

GOLOVIN LOCAL ECONOMIC DEVELOPMENT PLAN 2014-2019



Prepared For:

The Community of Golovin and
The Bering Strait Development Council

Facilitated By:

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JOINT ENTITIES RESOLUTION
Chinik Eskimo Community
City of Golovin
Golovin Native Corporation

A RESOLUTION ADOPTING THE 2014-2019 LOCAL ECONOMIC DEVELOPMENT PLAN (LEDP) APPLICABLE FROM 2014 to 2019.

WHEREAS, the Chinik Eskimo Community IRA Council is the federally recognized governing body of the tribal members of Golovin, Alaska; and,

WHEREAS, the Golovin City Council is the municipal governing body of Golovin, Alaska; and,

WHEREAS, the Golovin Native Corporation is the village corporation established under ANCSA; and,

WHEREAS, the purpose of the Chinik Eskimo Community IRA Council, Golovin City Council, and Golovin Native Corporation Board are to serve the people, community, and businesses of the tribe by promoting economic opportunities that improve the economic, social, and environmental quality of life; and,

WHEREAS, the Chinik Eskimo Community IRA Council, Golovin City Council, and Golovin Native Corporation Board are responsible for the planning and implementation of economic development activities for the residents of Golovin; and,

WHEREAS, the Chinik Eskimo Community IRA Council, Golovin City Council, and Golovin Native Corporation Board are responsible for the development and implementation of a community economic development strategy to guide the economic growth of the village in order to help increase local employment opportunities, foster a more stable and diversified economy, and improve the quality of life for residents, while maintaining the cultural heritage of the community; and,

WHEREAS, the Chinik Eskimo Community IRA Council in a meeting with representation from the City of Golovin Council, the Golovin Native Corporation Board, with assistance from Kawerak Community Planning and Development Program staff, has updated its five-year LEDP that states the community's vision, roadblocks, and strategy necessary for guiding future growth and economic development of the tribe; and,

WHEREAS, the 2014-2019 economic development priorities listed in this LEDP were developed, reviewed, and approved by the community during a public meeting held on June 7 & 8, 2014; and,

WHEREAS, we ask all public, private, and non-profit entities serving our community to recognize and use this plan; and,

NOW THEREFORE BE IT RESOLVED, that the Chinik Eskimo Community IRA Council, Golovin City Council, and Golovin Native Corporation Board approves and adopts the five-year Golovin LEDP 2014-2019 and priorities for the community of Golovin, applicable between 2014 and 2019.

NOW THEREFORE BE IT FURTHER RESOLVED, the economic development top priority projects listed below for the Chinik Eskimo Community as prioritized and approved on June 7 & 8, 2014 are:



CERTIFICATION: I certify that the foregoing resolution was adopted at a convened meeting of the Chinik Eskimo Community Traditional Council, the Golovin City Council, and the Golovin Native Corporation Board of Directors.

[Redacted]
President, Chinik Eskimo Community

4-1-15

Date

[Redacted]
Secretary

4-3-15

Date

[Redacted]
Mayor, City of Golovin

4-2-15

Date

[Redacted]
Secretary

4-2-15

Date

[Redacted]
Vice President, Golovin Native Corporation

4-2-15

Date

[Redacted]
Secretary

4.6.15

Date

1.0 Purpose of the Golovin Local Economic Development Plan (LEDP)

The LEDP is a critical step in the on-going development of the community and its efforts to improve community conditions and the well being of its members. This plan is structured to involve community members and key decision makers to assist in the identification of the common vision, roadblocks to accomplishing that vision, and strategies for dealing with those roadblocks.

This document is designed to be a **planning guide and workbook**. Any community member interested in the planning process can have a personal copy of it to read and write their ideas in. By writing down new ideas and questions in it, people can easily record their insights & concerns and contribute them during meetings or other forms of communication. By regularly reviewing and revising as a community and at council meetings, the plan will stay relevant as circumstances change and new ideas emerge.

The community is invited to request planning and research assistance from Kawerak's Community Planning & Development (CPD) for any area of development. CPD's Planning & Development Specialist is available to help with any questions or comments about the contents and use of this document. Contact info is available on the cover page.



2.0 Planning Process and Public Involvement

2.1 Planning History and Accomplishments of the community of Golovin

Below are some of the accomplishments and progress toward Top Priority Projects since the Golovin 2009-2013 LEDP was created in 2009. They briefly show the status of projects, challenges, and possible next steps. The list is meant to assist in the continued progress toward community goals and objectives.

Accomplishments and Progress Towards 2009-2013 LEDP Top Priority Projects

1. Water and Sewer/Year 'Round Water Source:
 - a. Working on tank by August, 2014, to test
 - b. Following plan – hopefully complete by 2016
 - c. Drilling for alternate sources
2. Relocation of Generator Building/Alternative Energy:
 - a. Site located and will heat water plant with waste heat
 - b. Wind study planned
 - c. Wind turbine might be going up
 - d. Chinik and White Mountain joint wind studies are underway.
3. Rock Quarry/Heavy Equipment:
 - a. Acquired a Cat lineman's boom truck
 - b. Acquired a loader
 - c. Quarry testing completed and planning steps to open (financial/business plans, etc.)
4. Erosion Control:
 - a. Project to protect public infrastructure to start 2014
5. Roads, Including Subsistence Areas:
 - a. Golovin Native Corporation completed trail to main campsites and will possibly extend them.
6. New Store Building:
 - a. Funding possibilities have been researched and the community is working with ANICA.
7. Small Boat Harbor:
 - a. The Army Corp of Engineers is going to work with the City of Golovin on the project.
 - b. The harbor is functional but the entry-way is inaccessible at low and average tide levels. There is no harbor infrastructure yet, but gravel material was dredged out by the Army Corp of Engineers for another project, making the site suitable.
 - c. Funding was approved in the mid-1990s, but the project was delayed.
8. Own Zip Code/New Post Office
 - a. The Chinik Eskimo Community (CEC) has written to the Post Master about the issue of having the same zip code as Nome and the issues it presents.
 - b. Senator Donald Olsen is assisting by bringing the matter to the attention of the State Legislature.

- c. CEC has documented Golovin's postal operational expenses and revenue indicating that the post office makes enough money to run independently.
- 9. Recreational Building/Day Care:
 - a. Pastors use the fire-hall for youth recreation, Sunday school activities, etc.
 - b. The Grant-writer researched funding but some opportunities such as the Boys & Girls Club are not available anymore.
- 10. Crosswind Runway:
 - a. Improvements, including resurfacing, will be done on the current runway in 2015.
 - b. The crosswind runway will be built in 2016.

Other Accomplishments and Progress Since 2010

- Search and Rescue
 - Chinik got a grant and built a new search and rescue building using funds from Norton Sound Economic Development Corporation (NSEDC) and the Rasmusson Foundation.
 - Some equipment was acquired with funding from the State of Alaska.
- NSEDC opened a mechanic shop and an ice machine for fishery activities.
- Hazard mitigation and Small Community Emergency Response Plan (SCERP) are complete.
- Three new homes were built.
- The fire department is being reactivated.
- There was an electrical distribution upgrade.
- There is a resolution to not build in the flood zone anymore.
- The high school got a wood/welding vocational education shop.
- The City/School tank farm is being expanded.
- GCI installed a fiber-optic cable tower for phone and internet upgrade. Internet quality has not improved, but it might when more upgrades are completed in June, 2014.
- New washeteria
- More training opportunities
 - Commercial Driver's Licensing (CDLs)
 - Governing entities working together to create more opportunities
 - Oil-spill response
 - Hazmat
 - Landfill operations are in compliance with regulations.
 - Training for Health Aides, power plant operators, water plant operators, VPSOs, landfill operators, etc.
- Full-time VPSO
- Quarterly joint-entity meetings keep progress on track.

2.2 Planning Committee & Staff Description Realizing that changes within the community and some current public service facilities are not adequate to achieve program parity, Golovin’s governing entities decided to update the Local Economic Development Plan for the community. With assistance from Kawerak’s CPD staff, public planning workshops were held on June 7 & 8, 2014. A draft LEDP was written and presented to the joint councils for review on July 1, 2014. The plan, with approved priorities, was approved and adopted by joint resolution in April 2015.



2.3 Method for Plan Development and Components

The planning organizations of Golovin used the Participatory Strategic Planning (PSP) process based upon Technology of Participation (ToP) methods developed by *the Institute of Cultural Affairs (ICA)*.

These methods are proven to be effective in encouraging full participation from diverse groups and are best applied within community-based settings. This process was implemented among the participant's by brainstorming ideas individually, then reviewing among all participants confirming new resolves and decisions. The following foundational values or ground rules were applied during planning sessions:

- **Participation:** each person brings a different insight, perspective and knowledge that formulates the larger picture
- **Respect:** respect and honor each person's views and ideas, empower each other
- **Teamwork:** each person works with everyone else in their role to accomplish the goals of the community
- **Creativity:** giving permission for the dialogue between the rational (mind) and intuitive (heart) perspectives, keep our eyes open, new ways of thinking
- **Action:** moving economic development towards local responsibility and accountability

The planning process used in creating this document is made up of five parts. Each component helps provide a comprehensive planning approach:

1. **Strengths, Weaknesses, Opportunities, and Threats (SWOT)**
2. **Practical Vision** – The community identified what it wants to see in place in 3-5 years as a result of its actions.
 - **Top Priority Projects** – The community ranked the **Top Priority Projects** from the **Practical Vision** brainstorm with projected accomplishments spanning approximately five years.
3. **Roadblocks** – Identifies what is blocking the community from moving toward its vision
4. **Strategic Directions** – Identifies what innovative practical actions will help deal with the **Roadblocks** and move the community toward its **Practical Vision** over the next five years.
5. **Focused Implementation** - The community made its five-year **Strategic Directions** manageable by deciding which actions to accomplish the first year:
 - The community identified what its specific measurable accomplishments will be for the first year and created a quarterly timeline calendar for them.
 - The community identified what the implementation steps will be for its first quarter accomplishments.
 - The community identified what its top priority actions will be for the first quarter and posted them visibly on a large paper wedge for reference.

2.4 Comprehensive Development Status

A Community and Economic Development Strategy (CEDS), a regional economic development plan, was updated for the Bering Strait Region communities in 2013 by the Bering Strait Development Council. This document can be found at:

<http://www.kawerak.org/service/divisions/csd/cpd/index.html>

Golovin published its last LEDP in 2009. Progress was made on many of the priority projects and is discussed at the beginning of this plan.



Golovin's floating dock

3.0 Participatory Strategic Planning (PSP)

Overall PSP Question: “What are the most effective ways to meet the needs of Golovin over the next five years?”



Example of rapid beach erosion in Golovin

3.1 Strengths, Weaknesses, Opportunities, and Threats (SWOT)

The planning participants conducted a brief environmental assessment of the current conditions facing the community.

Note: Review and revise as a community or at council meetings. Contact CPD's Planning & Development Specialist with any questions or comments.

Weaknesses/Threats (Challenges, Setbacks, and Negative Trends)

- Storm surges almost every fall are causing a lot of erosion.
- Climate change
 - Sea ice stays thin longer than in the past and gets easily pushed up into camps but could potentially damage infrastructure in town too.
 - The sea ice is melting and breaking up earlier than in the past adversely affecting traditional seasonal hunting patterns.
 - Roads are damaged.
 - Permafrost melting affects everything.
- 14(C)(3) – Moving structures out of the flood zone has been delayed due to differences between the governing entities.
- Roadwork has been delayed waiting for water and sewer installations.
- Matching funds/grants are more challenging/limited than in the past.
- Ranking Top Priority Projects can set back projects in the eyes of funding agencies.
- Redundancies like redoing studies for feasibility/funding wastes time and money.
- Importing gravel by barge from places like Cape Nome is excessively costly.
- Drug and alcohol use
- Shortage of homes
- Plastics burned at the dump-site pollute the environment, food sources, and people.
- The Chinik Creek mouth was moved by the City so roadwork could be done. But now erosion is exposing the dump-site.
- Erosion is threatening the community in multiple ways.
- Commercial trollers by-catch too many fish. This limits the traditional food resources families rely on.
- The local labor force can be short-handed or unqualified.
- Heavy equipment can be unavailable because it is already in use for other projects.

Strengths/Opportunities (Benefits and Advantages that give community confidence in moving forward with strategic planning)

- Good church, community, and youth leadership
- Quarterly joint entity meetings
- Native Alaskans and local entities are creative, resilient, and self-reliant.
- Search and Rescue benefits Golovin and neighboring villages.
 - Team
 - New building
 - On land and water
 - During all four seasons
 - New communication equipment
- Students invite Elders to the school for lunch and socializing.
- Continuing education is encouraged and is taking place.
- Norton Sound Health Corporation (NSHC) assists in sending health aides to Golovin when needed.
- Full-time Village Based Counselor (VBC)
- Full-time Village Public Safety Officer (VPSO)
- There is more action and representation by Golovin within Kawerak, NSHC, and NSEDC than in the past.
- More public participation is being encouraged and incentivized for activities like community planning, etc.
- There is youth and Elder representation in Kawerak and the Alaska Federation of Natives (AFN).
- The school is meeting adequate yearly progress and attendance rates.
- Respect, acceptance, and open-mindedness without which we wouldn't go as far
- The education and awareness possessed by our youth helps us adapt to changes in the modern world.
- Festivities gather locals together. All sponsored by various local organizations for the benefit of the entire community:
 - Fourth of July
 - Christmas
 - Thanksgiving
 - Eskimo Dancing
 - Etc.
- Visiting church groups provide beneficial services to the community.
 - Teaching girls how to cut hair
 - Helping Elders or anyone in need to make improvements on campsites, fish-racks, etc.
 - They are offering to visit again.
- Our Indian Child Welfare Act (ICWA)/Tribal/Family Coordinator is proving multiple excellent services.
- Community members take care of each other and help with child-rearing.
- Residents are willing to adapt.
- Our location and the availability of natural resources is amazing.
- Visiting artists teach at our school.

- The Indian Environmental General Assistance Program (IGAP)/Backhaul program has kept hazards out of the dumpsite by sending hundreds of pounds of ewaste out on Bering Air flights.
- Being a dry village helps.
- Dora Davis is doing good work on grant-writing.
- Summer lunch programs for Elders and youth
- Recycling activities and programs are expanding.
- NSEDC scholarships, community benefit shares, etc. really help year-round.
- Well-maintained dumpsite
- Strong family ties
- Following policies and procedures
- The church is benefitting from improvements.
- Clean community environment
- Sewing Night really helps with income.
 - A cottage industry
 - Buy local
 - Handing down cultural values and skills
- Youth activities and involvement are supported.
- Tele-medicine cuts down on Indian Health Service (IHS) costs.
- The non-smoking ordinance CEC passed for its building is helping.
- The Local Hire policy is enforced.
- Spring cleanup brings the community together. It is also helping get the cemetery in order.
- Caring school staff and retention of certified staff



Tom Punguk examines a wooden skiff he built.

3.2 Practical Vision

Participants brainstormed their hopes and aspirations for the future of Golovin in all areas of development.

Note: Review and revise as a community or at council meetings. Contact CPD's Planning & Development Specialist with any questions or comments.

Workshop Question: "What do we want to see in place in three to five years as a result of our actions?"

- Economic Development
 - Fish/Crab Cannery
 - New Dock/Barge Landing
- Training & Employment Opportunities
 - More programs for any age
 - More State employment
 - Alternative Energy – wind, water, hot-springs, etc.
 - Water & Sewer completion
 - Elders lunch program
- New Energy-Efficient Public Facilities
 - New store
 - Water & Sewer
 - New City Building
 - Child Care Facility
 - Post Office Zip Code
 - Alternative Energy – wind, water, solar, hot-spring, etc.
 - Fire Station
- Future Necessary Infrastructure
 - Rock Quarry
 - Crosswind runway
 - Erosion berm around whole town
 - Climate change adaptation
 - Protecting subsistence resources
 - 14(c)(3)
 - High speed reliable communications
 - Evacuation road
 - Hanger and runway
 - Road improvements (Road to Kitchavik)
- Community Expansion
 - 14(c)(3) complete for community expansion projects/homes/apartments/new store/etc.
 - Energy efficient housing for locals/teachers
 - Relocation of school and other public facilities
 - Houses
 - Apartment complex
 - Energy efficiency (electric/heat) for homes, etc.

- Water and sewer
- Alternative Energy – wind, water, solar, hot-springs, etc.
- Local Recreation
 - Cultural Center – carving/sewing
 - Community Garden
 - Recreation center for youth
 - Café
 - Alternative Energy – wind, water, solar, hot-springs, etc.
 - Water and sewer



Golovin School, Home of the Lynx

3.3 Five-Year Top Priority Projects 2014-2019

The planning participants agreed on Golovin's most crucial projects from the **Practical Vision (3.2)**. They agreed not to rank their Top Priority Projects because they view them all as equally important and do not want to decrease the odds of accomplishing one by ranking it lower than any other. The community will focus on accomplishing them over the next five years.

Note: The community is encouraged to **update this list annually through a participatory process**, but can do so at any time. Please provide CPD with the updated list and a copy of the joint resolution for officially adding to the LEDP as an addendum.



3.4 Roadblocks

The planning participants identified **Roadblocks** to the accomplishments listed in the **Practical Vision (section 3.2)** and the **Five-Year Top Priority Projects (section 3.3)**. The planning participants grouped the **Roadblocks** listed below according to how closely related they are.

Note: Review and revise as a community or at council meetings. Contact CPD's Planning & Development Specialist with any questions or comments.

Workshop Question: "What is blocking us from moving toward our vision?"

- Ineffective Communication
 - Unmotivated action/not enough follow-through
 - Unclear view of priority (in general)
 - Inability to come into agreement
 - Disorganized planning
 - Unbalance cooperation
 - Discouraged
 - People want recognition
 - Funding limitations
 - Equipment limitations
 - Sporadic progress despite projects mentioned frequently by regional organizations (BSDC/Bering Strait Regional Housing Authority (BSRHA)/etc.)
 - Unclear who is responsible for what projects/steps/actions
 - Unclear/confusing communication between agencies/villages/groups/etc.
 - Inadequate technical assistance
 - Inefficiently designed dock/barge landing
- Overcoming the Red Tape
 - Restricted resources (example: gravel)
 - Restricted/unavailable funds
 - Restricted lands/permitting process
 - Direction is sporadic and dependent on limited funding, etc.
 - Undeveloped local resources (example: rock quarry)
 - Water source unavailable for community garden
 - Process delays
 - Indecision about acceptable locations for projects
 - Extensive cost and duration of locating rock quarry
- Unqualified Work-Force
 - Training/employment/technical assistance opportunities are fragmented/neglected.
 - Availability of local workers is limited.
 - Drug testing limits opportunities.
 - Drug testing is not happening where it should in some cases.

3.5 Strategic Directions

The planning participants brainstormed actions for dealing with the **Roadblocks (3.4)** to their **Practical Vision (section 3.2)**. These actions span **five years**. Actions with similar intent were grouped into **Strategic Directions**.

As a creative warm-up exercise for this workshop, participants brainstormed 37 uses for duct tape. It was encouraging to come up with that many out-of-the-box uses for a common item immediately after brainstorming 27 **Roadblocks (section 3.4)**.

Note: Review and revise as a community or at council meetings. Contact CPD's Planning & Development Specialist with any questions or comments.

Workshop Question: **“What innovative practical actions will deal with the Roadblocks (section 3.4) and move us toward our Practical Vision (section 3.2) and Five-Year Top Priority Projects (section 3.3)?”**

Strategic Direction: Enhancing Communication

- Provide open communication through all available resources.
 - Advertisements/Announcements/Public Notifications
 - Needs
 - Meetings
 - Quarterly/periodic/more regular newsletters with space for comments or recommendations
 - Entities report to the public.
 - More communication before entities make plans to improve understanding and results
 - Public surveys for understanding community needs and finding out who would like to participate in groups/committees
 - Each person/household receives notice of upcoming activities.
 - Improve distribution of newsletters, etc.
 - Make sure all residents know benefits/dangers of projects.
- Provide information/accessibility to education/training opportunities & funding resources.
 - Research adequate funding sources.
 - Explore what regional corporations (Kawerak, NSHC, BSNC, etc.) have to offer.
 - Encourage educational and training opportunities.
 - Prioritize and plan.
 - Increase availability of resources and cultural awareness
 - Ask anyone for assistance/clarification.
 - All entities work together in a positive manner (attitudes/communication). Eliminate back-biting/competing.
 - Proficient grant writers submit paperwork/applications.
 - Access outside training resources.

- Improve timing training opportunities with appropriate season.
- Enforce local hire.
- Strengthen skills and qualifications of the work force.
 - Encourage training to get certifications.
 - Hire trainees to get work experience. Then write letters of support/recommendation.

Strategic Direction: Supporting Healthy Living & Wellness

- Promote & value a healthy drug & alcohol-free lifestyle for our community & future leaders.
 - Don't be afraid of failure.
 - Eagerly pursue challenges.
 - Cultural awareness
 - Confidence
 - Summer School
 - Encourage young people not to do drugs/alcohol.
 - Discuss more solutions at community meetings.
 - Lead by example.
 - Alcoholics Anonymous (AA) meetings
 - Make sure youth know the consequences for their future employment, other opportunities, etc.
 - Share personal experiences.
 - Have motivational speakers share.

Strategic Direction: Empowering Participation

- Create realistic projects and complete them in a timely manner through positive community participation.
 - Set realistic deadlines.
 - Follow through with planning.
 - Have public comments discussions about all issues
 - At all entity meetings
 - Facebook and other forms of social media
 - Texting
 - VHF
 - Newsletters
 - Etc.
 - Form action groups/committees for each project.
 - Use project timetables/task worksheets in all organizations.
 - Who?
 - What?
 - When?
 - Etc.
 - Community participation
 - Provide employee incentives (benefits, raises, etc.) for qualified workers.
 - Positive encouragement
 - Incentivize committee participation.

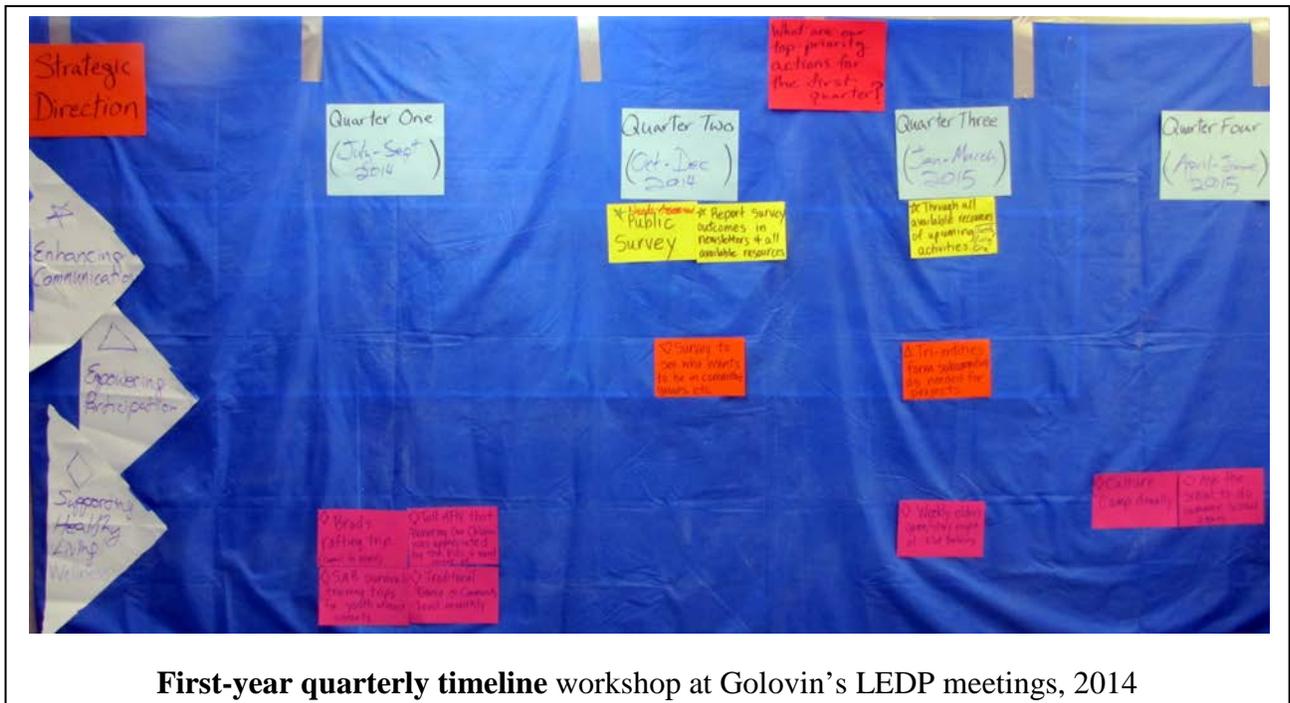
3.6 Focused Implementation

The planning participants decided what actions to take **the first year** in order to deal with the **Roadblocks (section 3.4)**. There were three steps involved in the process.

The community made its **Five-Year Strategic Directions (section 3.5)** manageable by deciding which actions to accomplish the first year:

- The community identified what its specific measurable accomplishments will be for the first year and created a quarterly timeline calendar.
- The community identified what the implementation steps will be for its first quarter accomplishments.
- The community identified what its top priority actions will be for the first quarter and posted them visibly on a large paper wedge for reference.

Note: The community is encouraged to assess its progress and to decide which steps to take **each year and quarter**. Refer to the **Review and Update Process (section 4.0)**. Contact CPD's Planning & Development Specialist for assistance with any questions.



First-year quarterly timeline workshop at Golovin's LEDP meetings, 2014

3.6.1 First Year Accomplishments

Participants decided which accomplishments from the **Five-Year Strategic Directions** (section 3.5) to complete the first year.

Note: The more specific an action is, the more likely it is to be accomplished. “Meet **two times a month**” is more empowering than “Meet more often” because it is specific and measurable so we can tell when we have accomplished it.

Annual planning can be brainstormed on a chart like this for each Strategic Direction by **building on the ideas already in the Five-Year Strategic Directions** (section 3.5):

Strategic Direction: Supporting Healthy Living/Wellness		
Current Reality	First-Year Accomplishments	Success Indicators
had it for several years but not 2014 (\$)	Ask school to do summer school again	We asked for it.
Inventorizing supplies (1st time Brad leads)	Brad's rafting trip (Council to WMA)	Trip achieved
occurred as opportunities arose but not a regular event	Culture Camp	Occurs at least one time per year
occurring in Debbie's bi-lingual class in school but not community-wide	Annually - Traditional Dance @ Community level	community participates @ least once a month.
Kawerak funded but no one to run it...dizzled	monthly Weekly Elders game/story night @ EDI Building →	

Workshop Question: “What will our specific, measurable accomplishments be for the first year?”

- Strategic Direction: Enhancing Communication
 - **Accomplishment:** Written public needs assessment survey
 - Current Reality: Kawerak has done this for IGAP
 - Success Indicators: Outcomes have been received
 - **Accomplishment:** Report survey outcomes in newsletters and all available resources
 - Current Reality: Has not happened except for Kawerak/IGAP
 - Success Indicators: Outcomes are reported with all residents through newsletters, etc.
 - **Accomplishment:** Each resident is notified of upcoming activities through all available resources
 - Current Reality: Entities post notices on bulletin boards, flyer, VHF, and word of mouth.
 - Success Indicators: At least one new form of community announcements is being used to make sure all residents are informed as much as possible. Facebook, ARC, or text messages could be used to make community announcements. A community Facebook page could include a calendar of all entity events. Residents could sign up to receive text messages, phone calls, or email announcements from all entities. School flyers could include entity announcements. Newspaper announcements are another possibility.

- Strategic Direction: Supporting Healthy Living & Wellness
 - **Accomplishment:** Ask school to do summer school again
 - Current Reality: Had it for several years but not in 2014 due to funding shortages
 - Success Indicators: We’ve asked for it.
 - **Accomplishment:** Brad’s rafting trip from Council to White Mountain
 - Current Reality: Inventorying supplies; this is the first time Brad has led the trip.
 - Success Indicators: Trip achieved
 - **Accomplishment:** Annual culture camp
 - Current Reality: Culture camp has occurred in the past when opportunities arose, but it has not been a yearly event.
 - Success Indicators: Culture camp takes place at least once every year.
 - **Accomplishment:** The community has a monthly Eskimo Dancing event.
 - Current Reality: Eskimo Dancing is part of Debbie’s bi-lingual class at the school but it isn’t a community event.
 - Success Indicators: A community Eskimo Dancing event occurs at least once every month.

- **Accomplishment:** Weekly Elders game/story night at the EDA Building
 - Current Reality: Kawerak funded the event previously but no one was available to run it so it stopped.
 - Success Indicators: Weekly Elders game/story night at the EDA Building takes place
 - **Accomplishment:** Search and Rescue survival-training trips for youth at least once every year
 - Current Reality: There have been survival trainings in the past (funded through Suicide Prevention programs), but Search and Rescue has not led them yet. State funding is pending.
 - Success Indicators: Search and Rescue leads survival-training trips for youth at least once every year.
 - **Accomplishment:** Complete SCERP.
 - Current Reality: Near completion
 - Success Indicators: The community is better prepared for emergencies after completing and distributing its SCERP.
 - **Accomplishment:** Tell AFN that “Honoring Our Children” was appreciated by our youngsters and that we would like to have more of it.
 - Current Reality: We have not written a letter of appreciation to AFN for “Honoring Our Children.”
 - Success Indicators: We have written to AFN communicating that “Honoring Our Children” was appreciated by our youngsters and that we would like to have more of it.
- Strategic Direction: Empowering Participation
- **Accomplishment:** Conduct survey to see who wants to participate in groups/committees, etc.
 - Current Reality: This has not happened yet.
 - Success Indicators: Survey outcomes have been received.
 - **Accomplishment:** The governing entities form subcommittees as needed for projects.
 - Current Reality: This is done sometimes but could be done more.
 - Success Indicators: The governing entities form subcommittees as needed for projects.

Timeline of First Year Accomplishments

Workshop Question: “What is the timeline for completion of first-year accomplishments?”

Strategic Direction	Quarter 1 (July-September, 2014)	Quarter 2 (October-December, 2014)	Quarter 3 (January-March, 2015)	Quarter 4 (April-June, 2015)
<u>Enhancing Communication</u>		<ul style="list-style-type: none"> ➤ Conduct Needs-assessment Public survey ➤ Report survey results in newsletters and all other available resources. 	<ul style="list-style-type: none"> ➤ Use all available communications resources to notify all residents of upcoming activities. 	
<u>Supporting Healthy Living & Wellness</u>	<ol style="list-style-type: none"> 1. Brad’s rafting trip from Council to White Mountain 2. Write to AFN that “Honoring Our Children” was appreciated by the kids and we want more of it. 3. Traditional Dance at community level monthly 4. SAR survival training trips for youth at least once a year 		<ul style="list-style-type: none"> ➤ Weekly Elders game/story night at the EDA Building 	<ul style="list-style-type: none"> ➤ Annual Culture Camp ➤ Ask the school to do summer school again.
<u>Empowering Participation</u>		<ul style="list-style-type: none"> ➤ Conduct survey to see who wants to participate in committees/groups /etc. 	<ul style="list-style-type: none"> ➤ Tri-entities form subcommittees as needed for projects. 	

3.6.2 First Quarter Accomplishments

Implementation steps were written for the first quarter accomplishments (90 days, July-September, 2014). A worksheet like the following can be used for review/revise/action-planning **every quarter**.

Workshop Question: “What steps implement each 1st Quarter accomplishment?”

90-day implementation steps

Strategic direction		Accomplishment title (what)		
Intent (why)		Start Date: End Date:		
Implementation steps (how)		Who	When	Where
1.				
2.				
3.				
4.				
5.				
6.				
Coordinator Team Mbrs.	Collaborators or Partners	Evaluation Measures	Budget	Next Meeting Date

First Quarter Accomplishment #1

90-day implementation steps worksheet

Strategic direction <i>Supporting Healthy Lifestyles</i>		Accomplishment title (what) <i>High School rafting trip</i>		
Intent (why) <i>To build relationships through subsistence activities</i>		Start date: <i>Mid August</i> End date: <i>same</i>		
Implementation steps (how)		Who	When	Where
1. Receive rafts from Uuk.		<i>BRAD O.</i>	<i>Mid July</i>	<i>Fish River</i>
2. Receive permission from Native Corp.		"	?	
3. Notify students		"	1st of Aug	
4. Recruit Chaparones		"	now	
5. Transport supplies to camp		"	1 day before trip	
6.				
Coordinator <i>BRAD OKOJ</i> Team members <i>Julian Navarro</i>	Collaborators or partners <i>NSEDC Council Native Corp. White Mountain Native Corp.</i>	Evaluation measures <i>Input from participants</i>	Budget <i>Church/NSEDC</i>	Next meeting Date <i>Mid July</i>



June 2014 LEDP Planning Participants (Left to right) Sherri Lewis, Donna Katchatag, and Eleanore Amaktoolik

First Quarter Accomplishment #2

90-day implementation steps worksheet

Strategic direction <i>Supporting Healthy Living & Wellness</i>		Accomplishment title (what) <i>Thank You Letter to AFN</i>		
Intent (why) <i>We appreciate & want this event to happen more.</i>		Start date: <i>ASAP</i> End date:		
Implementation steps (how)		Who	When	Where
1. Get feed back fr locals 2. Thank you cards fr youth & parents. 3. Send picture 4. signed by entities 5. 6.		<i>CEC ENC City Jointly</i>	<i>ASAP</i>	<i>offices</i>
Coordinator	Collaborators or partners	Evaluation measures	Budget	Next meeting Date
Team members			<i>X</i>	<i>June 19, 2014</i>



Golovin resident Tom Punguk climbs to pick an edible green called Elephant Ears.

First Quarter Accomplishment #3

Strategic Direction Supporting Healthy Living + Wellness		Accomplishment Title (What) Traditional Dance @ Community Level Monthly		
Intent (Why) Cultural Awareness		Start Date: July End Date: Never		
Implementation Steps (How)		Who	When	Where
1. Recruit Volunteers to organize chapters		CEC	ASAP/June	
2. Ask Diomedea to share their dances		?		
3. Make new Kuspanks/		?		
4. Get drums/traditional-ware		?		
5. Fundraising		?		
6. Find Instructor		?		
Coordinator ?	Partners NSEDC, Teller, ^{Food Bank} Dio, kl, mt.	Eval. Measures	Budget Teller (Transpo) + Lodging/Food NSEDC (?)	Next Meeting (date) CEC meetings June 19 Gay Jacobsen -Principal -ASAP
Team Members Debbi Anungzue				



Golovin's water source

First Quarter Accomplishment #4

90-day implementation steps worksheet

Strategic direction S+R Survival Training		Accomplishment title (what) Building + Equipment		
Intent (why) Survival Skills Necessary - Equipment Awareness		Start date: Qtr 1 Qtr 1 + Qtr 2 End date: Never		
Implementation steps (how)		Who	When	Where
1. Planning + Education + Safety		VPSO, S+R Volunteers	As Necessary (yearly)	local + surrounding Area
2. Local Knowledgeable Outdoorsmen		S+R Group	As Needed	" " "
3. Select a training site		S+R Group	Quarterly	" " "
4. VPSO Survival training <u>AST?</u>		VPSO <u>AST?</u>	As Necessary	" " "
5. Youth Sign Up Sheet (Not limited to Youth)		?	?	" " "
6. S+R Instructors Selected		?	?	" " "
Coordinator VPSO Team members S+R Group	Collaborators or partners CEC, AST, City	Evaluation measures Post Evaluation after each survival training session. Community Awareness	Budget ? Fund Raising	Next meeting Date Quarterly



A local fisherman checks his net.

4.0 Review and Update Process

Review and revise any section of the LEDP at any time as a community or at council meetings. **Contact CPD for planning-assistance in any area of development.**

The community is encouraged to evaluate, revise, and adopt an updated **Five Year Top Priority Projects (3.3)** list by joint-entity resolution **at least once a year**. But the community can do so as often as it wants. Please provide CPD with copies of updates and resolutions to be officially added to the LEDP as addendums.

Quarterly Evaluation and Refinement Sessions (quoted from the ToP Participatory Strategic Planning manual): At the end of the strategic planning event, it is important to determine how the organization is going to keep the plan on track. There are many types of and processes for monitoring and evaluation. One time-tested and effective way is to hold quarterly evaluation and refinement sessions. This approximately three-hour event affirms the accomplishments, acknowledges the struggles, captures learnings, makes adjustments, builds anticipation, and establishes commitment for the next quarter. Making it a face-to face event is key. Memos, e-mail, and other forms of communication do not allow for adequate team-building and consensus-building. These sessions work best if everyone who is involved in implementation attends. At the least, those responsible for the accomplishments should attend quarterly evaluation and refinement sessions.

There are numerous benefits to quarterly evaluation and refinement events:

- Keep the strategic plan on track.
- Build teamwork and ownership of the plan.
- Develop planning and problem-solving skills.
- Strengthen the organizations learning-process.
- Allow for system-wide adjustment to unforeseen influences that must be taken into account.

Where applicable, in addition to quarterly evaluations, regular coordination and accountability for the plan should be built into existing events, such as team, staff, and board meetings.

Ongoing planning

The fourth-quarter evaluation is also the time to do a new 12-month plan and requires approximately four hours. It usually occurs near the end of the fourth quarter, but could be timed to provide necessary direction for budgeting and other administrative processes. It is similar to the Focused Implementation Workshop but includes components of the quarterly evaluation.

Note: CPD's Planning & Development Specialist is available to help with any questions or comments.

5.0 Public Participation

Sign In Sheet

Community: Golovin Date: 6-7-14

Name	Agency	Email address	Phone number
Irene A Navarro	Chinik	inavarro67@hotmail	739-1067
Sherni Lewis	Chinik	sherniann_1969	739-1039
CAROL OLIVER	CEC/BAP	oxiedec49@yahoo.com	360-0304
Toby Anungazuk Jr	CEC/BAP	tobyajrey260.com	719-2005
Eleanor Amartodik	GNC	None	779-2219
FRAT PETERSON	ETHA		739-1014
DAANA Katchatag			779-2214
Jillie Olson	Church		779-2243
BRAD OLSON	Church		"
Agnes Moses	City	agelmoses13@gmail.com	739-116
Pat Amartodik	self	N/A	739-1057
David Amuktoolik J.	self	amuktoolik2@yahoo.com	739-1050
Jack Brown	self	NONE	779-5225
DeAnungazuk			
Kathy Fagerstrom	City		779-2250
Denn Peterson	CEC		739-0012
Bobby Amaro			779-2207
Kathy Punguk	City		779-3621
Kellie Williams	Hometown	kelliebrown13@hotmail	434-1160
Denn Williams	"	"	"
Maggie Olson			(907) 779-3071
Carlos Navarro	Self	npso.gwa@kawakat.org	(408) 779-3911
Thomas Punguk	Nature	thomas.punguk@hotmail.com	779-3621 739-103
LAURA ESPARZA			1-907-779-3541
John Peterson	community member	peterson423@gmail.com	907-739-1015
Ethna Fagerstrom			

Sign In Sheet

Community: Golovin

Date: 6-8-14

Name	Agency	Email address	Phone number
<u>Ruth Peterson</u>	<u>GTC</u>		<u>739-1014</u>
<u>Bobby Amalik</u>			<u>279-2207</u>
<u>CAROL OLIVER</u>	<u>CEC</u>	<u>axiedac49@yahoo.com</u>	<u>779-3982</u>
<u>Irene A. Navarro</u>	<u>Chinik</u>	<u>inavarro5@hotmail.com</u>	<u>739-1061</u>
<u>Sherri Lewis</u>	<u>Chinik</u>	<u>sherriann1969@hotmail.com</u>	<u>739-1039</u>
<u>Donna Katchatag</u>	<u>CEC</u>	<u>dbrown@kawenk.org</u>	<u>779-2214</u>
<u>Eleanor Amaktolik</u>	<u>GNC</u>		<u>779-2219</u>
<u>Brian Olson</u>	<u>Church</u>	<u>BrianOlsonRS@gmail.com</u>	<u>779-2243</u>
<u>Jack Brown</u>	<u>SELF</u>	<u>None</u>	<u>779-5225</u>
<u>Deb Anungazuk</u>	<u>SELF</u>		
<u>Toby Anungazuk Jr</u>	<u>CEC/CDP</u>	<u>Tobyajroyal@aol.com</u>	<u>779-2005</u>
<u>Alfred Anungazuk</u>	<u>SELF</u>		<u>229-1057</u>
<u>Becky Anungazuk</u>	<u>Chinik</u>		<u>779-3581</u>
<u>Mary Curtis</u>	<u>Chinik</u>		<u>779-8159</u>
<u>Donna</u>	<u>CEC</u>		<u>739-0012</u>
<u>Thomas Pungak</u>	<u>Religion</u>	<u>ThomasPungak@hotmail.com</u>	<u>779-3621</u>
<u>Kathy Pungak</u>	<u>City</u>		<u>779-2250</u>
<u>Kathy Jagerstrom</u>	<u>City</u>		<u>779-2250</u>
<u>Mike Olson</u>	<u>Church</u>		<u>779-2243</u>
<u>Florance Dayle</u>			<u>779-2210</u>
<u>John Peters</u>			
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<u>Audrey Amaktolik</u>	<u>Youth</u>		<u>779-2219</u>

Public Planning Meetings

Public planning sessions were held on June 7 & 8, 2014, to assess the community's current assets and needs, and revise the community's Local Economic Development Plan (LEDP). Participants identified development goals and priorities in line with the community's values, strengths, and needs. The general public was invited and encouraged to attend the meetings. Members of the Traditional Council, Native Corporation Board, City Council, Youth, and Elder Leaders were present at each meeting, showing diverse input from the community on future paths of development.

Joint Entities Review of LEDP Draft

Following the completion of the public planning meetings in June, 2014, the Tribal Council, Native Corporation Board, and City Council agreed to review the draft LEDP, ask CPD to edit if necessary, and adopt the plan by **joint-entity resolution**. The joint-entity resolution provides optimal strength in support of accomplishing the objectives of the community's five year economic development plan. It is evidence that the entities agree that accomplishing the Top Priority Projects listed in the plan will provide maximum benefit for the entire community.

Note: Kawerak's Community Planning & Development Specialist is available to help with any questions and can be scheduled to meet with the entities by phone or in-person at a tri-council meeting.



LEDP Meeting Participants, June 8, 2014

Upper row, left to right: Tom Punguk, Kathy Punguk, Willow Olsen, Irene Navarro, Debbie Anungazuk, Toby Anungazuk Jr, Eleanore Amaktoolik, Donna Katchatag, Jack Brown, Chon (Dean Peterson), Oxie (Carol Oliver)

Lower row, left to right: Kaylee Fagerstrom, Maggie Olsen, Emily Henry, Ethan Fagerstrom, Madison Fagerstrom, Audrey Amaktoolik, Sherri Lewis, Nuv (Florence Doyle), Irene Ayukongak, Ruth Peterson, Kathy Fagerstrom

**Prepared for the Community of Golovin and The Bering Strait Development Council
by
The Golovin Planning Organizations and Kawerak Community Planning & Development**

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