Mission
Preserve our sovereignty, enhance our economic and cultural resources, and promote self-sufficiency and self-governance for our citizens.

Vision
Prosperous, healthy Tribe and tribal citizens who thrive culturally, spiritually and economically.
On behalf of the Central Council of the Tlingit and Haida Indian Tribes of Alaska (Tlingit & Haida), I am honored to present the 2022 Annual Report.

Our Tribal Assembly theme in 2022 was *A shukáade yaa ntoo.át, wooch.een* (Lingít) · *Gu dánhl gwíi t’aláng íjja* (Xaad Kíl), which means “We Go Forward Together” and this is exactly what we did this past year.

In 2022, Tlingit & Haida continued building on the momentum from the previous year’s transformational developments to provide accessible and equitable services and opportunities to tribal citizens and meaningful representation. Our tribal citizens are our future and every reason why we will continue to expand our services, office locations and presence in our communities.

As part of this effort, a new Community Navigators program was established, which came from conversations and listening to the needs of our communities. We now have navigators in most of our communities who not only know the Tribe’s programs and services but also other local resources. Our navigators are not just guiding tribal citizens to resources, they are providing necessary support too.

We are also providing healing support to our tribal citizens through the work of our Community & Behavioral Services Healing Center. The center provides direct clinical care and continues to expand programming and support around mental and emotional well-being, as well as substance abuse and addiction treatment and recovery. We are truly making a positive impact on our tribal citizens.

Through our Cultural Heritage & Education Division we are working to expand educational opportunities beyond the traditional career and technical options through Generations Southeast (formerly the Vocational Training & Resource Center) that fully encompass what it means to meet the needs of our communities. We are not only providing career and technical training but are also offering cultural classes and actively working to build an education campus with distance delivery and satellite campuses.

Community sustainability is another area of focus within the Tribe. With supply shortages, inflation, and limited transportation options for our rural Southeast Alaska communities, food insecurity is a real and growing concern. We know our traditional foods are part of the solution and have established a Traditional Food Security Department dedicated to securing and distributing our traditional foods while also working with local tribes, communities and partners to promote hunting, fishing, and gathering. Our traditional foods are core to who we are and our way of life and we will continue to build the Tribe’s capacity to address food insecurity.

Through a renewed partnership with the United States Department of Agriculture (USDA), we are seeing what can be done when we work together on common goals of stewardship of our homelands and waters and sustainable, community-led economic development in Southeast Alaska. This partnership recognizes the critical role of tribes in the stewardship and co-governance of our lands and waters and the sustainability of our communities. We are developing key food sovereignty projects that expand access to locally grown and harvested food through greenhouses, aquaculture and mariculture.
Another aspect of community sustainability is ensuring our tribal citizens have access to the internet. If you care about advancing our region’s economy, supporting community sustainability, and ensuring our children have the educational opportunities they deserve, we all need to stand behind closing the digital divide in Southeast Alaska. Through our Tidal Network Department, we are building the broadband infrastructure needed to ensure our communities and people have access to affordable broadband services.

As we continue to increase the Tribe’s services, strengthen our sovereignty, and improve the economic condition of Tlingit & Haida, we have built a workforce of nearly 500 employees. By opening up more remote work opportunities, I am proud to say we are employing tribal citizens in our villages and beyond.

Tlingit & Haida’s progress could not have been made without the leadership of our Executive Council. Their advocacy at every level, breadth of experience and knowledge, and unwavering commitment to working on behalf of our communities and tribal citizens demonstrates anything is possible. Because of their commitment to advancing representation and elevating the voice of the Tribe, we are being sought to share our perspectives and positions at the local, state and federal levels.

At the local and state levels, Tlingit & Haida provided testimony, presented to the House Tribal Affairs Committee on tribal governance, and met with legislators to discuss important issues that impact the Tribe such as transboundary mining.

Through the Biden Administration’s commitment to government-to-government consultation, Tlingit & Haida has had more opportunities to engage with the federal government. I serve on the Practical Reforms and Other Goals to Reinforce the Effectiveness of Self-Governance and Self-Determination for Indian Tribes Act of 2019 (PROGRESS Act) Negotiated Rulemaking Committee, attended the White House Tribal Nations Summit and participated in the Tribal Homelands panel on co-stewardship, and have met with the Department of Interior Solicitor Robert Anderson and Assistant Secretary Bryan Newland on transboundary mining issues and USDA Secretary Tom Vilsack on co-stewardship.

By standing in our sovereignty and relying on the knowledge of our ancestors, we are stronger together. We know we have the answers to keep our people and communities healthy and thriving. We are making tremendous strides and it has been my honor to serve you.

Gunalchéesh / Háw’aa,

Chalyee Éesh
Richard J. Peterson
President

“Gunalchéesh, Háw’aa to our leadership and staff who continue to hold up the Tribe in pursuit of our mission!”
indigenous

ancestors

wellness

partnerships

self-governance

resources

strength

knowledge

environment

values

homelands

sustainability

self-sufficiency

healing

services

support

language

culture

leadership

guardians

education

history

history

recovery

resilience

landback

elders

stewards
Our Leadership
Delegates

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<td>Violet Sensmeier, Marry Knutsen</td>
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“Governing, conducting, and managing the affairs and property of the Tribe.”
Delegates

CALIFORNIA
San Francisco (5)
Will Micklin
Laurie A. Kozisek
Donna Rae James
Robin J. Montano
Donavin S. Hannon

WASHINGTON
Seattle (29)
Catherine Edwards
LaVerne Wise
Stephanie Rainwater
James Price
Karen J. Elliott
Andrew J. Strobel
Joyce Alexander
Kathryn A. Paddock
Janet L. Peele
Jocelyn C. Ketah
Kara Mayer
Carolyn Heersema
Joey Ketah
Morgan O. Howard
Daphyne K. Albee
Jessica S. Dominy
Selina Joy Wadsworth Kahklen
Harry G. Watson
Patricia Allen-Dick
Cecilia Tavoliero
Karen A. Nathan
Sam Hanlon
Constance H. Simpson

WASHINGTON (Cont.)
Rebecca I. Thompson
Voshte I. Demmert-Gustafson
Stephanie Masterman
Monico A. Ortiz
Miciana A. Hutcherson
Joy E. Weiss

Delegates as documented in the 2021 Tribal Assembly credentials report.
Executive Council

“Enhancing governance through self-determination and tribal sovereignty in pursuit of the Tribe’s mission and vision.”

Chalyee Eesh
Richard J. Peterson
President

T’sa Xoo, Shaans Kadake Skil’ Quidaunce
Edward K. Thomas
1st Vice President

Gu’usuwaa
Rob Sanderson Jr.
2nd Vice President

Kashkaani
Catherine Edwards
3rd Vice President

Yaan Yaan Eesh
Will Micklin
4th Vice President

Ga’gwaath
Clinton Cook Sr.
5th Vice President

Delbert Kadake
6th Vice President

Jalen Ketah
Emerging Leader 2021 - 2023

Marlis Boord
Emerging Leader 2022 - 2023

Edward K. Thomas
President Emeritus
Executive Management Team

“Providing oversight of the performance of program and business activities of the Tribe.”
Chief Development Officer

The Chief Development Officer (CDO) oversees the Tribal Development branch of Tlingit & Haida that includes economic activities such as acquisitions, broadband, construction, tribal enterprises, transportation, and small business development and support.

By building strong partnerships with a variety of industries and governmental entities, the CDO creates economic development opportunities for the Tribe within key business sectors. The CDO also resolves process lags and complex challenges by focusing on best practices that optimize profitability, uphold our tribal values, and work toward the Tribe’s long-term goal of economic sovereignty.

In 2022, the CDO provided direct oversight of the following departments, enterprises, and activities:

- Business & Economic Development: Tribal Enterprises (Elizabeth Peratrovich Hall, Sacred Grounds Café, Shop Tlingit & Haida, Smokehouse Catering and Smoke Signals)
- Hospitality
- Mergers & Acquisitions
- Procurement (T&H Logistics)

2022 Highlights

- Received the largest grant award in Tlingit & Haida history—$49.9 million under the Tribal Broadband Connectivity Program (TBCP) through the National Telecommunication and Information Administration (NTIA) for broadband infrastructure development projects in over 20 Southeast Alaska communities.
- Distributed $2.8 million in Rescue Small Business Relief grants and $127,500 in Rescue Small Business Relief startup grants, helping to retain 4,436 jobs and fund 50 new businesses across 22 Alaska communities and 26 states.
- Created a masterplan for the 86-acre Kowee Creek subdivision property on Douglas Island with potential for 190 residential building lots to help address affordable housing challenges for tribal citizens. A planned road will also provide access to other housing developments including a planned Tlingit Haida Regional Housing Authority project and the City & Borough of Juneau’s 655-acre Benchlands property.
- Began the 2.5 GHz Spectrum Broadband Pilot Project in Wrangell, AK in cooperation with the Wrangell Cooperative Association and City & Borough of Wrangell, as well as signed a 2.5 GHz Spectrum Lease Agreement with Sitka Tribe of Alaska to bring internet access to underserved residents of Sitka, AK.
- Supported ongoing interior and exterior renovation efforts of 400 and 410 Willoughby Avenue properties to house Tribal Court and the Tribe’s community and client services departments while maintaining over $1 million in unrestricted lease revenue.
- Processed 151 contracts, more than 400 orders and 81,900 parcels of mail, packages and courier items through the Procurement Department.
- Increased parking for Andrew Hope Building businesses, Tribal Court and client service programs.
Signed a purchase and sale agreement for the Driftwood Lodge, an important land acquisition in Tlingit & Haida’s downtown Juneau Campus development area and the old Juneau Indian Village that will immediately provide training and employment opportunities for tribal citizens, as well as future development opportunities.

Provided support through Southeast General Contractors to erect AWARE’s Kaasei healing totem pole at Twin Lakes Park which was carved by Tlingit master carver Wayne Price to honor survivors and victims of domestic violence and sexual assault along with their families and communities.

Gained funding approval to use the Tribe’s Community Service Block Grant (CSBG) to cover the cost of Elizabeth Peratrovich Hall rental fees for Koo.éex’s, funerals and 40-day parties.

Chief Development Officer

2023 Goals

- Design, build and maintain a broadband network throughout Southeast Alaska that is sustainable using the NTIA $49.9 million grant and other funding sources.
- Seek additional funds through grants, programmatic funds and other partnerships for development of the 86-acre Kowee Creek subdivision property while simultaneously beginning required studies, permitting, platting and design tasks.
- Grow tribal enterprises with a new food truck, Indigenous menu, fully booked event spaces, and expanded service offerings while seeking larger commercial contracts to generate further unrestricted revenue opportunities.
- Establish a streamlined on-demand internal products process to increase cost savings, promote tribal self-sufficiency and limit external needs.
- Build on Wrangell and Sitka’s 2.5 GHz spectrum programs by partnering with other Southeast Alaska tribes to defend their spectrum allocations.
- Further develop the Small Business Resource Center through website launch, content/services creation and Certified Tribal Artist program expansion.
- Continue efforts to establish a Tribal Tourism program based on subject matter expertise and certifications, seeking joint travel industry opportunities and reviewing ongoing and new cultural and heritage projects.
- Continue to acquire properties and businesses to meet Tlingit & Haida’s strategic plans for growth and economic sovereignty.

“Fostering economic development opportunities that work toward the Tribe’s long-term goal of economic sovereignty.”
Chief Financial Officer

The Chief Financial Officer (CFO) provides oversight of the Tribe’s Finance personnel, fiscal management, General Fund budget, indirect and internal budgeting and accounting procedures, and financial reporting. The CFO also reviews and negotiates Tlingit & Haida’s indirect cost proposal, oversees the annual audit, and is responsible for the Tribe’s expenditures of approximately $90 million per year in accordance with Generally Accepted Accounting Principles (GAAP).

Tlingit & Haida employs a fund accounting system and operates on a fiscal year ending December 31. Support is provided to divisions and departments within the organization to ensure all grant requirements and statutory regulations are understood and met.

In 2022, a significant amount of time was dedicated to supporting the Tribe’s response to the Coronavirus pandemic and processing American Rescue Plan Act (ARPA) relief payments to tribal citizen households and tribal citizen small businesses.

2022 Highlights

- Prepared to transition the Tribe’s payroll from a weekly to bi-weekly schedule to extend the turnaround time to onboard new employees and bring on the Human Resources team so both departments are using one platform while easing the administrative burden on employees and management.
- Secured Paychex, an integrated payroll platform with employee self-service options, to replace the ADP payroll platform effective January 1, 2023.
- Implemented a new accounts payable document workflow program, task management system, financial account reconciliation system, and credit card purchasing software that integrates directly with the accounting software. This makes all of the financial third-party software cloud-based so employees can work from anywhere and eliminates dual entry of data for financial processing and payment. The software will be deployed to departments in early 2023.

Audit

Tlingit & Haida is subject to a single audit which allows the Tribe to complete an audit for all federal funding agencies in one report. The audit is completed by a professional audit firm and is intended to demonstrate Tlingit & Haida has sound financial management practices and effective internal controls in the performance of federal awards.

- Completed the annual audit without any findings or reportable deficiencies. This is accomplished by compliance with federal regulations, enforcement of policies and procedures, and effective management of operations and internal controls.
Indirect Cost Proposal

Tlingit & Haida must have an approved indirect cost rate agreement from the National Business Center to apply an indirect cost rate. An indirect cost pool is the accumulated administrative and facilities costs that jointly benefit the Tribe’s overall programs and objectives.

- Prepared the 2023 Indirect Cost Proposal and submitted for negotiations with the Interior Business Center on a favorable 2023 indirect cost rate of 30.01%. In order to be effective with budget planning, a completed agreement is preferable before the start of the fiscal year.

Trust Fund

The 2022 year-end balance of the Tribe’s Trust Fund was $19,953,116 which was a net decrease of $3,616,777 for the year due to market conditions. The oversight of the Trust Fund is managed by the Investment Committee. The committee consists of the President, Chief Operating Officer, Chief Financial Officer, and two Executive Council Vice Presidents.

- Transferred out $154,800 to cover the 2021 indirect shortfall and tribal direct.
- Transferred in $425,357 from Tlingit Haida Tribal Business Corporation’s annual dividend.

2023 Goals

- Prepare the 2024 Indirect Cost Proposal and conclude negotiations with the Interior Business Center on a favorable 2024 indirect cost rate.
- Update fiscal management policies to make them current and easier to understand.
- Implement dashboards for real-time financial reporting for management and the Executive Council.

“Providing efficient, accurate and timely processing of financial transactions for reporting of accurate and timely financial results.”
Chief Operating Officer

The Chief Operating Officer (COO) provides leadership of the Tribe’s community and client services departments, supports the President in all areas of executive management, and supports relationships with government agencies, businesses and private entities.

The COO ensures operations remain consistent and within the framework of budgets, plans, regulations, laws, policies, and procedures. The COO also serves on several boards and committees for the Tribe and as a liaison with various government and private organizations.

In 2022, the COO provided direct oversight of the following divisions and departments:

- Community & Behavioral Services (CBS) Division,
- Cultural Heritage & Education Division,
- Native Lands & Resources (NLR) Division,
- Public Safety Division,
- 477 Division,
- Grants & Resources,
- Human Resources (HR),
- Information Technology (IT),
- Organizational Development, and
- Self Governance.

2022 Highlights

- Established a Community Navigators program in nearly all of Tlingit & Haida’s recognized communities. Each community navigator received training on every program within the Tribe and how to access resources, assist with tribal enrollment, make referrals, and help tribal citizens complete applications and forms.
- Formed a Compensation and Benefits Committee to evaluate and provide recommended changes to the Executive Management team on the Tribe’s employee compensation and benefit plans, policies and programs.
- Facilitated the completion of a compensation study to analyze Tlingit & Haida’s current pay practices to ensure the Tribe can attract and retain talent.
- Secured 12 Indian Self Determination and Educational Assistance Act (ISDEAA) section 105(l) facility leases through the Bureau of Indian Affairs (BIA) for eligible facilities carrying out related programs, functions, services, and activities. The 12 leases save the Tribe nearly $3.4 million annually.
- Guided the development of a new employee orientation program to ensure the onboarding process is comprehensive and reflects the Tribe’s mission, vision and values.
- Received approval from State of Alaska, Division of Behavioral Health for the CBS Healing Center to bill Medicaid as a service provider. This is an incredible success that demonstrates the Tribe’s clinical programs meet the professional standards of care for our communities and tribal citizens.
- Submitted an additional 19 ISDEAA section 105(l) facility lease requests to the BIA, which included expanded leases for new space in Craig, Sitka, and Haines, AK and one amendment. The requests included 10 facilities and nine (9) Head Start centers. If all lease requests are approved, the Tribe could realize nearly $5 million annually in savings for operating expenses.
- Assisted six (6) Southeast Alaska tribes in submitting their 105(l) facility lease requests and continued to provide outreach to other tribes.
Successfully opened a new office in Anchorage, AK to expand tribal citizen support and service access. The office is located at 670 I Street in Cook Inlet Housing Authority’s renovated Elizabeth Place Building and houses support staff for Tribal Operations, Tribal Family & Youth Services, Finance, and the Tribal Child Support Unit.

Elevated the Native Lands & Resources Department to a division with three (3) departments and four (4) programs to ensure the Tribe can meet its goals to protect, enhance, and provide for our way of life for generations to come.

Continued to assist Tlingit & Haida Community Councils and Delegates in prioritizing and implementing the Community-Directed Supplemental Relief program. Tlingit & Haida designated $26,964,286 of its American Rescue Plan Act (ARPA) funds to the program. All priorities are chosen, planned, and wholly directed by Community Councils with the approval of the Executive Council. All administrative support, technical assistance, and program administration for the programs are managed by the Tribe, including the online application processes for the relief assistance programs. At year-end, 78 ARPA Community-Directed programs had been approved and implemented.

Restructured and expanded administrative support functions in the HR, IT and Self Governance departments to meet the Tribe’s growing workforce and support Southeast Alaska Compact tribes.

Completed rebranding of the Generations Southeast Community Learning Center (formerly known as the Vocational Training & Resource Center) and launched a new website. Generations Southeast is transforming into a comprehensive center that provides a variety of career and technical training courses, cultural workshops, and distance learning classes.

Continued efforts to acquire space in Juneau, AK and create dialogue in communities on the need for early education campuses to support child care, language immersion nests, and Head Start programs.

Established systems under the Public Safety Division’s Tribal Occupational Safety & Health Department to identify and promote a culture of safety and health for employees throughout the Tribe’s diverse and expansive network of worksites and industries. This was achieved through inspections, hazard assessments, employee education, and making workplace safety and health recommendations.

Participated in meetings with the U.S. Department of Agriculture (USDA) and United States Forest Service (USFS) on co-stewardship opportunities, which include the Mendenhall Glacier Recreation Area and the Southeast Alaska Sustainability Strategy (SASS) Initiatives, that support the following programs – Alaska Youth Stewards, Wildland Fire, Cultural Interpretive Training, Food Security, Climate Change, and Seacoast Indigenous Guardians Network (SIGN).

2023 Goals

- Complete the construction of Haven House and resume operations of the women’s non-congregate shelter.
- Participate in cross-departmental program planning for Violence Against Women Act (VAWA) special prosecution authority.

“Providing support in all areas of executive management to ensure operations remain consistent.”
Chief Operating Officer

- Implement billing for Behavioral Health services to generate earned revenue.
- Initiate a new partnership with Tlingit Haida Regional Housing Authority and Zach Gordon Youth Center to provide behavioral health support at Shéyi Xaat Hít, a transitional housing center for youth experiencing homelessness.
- Launch a partnership with Covenant House in Anchorage through the Covey Lofts program to provide transitional housing for Native youth and a permanency navigator.
- Expand offices in Washington, California, Juneau, Sitka, Anchorage, and across several other Southeast Alaska communities. This includes finalizing the remodel of the Andrew Hope Building, moving into 400 and 410 Willoughby Way buildings, opening the second Anchorage office, acquiring new property for an early education campus in Juneau, and developing a concept for upgrading all Head Start facilities.
- Finalize 22 105(l) leases for owned or leased properties with an estimated value of $1.5 million.
- Complete the conceptual designs for the City of Klawock and Craig Tribal Association early education campuses.
- Reorganize the 477 Division, which is funded under Public Law 102-477, to align with operational programming instead of a federal funding mechanism.
- Implement the transferred Program, Functions, Services, and Activities (PFSAs) for Angoon Community Association and Hydaburg Cooperative Association.
- Grow the Village Public Safety Officer (VPSO) program in Klukwan and Klawock, AK.
- Expand Generations Southeast’s vocational and training offerings to include Flagger certification, Emerging Trends in Tribal Enrollment, a variety of office support skills, and Public Safety courses in addition to installing virtual reality simulators for Commercial Driver’s License (CDL) and Boating Safety training.
- Launch the Wildland Fire program for Southeast Alaska.
- Integrate the Prince of Wales Vocational Technical & Resource Center operations with Generations Southeast.
- Launch the co-stewardship partnership for Mendenhall Glacier Recreation Area with the USFS.
- Revitalize the Seacoast Indigenous Guardians Network to support the co-management of governance structure for the stewardship of our homelands and waters.
- Staff a community navigator at the Juneau Teal Street Navigation Center to provide services for tribal citizens experiencing homelessness and fully staff the Community Navigator program by filling remaining vacant positions.

“Ensuring an efficient and productive work environment through technologies and program support.”
Tribal Court
**Tribal Court**

The Tribal Court was established by Articles VII and XI of the Constitution as a separate branch of government to exercise the Tribe's inherent sovereignty and provide a culturally appropriate forum for tribal citizens to address their judicial needs.

The Executive Council, Judiciary Committee, elected Justices and Tribal Court staff continue to work toward expanding and improving judicial services. The docket typically contains the following case types:

- Adoption,
- Appeals,
- Child Custody,
- Child Support,
- Child Welfare,
- Divorce,
- Domestic Violence,
- Emancipation,
- Guardianship,
- Marriage,
- Paternity,
- Termination of Parental Rights,
- Wellness - Youth & Adult.

The Court’s judicial services are guided by the traditional values of respect, patience and the responsibility to safeguard the future of the Tribe by promoting healthy families. The Court resolves matters by reviewing proposed agreements of the parties or by hearing testimony and reviewing evidence to render a written and oral decision. Each final decision made at the trial court level may be reviewed upon request to the Tlingit & Haida Supreme Court, which is comprised of three (3) elected Justices—one (1) Chief Justice and two (2) Associate Justices.

The Court also provides technical assistance as a resource to other Alaska tribes. Tribes may request assistance or information on how to start a tribal court, explore the various methods of dispute resolution and restorative justice, and how to maintain stability to keep judicial services available.

Priorities for the Court in 2022 included employee recruitment, retention and continuing professional development, implementation of the Wellness Court project, and preparations for transitioning back to in-person court hearings in Juneau, AK scheduled to begin in January 2023. The Court also requested an update to its 2017 Bureau of Indian Affairs (BIA) – Office of Justice Services Assessment to provide a backdrop for the Court’s strategic planning efforts.

**2022 Highlights**

- Presided over three (3) appeal cases, processed 1,494 pleadings, held 554 hearings, and received 102 new case filings.
- Awarded continued one-time funding from BIA-Tribal Justice Support. Continued to provide administrative staff support to the Judiciary Committee.
- Awarded Coordinated Tribal Assistance Solicitation (CTAS) Purpose Area 3 grant to hire two (2) court service officers.
- Participated in the ongoing design planning, technical assistance, and consultations related to the Court’s renovation and relocation project from 320 W. Willoughby Avenue to 410 W. Willoughby Avenue.
Exercising our inherent tribal sovereignty for the benefit, health and wellbeing of our tribal citizens.

**Tribal Court**

- Increased the number of court investigators for conducting statutorily mandated home studies in all adoption and guardianship cases. Home studies may be requested by parties or the Court in certain custody cases.
- Referred 34 petitioners involved in domestic violence cases to domestic violence advocacy services.
- Supported staff and tribal Justice development through opportunities to participate in regional and national trainings and conferences, such as:
  - National Tribal Child Support Association (NTCSA) Annual Training Conference – Court staff received continued education and training on child support dockets, electronic case files/management, ethics, tribal enforcement tools, and litigation updates in child support enforcement.
  - BIA Providers Conference – Judicial staff participated on a panel on tribal court development and best practices in partnership with the Alaska Native Justice Center.
  - The 38th Annual Alaska Tribal Court Conference – Tribal Justices received updates on integrating traditional values to promote a resilient and healthy community, VAW 2022 reauthorization, tribal consultation, tribal probation and re-entry, and tribal policing in Alaska.
- The Justices also participated in events related to Peacemaking and its utility in tribal court.

**Wellness Court**

The Wellness Court focuses on addressing substance misuse, reducing recidivism among Alaska Native people and bringing holistic healing to individuals through community engagement, collaborative intervention, and cultural/traditional practices. The voluntary program offers a variety of services such as treatment through the Tribe’s Community & Behavioral Services (CBS) Healing Center, drug testing, intensive case management, regular court hearings, and engaging in traditional language and arts.

- Received three (3) referrals and established a cohort of participants into Phase 1 programming.
- Participated in Tribal Healing to Wellness Court Enhancement training. Staff learned best practices and innovative strategies in substance treatment.

**2023 Goals**

- Continue to build Tribal Court capacity for sustainable growth by expanding recruitment efforts.
- Assess the performance and interest of the Wellness Court to direct efforts in securing continued funding to foster program sustainability.
- Refine the home study process for families involved in custody, adoption and guardianship cases.
- Host trainings on Indigenous methods of dispute resolution throughout Southeast Alaska to support and foster community driven solutions.

“Exercising our inherent tribal sovereignty for the benefit, health and wellbeing of our tribal citizens.”
Division & Department Reports
The Business & Economic Development (BED) Department is dedicated to managing tribal enterprises that not only have a financial bottom line but a social and cultural return that reflects who we are as Indigenous people. Tribal enterprises include:

» Elizabeth Peratrovich Hall
» Sacred Grounds Café
» Sacred Shine Auto Detailing (transferred oversight to Tribal Transportation Department in April 2022)
» Shop Tlingit & Haida
» Smokehouse Catering
» Smoke Signals

Although each tribal enterprise varies in nature and scope of work, they are all grounded in the mission and vision to help economically diversify the Tribe and provide employment and training opportunities to tribal citizens. BED works internally with several of the Tribe’s departments such as Employment & Training, Head Start, Reentry & Recovery, and Temporary Assistance for Needy Families (TANF) to place clients in work experience positions within the tribal enterprises.

In 2022, the Tribe’s enterprises started to get back on track as Coronavirus pandemic restrictions began to loosen worldwide. BED continues to implement best practices incorporating safety preparedness and mitigation plans to operate following tribal and state mandates.

2022 Highlights
- Surpassed $1 million in gross revenue sales for Smokehouse Catering.
- Hosted an Indigenous Artist and Vendors Holiday Market over Thanksgiving weekend that featured 14 tribal citizen artisans.
- Attended business development seminars, coffee-related education events and a fireworks annual conference.
- Gained approval from the Bureau of Indian Affairs (BIA) to amend the Tribe’s Public Law 102-477 plan to use the Community Services Block Grant (CSGB) funding to cover the cost of Elizabeth Peratrovich Hall rentals for Koo.eex’s, funerals and/or 40-day parties.
- Continued partnership with Allen Marine, one of Alaska’s largest Indigenous-owned companies. Smokehouse Catering provided gourmet catered meals for Allen Marine cruises in 2022 and has renewed its partnership to provide catering in 2023.

2023 Goals
- Continue to seek opportunities for enterprise development and vertical integration with current enterprises.
- Expand Smokehouse Catering facilities by building a dedicated commercial kitchen which will share a new building with a traditional foods processing site.
- Expand Smokehouse Catering services to include a food truck and new Indigenous menu.
- Create a space at Sacred Grounds Café for retail and logowear sales.
- Launch a Bingo operation at the Elizabeth Peratrovich Hall.

“Promoting business and economic development opportunities for tribal citizens and Southeast Alaska communities.”
The Citizen Support Services Department was established in 2022 to assist in distributing Tlingit & Haida’s American Rescue Plan Act (ARPA) funding. Through this funding, programs have been developed to provide direct relief assistance to tribal citizens and tribal citizen-owned small businesses that have been impacted by the Coronavirus pandemic. The ARPA manager serves as the subject matter expert and acts in the role of project manager for all ARPA funded programs.

ARPA Rescue Relief programs administered by Tlingit & Haida include:

» Community-Directed Relief Programs
» Rescue Small Business Relief
» Anchorage Supplemental Small Business Relief
» Rescue Small Business Relief Startup Grant

In 2022, the department’s Citizen Support Service Team (CSST) grew to 42 staff which included a senior coordinator, four (4) coordinators, an administrative assistant, 32 technicians, and four (4) technician II positions. The CSST is the only fully remote team within Tlingit & Haida. Remote employment opportunities have allowed the department to provide meaningful employment to tribal citizens throughout Alaska and 16 other states (AZ, CA, CO, FL, KS, MO, MT, NC, NH, NV, OH, OR, PA, TX, VA and WA).

2022 Highlights

» Provided application support at 11 in-person events held in the following Tlingit & Haida communities: Seattle, WA and Haines, Juneau, Kake, Petersburg, and Sitka, AK.
» Participated in three (3) Community Navigator conferences as presenters to educate the navigators on all programs administered by the Tribe.
» Created a Program Compliance Liaison sub-team in collaboration with the Program Compliance Department. The team has been instrumental in streamlining and accelerating the Rescue Relief and Community-Directed application process. The liaisons quickly and efficiently assist tribal citizens with accessing and updating their enrollment information. Additionally, the new team assists Program Compliance in preparing for their quarterly Tribal Enrollment Committee meetings and with special projects.
Citizen Support Services

Community-Directed ARPA

Tlingit & Haida’s Community-Directed ARPA program empowers local Tlingit & Haida Community Councils (or Delegates if there is no active Community Council) to provide a meaningful local response to the many economic hardships created by the Coronavirus pandemic. Under this program, local Tlingit & Haida Community Councils and Delegates prioritize how to best utilize these funds and identify supplemental relief programs for Tlingit & Haida to create and administer consistent with the law and the United States Department of Treasury’s guidance.

- Established and monitored 78 ARPA Community-Directed programs that ranged from assisting tribal citizens with household expenses to supporting local non-profit organizations.
- Launched the first supplemental relief program application in February 2022. With the immense success of this program and previous programs such as Rescue Relief Household, Sealaska CARES, and Shee Atiká CARES, the Community Councils and Delegates entrusted the department to administer 35 programs in 2022.
  » Distributed $5,459,498 in supplemental relief funds through Community-Directed ARPA programs in the following communities:
    • Anchorage, AK
    • Angoon, AK
    • Haines, AK
    • Hydaburg, AK
    • Juneau, AK
    • Kake, AK
    • Ketchikan, AK
    • Klawock, AK
    • Petersburg, AK
    • Seattle, WA
    • Sitka, AK
    • Wrangell, AK
    • Yakutat, AK

Rescue Relief Household Program

The Rescue Relief Household program launched in August 2021 to provide a one-time $1,000 payment per tribal citizen within an eligible U.S. household impacted by the Coronavirus pandemic. The program is funded through the ARPA to help offset household expenses and will run through December 2024.

- Submitted 6,725 applications for payment which resulted in $6,725,000 in relief funds distributed to tribal citizens directly affected by the Coronavirus pandemic.
  » At the completion of 2022, the program received 21,547 applications. Of those, 2,507 were denied, 18,941 were submitted for payment, and 99 were pending.
- Distributed a total of $18,941,000 in Rescue Relief Household relief funds since the program launched.

2023 Goals

- Review unspent funds for each community to have all funds allocated by December 2023.
- Work to streamline the processing of relief applications and request payment for incoming applications within 24 hours.
- Implement individualized staff development plans to expand skills in customer service, written and oral communication, organization, and data management to increase efficiency in the department.
- Collaborate internally to complete warm handoffs between programs and shared resources to ensure we are putting our tribal citizens’ needs first.
The Communications Department is responsible for the branding of the Tribe and ensuring that its presence in all media is carefully delivered. The department shares current information on the Tribe’s governmental and administrative activities, as well as programs and services. As an in-house production team, Communications produces a variety of materials (presentations, brochures, flyers, videos, banners, etc.) to support all Tlingit & Haida programs directly.

Communications is also charged with overseeing the Tribe’s official social media platforms and website, and disseminates information through these channels, as well as through press releases, eNews blasts, public service announcements and quarterly newsletters.

2022 Highlights
- Issued 32 press releases and 81 eNews or event notices through expanded journalism efforts.
- Provided technical support for 20 Facebook Live events:
  - Elders Talking Circles (5), Get Out the Native Vote Forums (2), Lunchtime Chats (10), Native Issues Forums (2), and President’s Awards Ceremony (1). A majority of the Facebook Live events required developing a program format, flyer, presentation slides and advertising.
  - Published over 80 language learning class video recordings on the Tribe’s YouTube channel.
  - Produced nearly 50 videos for social media to support Lingít, Xaad Kil and Sm’algyax language learning.
  - Participated in rebranding process facilitated by Cedar Group as the first step toward building a new website for Tlingit & Haida.
  - Produced the Tribe’s 2021 Annual Report and four (4) quarterly newsletters, as well as designed a variety of flyers, brochures, banners, and booklets.
  - Provided technical support and completed over 45 recording sessions for the Tribe’s virtual 87th Annual Tribal Assembly which was webcast live on Tlingit & Haida’s Facebook page for tribal citizens and the general public.

“Increasing the Tribe’s communications on governmental and administrative activities as well as programs and services.”
Communications

- Scripted 10 radio ads to expand outreach on Tlingit & Haida’s programs, services and activities.
- Expanded the Tribe’s social media presence to include TikTok which had 1,800 followers at year-end.
- Expanded opportunities to support the Tribe’s programs and services through increased use of multi-media.
- Produced 11 videos to provide educational outreach on Tlingit & Haida’s programs, services and activities.
- Posted 52 Throwback Thursdays (#TBT) on the Tribe’s social media sites to share cultural and historical information.
- Collected photos, audio and video recordings from departments to work toward digitizing and preserving Tlingit & Haida’s historical record.
- Supported our Southeast Alaska Native Veterans by offering free portraits at their Veterans Day ceremony and luncheon.
- Maintained the Tribe’s official website and responded to over 800 webmaster email inquiries and event calendar requests.
- Increased engagement and followers on the Tribe’s social media channels. At year-end, Tlingit & Haida had over 18,000 followers on Facebook, over 6,100 followers on Instagram and over 1,000 followers on Twitter.

2023 Goals

- Begin digitizing Tlingit & Haida’s photo and video archives for preservation and historical record.
- Build a new official website to meet Americans with Disabilities Act of 1990 (ADA) requirements and to improve the experience of visitors accessing the website via mobile devices.
The Community & Behavioral Services (CBS) Division focuses on the wellness aspect of tribal citizens and their families by expanding programming around prevention, treatment and recovery, and providing direct clinical care to tribal citizens. In order to ensure cohesion in the delivery of support services, the division provides leadership oversight of the following programs and departments:

» Behavioral Services  
» Family Court Services  
» Community Advocacy  
» Reentry & Recovery  
» Tribal Family & Youth Services

2022 Highlights

- Established case management team meetings across the CBS Division to standardize service delivery and quality of care including operating principles such as a “no wrong door approach.”
- Recognized as a full voting member of the Tribal Behavioral Health Directors Committee.
- Partnered with ProtoCall Services, Inc. to launch the CBS Healing Center’s crisis call center and provide professional behavioral health and wellness services after hours.
- Facilitated two (2) Fatherhood Is Sacred® sessions and one (1) Motherhood Is Sacred® session to assist fathers, mothers and families to fully realize their potential.
- Partnered with Sealaska Heritage Institute to harvest Devil’s Club – CBS Healing Center, Community Advocacy, and Reentry & Recovery teams learned to harvest the medicinal plant and placed them in office spaces to promote traditional ways of healing.
- Hosted second Psychological Testing Clinic with a total of 10 tribal citizens.
- Provided a tour of the Tribe’s non-congregate sheltering properties to six (6) Lemon Creek Correctional Center probation officers that resulted in the Department of Corrections welcoming a partnership to implement the Tribe’s Culture Heals Addiction program for potential participants accepted upon release.

Behavioral Services

The Behavioral Services program, through the CBS Healing Center, offers outpatient assessments for mental health and substance use disorders, referrals for psychological testing, culturally responsive individual counseling, family counseling, group counseling, debriefing for critical incidents, and same-day crisis response to those who are experiencing immediate need.

- Launched an online addiction treatment educational program (Culture Heals) and a 24/7/365 professional crisis hotline.
- Initiated a Men’s Healing Movement to create space for men to address behavioral health issues unique to them.
- Celebrated the first anniversary of opening the CBS Healing Center which has served over 500 tribal citizens and their families.

“Creating a safe space for tribal citizens to heal themselves holistically.”
Community & Behavioral Services

- Responded to an increased number of tribal citizens requesting behavioral health support from outside of Alaska, offered case management and warm handoff referrals to local, culturally responsive services.
- Received departmental approval to bill Medicaid/third party insurance for providing mental health and substance use services by the State of Alaska Department of Health, Division of Behavioral Health.
- Recognized as a Community & Behavioral Services Agency providing rehabilitation and clinic services healing tribal citizens and supporting sustainability.
- Facilitated two (2) training sessions around Mental Health First Aid (MHFA) with Tlingit & Haida’s community navigators, other staff and community members.
- Continued to expand services which included culturally responsive groups such as Grief & Loss, Dialectical Behavioral Therapy (Coping Skills), Culturally Responsive 12-Step Model for Substance Use Issues, and Culturally Based Parenting Classes for Mothers & Fathers; Beading groups, and Men’s Healing Circles.
- Hosted multiple psychological testing clinics that addressed cognitive disorders, Fetal Alcohol Spectrum Disorders (FASD), Attention Deficit Hyperactivity Disorders (ADHD), intellectual disabilities, and memory issues.
- Hosted multiple community and family engagement activities for tribal citizens that included: Student End of School Year Community Picnic, National Recovery Month events, Crafting/Talking Circles, Berry Picking Harvest for families, and a well-attended Atskanée Yagiyee Spooky Day community event.
- Responded to multiple requests for CBS Healers to “hold space” during community events discussing difficult dialogue, such as Carlisle Indian School Digital Resource Center Community Sharing Event; First Alaskan Institute (FAI) Tribunal Truth Telling process around Residential Boarding Schools; Tlingit & Haida’s Annual Youth Summit; and the Wrangell Sharing Our Knowledge Conference.
- Trained a total of eight (8) staff, including rural facilitators, in partnership with Sealaska’s Shareholder Development Department on the Wellbriety Movement, White Bison Model addressing Substance Misuse.
- Hosted an intern through partnership with Sealaska’s Summer Internship program.

“Treating the whole person and acknowledging the deep connection to tribal values, land and relationships.”
Community & Behavioral Services

- Established all master’s level providers with National Provider Identifier (NPI) which is a unique identification number required to identify health care providers on all transactions for billing purposes.
- Awarded, designed and implemented a Spirit of Youth grant that served tribal citizen youth and other Alaska Native youth in Anchorage, AK by holding discussions on mental health, culturally relevant coping, and advocacy skills, and by hosting a half-day summit.
- Facilitated a Healing the Healers session around importance of self-care to prevent burn-out with Alaska Pacific University Nursing program; healthcare providers are a target population identified under the Tribe’s Substance Abuse and Mental Health Services Administration (SAMHSA) grant.

Community Advocacy

The Community Advocacy program is designed to provide access to culturally responsive advocacy services for tribal citizens in Southeast Alaska. The program offers services, referrals, relocation during emergencies, community resource sharing, and resources in support of tribal citizens affected by crime.

Community Advocacy supports Tlingit & Haida’s Tribal Court and partnering programs in addressing crimes such as assault, robbery, vandalism, intimidation and crimes against Elders. The program also provides emergency intervention services, stabilization, legal advocacy, behavioral services, public information, and follow-up assistance in accessing other services tribal citizens require to regain self-worth, self-esteem and respect.

- Assisted 115 tribal citizens referred to victims of crime programming, including access to resources regarding relocation for safety, referral to housing, counseling, access to food, training, and education services.
- Completed a needs assessment and summarized data gathered to continue delivering program services and training.
- Developed and implemented an electronic record keeping system to protect the confidentiality of program participants referred for services.
- Conducted public presentations with partners to share program services ensuring tribal citizens and community partners are aware of the resources available.
- Strengthened partnership with AWARE to include Tlingit & Haida’s Community Advocacy program in their intake and referral process to better serve tribal citizens.
- Participated in Community Navigators conference to increase knowledge of resources in the community around housing and families in crisis.
- Increased collaboration with Tribal Court to ensure the highest quality and timely services are provided to tribal citizens who are victims of crime.

“Meeting our tribal citizens where they are at physically, mentally, emotionally and spiritually.”
Community & Behavioral Services

Family Court Services

The Family Court Services (FCS) program provides services to court-involved tribal citizens and their families. FCS services include court ordered investigations for child custody, guardianship, adoption, or other child welfare related placements, as well as court advocacy for tribal citizens.

- Provided services to 54 individuals and families around court ordered investigations.
- Improved infrastructure increasing effective communication and collaboration between departments involving cases to ensure the highest quality of support for tribal citizens.

2023 Goals

- Continue efforts to pursue the Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation for the CBS Healing Center.
- Host first Men’s Healing Summit.
- Increase expanded services for youth, including a Dialectical Behavioral Therapy Coping Skills Group for teens.
- Continue efforts with Asset Mapping project to highlight existing resources, as well as gaps in services to increase accessibility for rural tribal citizens who have experienced crime.
- Host training in a rural Southeast Alaska community addressing topics requested through the needs assessment, including the Cycle of Violence, Healing from Historical Trauma, and Bullying.
- Host a Women’s Intensive Trauma Healing Retreat.
- Continue efforts to establish an online training library for Family Court Service Investigators to provide the highest quality of support to tribal citizens.
- Enhance partnerships with external organizations providing collateral documents to help reduce extensive wait times for information sharing.
- Improve outreach methods to ensure timely participation and report write-ups.
The Reentry & Recovery Department creates and maintains community and tribal resources for recovery and justice-involved individuals. The department oversees the following non-congregate sheltering programs in Juneau, AK:

» Alaway Avenue: The 15-resident facility serves males formerly incarcerated who have completed residential treatment or are in recovery needing a safe sober living environment; this property accommodates children visits.

» Allen Court: The 12-resident facility serves males formerly incarcerated who struggle to find housing upon release, including those with sexual offenses.

» Haven House: The non-congregate women’s shelter closed in 2022 due to severe flooding and structural damage and is expected to reopen in 2023. The facility will serve women formerly incarcerated who have completed residential treatment or are in recovery and needing a safe, sober living environment.

Reentry & Recovery provides sober and supportive non-congregate sheltering for citizens returning from incarceration, cultural and peer-supported reentry and recovery programming, employment and training opportunities, and intensive case management specifically for participants.

The department works closely with the Tribal Court and other tribal justice system partners to ensure cohesion in program development and restorative justice practices.

Reentry & Recovery’s focus is to reduce new entries into homelessness by breaking the cycle of recidivism through the preventative measure of supporting tribal citizens returning from incarceration.

**2022 Highlights**

- Served 31 program participants through the Tribe’s non-congregate shelters (25 males, 6 females).
  
  » Provided monthly culturally responsive recovery events to participants, including drum making, harvesting, hikes, recovery bonfires, and preparing traditional foods.
  
  » Provided comprehensive case management services to all participants.
  
  » Implemented bi-monthly community house meals for participants to gather, cook, and support one another. These gatherings provided an environment for skill building, comradery, fellowship, and building a sober supportive network.

- Hosted a candlelight vigil for loved ones lost to addiction for National Recovery Month.

- Hosted a talking circle and facilitated a community drug education (methamphetamine and heroin) presentation on Prince of Wales Island, AK.

- Established weekly Alcoholics Anonymous (AA) meetings with participants at the Alaway and Allen Court non-congregate shelters.
Reentry & Recovery

- Partnered with The Glory Hall, Gastineau Human Services (GHS), Lemon Creek Correctional Center (LCCC), and SouthEast Alaska Regional Health Consortium (SEARHC) to share and educate on the Reentry & Recovery program and develop a strong open alliance to increase referrals.
- Implemented the Fatherhood is Sacred® program sessions both in-person and virtually.
- Launched construction of the new Haven House female non-congregate shelter.

2023 Goals

- Expand comprehensive recovery program, including cultural activities, life skills groups, training and education, job placement, volunteer group, and community engagement activities.
- Complete construction and reopen the Haven House female non-congregate shelter.
- Continue aiming for goal of 100% occupancy in all non-congregate shelters.

“A healing road to reentry and path to recovery.”
Tribal Family & Youth Services

The Tribal Family & Youth Services (TFYS) Department administers Child Welfare (Indian Child Welfare Act – ICWA, In-Home Services, Foster Care Licensing, and Preserving Native Families) and Wellness (Elders and youth) programs. The department assists children, youth, Elders, and families in achieving safety, stability, and security through services established by tribal values and strength-based practices. TFYS strives to continue the recognition of tribal sovereignty and to expand services.

2022 Highlights

- Received appointment to the Governor’s Panel for Parent/Foster Parent Committee with TFYS director chairing the Data subcommittee.
- Awarded Substance Abuse and Mental Health Services Administration (SAMHSA) five-year Native Connections grant ($249,000 annually) to support youth programming.
- Identified updates needed in data management system and met with system developers and Casey Family Programs to identify a workplan to make the system user-friendly.
- Provided a presentation on the Tribe’s Anchorage office and ICWA services to Judges in the Anchorage, AK area to increase engagement between the Tribe and the bench.
- Hosted a Region 10 site visit for the Administration for Children and Families and Casey Family Programs.

Child Welfare

The Child Welfare program protects and maintains the integrity and rights of tribal children, their families or custodians, and the Tribe in involuntary custody proceedings. The program provides foster care and case management services to children and parents or guardians in communities served, and serves as tribal advocates at the intake, research, investigative, prevention/early intervention, and legal intervention stages of tribal child welfare cases.

- Compacted with Hydaburg Cooperative Association to provide ICWA services; 18 families and children were served.
- Chaperoned a youth from Washington state to Juneau, AK for Native Youth Olympics Traditional Games.
- Assisted two (2) Washington state youth to attend Sealaska summer cultural camps in Juneau.
- Hired two (2) new full-time Seattle family caseworkers for the Tribe’s Washington office after they completed Sealaska summer internships with the Tribe.
- Won Washington Supreme Court case clarifying active efforts required by the Washington Indian Child Welfare Act (WICWA) during the emergency phase of cases.
- Initiated discussion with the State of Washington to discover steps needed to receive contracts with the state to assist in sustaining the Tribe’s Washington office.

“Supporting the health and wellbeing of tribal citizens by linking and empowering Elders, youth and families.”
Tribal Family & Youth Services

- Advocated for Office of Children’s Service (OCS) to include Tlingit & Haida ICWA staff when transferring cases from initial assessment to family services.
- Provided two (2) presentations to over 200 participants at the statewide Bureau of Indian Affairs (BIA) Providers Conference that highlighted the work done through the partnership with Tribal Court and qualified expert witnesses in state courts.
- Partnered with state Judges, attorneys, and Casey Family Programs to initiate an ICWA Courts Work Group.
- Completed and submitted a draft of the Title IV-E Direct Preprint, updated TFYS Policy & Procedure Manual, and implemented a case management data system.
- Conducted five (5) foster family recruitment events (Sharing Our Knowledge Clan Conference, Alaska Federation of Natives Convention, Celebration, Juneau Job Fair, and Juneau Child Advocacy Center Family Day).

“Providing culturally sensitive services to promote economic self-sufficiency and the social well-being of tribal citizens and tribal communities.”

- Expanded the Title IV-E Administrative and Training Reimbursement to support program sustainability and growth.
- Hosted the Southeast ICWA Workshop in Juneau with over 90 tribal employees, state social workers, and attorneys from Southeast Alaska and across the state.
- Conducted 32 diligent relative searches to identify family placement, including one that placed a baby with family in 24 hours. Tlingit & Haida’s success was highlighted in the updated State Tribal Child Welfare Compact video.
- Negotiated the State Tribal Child Welfare Compact which resulted in a significant increase in funds for programming and prevention services.
- Improved data collection for Tribal Title IV-E Administrative & Training and Maintenance agreements to maximize reimbursement and provide best practices to all children and families served.
- Conducted 41 Tribal TANF Child Welfare (TTCW) team meetings. The team has grown to include a benefit technician from both Sitka and Ketchikan, AK.
- Provided intensive case management to families; 38 children were able to remain with limited OCS involvement.
- Hosted 10 orientations in which the TTCW team learned about various organizations and internal programs.
  - Presentations were delivered by Association for the Education of Young Children (AEYC) - Parents As Teachers, Community & Behavioral Services (CBS) Division, Families First, Hello BABY (Building Alaskan Families with You), Juneau Police Department, Juneau Pregnancy Resource Center, REACH, Reentry & Recovery, Southeast Regional Resource Center (SERRC), and Tribal Vocational Rehabilitation.
- Initiated efforts in information sharing that resulted in an increase of referrals for both Temporary Assistance for Needy Families (TANF) and Preserving Native Families (PNF) programs.
  - 19 referrals were accepted through TANF, OCS, and self-referrals. At year-end, there were 13 cases open and seven (7) referrals pending.
Tribal Family & Youth Services

Wellness
The Wellness program works to support the health and well-being of tribal citizens by linking and empowering Elders, youth and families.

- Expanded the Traditional Games program to serve nine (9) Southeast Alaska communities.
- Served approximately 100 Elders weekly through congregate meals, caregiver support, exercise groups, social gatherings, and emergency/burial financial assistance.
- Distributed herring eggs to 125 Elders and seaweed to 265 Elders in partnership with the Traditional Food Security Department.
- Provided 165 Elders with perishable and non-perishable items by home delivery and/or a hot lunch prepared by Smokehouse Catering which included two (2) separate holiday season Native food baskets with items such as frozen coho filets, canned smoked sockeye, Hudson Bay tea, fresh vegetables, rice, pilot bread, and Devil’s Club salve.
- Successfully reopened in-person activities such as congregate meals and served 224 Elders from June through December. Special events included combined lunch with Executive Council meetings, a picnic, a whale watch cruise, tickets to Celebration, pumpkin carving, a cohosted holiday party with Sealaska, and a New Year’s dance.

- Hosted weekly Zoom talking circles with 32 Elders to decrease loneliness. Three (3) talking circles were held via Facebook live. The talking circles were highlighted in the 2022 Peacemaking Colloquium via Zoom where eight (8) Elders participated on a panel with over 250 attendees.
- Partnered with the Juneau School District to provide Youth Wellness cultural programming at all 13 schools in the district; over 1,000 students participated.
- Reopened Elders in the Classroom program with five (5) Elders visiting three (3) schools.
- Provided 128 Elders with Elderly Emergency and/or Burial assistance in 15 communities.

2023 Goals
- Obtain and use data for continuous quality assurance for the five (5) scopes of work under the Child Welfare Compact that include: Initial Diligent Relative Search, Licensing Assist, Safety Evaluation of Relative Homes, Family Contact, and Ongoing Placement Search.
- Receive positive feedback on the submittal of Tlingit & Haida’s Pre-Print with an estimated completion date of September to have a federally approved plan. The approved plan will allow the Tribe to directly receive reimbursement from the federal government for Child Welfare through Tribal Title IV-E.
- Expand on services and support provided to caregivers.
- Increase social activities for Elders.
- Create partnerships to expand Preserving Native Families (PNF) services to communities outside of Juneau.
- Improve and practice quality assurance of all programs.

“Promoting the health and wellness of our Elders and youth.”
Cultural Heritage & Education

The Cultural Heritage & Education Division oversees the coordination of Tlingit & Haida’s cultural and educational programs and activities in collaboration with other tribes and entities. The division reflects the principle that our communities, lands, and tribal citizens thrive when our culture and education are our foundation.

Cultural Heritage & Education strives to incorporate ancestral knowledge to strengthen our languages, arts and cultural practices for the well-being of our citizens and government.

The Tribe’s early education programs (Haa Yoo X’atängi Kúdi, Head Start, and Little Eagles & Ravens Nest) are housed under Cultural Heritage & Education to allow closer collaboration and synergy across programs to best serve families and students. The following departments and programs also fall under the direct oversight of the division:

- Cultural Heritage
- Generations Southeast
- Higher Education
- Johnson O’Malley
- Navigators

2022 Highlights

- Developed a pilot program to digitally archive Lingít language resources provided by the Haa Yoo X’atängi Kúdi language nest and Xaad Kil language resources provided by Xántsii Náay language nest.
- Increased virtual language opportunities from four (4) to six (6) days a week through the Tovuti learning management platform with 293 registered participants.
- Hired three (3) new staff dedicated to provide cultural programming and digital archiving.
- Awarded $175,000 from Sealaska Language Endowment Fund to support Lingít, Xaad Kil, and Sm’algyax languages.
- Awarded a one-year Bureau of Indian Affairs (BIA) Living Languages grant in the amount of $200,000 for the Koo At Latóowux Has Naxsatee (Let them be Teachers) project to increase the proficiency of Lingít language teachers throughout Southeast Alaska.
- Awarded a three-year Alaska Native Education Program (ANEP) grant totaling $3,727,262 to provide support for creating Lingít language curriculum resources.
- Awarded a five-year Administration for Native Americans (ANA) grant in the amount of $1.5 million to support the Haa Yoo X’atängi Kúdi language nest and curriculum development.
- Contracted Cedar Group to film and produce nine (9) harvesting videos on Prince of Wales Island, AK to showcase endangered traditional food processing and preparation.
Generations Southeast

The Generations Southeast Community Learning Center (Generations Southeast), formerly known as the Vocational Training & Resource Center, is a comprehensive learning center for all people that is rooted in our traditional tribal values.

Generations Southeast has been reauthorized by the Alaska Commission on Postsecondary Education (ACPE) to operate as a Career and Technical Education post-secondary institution. The center provides career advancement opportunities through a variety of career and technical training courses, cultural workshops, and distance learning classes. The center also offers room rental space for conferences, seminars, meetings, and events.

- Completed the rebranding process with Cedar Group which included a new website (generationssoutheast.org), updated materials and exterior building signage.
- Received approval by ACPE to offer two (2) new courses: Administrative Assistant Level 2 and Pro Truck Driver 160 Hour / TD 107.
- Hosted an eight-week intensive Child Development Associate (CDA) Certificate Boot Camp in collaboration with the Association for the Education of Young Children (AEYC) and the Tribe’s Child Care Development Department; 13 students completed the boot camp and received CDA certification.
- Hosted an Administrative Assistant Level II course in collaboration with Northern Industrial Training (NIT); four (4) students enrolled and completed the course.

Haa Yoo X’atángi Kúdi

Haa Yoo X’atángi Kúdi (HYXK) is a community-based language learning project that focuses on improving language transmission between generations and within families. The program immerses students, ages 3-6 years old, in the Lingit language and ensures families are provided the resources needed to be on the language journey with their children.

- Provided 628 hours of Lingit language immersion instruction to tribal children.
  - Six (6) students were enrolled from January through May 2022. Two (2) students graduated and all four (4) first-year students plan to return next year.
  - Nine (9) students were enrolled from September through December 2022.
Cultural Heritage & Education

Higher Education
The Higher Education program provides assistance to eligible tribal citizens seeking post-secondary education. Assistance includes guidance, academic planning, scholarships (Alumni and College Student Assistance) and sharing other financial aid resources.

- Served 82 students under the Alumni Scholarship Assistance Program (ASAP) which was more than double the applicants in 2021.
  » A total of $123,000 was distributed with each student receiving a $1,500 scholarship.
- Processed and distributed General Assistance awards to 11 eligible students within the Compact service area.
- Provided $136,526 in College Student Assistance (CSA) scholarships to 97 students. Recognized 48 honor roll students and 13 graduates with letters and certificates. Of the graduates, three (3) received Master’s degrees and 10 received Bachelor’s degrees.
- Attended Elders & Youth Conference and Alaska Federation of Natives Convention and distributed 147 CSA applications to tribal citizens, 38 tutoring flyers, and Youth Commission applications to four (4) potential applicants.
- Increased outreach to smaller schools at high school events in Juneau, AK.
- Participated in the 53rd Annual NIEA (National Indian Education Association) Convention in Oklahoma City, OK, that convened tribal leaders, educators, teachers, parents, and stakeholders to impact the future of Native education.

Johnson O’Malley (JOM)
The Johnson O’Malley (JOM) program provides supplemental educational opportunities to Alaska Native and American Indian students and is guided by a local parent committee. The emphasis is on tutorial and cultural enrichment activities.

- Received the National JOM Northwest Region Teacher of the Year award for JOM staff at Yadaa.at Kalé (Juneau-Douglas High School).
- Provided 45 new Chromebooks to students who didn’t own a computer at home.
- Partnered with National Alliance on Mental Illness (NAMI), AWARE, and the Juneau School District to create a Wellness Resource Center at Thunder Mountain High School (TMHS).
- Supported six (6) incoming freshmen in enrolling and completing a Structure of Writing course to get a jump on high school transition.
- Provided summer school to eight (8) incoming freshmen to help them prepare for high school at Yadaa.at Kalé.
- Provided coaching assistance for the Juneau Native Youth Olympics (NYO) team.
- Hosted Goldbelt Heritage Foundation at Yadaa.at Kalé to make formline graduation stoles with seniors.
- Collaborated with the Early Scholars program to provide culturally responsive activities.
- Collaborated with the Navigators program and community partners to restart an afterschool study hall at TMHS. A total of 22 students were tutored.
- Continued facilitation of the Reconnecting Youth class at Yadaa.at Kalé with six (6) Choosing Healthy Options In Cooperative Education (CHOICE) freshmen to help improve attendance, increase academic support, and offer support to one another.
Providing opportunities to help youth navigate adolescence to adulthood.

Cultural Heritage & Education

- Participated in the Response to Intervention (RTI) teams at both TMHS and Yadaa.at Kalé high schools to assist students who were referred.
- Partnered with Goldbelt Heritage to continue bringing Alaska Native artists into Yadaa.at Kalé to work with freshmen CHOICE program students.
- Hosted Native American Heritage Month events at TMHS which included Rock your Mocs, fry bread at lunch, and an all-school assembly.
- Provided bus passes to 10 Yadaa.at Kalé students to help with transportation to and from high school.
- Hosted Sealaska Heritage Institute at TMHS and Yadaa.at Kalé to inform students of internships and summer camps.
- Attended the Elders and Youth Conference in partnership with the Navigators program. Staff served as mentors and brought eight (8) Yadaa.at Kalé and four (4) TMHS students.

**Navigators**

Navigators is a relationship-based prevention and early intervention program that serves Native youth ages 13-27. The program provides opportunities that help youth navigate through adolescence into adulthood focusing on healthy relationships, cultural connectedness, learning life skills, and providing academic support, independent transitioning, and leadership opportunities.

- Provided services to 278 tribal youth and hosted over 140 youth events and activities such as tutoring, study groups, workshops, and a Youth Summit.
- Funded 55 educators throughout the region to attend a Resiliency Conference under Tlingit & Haida’s ANEP Remote Education With Achievement, Resiliency and Discovery (REWARD) grant.
- Hosted the 2nd Annual Youth Summit which had the theme “The Future is Indigenous”; 31 youth participated.
  - Youth Delegates adopted Youth Commission Bylaws and submitted to the Executive Council for consideration of adoption by Tribal Assembly.
  - Assisted three (3) youth in obtaining emergency shelter at the Sheiyi Xaat Hit and locating permanent housing, which averted homelessness.
- Celebrated seven (7) Navigators who graduated from high school, one (1) of whom graduated early.
- Expanded Navigator services to Southeast Alaska communities and the Anchorage/Southcentral Alaska region.
  - Launched educational tutoring services with two (2) tutors for students and families in the Southcentral region; six (6) students participated.
  - Assisted Hoonah Indian Association in developing a similar Navigators program in Hoonah, AK.
  - Hosted first REWARD PHlight Club lock-in on Prince of Wales Island in Southeast Alaska to promote connection for 65 local students and two (2) youth from Juneau.
Cultural Heritage & Education

- Hosted the first Post-secondary Education Tour in Washington state; 11 youth attended.
- Assisted the Áak’w Kwáan with the Canoe Journey Landing ceremony; nine (9) Navigators participated.
- Hosted four (4) in-person gatherings following Coronavirus pandemic mitigation plans to connect Navigators and staff.
- Coordinated the largest Tlingit & Haida group (28 youth, 4 Elders, and 11 mentors) to attend the Elders & Youth Conference with youth attending from Hollis, Hydaburg, Juneau, and Klawock, AK. Support was also provided to Goldbelt Heritage Foundation to bring seven (7) youth, two (2) language bearers, and three (3) mentors.

2023 Goals

- Build staff and internal capacity to host additional courses and increase student enrollment at Generations Southeast.
- Provide 500 hours of Lingít language immersion instruction and create four (4) curricula units to be used in the HYXK classroom.
- Host two (2) college fairs and increase student outreach through college scholarship workshops.
- Develop a strategic fundraising plan for the Alumni Scholarship Assistance program.
- Implement Navigators services in Petersburg, AK.
- Conduct two (2) Post-Secondary Education Tours.
- Complete a strategic plan for the Navigator program to secure long-term funding for program services.
- Install virtual reality simulators for CDL and Boating Safety training in Juneau and Klawock.

“Strengthening our languages, arts and cultural practices for the well-being of our citizens.”
Cultural Heritage

The Cultural Heritage Department oversees the coordination of Tlingit & Haida’s cultural and educational activities. The department is housed under the Cultural Heritage & Education (CH&E) Division and promotes language revitalization and arts programs to ensure the existence and perpetuation of our languages and unique cultural practices.

Cultural Heritage collaborates with Elders, language scholars and educators, culture-bearers, artists, universities, and community partners to maximize resources.

The department also offers virtual and in-person workshops by master artists and cultural practitioners in a variety of artistic practices. The goal of the department is to provide opportunities to all tribal citizens to ensure our languages and ways of life continue.

In 2022, Cultural Heritage achieved its goal of developing and hosting regular cultural heritage classes with full enrollment at the Generations Southeast community learning center.

2022 Highlights

- Launched Language Learning Lunches with four (4) language scholars to promote language preservation.
- Hosted 12 arts and cultural classes (in-person and virtual) with a total of 229 participants; approximately 180 hours of class instruction was provided.
- Partnered with Goldbelt Heritage Foundation on a 5-week regalia making class for parents of TCCLL (Tlingit Culture, Language, and Literacy) students; 25 parents participated.
- Hosted I Toowú Klatseen (Boys & Girls Run) activities in collaboration with community partners; over two (2) dozen Juneau School District students participated.
- Launched Lingít Coffee Time with Elders that focused on oral histories.
- Hosted a 4-night Áak’w Rock Side Stage during Celebration with eight (8) Indigenous musical performances to fundraise for the 2023 Áak’w Rock Indigenous Music Festival; $20,000 was raised.
- Assisted the Áawk Kwáan with the Canoe Journey Landing ceremony and provided transportation of approximately 800 people from the University of Alaska Southeast to the Auke Bay landing site in Juneau, AK.

2023 Goals

- Support the Áak’w Rock Indigenous Music Festival scheduled to take place in September 2023.
- Increase the number of arts and cultural offerings to include events in our Tlingit & Haida communities to meet tribal citizens where they are at.
- Develop and launch two (2) youth arts and culture camps.

“Promoting language revitalization and arts programs to ensure the existence and perpetuation of our languages and culture.”
Head Start

Tlingit & Haida Head Start is a Region XI, American Indian/Alaska Native (AI/AN) program federally funded to serve 262 preschool-aged children (3-5 years old) in 10 communities throughout Southeast Alaska:

» Angoon  » Juneau  » Saxman  » Yakutat
» Craig  » Klawock  » Sitka
» Hoonah  » Petersburg  » Wrangell

Head Start is a comprehensive preschool program that partners with families to foster healthy child development. In addition to preparing children to enter kindergarten, the program also coordinates health screenings (dental health, physical health, mental health, and nutrition), and monitors students’ development and parent involvement.

Head Start is administered in collaboration with the Tribe’s governing body (Executive Council) and the Policy Council which is mostly comprised of current Head Start parents. Each class operates with the input of their local parent committee.

In 2022, Head Start operated with a budget of $4,894,275. The program was funded with $3,893,970 in federal Head Start funds. The program received one-time funding through the American Rescue Plan Act (ARPA) for $392,337. Head Start also received $479,789 under the State of Alaska’s Department of Education and Early Development (DEED) and was reimbursed $128,179 under the Child and Adult Care Food Program (CACFP) for meals and snacks.

2022 Highlights

- Increased enrollment efforts throughout Southeast Alaska that included social media posts, recruitment open houses in Juneau and Petersburg, recruitment stations in Juneau, participation in an Early Learning Fair, and educating the Tribe’s new community navigators who are assisting with outreach efforts.
- Enrolled 204 students in the 2021-2022 school year.
  » 59% income or categorically eligible, 7% between 101-130% over income range, and 34% considered over-income.
  » 152 of total enrollment were first-year students, 44 were second year students, and eight (8) were third-year students.
  » 10% of enrolled students received disability services.
- Reached 75% Average Daily Attendance for the school year.
- Completed the following health screenings for enrolled students:
  » Dental (60%)
  » Hearing (66%)
  » Physical (66%)
  » Vision (65%)
- Provided students with 13,296 breakfasts, 13,380 lunches and 4,499 snacks during the 2021-2022 school year. These numbers only reflect the meals reimbursed through the CACFP.
Head Start

- Formed a Curriculum committee to start the review of the At Yà tx’i Satú Keinas Áx (Voices of Our Children Rising) program.
- Received approval to provide recruitment and retention bonuses for teaching staff.
- Held end of year celebrations and gifted drums handmade by teaching staff to all students.
- Successfully completed Classroom Assessment Scoring System (CLASS) observations on 10 classrooms as part of a pilot project for American Indian/Alaska Native (AI/AN) programs to monitor, measure, and continually improve on the quality of classroom interactions.
- Successfully reopened Sitka Head Start for in-person classroom services after being closed due to the COVID-19 pandemic.
- Repaired the Yakutat Head Start facility, which was damaged due to flooding, with assistance from the National Guard and community, and completed the siding replacement on the Wrangell Head Start facility.
- Continued to support the professional development of staff:
  - Administrative Assistant Certification (1),
  - Certified Food Protection Manager (2),
  - Child Development Associate Credential (3),
  - Child Development Associate Professional Development Specialist (1),
  - Classroom Assessment Scoring System® (CLASS) Reliability Certification (1),
  - Culturally Responsive training (all staff completed),
  - Eligibility Recruitment, Selection, Enrollment, Attendance Certification (3),
  - Enrolled in Early Childhood Education program or courses toward a degree (9),
  - Food Worker Certification (10),
  - Society for Human Resource Management - Certified Professional (1),
  - Teacher Aides/Cooks participated in Child Development Associate Credential (25),
  - Teaching Strategies Interrater Reliable Certifications (13),
- Enrolled in Early Childhood Education program or courses toward a degree (9),
- Food Worker Certification (10),
- Society for Human Resource Management - Certified Professional (1),
- Teacher Aides/Cooks participated in Child Development Associate Credential (25),
- Teaching Strategies Interrater Reliable Certifications (13).

2023 Goals

- Complete policy and procedure revisions, align job duties/descriptions and improve ongoing monitoring systems to increase the effectiveness and efficiency of program operations.
- Strengthen the cultural foundation through cultural programming, community engagement and cultural values: Publish the Fall unit of the At Yà tx’i Satú Keinas Áx curriculum and provide training for implementation.
- Initiate the process to convert some Head Start slots into Early Head Start slots.

“Nurturing children to grow, participate in life with confidence and awareness, and use their strengths to reach their full potential.”
The Little Eagles and Ravens Nest (LEARN) is a state-of-the-art early learning environment conveniently located in the heart of Juneau, AK. As a state-licensed child care center, LEARN provides culturally responsive and developmentally appropriate curriculum year-round to children 0-6 years of age.

LEARN is staffed by a team of high-quality early educators dedicated to children’s development and well-being and offers a natural environment that encourages open-ended play and exploration. Wholesome family-style breakfasts, lunches, and snacks are provided by Smokehouse Catering.

### 2022 Highlights

- Hired a tribal citizen Work Experience intern from Southeast Regional Resource Center (SERRC) who was promoted to a full-time employee.
- Developed a clear rest time policy.
- Collaborated with State of Alaska, Department of Fish & Game to incorporate bear safety and education curriculum and hosted a visitor who brought artifacts.
- Won the Best of Juneau for Childcare/Preschool which was earned through votes of Juneau community and was featured in Best of Juneau magazine and website.

### 2023 Goals

- Successfully recruit and maintain staff to effectively serve more children and families.
- Invite Elders into the LEARN child care center to increase the use of Lingít language.
- Support staff to attain their CDA credential and take Early Childhood Development classes.
- Organized and conducted successful field trips for the children that included beach adventures, the Dimond Park Fieldhouse, picnics, and a trip to Bloom Children Art Studio.
- Continued to promote staff development:
  - Two (2) staff attained their Child Development Associates (CDA) credential.
  - Hosted an all-staff in-service and completed Conscious Discipline training.
  - Completed training cohort in the State of Alaska’s Quality Recognition & Improvement system for licensed Child Care programs to achieve Learn & Grown Level 2.
  - All staff participated in the Southeast Alaska Association for the Education of Young Children (AEYC) Early Childhood Conference. Congratulations to Waughnita James-Elton who was awarded AEYC’s Early Educator of the Year.
- Selected as one of six (6) programs in the State for “Principles into Practice” Trauma-Informed Learning Community – Alaska Children’s Trust. A six-month long training intensive was completed to become a more trauma-informed, culturally responsive program.
- Presented to Wrangell on LEARN’s start up and operations.
- Collaborated with staff and parents to host a Haida singing group who performed for the children.
The Grants & Resources Department was formed in 2021 to bring new revenue to the Tribe, assist in expanding services, and improve grant writing and grant managing processes within the Tribe. The department is responsible for implementing an organizational strategy that streamlines and centralizes the Tribe’s grant processes. The department works to identify viable funding opportunities to sustainably expand tribal services and programs to better serve our tribal citizens. Working with the administration and management teams, Grants & Resources staff research, write and coordinate the grant application process in addition to providing post-award grant reporting and compliance support.

The successes of the Grants & Resources Department are reflected in the accomplishments of other departments. Notable for 2022 was a $49.9 million grant award which supports the Tribe’s broadband initiative, and nearly $1 million in Bureau of Indian Affairs (BIA) funding that supports the Traditional Food Security program and Southeast Tribal Fish & Game Advisory Board.

2022 Highlights

- Facilitated internal planning meetings and met regularly with departments on grants and new funding opportunities, their needs and program spending, in addition to providing guidance on grant eligibility requirements, support through the application process, and budgetary forecasting.
- Developed the Traditional Food Security program. Prior to transferring the program to the Native Lands & Resources Division, the following was achieved:
  » Completed the Traditional Food Security program road map, purchased a 24’ Munson landing craft, and started working with Haines/Klukwan, AK on a possible hooligan/eulachon project.
  » Wrapped up a 14,950 pound Herring Roe on Kelp project. The 3-week project benefited 3,615 households in 21 communities. A total of $149,500 of roe on kelp ($10/lb) was purchased from seven (7) tribal citizen commercial fishermen.
  » Harvested black seaweed in Hoonah, AK and on Prince of Wales Island, AK; 250 sandwich size bags were distributed to Elders seated at Celebration in Juneau, AK.
  » Distributed 250 quarts of shrimp and 300 pounds of halibut to tribal citizens in Hydaburg, AK.
- Finalized survey tools for grant reporting and continued the ongoing project of streamlining grant procedures and organizing internal data structures and operations. This included compiling grant writing resources (i.e., boilerplate text, templates, and forms).
- Continued to build relationships with funding agencies, program directors and the Finance Department to organize and streamline reporting processes.

2023 Goals

- Continue to grow Tlingit & Haida’s grant revenue with the aim of helping the Tribe become a $100 million organization. In 2023, expected grant opportunities will come from infrastructure grants which will be used to construct buildings, roads, and utilities.
- Continue to expand the number of grants the Tribe is applying for and increase the magnitude of those grants across all divisions and departments.
- Continue to grow the Tribe’s influence with the state and federal governments within the subsistence arena with the Southeast Tribal Fish & Game Advisory Board.

“Identifying viable funding opportunities to sustainably expand tribal services and programs to better serve our tribal citizens.”
The Human Resources (HR) Department is responsible for maintaining the Tribe's employee classification structure and personnel files, recruiting to fill vacancies, screening applications, and referring candidates to hiring managers.

### 2022 Highlights
- Processed 176 job requisitions which increased the total number of employees from 408 to 491; of these, 348 are enrolled tribal citizens.
- Implemented new recruitment process and increased recruitment efforts throughout the year:
  - Broadcast over 560 email recruitment notifications to potential applicants.
  - Participated in Employment & Training’s Job Fair and Vaccination Clinic and promoted tribal citizen and Native hiring preference.
  - Hosted the Tribe’s first virtual Job & Information Fair via Zoom.
- Revised Tlingit & Haida’s hiring process to emphasize tribal citizen and Native preference in internal and external hiring.
- Provided management training in effective constructive disciplinary processes and Tlingit & Haida’s open door policy.
- Provided HR employment process training for community navigators.
- Successfully restaffed the HR Department following a 100% turnover of staffing. The department was reorganized to include the following positions: senior director, recruitment manager, generalist, and three (3) specialists.

### 2023 Goals
- Transition Human Resource Information System (HRIS) from BambooHR to Paychex Flex.
- Finalize new HR policy manual.
- Finalize compensation review and recommendations for Executive Management team consideration.
- Implement new comprehensive automated on-boarding process including an overview of the Tribe and cultural values.
- Conduct employee tenure recognition program.
- Provide regular management trainings on new HR policies and internal town hall meetings to engage employees on HR topics.
- Expand recruitment programs to include additional virtual job fairs and participation in other Native recruitment opportunities.
The Information Technology (IT) Department oversees the Tribe’s information technology systems and administers the Local Area Network (LAN) and Wide Area Network (WAN) which allows all departments to communicate with each other more efficiently, including remote employees and those located in field offices.

The IT department also provides troubleshooting and technical support to all staff for computers and electronic office equipment.

2022 Highlights

- Provided employees with technical support and closed 3,949 help desk tickets.
- Configured and deployed 179 workstations and 125 Delegate laptops.
- Migrated the Tribe’s phone system from Digium Switchvox to the cloud-hosted Cisco WebEx Calling platform for greater reliability and easier remote use.
- Implemented Microcall Call Reporting software for Webex Calling to generate automated granular reports and call logs.
- Switched local phone service provider from ACS to GCI and replaced the Tribe’s aging Integrated Services Digital Network (ISDN) Primary Rate Interface (PRI) circuit with a GCI Session Initiation Protocol (SIP) trunk.
- Implemented Cisco Secure Endpoint, a cloud-based, next generation anti-virus solution that provides advanced endpoint detection and response.
- Implemented Action1 Remote Monitoring and Management software and installed Action1 client on all networked Windows computers. This allows IT to remotely install software, ensure updates are being installed, and provide remote assistance to staff.
- Implemented Mosyle, a mobile device management solution for Apple products. This allows IT to remotely troubleshoot Mac computers, push out software packages to them, and order MacBooks preconfigured and have them drop shipped directly to users.
- Implemented Cisco Umbrella, a cloud-based Secure Internet Gateway platform that processes traffic requests through Cisco Talos to increase secure connections for all users.
- Installed Arctic Wolf Networks, their Security Operations Center service provides 24/7 monitoring of the Tribe’s network and network devices. Sensors have been installed to monitor network traffic, server logs, Office 365 systems, anti-virus logs, and Cisco Meraki network device logs, and a sensor application was installed on all client laptops. Cybersecurity training materials were also provided to employees to educate on threats they may encounter.
- Implemented LastPass Password Manager software which makes it easier for users to use complex, unique passwords to increase security of the Tribe’s accounts and data.
- Implemented Microsoft Defender for Office 365 which adds additional safeguards against malicious threats posed by email messages, links (URLs), and collaboration tools.

2023 Goals

- Implement Cisco Identity Services Engine (ISE) which is an identity-based network access control and policy enforcement system.
- Migrate all servers that don’t require on-premises hosting to the cloud to ensure greater ease of access and reliability.
- Create a searchable repository for all IT documentation and how-to instructions for common tasks.
Native Lands & Resources Division

The Native Lands & Resources (NLR) Division manages and provides services that enhance and protect the land, environment, cultural artifacts, and Veteran benefits.

NLR consists of the Realty, Forestry, Transboundary and Climate Change programs funded by the Bureau of Indian Affairs (BIA) Compact; Indian General Assistance Program (IGAP), State Tribal Response Program (STRP), and Preparedness and Disaster Resiliency funded by the Environmental Protection Agency (EPA); Geohazards Research (Kutí project) funded by the National Science Foundation (NSF); Seacoast Indigenous Guardians Network (SIGN) program funded by the U.S. Forest Service (USFS); Alaska Youth Stewards (AYS) program funded by the USFS, Spruce Root, and National Science Foundation; Cultural Resources program funded by the National Park Service (NPS); and the Alaska Native Veterans Benefits program.

In 2022, the NLR Department was elevated to a division and restructured to include three (3) departments: Environmental, Natural Resources, and Traditional Food Security and four (4) programs.

2022 Highlights

- Awarded $3,831,200 from the USFS, Southeast Alaska Sustainability Strategy Investment Portfolio for AYS; Cultural Interpretive Training; Food Security, Subsistence & Sovereignty; Climate Change; SIGN; and Wildland Fire programs.
- Entered into a Rural Cooperative Agreement with the U.S. Department of Agriculture (USDA) to sub-award $1,958,800 to 12 partners.
- Finalized an agreement with the Sitka Sound Science Center in the amount of $700,000 for the Kutí project to investigate geohazards (landslides, avalanches, flooding), extreme precipitation events, and associated impacts.
- Completed an audit for the U.S. Department of Interior (DOI) Division of Trust Evaluation with no findings.
- Awarded $200,000 from the U.S. Fish & Wildlife Service for invasive species work on Native Allotments.
- Assisted in drafting an agreement for co-stewardship of the Mendenhall Glacier Recreation Area with the USFS.
- Awarded BIA funding for the following projects and program:
  » Transboundary Rivers project ($320,000),
  » Southeast Native Allotment Tree Thinning project ($60,000), and
  » Greenhouse program (nearly $2 million).
- Received $15,000 from Sealaska Heritage Institute for the Alaska Youth Stewards program.
- Worked with the Alaska Venture Fund to secure $25,000 to bolster the SIGN travel budget.
- Implemented a project management and transboundary database.
- Facilitated bi-weekly SIGN Core Group meetings with partners from Sealaska, Sustainable Southeast Partnership (SSP) and the USFS, and attended the SSP Fall Retreat with regional catalysts and partners in Haines, AK.
Alaska Native Veterans Benefits

The Alaska Native Veterans Benefits program provides assistance to Alaska Native Veterans seeking a Native allotment in accordance with Alaska Native Vietnam-Era Veterans program authorized under the Dingell Act of 2019. The program also provides assistance with all other benefits available such as the Veterans Home Loan program, health care, and educational benefits.

- Participated in meetings with the Alaska Veterans Affairs Healthcare team in three (3) Southeast Alaska communities (Angoon, Kake and Sitka).
- Attended a meeting with the Office of General Counsel (OGC) - Veterans Affairs (VA), Alaska Native Veterans Association, Veterans Administration Rural Health Board, Alaska Native Health Board, and Eyak tribe to participate in a pilot program in the Tribal Veterans Service Officer program. Negotiations are on-going.
- Selected to participate in the Tribal Representation Expansion project with the Office of General Counsel.
- Provided outreach at the 2022 Veterans Day ceremony and luncheon to share information and obtain contact information for Veterans eligible for a Native allotment.

Cultural Resources

The Cultural Resources program repatriates objects of cultural patrimony, sacred objects, funerary objects, and human remains in accordance with the Native American Graves Protection & Repatriation Act of 1990 and the National Museum of the American Indian Act of 1989. These acts allow federally recognized tribes to repatriate items from museums and federal agencies.

- Completed the construction of an artifact room.
- Completed formal consultations with four (4) museums:
  - de Young Museum in San Francisco, CA,
  - Birmingham Museum of Art in Birmingham, AL,
  - Detroit Institute of Arts Museum in Detroit, MI, and
  - Metropolitan Museum of Art in New York City, NY.
- Received funding in the amount of $88,000 for consultations with Hood Museum of Art, Rhode Island School of Design and San Diego Museum.
- Prepared and submitted two (2) claims on 14 objects of cultural patrimony and five (5) unassociated funerary objects on two (2) separate museums.
- Completed the Transfer of Control & Loan Agreement for the Thunderbird Screen.
- Repatriated nine (9) objects of cultural patrimony that were removed from Wrangell, AK in the 1940s. The objects include a Killerwhale Hat from the original Chief Shakes House Flotilla of Killerwhale Hats; Killerwhale Flotilla Chilkat Robe; Killerwhale Stranded on a Rock Robe; Mudshark Hat; three (3) Mudshark Shirts; Killerwhale with a Hole Fin; and a Storm Headdress.

“Repatriating objects of cultural patrimony, sacred objects, funerary objects and human remains in accordance with federal policy.”
Native Lands & Resources Division

Realty & Forestry

The Realty & Forestry programs provide professional land management to Native landowners who own trust/restricted properties. Individuals owning Native allotments receive services and consultation in forestland management through the Forestry program.

- Assisted the BIA on site assessments on Tlingit & Haida’s fee-to-trust applications.
- Completed the demolition of the dilapidated Blue House (restricted property) in the Juneau Indian Village.
- Began invasive species work on Native allotments.
- Continued efforts to place land into trust status:
  » Received DOI approval on the Tribe’s trust application that was originally submitted in 2009. A Notice of Decision was issued to place a parcel of land into trust status in the Juneau Indian Village.
  » Received a Notice of Application to place the Andrew Hope Building into trust status.

Seacoast Indigenous Guardians Network (SIGN)

The Seacoast Indigenous Guardians Network is a partnership formed in 2020 between the USFS and Tlingit & Haida to support Alaska Native communities and tribes. The partnership incorporates Traditional Ecological Knowledge (TEK) in the protection, preservation, restoration, and management of traditional homelands and waters.

- Participated in a Lunchtime Chat Facebook live event and shared information on how SIGN supports Indigenous led stewardship and is a catalyst for traditional knowledge.
- Hosted six (6) SIGN gatherings.
- Amended the Cost Share Agreement with the USFS to add Southeast Alaska Sustainability Strategy (SASS) funding in the amount of $550,000.
- Secured funding in the amount of $65,000 from Spruce Root.

2023 Goals

- Submit the FY 2023 National Park Service proposal.
- Finalize all fee-to-trust applications and submit new applications on other properties owned by the Tribe.
- Complete 30 probates on deceased restricted property owners.
- Begin the forest thinning project on Native allotments.
- Secure additional funding for new positions and place SIGN positions in Southeast Alaska communities.
- Coordinate and host a Guardian Gathering in Fall 2023.
Environmental

The Environmental Department works to expand Tlingit & Haida’s capacity and resources to develop and implement programs that strive to assist Southeast Alaska tribes and communities to develop environmental awareness through training activities, educational assistance and coordination of statewide projects.

2022 Highlights

- Hosted a hybrid Southeast Environmental Conference with Southeast Alaska Tribal Ocean Research (SEATOR) with 177 registered participants representing Southeast Alaska tribes, tribal organizations, state and federal agencies, and natural resource and environmental professionals.
- Participated in Kutí Project (Extreme Weather/Landslide) monthly meetings.
  - The project conducted three (3) initial site visits to Klukwan, Hoonah and Skagway, AK to meet with partners at the start of the project, and held three (3) work sessions with Chilkat Indian Village, Hoonah Indian Association, and Skagway Traditional Council environmental departments, respectively, to inform the development of research plans.
- Conducted 19 water quality samplings which included sediment samples on the Alsek River (1), Chilkat River (9), and Klehini River (9). This is the seventh year of sampling.
- Harvested fresh vegetables from the Taay Hít (Garden House) to share with the CBS Healing Center for their Women’s Honorary Dinner and the Tribal Family & Youth Services Department for their Wellness program’s Elders luncheon.
- Conducted two (2) Shellfish Biomass surveys at Amalga Harbor and Point Louisa in Juneau, AK.
- Hosted the second virtual Disaster & Resiliency Expo with over 80 participants and 15 partner organizations and distributed generators and radios to the communities where mini events were held.
- Conducted site visits and provided Disaster & Resiliency outreach in four (4) Southeast Alaska communities (Haines, Hoonah, Sitka, and Skagway).
- Implemented Tlingit & Haida’s Recycling program with $50,000 in funding from the Bureau of Indian Affairs (BIA).
  - Collected 13,165 pounds of recycled material in 2022.
- Awarded $110,975 in Environmental Protection Agency (EPA) funding for the State and Tribal Response Program (STRP).

2023 Goals

- Develop and implement a Compost and Food Waste Reduction program.
- Apply for a Solid Waste Infrastructure grant to sustain the Tribe’s Recycling program.
- Validate transboundary rivers data and update the Quality Assurance Project Plan (QAPP).
- Host the EPA General Assistance Program (GAP) Technical Assistance Workshop in January 2023.
- Host an in-person Grant Management/Grant Writing Workshop in March 2023.
- Coordinate and host the Southeast Environmental Conference in Fall 2023.

“Developing environmental awareness and capacity building with Southeast Alaska tribes and communities.”
Natural Resources

The Natural Resources Department largely focuses on governance and policy issues related to resource management throughout Southeast Alaska and Canada. In addition to policy-related work and the work to support multiple programs within the Native Lands & Resources (NLR) Division, the Natural Resources Department is part of a growing regional network with a mission to improve community resilience and long-term Indigenous-led stewardship of our lands, waters and wildlife.

In 2022, the department participated within the Seacoast Indigenous Guardians Network (SIGN), Seacoast Trust Endowment, Southeast Alaska Sustainability Strategy, Sustainable Southeast Partnership, Alaska-British Columbia Transboundary Network, Southeast Alaska Watershed Coalition, and Southeast Alaska Fish Habitat Partnership.

Programs and projects within the Natural Resources Department include:

» Alaskan Youth Stewards
» Co-Stewardship

2022 Highlights

- Participated in Spruce Root Indigenous Stewardship panel and attended the Seacoast Trust Launch Reception during the Seacoast Trust Funders Visit.
- Coordinated SIGN’s Core Team strategic planning.
- Contracted Ocean, Earth, Environmental Services, LLC for NLR’s utilization of their Project Management tool and other data management tools.
- Met with the Bezos Foundation, Campion Foundation, and Patagonia to introduce NLR’s priorities and needs to private foundations with Indigenous-led conservation interests.
- Hosted a dinner with the Edgerton Foundation to build a relationship towards investment in the Tribe’s efforts on transboundary rivers.
- Traveled to Wrangell, AK with leadership to attend the “Sharing Our Knowledge” conference to connect with First Nations members from British Columbia to discuss opportunities to advance our SiGN and transboundary-related work.

- Collaborated with tribes from Washington, Idaho and Montana to host the first Transboundary Mining Conference that took place in Wenatchee, WA.

Alaskan Youth Stewards (AYS)

AYS is the umbrella name for both Youth Conservation Corps (YCC) and Training Rural Alaskan Youth Leaders and Students (TRAYLS) programs. In 2021, these programs united under the name “Alaskan Youth Stewards.” The program operates as a summer employment program using an experiential learning approach to provide youth from rural Southeast Alaska with paid hands-on natural resource jobs, community service, and cultural stewardship experiences.

- Coordinated crews and federal agencies throughout the summer season.
- Conducted end of season site visits with AYS programs in Hoonah and on Prince of Wales Island, AK.
Co-Stewardship Projects

Tlingit & Haida is working towards co-stewardship agreements with the U.S. Forest Service (USFS) and other federal agencies to improve the governance of our lands, waters, and culturally significant resources.

- Provided support to the Office of the President which the department will continue to offer through the co-stewardship agreement process.
- Participated on a steering committee (facilitated by First Alaskans Institute) in the planning and coordination for a Co-Stewardship Symposium that will take place in 2023 to build trust between tribes and federal agencies.
- Supported SIGN program development and opportunities for tribes to advance co-stewardship efforts.

Geographic Information Systems (GIS) / Mapping

Natural Resources provides the Tribe with mapping services related to land and resource management.

- Produced over 150 finished GIS maps.
  - 37 GIS maps related to Native allotments.

Transboundary Rivers Project

The Tribe has conducted monitoring in the transboundary Taku, Stikine, Alsek, Chilkat, and Klehini rivers since 2015 to build a defensible baseline dataset for our largest salmon producing rivers that originate in Canada. Natural Resources works closely with Southeast Alaska tribes and communities, as well as tribes in Washington, Idaho, and Montana, and state and federal lawmakers to ensure safeguards are in place to defend our lands, waters and way of life.

- Supported the coordination of the Tribe’s annual Southeast Environmental Conference and presented on the transboundary mining issue, SIGN, and the AYS program during the conference.
- Coordinated a Transboundary Mining Workshop in Wenatchee, WA alongside the Upper Columbia United Tribes of Washington and tribes in Idaho and Montana.
- Coordinated and participated in an Indigenous Transboundary Leaders Fly-In to Washington, DC to meet with members of Congress and relevant agencies.

2023 Goals

- Complete amendments to the Climate Adaptation plan and build into a Regional Stewardship plan.
- Secure robust and sustainable funding for AYS, SIGN, and Transboundary Rivers project.
- Participate in the Tongass land management planning effort.
- Secure a Senate Indian Affairs Committee hearing for the transboundary subject.
- Coordinate the second annual Transboundary Mining conference.
- Apply for federal appropriations for watershed research and coordination.

“Improving community resilience and long-term Indigenous-led stewardship of our lands, waters and wildlife.”
The Traditional Food Security Department was formed in 2022 to support traditional food security initiatives through collaboration with tribal programs and partners. One of the department’s efforts is to address food insecurity and get Southeast Alaska Native foods into a tribe-wide distribution program.

2022 Highlights
- Joined the Native Farm Bill Coalition and co-hosted a Farm Bill Roundtable.
- Participated in a tour of the compost facility in Juneau, AK.
- Purchased and distributed 14,000 pounds of herring roe on kelp to tribal citizens.
- Awarded a $208,608 cooperative agreement from the U.S. Department of Agriculture’s (USDA) Agricultural Marketing Service for a herring roe on kelp project.
- Awarded $100,000 from Food Bank of Alaska to address food insecurity.
- Purchased two (2) harvest vessels to use in Southeast Alaska: 24’ Munson landing craft that operated in Hydaburg and around Prince of Wales Island, and 31’ Svendsen landing craft that operated in the Juneau area.
- Hosted a Smokehouse Fish Camp for adults in Juneau.
- Appointed by Governor Dunleavy to participate on the Alaska Food Security and Independence Task Force which was established in February 2022.
- Participated in the Governor’s Food Security Roundtable.
- Participated in the Intertribal Agriculture Council Annual Meeting.
- Collaborated with Smokehouse Catering to provide the Southeast Alaska Native Veterans with harvested traditional foods at their Veterans Day Ceremony.

2023 Goals
- Purchase and distribute 15,000 pounds of herring roe on kelp to 3,700 tribal citizen households throughout Tlingit & Haida’s service area.
- Secure USDA Local Food Purchase Assistance grant for 2024.
- Develop traditional food security policies & procedures manual.
- Develop a 2023-2024 operating plan for the department.
- Design and build a traditional food security custom processing plant and kitchen in Juneau to process traditional foods; secure lease with HCA-owned processing plant in Hydaburg to process traditional foods.
- Host a minimum of two (2) traditional food/culture camps and create two (2) traditional food harvesting and how-to videos.
Office of General Counsel

The Office of the General Counsel provides professional legal counsel to the Tribe in all areas of tribal governance, including federal-tribal, state-tribal and local-tribal relations, jurisdiction issues, child support and child welfare law, economic development, statutory drafting, review of contracts, leases, memoranda of understanding and memoranda of agreement, natural resources, cultural preservation law, public safety, employment law, and general compliance.

In 2022, the General Counsel team grew to include four (4) associate general counsels, three (3) child welfare attorneys, one (1) child support attorney, and a general counsel coordinator.

Highlights

- Engaged in strategic planning for the continued growth of the General Counsel team.
- Participated in a compacting training with the Bureau of Indian Affairs (BIA).
- Provided ongoing compliance work, research and drafting on the expenditure of American Rescue Plan Act funds.
- Supported the successful repatriation of a house screen, which is currently on loan to the de Young Museum in San Francisco, CA.
- Provided support for Tribal Assembly which included preparation of templates and resources, governing document work, resolution process and workflow, and support with respect to parliamentary procedure.
- Reported on the Oklahoma v. Castro-Huerta decision from the U.S. Supreme Court. In that case, the Court reversed hundreds of years of precedent to conclude that the federal government and the state of Oklahoma have concurrent jurisdiction to prosecute crimes committed by non-Indians against Indians in Indian country.
- Attended the Tribal Self-Governance Conference in San Francisco, CA which served as a forum to connect with federal officials who have been a key partner in the growth of the Tribe’s Court system, and with the U.S. Forest Service’s Office of Tribal Relations.
- Participated in strategic planning to support Tribal Court.
- Monitored, reported on and facilitated the Tribe’s participation in a tribal amicus brief in Brackeen v. Haaland, which is a pending U.S. Supreme Court case that seeks to declare the Indian Child Welfare Act (ICWA) unconstitutional. The Supreme Court heard oral argument on November 9, 2022 and all parties await the outcome.
- The Washington Supreme Court decided a child welfare case in 2022 in which Tlingit & Haida had filed an amicus brief. As a result of this decision, active efforts are required by the department during the emergency phase.
- Facilitated a child welfare attorney retreat to align practices across the Tribe and initiate the creation of a desk manual.
- Engaged in significant policy work. The need for this work is a result of growth in size and breadth of operations within the Tribe, both during the pandemic and preceding it.

2023 Goals

- Prepare a compilation of policies and procedures (P&Ps) across the Tribe, including refreshment of appropriate P&Ps.
- File comity petitions for the current year.
- Operationalize a continuing legal education program to support the Tribe’s continued expansion.

“Helping to expand the Tribe’s self-governance and self-determination by providing professional legal counsel.”
Office of the President

The Office of the President provides direct support to the President and serves as a liaison to Delegates and the Executive Council to ensure the policies set forth by the Tribe’s governing body are implemented in a timely manner. The directives established by the Tribal Assembly and Executive Council are implemented through the planning, organizing, and coordinating of governmental and administrative operations by working directly with the Tribe’s administrative officers and managers.

The Office of the President fosters collaborative relationships with statewide and national organizations and coordinates intergovernmental activities through management and coordination of federal, state, municipal, and tribal relations to protect and promote the Tribe’s interests.

2022 Highlights

- Prepared public comment, written testimony, reports, talking points and presentations for the President and the Executive Council to address important issues on the local, state, and national levels through representation, testimony, and advocacy. Key testimonies and talking points prepared include, but are not limited to:
  - HB 123: “An Act providing for state recognition of federally recognized tribes; and providing for an effective date.” Signed into law July 2022.
  - SB 34: “An Act relating to a demonstration state-tribal education compact; relating to demonstration state-tribal education compact schools; and providing for an effective date.” Signed into law July 2022.
  - SB 81: “An Act requiring background investigations of village public safety officer applicants by the Department of Public Safety; relating to the Village Public Safety Officer program; and providing for an effective date.” Signed into law June 2022.
- Accepted invitation to the White House to witness the Swearing-In of Justice Ketanji Brown Jackson.
- Participated in plenary sessions and tribal caucus meetings as a member of the Practical Reforms and Other Goals to Reinforce the Effectiveness of Self-Governance and Self-Determination for Indian Tribes Act of 2019 (PROGRESS Act) Negotiated Rulemaking Committee.
- Engaged in tribal consultations with the U.S. Department of Agriculture (USDA) and the U.S. Forest Service (USFS) on co-stewardship opportunities which included a visit from USDA Under Secretary Wilkes to discuss and roll out the Southeast Alaska Sustainable Strategies Initiative.

Aanshawat’k’l
Sarah Dybdahl
Director

Shaawát Gé
Ralphenia Dybdahl
Manager
January – November 2022
Continued membership with the Alaska Federation of Natives (AFN):
» Attended quarterly Board of Directors meetings and committee meetings.
» Participated on the Self-Determination Panel at the AFN Convention to discuss how Tlingit & Haida exercises its tribal sovereignty and self-determination.

Coordinated the Tribe’s virtual 87th Annual Tribal Assembly.

Attended the signing of the Violence Against Women Act (VAWA) in Washington, DC with tribal and community leaders who have worked tirelessly over the years.

Worked with Tlingit & Haida Community Councils to establish offices in Anchorage and Haines, AK. Efforts are being made to open an office in Seattle, WA in 2023.

Provided the keynote address to Tanana Chiefs Conference at their annual convention. The keynote focused on the great progress being made by pulling together to rebuild our rich traditions and culture.

Hosted a regional roundtable for Southeast Alaska tribes in partnership with the Native Farm Bill Coalition on the 2023 Farm Bill to set priorities and opportunities for advocacy.

Advocated for voter education and engagement opportunities through Get Out the Native Vote (GOTNV) efforts.

Coordinated and recorded the minutes of nine (9) Executive Council meetings.

Conducted polls to coordinate the Executive Council’s review of 74 resolutions.

Met with federal and state officials to provide program updates and discuss the Southeast Alaska Sustainable Strategies initiative which is a step toward a true government to government relationship with the USDA and provides funding for community identified projects.

**2023 Goals**

- Secure federal trust status for Tlingit & Haida’s properties through the United States Department of Interior (DOI) to ensure our lands are held in perpetuity for the benefit of the Tribe and tribal citizens.
- Expand opportunities to collaborate with Southeast Alaska tribes and partner organizations to increase accessibility to health care, housing, education, and employment opportunities for tribal citizens.
- Advance Tlingit & Haida’s tribal sovereignty and self-determination to co-govern and steward our homelands and waters.
- Partner with Southeast Alaska tribes and communities to develop meaningful, community-led sustainability projects.
- Expand offices and services beyond Southeast Alaska to provide the necessary support and resources to meet the needs of tribal citizens.

“Protecting the Tribe’s interests through inter-governmental activities and fostering collaborative relationships.”

Heather Gatti
Government Affairs Manager
Creating more inclusive, collaborative processes that work toward providing more effective support to our citizens.

Organizational Development

The Organization Development Department works with leaders across the organization to identify issues, facilitate dialogue, build agreement and readiness for necessary change, and serve the needs of our citizens. Tlingit & Haida President Richard Chalyee Éesh Peterson believes we know our answers if we collectively address the problem. We are beginning to do this work together.

Tlingit & Haida strives to be an ever-changing collective and collaborative entity strengthening its sovereignty through enhanced economic strength and opportunity. This goal is accomplished by involving many voices and ideas and delivering value-added services. These values are learned from our ancestors and make our adaptive, collective resilience as Native people an explicit part of our organizational DNA.

2022 Highlights

- Facilitated team building within the American Rescue Plan Act (ARPA) management team and provided support to develop training content.
- Initiated a project to improve phone answering statistics with the Tribe’s phone system.
- Developed training content for the Tribe’s new Learning Management System (LMS), Tovuti, and began facilitating weekly two-hour work sessions to provide support to programs using the system. A total of 45 classes were added to Tovuti in 2022.
  » Six (6) departments started using Tovuti in 2022; Head Start was an early adopter and added a lot of their training content to the system.
- Evaluated measurements of growth within the Tribe to determine the need to complete manual measurement.
- Achieved certification as a Real Colors facilitator to enhance and support team building and leadership development.
- Continued to develop leadership across the Tribe:
  » The Leadership Development group met 20 times to discuss important topics and receive training (i.e., Trust, Procurement Process, Corrective Action, Communication, Accountability, and Barriers to Organizational Change). The group also supported organizational change initiatives like developing a procurement function with feedback.

2023 Goals

- Open the Tovuti LMS to all employees and continue to create classes with all departments.
- Continue leadership development by offering relative courses and developing learning plans with leaders.
- Provide team building and process improvement support on request by department or large projects supported by the Chief Operating Officer.
- Create combined organizational objectives and begin tracking in current systems.
The Procurement Department is responsible for managing the flow of goods and services for the Tribe in an economical and cost-efficient way. Supply chain management ensures products are available and delivered quickly. It also helps to reduce quality issues and navigate returns with ease. The department’s overall purpose is to support the Tribe and the work of the department through the following teams: Warehouse, Logistics, Contracts, and Mailroom.

### 2023 Highlights
- Established a centralized location for the department at the Tribe’s Concrete Way property in Juneau, AK.
- Implemented Procurement, Mail, Inventory and Warehouse policies & procedures.
- Received and distributed over 81,900 postcards, letters, large envelopes and parcels through Tlingit & Haida’s centralized mail facility.
- Completed 151 contracts with $4.5 million dollars in funds allocated.
- Placed over 400 orders for goods in support of all departments within the Tribe.
  - Over 1,200 items were placed in warehouse inventory.
- Assumed responsibility for printing and engraving products for the Tribe and its enterprises.
  - Over 1,050 individual items (t-shirts, sweatshirts, and Hydro Flasks) were printed and/or engraved.
- Partnered with the 477 Division to provide three (3) tribal citizens with employment opportunities.
- Worked with the U.S. Coast Guard Sector Juneau to build a solid foundation for the department to serve as the Logistics team for the Tribe’s Incident Command Center.
  - Completed 100 hours of Logistics Incident Command training.
- Established a Smoke Signals fireworks stand in Haines, AK.
- Implemented weekly safety and protocol training that covered topics ranging from first aid, Cardiopulmonary Resuscitation (CPR), fire suppression, Material Safety Data Sheets (MSDS), hazardous material storage and clean up, fall protection, and fatal response systems.

### 2023 Goals
- Relocate to new warehouse facility on Anka Street in Juneau.
- Streamline the Tribe’s inventory of on-demand products to increase cost savings and promote tribal self-sufficiency while limiting external needs.
- Implement a Tribal Reutilization and Surplus program.

“Managing the flow of goods and services for the Tribe in an economical and cost-efficient way.”
**Program Compliance**

The Program Compliance Department monitors and addresses client service programs for compliance, including handling program appeals or client complaints, and administers the Tribal Enrollment program. The department also provides technical assistance to Tlingit & Haida’s Community Councils and Southeast Alaska Indian Reorganization Act (IRA) tribes on enrollment and tribal elections.

The Tribal Enrollment program maintains Tlingit & Haida’s tribal citizen enrollment records and enrolls those persons of Tlingit and/or Haida descent into the Tribe. Services include certifying tribal enrollment, correcting blood quantumstions, and issuing tribal photo identification (ID) cards and certification and verification letters for enrolled citizens. Relinquishment and disenrollment actions are held and reviewed by the Tribal Enrollment Committee. The Tribal Enrollment Committee is appointed by Tlingit & Haida’s President and authorized to certify new tribal citizens and make corrections to citizen records. In 2022, the committee expanded to include three (3) newly appointed members.

### 2022 Highlights

- Facilitated elections during the 87th Annual Tribal Assembly that seated Officers, a Justice, an Emerging Leader, and a Delegate/Citizen of the Year. Elections were officiated by the Elections Committee and certified by Delegates.
- Continued to restore tribal enrollment hard file records which cleaned up an additional 25% of files to include only pertinent records and new file folders with updated labels.
- Prepared enrollment records for scanning tribal citizen files after clean-up of hard files.
- Supported staff development in the areas of writing skills, proofreading, budgeting, and data management.
- Coordinated four (4) on-site Tribal Enrollment Committee meetings in Juneau, AK.

  - The committee approved 2,099 enrollment applications, five (5) relinquishment requests, and 10 blood quantum corrections.
- Provided enrollment population demographic reports to Tlingit & Haida Community Councils to support their American Rescue Plan Act (ARPA) supplemental relief programs.

- Reviewed and documented errors in data conversion from RiteTrack database to TribeVue data management system.
- Continued to experience a significant increase in enrollment applications after the launch of 35 ARPA supplemental relief programs that provided support to tribal citizens and tribal citizen small business owners affected by the Coronavirus pandemic.
- Held several virtual and on-site Tribal Enrollment training sessions for Program Compliance and Rescue Relief staff, as well as Community Navigators to ensure procedures are followed.

### 2023 Goals

- Clean and restore 500 hard files with only pertinent records and create new file folders with updated labels.
- Begin preparation of tribal citizen files for archive after clean-up of hard files.
- Research and clean data conversion errors.
- Update tribal enrollment records that reflect “null (blank)” or “other” in voting community.
The Public Safety Division aims to protect and serve employees, tribal citizens and communities by providing a safe and healthy work environment, public safety services to communities in Southeast Alaska, and drug education to first responders. The division also helps communities develop and implement local emergency preparedness plans to respond to disasters.

Public Safety provides direct oversight of the following programs and departments:

» First Responders – Comprehensive Opioid Addiction & Recovery
» Village Public Safety Officer (VPSO)
» Office of Emergency Management (OEM)
» Tribal Occupational Health & Safety (TOSH)
» Wildland Fire

2022 Highlights

- Participated in and conducted meetings to initiate the implementation of the Tribal Access Program (TAP).
- Received proclamation from the City & Borough of Juneau (CBJ), American Red Cross of Alaska, and Juneau Local Emergency Planning Committee for collaboration in the Van Winkle 2022, Army National Guard Civil Support teams, Hazardous Materials and Weapons of Mass Destruction exercise.
- Successfully broadcasted the Tribe’s first Everbridge mass communication notification to tribal citizens and staff in the Juneau area in response to a landslide in Juneau, AK.
- Provided a presentation on the division to the Community Navigators program and administrative support staff.
- Coordinated the Elder’s Winter Care package project.
- Traveled to Yakutat, AK to continue to collaborate and develop emergency response planning efforts with the U.S. Coast Guard (USCG) for Southeast Alaska communities.
- Hosted Emergency Trauma Technician and Masimo equipment trainings for security guards and VPSOs.

First Responders – Comprehensive Opioid Addiction & Recovery

The First Responders – Comprehensive Opioid Addiction and Recovery program focuses on increasing the capacity of the VPSO program to respond to opioid overdose situations with effective emergency treatment through the administration of approved drugs or devices. Over the last year, the program has provided training and community education to first responders, and completed numerous projects that served rural communities in Southeast Alaska.

- Purchased CPR, AED, and training supplies for each VPSO.
- Provided in-person Community Opioid Education Awareness workshops to schools in Angoon, Hydaburg, Kake, and Kasaan, AK.
- Received and distributed Naloxone kits to supply each VPSO as well as the communities of Angoon, Hydaburg, Kake, Kasaan, Pelican, Saxman, and Thorne Bay, AK.
- Provided a two-day certified Law Enforcement and Medical Education first responder training that detailed the impact of street drugs on tribal communities, challenges associated with street drugs, medical education on how to reverse an opioid drug overdose, and other important information.
Public Safety Division

Village Public Safety Officer Program

The VPSO program is administered in partnership with local municipalities and the State of Alaska. The program provides rural Alaskan communities with public safety services such as search and rescue, fire protection, emergency medical assistance, crime prevention, and basic law enforcement. Additionally, the program trains and employs individuals residing in the village as first responders and was created to reduce the loss of life due to fires, drowning, lost person(s), and the lack of immediate emergency medical assistance in rural communities.

Southeast Alaska communities that participate in the VPSO program with positions paid through Tlingit & Haida’s payroll system include: Angoon, Hydaburg, Kake, Kasaan, Pelican, Saxman, and Thorne Bay.

- Re-stationed two (2) VPSOs to Angoon and hired a VPSO for the community of Kake.
- Assisted in distributing Naloxone kits to VPSO communities.
- Continued recruitment efforts to successfully place two (2) VPSOs in each participating community within the Tribe’s service area.
- Provided support for emergency water distribution in Angoon.
- Supported VPSO development through various trainings: Alaska Law Enforcement Training (ALET) Academy, Taser, First Responders, Emergency Trauma Technician (ETT), and Human Trafficking.

2023 Goals

- Host an Alaska State & Tribal Opioid conference open to all VPSOs and first responders.
- Continue providing educational opportunities to VPSOs through trainings and/or conferences.
- Increase VPSO engagement in local activities and appearances in community schools.
- Grow the VPSO program for new positions in Klukwan and Klawock, AK.

Congratulations to Kake VPSO Austin Brady who graduated from the Alaska Law Enforcement Training Academy.
The Tribal Occupational Safety and Health (TOSH) Department uses a proactive approach to managing workplace health and safety through employee education, hazard assessments and inspections. The department focuses on monitoring performance and evaluating outcomes to improve workplace conditions and employee behaviors to build continuous progress to higher levels of health and safety achievements.

In 2022, TOSH moved through its emergent phase by focusing its first year of operation on developing systems to identify and promote a culture of safety and health for employees throughout the Tribe’s diverse and expansive network of worksites and industries. Key activities included:

- Providing technical assistance to departments on safety and health in the workplace,
- Cultivating relationships with employees,
- Completing worksite inspections, and
- Gathering anecdotal evidence through observation, listening and analysis.

**2022 Highlights**

- Completed five (5) Occupational Safety and Health Administration (OSHA) certifications and Federal Emergency Management Agency (FEMA) National Incident Management Systems (NIMS) courses assigned by the Tribal Emergency Operation Center (TEOC) for community public safety event response.
- Continued collaboration with the Community & Behavioral Services (CBS) Division to support their Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation.
- Collaborated with KIRA Facilities Management (Facilities Management) to develop individualized building profiles to track and archive floor plans, utility systems/equipment, fire inspections, fire and life safety equipment, and related reports.
- Collaborated with departments to implement “Hierarchy of Controls” through elimination, substitution, engineering controls, administrative controls, and personal protective equipment in current worksites and practices, including in future renovations.
- Drafted policies & procedures to identify a system for reporting occupational (work-related) injuries, illnesses and accidents.
- Drafted policies & procedures for the Public Safety Division, Facilities Management and the Traditional Food Security department.
- Developed policy & procedures for Tlingit & Haida’s Safety Committee.
- Finalized policies & procedures for KIRA security guards.
- Developed inspection protocols to inform future checklists.
- Completed 25 inspection reports for the following buildings, departments, division and enterprises:
  - Andrew Hope Building
  - Edward K. Thomas Building
  - Generations Southeast Community Learning Center
  - Public Safety Division
  - Procurement Department
  - Reentry & Recovery Department
  - Southeast General Contractors

“Improving workplace conditions through employee education, hazard assessments and safety inspections.”
Tribal Occupational Health & Safety

- Oversaw the development of the Tribes’ Building Emergency Action Plans (BEAP) with the support of KIRA’s Facilities Management team and the Public Safety Division. The plans include the following:
  - Identifying foreseeable emergency scenarios,
  - Providing instructions on what to do in each case,
  - Communicating how to prevent and eliminate potential fire and security hazards,
  - Assigning the department employees roles and responsibilities to assist in an evacuation,
  - Providing opportunities to participate in drills to enable a calm and rapid response in an emergency, and,
  - Identifying network of coordinated partnerships with first responders to aid during an emergency.
- Implemented NIMS Incident Command System (ICS) event template to brief, execute, debrief, and note improvement needed for all building drills.
- Completed Andrew Hope Building drill exercise with Juneau CCFR onsite.
- Developed Building Emergency Evacuation team with the support of Facilities Management and security guards, Business & Economic Development, and Public Safety.
- Met with the Elizabeth Peratrovich Hall team to gather information to develop emergency response protocols unique to their public venue needs.

“Developing systems to identify and promote a culture of safety and health for employees.”

- Presented on BEAP to Andrew Hope Building occupants, Generations Southeast and Reentry & Recovery.
- Completed fire inspections at the Andrew Hope and Edward K. Thomas buildings with the Capital City Fire/Rescue (CCFR) Fire Marshal in Juneau, AK.
- Developed Building Monitoring training to provide to building occupants.

2023 Goals

- Establish a Safety Committee.
- Develop job hazard assessments.
- Secure Environmental Health & Safety software to support the implementation of a comprehensive safety program.
- Host industry trainings for employees with subject matter experts to promote occupational safety and health.
- Establish policies & procedures for building fire hazard and safety inspections.
- Finalize building emergency action plans.
Office of Emergency Management

The Office of Emergency Management (OEM) was created to provide timely, integrated, and coordinated responses to emergencies. The OEM implements the four (4) phases of emergency management: mitigation, preparedness, response, and recovery. These actions aim to protect the safety and well-being of Tlingit & Haida’s employees, clients, citizens, communities, and neighboring communities.

The OEM serves Tlingit & Haida’s recognized communities and neighboring communities when called upon. The OEM is funded through the Bureau of Indian Affairs Coronavirus Aid, Relief, and Economic Security (CARES) Act and American Rescue Plan Act (ARPA) and will continue to be funded beyond the pandemic through Compact funding and Federal Emergency Management Agency (FEMA) grants.

2022 Highlights

- Received Tribal Access Point (TAP) fingerprinting kiosk in late February 2022.
- Acquired the Coordinated Tribal Assistance Solicitation (CTAS) grant for Purpose Area 3 addressing Public Safety and Tribal Justice Systems programming through the Department of Justice that will directly support Village Public Safety Officers and Tlingit & Haida’s Tribal Court.
- Received proclamation from the City & Borough of Juneau (CBJ), American Red Cross of Alaska, and Juneau Local Emergency Planning Committee for collaboration in the Van Winkle 2022, Army National Guard Civil Support teams, Hazardous Materials and Weapons of Mass Destruction exercise.
- Presented and participated in the Alaska Search and Rescue Peer Exchange.
- Delivered Personal Protective Equipment (PPE) and water supplies to Funter Bay, AK to support Canoe Journey participants.
- Hosted a three-day cooling shelter for Elders during a high-heat wave period in Juneau, AK.
- Implemented Everbridge which is the Tribe’s primary Critical Event Management (CEM) technology platform that provides emergency and non-emergency communication, comprehensive assessments, and response to community incidents.
  » Integrated tribal citizen information and developed an education campaign for citizens and employees.
  » Launched Everbridge education campaign on August 29 and a Facebook Live Lunchtime Chat was held on September 1.
- Traveled to Yakutat, AK to continue collaboration on development of emergency response planning efforts with the U.S. Coast Guard for Southeast Alaska communities.
- Traveled to Kake, AK to work with the Organized Village of Kake and City of Kake on Small Community Emergency Response Planning (SCERP).
- Transitioned the Tribe from COVID-19 Mitigation Phase 2.5 to Phase 3.0. Building access plans and mitigations for travel and/or events are no longer required.
Office of Emergency Management

- Worked with Human Resources (HR) to further establish protocols for a new employee hiring process (fingerprinting and drug screening).
- Hosted Cardiopulmonary Resuscitation (CPR)/First Aid Certification course for Alaska State Troopers, Southeast General Contractors, and Reentry & Recovery staff.
- Hosted a meeting for Southeast Alaska Dogs Organized for Ground Search (SEADOGS) to discuss support for Search and Rescue (SAR) efforts during future deployments.
- Responded to Western Alaska disaster and sent over 100 totes of donated winter clothing and dried goods.
- Traveled to Washington state to meet with:
  - Lummi and Tulalip tribes, Chief of Police, Tribal Access Program (TAP) team, and terminal access coordinators to learn best practices for implementing the TAP program.
  - Puyallup tribe to learn from their disaster and emergency response plans, security guard services, and fireworks sales.
- Assisted Juneau Tlingit & Haida Community Council with safety planning and distribution of 700 Thanksgiving turkeys.
- Delivered two (2) pallets of water to Angoon, AK in response to their water shortage.
- Programmed 35 Meridian facial recognition temperature verification kiosks and created a database for over 400 employees.
- Assisted Ketchikan and Saxman, AK with emergency water shut-off.
- Assisted Tlingit & Haida’s office in Anchorage, AK with safety and security processes during the Alaska Federation of Natives (AFN) convention.
- Hosted Emergency Trauma Technician (ETT) and Masimo equipment training for VPSOs and security guards.
- Hosted flu vaccination clinics at Elders luncheons.

2023 Goals

- Complete an All-Hazards Mitigation Plan for Tlingit & Haida and have it approved through FEMA.
- Increase Tlingit & Haida’s ability to respond to natural disasters and emergencies through training and the completion of SCERP.
- Develop an annual Tribal Emergency Management conference focused on tribal needs in Alaska aimed at addressing public safety, health, emergency management, and federal grant application processes.
The Wildland Fire Department was developed in October 2022 and will administer the first Alaska Native Wildland Fire program in Southeast Alaska. The department is funded under a grant from the U.S. Forest Service (USFS) and will employ a Type 2 Initial Attack (IA) fire crew of 18-20 members once fully operational. The fire crew will be deployed to fire details throughout the state and nationally.

Wildland Fire brings additional opportunities and benefits to tribal citizens including lifelong friendships, leadership skills, positive physical fitness, and conditioning. More importantly, the department promotes our way of life and Southeast Traditional Tribal Values, especially encouraging future crew members to Hold Each Other Up; We are Stewards of the Air, Land and Sea; and to Be Strong in Mind, Body, and Spirit.

2022 Highlights
- Awarded a $525,000 grant from the USFS to establish Tlingit & Haida's Wildland Fire program.
- Hired a Wildland Fire manager in October 2022.
- Established relationships with other tribal entities (e.g., Tanana Chiefs Conference [TCC] and Chugachmiut) managing Wildland Fire programs to coordinate cross training and partnership opportunities.
- Secured wildland firefighting equipment to outfit 10 crew members with essential fire line gear and hand tools.
- Created job descriptions for the following positions: superintendent, assistant superintendent, squad boss, saw boss, Firefighter Type 2, and Fire Fighter Type 3.
- Initiated the design of a recruitment flyer that will be distributed in the first quarter of 2023.

2023 Goals
- Develop advertising to recruit and train Administratively Determined / Emergency Fire Fighters (AD/EFF), available for summer 2023 fire dispatches.
- Establish a roster of 10-15 individuals as AD/EFF to be available for fire dispatches as needed.
- Provide Red Card certification training and fire gear to Wildland Fire program participants.
  » The AD/EFF should expect to be deployed to at least one (1) to three (3) fires throughout the season with no guarantees.
  » The AD/EFF have the potential to be deployed with Region 10 USFS modules for fuels management work and/or fire dispatches.
- Train six (6) to eight (8) seasonal full-time employees to conduct Native Allotment thinning in the Haines, AK area with funds provided by the Native Lands & Resources Division. This project is projected to start in spring 2023.
- Collaborate with TCC to provide entry level Wildland Fire training along with Wildland Fire Chainsaw training. All courses will be certified under the National Wildfire Coordinating Group course curriculum, which is recognized nationally.

“Creating a new career path and building the Tribe’s capacity to respond to wildland fires.”
Self Governance

The Self Governance Department administers the Public Law 93-638 Indian Self-Determination and Educational Assistance Act (as amended) contract through the Department of Interior (DOI) – Bureau of Indian Affairs (BIA).

2022 Highlights

- Developed a Community Navigators program and successfully recruited navigators to serve as liaisons in 18 tribal communities.
- Coordinated three (3) Compact community visits that provided training and technical assistance to tribal governments.
- Collaborated with the Native Lands & Resources Division and Tribal Operations Department to coordinate booth coverage to promote tribal programs and services at the Southeast Alaska State Fair.
- Attended the BIA Providers Conference which resulted in meetings with Chilkoot Indian Association and Chilkat Indian Village, and upcoming meetings with Hoonah Indian Association and Klawock Cooperative Association regarding 105(l) leasing program.
- Participated in the BIA-Office of Self Governance (OSG) Self Governance Coordinator Roundtable event.

Community Navigators

The Community Navigators program was established in 2022 to help ensure tribal citizens have the resources and support they need in their community. Community navigators serve as liaisons between community residents and the Tribe in all Tlingit & Haida recognized communities with the exception of Metlakatla, AK:

- Anchorage, AK
- Angoon, AK
- Craig, AK
- Haines, AK
- Hoonah, AK
- Hydaburg, AK
- Juneau, AK
- Kake, AK
- Kasaan, AK
- Ketchikan, AK
- Klawock, AK
- Klukwan, AK
- Petersburg, AK
- Pelican, AK
- Seattle, AK
- Saxman, AK
- Sitka, AK
- Wrangell, AK
- Yakutat, AK

*Position unfilled at year-end.

With their knowledge of tribal programs and services, and local resources, community navigators will not just guide tribal citizens to resources, they will also be able to provide application support.

- Hosted three (3) Community Navigator conferences that provided intensive training sessions to staff on the Tribe’s and partner agencies’ services, programs, eligibility requirements, and application processes.
Compact

Through a Memorandum of Understanding (MOU), Southeast Alaska tribes can authorize Tlingit & Haida to enter into a Self Governance Compact and Annual Funding Agreement (AFA) with the federal government to administer programs and services.

Self Governance assists participating tribes to administer programs and services. The department also provides technical assistance and training opportunities to help tribal governments and programs identify resources to increase their administrative capability, conduct elections and perform their duties as tribal personnel and council.

Compact tribes include:

» Craig (Indian Child Welfare Assistance [ICWA], Social Services & Trust)
» Klawock
» Pelican
» Saxman
» Skagway (Trust)
» Tenakee
» Wrangell
» Haines
» Juneau
» Kasaan (Forestry, ICWA & Trust)
» Ketchikan (Forestry & Trust)

Allocation of funding is calculated based on the intertribal distribution worksheet, distributing tribal shares based on population for most programs and services, except the Realty program. The Realty program allocates funding based on the number of Native allotments in each Compact community.

- Completed AFA negotiations with Compact tribes, DOI Office of Self Governance and BIA which resulted in a budget for general operations and provision of programs established at $12,279,708.

- Provided continual technical support for ICWA, Social Services and Welfare Assistance program transfers from two (2) federally recognized tribes (Angoon Community Association and Hydaburg Cooperative Association) to Tlingit & Haida. The program transfers will be included in the 2022 Bureau of Indian Affairs Annual Funding Agreement.

2023 Goals

- Coordinate negotiations for tribal annual funding agreements.
- Coordinate community visits for all Compact tribes.
- Develop training calendar for Compact tribes and non-Compact tribes.
- Fill all positions under the Community Navigator program.

“Connecting tribal citizens to programs and services through technical assistance and support.”

Inaugural Community Navigator Conference - Juneau, AK
Small Business Resource Center

The Small Business Resource Center supports the enhancement of community planning efforts on economic development projects in Southeast Alaska through the development of the Tribal Community Economic Development Strategy (Tribal CEDS) plan and by partnering with local, state, and federal agencies. The Tribal CEDS identifies the economic conditions and needs of the region and is a tool to initiate and sustain local planning and development efforts. The plan is updated every five (5) years and developed with input from tribes, tribal citizens, Alaska Native corporations, and small business owners.

The Small Business Resource Center provides oversight of the Certified Tribal Artist and American Rescue Plan Act (ARPA) Rescue Small Business Relief programs that provide support to tribal citizen small business owners. The Center is also the lead on the Tribe’s Cultural Heritage project, formerly known as the Cultural Immersion Park.

2022 Highlights

- Established a new development strategist position to revitalize the Cultural Heritage project.
- Coordinated an Indigenous Artist and Vendors Holiday Market over Thanksgiving weekend in collaboration with the Business & Economic Development Department. The successful event showcased 14 tribal citizen artisans.

Certified Tribal Artist

The Certified Tribal Artist program promotes Alaska Native-made arts and handicrafts through certificate, permit card, and gift tags, stickers, or a combination thereof to assist in marketing tribal citizen artwork.

- Certified 15 tribal citizens under the Certified Tribal Artist program bringing the total number of certified tribal artists to 95.
- Provided 18 certified tribal artists with Rescue Small Business Relief grants of up to $5,000.
Cultural Heritage Project
In 2022, efforts to revitalize the Cultural Heritage project, envisioned for the Thane property, began when a development strategist was hired. The development strategist has been tasked with refreshing the vision and ensuring the project will meet the needs of tribal citizens and future clients. The Cultural Heritage project will serve as a powerful instrument in fulfilling the Tribe’s mission and vision, and enhance the awareness, preservation, and perpetuation of our Southeast Alaska Indigenous cultures.

- Hired a world class design firm to maximize site efficiency and aesthetics.
- Provided outdoor space at the Thane property that supported youth cultural activities.
- Explored grant opportunities to fund site development.
- Continued ongoing efforts exploring procurement of leases and transfers of land ownership for the remaining surrounding parcels around the Thane property and in Áak’w Village.

Rescue Small Business Relief
The ARPA Rescue Small Business Relief program was developed to provide direct relief assistance to tribal citizen-owned small businesses that have been impacted by the Coronavirus pandemic. In 2022, three (3) relief programs were administered to support tribal citizen small business owners:

- Anchorage Supplemental Small Business Relief (Launched in March and provided up to $5,000)
- Rescue Small Business Relief Grant (Launched in February and provided up to $5,000)
- Rescue Small Business Relief Startup Grant (Launched in July and provided up to $2,500)

Small Business Resource Center
Relief funds must be expended in compliance with federal law and used by the applicant only to pay for business and/or recovery-related expenses.

- Administered the Rescue Small Business Relief program that provided over $2.8 million in grants to 545 tribal citizen small business owners adversely impacted by the Coronavirus pandemic in 22 Alaska communities and 26 other states.
  - 400 grants were awarded in Alaska which infused $1,992,702 in Alaska’s economy.
  - 145 grants were awarded outside of Alaska which contributed $723,908 in 25 other states.
- Administered the Rescue Small Business Relief Start-Up Grant program which provided $127,500 in $2,500 grants to 51 new business owners across 15 states.
- Administered the Anchorage Supplemental Small Business Relief program that awarded $446,436 in grants to 90 tribal citizen small business owners in 21 states. Awardees were listed on Tlingit & Haida’s official voting list for the community of Anchorage, AK.

2023 Goals
- Launch Small Business Resource Center website which will house the Tlingit & Haida business directory, grant information, training opportunities and upcoming events.
- Continue to identify grants, private endowments, and fundraising opportunities for the Cultural Heritage project.
- Expand the Certified Tribal Artist program by providing regular trainings and vendor opportunities.

“Supporting community planning efforts on economic development projects.”
Tidal Network was started in 2021 to connect communities and residents of Southeast Alaska by increasing access to broadband internet and providing training for digital literacy. The department leverages grant opportunities available to address areas with underserved and unserved broadband internet access. Grant funds will be applied to the construction of towers to assist and subsidize high-cost internet to residents of Southeast Alaska. Additionally, Tidal Network is responsible for the use and management of the Federal Communications Commission (FCC) 2.5 gigahertz (GHz) spectrum award.

Tlingit & Haida is committed to closing the digital divide by providing increased broadband to as many people for as long as possible at the lowest cost.

2022 Highlights

- Awarded a $49.9 million National Telecommunications and Information Administration (NTIA) Tribal Broadband Connectivity Program (TBCP) grant for broadband infrastructure development projects. The grant will be used to expand broadband deployment and provide more affordable qualifying broadband services in the region. This is the largest grant ever awarded to Tlingit & Haida.
- Secured a long-term lease with Sitka Tribe of Alaska for their 2.5 GHz wireless spectrum.
- Worked with Cedar Group and the Tribe’s Executive Management team to develop Tidal Network branding and social media outreach campaigns.
- Presented at the U.S. Senate - Roundtable discussion titled, “Promoting and Supporting Tribal Access to Spectrum and Related Benefits in Native Communities” at the invitation of U.S. Senator Lisa Murkowski.
- Met with newly created State of Alaska (SOA) Office of Broadband to support efforts toward a SOA FCC mapping project to improve broadband statewide.
- Expanded Tidal Network with four (4) new hires in 2022 and actively recruited to fill five (5) additional positions.

2023 Goals

- Receive and allocate NTIA TBCP to design, build and maintain a sustainable broadband network throughout Southeast Alaska.
- Defend 2.5 GHz spectrum inside Tlingit & Haida’s service area and partner with other tribes to defend their 2.5 GHz spectrum licenses.
- Partner with tribal entities, federal agencies, private and state broadband office to coordinate Alaska broadband initiatives.
Tribal Transportation

The Tribal Transportation Department is organized to manage the day-to-day operations the Tribe has contracted through the Federal Highway Administration’s (FHWA) Tribal Transportation Program (TTP) for both Juneau and Saxman, AK.

Tribal Transportation was established in 2005 along with other federally recognized tribal transportation programs throughout the region. Tlingit & Haida began contracting directly with FHWA’s TTP (formerly the Indian Reservation Roads Program) in 2009. Beginning with FY 2013, funds were distributed to tribes annually on a statutory formula-driven basis under the Moving Ahead for Progress in the 21st Century Act (MAP-21) legislation. Under new legislation,Fixing America’s Surface Transportation (FAST) Act, the department is still operating under that same funding formula. Tribal shares of TTP funds can be used for planning, design, construction, maintenance and administration of the program. Annual TTP funding from FHWA was $457,950 for Juneau and $42,108 for Saxman.

Tribal Transportation provides representation on state and national transportation issues and continues to participate in Southeast Conference and the Alaska Marine Highway System (AMHS) Reform Project. The department also continues to collaborate with local agencies to improve, construct and maintain transportation routes the Tribe has identified as important and necessary.

2022 Highlights

- Acquired three (3) new plow trucks and one (1) John Deer 324 Loader with snow blade, forks, angle brush, and bucket to help maintain the Tribe’s properties.
- Repainted parking line striping on all property parking lots.
- Worked with Southeast General Contractors to renovate the 1721 Anka Street property to accommodate Tribal Transportation. Two (2) new offices were completed by year-end with the exception of the HVAC system which will be installed for both floors by early 2023.
- Assumed full maintenance responsibility for all of Tlingit & Haida’s company vehicles.
  » Provided basic maintenance care (oil changes, tire rotations and light mechanical work) for all vehicles as part of an internal Fleet Management program.
- Paved the back lot of the Tribal Transportation Building located at 1721 Anka Street.
- Continued work to add acquired properties in Juneau to the Tribe’s road inventory list and transportation improvement plan: 2631 Channel Drive, 86.44 acres on North Douglas (Kowee Creek subdivision), 1721 Anka Street, and 400 and 410 Willoughby Avenue.

2023 Goals

- Update the Tribe’s road inventory list and transportation improvement plan to include acquired land located at 2631 Channel Drive, 86.44 acres on North Douglas (Kowee Creek subdivision), 1721 Anka Street, 400 and 410 Willoughby Avenue, and 435 West Willoughby Avenue.
- Obtain additional right of way access to the Kowee Creek subdivision property on North Douglas.
- Complete updates to the department’s Long Range Transportation Plan (LRTP).
477 Division

The 477 Division creates a single, coordinated system of collaborative services that focuses on providing employment, training and related services to eligible Alaska Natives and/or American Indians within Tlingit & Haida’s service area.

Services are provided through a consolidation of funds under Public Law (PL) 102-477, which includes U.S. Department of Labor (USDOL) Workforce Innovation and Opportunity Act (WIOA) adult and youth; U.S. Department of Health & Human Services (DHHS) Native Employment Works (NEW); Tribal Temporary Assistance to Needy Families (TANF); Child Care Development Fund (CCDF); U.S. Bureau of Indian Affairs (BIA) General Assistance (GA), Employability Assistance – Job Placement and Training (JPT), Employment Assistance (EA), and Community Service Block Grant (CSBG). Other non-477 programs under 477 supervision include Tribal Vocational Rehabilitation (TVR) and the Tribal Child Support Unit (TCSU).

Tlingit & Haida established a fully integrated 477 plan that incorporates all employment and training-related funding sources into a seamless client service system that provides one (1) universal application for services, eliminates duplication of services, and links client services through collaboration and referral. The division has three (3) purposes:

» Empower unemployed and underemployed tribal citizens;
» Improve the quality and effectiveness of services through integration and collaboration; and
» Increase self-sufficiency among tribal citizens.

2022 Highlights

- Secured approval for a five-year 477 plan (January 1, 2022 to December 31, 2026). Tlingit & Haida was the first tribe in the Nation to have a five-year 477 plan approved.
- Participated with 10 tribes, the National 477 Tribal Workgroup, and representatives from 12 federal agencies in the writing of a Memorandum of Agreement that is in compliance with PL. 115-93, and sets a relationship of equality and collaboration between federal agencies and tribes.
- Contracted with Career Services Network, LLC, to provide seminars for clients to help prepare them for employment. Topics included résumé writing, interview skills, dressing for success, and time management.
- Continued to provide direct oversight of the TANF Department.
- Continued to participate in state and national meetings and events, some of which included:
  » 42nd National Indian and Native American Employment and Training Conference (NINAETC) in Tulsa, OK,
  » National Indian Education Association (NIEA) Summit in Anchorage, AK,
  » National Child Support Enforcement Association (NCSEA) Leadership Symposium in Charlotte, NC,
  » Tribal TANF Regions 9 and 10 Meeting (Virtual),
  » Alaska Native Coalition for Employment and Training (ANCET) Meeting in Anchorage, AK,
  » Workforce Innovation and Opportunity Act (WIOA) 477 Western Regional Training in Chandler, AZ, and
  » BIA Providers Conference in Anchorage, AK.
477 Division

- Re-elected to the Executive Committee of the National 477 Tribal Workgroup, as member-at-large, representing the State of Alaska. The 477 director was also elected Alaska Native Coalition on Employment & Training (ANCET) co-chair.

2023 Goals

- Continue to prioritize staff development and training to ensure the highest quality services for tribal citizens.
- Re-establish computer labs for 477 clients and tribal citizens to utilize as they work to attain/improve employment opportunities. Computer labs will be located in Juneau, Ketchikan, and Sitka, AK.
- Continue to collaborate with tribal enterprises and other tribal departments, including, but not limited to, Tribal Family & Youth Services, Business & Economic Development, Tribal Court, and Generations Southeast.
- Collaborate with the Executive Management team and outside legal counsel on Project 477 For All.
- Continue to evaluate and streamline 477’s eligibility process and improve accessibility options for remote communities.

“Providing a blanket of services to promote education, family and self-sufficiency.”
Child Care Development

The Child Care Development Department (Child Care) provides services to reduce joblessness by increasing the availability, affordability and quality of child care in Southeast Alaska communities. Child Care administers three (3) distinct programs:

» Mandatory - Provides support for families who are on Temporary Assistance to Native Families (TANF), homeless, victims of domestic violence, involved with foster care, and children whose parent is suffering from drugs or alcohol;

» Discretionary - Provides assistance for working parents who are within low to moderate income;

» Quality Improvement - Provides support to child care providers to help with health and safety equipment, business licenses and training.

The department also supports before-school, after-school and cultural activities. Child Care is funded by the Administration for Children and Families, under a Child Care and Development Fund (CCDF) block grant which is incorporated into the Tribe’s 102-477 Plan.

Child Care’s services in 2022 were based on quality rather than quantity. The department focused on keeping child care centers open by providing necessary equipment to update their facilities to meet mitigation requirements and premium pay to providers to retain and recruit employees to allow families to go back to work. Child care also promoted increased interaction between parents, providers and children and supported cultural activities.

2022 Highlights

- Provided services to 231 families and 429 children.
- Provided a Child Care subsidy to 111 essential workers.
- Provided financial support through Standard Service Agreements (SSA) with:
  » Auke Bay Kids - Start up support, salary support, premium wage, Work Experience contracts, and VIP slots.
  » Little Eagles and Ravens Nest (LEARN) - Salary support, tuition, catering, premium wage, supplies, training, and VIP slots.
  » ABC Center - VIP slots.
  » Tlingit Culture, Language, and Literacy (TCLL) - Provided snacks, books, gloves and hats to 60 students.
- Provided activity stipends to 127 parents and 62 providers during the summer, fall and Christmas seasons; a total of $1,232,200 was dispersed.
- Provided technical assistance to Wrangell Cooperative Association and an outline of services that CCDF can provide.
- Partnered with Association for the Education of Young Children and paid the tuition for 172 participants from Southeast Alaska to participate in the Roots and Wings Symposium. Also assisted with catering and supplies to help ensure a successful symposium.
- Provided personal protective equipment to families who were in need of sanitation equipment due to COVID-19, influenza viruses (flu) A/B, and/or Respiratory Syncytial Virus (RSV) infections.
Child Care Development

- Successfully completed the Southeast Alaska Child Care Count with support of Southeast Alaska tribes.
- Assisted 19 foster families with child care services and startup costs which included food and supplies.
- Provided financial support to Generations Southeast to compensate tribal citizens for sharing their time and knowledge in the Prince of Wales Harvest video series.
- Designed an online database to provide services to families receiving American Rescue Plan Act (ARPA)/Coronavirus Response and Relief Supplemental Appropriations (CRRSA) and CCDF funds.
- Continued to support staff development:
  - Staff received training through the Administration for Children and Families (ACF) program on all phases of CCDF, ARPA and CRRSA updates.
- Surveyed child care providers to assess the impact the Coronavirus pandemic had on their businesses and identify their needs.
- Recognized for service at the National Indian and Native American Employment and Training Conference (NINATEC) in Tulsa, OK:
  - Child Care Development Manager Alice Bagoyo (Kaagwaantaan/ Eagle Wolf) received Certificate of Recognition for 35 years of service.
  - Child Care Development Specialist Sara Gregory (Deisheitaan/Raven Beaver) received Certificate of Recognition for 20 years of service.

2023 Goals

- Conduct site visits in 15 communities to determine the types of upgrades needed to improve and/or enhance each facility.
- Continue to provide premium wage enhancement to child care providers.
- Provide stipends for child care and early education providers to participate in CDA training.

“Cultivating partnerships among our families, staff and community.”
Employment & Training

The 477 Employment & Training (E&T) Department addresses problems of unemployment and under-employment, and the economic needs of Alaska Natives and American Indians residing in Southeast Alaska. The department administers the following programs:

- Burial Assistance
- General Assistance
- Job Placement & Training Services
- Youth Employment Services

2022 Highlights

- Began Compact negotiations with Angoon Community Association and Hydaburg Cooperative Association to provide Welfare Assistance services.
- Stationed a caseworker in Craig, AK, to serve the Compact communities of Craig, Hydaburg, Kasaan, Klawock, and Saxman, AK.
- Partnered with Tlingit Haida Regional Housing Authority on the Volunteer Income Tax Assistance (VITA) program.
- Supported professional staff development through a variety of training and professional development opportunities.
- Coordinated a Job Fair in Juneau, AK to provide information on programs and vacancies, and supported applicants in completing résumés, cover letters, and online applications.
- Supported the Temporary Assistance for Needy Families (TANF) Backpack Distribution event in Juneau and traveled to five (5) Southeast Alaska communities (Craig, Haines, Hydaburg, Kake and Klawock) to assist in backpack distributions and share information on E&T’s services.
- Participated in the local Project Homeless Connect event and provided crucial support (dry bags with sleeping bags, toiletry items, and winter survival gear) to over 70 tribal citizens and 47 non-tribal citizens.
- Distributed 40 dry bags to local warming shelters and camp sites in Juneau; 40 to Chief Seattle Club in Seattle, WA; and one (1) to a tribal citizen experiencing homelessness in another community.
- Surplus supplies were donated to Rainforest Recovery, Family Promise, The Glory Hall, Capital City Fire/Rescue, and Southeast Alaska Regional Resource Center.
Supporting career and education pathways for tribal citizens to achieve self-sufficiency.

**Employment & Training**

**Burial Assistance**

Burial Assistance is an indigent burial program available only in the absence of other resources and provides financial assistance to tribal citizens residing in Tlingit & Haida’s Compact service area to defray burial expenses.

- Determined program eligibility for 114 Burial Assistance applications.
  - Provided Burial Assistance support to 44 applicants in five (5) Southeast Alaska communities (Craig, Juneau, Klawock, Saxman, and Wrangell).

**General Assistance**

General Assistance (GA) provides financial assistance to eligible clients for essential needs such as food, clothing, shelter, and utilities. The goal of the GA program is to increase self-sufficiency. Clients work with their caseworker to develop an Individual Self-Sufficiency Plan (ISP) and are offered career assessment testing, educational and training assistance, job skills development, work experience, and on-the-job training to help them achieve their goals.

- Determined program eligibility for 535 GA applications:
  - Issued 961 benefits to eligible tribal citizens to help meet their essential needs.
  - Provided GA services to 167 tribal citizens residing in five (5) Southeast Alaska communities (Craig, Juneau, Klawock, Saxman, and Wrangell).

**Job Placement & Training Services**

The Job Placement & Training Services program offers assistance with education, vocational training, and employment opportunities to eligible applicants who lack specific training or certification to be considered for employment. Clients receive career assessment testing, educational and training assistance, job skills development, work experience and on-the-job training through these services.

- Supported 98 tribal citizens who successfully secured gainful employment.
- Provided post-secondary funding to 14 students originating from three (3) Compact communities (Craig, Juneau, and Wrangell). Areas of study included:
  - Beauty School, Commercial Driver’s License, Diesel/Heavy Equipment Operator, Distance Education - Associate degrees in Informational Technology, Plumbing & Heating Training, and Industrial Welding.
- Executed six (6) work experience contracts and provided job readiness support to 17 clients in Juneau, AK.
- Provided support for four (4) staff to complete a tire training in Orange County, CA to implement a Train the Trainer program.

**Youth Employment Services**

The Youth Employment Services (YES) program assists eligible tribal youth in discovering career/education pathways while developing employment skills and teaching self-sufficiency.

- Facilitated YES work experience opportunities for 20 youth in eight (8) Southeast Alaska communities (Angoon, Craig, Haines, Hydaburg, Juneau, Kake, Saxman, and Yakutat).
Employment & Training

2023 Goals

- Partner with the Tribe’s Higher Education program to streamline the delivery of post-secondary funding opportunities with the ultimate goal of creating a single space that tribal citizens can go to learn about eligibility for the Job Placement & Training, Alumni Scholarship Assistance and College Student Assistance programs.
- Update the Job Placement & Training policy to increase the maximum training threshold from $20,000 to an amount that more accurately reflects current training costs.
- Further develop and elevate the Work Experience program, including more robust skill building opportunities for tribal citizens; regularly scheduled Job Skills workshops; intentional outreach to Tlingit & Haida departments, community stakeholders, and local schools; and creating opportunities to work within the Tribe and in the community.
- Expand the Youth Employment Services (YES) program from a summer internship to a year-round opportunity.

“Engaging tribal youth to ensure they have the skills and knowledge of resources to succeed.”
Temporary Assistance for Needy Families

The 477 Temporary Assistance for Needy Families (TANF) Department provides case management, monthly cash assistance, supportive services, and other services to eligible families within Southeast Alaska (with the exception of Metlakatla, which is located on the Annette Islands Reserve).

TANF services are primarily designed to assist low-income families with dependent children to become self-sufficient. The department also provides TANF adult-not-included benefits to families with a disabled parent or other non-needy caretaker relative.

The TANF department is funded by the State of Alaska’s Department of Health and Social Services (DHSS) and the United States Department of Health and Human Services (under the Administration for Children and Families’ Office of Family Assistance).

There are four (4) main purposes that guide TANF’s day-to-day activities:

» Provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives;
» End the dependence of needy parents on government benefits by promoting job preparation, work and marriage;
» Prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies; and
» Encourage the formation and maintenance of two-parent families.

2022 Highlights

■ Provided TANF services to 210 families:
  » $1,152,911 - Cash Assistance
  » $375,138 - Supportive Services
  » $3,600 - Work Experience Contracts
■ Continued partnership with Tribal Family & Youth Services to provide parenting and relationship-oriented groups as families work towards self-sufficiency.
■ Provided special supportive services to all eligible TANF families; supportive services included summer, fall, and winter food vouchers, back-to-school clothing vouchers, and winter clothing vouchers.
■ Continued partnerships with the Tribe’s enterprises to place 477 clients in work experience positions.
■ Coordinated the Tribe’s Back to School Backpack event in Juneau, AK and distributed 2,149 backpacks, with assistance from other 477 departments, to school-age youth (Head Start to grade 12) in 19 Southeast Alaska communities.

“Helping families in need to achieve self-sufficiency.”
Temporary Assistance for Needy Families

- Coordinated the Rescue Relief Backpack Distribution project and distributed 1,317 backpacks to tribal citizen youth (Head Start to grade 12) in 39 states. The project was funded under the American Rescue Plan Act (ARPA).
- Continued partnership with Tribal Family & Youth Services to reduce the disproportionate number of enrolled tribal youth in State of Alaska, Office of Children's Services custody.

2023 Goals

- Re-establish computer labs in Juneau, Ketchikan, and Sitka, AK so clients and tribal citizens can work towards employment enhancement, employment opportunities, and self-sufficiency.
- Continue our partnership with Tlingit & Haida's tribal enterprises to provide increased employment opportunities for 477 clients.
- Continue partnership with Tribal Family & Youth Services to reduce the disproportionate number of tribally enrolled youth in the custody of the State of Alaska, Office of Children's Services.

“Emphasizing work activities, education, responsibility and family stability.”
The 477 Tribal Child Support Unit (TCSU) provides services to all Southeast Alaska villages and communities, with the exception of Metlakatla Indian Community. TCSU is currently the only Child Support agency in Southeast Alaska.

The majority of TCSU cases are opened when a custodial parent applies for and receives Temporary Assistance for Needy Families (TANF). Due to the 60-month limit of TANF benefits, many TANF cases are transitioned to non-assistance cases, showing a general overall trend for current support to be paid directly to custodial parents. Approximately 73% of child support is distributed directly to families and 27% to the Tribe for reimbursement of funds owed to TANF for assignment of child support rights. In 2022, TCSU’s collection rate increased by 21.65% which exceeded the fiscal performance goal of increasing collections by at least 8%.

TCSU accepts all applications for child support services and makes appropriate referrals when necessary. The majority of TCSU cases are from parents or custodians who receive public assistance, i.e., TANF benefits. TCSU cases are also opened when custodians apply for other tribal services such as Employment & Training and Child Care. TCSU received 132 applications for the year which, in turn, created 65 new cases; the remaining 67 were added to existing or reopened cases.

### 2022 Highlights

- Decreased the active Tribal IV-D caseload from 1,344 in 2021 to 1,302 in 2022.
- Distributed $1,442,124 in child support which surpassed the benchmark of collecting over $1 million in child support for the fifth year in a row.
- Successfully closed 113 child support cases.
- Presented “Think About It” - a presentation that shared current statistics and the impact child support can have on life from teen pregnancy to Youth Employment Service students in seven (7) communities and 223 high school students in Juneau, AK.
- Received 69 paternity establishment requests for tribal youth: 18 were not eligible to establish due to case closure or unknown father, five (5) were hard to establish due to not enough information to proceed or non-cooperation, and 46 were eligible for paternity establishment. Of the eligible cases, 16 have been referred to other states, 23 are pending, and seven (7) are in process with Tribal Court.
- Participated in the annual Western Intergovernmental Child Support Engagement Council conference in Santa Fe, NM. The conference concentrated on interagency collaboration and shared trends seen in child support caseload, best practices, and self-care/mindfulness.
- Submitted 132 Alaska Permanent Fund Dividend (PFD) garnishment requests.
- Attended the National Association of Tribal Child Support Directors meeting in Atmore, AL, where the TCSU manager was elected to the Executive Board as secretary.
- Continued to expand off-site staff with the approval of Tlingit & Haida President and the federal Office of Child Support Enforcement. In 2022, two (2) additional staff worked off-site:
  - Lead case specialist worked remotely from Garland, TX and employment services specialist was stationed in Tlingit & Haida's Anchorage office.

"Upholding family values and providing a holistic approach to child support.”
Tribal Child Support Unit

- Developed a paperless process for child support payments and disbursements which minimizes time spent processing incoming payments and getting disbursements out to families, and significantly decreases paper waste.
- Joined the National Child Support Enforcement Association (NCSEA) Communications Committee to encourage other tribal child support agencies to be active on a national level.
  » Participated in a podcast with NCSEA Communications Committee Chair Tim Lightner to highlight TCSU’s beginnings, program development through the years, pandemic challenges and successes, and collections.
- Presented “The Journey of Personal Finance” at the Native American Women’s Conference in Chandler, AZ. The information shared is an integral part of what we do in our work as a child support agency.
- Successfully launched a new program “You Matter” in March and conducted extensive community outreach activities to distribute materials and introduce it to community agencies and potential clients. The program focuses on providing employment and training services to non-custodial parents.

2023 Goals

- Increase collections by at least 5%. This target rate is moderate because the PFD was issued twice in FY 2022. TCSU anticipates FY 2023 will be essentially lower than FY 2022.
- Promote staff training and continuing education to strengthen industry knowledge and job performance.
- Increase outreach efforts by re-establishing relationships with key organizations in the community (Lemon Creek Correctional Center, Gastineau Human Services, AWARE and Reentry & Recovery) to assist clients.
- Hire TCSU staff for the Anchorage, AK and Seattle, WA offices to increase accessibility to clients.

“Ensuring all eligible tribal children receive the financial and emotional support they deserve from both parents.”
Tribal Vocational Rehabilitation

The 477 Tribal Vocational Rehabilitation (TVR) Department provides culturally relevant Vocational Rehabilitation (VR) services in collaboration and partnership with the State of Alaska, Division of Vocational Rehabilitation to eligible Alaska Natives and American Indians (AN/AI) with disabilities residing in Southeast Alaska. VR services assist clients in planning their path to maintain or achieve gainful employment, self-employment, and small business ownership.

The department works to empower tribal citizens with disabilities to become self-sufficient and live independently through an array of VR services that are designed to help them achieve their unique employment goal. Services include:

» Guidance and counseling throughout the VR process.
» Referrals to appropriate employment agencies – tribal/federal/state for jobs that best suit their skills, abilities, and strengths.
» One-on-one counseling when a client needs moral support, discussion on basic needs, training or issues surrounding impediments to employment.

In 2022, TVR had a significant number of clients who were affected by COVID-19 (both short and long-term), influenza viruses (flu) A/B, and/or Respiratory Syncytial Virus (RSV) infections which hindered the department’s goals for the year.

2022 Highlights

- Provided VR services to 62 clients of which three (3) secured and/or maintained employment.
- Provided small business support to one (1) client who successfully launched a business in 2022.
- Assisted clients in obtaining work experience positions:
  » Goldbelt Tram – two (2) clients secured positions that resulted in permanent hire.
  » Tlingit & Haida Procurement – one (1) client secured a mailroom driver position.
- Assisted clients with education and vocational training:
  » One (1) client received Certificate of Completion for Administrative Assistant training through the Generations Southeast Community Learning Center.
  » One (1) client completed their Associate of Applied Science in Legal Support and Services through Purdue University Global.
- Collaborated on a total of 23 shared cases with State of Alaska, Division of Vocational Rehabilitation.
- Provided a presentation highlighting TVR services at Community Navigators’ conferences in Juneau, AK.

2023 Goals

- Provide VR services to 55 tribal citizens with disabilities.
- Successfully close 20 cases that result in clients securing and/or maintaining employment.
- Continue partnership with State of Alaska, Division of Vocational Rehabilitation on joint VR cases.
- Increase internal collaborations regarding referrals, education, benefits, higher education, behavioral health, work experience, and youth employment services to increase the number of clients securing and/or maintaining employment.

“Providing services to eligible applicants with disabilities to assist them in obtaining and maintaining employment.”
Tribal Enterprise Reports
Elizabeth Peratrovich Hall

The Elizabeth Peratrovich Hall (EP Hall) is located in the heart of downtown Juneau, AK and offers event space for conferences, meetings, weddings, and more.

Tlingit & Haida is working actively to make the EP Hall the event venue of choice in Juneau.

2022 Highlights

- Implemented Ovation software to collect customer reviews to improve service and quality of events.
- Utilized Vectorworks, an intuitive design software package with 3D modeling capabilities, to develop 3D floor plans for customers which drastically increased quality of pre-event service.
- Updated the Elizabeth Peratrovich Hall website (ephall.org) to improve user experience and ease of booking.
- Increased reservation bookings significantly.

2023 Goals

- Become Juneau’s preferred conference location to accommodate audio, video and hybrid events.
- Add a 3D modeling component to the website to offer customers a virtual walk through and immersive experience of what their event could look like.
- Train staff to be the best audio technicians.
Sacred Grounds Café

Sacred Grounds Café is a tribally owned coffee shop in Juneau, AK offering breakfasts, lunches, espresso, smoothies, and delicious pastries. Sacred Grounds proudly maintains a Native hire rate of nearly 100% and actively supports other Native-owned businesses and Indigenous artists.

In addition to offering region-wide barista training, Sacred Grounds Café continues to partner with the Tribe’s 477 departments to help tribal citizens gain employment placement and opportunities to enhance employability and strengthen employment history.

2022 Highlights

- Attended Coffee Fest 2022 to stay current on new trends in the industry and make key connections with professionals in the industry.
- Created drink specials for Celebration 2022 that went viral on social media, increasing brand awareness and customer loyalty.
- Implemented Clover, a new point of sale system, which accepts payments faster, easier and smarter—from in-person swipe, chip, and tap, to online payments. Clover will improve the ordering experience for both customers and employees.
- Attended Roasting Intermediate training hosted by Firedancer Coffee Consultants.

2023 Goals

- Host a variety of small events, including First Fridays.
- Develop plans to expand an existing location to sell Shop Tlingit & Haida logo items and create a tribal citizen artisan gift shop.
- Expand and build the Sacred Grounds brand to include other lines of business.
Sacred Shine Auto Detailing

Sacred Shine Auto Detailing (Sacred Shine) provides excellent customer service while cleaning vehicles, surpassing industry standards and/or client specifications. With a mission and a vision to go above and beyond customer expectations, Sacred Shine consistently delivers a work of excellence by using the skill and knowledge that comes with years of experience and by only using premium quality and environmentally-friendly products.

In 2022, Sacred Shine proudly maintained a Native hire rate of 100%.

2022 Highlights

- Provided the following trainings to employees to increase skills and expand services:
  - Detail King auto detailing refresher and training,
  - Phoenix protective coating spray-on bedliner training, and
  - Tire Industry Association training.
- Placed in the Best of Juneau competition. Categories won include Gold for detailing services and Silver for car washing services.
- Remodeled shop to allow for all detailing to be completed inside with new swinging arm and pressure washer.
- Expanded environmentally-friendly cleaning product line.

2023 Goals

- Expand services to include protective spray-on bedliners with the potential to start undercoating which is a rust-proof protective application on a vehicle’s undercarriage.
- Provide auto detail training to new employees.
- Extend business hours to meet the needs of customers.
Smokehouse Catering

Smokehouse Catering is one of the only tribally-owned catering companies in Alaska. With a vision of providing an authentic, cost-effective, and delicious Indigenous experience, Smokehouse Catering meets the Tribe’s internal food service needs while capitalizing on external opportunities to raise awareness of who the Tribe is and what we do throughout the Alaska Native community.

Like Tlingit & Haida’s other enterprises, Smokehouse Catering partners with internal departments and programs such as Head Start, Little Eagles and Ravens Nest (LEARN), Temporary Assistance for Needy Families (TANF), Motherhood Is Sacred® and Fatherhood Is Sacred® to provide employment opportunities for tribal citizens. Smokehouse Catering also partners with external organizations such as REACH, a non-profit organization dedicated to creating communities free of barriers for people with disabilities.

2022 Highlights
- Continued to develop community relationships to increase sales, including key partnerships with other Native-owned businesses such as Allen Marine.
- Surpassed $1 million in sales revenue for the first time. This is a landmark comeback after the impacts of the Coronavirus pandemic.
  » On average, each month Smokehouse Catering provided food to over 10,000 people.
- Secured contract and provided catering and coffee services for Allen Marine Tours/Alaska Dream Cruises Evening Whale Quest for the summer season.

2023 Goals
- Secure the Welcome to Juneau Legislative Reception catering contract.
- Increase sales revenue to $1.5 million.
- Launch the Smokehouse food truck featuring an Indigenous-themed menu.

“Meeting the internal food service needs of the Tribe with a mission to Indigenize catering.”

Noel Ramirez
Executive Chef
Southeast General Contractors

Southeast General Contractors (SGC) is one of Tlingit & Haida’s newer tribal enterprises and carries out all of the renovation, new construction, and general maintenance needs of the Tribe. SGC works closely with the Tribe’s client service programs to provide work experience and training opportunities to tribal citizens interested in entering the construction trade.

In 2022, SGC completed 14 jobs while employing 11 laborers and carpenters and five (5) administrative staff, of which 80% were Native hire.

2022 Highlights

- Implemented the Shaping Accident Free Environments (SAFE) program and established a Safety committee and incentive program to help ensure the safety of employees.
- Completed interior demolition at the Tribe’s newly acquired property located at 410 Willoughby Avenue.
- Installed an elevator in the lobby of the Southeast General Contractor’s Building.
- Completed remodeling the bathrooms and entryway in the Edward K. Thomas Building.
- Demolished the Haven House non-congregate shelter and foundation work has been completed; construction of the new structure is expected to continue through May 2023.
- Provided hands-on training to employees to begin using spray foam insulation as a more efficient way to insulate buildings. The cost savings by doing our own insulating will pay for itself in one (1) year.
- Assisted in the erection of the Kaasei Healing totem pole and screen at Twin Lakes in Juneau, AK.
- Completed a remodel, including the installation of new flooring and exterior windows for two (2) Tribal Transportation offices. The HVAC system for both floors will be completed in early 2023.
- Completed bathroom renovations and third floor wall at the Andrew Hope Building.
- Started construction on a new Procurement warehouse with 40% completed at year-end.
- Completed remodel of the Office of Emergency Management office and installed double doors on the second floor of the Public Safety Building.

2023 Goals

- Break ground and construct the Southeast Alaska Native Veteran’s Memorial Park in the Juneau Indian Village.
- Complete construction of Haven House which was demolished in 2022 due to significant flood damage.
- Develop architectural designs for a Tiny House project in Hoonah, AK.
- Erect a playground for Tlingit & Haida’s Head Start center in Petersburg, AK and complete health and safety improvements to the Head Start center in Hoonah.
- Construct two (2) warehouses for the Native Lands & Resource Division, one (1) to safely store harvested traditional foods and the other to establish a compost.
T&H Logistics

T&H Logistics is Tlingit & Haida’s newest tribal enterprise. The comprehensive Southeast Alaska shipping and receiving (freight logistics) operation has experienced operators who understand the complexities of living in Southeast Alaska and are ready to provide freight solutions to fill service gaps throughout the region.

Through partnerships with Washington and Alaska based transportation companies, T&H Logistics is able to provide competitive pricing and alternative options to existing, expensive, limited freight services.

With the right equipment, years of experience, and CDL Class A drivers, T&H Logistics is ready to help with freight logistics, forwarding and door-to-door delivery services.

2022 Highlights

- Established a T&H Logistics interactive website for quoting purposes (thlogisticsak.com).
- Operated with four (4) skilled drivers, each with commercial driver’s license (CDL) certification.
- Processed 103 Alaska Marine Line barge shipments in 2022.
- Completed eight (8) large-scale logistics moves between October and December.
- Scheduled four (4) large-scale jobs to start in early 2023.

2023 Goals

- Establish a partnership with Alaska Marine Lines for cheaper logistics rates.
- Advertise T&H Logistics throughout the state of Alaska.
- Continue to offer tribal citizens and Southeast Alaska communities lower priced and more efficient logistics options.
Tlingit Haida Tribal Business Corporation

The Tlingit Haida Tribal Business Corporation (THTBC) is a wholly-owned business enterprise of the Tribe that operates as a holding company for its subsidiaries. THTBC’s mission is to engage in business and economic development to improve the economic condition of the Tribe.

THTBC continues to add capabilities and locations in existing lines of business. In addition to our existing lines of business and customer base in Base Operation Services we are growing our Internet Technology (IT) and Professional Services side of the business. This expansion reduces the company’s risk since professional services contracts require less capital investment.

THTBC is competing under teaming agreements for billions of dollars in contract opportunities. THTBC expects to participate in a significant percentage of awards from contracts over the next five (5) years, while maintaining and improving both profitability and performance quality ratings.

2022 Highlights
- Increased IT and Professional Services staff by 5%.
- Grew our top line revenue to over $200 million.
- Increased our sole source work.
- Minimized exposure of capital expenditures through sound business strategy, which reduces financial risk and cost to acquire new contracts.

2023 Goals
- Increase operating margin and net profitability.
- Increase IT and Professional Services contracts as a percentage of overall revenue.
- Round out senior management team and start a management development program for tribal citizens.

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Statistics & 2022 Timeline
### Statistics

Numbers under “SERVED” reflect the total number of individuals who received services, not the number of times a service was provided to an individual.

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Acronyms Used: CBS (Community & Behavioral Services), ICWA (Indian Child Welfare Act), LEARN (Little Eagles and Ravens Nest), and TANF (Temporary Assistance for Needy Families)

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*Number is children served, the programs also worked with families.*
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#### KLAWOCK

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#### KLAWOCK

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#### SAN FRANCISCO, CA

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#### OTHER

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## ACTIVE TRIBAL ENROLLMENT REPORT
FOR COMMUNITY COUNCILS LISTED IN THE CONSTITUTION

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<thead>
<tr>
<th>COMMUNITY</th>
<th>UNDER 18</th>
<th>18–64</th>
<th>65+</th>
<th>ALL ACTIVE</th>
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<td>625</td>
<td>3,322</td>
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<td>Angoon</td>
<td>91</td>
<td>212</td>
<td>80</td>
<td>383</td>
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<td>Craig</td>
<td>147</td>
<td>325</td>
<td>71</td>
<td>543</td>
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<td>Haines</td>
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<td>307</td>
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<td>534</td>
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<td>Hoonah</td>
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<td>347</td>
<td>146</td>
<td>630</td>
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<td>296</td>
<td>90</td>
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<td>286</td>
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<td>1,228</td>
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<td>1,989</td>
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<td>Klawock</td>
<td>129</td>
<td>430</td>
<td>104</td>
<td>663</td>
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<td>64</td>
<td>500</td>
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<td>652</td>
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<td>Saxman</td>
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<td>4,911</td>
<td>1,487</td>
<td>7,472</td>
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<td>1,016</td>
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<td>1,586</td>
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<td>434</td>
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<td>711</td>
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<tr>
<td>Yakutat</td>
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<td>205</td>
<td>87</td>
<td>347</td>
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<tr>
<td><strong>SUBTOTAL</strong></td>
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<td><strong>18,055</strong></td>
<td><strong>5,214</strong></td>
<td><strong>28,639</strong></td>
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<tr>
<td>*Other</td>
<td>915</td>
<td>3,883</td>
<td>1,949</td>
<td>6,747</td>
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<td><strong>TOTAL</strong></td>
<td><strong>6,285</strong></td>
<td><strong>21,938</strong></td>
<td><strong>7,163</strong></td>
<td><strong>35,386</strong></td>
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</table>

*Other reflects tribal citizens that reside outside of Tlingit & Haida’s 21 registered communities and were not registered to a community as of December 16, 2022.
Statistics

INDIGENOUS HIRING PREFERENCE
- Tlingit & Haida Tribal Citizen
- American Indian/Alaska Native
- No Preference Applied

EMPLOYMENT STATUS
- Regular Full Time / Part Time
- Other

EMPLOYEE BY STATE

<table>
<thead>
<tr>
<th>STATE</th>
<th>TOTAL</th>
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<td>Idaho</td>
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<td>Kansas</td>
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<td>Maryland</td>
<td>1</td>
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<tr>
<td>Missouri</td>
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<td>New Hampshire</td>
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<td>Virginia</td>
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<td>Washington</td>
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TOTAL EMPLOYEES: 491
Statistics

### Head Start Development Checkpoints

<table>
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<th>Development Checkpoints</th>
<th>Winter 2021 (151 Students)</th>
<th>Spring 2022 (160 Students)</th>
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<tr>
<td>Social Emotional</td>
<td>24%</td>
<td>76%</td>
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<tr>
<td>Physical</td>
<td>17%</td>
<td>83%</td>
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<tr>
<td>Language</td>
<td>36%</td>
<td>64%</td>
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<tr>
<td>Cognitive</td>
<td>36%</td>
<td>64%</td>
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<tr>
<td>Literacy</td>
<td>28%</td>
<td>72%</td>
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<tr>
<td>Mathematics</td>
<td>44%</td>
<td>56%</td>
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### 2021-2022 Head Start Meal Counts

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<td>December</td>
<td>725</td>
<td>726</td>
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<td>868</td>
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<td>February</td>
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<td>May</td>
<td>1,512</td>
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<td>767</td>
<td>770</td>
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<td>13,380</td>
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### Tribal Child Support Collections

Fiscal Years 2013-2022

- $1,600,000
- $1,400,000
- $1,200,000
- $1,000,000
- $800,000
- $600,000
- $400,000
- $200,000
- $0

*2021 Corrected Collections
### TRIBAL COURT

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<td>New Cases Opened in 2022</td>
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</tr>
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<td>Hearings Held in 2022</td>
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<td>Pleadings</td>
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### VPSO COMMUNITY

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<th>Criminal FIRE</th>
<th>Criminal OTHER*</th>
<th>Non-Criminal EMS</th>
<th>Non-Criminal FIRE</th>
<th>Non-Criminal OTHER*</th>
<th>Total Call Outs</th>
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<td></td>
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<tr>
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<td>2</td>
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<td>44</td>
<td></td>
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<tr>
<td>Thorne Bay</td>
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<td>10</td>
<td>4</td>
<td>109</td>
<td></td>
<td></td>
<td>166</td>
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</table>

| Total     | 171          | 30            | 6               | 520              |                  |                     | 727              |

*Other call outs include, but are not limited to, agency assists, abandoned vehicles, civil issues, deceased or intoxicated person, hazardous materials, juvenile issues (no broken laws), patrol requests, prisoner transport, security and/or welfare checks, and wildlife calls (non-criminal).
2022 Timeline

“We Go Forward Together”
A shukáade yaa ntoo.át, wooch.een (Lingít) • Gu dánhl gwíi t’aláng íjaa (Xaad Kíl)

As we look back on 2022, there have been many incredible milestones reached. Our tribal citizens remain at the forefront of everything we do as Tlingit & Haida works toward expanding services, strengthening our sovereignty and improving the economic condition of the Tribe through business and economic development. Working together we are advancing our people, creating healing and intergenerational pathways of knowledge, improving the health and well-being of our communities, and protecting our inherent right to our way of life.

2022 Timeline

**January**
Launched a children’s video series “Gumboots Go!” The series aims to provide educational programming that spotlights Tlingit, Haida, and Tsimshian cultures and languages in Southeast Alaska.

**February**
Opened an office in Anchorage, AK. The office has been named “Our Own House” which translates to Náay iit’l’aangaa (Xaad Kíl) and Haa aayí hit (Lingít).

**March**
Through a rebranding process, the Vocational Training & Resource Center transformed into Generations Southeast, a comprehensive community learning center for all people that is rooted in our traditional tribal values.

**April**
Unveiled Culture Heals™ - a free confidential online tool to help tribal citizens understand substance use and behavioral addictions, as well as underlying factors that perpetuate addiction.
Launched a Community Navigators program and held first intensive navigator training in Juneau, AK. Community navigators serve as liaisons between Tlingit & Haida and tribal citizens in our communities.

Nine (9) objects of cultural patrimony were repatriated to the Naanya.aayí Clan. The objects were removed from Wrangell, AK in the 1940s and are now back home after a years-long process.

New Rescue Small Business Relief Startup Grant program launched to provide support to tribal citizen small business owners. The program provided $2,500 startup grants.

Hosted the Tribe’s first At’xaan hídi/Táanaa Smokehouse Camp. Participants learned how to process salmon and make fish nets, they also learned Lingít and Xaad Kíl words and phrases.

Officially endorsed U.S. Senator Lisa Murkowski and Representative Mary Peltola. Resolutions to endorse were adopted at the Executive Council meeting in September.

Awarded $49.9 million broadband infrastructure development grant under Tribal Broadband Connectivity Program (TBCP) for projects through Tidal Network.
Official Websites

www.ccithita-nsn.gov
Community & Behavioral Services Healing Center: cbs.ccithita-nsn.gov
Culture Heals: cultureheals.com
Generations Southeast Community Learning Center: generationssoutheast.org
Tidal Network: tidalnet.com

Official Social Media

Facebook.com/ccithita
Instagram.com/tlingithaida
Twitter.com/tlingithaida
YouTube.com/tlingithaida
TikTok.com/@tlingit_haida