it may also provide window and door replacement as well as weatherization counseling services. In 2024, we provided approximately 2,000 families with over \$2.6 million of direct energy or utility assistance.
- 3 Burial Assistance.** AVCP's burial assistance program provides \$3,500 in funding to offset the cost of burial and funerary needs for eligible Tribal Members residing in our compacted communities. In 2025, we assisted 23 families with burial assistance during their time of need.
- 4 Emergency and Crisis Assistance.** AVCP's Benefits Division is always available to assist eligible Tribal Members in crisis. Whether that is an urgent need for a rent payment to avert a housing crisis, an additional allotment of heating fuel during a cold snap, or a crisis arising from a natural disaster, our technicians respond quickly to provide one-time support as needed for eligible households and families. In 2025, after Typhoon Halong, we assisted 354 households with immediate emergency assistance in their time of need.
- 5 Elder Meals.** The Title VI Elder Meals Program operates separately from the other benefit services to support the 12 communities that have elected this service. 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.
- 6 Emergency Response.** The Benefits Division participates in emergency response efforts, ensuring that communities facing an emergency have resources available. This is not limited to, but includes Emergency Management planning sessions, Kuskokwim and Yukon Riverwatch meetings, summer fire briefings, Rural Resilience workshops, and part of any response due to natural disaster, which includes fires and floods. The Benefits Division participation is key to ensuring wraparound services are provided to clients in a timely and efficient manner.

2025 PROGRAM HIGHLIGHTS

The Benefits Division continued to experience a steady increase in benefit applications across the region in 2025. This is due to several factors, including inflation and the increased cost of living in the AVCP region, as well as the continued difficulties the State of Alaska has had in timely administering the Supplemental Nutrition Assistance Program (SNAP). Comparing 2024 to 2025, the total application numbers were:

TANF	2024	2025
Clients	694	950
Assistance	\$3,267,148	\$3,834,740

LIHEAP	2024	2025
Clients	1,696	2045
Assistance	\$3,489,270	\$2,652,995

BURIAL	2024	2025
Clients	48	23
Assistance	\$42,162	\$68,296

- ▶ Despite the number of applications, the Benefits team has continued to increase efficiency through the division structure. In 2025, the team quickly scaled up to meet the increase, while decreasing the time it took to process applications from start to finish, such that if an application was submitted complete, with all supporting documentation, processing time was 1-2 days.
- ▶ Successfully completed a pilot remote-case-worker project. The goal of this effort was to determine an effective method for remote service delivery in the event that it becomes necessary in the future, and it supports our goal of going paperless by the end of 2027.
- ▶ Scaled up immediately to get funding and resources into the hands of victims of Typhoon Halong. Benefits was able to provide 354 households a \$1,500 Emergency Assistance payment to help them as soon as they arrived in Anchorage or shortly after. We assisted 102 additional families with immediate TANF cash assistance.
- ▶ Continued our braided service delivery with CDD in ensuring homes in Toksook Bay and Tununak have Low Income Home Energy Assistance Program (LIHEAP) window replacements and leveling completed, while assessing homes in Kwethluk for FY26/27 work.
- ▶ Supported Napaskiak, Pilot Station, and Kwethluk with emergency bottled water.





The Family Services Division (FSD) aims to provide services through a culturally relevant and holistic approach to prevent family separation through healing and wellness, support family reunification, and promote healthy families and communities. This division houses the Tribal Child Welfare (TCW) Unit, Prevention Unit, and the Youth and Child Unit.

Core Services

- ▶ Advocacy, legal representation, and case management in State and Tribal child welfare matters.
- ▶ Prevention and early intervention for families who are at risk of separation.
- ▶ Culturally based educational and wellness workshops with Elders from our region.
- ▶ Health and wellness activities for youth, families, and communities.
- ▶ Pre-K education, school readiness preparation, and childcare.

TRIBAL CHILD WELFARE UNIT

The TCW Unit is one of AVCP's largest programs with staff located in Bethel, Anchorage, and communities throughout the region. This program advocates for the Indian Child Welfare Act (ICWA) and ensures that Tribes have a voice when the Office of Children's Services (OCS) removes children from their parents. Community & Family Services Specialists (CFSS), ICWA Advocates, Attorneys, and support staff work to ensure that each Tribe's legal position is fully represented in CINA (Child in Need of Aid) cases and that the State complies with the requirements of ICWA. They also support Tribes when a case transfers from state court to Tribal jurisdiction. In addition, TCW works hard to provide services that promote child safety, family wellness, cultural connections, and engage families with healthy community-based events. Not only do these services support families in the child welfare system, but they also work to prevent children from being removed from their homes, communities, and the region. 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. Staff in the TCW Unit establish many partnerships with various communities and organizations to deliver these services most needed by children and parents.

In 2025, TCW served a total of 43 compacted Tribes. An estimated 550 Tribal children in state custody received advocacy and case management services, which is a number that fluctuates constantly as new cases are opened and others closed. This year, of the total CINA cases closed, most were reunifications with family, as well as permanent placements with adoptive relatives or guardianships that had Tribal support. These successful case closures are a result of tremendous amounts of work and coordination among programs within AVCP as well as our external partners.

The impact of prevention is hard to quantify, but we often hear about the meaningful impacts that the program makes when we can help fly children to a safe parent or relative, help

a family with heating fuel, help a family with emergency food purchases, or help by connecting parents to a service they need. In addition to this, we also make sure families are referred to long-term supportive programs such as AVCP's Benefits Division (TANF, LIHEAP, GAP), SNAP, and Women, Infants, and Children (WIC).

In 2025, the TCW leadership team was fully-staffed with two Deputy Managers (one located in Bethel and one located in Anchorage) and a Program Manager. This helped provide much-needed stability and support for a large team that is spread throughout our region.

Program Highlights

- ▶ Intervened in 75 CINA cases for compacted Tribes
- ▶ 87 CINA cases closed
 - ▶ 47: reunifications with parents
 - ▶ 11: adoption
 - ▶ 3: guardianship
 - ▶ 5: aged out of custody with support in place
 - ▶ 21: transferred to Tribal Court/Jurisdiction
- ▶ Provided direct assistance to support families getting licensed by purchasing and shipping gun safes, bunk beds, fire alarms, fire extinguishers, ladders, and other items needed to become a licensed foster home.
- ▶ Community & Family Services Specialists held 20 prevention activities in communities throughout the region.
- ▶ Direct aid was provided to 150 individuals at risk of OCS involvement and family separation.
- ▶ Provided written comments to the State of Alaska to improve licensing regulations, specifically the licensing standards for relative placements, which have the potential to increase the number of licensed native foster homes in our region and state.

Priorities in 2026

- ▶ Fully implement a new case management and data tracking system to accurately track important data that can drive the development of new services and expand on success.
- ▶ Continue to advocate for improvements to support relative placements through licensure and other avenues that contribute to keeping children in their communities with family.



PREVENTION UNIT

The Prevention Unit is home to AVCP’s Healthy Families program. Healthy Families engages Elders from our region to provide culturally grounded services that “promote and support ‘whole health’ through the sharing, teaching, and practice of our traditional values.” Throughout the year, the Prevention Unit offers a minimum of 11 Healthy Families workshops in Bethel and Anchorage. 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 time and space for people to come together to share experiences, learn from one another and our elders, and heal. Healthy Families Workshops benefit all AVCP Region Tribal citizens, parents, foster parents, and those working with families. Other services include virtual “Mini-Sessions”, community gatherings or village-based workshops, and youth engagement. To do this work in alignment with the mission, the program created an elder group called Qasgiq. It 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 delivery, improvement, and expansion. This guidance ensures that the needs of individuals and families are met in a culturally appropriate way.

A total of 395 individuals were served in 2025 through Healthy Families Workshops, Mini-Sessions, community workshops, community events, and youth activities. The program also continued to provide ongoing support to AVCP departments through providing cultural invocations, facilitating mini-sessions and talking circles at annual staff training, conferences, and during program activities in communities throughout the region. They also partner with several agencies on an annual basis to present information about the program and share components of the *Elluarluteng Ilakutellriit* model.

This year, the Healthy Families team played a key role in responding to ex-typhoon Halong, by organizing donations that were flown into Bethel and distributed to evacuees; providing emotional support to evacuees in Anchorage during their relocation from Bethel; hosting a Potluck & gospel singing night for evacuees in Bethel; providing outreach for Healthy Families services; and attending the Operation Santa Claus event at the Alaska Native Heritage Center.

ELLUARRLUTENG ILAKUTELLRIIT



Program Highlights

- ▶ Coordinated and facilitated 15 Healthy Families Workshops: 9 in Bethel, 2 in Anchorage, 4 in villages: Kotlik, Nunam Iqua, Kongiganak, and Quinhagak.
- ▶ Hosted 6 Qasgiq Sessions in Bethel with Elders.
- ▶ Coordinated and facilitated 11 virtual Mini-Sessions.
- ▶ Partnered with multiple organizations in Bethel to host an Indigenous Peoples Day event.
- ▶ Participated in the bi-annual “Project Homeless Connect” event in Bethel.
- ▶ Facilitated mini-sessions and cultural activities for Summer Youth Interns.
- ▶ Partnered with Tribal Justice to host the annual Tribal Justice Summit.
- ▶ Presented Healthy Families core concepts to students and parents in Russian Mission as a group social for Head Start.
- ▶ Attended the Togiak Wellness Conference, where Kimberly Mute was a keynote speaker.
- ▶ Hosted a poster-making event and helped coordinate the annual MMIP March for Justice.
- ▶ All staff received CPR & First Aid certification in partnership with the Youth & Child Unit.
- ▶ Two staff attended and facilitated wellness activities and mini sessions at the Cauneq Culture Camp in Kalskag
- ▶ Two staff attended and facilitated wellness activities and mini sessions at the Jacob Wise Memorial Culture Camp in Napaimute.
- ▶ Presented on the Healthy Families program and facilitated a mini session for the Rural Human Services program at the University of Alaska Fairbanks Kuskokwim Campus (UAF KuC).

Priorities in 2026

- ▶ Fully implement a new event management and data tracking system.
- ▶ Increase wellness services and opportunities for youth.

YOUTH & CHILD UNIT

The Youth & Child Unit houses services for our youngest Tribal members and their families. The two programs in this unit, Head Start and Childcare, provide early childhood education services and are currently working to integrate their services to improve the quality of care and expand services throughout the region. Head Start provides pre-Kindergarten education and school readiness for children ages 3-5 years old, 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 our children's first and most important teachers. This work builds relationships with families while also supporting their well-being. Yup'ik culture and language are incorporated into day-to-day lessons and operations. In 2025, Head Start center-based services were provided in Bethel, Akiachak, Chefornak, Russian Mission, Quinhagak, and Tuluksak. Home-based services were provided in Akiachak, Kipnuk, Scammon Bay, Tuntutuliak, Kotlik, 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 at the child's home or at their childcare provider's home. This program works year-round to recruit and retain childcare providers so that parents can attend school or training, maintain employment, and provide for their families through our subsistence way of life. Childcare Specialists visit homes to train Providers, ensure compliance with AVCP's health and safety standards, and to support providers and parents by assessing their needs and creating plans to meet those needs. They can provide items such as cleaning supplies, healthy snacks for children, educational materials, developmentally appropriate toys, and safety equipment (such as first aid kits, fire extinguishers, smoke detectors).



Association of Village Council Presidents • 2025 Annual Report

The Youth & Child Unit braids services across Head Start, Childcare, Tribal Workforce Development (TWD), and the Community Development Division (CDD) to provide wrap-around care to children and families. Head Start and Childcare work closely with TWD to help families identify and pursue goals for self-sufficiency and wellness, connect them with resources, support Head Start recruitment, assist Childcare families, and provide health and safety training for providers.

In 2025, braiding work with CDD's Tribal Construction program included a pilot project to complete minor renovations for 6 homes in Toksook Bay and 1 in Tununak. These homes were identified through cross-reference of eligibility for LIHEAP and Childcare services and will ensure that Childcare service recipients can meet our recently implemented Health & Safety Standards. Unfortunately, the project was halted by the devastating impacts of ex-typhoon Halong, but it has continued and is set to be done by the fall of 2026.

Braiding work also continued between Head Start and Tribal Construction for the renovation of Kotlik's old teen center. ANTHC will finalize water and sewer installation while Tribal Construction renovates the inside of the building to reopen its Head Start Center. This work is slated to be complete by the end of 2026. Another exciting project underway is the construction of a brand-new multi-purpose building in Quinhagak. The building will house two Head Start classrooms where pilot projects for service integration will take place with the goal of extending hours for a full day of Head Start and Childcare services.

Like the rest of the division, Typhoon Halong had a significant impact on the Youth & Child Unit's operations. The Kipnuk Head Start program closed completely, and the building renovation project for a new Head Start Center ended abruptly due to significant damage and the uncertainty of the community's decision to rebuild. The disaster directly affected 20 families receiving services from Head Start and 9 families receiving services from Childcare. In response, the Youth and Child Unit worked diligently to connect families with resources so their children could enroll in other Head Start programs, both within the region and in Anchorage. Central Office staff provided support to evacuated staff by helping them find alternative employment opportunities and by applying for Childcare services in Anchorage.



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Program Highlights

- ▶ Provided CPR and First Aid Certification training for Childcare Providers and Head Start employees in 19 communities: *Akiachak, Bethel, Chefornak, Russian Mission, Quinhagak, Kotlik, Scammon Bay, Tuntutuliak, Eek, Aniak, Napaskiak, Napakiak, Oscarville, Kasigluk, Kongiganak, Emmonak, Toksook Bay, Tununak, Hooper Bay*. This effort has strengthened community awareness of the importance of emergency preparedness.
- ▶ Head Start provided services to 170 enrolled children
- ▶ 94 children graduated from Head Start in 2024-25
- ▶ Childcare served 604 children, supported 277 families, and provided income opportunities for an average of 157 providers. This represents the highest number of families served by the program to date. A breakdown of children's ages served includes:
 - ▶ 0-11 months: 61
 - ▶ 1-3 years: 184
 - ▶ 4-5 years: 119
 - ▶ 6-12 years: 238
 - ▶ 12-19 years: 2

Priorities in 2026

- ▶ Complete a services integration plan for Head Start and Child Care.
- ▶ Complete the Kotlik Head Start Center project.
- ▶ Complete small home renovation pilot projects for Child Care.

EX-TYPHOON HALONG RESPONSE

The Family Services Division provided critical emergency response services to families and communities impacted by ex-typhoon Halong. A full-time temporary position was implemented for six months to help coordinate intake and distribution of donations, assessing community and family needs, food and water distribution, and financial support in partnership with Bethel Community Services Foundation, City of Bethel, Food Bank of Alaska, Yukon-Kuskokwim Health Corporation, Bethel Search & Rescue, Alaska Native Heritage Center, Alaska Native Tribal Health Consortium, Kuskokwim River Inter-Tribal Fish Commission, FEMA, and the State of Alaska Emergency Management. During the six-month period, the Family Services Division helped serve approximately 300 individuals evacuated to villages within our region, as well as approximately 288 individuals evacuated to Bethel.



The Community Development Division (CDD) assists Tribes in developing safe, healthy, and thriving communities by providing community planning, housing and infrastructure projects, and public safety services. The division consists of the Tribal Transportation Program (TTP), Housing Improvement Program (HIP), Tribal Construction Program, and the Village Public Safety Officer (VPSO) program.

The Tribal Transportation Program is a consortium of Tribes that have consolidated transportation funding to leverage large-scale projects. Each year, the program manages projects in pre-planning and design, in addition to executing construction projects in multiple communities.

The Housing Improvement Program is an Office of Self-Governance (OSG) compacted program that collects application data from across the region to demonstrate need. After vetting and compiling eligibility data for hundreds of families, AVCP receives funding, on average, to build up to 3 homes per year. Since 2024, AVCP has worked with AVCP Regional Housing Authority (AVCP RHA) to leverage these funds and build more homes. The Tribal Construction Program is a homegrown program established to provide construction services for programs and divisions that do not typically perform construction and may lack the capacity or expertise to do so. The work can be complex due to the variety of regulations the program must operate under.

The VPSO Program has been part of the CDD since 2024. This program has grown rapidly in recent years despite many challenges. AVCP partnered with the Department of Public Safety to develop and implement Regional Public Safety Officers (RPSO), and in early 2025, AVCP was cleared to promote 2 of our senior officers to these positions. The RPSO role has region-wide jurisdiction, allowing for improved emergency response, increased training and support for new VPSOs, and represents the next step in AVCP's Regional Public Safety Plan. This program is central to AVCP's Emergency Response work. VPSOs received training in incident command from FEMA. They monitor Riverwatch and work with other AVCP programs to support communities in crisis.

Core services of the Community Development Division include:

- ▶ Surface infrastructure improvements and maintenance.
- ▶ Safety program projects.
- ▶ Transportation data collection, including drone data collection.
- ▶ HIP and Tribal construction services such as residential and commercial building construction/renovations, improvements, and energy efficiency.
- ▶ Economic benefits from overall project delivery.
- ▶ Braided services across divisions to perform construction activities for programs that do not typically perform construction (i.e., VPSO, LIHEAP, Childcare, Head Start, etc.)
- ▶ Public Safety services within communities.
- ▶ Regional public safety multi-jurisdictional services.
- ▶ Construction response to support disaster-affected communities.

VILLAGE PUBLIC SAFETY OFFICER PROGRAM

In 2025, the VPSO Program continued to strengthen village-based public safety services across the AVCP region, focusing on recruitment, retention, officer support, emergency response coordination, and expanded coverage to communities with limited resources.

At the end of 2025, the program had 12 VPSOs. It currently has 13 VPSOs, with plans to onboard 2 additional officers. The program continues to develop RPSO support to improve field supervision, coordination, training, and regional emergency response capacity.

The VPSO Program played an important role in AVCP’s response to Typhoon Halong. VPSOs were part of the initial response in impacted communities, including providing emergency communications with Starlink in areas such as Kipnuk and Kwigillingok, where there was little to no connectivity. VPSOs also assisted with recovery efforts in Kwigillingok, and they coordinated with emergency response agencies to rotate personnel and maintain a public safety presence in the most impacted communities—primarily Kipnuk and Kwigillingok—with brief support in Nightmute. The program also maintained VPSO presence in Toksook Bay and other affected communities throughout the response.

The program continues to support search and rescue operations, fire response and prevention, emergency medical response, law enforcement support, disaster response, and community safety, while coordinating with Alaska State Troopers (AST), the Department of Public Safety (DPS), Tribes, cities, schools, clinics, search and rescue (SAR) teams, and regional emergency response partners.

2025 VPSO Program Highlights:

- ▶ Continued recruitment and onboarding for VPSO positions.
- ▶ Maintained 12 VPSOs at the end of 2025.
- ▶ Continued development of RPSO support for regional coordination, officer support, and emergency response.
- ▶ Supported the initial Typhoon Halong response by providing Starlink communications in impacted communities with limited or no connectivity.
- ▶ Assisted with recovery efforts in Kwigillingok.
- ▶ Coordinated with emergency response agencies to rotate and maintain VPSO presence in Kipnuk, Kwigillingok, Nightmute, Toksook Bay, and other affected communities.
- ▶ Continued use of temporary duty/float coverage to support communities without permanently assigned VPSOs.
- ▶ Continued coordination with the Department of Public Safety (DPS), Alaska State Troopers (AST), Tribes, cities, schools, clinics, SAR teams, and other regional partners.
- ▶ 2 VPSOs graduated from the VPSO Academy, and 1 VPSO graduated from the Alaska Law Enforcement Training Academy.
- ▶ Completed 1 basic VPO/TPO Rural Law Enforcement Training in February 2025 through the Community Oriented Policing Services (COPS) grant in partnership with Yuut Elitnaurviat.



2025 TRIBAL TRANSPORTATION PROGRAM ACHIEVEMENTS

In 2025, AVCP TTP continued to make meaningful progress across multiple communities and program areas. Major project accomplishments included the completion of the Pitka’s Point Road Improvement project, the Kipnuk Board Road Development project, and the Oscarville project. In Hooper Bay, the team supported staging efforts for equipment and gravel to help prepare for future work and project mobilization.

AVCP TTP also completed 13 separate written Long-Range Transportation Plans, strengthening community-level transportation planning and supporting future project development. The program further demonstrated its commitment to student safety and community support by successfully delivering reflective backpacks to Kipnuk students attending school in new locations.

Additional planning efforts were initiated for Eek, Tuluksak, and Nunam Iqua, helping lay the groundwork for future transportation improvements in those communities. AVCP TTP also hosted its 2025 Symposium, which provided an important opportunity for coordination, collaboration, and discussion of regional transportation priorities.

Other key accomplishments included the submission of two bridge design applications for Oscarville and Napakiak, initial planning for the AVCP Emergency Response/Shop site, continued vehicle and equipment replacement planning, and the full operational launch of the Drone Program for imagery support. Collectively, these efforts reflect AVCP TTP’s ongoing commitment to advancing safe, reliable, and well-planned transportation infrastructure across the region.

HOUSING IMPROVEMENT PROGRAM 2025 ACHIEVEMENTS

- ▶ Finish construction and conveyance of the new HIP home in Scammon Bay
- ▶ Procure materials and construct 2 HIP homes: one in Hooper Bay and 1 in St. Mary’s.
- ▶ AVCP HIP engaged in a Category D (BIA Housing Grant) partnership with AVCP RHA. AVCP awarded the first Category D Down Payment Assistance to one family in Lower Kalskag.

2026 Looking Ahead

- ▶ Finish construction and conveyance of HIP homes; 1 in Hooper Bay and 1 in St. Mary’s.
- ▶ Procure materials and construct three HIP homes: 1 in Kasigluk and 2 in Tuluksak.
- ▶ HIP Category D awards planned for more AVCP compacted tribal members in 2026.



TRIBAL CONSTRUCTION PROGRAM (TCP)

In October 2025, this program was assigned a significant task outside its normal scope of work and mission: responding immediately to storm-damaged homes in the communities of Kotlik, Tununak, Toksook Bay, Chefnak, and Tuntutuliak.

Where it typically takes up to a year to initiate a project in a single community, the program was required to mobilize within one month across 5 communities, adding approximately 200 homes to its workload under an entirely new set of requirements.

Toksook Bay: Leveled 47 of 50 homes and installed windows in 5 homes. This work began as part of the Weatherization braiding effort between Benefits and CDD. Additional braiding work was completed in Toksook Bay with Tribal Construction and the Child Care Program.

Tribal Construction assessed 6 homes in Toksook Bay and 1 home in Tununak. Through this multi-program braiding effort, these homes were assessed, and minor renovations were initiated to help them meet Child Care licensure requirements and safety standards.

However, following the destruction caused by Typhoon Halong, TCP had to pivot immediately to repair and winterize as many homes as possible before the harsh winter set in.

Some of the work assigned to the Tribal Construction Program was:

Kotlik: Working on 12 storm-damaged homes.

Tuntutuliak: 63 storm-damaged homes.

Tununak: 10 Halong storm-damaged homes.

Chefnak: 53 Halong storm-damaged homes.

Toksook Bay: 53 storm-damaged homes.

Tribal Construction has also been juggling the Kotlik Head Start renovation project. The electricity work was completed in 2025, but the construction/renovation work is slated to begin in the fall of 2026. The Toksook Bay and Tununak Childcare home safety renovations will also be completed by the fall of 2026.

Tribal Construction procured and distributed 75 Toyo Stoves and 10 woodstoves to LIHEAP-eligible families. This program also completed new window installations and leveling on:

- ▶ 35 homes in Emmonak
- ▶ 15 homes in Kipnuk
- ▶ 25 homes in Mountain Village (2-year total)

This work is part of the braiding of services between CDD and the Benefits Division, as all work is done on LIHEAP-eligible homes.

Economic Impacts from our projects

- ▶ \$85,262 in Local fuel purchases
- ▶ \$256,308 in Local supply purchases
- ▶ \$845.00 in Local contractors
- ▶ \$163,163.18 in Local lodging rentals
- ▶ \$3,959,794.75 in Local force account salaries



AVCP's Community Services Division (CSD) is comprised of four departments: Realty Services Program, Tribal Justice Program, Climate Adaptation, and Cultural Heritage Program. The common thread among these diverse departments is protection. For example, the Realty Department protects the property rights of our restricted landowning clients; the Climate Adaptation Program works to protect shoreline communities from the impacts of climate change; the Tribal Justice Department supports member Tribes in exercising and protecting their rights to self-determination; and the Cultural Resources Department works to preserve and promote our region's rich cultural identity and diversity.

REALTY SERVICES PROGRAM

The Realty Services Program's mission is to provide accurate, timely, and effective trust services to our clients who own interests in restricted ("protected") Native allotment parcels and Federal Townsite lots. These trust services include:

- 1 Processing transactions (sales, gift deeds, easements, residential, business, and mineral leases, subdivisions, rights-of-way, partitions, and mortgages).
- 2 Compiling data and necessary documentation to assemble probate packages used by the Office of Hearings and Appeals for heirship determinations.
- 3 Providing property and estate planning services, including drafting last wills and testaments for clients.





Accomplishments for 2025:

- ▶ **Transactions:** Submitted 10 completed transaction packages to the Bureau of Indian Affairs (BIA), all of which were approved. This represents an increase from 8 packages submitted in 2024.
- ▶ **Archaeology Reports:** Submitted 20 National Historic Preservation Act (NHPA) Section 106 archaeology reports in 2025, up from 16 submitted in 2024.
- ▶ **NEPA Documents:** Submitted 22 National Environmental Policy Act (NEPA) documents to the BIA Environmental Scientist, all of which were approved by the BIA Regional Director.
- ▶ **Appraisals:** Contracted for 16 appraisal reports. Current appraisal reports are required for restricted- property transactions, as well as for many probate cases involving restricted landowners who passed away without a will.
- ▶ **Probates:** Submitted 66 probate packages to the BIA, a significant increase from 25 submitted in 2024.
- ▶ **Wills Initiative:** Submitted 55 wills to Alaska Legal Services Corporation (ALSC) for review and approval.
- ▶ **Vietnam-Era Native Allotment Act:** Submitted 10 new Native allotment applications to the Bureau of Land Management (BLM). The deadline for submitting applications under the 2019 Dingell Act has been extended to December 29, 2030. AVCP Realty is currently working on an additional 6 Dingell Act applications.

2026 Goals:

- ▶ **Transactions** – Submit 20 transaction packages to the Bureau of Indian Affairs (BIA)
 - ▶ **Archaeology** – Conduct at least 7 site visits and prepare the resulting National Historic Preservation Act (NHPA) Section 106 reports and associated National Environmental Policy Act (NEPA) documents.
 - ▶ **Probates** – Submit 60 probate packages to the BIA.
 - ▶ **Wills** – Submit 100 wills to Alaska Legal Services Corporation (ALSC) for review and approval.
 - ▶ **Vietnam-Era Allotment Applications** – Continue securing applications from all remaining eligible applicants.
- AVCP Realty’s transaction and probate staff are available to assist our clients. Please call or stop by during regular business hours.



The AVCP Tribal Justice (TJ) Program consists of 3 employees: Program Manager, Staff Attorney, and Program Coordinator, and the Department is fully staffed. Although 29 of the AVCP region’s 56 Tribes are compacted with the TJ Department, the department provides technical assistance and training to all 56 member Tribes, regardless of compact status.

Compacted Tribes receive more in-depth assistance with the pass-through funds. The program provides best-practice guidance on court cases and incidents, sample Tribal court and court staff job descriptions, assistance with Tribal court assessments and annual funding requests, Tribal court basics reviews, and ongoing technical assistance. Training is provided at the request of Tribes, either virtually or in-person, depending on the need and available funding.

Accomplishments for 2025:

- ▶ Assisted with 19 pass-through funds to Tribes.
- ▶ Responded to 4 requests for Tribal court assessments.
- ▶ Fulfilled 130 requests for technical court case assistance, sample forms, or general court-related questions.
- ▶ Provided 6 training opportunities, either virtually or on-site, and held 2 on-site meetings to discuss Tribal court plans.
- ▶ Conducted 3 small-group “Tribal Court Basics” training in August, September, and November in Bethel.



CLIMATE ADAPTATION

The Climate Adaptation and Emergency Management (CAEM) Program supports Tribal communities across the Yukon-Kuskokwim Delta in preparing for, responding to, and recovering from climate-driven hazards, emergencies, and challenges. Established in 2025, CAEM focuses on developing practical tools, strengthening regional coordination, and providing direct technical assistance to Tribes. A central component of this work is the development and implementation of Small Community Emergency Response Plans (SCERPs) and Hazard Mitigation Plans (HMPs), alongside broader efforts to build regional emergency response systems and climate adaptation capacity.

Accomplishments for 2025:

- ▶ AVCP co-hosted the Rural Resilience Workshop with the State of Alaska’s Division of Homeland Security and Emergency Management.
- ▶ AVCP led regional response to Typhoon Halong, coordinating multi-agency efforts and supporting emergency operations across affected communities.
- ▶ Developed innovative tools, including a map-based Small Community Emergency Response Plan (SCERP), emergency inventory tracking systems, and after-action review tools.
- ▶ Expanded engagement with AVCP communities, providing technical assistance and increasing access to emergency planning resources.
- ▶ Strengthened partnerships between AVCP and Tribal, State, and Federal partners through participation in major conferences and collaborative initiatives.
- ▶ AVCP received statewide recognition, including the Alaska Emergency Management Association President’s Award.
- ▶ Expanded program capacity through hiring and development of new Climate Adaptation Specialist roles.

2026 Goals:

- ▶ Develop a coordinated, regionwide emergency response framework centered on Tribal leadership.
- ▶ Expand and complete SCERP implementation across all AVCP communities.
- ▶ Increase support for climate adaptation planning and access to resilience funding opportunities.
- ▶ Build a strong network of partners and a community of practice for resilience work.
- ▶ Continue workforce expansion and professional development within the program.
- ▶ Advance development of tools, training programs, and data resources to support communities.
- ▶ Support AVCP’s hazardous fuels program.
- ▶ In conjunction with the Realty Department, support AVCP’s environmentally threatened communities in making decisions to:
 - 1 Protect-in-place (remain at their current location)
 - 2 Engage in a managed retreat
 - 3 Pursue a full-fledged community relocation



CULTURAL HERITAGE PROGRAM

The Cultural Heritage Program reopened the Yupiit Piciyarait Museum in August 2024 and works to showcase our region’s rich cultural and traditional values. Beginning in 2024 and continuing to the present, Cultural Heritage and Realty staff, under the auspices of the Native American Graves Protection and Repatriation Act (NAGPRA), have been working to facilitate the return of human remains and artifacts to the AVCP region.

Goals 2026:

- ▶ Continue working with Case Western Reserve University, Ohio, to identify and pursue the possible repatriation of Alaska-sourced human remains in its possession.
- ▶ Explore new and recurring funding sources to support continued operations and expanded offerings.
- ▶ Refurbish high-quality display cases for reuse.



The Natural Resources Division (NRD) serves the 56 Member Tribes of the AVCP Region by providing advocacy and support services to Tribes and Tribal members. The purpose of the NRD is to preserve our cultural and traditional history of the Yukon-Kuskokwim Delta, protect our sacred resources and access to them, and advocate for environmental protection. The NRD consists of two programs: Natural Resources (NR) and Environmental Quality (EQ).

NATURAL RESOURCES

The mission of the NR Program 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 all our Tribes and our people. Our vision is to safeguard these resources and our way of life for both present and future generations in the face of a changing environment and an evolving, expanding technological society.

The NR Program continues to work with AVCP Administration to strengthen communication, organize advocacy efforts, and provide education to support and protect the subsistence way of life, because it defines who we are as a people.

The NR Program collaborates with many regional, statewide, national, and international groups, committees, and processes. We prioritize our efforts by focusing on issues where resource concerns are most critical and widespread. We remain diligent in maintaining continuous contact with our networks, coalition partners, and member organizations. The department's long-term plan includes expanding expertise and growing a team that reflects and represents our region's most valuable natural resources.

NR Highlights for 2025:

- ▶ Provided direct support to the Executive Board Subsistence Committee as well as helped prepare them to travel and provide in-person testimonial participation on impacts from chum bycatch at North Pacific Fishery Management Council (NPFMC) meetings.
- ▶ Worked to strengthen the partnership with the Kuskokwim River Inter-Tribal Fish Commission (KRITFC) and the Yukon River Inter-Tribal Fish Commission (YRITFC).
- ▶ Supported a second ANSEP Internship (University Success) for Natural Resources at AVCP and supported a young college student from the Y-K Delta region in the incredible work happening in this region to preserve the regional fisheries resources.
- ▶ Monitored federal, state, and local activity and management of every natural resource in the Y-K Delta region, from salmon to moose and birds to berries, approximately 46 different resource groups, including 14 different fish species.
- ▶ Continued engagement with more than 70 local, regional, state, federal, and international organizations, including co-management organizations, advisory councils, committees, and coalitions. Of these, 41 entities focus on fisheries, including the U.S. Delegation to the Central Arctic Ocean Fisheries Agreement, Yukon-Kuskokwim Delta Subsistence Regional Advisory Council, the Alaska Federation of Natives (AFN) Subsistence Committee, and our ongoing partnership with the KRITFC.
- ▶ Staff participated in the first Inuit Circumpolar Council (ICC) Women's Summit in Sisimiut, Greenland.
- ▶ Provided ongoing support to the operations of and to the Y-K region members of the Northern Bering Sea Climate Resilience Area (NBSCRA) Bering Intergovernmental Tribal Advisory Council (TAC), established by Executive Order, until rescinded by the incoming President.

NR Priorities for 2026:

- ▶ Engage and advocate at state and federal regulatory processes to address the severe salmon crisis facing the Yukon and Kuskokwim Rivers and our communities.
- ▶ Resume our social science salmon sustainability project, entitled "Intergenerational Visions: Resilience, Salmon, and Sustainability," and select two additional communities to work with. The project will continue to be a braided service in partnership with AVCP's Healthy Families and the new Climate Adaptation and Emergency Management Programs. Before the delay and suspension of funding, the Natural Resources and Healthy Families teams began this work in Alakanuk and Tuntutuliak. Project staff in both communities were hired, and planning and activities occurred through the winter and into the spring of 2025.
- ▶ Recruit and hire permanent staff to support the NR Program and identify ways to structure the program within the new NR Division.
- ▶ Continue to support the AVCP Subsistence Committee and identify ways and spaces for participation and engagement.
- ▶ Remain engaged with the Central Arctic Ocean Fisheries Agreement (CAOFA) U.S. Delegation through the ICC Alaska office.





ENVIRONMENTAL QUALITY

AVCP’s Environmental Quality (EQ) Program manages and provides services of the Environmental Protection Agency (EPA) General Assistance Program (GAP)/Indian General Assistance Program (IGAP) and Tribal Response Brownfield Program (TRP). EQ carries out agency initiatives to achieve the goals and objectives of the Tribes we serve regarding water and air quality, and to remediate polluted sites. The program assists Tribes each year in supporting their IGAP programs, cataloging polluted locations, conducting environmental assessments, and applying for funding for contaminated sites. The EQ foundation is grounded in protecting our environment, the air, land, and water, using our ancestors’ traditional lifeways to guide the work.

GAP Services:

The EQ GAP Program is designed to protect, restore, and enhance the natural resources that sustain our communities. By integrating science-based practices with community engagement, the program addresses key environmental challenges, including water quality, soil health, air quality, and biodiversity protection. Through collaborative partnerships with Tribes, landowners, local organizations, and government agencies, the program promotes sustainable land management practices that reduce pollution and support climate resilience. Our goal is to ensure that environmental stewardship is not only a responsibility but also an opportunity by creating healthier ecosystems, stronger economies, and an improved quality of life for present and future generations.

TRP Brownfield Services:

The EQ TRP program is a grant-funded initiative that allows Tribes to identify, inventory, assess, and clean up “brownfield” sites – an “abandoned, idled, or underutilized real estate whose expansion, redevelopment, or reuse is complicated by the real or perceived presence of hazardous substances, pollutants, or contaminants” (U.S. EPA definition).

With the TRP grant, the EQ Program annually identifies five communities to focus on and provide Brownfield support and services. We assist Tribes in identifying contaminated sites for remediation and then in identifying potential funding resources.

EQ GAP Highlights for 2025:

- ▶ The EQ E-Waste Program collected recyclable aluminum cans for transport outside of Bethel. The Tribes that took part were Napaskiak, Napakiak, and Akiak.
- ▶ EQ Program staff completed 10 site visits to Tribal IGAP villages to prepare for possible backhaul projects, and to prepare and organize local landfill operations. The GAP site visits were to: Akiachak, Akiak, Atmautluak, Kasigluk, Kwethluk, Napaskiak, Napakiak, Nunapitchuk, Tuluksak, Tuntutuliak
- ▶ The program established partnerships with Tribal IGAP programs in Kipnuk, Napakiak, Napaskiak, Nunapitchuk, and Quinhagak, along with EPA staff, to translate GAP guidelines in Yup’ik and to present in the AVCP region. A webinar titled “Yup’ik GAP 101” was developed to explain the process of an IGAP application, managing a GAP grant, the reporting requirements, and completing the commitments of the work plan.
- ▶ EQ maintained a water quality training project and assisted in collecting baseline data with local Tribes in the villages of Akiak, Kwethluk, Napakiak, and Napaskiak. The project is designed to monitor the health of the Kuskokwim River and identify contaminants that might be in our river system.
- ▶ EQ provided Hazardous Waste Operations and Emergency Response (HAZWOPER) training in partnership with local trainers from Chaputnguak Fuel Services LLC in Chefnak. The training was completed in September 2025, and four scholarships were awarded. Ten participants

completed the program and received certificates, including three who attended as a refresher. Certified participants will help ensure proper contaminant-handling and improve community safety.

- ▶ EQ staff collaborated with AVCP’s Tribal Justice Program to provide training on Environmental Tribal Codes. Tribes gained knowledge in drafting Tribal codes to establish frameworks and processes to be upheld by Tribal councils and Tribal courts, as well as through the political engagement of Tribal members. One example of environmentally focused Tribal codes is the management of local Tribal dump sites to promote cleaner and healthier disposal practices.

EQ Brownfield Highlights for 2025:

- ▶ The AVCP Brownfield program worked with the Tribes in Kipnuk, Newtok, Nightmute, Toksook Bay, and Tununak and helped identify a total of 17 contaminated sites.
- ▶ The Goodnews Bay Tribe previously identified 5 containers filled with the metallic element mercury. We assisted them in applying for an Alaska Department of Environmental Conservation
- ▶ (ADEC) Brownfield Assessment and Cleanup (DBAC) grant to support the removal of the containers.
- ▶ In February 2026, we successfully hired a new Brownfield Coordinator to serve the AVCP region. The coordinator is based in Aniak and works remotely.





EQ Program Priorities for 2026:

- ▶ We are currently looking for new partners and funding to support the reinstatement of the regional e-waste (electronic and hazardous materials) backhaul project, which was put on hold in 2025. During that time, we reviewed plans and evaluated how to design a more cost-effective program.
- ▶ The Brownfields project began the new fiscal year by inventorying contaminated sites in 5 new communities: Atmoutluak, Kasigluk, Kwethluk, Napaskiak, and Oscarville. This work will continue through the end of the current funding cycle.
- ▶ We will collaborate with ANTHC to implement the PurpleAir Quality Assurance Project Plan (QAPP). The goal is to partner with Tribes along the Kuskokwim River to conduct air quality monitoring and support year-over-year comparative data analysis.
- ▶ We are exploring new ways of integrating work with the NR Program. One of the goals is to develop integrated NR services and environmental services as a blueprint for sustainable management of lands, waters, and air, outlining specific strategies that support AVCP's mission through natural resource management, stewardship, and conservation.
- ▶ The EQ Brownfields Program is partnering with ANTHC, Nunakauyak Yup'ik Corporation, and the Nunakauyak Traditional Council to plan the removal of an unexploded ordnance (UXO) on Nelson Island.
- ▶ We are working with the Native Village of Goodnews Bay to remove 5 containers of mercury during the summer of 2026.

Additional Programs

As staff capacity grows and additional funding sources are identified, the NRD will explore expanding existing programs and developing new services that are important to our Tribes.



*“As we look to the future,
we do so with confidence in our people,
pride in our communities,
and hope for the generations who will follow.
United by purpose
and strengthened by one another,
our best work is still ahead.*

ILAKLUTA
PININRUUKIT
Stronger Together

