

# The ANIA Messenger

## SPECIAL EDITION ON PROJECT MANAGEMENT Administration for Native Americans

Promoting the Goal of Social and Economic Self-Sufficiency for All Native Americans

● August 2008

### Message from the Commissioner

I am pleased to present the ANA Messenger with a special focus on Project Management. ANA has witnessed tremendous success in projects with strong project management. Within this Messenger grantees will find: Technical Assistance guidance; information on an outstanding language institute; as well as our regular Spotlight feature.

It brings me great pleasure to announce ANA will be holding the First Annual ANA Grantee Meeting in Washington, DC on September 22-24, 2008. The two and a half day event will feature many exciting workshops and showcases with topics from all ANA program areas and geographical regions. The ANA Grantee Meeting will provide the opportunity for grantees to network, share best practices, meet program specialists, and attend workshops facilitated by ANA's training and technical assistance providers. Workshop topics include: project implementation and sustainability; how to develop, access, and manage partnerships, the involvement of elders and youth, overcoming staff turnover, and tips on helpful financial policies and procedures.

I am so proud of the outstanding achievements of all ANA grantees. I look forward to meeting each of you at the Grantee Meeting.

Sincerely,

Quannah Crossland Stamps  
Commissioner  
Administration For Native Americans



**ANA Grantee Meeting!**  
**September 2, 2008 is the last day for**  
**Participants to register for the**  
**Conference and the Hotel!**

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# Administration for Native Americans

# 2008

## First Annual Grantee Meeting

## September 22 - 24

# Connecting Communities



|                  |   |
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| <b>Meeting</b>   | Administration for Native Americans<br>2008 Grantee Meeting<br><b>“Connecting Communities”</b><br><a href="http://www.acf.hhs.gov/programs/ana/granteemeeting/index.html">http://www.acf.hhs.gov/programs/ana/granteemeeting/index.html</a>   |
| <b>Date</b>      | Monday, September 22 through<br>Wednesday, September 24, 2008<br>(Onsite Registration Sunday, September 21)   |
| <b>Location</b>  | Hilton Washington<br>1919 Connecticut Ave., NW,<br>Washington, DC 20009<br>1-202-483-3000<br><b>Registration Deadline September 2, 2008</b>   |
| <b>Purpose</b>   | The <b>2008 Grantee Meeting</b> provides a forum for grantees, ANA staff, and others to improve the well-being of Native American communities, children and families. Based on the theme <b>“Connecting Communities,”</b> the meeting will offer opportunities to interact with colleagues and ANA staff, enable participants to showcase effective practices, provide training and technical assistance regarding programmatic and administrative requirements, and reward outstanding grantees. |
| <b>Questions</b> | If you have any questions, please call the ANA Toll Free Number at 877-922-9262.  |

## Commissioner Stamps Keynotes AILDI on ANA Support for Cultural and Language Preservation

On June 12, 2008, Commissioner Stamps traveled to Tucson, Arizona to keynote the American Indian Language Development Institute (AILDI) on the topic of ANA support for Cultural and Language Preservation. The event was an excellent venue to share language resources provided by ANA with individuals working to preserve Native languages and cultures on a daily basis.

The Commissioner shared the importance of intergenerational exchange in ANA projects as such exchanges are the center of cultural preservation.

*As we all know, cultural preservation goes hand-in-hand with language preservation, and an aspect that comes with preserving culture, is instilling identity. We get our identity from family, geographical surroundings, cultural*

*celebrations, and of course, language. Strong identity is possibly the most critical gift we can give our youth. Those who are secure in themselves are better equipped to make positive choices and lead healthy lives. It is our youth that will carry our culture, traditions and values forward into the next generation. It is our youth that we need to engage to ensure our culture and languages are carried forward.*

Currently, ANA has 46 language projects for a total of \$5.7 million in funding for FY 2007. In the past five years, the ANA team has worked to implement a language program that provides support to communities of all sizes as they race against the clock to save our languages. ANA currently has two language program specialists and in FY 2008 ANA implemented language specific Pre-Application Training.



### About the American Indian Language Development Institute (AILDI)



The American Indian Language Development Institute (AILDI) has been an advocate of Indigenous language rights and linguistic and cultural diversity for almost three decades. AILDI's mission is to mobilize efforts to document, revitalize and promote Indigenous languages, subsequently reinforcing the processes of intergenerational language transfer. AILDI plays a critical role in forming collaborative partnerships with educators, schools and Indigenous communities to provide outreach and training to Native community members.

The University of Arizona is the host for AILDI, with Native community representation not only nationwide, but worldwide. The Institute offers an excellent opportunity for educators, parents and Tribal leaders to come together to study and share methods of instruction for Native languages and culture.

This summer AILDI held its 29th Annual American Indian Language Development Institute, *Creating Spaces for Indigenous Languages in Everyday Life*. The Institute focused on the No Child Left Behind Act and its impact on

educating Native children; language immersion methods in the classroom; Native children's literature and writing; and schooling in Native American communities. The intensive four-week Institute included classroom instruction, guest speakers and presentations, as well as projects, activities, and field trips.

The AILDI Director, staff and faculty are language experts from diverse backgrounds offering participants a variety of perspectives that represent many efforts to retain language and culture within Native communities. Ideally, children grow up speaking their Native language as several of the staff and faculty have. Unfortunately, the ideal is not often the reality in our Native communities and so AILDI provides expertise and training in second language acquisition to assist those who do not know their language. They also support teachers in developing skills for teaching language.

To learn more about AILDI:  
<http://www.u.arizona.edu/~aildi/index.html>

## Tracking Progress and Reporting on a Project

ANA encourages grantees to develop and maintain tracking mechanisms to gauge a project's accomplishments. The information below will provide a few tips on:

- Reporting results
- Tracking approved results, benefits, and impact indicators
- Developing impact indicators for future applications

Impact indicators and the results and benefits expected are great aspects on which to focus for tracking. ANA defines impact indicators as:

***“measurement descriptions used to verify the impact or the achievement of the project goal. Indicators must be quantifiable and documented. Impact indicators include target numbers and tracking systems.”***

ANA defines results and benefits as:

***“measurement descriptions used to track the progress of accomplishing an individual objective. The results and benefits must directly relate to the objective and the activities outlined in the Objective Work Plan and include target numbers used to track the project’s quarterly progress.”***



Both of these measurement descriptions assist ANA and the grantee in tracking the success of ANA-funded projects.

The quarterly objective progress report contains numerous questions focused on quarterly tracking. In one example, grantees are asked to detail how project activities were accomplished during a reporting period. The importance of the response is to focus on how the activity helped accomplish the expected results and benefits.

Another question deals with impact indicators; grantees must enter the impact indicators included in the approved grant application. As noted in the definition, each indicator must have a tracking system and should be quantifiable and documented. A common example of a grantee chosen indicator is “the number of volunteer hours.” Volunteer time can also be counted as a leveraged resource or for non-Federal share. Tracking can be accomplished through the use of sign-in sheets that include:

- Name of each volunteer
- Service provided, with a description
- Beginning and ending times for which each volunteer donated time
- Hourly rate and total value of the service provided
- Initials or signature of the volunteer for each event in which time was donated

Keep in mind:

- All in-kind goods and services must come from a source that is not supported with Federal dollars, unless specifically allowable under the funding source legislation.
- The allowable in-kind goods and services that can be used to meet a required match must fall within the allowable budget line items for the program receiving the goods.

*Good tracking helps the grantee understand the success of the project and assists ANA in identifying the impact of the funding awarded to Native communities.*

## Reach Out for ANA Technical Assistance

*Are you experiencing challenges with your ANA project?*  
 Don't wait! Things happen even with the most successfully managed programs. Staff may leave, projects may be more difficult to implement, or resources may not be as accessible as you expected. There are many reasons that projects may be delayed. It is appropriate to look for the answers within your own community; however, waiting to ask for assistance may result in increased challenges.

*So what do you do?*

Contact your ANA program specialist, grants management specialist or the Help Desk! The program specialist is your primary point of contact in the management of your project. He/she can advise you on the programmatic aspects of your project. The grants management specialist is responsible for overseeing the financial management of the project.

*Post Award Training:*

Post Award Training occurs at the beginning of each fiscal year and introduces grantees to the processes of the grant cycle and the roles and responsibilities of ANA program specialists, grants management specialists, and Division of Payment Management (DPM). It is essential the grantee's project manager and finance officer attend Post Award Training as it provides an opportunity for instruction in completing Objective Progress Reports (OPR), Financial Reports (SF 269) and requesting payments.

*Quarterly Project Assessments:*

ANA conducts quarterly reviews of all projects. Your ANA program specialist may request Technical Assistance (TA) for your project as a result of the quarterly project assessment. Grantees are encouraged to elaborate on challenges in the quarterly OPR so program specialists can refer grantees to available resources.

*What happens next?*

Your program specialist may provide technical assistance over the telephone or request technical assistance be provided through your Regional Training and Technical Assistance Center. You may have received Pre-Application Training and Technical Assistance from the Regional T/TA Center in your area.

*Other Questions:*

You may be on track with completing project activities, but you may have questions about building partnerships, generating leveraged resources and matching contributions, or conducting community meetings. Your program special-

ist or regional technical assistance provider can provide information to help you address your questions.

*Remember – Don't wait! ANA has many helpful people available to provide assistance.*

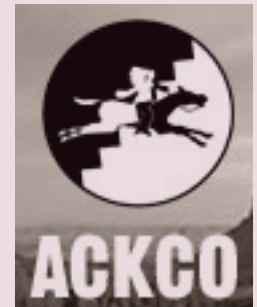
### East Region

AL, AR, CT, DC, DE, FL, GA, IA, IL, IN, KS, KY, LA, MA, MD, ME, MI, MN, MO, MS, NC, ND, NE, NH, NJ, NY, OH, OK, PA, RI, SC, SD, TN, TX, VA, VT, WI, WV  
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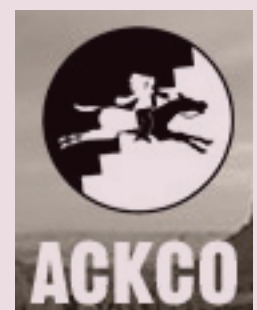
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## Grantee Spotlight: Effective Project Management

By Bryan Maracle

The Yukon River Inter-Tribal Watershed Council (YRITWC) is an international non-profit. As a coalition of sovereign Tribal and First Nations governments, we were founded in 1997 by a group of 56 chiefs and elders who gathered in Galena, Alaska, to discuss their concern about the increasing rates of cancer and other health problems in humans and game animals living in the Yukon River watershed. Today, 66 of the 76 Indigenous governments in the watershed actively participate in the coalition through the signing and enactment of an Inter-Tribal Accord; which governs the Watershed Council and articulates commitments of those who signed the agreement.

In 2004, the YRITWC began its partnership with the United States Geological Survey (USGS) to build on the first comprehensive baseline dataset of water quality for the Yukon Basin, the fourth largest river basin in North America. After two years of planning, we have developed a streamlined suite of constituents and protocols that adhere to the standards of quality in USGS manual “Techniques of Water-Resources Investigations” Book 9. The USGS study ended in 2005, the same year the YRITWC secured ANA Environmental Regulatory Enhancement funding to continue water quality monitoring. Based on our prior collaboration and the perfect timing of ANA support, USGS felt comfortable ‘passing the torch’ of a major scientific study to a Tribal organization — for the first time in history. The YRITWC now is the lead agency on a long-term scientific project, with one of the U.S. government’s premier research institutions (USGS) playing a supporting technical role. ANA funding will enable YRITWC to assume the lead role in implementing and administrating the multi-year baseline study.



In 2006 the transition was made and local volunteers began the collection of field “grab” samples, focusing on climate change indicators and building the baseline across the watershed. During the initial stages of the study we faced a number of obstacles including scale, size, logistical and procedural challenges associated with such a large study. Many of the Indigenous communities in the region are quite remote with no access to the primary road system. The only access to these communities is by airplane, riverboat, dogteam or snowmachine. The shipment of samples and equipment was a constant challenge we were able to overcome through good communication and strong working relationships. By keeping in constant contact with local technicians and building a relationship with airline personnel, we are able to track sample shipments from collection to analysis. Given our coverage area is twice the size of California we are continually faced with challenges relating to scale. We overcome these challenges by investing in reliable people with a penchant for working locally and understand how their efforts contribute to the watershed study.

The success of the 2006 field season is seen in the numbers: more than 40 volunteers were involved in gathering 90 samples; collecting data on par with USGS standards. The 2007 field season continued to grow, with sites added in the Yukon delta, 142 collected samples, and the first ever water chemistry profile of the Yukon River. This profile was taken during The Healing Journey; a canoe expedition which traveled more than 1,200 miles of the Yukon River. The voyage highlighted environmental stewardship, cross-cultural unity, and land preservation. Funding through ‘National Geographic’ and an equipment sponsorship through YSI, Inc. made this historic event a reality. The 2008 field season demonstrates expanding promise for the water quality project. The success of the ANA regulatory grant in Alaska has provided a model for our Canadian office to emulate. Our Canadian counterpart recently applied for and was awarded a water stewardship grant and also began a partnership with the Yukon Territory Government. This year will be the first time in history water quality will be seen on the basin scale, with the data frozen in a single snapshot in time. This is a feat the USGS could not accomplish due to the immense size of the watershed, an area almost the size of British Columbia, Canada.

The tribal governments are uniting for clean water and fulfilling the mission and vision of YRITWC leadership, “to once again drink water directly from the Yukon as our ancestors did.” The success of this program can be summed up in one word — community. By focusing on building local capacity, investing in training local people and partnering with credible institutions, **(Continued on Next Page)**

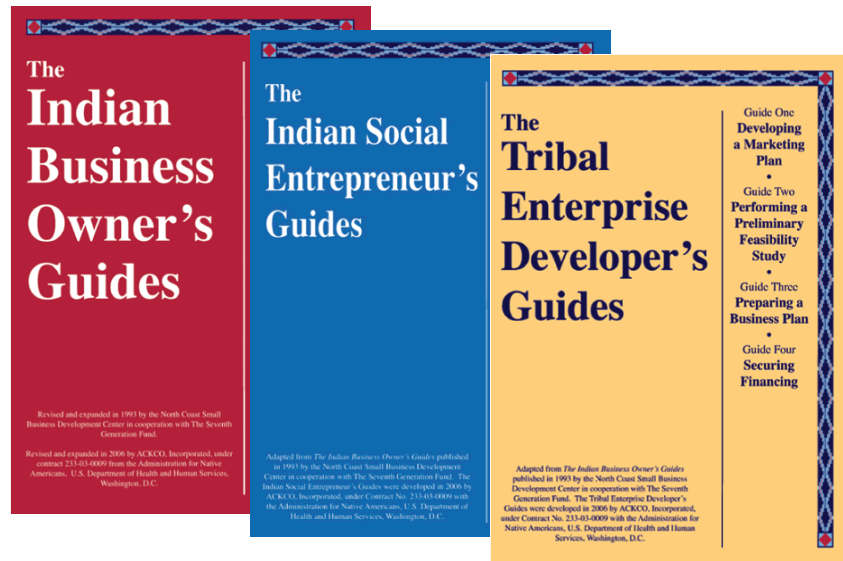
**Continued from Page 6**

we are building a program that truly comes from the grass roots. The local people are the core of our program and they deserve all the credit for its success. By utilizing and leveraging the ANA funding the indigenous people of the Yukon watershed are taking the lead in gathering information on one of the most important topics facing humanity — clean water.

The ANA provisions have empowered YRITWC to begin meeting the first goal of our strategic plan: “Understanding, Measure and Monitor.” By building on the work of USGS, we are able to make conclusions that previously were impossible due to the lack of data. Now that we have a seven-year database, a more detailed picture of system dynamics is developing. The information we are gathering is empowering YRITWC to pursue “hard science” funding through agencies like National Science Foundation and the National Center for Environmental Research. The data is still considered preliminary, but our analysis is showing a statistically significant decrease in alkalinity, allowing anomalous data to be removed from the data set, and beginning to paint a picture of system dynamics as it relates to carbon dioxide fluxes at the basin scale. A series of articles will appear in the upcoming YRITWC newsletter explaining what we are learning from the data.

The success of this project is becoming a challenge in itself. As we grow as an organization and as a science department our model is becoming useful to other organizations and agencies around the world. This becomes a challenge in the allocation of our time. The more we take time to help organizations and agencies outside of the Yukon River basin the less time we have to work on the Yukon River. As we continue to think globally we must continually remind ourselves, we must act locally to truly be effective.

## Resource Spotlight: Indian Business Owner's Guides Available for Tribal Communities and Organizations



In 2006, with Technical Assistance Provider, ACKCO, ANA developed three Indian Business Owner Guides on CDs for community leaders, business entrepreneurs and those with the potential to become leaders across Native America. The Business Guides are available at no cost for individuals and organizations.

The Guides include the following titles: The Indian Business Owner's Guides, The Indian Social Entrepreneur's Guides, and The Tribal Enterprise Developer's Guides.

The CDs are adapted from The Indian Business Owner's Guides authored by Sue Burcell, a member of the Karuk Tribe of California. She has over 25 years'

experience providing assistance to individual Indian entrepreneurs, as well as, Tribes and organizations in the states of Alaska, Arizona, California, Montana, Oklahoma, Oregon, and Washington. Each CD consists of four guides designed to walk users through four steps of business planning: developing a marketing plan, performing a preliminary feasibility study, preparing a business plan, and securing financing.

The chapters offer definitions and examples to illustrate the various stages of business development. Worksheets and exercises are included to provide personal and market analysis. The personal analysis will help individuals establish personal and professional priorities and form an understanding of their own motives for developing a business; market analysis will help determine if the clientele exists for the proposed product.

The Business Guides are available free of charge to Native communities. To request your copies please contact ANA at [anacomments@acf.hhs.gov](mailto:anacomments@acf.hhs.gov). We look forward to hearing from you.

# Community Emergency Response Training (CERT)

ANA in partnership with the Indian Health Service (IHS) and Mountain Plains Health Consortium (MPHC) has provided Community Emergency Response Training (CERT)/First Responder (FR) training to Native American communities since 2004.

Currently, ANA and MPHC are working with the Rosebud community to provide a series of three trainings during their “Summer Suicide Awareness Summit.” The purpose of the Summit, and the trainings, is to provide young adults with the skills and abilities to help prevent emergency situations, and also provide the skills to respond quickly when emergency situations occur.

The rigorous 10-day training consists of 8 hours of cardiopulmonary resuscitation (CPR)/Automated External Defibrillator (AED) training; 40 hours of Medical First Responder training; and 24 hours of Community Emergency Response Training. The program educates young adults about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills such as: fire safety; light search and rescue; team organization; and disaster medical assistance.



*Baptiste "Beaux" Beauvais is congratulated by Rosebud Sioux Tribal Chief of Staff, Ken LaDeaux during the closing ceremony of the First Responder/CERT training held at the RST Veterans' Affairs building on Friday, July 18.*

Graduates of the training receive various state and national certifications. Forty-two students successfully completed the first training and will represent a cohort of CERT team members. In total, it is anticipated that over 100 Rosebud young adults will complete the training.

Baptiste “Beaux” Beauvais, who aspires to be a firefighter after he receives his Bachelor’s degree, said this about the CERT training, “It was a very fun and challenging experience. It gives you a glimpse of what to expect during a medical emergency and also what to do.” Baptiste is the son of Dr. Archie Beauvais and Marian A. One Star-Sorace, both of the Rosebud Sioux reservation.

The trainings have already made a positive impact on the community. Because of the training, two girls were able to provide CPR to a person without any vital signs until EMS arrived; other participants who witnessed a car accident were able to stop a person’s bleeding until the EMS arrived; and another participant was able to assess his uncle’s vital signs and report them to 911 as they waited for EMS to arrive.

## Emergency Resource Links

FEMA: <http://www.fema.gov>

FEMA: Final Agency Policy for Government-to-Government Relations with American Indian and Alaska Native Tribal Governments: <http://www.fema.gov/government/tribal/natamerpolicy.shtm>

FEMA: Training for Tribal Representatives: <http://www.fema.gov/government/tribal/training.shtm>

FEMA: Plan Ahead: <http://www.fema.gov/plan/index.shtm>

FEMA: Instructions on how to apply for assistance: <http://www.fema.gov/assistance/index.shtm>

Red Cross: <http://www.redcross.org>

<http://www.ready.gov> (U.S. Department of Homeland Security) This site is particularly helpful for emergency planning for businesses, families, and has a special section of interest to kids.

<http://www.pandemicflu.gov> This is the official U.S. Government website for avian and pandemic flu managed by HHS.



## Face-to-Face with Sarah Schappert Healthy Marriage Program Specialist



**Q: Now you live and work in Washington, DC with ANA. But DC is not your hometown, right? How long have you been in DC and where are you from?**

**A:** I moved to the D.C. area February 2004 from Florida. Although I was born in Virginia, I moved around a lot as a daughter of an Army man. I consider Sarasota, Florida to be my home.

**Q: What work do you do here at ANA?**

**A:** I am the Healthy Marriage Program Specialist at ANA. I manage all of ANA's Healthy Marriage projects and manage the Native American Healthy Marriage Initiative. I also work on the Administration for Children and Families Healthy Marriage Initiative participating in workgroups and assisting in the coordination of trainings and conferences.

**Q: Congratulations on your recent marriage, how has this helped you understand more about Healthy Marriage Projects that you manage in Indian Country?**

**A:** There are solid foundations within a marriage that are helpful; it is one thing to know about these necessary skills in an intellectual sense and another thing to experience a relationship on a day-to-day basis. The projects we fund provide skill-building classes to prepare individuals and couples to have healthy relationships within their families and communities. Being newly married gives me a better sense of how invaluable healthy relationship skills are to the success of a relationship.

**Q: Do you have any best practices that you would like to share with Grantees?**

**A:** One recommendation is to provide incentives such as transportation, childcare, and other materials to recruit participants to attend meetings, classes and workshops. Another recommendation is to develop activities that are interactive, fun, and culturally appropriate to involve the whole community.

**Q: What advice do you have for Grantees related to Project Administration?**

**A:** I have witnessed some outstanding Project Administrators and would like to pass on tips that I have learned from these individuals. Common characteristics that will benefit all grantees are: continually solicit feedback from participants and community members; developing an implementation plan based on timelines within the Objective Work Plan; know the tasks yet to complete, due dates, and priorities; and understand the reporting requirements.

These Project Administrators also demonstrate a deep understanding of community needs, interests, and challenges which is enhanced by support from the community and Tribal leadership.

***Questions? Comments? Suggestions? Please Contact ANA via email at [anacomments@acf.hh.gov](mailto:anacomments@acf.hh.gov) or via phone at 1-877-922-9262***

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