

The ANA Messenger

SPECIAL EDITION ON TRAINING AND TECHNICAL ASSISTANCE Administration for Native Americans

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

• February 2008

Message from the Commissioner

Happy New Year! I am happy to introduce this edition of the ANA Messenger dedicated to ANA Training and Technical Assistance (T/TA). ANA is enriched by four Regional T/TA Centers: East, West, Alaska, and the Pacific Basin. The ANA office in Washington D.C. continuously strives to improve services through integration and close communication with the regional T/TA Centers. In this newsletter, we introduce our dedicated T/TA Teams and tell you more about free ANA T/TA services.

There are several new developments that I am happy to share with you. In the FY2008 Omnibus Bill, ANA was provided a \$2 million program increase to support Native Language Immersion and other revitalization programs! To implement the statutory requirements of both the Esther Martinez and the Language Preservation and Maintenance Acts, ANA expanded the language program to four program categories to encompass projects that support Native Language Immersion and other revitalization programs. ANA is launching a new section on the ANA website under What's New to discuss the ANA Language Program changes.

ANA and the Office of Hawaiian Affairs launched the newly restructured Native Hawaiian Revolving Loan Fund. To read more about the new loan fund, turn to Page 3.

I am pleased to announce ANA will be hosting T/TA Workshops in each region for all grantees this year. At the 2008 Regional Grantee Meetings, grantees will be able to network with other grantees, ANA team members, T/TA Providers, as well as attend workshops on various topics. Please look for more information soon to come about this wonderful opportunity.

As we kick off 2008, each Region will be offering Pre-Application Training to help applicants develop projects and prepare ANA applications. Please contact your regional T/TA Center for more information about Pre-Application Training in your area.

Sincerely,

Quanah Crossland Stamps
Commissioner
Administration for Native Americans

Mark your Calendar! Application and Review Dates Below

- | | |
|-----------------------|--|
| March 12: | Closing Dates for Language, Environmental and Environmental Mitigation Applications |
| March 26: | Closing Date for SEDS, SEDS Alaska, and Native American Healthy Marriage Initiative Applications |
| April 12 – 18: | Language, Environmental and Environmental Mitigation Panel Review |
| April 19 – 25: | SEDS, SEDS Alaska, and Native American Healthy Marriage Initiative Panel Review |

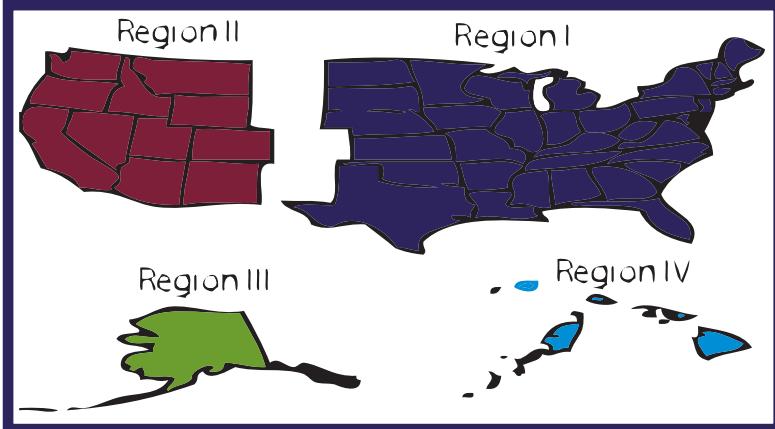
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ANA Training and Technical Assistance

ANA provides free Training and Technical Assistance (T/TA) to potential applicants and current grantees through contractors in each ANA geographic region: Eastern, Western, Alaska, and Pacific. Specifically, T/TA is offered to eligible applicants in planning, developing, conducting and administering ANA funded projects; for short-term in-service training in connection with ANA funded projects; and for the revision of a project proposal denied ANA funding.

ANA T/TA Providers do not write applications; rather they assist prospective ANA applicants with conceptualizing strategies for developing community based projects and translating those strategies into a viable application for ANA project funding. Potential applicants and grantees are encouraged to contact the appropriate T/TA Provider within their region.



Types of T/TA

Pre-Application Training is strongly encouraged for all prospective ANA applicants. Pre-Application Training is a three day training to assist applicants in the preparation of a project in response to ANA's annual program announcement. Topics covered include: ANA history, mission and philosophy; ANA program announcements; ANA program announcement evaluation criteria; project development; project budget development; project evaluation plans; project partnerships; and electronic submission using Grants.gov.

Post-Award Training is required for all ANA grantees. Post Award Training is a three day training to teach ANA grantees the mechanics of how to effectively administer, manage and track their ANA projects in order to strengthen project outcomes. The training equips grantees with the tools they need to successfully document

Impact Indicators, In-Kind contributions and to complete their projects. Topics covered include: ANA goals, policies and procedures; ANA grant cycle; the roles of ANA Program Specialists, Grants Officers, and other relevant positions; Financial Assistance Award; effective grant management; project monitoring; grant cost principals and financial tracking; reporting; and Payment Management System.

It is not too late to get Training and Technical Assistance for your 2008 ANA application!

(For more about available trainings and contact information for each region turn pages 4 to 7, and the ANA Website!)

FY2007 T/TA

In 2007, 473 tribes and Native American non-profit organizations received T/TA from ANA T/TA Providers. Of these, 139 were in Region I (Eastern), 131 were in Region II (Western), 64 were in Region III (Alaska) and 139 were in Region IV (Pacific).

ANA's T/TA is effective and it works! Last year:

- 52% of applicants who received T/TA in 2007 scored in the funding range.
- 66% of applicants who received T/TA within the past three years of applying scored in the funding range.
- 63% of the applications that were screened out or did not score in the funding range did not receive T/TA

ANA encourages prospective applicants to attend Pre-Application training the year they apply for funding, as changes in the Program Announcement are covered in great detail and may be different year to year. ANA strives to build community capacity. ANA realizes that sometimes after a prospective applicant receives T/TA, he/she realizes additional community support and/or clarity of goals are necessary prior to submitting an application. It is for this reason the percentage of applicants who received T/TA within the last three years is higher than that of the current year only, thus demonstrating successful capacity building. ANA is helping communities achieve true community development, thereby ensuring future successful projects.

Native Hawaiian Revolving Loan Fund (NHRLF): OHA Malama Loan Launched

ANA and the Office of Hawaiian Affairs (OHA), loan administrator for the Native Hawaiian Revolving Loan Fund, recently unveiled the OHA Malama Loan product. In less than 60 days, the Fund has already approved 138 OHA Malama loans totaling \$3.3 million and averaging \$24,000 per loan.

The OHA Mālama Loan features a 5-year, 5% fixed rate up to \$75,000 for eligible consumers and businesses. Consumers can use the loan for home improvement and education and businesses can use loans to expand their operations.

Congress established the Fund in 1987 requiring ANA to provide funding and oversee OHA's implementation of the Fund. Since inception, the Fund served as a "lender of last resort." Due to the results of this ill-fated policy, Commissioner Stamps recommended the NHRLF become the lender of first choice for eligible applicants and directed OHA to improve its loan portfolio performance, reduce loan approval processing time and disburse more funds.

With ANA's technical assistance, OHA restructured the Fund and created the new loan product. With ANA support and approval, OHA forged a unique relationship with First Hawaiian Bank to originate and service the OHA Malama Loan to Native Hawaiians. First Hawaiian Bank has 58 branches throughout Hawaii. To improve potential borrower's loan applications and ensure borrower's success, OHA provides technical assistance to eligible applicants and borrowers through the Pacific Gateway Center.

ANA and OHA estimate that the \$26 million Fund portfolio will be fully committed within two years. Early results predict the Fund's success in achieving an equitable distribution of loans among all Hawaiian Islands. Commissioner Stamps stated, "The economic impact of \$26 million in our Native Hawaiian communities will be substantial."

For more information on the OHA Malama Loan product visit www.oha.org

New ANA T/TA Provider for the Pacific Basin!



Project Manager: Barbara Aragon

ANA is pleased to announce the Region IV Training and Technical Assistance (T/TA) Center in the Pacific Basin is operated by ACKCO, Inc.

The Region IV Team is available to assist ANA applicants and grantees with planning, developing, and administering ANA projects to Native Non-profit organizations in the Pacific Basin which includes: American Samoa (AS), Guam (GU), Hawaii (HI), and the Commonwealth of Northern Mariana Islands (CNMI).

The Pacific Post-Award training that occurred January 22-24 in Honolulu, HI received outstanding feedback from the participants. Pacific Pre-Application trainings are listed below and on the ANA website: www.acf.hhs.gov/ana/programs/ana/index.html

For more information about free T/TA in the Pacific Basin please contact: Barbara Aragon at 1-866-339-7905 or the Pacific Basin Website at www.anapacificbasin.org.



Pacific Region Training Schedule:

Pre-Application	Feb 12-14, 2008	Hilo, HI
Pre-Application	Feb 18-20, 2008	Pago Pago, AS
Pre-Application	Feb 19-21, 2008	Oahu, HI
Pre-Application	Feb 26-28, 2008	Tamuning
Pre-Application	March 4-6, 2008	Maui, HI
Pre-Application	March 11-13, 2008	Oahu, HI

T/TA Providers: Eastern Region

Native American Management Services, Inc.

The ANA Region I Training and Technical Assistance (T/TA) Center is operated by Native American Management Services, Incorporated (NAMS). NAMS is a certified Native American woman-owned small and disadvantaged business, incorporated in 1992. NAMS' headquarters are located in Reston, Virginia, with a satellite office in North Dakota. NAMS' mission is to provide the highest quality and innovative management services in the areas of: conference management; training & technical assistance; project & program management; financial & HR support services; and marketing & media communications.

Whether we are serving Native American communities, government agencies, corporate America or International businesses, NAMS is committed to maintaining a reputation of excellence for all our clients as well as expanding the use of Native American business around the globe.

NAMS has been providing T/TA to various clients since its inception in 1992. Over the last eight and a half years NAMS has provided ANA T/TA. NAMS has a dedicated team at the ANA Region I T/TA Center.

Project Director: Rondelle Clay
(Sisseton-Wahpeton Oyate)

Project Manager: Candi Carmi
(Oneida Tribe of Wisconsin)

Project Assistant: Robert Parisian
(Chippewa Cree)

Project Specialist: Katherine Lampron

The ANA Region I covers the eastern half of the continental United States including: 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

The Region I Team is available to assist ANA applicants and grantees with planning, developing, and administering ANA projects. The NAMS team provides technical assistance to tribes and Native American non-profit organizations on ANA grant management and developing ANA project proposals. NAMS coordinates and administers pre-application and post-award training sessions; manages trainers and subject matter experts across the country; and



From Left to Right: Candi Carmi, Project Manager; Rondelle Clay, Project Director; Katherine Lampron, Project Assistant.

maintains a toll-free telephone line for assistance as well as the Eastern Region ANA website.

Tribes and Native American non-profit organizations located in the Eastern Region can register for NAMS trainings at www.anaeastern.org.



Eastern Region Training Schedule

Language Pre-Application	Feb 12-14, 2008	Minneapolis, MN
Pre-Application	Feb 12-14, 2008	Topeka, KS
Pre-Application	Feb 26-28, 2008	Mt. Pleasant, MI
Pre-Application	Feb 26-28, 2008	Buffalo, NY
Pre-Application	March 4-6, 2008	Bismarck, ND
Pre-App Refresher	Feb 21, 2008	Kansas City, MO

Native American Management Services, Inc.

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Fax: 571-323-2101

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T/TA Providers: Western and Pacific Regions

ACKCO, Inc.

The ANA Region II and Region IV Training and Technical Assistance (T/TA) Centers are operated by ACKCO, Inc. ACKCO is an Indian/Veteran owned and operated minority small business firm. Incorporated in 1972, ACKCO has been involved in projects with federal and state agencies, Tribes and villages, as well as other Indian organizations. These projects required ACKCO to provide professional services to over 300 Tribes and Indian organizations throughout the country. ACKCO offers a full complement of professional services which includes support services for conferences, trainings, meetings, and hearings; Tribal infrastructure development in the areas of personnel and financial; training for staff of all Tribal programs in the areas of program development and management; strategic communications for Federal and state agencies working with Tribes and Indian organizations; congressional studies; and staff support for Tribal health projects.

ACKCO's approach to project implementation is based on the following philosophy: "To acquire, utilize and teach the best of available technology yet root our judgment and recommendations on the value system and experienced realities of the Native American way of life."

ACKCO has secured contracts with the ANA for over thirty years and has provided ANA T/TA for the past five years. ACKCO is responsible for providing T/TA to current and potential ANA grantees. ACKCO has a dedicated team in their Regional T/TA Centers.

Region II: Western

Project Director: Theron Wauneka (Navajo)

Project Coordinator: Jamie B. Navenma (Hopi)

The ANA Region II covers the western half of the continental United States including: AZ, CA, CO, ID, MT, NM, NV, OR, UT, WA, WY

Region IV: Pacific

Project Director: Theron Wauneka (Navajo)

Project Manager: Barbara Aragon (Laguna Pueblo, Crow)

Project Specialist: Keone Nunes (Native Hawaiian)

The ANA Region IV covers the Pacific Basin including: American Samoa (AS), Guam (GU), Hawaii (HI), and the Commonwealth of Northern Mariana Islands (CNMI).

ACKCO is available to assist ANA applicants and grantees with planning, developing, and administering ANA projects. The ACKCO team provides technical assistance to Tribes and Native American non-profit organizations on ANA grant management and developing ANA project proposals. ACKCO coordinates and administers pre-application and post-award training sessions;



From Right to Left: Theron Wauneka, Project Director; and Jami B. Navenma, Project Coordinator

manages trainers and subject matter experts across the country; and maintains a toll-free telephone line for assistance and the Regional ANA websites.

Tribes and Native American non-profit organizations located in the Western and Pacific Regions can register for ACKCO trainings online.



Western Region Training Schedule:

Pre-Application	Feb 12-14, 2008	Reno, NV
Pre-Application	Feb 12-14, 2008	Billings, MT
Pre-Application	Feb 20-22, 2008	Salt Lake City, UT
Pre-Application	Feb 20-22, 2008	Seattle, WA
Pre-Application	Feb 26-28, 2008	Albuquerque, NM
Pre-Application	Feb 26-28, 2008	Sacramento, CA
Pre-App Refresher	March 4, 2008	Phoenix, AZ

ACKCO, Inc.

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Pacific: 866-339-7905

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www.anawestern.org and www.anapacificbasin.org

www.ackco.com



T/TA Providers: Alaskan Region

Alaska Summit Enterprise, Inc.

The ANA Region III Training and Technical Assistance (T/TA) Center is operated by Alaska Summit Enterprise, Incorporated (ASE). ASE is a Native American, woman-owned, Alaska small business corporation providing coordination services on behalf of Federal and state governmental agencies and private sector organizations to Federally recognized tribes and Native-owned businesses throughout Alaska and Indian reservations in the lower 48 states. The ASE office is located in Eagle River, Alaska, 10 miles northeast of Anchorage.

The ASE Mission is to expand and increase the breadth and depth of the business sectors served while maintaining quality, integrity, profitability, and value-added services to our clients. For over 25 years, ASE has provided management solutions in the areas of: project management support, national conference planning, rural health, emergency management, contract healthcare, social service program evaluation, training and strategic planning, and technical assistance.

ASE Consultants are a very special breed of independent individuals with over 150 years combined rural Alaskan experience in language; environment; community planning; and social and economic development. These individuals have all either managed or written successful ANA projects. ASE has a dedicated team at the ANA Region III T/TA Center:

ASE Executive Director: PJ Bell
(San Juan Pueblo & Colorado Ute)

Program Director: Joyce Hughes

Project Coordinator: Sharon Anderson (Alutiiq)

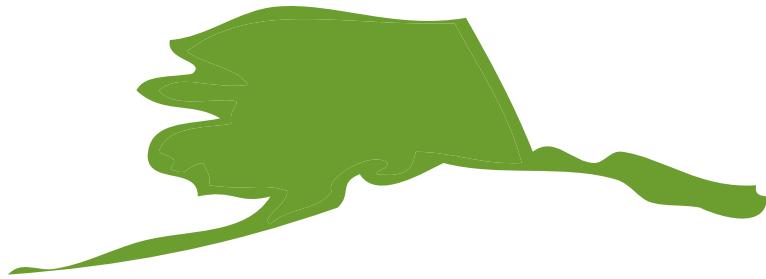
The Region III Team is available to assist ANA applicants and grantees with planning, developing, and administering ANA projects. The ASE team provides technical assistance to tribes and Native American non-profit organizations on ANA grant management and developing ANA project proposals. ASE coordinates and administers pre-application and post-award training sessions; manages trainers and subject matter experts across the country; and maintains both a toll-free telephone line for assistance and the Alaska Region ANA website.



Front Row: Christine Celentano, Consultant; Joyce Hughes, Program Director; Susan Bury, Consultant; Pat Poland, Consultant; PJ Bell, ASE CEO

Back Row: Jeanne Galvano, Consultant; Cynthia Callivroussi; Tasha Florez, Consultant; Jim Sanders, Consultant

Tribes and Native American non-profit organizations located in the Alaska Region can register for ASE trainings at [www.ananalaska.org](http://www.anaalaska.org).



Alaskan Region Training Schedule:

Pre-Application	Feb 13-15, 2008	Bethel, AK
Pre-Application	Feb 20-22, 2008	Barrow, AK
Pre-App Refresher	March 4, 2008	Anchorage, AK

Alaska Summit Enterprise, Inc.

11723 Old Glenn Highway, Suite 209A
Eagle River, Alaska 99577

Toll Free: 866-694-5711

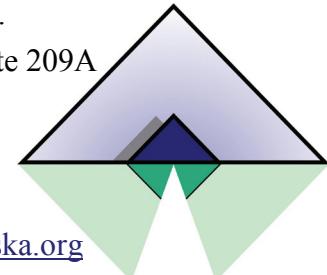
Phone: 907-694-5711

Fax: 907-694-5775

E-Mail: region3@ananalaska.org

www.ananalaska.org

www.aksummit.com





Ten Reasons to Contact your Regional T/TA Center

1. If you plan to submit an ANA application for funding in FY2008.

Attending a Free Pre-Application Training will instruct you on how to prepare an application that addresses all criteria and includes all required forms and documents.

2. If you submitted an ANA application that was not funded.

ANA T/TA Providers do not write project applications. Rather, they work with applicants to provide recommendations for strengthening project proposals. Contact your T/TA Provider to sign up for Pre-Application Training and receive assistance with your application.

3. If you are confused about ANA Program Areas and what types of projects ANA funds.

Every year, ANA makes adjustments to the Program Announcements. Pre-Application Training provides details on these changes and clarifies ANA Program Areas.

4. If you want to submit your FY2008 project application electronically.

ANA Pre-Application Training will provide detailed instruction on Grants.gov, the on-line submission tool.

5. If you plan to submit a Language project proposal.

This year, ANA will offer Language Specific Pre-Application Training. ANA strongly recommends that you attend this training if you plan to submit a language project proposal.

6. If you would like information on resources available to you as a current ANA grantee.

ANA T/TA Providers are extremely knowledgeable on regional resources available to Native communities.

7. If you have questions about ANA reporting.

ANA Post Award Training covers ANA reporting procedures. The T/TA Providers can provide additional assistance and answers to questions on reporting. New Project Directors and Finance Officers should contact their T/TA Providers for information on reporting.

8. If your project has been funded and you would like information on your responsibilities.

ANA Post Award Training and accompanying manual are designed to serve as basic references for ANA Grantee Project Directors and Finance Officers. Post Award topics include: information on ANA; financial assistance award document; roles and responsibilities; Objective Progress Report; financial reports; impact evaluations; and resource material.

9. If you would to make changes to your project's budget and/or activities.

ANA T/TA can instruct you on the process and who to contact for revisions.

10. If your project is running behind schedule and you would like to receive technical assistance.

ANA T/TA Providers offer ANA grantees technical assistance in order to overcome project challenges. Topics can include reporting, financial, staff recruitment, partnerships, and project changes/amendments.

*The Grantee Corner is now available online! Check it out at
http://www.acf.hhs.gov/programs/ana/programs/grantee_corner/index.html.
Use this convenient one-stop resource for information on grant actions, reporting, financial forms and more! The Grantee Corner also includes a Glossary of Terms for grantees.*

The 12 Steps to Project Development

ANA funds community-based projects that reflect the cultural values, collective vision, long-range governance, and social and economic development goals of Native communities. The following 12 Steps to Project Development provide an overview of project development, which is covered extensively in Pre-Application Training. To sign up for Pre-Application Training, please contact your Regional ANA T/TA Center.

1. Create the Vision

Creating the vision provides a framework for constructing long-range community goals that guide us toward our goals.

2. Identify the Problems

Once problems are identified, strategies for overcoming them can be formulated and implemented.

3. Identify Possible Strategies for Reducing or Eliminating Problems

To determine the best solution, it is necessary to generate as many ideas as possible through a community-based planning process.

4. Assess Available Resources

Identify strengths and opportunities that might enable the community to overcome identified problems. Look within and beyond your community.

5. Choose a Strategy and Define the Project

Use creativity to design a project that reflects cultural values, collective vision, and the highest priorities of the community.

6. Determine Realistic Project Outcomes

Clearly define the expected outcomes of the project.

7. Write the Project Goal Statement

The project goal statement should clearly describe how the project relates to one or more of the community's long-range goals.

8. Establish Project Objectives

Objectives are clear statements of who will do what, when, where, and how – in collaboration with whom. They describe measurable outcomes that will lead to the desired results or benefits.

9. Develop Action Steps

Detail the major activities or action steps in the logical sequence that will lead to achievement of each objective.

10. Develop Project Evaluation Plan

An evaluation plan describes the process and provides the tools to measure progress and to assess how effectively the project addressed defined problems.

11. Identify Resource Requirements

The budget is the dollar expression of the project; estimates of anticipated project expenses must be tied to the project objectives.

12. Write the Project Summary

*Capture the essence of the project in the summary.
This should be the last thing written.*

Face-to-Face with Robert Parisian (Eastern)



Q: Where are you from?

A: I am from Rocky Boy, Montana, and am an enrolled member of the Chippewa-Cree Tribe.

Q: Where do you currently live?

A: I live in Watford City, North Dakota, which is adjacent to the Three Affiliated Tribes Reservation.

Q: Describe your current job.

A: I am the ANA Region I Project Specialist for Native American Management Services, Inc. In that capacity I work on all aspects of the ANA contract, including Pre-Application and Post-Award trainings; quarterly file reviews; electronic and on-site technical assistance; impact evaluations and additional special projects as required. I am also an ANA grant reviewer and work in the ANA workroom during panel review week.

Q: How long have you been working with ANA?

A: I got involved about 10 years ago as a grant writer of numerous ANA grants. I then worked with a previous ANA contractor who provided T/TA services in Region II.

Q: What specialties/expertise do you bring to the T/TA team?

A: I have been a grant writer and trainer for over 20 years and have worked almost my entire career for and with tribes and tribal organizations. My specialties include social and economic development and healthy marriage issues. My expertise, in my opinion, is my ability to relate to the groups and individuals that I provide training to. I have a strong passion to help our tribes and native organizations succeed.

Q: What do you see as the most critical element to a successful project in Indian Country?

A: I believe a compelling, substantiated need addressed by a comprehensive strategy chosen by and supported by the community is critical to success. The strategy should include both short and long-term community impacts that directly address that need.

Q: Name one New Year's resolution you made this year.

A: To stop being a procrastinator!

Face-to-Face with Dan Van Otten (Western)



Q: Where are you from? What's your tribal affiliation?

A: I'm a Cayuse Indian and live on a farm in Perrydale, OR, where I grew up.

Q: Describe your current job.

A: I provide T/TA in the Western region to eligible applicants and currently funded organizations. In my day job I raise sheep and have ever since I moved back to the farm six years ago.

Q: How did you get involved with ANA?

A: I worked as a Tribal Programs Director and an Urban Indian Department Director, during which I wrote several ANA proposals. I have been working with ANA since the Reagan Administration.

Q: What specialties/expertise do you bring to the T/TA team?

A: I have been doing resource development and community planning trainings for a long time. I taught community based planning at the University of Oregon (Eugene). Those skills have proven transferable to my current work with ANA.

Q: What do you see as the most critical element for a successful project in Indian Country?

A: Incorporating community based planning into everything we do is critical. People should integrate the idea of ongoing community participation into the way we do business. Following this path will help make for a successful project in almost any arena.

Q: Name one New Year's resolution you made this year.

A: To stay optimistic and stay positive about what we, all people in the world, can accomplish.

Face-to-Face with Sharon Anderson (Alaska)



Q: How did you get involved with ANA and how long have you been working with ASE?

A: Over the years, I managed a number of BIA grants, and in 2005-2007, I was the manager for an ANA project in Ouzinkie, AK. The project created a community plan to determine the best way to attract capital investment, and access the business environment. After the project was complete, I joined the ASE team in Eagle River.

Q: Where are you from?

A: I currently live in Anchorage, but I am Aleutiiq, Native Alaskan from Ouzinkie, AK, located on Kodiak Island, about 10 miles north of Kodiak City.

Q: What is the most interesting place you have visited?

A: That would be Quinhagak, AK, where my sister is a teacher. It's the first place I had to use a honey bucket. It was an interesting experience because the houses look modern until you go into the bathroom.

Q: Do you have any hobbies?

A: No not really, I used to quilt. I'm looking forward to snowboarding this winter.

Q: Have you always been interested in working with Native communities?

A: Yes, because of the Native corporations and the Alaska Native Claims Settlement Act, it was instilled in me to work for my people. My history led me to study Rural Development in college.

Q: What specialties/expertise do you bring to the T/TA team?

A: Growing up in rural Alaska, you go to school with many different people. I have a unique understanding of rural and small Alaskan communities that enables me to acknowledge that hardships vary in managing projects in different areas. I bring a creative view of economic development that involves thinking outside the box, which is what ANA is all about, and what its funding allows for.

Oops Column

Thank you for supporting our Language Edition of the ANA Messenger. We would like to take this opportunity to clarify the immersion statistics and update the historical language funding statistic:

- The immersion facts listed on Page 2 of the Language Edition define immersion as a project containing immersion components.
- Over the last eight years ANA has funded 254 projects totaling \$56 million, or an average of 59 projects and \$7 million per year. Additionally, when comparing the number of applications received for the same eight year period, ANA funds approximately 30% of the project applications received.

Have a great story, recipe, song, or poem that you would like to share with ANA?

You can submit your stories by emailing
anacomments@acf.hhs.gov

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