

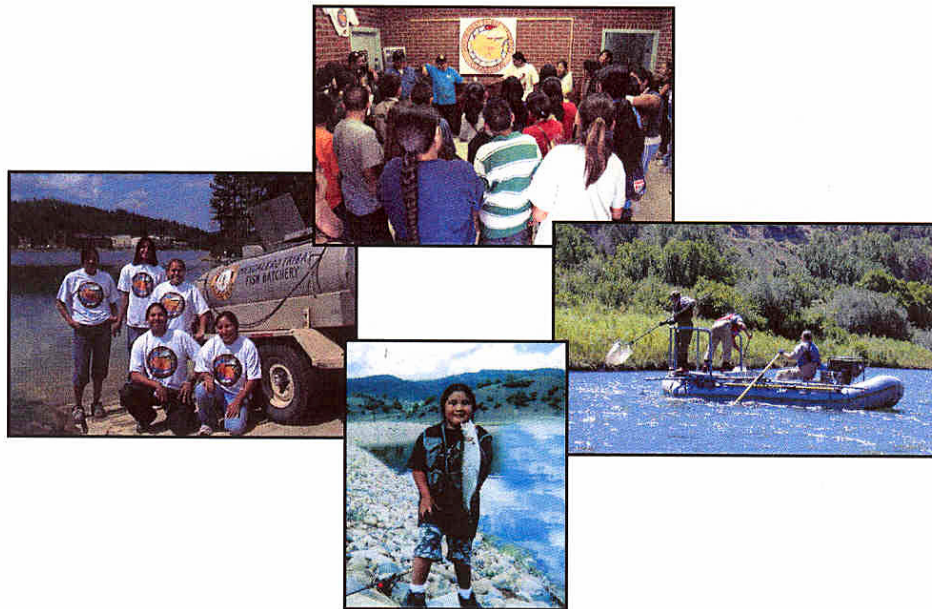


SOUTHWEST TRIBAL FISHERIES COMMISSION

FIVE YEAR STRATEGIC PLAN

October 1, 2007 – September 30, 2012

Revised April 2007



Board Officers:


Arthur "Butch" Blazer, Chairman SWTFC


Albert John, Vice-Chairman, SWTFC


Steve Whiteman, Secretary-Treasurer, SWTFC

Southwest Tribal Fisheries Commission 2007 - 2012 Strategic Summary

Who We Are:

The Southwest Tribal Fisheries Commission is a coalition of tribes, pueblos, and Nations with a strong desire to promote self-determination through the development of sustainable recreational and native fisheries programs. Our vision is to provide technical skills and support needed to move individual tribal fisheries programs and projects from the conceptual phase to reality by:

- Assisting tribes with creating and facilitating inter-governmental and non-governmental partnerships
- Providing advocacy needed to obtain funding and support
- Providing tangible services in the form of technical assistance, training, education, and equipment

Our Guiding Principles:

- Fisheries resources are culturally and economically important to southwestern tribes.
- Tribes determine their own fate; assistance will be offered but only to the extent desired by the requesting tribe.
- The federal trust obligation to tribes will always exist; however, we seek to encourage self-determination and sufficiency among southwestern tribes.
- The ability of tribes to gain recognition and support for their causes is much greater when they collaborate and speak with a unified voice.

Five Year Goals:

- Annual funding of \$300,000 to sustain core functions of the Commission, including from Congressional allocations, Federal agency year-end or excess funding, and tribal and private contributions.
- A SWTFC staff with an Executive Director, Administrative Assistant, Biologist, and Technician
- A central office in Albuquerque, NM
- Recruit 5 new tribes, nations, pueblos into the Commission, including representation from Southern California
- Facilitate the completion of 5 individual tribal projects (beginning in 2006)
- Advocate for and assist tribes in developing 10 fisheries-related training and education efforts
- Facilitate and/or participate in the development of 3 intergovernmental memorandums of understanding

Our Strategy:

- Secure sufficient funding sources for immediate, transitional, and sustained SWTFC operations through government, state, private, and tribal sources.
- Expand tribal capacity for managing fisheries resources by pursuing partnerships involving native fish restoration and recreational fisheries.
- Increase the SWTFC's technical and administrative capabilities through hiring of additional full time staff.
- Increase understanding and support for the SWTFC by implementing a clear and concise communication plan to our stakeholders; and,
- Formulate strong policies that ensure integrity and transparency while guiding the SWTFC's actions.

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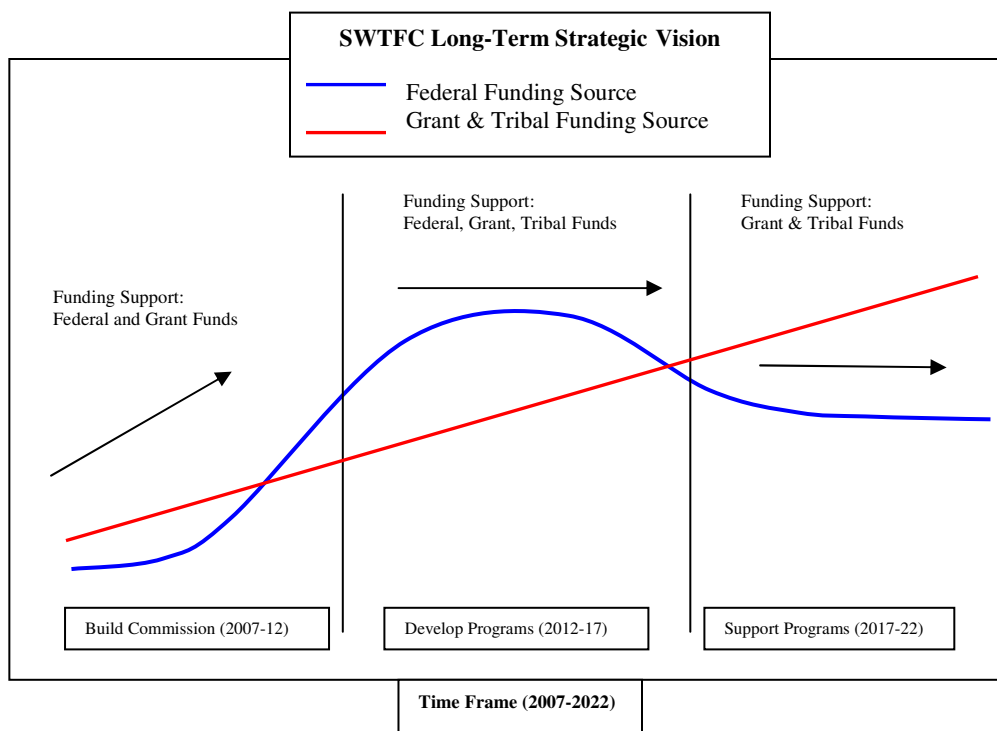
Background

The Southwest Tribal Fisheries Commission (SWTFC) was formed in April 2002 primarily in response to the closure of the Mescalero National Fish Hatchery (NFH) and the chronic erosion of funding and maintenance at the Alcheyay and Williams Creek NFH complex located on the White Mountain Apache tribal lands in Arizona. Unlike other fisheries commissions focused on fulfillment of federal treaty obligations, such as the Northwest Indian Fisheries Commission and Great Lakes Fish and Wildlife Commission, we are a coalition of tribes in the southwest which seeks to assist tribal fisheries programs by providing technical skills and support needed to move good ideas and projects from the conceptual phase to reality.

Tribes, and tribal fisheries programs in the Southwest, are diverse in terms of their actual resources and needs. Some fisheries programs are well developed while others need support or technical resources to realize their potential. Tribes often have a specific vision of their fisheries management but need additional support and technical assistance to achieve that vision. All are interested in responsible and professional stewardship of these resources.

We all share a common goal to increase the capacity of tribes to fulfill their self-determination and self-sufficiency goals. Federal agencies are potential partners in this process because of their trust responsibilities to tribes. States and non-governmental organizations also have an interest in seeing tribes become self-sufficient. We can work as partners to achieve this goal with the SWTFC providing a valuable link between agencies (both governmental and non-governmental) and tribes.

The SWTFC outlines its vision, goals, and objectives for the next five years in this document. However, over the long-term (15+ years), we do not foresee an unending capacity building mission. Since the initial Strategic Plan was approved in 2002, SWTFC has reopened Mescalero Tribal Fish Hatchery and provided services and products to SWTFC member tribes. Building upon these past successes, the SWTFC will continue to expand its ability to serve tribes (2007-2012), develop tribal capacity and complete additional projects with our partners (2012-2017), and then continued support and advocacy for the programs we helped build (2017-2022; see diagram).



Vision and Mission Statements

“Our vision is to provide technical skills and support needed to move individual tribal fisheries programs and projects from the conceptual phase to reality by assisting tribes with creating and facilitating inter-governmental and non-governmental partnerships, providing advocacy needed to obtain funding and support, and providing tangible services in the form of technical assistance and equipment.”

Our mission is, “To advance tribal self-determination and tribal stewardship of fisheries resources through the professional development and support of tribal resource management programs.”

Opportunities and Strengths

The unique strength of the SWTFC lies in its ability to bring together tribes with diverse fisheries resources, people, skills, fisheries programs, and geographic landscapes to provide a unified voice for better management of fisheries resources on their respective lands. Other strengths include:

- Political sovereignty of Native American lands create unique opportunities to partner with Federal, State, and Private groups to achieve shared goals such as improving fisheries management and conservation.
- Providing economic benefit to tribes and surrounding regions through successful tribal fisheries programs.
- Building tribal fisheries programs encourages professional development of staff, improved resource management, and enhanced sovereignty.
- The ability to create a network of tribally operated fish production facilities across the southwest

Challenges

The greatest challenge facing the SWTFC today is gaining long-term commitment and support of tribes through the Commission’s developmental phases. A key component of maintaining tribal support is the ability to provide services, which is a function of sufficient funding for Commission activities. Although there are many exciting opportunities presented to the Commission, securing funding has been a challenge for the following reasons:

- We are a young organization with limited visibility among our potential partners.
- There is a reluctance on behalf of potential partners to fund non-native recreational based programs.
- There is strong competition for limited funds.

Other challenges facing the SWTFC include:

- A declining federal support for recreational fishing (National Fish Hatchery System).
- The cautious nature of tribes to trust new organizations.
- Due to lack of capacity, SWTFC has not been able to clearly articulate its mission
- Limited staff and training within SWTFC.
- There is significant geographic distance between tribes in the southwest.
- There are intensifying disease, non-native fish, and environmental concerns leading to restrictive regulation.
- Maintaining effective long-term partnerships.

Membership and Partners

The SWTFC currently has 15 tribes who have submitted a resolution from their governing body formally joining the Commission. There are 23 tribes who regularly attend quarterly meetings and are either in the process of approving a resolution or intend to join the Commission within the next 2-3 years. A total of 85 tribes or bands located in Southern California, Nevada, Utah, and Arizona have not been actively recruited for membership by the SWTFC at this time.

Membership and Partners Summary

Member Tribes	Participating Tribes*	Potential Members**	Partners	Potential Partners***
Jicarilla Apache Nation, NM	Pueblo of Acoma, NM	51 S. California Tribes or Bands	U.S. Fish and Wildlife Service, Region 2	State Dept. of Natural Resources in AZ ^a , CO, NM ^a , UT, CA, NV
Mescalero Apache Tribe, NM	Pueblo of Jemez, NM	19 Nevada Tribes or Bands	Bureau of Indian Affairs, Southwest Region	Native American Fish and Wildlife Foundation ^a
Navajo Nation, NM / AZ/ UT	Pueblo of Nambe, NM	4 Utah Tribes	Native American Fish and Wildlife Society	National Fish and Wildlife Foundation ^a
Ute Tribe, UT	Pueblo of Pojoaque, NM	10 Arizona Tribes or Bands	Southern Ute Tribe, Gaming Grant Program	Southwest Strategy Group ^a
Pueblo of Isleta, NM	Pueblo of San Felipe, NM	1 Colorado Tribe (Ute Mtn. Ute)	NM Game & Fish Dept.	Trout Unlimited ^a
Pueblo of Laguna, NM	Pueblo of San Ildefonso, NM	U.S. Fish and Wildlife Service, Region 6	New Mexico State University (NMSU)	Native American Indian Gaming Association (NAIGA)
Pueblo of Sandia, NM	Pueblo of Santa Ana, NM		Southwest Indian Polytechnic Institute (SIPI)	Administration for Native Americans (ANA)
Santa Clara Pueblo, NM	Pueblo of Santo Domingo, NM		Haskell / National Center for Coop. Education	Economic Development Administration (EDA) ^a
Southern Ute Tribe, CO	Pueblo of Taos, NM			Other BIA regions
Okay Owingeh, NM	Pueblo of Tesuque, NM			Tribes outside the SW region
Pueblo of Cochiti, NM	Pueblo of Zia, NM			
San Carlos Apache Tribe, AZ	Hualapai Tribe, AZ			
Pueblo of Zuni, NM	Salt River Pima-Maricopa Indian, AZ			
Pueblo of Picuris, NM	Tohono O,Odham Nation, AZ			
Pyramid Lake Paiute Tribe, NV	Tonto Apache Tribe, AZ			
	White Mountain Apache, AZ			
	Fort McDowell Yavapai Nation, AZ			
	Gila River Indian Community, AZ			
	Colorado River Indian Tribes, AZ			

* Participating Tribes regularly attend quarterly meetings but do not have a formal resolution of membership filed with the Commission.

** Potential members include tribes or bands within the Southwest Region that do not regularly attend meetings but that are within our geographic area.

*** Potential partners include organizations with whom we have already initiated direct talks with(*) and those we intend to contact.

Current Services

The SWTFC currently offers the following services to tribes:

- Advocacy, negotiation, and coordination on behalf of tribes (member and participating) regarding fisheries issues with Tribal, State, Federal, and Private groups
- Technical assistance developing fish rearing facilities
- Grant writing assistance
- Project advice and planning assistance
- Fish distribution up to 2,100 lbs total fish weight (per delivery) and within a 500 mile radius of the rearing facility

Current Projects

The SWTFC is involved in several ongoing projects and anticipates the following outcomes in each including:

- Continue to coordinate with the Mescalero Apache Tribe and the Economic Development Administration to implement the restoration and expansion of the Mescalero Tribal Fish Hatchery.
- The SWTFC, in working with the Mescalero Apache Tribe, continues to train Tribal staff and other partners in professional aquaculture.
- Transitioning management and operation of Mescalero Tribal Fish Hatchery to the Mescalero Apache Tribe by 2009.
- Maintain dialog with Federal and State Agencies (e.g., BIA, FWS, NMDGF) and non-governmental organizations on continued support of National Fish Hatcheries in the region, surplus hatchery equipment, and transport of fish across political boundaries. (Operations Plan currently under development).
- Implement capacity building through applied habitat restoration and fisheries management training for nine southwest tribes, as described in the 2007 Tribal Wildlife Grant proposal.

Completed Projects

The SWTFC has completed many projects first identified in the Strategic Plan approved in 2002. These projects included:

- Implementation of a media campaign to communicate the Commission's vision and plans. This project consisted of three components, including: development and printing of a color brochure; production of a short informational video; and launching of a SWTFC website (www.swtfc.org).
- Successful completion of a spring 2005 pilot project to rear rainbow trout at the Mescalero Tribal Fish Hatchery. Approximately 20,000 pounds of fish were produced and made available to tribes, clearly demonstrating the continued strong potential of the hatchery facility.
- Development of a strong fish distribution capability using funds under a 2005 grant from the FWS. SWTFC acquired several trucks, tanks, and supporting equipment that are now being used on a regular basis for fish deliveries to tribes.

- Maintained a strong dialog with the southwest region directors of the BIA and FWS on a variety of issues, including support for the region’s National Fish Hatcheries, fisheries issues affecting tribes, and funding support for SWTFC
- Successful acquisition of equipment needed to operate the Mescalero Tribal Fish Hatchery through partnering with the BIA Mescalero Agency and FWS on obtaining surplus equipment. All needed equipment has been acquired and the current limiting factor on production at this facility is water supply.
- Completion of a dialog and agreement with both the FWS and State of New Mexico regarding fish disease testing and a fish distribution protocol, which are critical to making tribal-produced fish readily available to tribes.
- Reached agreement with the FWS on provision of fish to tribes via the Mescalero Tribal Fish Hatchery. The hatchery is now on the federal distribution list for receiving trout eggs on an annual basis. In addition, excess sub-catchable fish are also provided free-of-charge to the hatchery for grow-out and subsequent distribution to tribes.

SWTFC Executive Board and Steering Committee Members

The SWTFC is composed of talented and motivated people who have been involved in tribal natural resource issues for years. Most are full-time natural resource professionals employed by tribes, states, and federal agencies and who participate on a voluntary basis in the SWTFC. We have a creative core group of individual leaders including Butch Blazer, USFWS Liaison [Vacant], Norman Jojola, and Joe Jojola who were instrumental in establishing the Native American Fish and Wildlife Society 25 years ago.

Name	Occupation	Agency	Experience/SWTFC Role
Arthur “Butch” Blazer, Chairman, SWTFC	Director, New Mexico State Forestry	State of New Mexico; Energy, Minerals & Nat. Resources Department	B.S. Agriculture; 32 years of experience with NM State, BIA, and Mescalero Tribe; Chairman, American Indian Program Advisory Council; Chairman, Youth Conservation Corps Commission; Founder and past president of the Native American Fish and Wildlife Society. Primary role: leadership, coordination, and communication among membership and board
Albert John, Vice-Chairman, SWTFC	Fish Production Manager	Pyramid Lake Paiute Tribe	18 years fisheries management experience with the Pyramid Lake Paiute Tribe (PLPT), including 5 years as Hatchery Manager and 13 years as Production Manager. Also was PLPT Council Member for 12 years and 6 years on Nevada Regional Water Planning Commission. Primary role: coordination and communication
Steve Whiteman, Secretary-Treasurer, SWTFC	Division Head, Wildlife Resource Management Division	Southern Ute Tribe	B.S. Wildlife & Fisheries Biology; 11 years with Tribe. Wildlife and fisheries program administration; Primary role: planning, financial management, and communications
Michael Montoya, Executive Director, SWTFC	Manager, Mescalero Tribal Fish Hatchery	Southwest Tribal Fisheries Commission	M.S. Fisheries Science; 16 years fisheries management (6 FWS & 10 with N. Ute Tribe). Strong technical expertise in hatchery management. Former teacher (15 yrs) with excellent outreach and education skills. Primary role: Coordination, outreach, and project implementation
Shenan Atcitty, Legal Council, SWTFC	Attorney	Holland & Knight LLP, Washington, D.C.	Law Degree from University of New Mexico. 10 years of Indian Law Practice: partner in law firm’s Federal Indian Law Practice Group and serves as the head of firm’s Native American legal and lobbying practice based in Washington D.C.
Joe Jojola, BIA Liaison to SWTFC	Wildlife Biologist / Program Coordinator	Bureau of Indian Affairs, Southwest Region	M.S. Wildlife Biology, 26 yrs of combined experience as a wildlife biologist working for the White Mountain Apache Tribe (17 yrs), USFWS (3 yrs), and currently BIA Regional Biologist (6 yrs). Primary role: Advisory, coordination & communication.

Norman Jojola, NAFWF Liaison	Natural Resource Manager	Bureau of Indian Affairs, Northern Pueblos Agency	B.S. Wildlife Sciences/Range Science; 29 yrs of combined experience as a wildlife biologist and range conservationist working with the NMDGF, FWS, and BIA. Role: Advisory, coordination & communication.
Jeff Cole, Chairman SWTFC Fundraising, Committee	Wildlife Biologist	Navajo Nation, Fish & Wildlife Department	B.S. Zoology plus training in fisheries management and production; 18 yrs of experience as Hatchery Manager, Fisheries Biologist, and Wildlife Manager for the Navajo Nation. Primary: Planning and advisory, esp. fundraising

Five Year Strategic Goals and Objectives

The SWTFC’s five-year goals (see table) describe the overall evolution of the organization as we envision it. We have defined three time frames for achieving our goals as “immediate” (2007), “transitional” (2008-2010), and “sustained” (2011-2012). The SWTFC’s current or “immediate” status is one of funding uncertainty but with strong tribal and federal support. The “transition” period represents a maturing of the Commission’s staff, tribal support, funding, and projects. And finally, the “sustained” period in our development is the ability to maintain a full-time staff creating new partnerships and projects throughout the entire SW region.

SWTFC Goals and Objectives Summary

Goal	Immediate Period (2007)	Transition Period (2008-2010)	Sustained Period (2011-2012)
1. Secure Core Funding	Secure \$100K, BIA-638 and USFWS	Secure \$100K, BIA-638 and USFWS Identify/pursue ANA, NFWF, NAFWF grant opportunities	Achieve Congressional line-funding of \$292K annual
2. Increase SWTFC Staffing	Maintain Executive Director	Maintain Executive Director Develop Job Description (JD) and hire Admin Asst ('06) Develop JD and hire Tech ('07)	Maintain Executive Director Achieve Full-Time (FT) for Admin and Tech. Develop JD and hire Biologist ('08) Achieve FT for Biologist (09)
3. Increase Membership	Recruit 2 new tribes, including resolutions of membership	Recruit 2 tribes in 4-corner states	Recruit 2 tribes, focus on NV and CA
4. Maintain MTFH Support	<ul style="list-style-type: none"> Assist with EDA Hatchery Renovation Federal support of SWTFC and MTFH operations Assist Mescalero Apache Tribe with new staff training 	<ul style="list-style-type: none"> Obtain NFWF grant for native fish project Production of RBT for tribes (35K lbs/yr) Expand training programs for Mescalero Apache staff 	<ul style="list-style-type: none"> Established native broodstock production program Production of RBT for tribes (50K lbs/yr) Expand training programs for Mescalero Apache staff
5. Establish Headquarters	MTFH as headquarters	MTFH as headquarters	Headquarters in Albuquerque, NM
6. Implement Tribal Projects	<ul style="list-style-type: none"> Identify & implement 1 specific projects Assist with Tribal resource staff training 	<ul style="list-style-type: none"> Identify & implement 2 specific projects Assist with Tribal resource staff training 	<ul style="list-style-type: none"> Identify & implement 2 specific projects Assist with Tribal resource staff training
7. Support Native Species Restoration	<ul style="list-style-type: none"> Establish native trout MOU with NMDGF 	<ul style="list-style-type: none"> Establish native trout broodstock production program 	<ul style="list-style-type: none"> Implement native trout restoration projects

Goals and Objectives Narrative

Goal 1. Secure funding for the core operations of the Commission.

Purpose: Without a fully functional commission and staff our effectiveness will be limited.

Our immediate funding strategy is to expand and solidify our contractual relationship with the BIA in order to hire a full time Executive Director. The use of annual BIA line-item funding is the most feasible means for hiring the Executive Director in this immediate time frame. These funds would be administered through the BIA 638 contracting process with the Mescalero Apache Tribe because that is presently the base of our operations and remains our primary obligation to provide recreation fish to member tribes. We will also pursue annual funding and in-kind support through the FWS.

During the “transition” from immediate to sustained funding for the SWTFC, we will pursue a legislative mandate from Congress for line item annual funding. Also, we will approach other organizations such as the U.S. Fish and Wildlife Service (FWS), the Administration for Native Americans (ANA), Native American Fish and Wildlife Foundation (NAFWF), and National Fish and Wildlife Foundation (NFWF). We will also pursue grant opportunities through private foundations and solicit financial support through fundraising activities and contributions from individuals and organizations.

The SWTFC plans to build upon its “resume” of successful projects during the immediate and transitional period and anticipates moving into a “sustained” period where we will have the capability to fully fund the core functions of the Commission (see budget summary). Legal counsel and our board of directors will pursue “sustained” SWTFC funding by actively advocating for our interest to our Congressional representatives. Even when core funding has been achieved the SWTFC will continue to pursue grants and other special project funding to fulfill our mission.

Goal 2. Increase SWTFC staffing.

Purpose: Staff will determine how effective the Commission will be in achieving its vision and mission.

At a minimum, we must secure financial support exclusively for a paid full-time Executive Director position. Aside from the leadership responsibility, the position is critical for coordinating and implementing the activities pursued by the Commission on behalf of tribes. To ease the burden on the Executive Director, we will need to hire an administrative assistant (part-time if necessary, full-time if funds are available) and a biological technician to assist with projects. In the immediate and transitional phases, these positions could be filled by “in-kind” contributions by tribes whose projects the Commission is working on. Eventually, we will want to maintain a project manager/biologist responsible for implementing and coordinating tribal projects.

Goal 3. Increase membership in the Commission.

Purpose: The SWTFC needs to continue building its credibility and recognition by acquiring the support of as many tribes as possible.

The Commission will increase participation by communicating its strategic plan and vision through direct presentations, media tools (DVD, website – www.swtfc.org , and brochures), and personal appeals. We will pursue any pledged but unfinished tribal resolutions and recruit tribes within the Four Corners region (NM, AZ, CO, UT) that benefit the most from the Commission’s current activities. We also seek to increase and diversify participation by tribes in the remaining southwest region, including Nevada and Southern California.

Goal 4. Maintain support for the operation of the Mescalero Tribal Fish Hatchery

Purpose: To continue to support the operation of Mescalero Tribal Fish Hatchery for the benefit of the Mescalero Apache Tribe and other members of the SWTFC.

For the foreseeable future, we will support the ongoing operations of the Mescalero Tribal Fish Hatchery (MTFH) and assist the Mescalero Apache Tribe (MAT) with the Economic Development Administration (EDA) construction funding effort. We will attempt to increase fish production capacity, and assist tribes in their efforts to develop their fisheries resources. As funding permits, this assistance will take the form of developing fisheries infrastructure of SWTFC member tribes, and improving the skills of tribal staff through exposure to training and experiential learning opportunities.

Goal 5. Lease a central office space for the Commission.

Purpose: To maintain a more centrally located headquarters and improve our image of autonomy among SW tribes.

For practical reasons, the SWTFC will maintain its office during the immediate and transitional periods at the MTFH. Within five years, we will seek office and storage space in Albuquerque, NM.

Goal 6. Pursue and implement new Tribal projects.

Purpose: To continue to demonstrate the value of the SWTFC by implementing and completing more tribal capacity building projects.

The SWTFC will increase its outreach to tribes in order to identify and implement projects that fit well with the SWTFC's mission and the assistance we have to offer. Projects will include (1) completion of the Cochiti Pueblo and Picuris Pueblo fish rearing facility projects, (2) fisheries management training for interested tribal staff, (3) native and sport fishery development on tribal lands, (4) project conception and grant writing, and (5) advocacy for individual tribes. We anticipate implementing a greater number of tribal projects once sustained funding is achieved by the SWTFC.

Goal 7. Support Native Fish Restoration.

Purpose: To facilitate partnerships focused on native fish restoration on tribal lands.

Native fish restoration has been identified as a priority of many tribes, federal agencies, state game and fish agencies, and even private organizations. As such, a strong opportunity exists for SWTFC to help facilitate partnerships between tribes and these other organizations on an important shared goal. Strong opportunities exist for native fish restoration on tribal lands, and partnering can bring financial and other resources to tribes that otherwise may not be available for implementing restoration projects. Also, the benefits of such projects can go beyond just the restoration of native species. Resources used in restoration projects, such as equipment and training, can also benefit the broader fisheries management goals that tribes may have.

The SWTFC is presently assisting with the development of a partnership between the Mescalero Apache Tribe and State of New Mexico on the restoration of Rio Grande cutthroat trout in parts of its native range. The SWTFC will continue to support this partnership, and hopefully expand the scope of the work to include other tribes interested in restoring Rio Grande cutthroat trout.

Budget Summary

Line Item	Cost/Unit	# Units	Unit	Total	Description
SWTFC Staff					
Executive Director	\$6,000	12	Month	\$72,000	Full-Time SWTFC leadership position to coordinate activities
Administrative Assistant	\$2,083	12	Month	\$25,000	Full-Time assistant and book keeper
Biologist/Project Manager	\$4,584	12	Month	\$55,000	Full-time biologist and project manager
Biological Technician	\$2,300	12	Month	\$27,600	Full-Time technician
Fringe Benefits/Taxes	\$4,500	12	Month	\$53,900	Assumes 30% of base salaries for taxes, basic insurance, & retirement
<i>Sub-total</i>				\$233,500	46,433
SWTFC Operating					
Office Rental	\$800	12	Month	\$9,600	Office space lease
Telephone	\$350	12	Month	\$4,200	
Office Supplies	\$500	12	Month	\$6,000	Includes computer, furniture, and other office supplies
Vehicle/Lease	\$1,000	12	Month	\$12,000	Includes lease, insurance, maintenance, gas and oil
Travel & Per Diem	\$1,000	12	Month	\$12,000	Budget for all employees including travel, car rentals, airfare, etc.
Commission/BOD Meetings	\$100	12	Month	\$1,200	Space rental, materials, refreshments
Legal/Audit	\$2,000	12	Month	\$24,000	Legal representation and independent audit of financial and tax records
<i>Sub-total</i>				\$69,000	
Project Expenses					
Project Equipment and Supplies	\$8,000	1	Year	\$8,000	Equipment purchases to operate hatchery and conduct field surveys
Development Services	\$12,000	1	Year	\$12,000	Cost share money for training, designing, and consulting on projects
<i>Sub-total</i>				\$20,000	
Total Core Funding Target				\$322,500	