The Value of Collaboration

An Evaluation of the Sustainable Southeast Partnership

November 2018

SUSTAINABLE SOUTHEAST PARTNERSHIP

Above: Participants in the 2018 SSP Retreat on Prince of Wales Island visit the Whale House in Kasaan. Photo by Bethany Goodrich

Cover photo: Members of the Hoonah Native Forest Partnership (HNFP) after completing field surveys for wild blueberry habitat. Photo by Bethany Goodrich

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INTRODUCTION

"We are modeling how people can prosper in this place, be stewards of our natural environment, and be self-determining as individual communities and as a region."

Alana Peterson, former Program Director, SSP

This report presents an impact evaluation of the Sustainable Southeast Partnership (SSP), a regional collective impact initiative spanning rural Southeast Alaska, with support staff based in Juneau. Initiated in 2009 under the name *"Fish, People, and Place,"* and founded under its present name in 2012, SSP presents a new model for living, working, and doing business in Southeast Alaska, one that is:

- Based on collaboration for mutual benefit rather than conflict based on mutual mistrust.
- Focused on maximizing the long-run productivity of resources instead of short-term extraction.
- Seeking the triple bottom line of ecology, social equity, and economic well-being rather than the (conventional) single bottom line of financial profit.

A. Why SSP?

The SSP concept and network arose out of the struggles of four decades of natural resource conflicts in Southeast Alaska, in which the two main adversaries were the logging industry and conservationists[1]. Since the beginning of the logging boom and the timber wars of the 1970s, the two opposing forces had played tit for tat: acres of wilderness preserved in one place, timber clear-cuts in another. Communities, particularly Alaska Native communities, had been left out of the decision-making process, even as a portion of the logging was conducted on lands belonging to Alaska Native corporations. Both the logging companies and the conservation groups presented the issue to the public in all-or-nothing terms: either us or them. The tribes, local fishermen, local business owners, mayors, and other community leaders sought a more reasonable solution that involved greater community representation, a central role for Native cultures and worldviews, and a focus on local economic development.

Toward the end of the 2000s, a group of innovative conservationists and a new generation of indigenous leaders converged on a new approach that evolved into SSP. From the conservationists' end, the approach was born from the acknowledgment that the conventional approaches were failing, and a new understanding of ecological resilience was needed, which implied a more nuanced approach to logging and other resource-based industries. From the indigenous leaders' end, the approach was born from the imperative of cultural revitalization in the wake of the traumas of the past two centuries. As Marina Anderson of the Organized Village of Kasaan notes: "It's about keeping the balance, remembering who we are, … going out into the world to gather tools and experiences, and to come back and lift up my community with these new tools." *(Forbes 2018)*

In pursuit of these more resilient ways of living, working, and doing business, SSP has hosted bi-annual, multi-day retreats each year, in which participants from across the region and its communities, both Native and non-Native, get to know one another and learn how to work together. To summarize, "the core work of the partnership is about building trust." *(Forbes 2018, pg28)*

1) In his recent publication, Finding Balance at the Speed of Trust, the author Peter Forbes provides an eloquent introduction to the context for SSP's emergence in Southeast Alaska (Forbes 2018).

Members of TRAYLS (Training Rural Alaskan Youth Students and Leaders) pause for a picture while working on a stream restoration project near Sitka. Photo by Rafe Hansen

B. Structure of SSP

1. COLLECTIVE IMPACT

*S*SP is structured as a *collective impact* initiative. The term *collective impact* refers to "the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem" *(Kania and Kramer 2011).* A collective impact initiative requires commitment across organizations to a common agenda, a shared infrastructure, dedicated staff, continuous communication, mutually reinforcing activities, and a shared measurement framework. Collective impact initiatives are best suited to complex social problems that require careful coordination across multiple organizational types; in the words of a seminal article on the topic, "large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations" *(Kania and Kramer 2011).*

In developing shared infrastructure for mutual benefit, collective impact initiatives designate one of their participating organizations to be the *backbone organization*, which supports the initiative through logistical and administrative support, meeting facilitation, technology and communication support, and data collection and reporting. In the case of SSP, this role is fulfilled by Spruce Root, an Alaska Native-led Community Development Financial Institution (CDFI) devoted to the mission of promoting economic, social, cultural, and environmental resiliency in Southeast Alaska through support for local businesses.

Collective impact initiatives thrive under conditions of complexity that require coordination, adaptation, and continuous learning. These conditions are clearly at play in Southeast Alaska's food, energy, natural resource management, and local business sectors. Geographically dispersed and isolated communities, high costs of transportation and energy, and a history of conflict over natural resources have left Southeast Alaskans seeking improvements in ways of doing business, ensuring public health and food security, and providing the necessities for a good life in the region. The collective impact model adopted by SSP offers a way for Southeast Alaskans to manage the complexity of the challenges they face, through close collaboration, continuous learning, and sharing of success stories.

2. FOCUS AREAS

SSP's reach in Southeast Alaska is both broad and deep. Over the past 10 years, the network has either initiated, supported, or assisted in the replication of more than 100 projects, programs, and initiatives located in or near the seven base communities, plus adjacent neighboring communities and Juneau.

SSP's initiatives generally fall into four focus areas: **food security, energy independence, forestry and fisheries,** and **localized economy.** Briefly, SSP defines these four focus areas as follows:

A. FOOD SECURITY

SSP works to create local and regionally based, resilient food systems that reduce dependence on outside sources. SSP's work sparks local food business startups and agricultural enterprises, improves household and community access to healthy foods, and supports increasing access to a reliable supply of wild foods for household provisioning and tribal cultural revitalization.

B. ENERGY INDEPENDENCE

SSP works to support clean, reliable, and sustainable energy solutions for households, businesses, organizations, and communities. SSP's work supports local, renewable energy generation, reduced reliance on fossil fuels, and increased home and commercial energy efficiency through audits and upgrades.

C. FORESTRY AND FISHERIES

SSP's vision of productive forestry and fisheries is inspired directly by the thousands of years of stewardship experience of the Tlingit, Haida, and Tsimshian peoples of the region, who have relied upon coastal and terrestrial natural resources for food, art, trade, and tradition. SSP works towards a vision of forestry and fisheries management that includes both subsistence and commercial activities, and that places community at the center of stewardship. SSP works with its community partners to ensure that local community priorities and local employment are central to the management of forestry and fisheries in Southeast Alaska.

D. LOCALIZED ECONOMY

SSP works to establish a robust and diversified regional economy comprised of locally-owned and locally-operated businesses that use natural resources sustainably and reflect the region's unique cultural resources. SSP's work in local business development ensures that rural villages receive a greater share of the money, expertise, and leadership in the region's economy.

Conversations with SSP staff and participants have revealed a consensus that these four areas are deeply interlinked in Southeast Alaska. For example, the management of the region's abundant forests profoundly affect the health of its anadromous fisheries, which depend on healthy river and stream ecosystems for spawning and rearing habitat. The health of fisheries, in turn, affects the region's food security, which depends on household self-provisioning and tribal cultural harvesting practices as well as market purchases. Energy costs affect the entire economy, including food production as well as the viability of local businesses of all types. To sum up, the four focus areas of SSP are designed to work together towards a holistic vision of well-being and sustainable development in Southeast Alaska.

3. THE CATALYST MODEL

SSP's implementation of the collective impact model relies on dedicated staff at multiple organizations across nonprofit, tribal, private, and public sectors. These dedicated staff are called Catalysts, of which there are two types: Community Catalysts and Regional Catalysts. These two types of Catalysts play distinct but highly complementary roles in advancing SSP's mission, vision, and objectives. Through the Community and Regional Catalysts, SSP intersects with a diverse and rich ecosystem of private, tribal, public, and nonprofit organizations throughout the region.

A. COMMUNITY CATALYSTS

SSP works in seven target communities throughout Southeast Alaska. Each community benefits from a Community Catalyst whose role it is to implement SSP's overall mission in that community, including the four focus areas. Each Community Catalyst is embedded within a local community-based **host organization,** which employs the Community Catalyst and provides a portion of that Catalyst's salary, job description, and work plan. Examples of host organizations for Community Catalysts include the Organized Village of Kake (OVK), the Hoonah Indian Association (HIA), the Sitka Conservation Society (SCS), and the Klawock Cooperative Association (KCA). SSP provides salary match to ensure that the Community Catalyst is employed full-time. In every community and for every Community Catalyst, the work plan developed through SSP is highly intertwined with the work developed by the host organization; in some cases, they are one and the same.

Community Catalysts have substantial flexibility in the ways in which they implement SSP's mission; their role involves deep listening to their community's capacities, needs, and priorities, and co-designing, designing, or participating in community-based initiatives that reflect the living conditions and aspirations of the community. The Community Catalysts benefit from SSP's network, including the Regional Catalysts who specialize in the focus areas; the other Community Catalysts; and the Steering Committee.

Each of the community-based projects initiated, supported, or replicated by an SSP partner or host organization engages with multiple stakeholders in addition to the Community Catalyst's host organization. For instance, in Sitka, the stakeholders involved in SSP-related community projects to-date have included: the Sitka School District, the Sitka Community Hospital, the Sitka Health Summit Coalition, Southeast Alaska Regional Health Consortium, the Sitka Chamber of Commerce, Sitka 4-H, the Sitka Local Foods Network, the Sitka Food Co-op, the Sitka Tribe, the Sitka Community Land Trust, multiple local lumber mills, and multiple local fishermen, among others. This example is emblematic of the deep level of multi-stakeholder collaboration occurring within communities in the process of organizing and managing the clusters of initiatives created by SSP's partners.

B.REGIONAL CATALYSTS

Regional Catalysts include specialists in one of SSP's four focus areas: food security, energy independence, natural resource management, and local economic development. Additional Catalysts address other SSP objectives such as communications, organizational sustainability, and workforce development. Regional Catalysts are typically housed at a regionally-oriented (or sometimes state-level) organization. Examples of current and former host organizations for Regional Catalysts include: Spruce Root, a Community Development Financial Institution (CDFI) which is also SSP's backbone organization (see above); Sitka Conservation Society (SCS); Southeast Alaska Watershed Coalition (SAWC); and Renewable Energy Alaska Project (REAP).

Regional Catalysts work closely with Community Catalysts to identify promising projects occurring in Southeast Alaska communities, which are driven by communities' priorities. Through their connections with Community Catalysts, Regional Catalysts connect community members and community-based project developers with learning, funding, and collaboration opportunities throughout the region. For instance, the localized economy Regional Catalyst manages the Path to Prosperity (P2P) Business Competition, which awards prizes of $25,000 for local businesses seeking the triple bottom line of economic

prosperity, environmental sustainability, and social equity/community. The Regional Catalyst travels throughout the region, visits SSP's target communities, and recruits promising local entrepreneurs into the competition.

C. LEADERSHIP

SSP's leadership consists of two components: a Program Director and a Steering Committee.

The Program Director provides leadership, vision, and strategic direction to the network by exemplifying and articulating the vision and ideals of SSP; providing leadership and support to all SSP staff; tracking progress on projects and performance; building the overall capacity of the partnership; and preparing annual budgets and metrics of success.

The Steering Committee serves as the executive committee for SSP; it provides program oversight and is responsible for issues related to policy development, fundraising and budgeting, hiring and supervision of the Program Director, and partnership relations. The Steering Committee includes the network's program officer from the Alaska Conservation Foundation; executive directors from at least 3 partner organizations, one Regional catalyst, one Community catalyst, and the SSP Program Director as an *ex officio* member.

c. Methods of Study

Given the depth, complexity, and diversity of the projects and initiatives developed by SSP and its partners, a conventional impact measurement evaluation in this context is intractable. Further, given SSP's role as network builder and capacity builder amidst a diverse and complex ecosystem of organizations, such an analysis would be easily confounded by questions of attribution and causality.

The approach taken in this evaluation, rather, is to examine and analyze as rigorously as possible the **self-reported** outcomes and benefits of participating in the network, elicited from the widest possible cross-section of SSP participants, stakeholders, and community residents, through a series of anonymous and private semi-structured interviews, focus groups, and surveys. The outcomes and benefits are identified, classified, and then valued in dollar-equivalent

Participants in the 2017 Yakutat Culture Camp enjoy a canoe trip in the waters near Yakutat. Photo by Bethany Goodrich.

"SSP can show that working together isn't just limited to people and organizations. It's the whole ecosystem of Southeast Alaska: What are our resources? What are our strengths? What can we build upon? "

Anthony Mallott, CEO, Sealaska, SSP Steering Committee

terms. This report focuses on individual community members' self-reported benefits from engaging in both the whole network, and the specific projects and initiatives that comprise it. We ask community members at all levels of the network, from participants in a single project to Steering Committee members, to reflect on and assess the benefits of SSP to their communities and across the region.

The findings of this evaluation are based on five **overarching outcomes** defined by SSP's Steering Committee during the evaluation process through a focus group discussion. The evaluation seeks to measure the extent to which SSP has advanced these outcomes in communities throughout the region; and estimates the dollar-equivalent **non-market value** of the changes that SSP has brought about. Non-market value estimation is a commonly accepted practice in the estimation of the value of the benefits humans derive from natural ecosystems, often called *ecosystem services (Champ, Boyle and Brown 2016)*. In the case of SSP, we estimate the non-market value of participating in a network comprised of social, ecological, and economic elements, whose benefits include access to expertise and tools, employment and business opportunities, exchange of ideas and communication across communities, community empowerment, and youth engagement and education.[2]

Translating intangible benefits into their monetary equivalent values allows us to calculate the *multiplier effect* from investments in the SSP program. Understanding the multiplier effect of SSP will assist funders and other supporters in evaluating whether, and to what degree, their investment has paid off in positive changes in the target communities. Similar methods have been employed to assess the total impact of the Coastal Guardians programs in British Columbia (Trousdale and Andrews 2016).

This study used four methods to arrive at its findings. In chronological sequence, those methods are: semi-structured **interviewing,** focus group-based **value / benefit elicitation**, constructed scale **surveys,** and **swing weighting.**

1. SEMI-STRUCTURED INTERVIEWING

To prepare for estimating the non-market value of the benefits of SSP, the researcher conducted a series of semi-structured interviews with SSP's Community and Regional Catalysts during March of 2018. These interviews focused on each Catalyst's role in SSP, history of working with SSP, description of current SSP projects and initiatives, and perceptions of SSP's strengths and areas for improvement. The information gleaned from those interviews allowed us to craft a series of well-informed questions that aimed to elicit the *overarching*

outcomes and *benefits* of the SSP network through a series of focus groups conducted in SSP's targeted communities.

2. FOCUS-GROUP-BASED ELICITATION

To understand the overarching outcomes of SSP, and the benefits that SSP has brought to communities, the researcher conducted a series of focus groups throughout the region. These focus groups occurred at two levels: the target community, and the regional leadership.

2) For a more complete examination of the benefits of participation in SSP, see Chapter 3 of this report.

A. COMMUNITY FOCUS GROUPS: BENEFIT ELICITATION

The researcher conducted focus group discussions in five of SSP's seven target communities, the purpose of which was to identify as clearly as possible the benefits derived from participating in SSP. With the support and assistance of the Community Catalyst, the researcher convened groups of community members who had participated in one or more of SSP's projects or initiatives and could identify the benefits derived from those activities. Group size ranged from five to 10 people.

In the two communities where a focus group discussion could not be arranged, the researcher engaged in supplemental semi-structured interviews with community members and stakeholders, as well as participant observation of community meetings and field work sessions. For example, in the community of Hydaburg, where a focus group discussion could not be arranged, the researcher participated in a stream assessment project led by an SSP participant and conducted a semi-structured interview with a community leader.

B. REGIONAL LEADERS FOCUS GROUP: OUTCOME ELICITATION

To supplement the community-based focus groups and generate material for the non-market valuation, the researcher facilitated a focus group of self-selected SSP leaders to define a series of overarching outcomes that motivate SSP's work. This group was comprised of six total participants representing a wide range of interests including conservation, government, Alaska Native corporations, philanthropy, and current and former SSP Catalysts. The researcher suggested developing four to six overarching outcomes; the group settled on five.

The researcher instructed the group to identify higher-order outcomes that SSP seeks to attain, across all its communities, focus areas and individual projects and initiatives. One focus group participant proposed that these higher-order outcomes consist of multiple

SSP's Overarching Outcomes

1. **Collaboration**
2. **Shared stewardship**
3. **Resilient peoples and place**
4. **Community empowered/ Community driven**
5. ***Kuxhadahaan.Adayoo.Analgein:*** a Tlingit phrase that translates to "Stop, observe, examine, act."

sub-components; this comment became the basis for subsequent discussion that assisted the group in arriving at the final descriptions of the outcomes.

This approach was inspired by the words of multiple SSP leaders, including the current Program Director (and former Localized Economy Regional Catalyst) Paul Hackenmuller, who has said: "The magic isn't in the projects, but in how we work together to move a project forward, and what that project ultimately looks like because of a true collaboration. It's about the *how.*" (Forbes 2018)

The five higher-order overarching outcomes identified by this group of SSP leaders are listed in the callout on the previous page.

After identifying the five overarching outcomes, the focus group participants brainstormed a series of descriptive statements characterizing conditions present in communities when the overarching outcomes were absent, and another set of statements characterizing conditions when they were fully present. For example, a descriptor of the absence of collaboration is: "Community members and leaders are not getting along with one another." A descriptor for the full presence of collaboration is: "Community members are highly connected to one another." The focus group thus described the endpoints of a *constructed attribute scale (Clemen 1996)* that the researcher used as the basis for the subsequent survey (see below). For a full description of the overarching outcomes, see Chapter 2.

3. CONSTRUCTED ATTRIBUTE SCALES

The overarching outcomes identified and described by the focus group provided the basis for the design of a survey, distributed widely to all SSP stakeholders and participants. The centerpiece of the survey was a rating tool that asked community members to assess the level of presence or absence of each overarching outcome within their communities. For each overarching value, the researcher assembled the descriptive statements characterizing its absence into a short paragraph, which associated with a score of 0. The researcher assembled the descriptive statements of the *full presence* of the outcome into a short paragraph, which was associated with a score of 10.

The researcher distributed this survey, with slight adjustments in the language, to two groups of SSP stakeholders. The first group included residents of SSP's target communities, including at-large community members as well as Community Catalysts, host organization directors and managers, municipal officials, and tribal officials, whose work focuses closely

Dancers perform during an SSP retreat in Hoonah. Photo by Bethany Goodrich

on community-based development. This group received a survey that asked them to rate the levels of the overarching outcomes prevailing in their community only. The second group included residents of SSP's target communities whose work included both community-based and regionally based development. This group received a survey that asked them to rate the levels of the overarching outcomes prevailing both within their respective communities and throughout the region.[3] Finally, one regional stakeholder took the Regional Survey only, since they did not live in an SSP target community but had a clearly defined mandate to work across the region.

4. SWING WEIGHTING

The final phase of the analysis consisted of weighting the relative importance of the changes in outcomes assessed by community and regional stakeholders. The overarching outcomes were weighted relative to each other as well as relative to the level of *monetary income* that each community and the entire region received annually through SSP. We employed the *swing weighting* methodology for identifying the relevant importance of a set of attributes of a given alternative for decision-making. In this case, the attributes in question were the overarching outcomes identified by SSP's leadership, with the addition of the attribute of Increased Monetary Income as a benchmark to estimate monetary values.

Similar to the constructed scale survey described above, we administered a swing weighting survey for both community and regional levels. For the community level, the monetary income attribute was set at the current level of the annual general support income received

3) The full text of these surveys can be made available on request.

Members of the Hydaburg Stream Team assessing the conditions of salmon-bearing streams on Prince of Wales Island. Photo by Bethany Goodrich

from SSP by the community-based host organization ($40,810). The host organizations use this funding to employ the Community Catalyst. For the regional level, this attribute was set at the level of the annual total general support received for the entire SSP network ($760,000). The SSP network uses this funding to support the Community and Regional Catalysts, host the bi-annual retreats, and support program administration and communications. For a more detailed description of the swing weighting methodology, see Chapter 4.

D. Preview of Results

Using the methods described above, we demonstrate a benefit-cost ratio of more than **7 to 1** for SSP's programs in its targeted communities and throughout Southeast Alaska. Benefit-cost ratios differed slightly between individual communities and the whole region. The average measured benefit-cost ratio for SSP's communities was **7.15 to 1**, meaning that for each $40,810 invested annually in each SSP target community, that community reaps benefits worth $291,853. For the whole region, the measured benefit-cost ratio was

7.03 to 1, meaning that for each $760,000 invested annually in SSP throughout Southeast, the region reaps benefits worth $5,342,312. In the chapters that follow, we explain how we derived these estimates.

E. Preview of the Report

This report is structured as follows. Chapter 2 provides a detailed description of SSP's self-identified overarching outcomes as well as an overview and summary of findings from the community and regional surveys. Chapter 3 provides detailed benefit maps derived from the results of the community-based focus group discussions, including supporting quotes from SSP target community members. Chapter 4 describes the swing weighting method as a means for valuing the changes attributed to SSP in monetary terms; and describes the results of the swing weighting exercise. Chapter 5 concludes by summarizing the report's findings; and making recommendations for further research on SSP's impact on the Southeast region and its communities.

CHAPTER 2
SSP COMMUNITY AND REGIONAL SURVEYS

"SSP builds community by working together, which we refer to as *Wooch.een*, a core value of our people."

Anthony Mallott, CEO, Sealaska, SSP Steering Committee

This chapter describes the survey that provided the material for SSP stakeholders' non-market valuation of the partnership. The first section of the chapter explains the process of eliciting SSP's overarching outcomes from a focus group comprised of its regional leadership. The second section describes the design of a survey to measure community and regional stakeholders' perceptions of changes in SSP's overarching outcomes since its formation. The third section reviews the results of that survey, and the fourth section concludes.

A. The Regional Leaders Focus Group

The material for this survey was generated by the focus group for regional leaders (see Introduction). In the three-hour focus group, SSP's regional leaders discussed the overarching purpose of SSP; identified five overarching outcomes that SSP aims to pursue in all its work; and described what Southeast communities and the Southeast region would look like when those overarching outcomes are ***fully*** present and absent.

To form the survey, we assigned numerical values to those present/absent statements. Statements regarding the ***absence*** of the overarching outcome were given the score of zero, and statements regarding the ***full presence*** of the overarching outcome were given the score of ten. After drafting the descriptive statements, they were circulated throughout SSP's leadership, including Steering Committee members who did not attend the focus group. The descriptive text was discussed and edited until there was a version that was satisfactory for all. For each geographical level of the survey (Community and Regional), slightly different versions of the statements were drafted, keeping the content substantially identical.

Table 1 provides the descriptive statements for each overarching outcome, for each geographical level.

TABLE 1

Descriptions of SSP's Overarching Outcomes

Outcome	When Outcome is Absent *(score = 0)*	When Outcome is Fully Present *(score = 10)*
COMMUNITY Collaboration	Community members and leaders are not getting along with one another. People are isolated from one another, and feel lonely as a result. People mistrust each other, and are unable to act in a coordinated way. As a result, there is inaction; nothing gets done. There is a high level of confusion, and frequent infighting that may result in litigation.	The community benefits from a shared vision and strong identity. Community members are highly connected to one another, and also highly empowered. Individual people and their communities are achieving their goals. People are interested and willing to sit and listen to each other, and work things out together. There is a high level of social harmony in the community. As a result, all interests within the community are given a fair hearing. Resources are used effectively, amplifying the impact. The whole is greater than the sum of the parts.
REGIONAL Collaboration	Community leaders across the region do not get along with one another. Leaders across public, tribal, private, and nonprofit sectors do not get along. Communities and organizations across the region work in silos, isolated from one another. Leaders of communities and organizations mistrust each other, and as a result act in an uncoordinated way. There is inaction, confusion, and frequent conflict resulting in litigation.	There is a strong regional identity, and a shared vision across the region. Community leaders are well-connected to one another and highly empowered to set and achieve their goals. Leaders across public, tribal, private, and nonprofit organizations are interested and willing to listen to and collaborate with each other. There is a high level of social harmony across the region. As a result, all interests across the region are given a fair hearing when making decisions. Regional resources are used effectively, amplifying the impact. The whole is greater than the sum of the parts.

TABLE 1 CONTINUED

Outcome	When Outcome is Absent *(score = 0)*	When Outcome is Fully Present *(score = 10)*
COMMUNITY Shared Stewardship	The community and its members suffer from short-term thinking, only considering their present needs without thinking of the future. Selfishness is endemic; people perceive relationships as "zero-sum," meaning that there are always winners and losers and no mutual benefit from working together. As a result, the environment and ecology are degraded, as people pursue their self-interest at others' expense. The economy is also degraded, without good jobs or good health. Decision-making and leadership are centralized, authoritarian, and not accountable to community members.	The community and its members are able to sustain their lands and waters, as they have for millenia. Environmental stewardship activities reflect local values. People are able to get and keep jobs that are tied to stewardship. Leaders and community members recognize that we are borrowing this land from our grandchildren. There is a sense of reciprocity between people and the land. And there is a high level of knowledge of how to be good stewards, paying close attention to what is happening in the local ecosystem.
REGIONAL Shared Stewardship	Regional institutions suffer from short-term thinking, only considering their current situation (or bottom line) without thinking of the future. Organizations that work across the region are in zero-sum competition, meaning that each is trying to gain at the other's expense, rather than finding mutual benefit from working together. As a result, the environment and ecology are degraded across the region; the economy is also degraded, without good jobs for community members. Regional decision-making and leadership is centralized, authoritarian, and not accountable to communities or their members.	Regional institutions work to sustain the lands and waters of Southeast Alaska for the benefit of future generations. Shared regional values across communities drive environmental stewardship activities that create good jobs. Regional leaders recognize that we are borrowing this land from our grandchildren, and work together for mutual benefit. Across the region, there is a shared sense of reciprocity between people and the land. Knowledge of stewardship circulates freely across the region, as leaders and community members pay close attention to what is happening to the region's ecosystems.

TABLE 1 CONTINUED

Outcome	When Outcome is Absent *(score = 0)*	When Outcome is Fully Present *(score = 10)*
COMMUNITY Resilient Peoples and Place	The community and its members are stuck in negative cycles of poor health, lack of opportunities, and hopelessness. Drug abuse and unemployment are pervasive. Subsistence resources are lacking, and fish and wildlife are absent. Resources have been wasted, and people have lost their cultural identity. As a result, people are leaving the community.	The community and its members are thriving through being adaptable, curious, supportive of one another in difficult times, goal-oriented, and strongly connected to their homeland. People are able to respond to unexpected and uncontrollable events. The community thrives on its diversity of peoples and ecosystems, celebrate their culture and respect their history, and pass on knowledge while also being able to innovate. As a result, the community becomes stronger, rather than weaker, when under stress.
REGIONAL Resilient Peoples and Place	Communities across the region are stuck in negative cycles of poor health, lack of economic opportunities, and hopelessness. Drug abuse and unemployment are pervasive. Subsistence resources are lacking, and fish and wildlife populations are declining or absent. Resources across the region have been wasted, and people have lost their cultural identity. As a result, people are leaving the region.	Communities across the region are thriving through being adaptable, curious, supportive of one another in difficult times, goal-oriented, and strongly connected to their homeland. Leaders of communities and organizations across the region are able to respond to unexpected and uncontrollable events. The region thrives on its diversity of peoples and ecosystems, celebrates its shared culture, and respects its complex history. Leaders of communities and organizations across the region share their knowledge freely while also being able to innovate. As a result, the region becomes stronger, rather than weaker, when under stress.

TABLE 1 CONTINUED

Outcome	When Outcome is Absent *(score = 0)*	When Outcome is Fully Present *(score = 10)*
COMMUNITY Community-Empowered, Community-Driven	The community and its members do not have a voice in decisions that affect them. Those decisions are made by outsiders, from the top-down, in an authoritarian manner. People are exploited, but fear speaking out. There is lack of vision, clarity, or consensus within the community on the best way forward.	The community is self-determined, has a strong identity, and a sense of pride. There are clear goals and strategies, a high level of participation in decision-making, open dialogue, and space for respectful disagreement. There are thriving community and civic organizations, including tribes and municipalities. People listen closely, and feel comfortable offering dissenting opinions. Youth are involved in the life of the community.
REGIONAL Community-Empowered, Community-Driven	Regional leaders, decision-makers, and funders do not listen to communities' leaders or members. The region is dominated by authoritarian leaders; regional development organizations and professionals with dissenting views are afraid to voice them. Across the region, there is a lack of vision, clarity, or consensus on the best way forward.	The region is self-determined, has a strong identity, and a sense of regional pride. There are clear region-wide goals and strategies for development. There is a high level of participation in decision-making, open dialogue, and space for respectful disagreement. The region benefits from thriving civic and regional organizations, including municipalities, tribes, and regional corporations. Across the region, development organizations and professionals are listening closely, and feel comfortable offering dissenting opinions. Youth are involved in regional issues and have a voice in the region.

TABLE 1 CONTINUED

Outcome	When Outcome is Absent *(score = 0)*	When Outcome is Fully Present *(score = 10)*
COMMUNITY Kuxhadahaan Adaayoo.Analgein "Stop, Observe, Examine, Act"	The community and its members suffers from high volatility and instability. People make decisions impulsively, or else get bogged down in decision paralysis. The community is stuck repeating its mistakes, and wasting efforts. As a result, no progress is made, and people feel as if they are running in place.	The community and its members are confident, well-informed, intentional, and have the quality of wooch.een (working together). Actions are strategic, reflecting a coherent plan. People are continuously learning from each other and the environment, and thus continuously improving the way they work, giving rise to innovation. The community is respectful of its history, its people, and its place in all that it does.
REGIONAL Kuxhadahaan Adaayoo.analgein "Stop, observe, examine, act"	The region suffers from high volatility and instability. Regional leaders make decisions impulsively, or else get bogged down in decision paralysis. The region is stuck repeating its mistakes and wasting efforts. As a result, no progress is made, and people across the region feel as if they are running in place.	Region-wide strategies, plans, and actions are confident, well-informed, intentional, and have the quality of wooch.een (working together). Regional leaders and organizations are continuously learning from each other and the environment. They are thus continuously improving the way they work, giving rise to innovation. Across the region, communities are respectful of history, people, and place in all that they do.

B. Survey Design

The overarching outcome statements provided above became the centerpiece of a survey that we administered to a wide range of SSP's stakeholders. These included at-large community members; Community and Regional Catalysts; host organization managers and directors; tribal and municipal officials; and SSP Steering Committee members.[4] This section describes the content of that survey.

We distributed the Community Survey to SSP participants working in one of SSP's target communities; we also distributed a Regional Survey to SSP participants with experience working across the region. This two-part survey reflects the multi-layered nature of the programs and initiatives developed by SSP and its partners. SSP engages with stakeholders at both community and regional levels. Many of SSP's participants work primarily at the community level, engaging in projects and initiatives that express themselves at the local level, such as Moby the Mobile Greenhouse, the Home Energy Leaders Program, the Hoonah Native Forest Partnership, and the Sitka Tiny House Project, among many others. However, a significant group of SSP's participants work primarily on projects that span the entire region, including the Salt and Soil Marketplace for regional food; the annual regional Farmers' Summit; the P2P Business Competition; the nascent Indigenous Guardians Network; and many others.

1. REPRESENTATIVENESS

This survey aimed to be broadly representative of all residents of SSP's target communities, but not strictly statistically representative. SSP's regional leaders, as well as the researchers, believed that aiming to ensure statistical representation would be costly and time-consuming, and selection bias in responses would be inevitable. Rather, this survey aimed to be representative through the following means: (1) by reaching as wide as possible a range of SSP's stakeholders; (2) by ensuring that community members not directly linked to SSP through their organization/s were adequately represented; (3) by ensuring that the survey was demographically diverse, including age, gender, education, race/ethnicity, and income; and (4) by asking all respondents to answer the questions based on their understanding of the state of the entire community, not just the areas in which they work.

4) Foundation representatives who work actively with SSP were allowed to take the survey; however, none did.

After some deliberation, we chose to include participants from Juneau in the Community Survey. Juneau is not explicitly an SSP target community; however, Juneau is the site of a substantial proportion of SSP activity, including the P2P Business Competition and the online food market Salt and Soil Marketplace. Juneau is also the location of the headquarters of SSP's backbone organization Spruce Root, and the residence of the current SSP Program Director and several current and former SSP Regional Catalysts. SSP participants are prominent members of the Juneau community, and the presence of SSP and its stakeholders in the city is noticeable.[5]

The survey included demographic questions about the respondent's self-identified gender, self-identified race/ethnicity, age range, educational attainment, employment status, and household income range. The survey also included questions about the respondent's community of residence, role in SSP, length of time having known about SSP, and involvement in specific SSP projects and initiatives.

2. ASSESSING SSP'S OVERARCHING OUTCOMES

The centerpiece of the survey consisted of three groups of questions, asked with reference to each of the five overarching outcomes described in *Table 1*. The examples below are given for the first listed overarching outcome, Collaboration:

- **The state of your community today (Present):** On a scale of 0 to 10, what is the state of your community today with regard to Collaboration?

- **What did Your community used to be like? (Past):** On a scale of 0 to 10, what was the state of your community in 2008 with regard to Collaboration?

- **Imagining an alternate reality without SSP (Counterfactual):** On a scale of 0 to 10, if SSP had never been created, what would be the state of your community today with regard to Collaboration?

These three groups of questions aimed to measure the respondents' assessment of the current state of their respective communities; their perceptions or memories of what their communities were like before SSP was founded; and their projections of what their community would be like today, in a world identical to our own but in the absence of SSP.

Several respondents to the Community Survey (7 out of 29) self-reported that they had not been living in their current community of residence as of 2008, and thus could not assess conditions

5) After collecting responses, we examined the survey results including and excluding respondents from Juneau; we found that they were nearly identical; the largest difference in reported values was 0.28 points. Survey data can be made available on request.

in 2008 with confidence. Their responses to the questions about community conditions in 2008 are thus interpretable as guesses or extrapolations based on the conditions in their communities when they arrived.[6]

C. Survey Results

This section presents the results of the Community and Regional Surveys. For each subsection, we first present the demographics of the survey respondents; we then summarize respondents' average scores on each of the three questions, for each of the five overarching outcomes.

1. COMMUNITY SURVEY

A. DEMOGRAPHICS (SUMMARY)

This section briefly summarizes the demographics of the respondents to the SSP Community Survey. Respondents spanned the range of SSP stakeholders, including community members with no formal affiliation to SSP, Community and Regional Catalysts, host organization supervisors, tribal officials, and City Managers and municipal officials in SSP's target communities. The largest single group of respondents were SSP Community Catalysts (9 out of 29) followed by unaffiliated community members (8 out of 29). A majority of respondents had known about SSP for either 1-2 years (9 out of 29 respondents) or 3-5 years (12 out of 29 respondents).

Respondents were diverse along multiple lines: age, income, education, race/ethnicity, and community of residence. Respondents could choose from a range of income categories for which the lowest was "Less than $10,000" and the highest was "$200,000 or more." The most common response was "$75,000 - $99,999" with eight responses, followed by an even split between $25,000-$34,999, $35,000-$49,999, and $50,000-$74,999, with four responses each.

The racial/ethnic composition of the survey respondents was roughly representative of that of Southeast Alaska. Respondents could choose more than one race/ethnicity to describe themselves. Sixteen out of 29 respondents reported (some or all) White ancestry, the largest represented group; 11 out of 29 respondents reported (some or all) Alaska Native ancestry,

6) We examined the survey results including and excluding respondents who self-reported not residing in their community in 2008. We found those results to be very similar; the largest difference in average scores assigned to overarching outcomes was 0.26 points.

the second-largest group. Native American (not Alaska Native), Latinx, and Asian American/Pacific Islander were also represented.

Respondents were also highly age diverse. Given category ranges from "18-24" to "Over 75," the largest group of respondents were in the 25-34 range (12 out of 29), followed by the 55-64 age range (8 out of 29) and then the 35-44 age range (6 out of 29).

B. RESULTS

Table 2 provides the average scores across all the respondents to the Community Survey (n=29). The range of scores varied widely across Present, Past, and Counterfactual cases. The table provides the average responses reported to two decimal points.

In every case, the Present scores for the overarching outcomes are higher than both the Past and the Counterfactual scores, and Past scores are slightly higher than Counterfactual scores. The small positive difference between Past and Counterfactual scores suggests that respondents believe that without SSP's intervention, conditions in their communities would be slightly *worse* than they were in 2008. Average response scores between respondents' perceptions of Past conditions in their communities (Past) are within one point, and higher, than their projections (or beliefs) of what their community would be like today without SSP (Counterfactual).

General comments provided on the survey revealed a range of views about the state of individual communities in Southeast Alaska. One respondent noted, "We are struggling and have big challenges, but are confident because of the investments we have made in working together and building resiliency." Not all respondents were as optimistic about the current state of their communities; one respondent remarked, "(Our civic institutions) need to resolve their issues and (work) together."

Table 3 presents the average differences between the Present, Past, and Counterfactual responses. These figures represent the survey respondents' average perceptions of the changes that have occurred in their communities since 2008, as well as the magnitude of these changes that respondents attribute to SSP's work. The first line of the table, **Present – Past**, indicates the average perception of changes in the levels of the overarching outcomes between 2008 and the present day. For example, the average reported change for the Outcome shared stewardship was 1.9, indicating that respondents believe that on a 10-point scale, the level of shared stewardship in their respective communities has increased by slightly less than two points since 2008.

TABLE 2

Community Members' Perceptions of Degree of Presence of SSP's Overarching Outcomes

Target Communities + Juneau
0-10 Scale
2008 and 2018

	Collaboration	Shared Stewardship	Resilient Peoples and Place	Community-Empowered, Community Driven	Stop, Observe, Examine, Act
Present (2018)	6.90	6.72	6.66	7.03	6.55
Past (2008)	4.66	4.83	5.10	5.28	5.07
Counterfactual (2018 w/o SSP)	4.55	4.48	4.97	4.69	4.48

The second line of *Table 3*, **Present – Counterfactual**, indicates respondents' perceptions of the difference between the level of the overarching outcome prevailing in their communities today, and the level that they believe *would* have prevailed today, were SSP not to exist. These differences are larger than the differences measured by **Present – Past**. For example, the average reported difference for shared stewardship was 2.24, indicating that respondents believe that measured on a 10-point scale, the level of shared stewardship in their respective communities is 2.24 points higher than it would have been, if SSP had never existed. This result indicates that overall, the respondents on the SSP survey believe that this program has brought about measurable positive changes in their communities, which were not caused by any other program.

2. REGIONAL SURVEY

A. DEMOGRAPHICS

There were 20 total respondents to the Regional Survey. These respondents were also highly diverse in their roles with SSP, including Regional Catalysts (n=4), Steering Committee members (n=3), and Tribal Administrators or Directors of SSP Host Organizations (n=4). One Community Catalyst, who had substantial experience working across the region, responded. Four at-large community members, who had lived in the region for a long time, also responded.

The racial/ethnic composition of the survey respondents was similar to that of the Community Survey: 10 out of 20 respondents reported (some or all) White ancestry, the largest represented group; eight out of 20 respondents reported (some or all) Alaska Native ancestry, the second-largest group. Native American (not Alaska Native) and Latinx were also represented. The most common response across income categories was "$75,000 - $99,999" with six responses, followed by "$100,000 - $149,999" with four responses.

TABLE 3

Average Differences Between Present, Past, and Counterfactual Survey Responses, Communities

	Collaboration	Shared Stewardship	Resilient Peoples and Place	Community-Empowered, Community Driven	Stop, Observe, Examine, Act
Present – Past	2.24	1.90	1.55	1.76	1.48
Present – Counterfactual	2.34	2.24	1.69	2.34	2.07
Past – Counterfactual	-0.10	-0.34	-0.14	-0.59	-0.59

An instructor demonstrates a method of metal working during a TRAYLS training. Photo by Bethany Goodrich

Age diversity was also similar to the Community Survey. Given category ranges from "18-24" to "Over 75," the largest group of respondents were in the 25-34 range (8 out of 20), followed by the 35-44 age range (5 out of 20) and then the 55-64 age range (4 out of 20).

B. RESULTS

Table 4 provides the average survey responses across all the respondents to the Regional survey (n=20). Similarly to the Community survey, Present scores were higher than Past and Counterfactual scores for every overarching outcome. Past scores were slightly higher than Counterfactual scores in every case, indicating that it is commonly believed among survey respondents that without SSP's intervention, conditions in the region would be slightly worse than they were in 2008. The differences between Present, Past, and Counterfactual scores are reported below in *Table 5*.

Regional stakeholders widely agreed on the importance of the regional connections forged and strengthened by SSP. One stakeholder wrote, "I think SSP's power is really in connecting communities and ideas across the region." Another corroborated: "Entities and communities that did not collaborate … are doing so in ways that would have been unheard of a decade ago."

D. Chapter Conclusion

TABLE 4

Regional Stakeholders' Perceptions of Degree of Presence of SSP's Overarching Outcomes

Southeast Region
2008 and 2018

	Collaboration	Shared Stewardship	Resilient Peoples and Place	Community-Empowered, Community Driven	Stop, Observe, Examine, Act
Present (2018)	6.45	6.50	6.25	6.20	5.90
Past (2008)	4.11	4.16	4.37	4.06	4.00
Counterfactual (2018)	4.00	3.79	4.16	4.05	3.89

The SSP community and regional surveys reveal that a wide range of stakeholders participating in SSP's programs, projects, and initiatives perceive measurable benefits from the intervention of SSP, which would not have occurred in SSP's absence. These benefits are measurable in terms of the overarching outcomes that SSP's leaders have identified, described, and actively work to promote both within SSP's target communities and across the whole region. The next chapter delves further into identifying and classifying the numerous benefits that SSP's partners, programs, projects, and initiatives have created within each of its target communities and across the region.

TABLE 5

Average Differences Between Present, Past, and Counterfactual Survey Responses, Regional Stakeholders

	Collaboration	Shared Stewardship	Resilient Peoples and Place	Community-Empowered, Community Driven	Stop, Observe, Examine, Act
Present-Past	2.34	2.34	1.88	2.14	1.90
Present-Counterfactual	2.45	2.71	2.09	2.15	2.01
Past - Counterfactual	0.11	0.37	0.21	0.00	0.11

A. Community Focus Groups

Between April 30 and May 10, 2018, the author conducted a series of five Community Focus Groups and five supplementary semi-structured, one-on-one interviews in all seven of SSP's target communities. The aim of these focus groups and conversations was to identify, classify, and understand the benefits that participating in the SSP network had brought to each of SSP's target communities. The author and research assistant transcribed the interviews, identified all benefits mentioned, and fleshed out our understanding of these benefits through consulting websites and documentation related to specific projects mentioned by community members. We then classified those benefits into five categories: each of SSP's four focus areas, plus a general

CHAPTER 3
CLASSIFYING AND MAPPING THE BENEFITS OF SSP'S WORK

"I developed relationships in the SSP network that helped me do my job much better."

Interviewee, Klawock

category of "Network Benefits" that included all the identified benefits from the increased contact with other communities and stakeholders across the region.

We then cross-classified the benefits according to the five overarching outcomes identified and described by the regional leaders. This cross-classification happened after the fact; the overarching outcomes statements had not been fully developed at the time of the Community Focus Groups, and thus were not provided to the focus group members. Nonetheless, a large proportion of the statements made by the Community Focus Group participants and interviewees related to the overarching outcomes in some way. We sought and documented overlap between the statements made by Community Focus Group participants and interviewees, and the descriptive statements of the overarching outcomes made by the regional leaders.

B. Benefit Mapping

The narrative sections and diagrams that follow summarize the results of our work in identifying and categorizing benefits by focus area and by overarching outcome. The benefit narratives and diagrams provided below cover the major projects and initiatives described by the focus group members and interviewees; however, these descriptions are not exhaustive. Given the more than 100 projects and programs initiated, managed, or co-managed by one of SSP's constituent organizations over the last 10 years, it would be extremely time-consuming, if not impossible, to offer an exhaustive treatment of the benefits of SSP's work.

Further, given that many of the projects and programs mentioned are in early stages of development, it is difficult to predict with precision the pathway of delivering short-, medium-, and long-term benefits as the projects unfold over time. The statements made by focus group participants below, then, are a blend of retrospective identification of benefits delivered, and expectations of future benefits, from SSP-affiliated projects.

1. COLLABORATION

Regional leaders considered increased collaboration, both within communities and across Southeast, as a paramount outcome to be advanced by SSP. Increased collaboration is associated with a strong identity and shared vision at both community and regional levels; a high degree of interconnectedness, and a strong willingness to work together and give a fair hearing to all interested parties when making decisions.

The importance of collaboration, and the collaborative opportunities advanced by SSP's work, arose frequently during the Community Focus Groups as a primary source of benefit. Focus group participants repeatedly alluded to increased opportunities to collaborate with and learn from others within the network. One participant in Sitka said, "Communities are built on relationships and connections… I think (the network) is useful in that sense; in the less tangible, less quantifiable ways." Multiple participants pointed out the learning that comes from increased connections within and across communities. For instance, one participant in Kake said, "If you have a question about forestry, tourism, or energy efficiency, there is usually someone to reach

out to in the partnership." A participant in Yakutat remarked, "(Through SSP), you get introduced to … different folks that have knowledge and resources, to build upon existing ideas or projects, or introduce us to new opportunities altogether." An interviewee in Klawock simply stated, "I developed relationships in the SSP network that helped me do my job much better."

The building of mutually trusting, collaborative relationships within and across communities is of special importance given the backdrop of four decades of conflict around natural resource management in Southeast Alaska *(Forbes 2018)*. Focus group participants in multiple communities called attention to the transformative nature of relationship-building catalyzed by SSP. One participant in Kake mentioned the transformation across the region saying, "Some of the partnerships could have been contentious 20 years ago, but we are in a new direction all over." An interviewee in Klawock spoke to the transformative power of increased collaboration. "I discovered real value in some folks that I had a preconceived notion about, and about the organization they worked for," they said. "It changed my perspective." Another interviewee in Klawock said, "There isn't anyone I won't ask for help now."

The benefits identified in the diagram on pages 39-40 speak to the importance of collaboration in SSP's work. For example, in the area of fisheries and forestry, the Hoonah Native Forest Partnership (HNFP) and the (early-stage) Keex' Kwaan Community Forest Partnership (KKCFP), have begun to increase the level of collaboration across local tribes, Alaska Native corporations, public agencies, and conservation groups, in the interests of productive, healthy forests and fisheries.

In food security, projects such as Moby the Mobile Greenhouse have increased local collaboration around fresh, local foods through engaging and educating youth in greenhouse-based food production techniques. Meanwhile, regional projects that SSP's partners have co-created, such as the Salt and Soil Marketplace, as well as regional events in which SSP's partners are involved, such as the Farmers' Summit organized by Southeast Alaska Watershed Coalition (SAWC), have increased regional collaboration around locally focused production and distribution.

The process of regional collaboration around locally grown foods also strengthens the focus on localized economy. For example, one focus group participant in Hoonah, who runs a family-based orchard, was offered a scholarship to the Farmers' Summit through SSP's Food Security Regional Catalyst. The connections he made at the Farmers' Summit were instrumental in the development of his family orchard business. This business was subsequently selected as a winner of the Path to Prosperity (P2P) Business Competition, organized by SSP backbone organization Spruce Root and promoted throughout the SSP network. The participant cited both Farmers' Summit and P2P as watershed moments in the launch of his business. "Farmers' Summit got

Matthew Scaletta of the Wildfish Cannery in Klawock, a finalist in the Path to Prosperity (P2P) business competition. Photo by Bethany Goodrich

"P2P was totally inspirational; we put together a business plan, we're establishing our assets... and selling our trees."

Farmers' Summit and Path to Prosperity participant, Hoonah

me linked to other people working with fruit trees in Southeast," he said. "P2P was totally inspirational; we put together a business plan, we're establishing our assets… and selling our trees."

Collaboration

The whole is greater than the sum of the parts.

The community benefits from a shared vision and strong identity. Community members are highly connected to one another, and also highly empowered. Individual people and their communities are achieving their goals. People are interested and willing to sit and listen to each other, and work things out together. There is a high level of social harmony in the community. As a result, all interests within the community are given a fair hearing. Resources are used effectively, amplifying the impact. The whole is greater than the sum of the parts.

NETWORK BENEFIT

1. Increased regional connections outside communities
    - Increased awareness of economic opportunities and resources
    - Increased trust, both within communities and across the region
    - Increased access to tools and processes
    - Increased access to regional expertise
2. Increased overall community and regional capacity for collaboration

Collaboration

FOOD SECURITY

Increased youth participation in food production; Increased knowledge of local food production

Increased community collaboration around local food
MMG

Increased community space for local food production, preparation, events

Strengthened community collaboration around local food
SK

Increase in farmers' regional connections to resources and markets

Increased regional collaboration around local food production and distribution
SSM, FS

LOCALIZED ECONOMY

Increased sourcing of locally and regionally made products

Increased regional collaboration around building strong localized economies
SSM, P2P

ENERGY INDEPENDENCE

Increase in community members' connections to regional opportunities in energy efficiency

Increased community and regional dialogue around energy efficiency and energy independence
HELP, CEA

FISHERIES & FORESTRY

Increased collaboration across tribes, village and regional Native corporations, conservation groups, and agencies
HNFP, KKCFP

LEGEND

CEA Commercial Energy Audits
FS Farmers Summit
HELP Home Energy Leaders Program
HNFP Hoonah Native Forest Partnership
KKCFP Keex' Kwaan Community Forest Partnership
MMG Moby the Mobile Greenhouse
P2P Path to Prosperity Business Competition
SSM Salt and Soil Marketplace
SK Sitka Kitch

2. SHARED STEWARDSHIP

The Regional Leaders focus group identified several components of shared stewardship: long-term thinking; active stewardship of lands and waters based on local values; employment opportunities linked to stewardship activities; a sense of reciprocity between people and the land; and a high level of stewardship knowledge.

Focus group participants identified a range of benefits related to shared stewardship. For example, in the food security focus area, the Sitka Fish to School project has increased local sourcing of sustainably caught fish, supporting employment in sustainability-oriented fishing businesses and encouraging stewardship in the fishing sector. During the Prince of Wales Biomass Greenhouse Tour, in 2017, a group of SSP participants visited a biomass-fueled greenhouse created by the Southeast Island School District on Prince of Wales Island, the location of three SSP target communities: Klawock, Hydaburg, and Kasaan. After the tour, two Regional Catalysts collaboratively contributed to a manual on how to design and build such a greenhouse. This initiative has increased community knowledge and capacity for local food production using local inputs, and has inspired members of other communities to try similar projects. One focus group participant in Hoonah, who attended the tour, described it as, "exciting… super impressive. Now I'm growing vegetables in my living room. The idea is, can you grow vegetables year-round in your house, and (improve) the quality of eating?"

Communities' capacity to sustain lands and waters is at the core of shared stewardship. SSP has clearly supported this outcome through SSP partners facilitating initiatives such as the Hoonah Native Forest Partnership (HNFP), a cross-sector collaboration to implement a landscape-scale, science-based, community forest approach to watershed planning and management. HNFP's activities have included Light Detection and Ranging (LiDAR) data acquisition and analysis, stream restoration, thinning for forest health, planning for increased subsistence resources for the community, and workforce development and local employment.

A key component of the shared stewardship outcome is employment opportunity linked to stewardship. SSP's work has clearly led the Southeast region and its target communities in this direction. In the focus area of fisheries and forestry, the workforce development program TRAYLS (Training Rural Alaska Youth, Leaders, and Students), developed collaboratively through SSP's Regional Catalyst for Forestry and Fisheries, has prepared young people for stewardship-related careers through paid opportunities for experiential education and career counselling in forestry, fisheries, engineering, and recreation. The TRAYLS program has contributed to other

SSP-facilitated programs, such as the Hoonah Native Forest Partnership (HNFP); TRAYLS participants recently assisted in conducting a survey of fish and populations in streams managed by HNFP.

Similar to TRAYLS's work with HNFP, the Hydaburg Stream Assessment Training (HSA), facilitated by SSP backbone organization Spruce Root in partnership with the local tribal organization Hydaburg Cooperative Association (HCA) and the U.S. Forest Service, has increased the capacity and paid employment of local tribal members and community members in natural resource management planning and execution. One interviewee from Hydaburg spoke to the significant employment opportunities made available through the Hydaburg Stream Assessment work. "On the Forest Service side, I see it's creating opportunities; workforce for stream work, forestry work, thinning work, contracts to go to work," they said. In turn, the stream assessment work contributes to the stewardship of the forests surrounding Hydaburg, including protection of critical habitat for healthy wildlife populations.

Community focus group participants spoke to an overall trend towards a shared sense of stewardship across the region. One participant from Kake noted, "I think we are in a time where the regional leaders are actually engaging more with the villages, and SSP is a good vessel to have that interaction." Participants also noted local-level trends towards shared stewardship, through the linkage between stewardship and other community issues such as public health. A participant from Sitka said, "The collaboration between public health and conservation is a great idea, bringing new and diverse voices to the table." Participants also identified areas for improvement in the region around shared stewardship, which SSP can encourage. One participant from a majority Alaska Native community remarked, "We need to find a way to bring the Forest Service more into the conversation; this land was taken from us and put in your stewardship." In general, however, focus group participants and interviewees agreed that shared stewardship across the region is increasing, and SSP and its partners have been a key driver of this change.

Shared Stewardship

The community and its members are able to sustain their lands and waters, as they have for millenia. Environmental stewardship activities reflect local values. People are able to get and keep jobs that are tied to stewardship. Leaders and community members recognize that we are borrowing this land from our grandchildren. There is a sense of reciprocity between people and the land. And there is a high level of knowledge of how to be good stewards, paying close attention to what is happening in the local ecosystem.

There is a sense of reciprocity between people and the land.

NETWORK BENEFIT

1. Increased connections across remote communities
    - Increased knowledge sharing related to stewardship
    - Increased opportunities for community members, including students, to participate and attain employment in local and regional stewardship activities

Shared Stewardship

FOOD SECURITY

Increase in sustainably caught fish

Increased viability of local fishermen

Enhanced stewardship in local fisheries sector
F2S

Increased community knowledge and capacity for local, low-input food production
BGT, MMG

ENERGY INDEPENDENCE

Increased training for energy audits

Increased community knowledge of energy efficiency

Reduced local pollution from energy sources
HELP

LOCALIZED ECONOMY

Increased knowledge of triple-bottom-line business planning

Increased knowledge of stewardship-based business practices by local businesses
P2P

Increased sales of local lumber

Increased supply of local, sustainably harvested lumber to community (student) projects

Increased stewardship capacity in local lumber and forest industries
STH

FISHERIES & FORESTRY

Increased supply of local, sustainably harvested lumber to community (student) projects

Stronger local, sustainable lumber industry

Increased stewardship capacity in local lumber and forest industries
STH

Increased participation and employment of tribes and local communities in natural resource management planning

Increased capacity for shared stewardship of local forests and fisheries;

Increased subsistence and cultural harvesting opportunities
HNFP, KKCFP, HSA

LEGEND

BGT POW Biomass Greenhouse Tour
F2S Fish to School
HELP Home Energy Leaders Program
HNFP Hoonah Native Forest Partnership
HSA Hydaburg Stream Assessment
HSAIGN Indigenous Guardians Network
KKCFP Keex' Kwaan Community Forest Partnership
MMG Moby the Mobile Greenhouse
P2P Path to Prosperity Business Competition
STH Sitka Tiny House Project

A Hoonah Native Forest Partnership crew member conducting vegetation surveys.
Photo by Bethany Goodrich

3. RESILIENT PEOPLES AND PLACE

The Regional Leaders focus group identified "resilient peoples and place" as comprised of a range of elements, including health, mutual support, cultural identity, adaptiveness, goal orientation, strength through diversity, shared knowledge, and reduced out-migration. These elements were recurring themes throughout the Community Focus Groups. Regarding health, a Sitka participant noted, "[Fish to School] enhances, relates, and improves, health and quality of life… It helps this place to be more livable." One interviewee, a tribal administrator, spoke highly of his Community Catalyst's ability to support his fellow community members: "He comes up with a project and gives it his all," he said. "The community sees how much he cares. There's one way SSP helps me do my job: I've got to keep up with him!" In Yakutat, one focus group participant pointed to SSP's role in facilitating strategic planning for the tribe, city, and village corporation, and said, "I think SSP is helping to stabilize (the) community."

The definition of resilient peoples and place identified by the regional leaders included the following statement: "The community thrives on its diversity of peoples and ecosystems, celebrate their culture and respect their history, and pass on knowledge while also being able to innovate." Using this lens through which to view resilience, focus group and interview participants identified a range of benefits from SSP that have made their communities more resilient. An interviewee in Kasaan mentioned the Kasaan Community Harvest as an event where community members share knowledge of harvesting wild foods and medicines. This knowledge can improve community members' treatment of these plants, thereby improving plant populations and increasing community food security and health. Sharing this knowledge also helps newcomers to Kasaan become integrated into the community and understand its traditions. Through increasing local knowledge of wild food and medicinal plant harvesting, the community becomes less dependent on imported food and medicine, reduces its cost of living, and becomes more self-sufficient and adaptive. This interviewee cited SSP as having contributed to their understanding of sharing these traditional forms of knowledge: "SSP has shown me that sharing the process and knowledge is really important, instead of just giving (food and medicine) to people."

The regional leaders also mentioned drug abuse as one component or a symptom of the absence of resilience. An interviewee in Kasaan mentioned the revitalization of subsistence harvesting (encouraged by SSP) as a tool to combat drug abuse. Another interviewee, in Klawock, pointed to a workforce development program created by SSP partners, TRAYLS as a way of providing struggling youth and young adults with positive alternatives that can prevent or alleviate addiction. "A person that's productive has a greater hope of not being caught up in those things," he said. The TRAYLS program has supported resilience in Klawock indirectly, as well: the local

tribal organization, the Klawock Community Association (KCA), has renovated a community space to provide dormitories for the TRAYLS students; once the program has concluded, that space will be used for transitional housing for people recovering from addiction.

Likewise, SSP's support for thriving local businesses has also contributed to greater community resilience. One interviewee in Klawock, a local Alaska Native business owner, stated that one of her business's aims was "to rebuild the broken relationships in our community… connected with alcoholism, sexual abuse, and drug addiction." This interviewee cited the Path to Prosperity (P2P) Business Competition and technical assistance program in helping her realize that, "being a triple bottom line company is something I should strive for. That's my tribal values, my culture teaches that! They laid the foundation for me and kept nudging me not to give up. They have helped so much."

The diagram on pages 49-52 offers a range of pathways for how SSP partners' individual projects help to build resilient peoples and place. For example, the increased knowledge of energy efficiency brought about by the Home Energy Leaders Program (HELP) and Commercial Energy Audits has led to increases in energy conservation by homeowners and businesses. The HELP program, for example, trains local community members, Home Energy Leaders, to conduct home energy audits, and provides homeowners with materials and tools to assist in energy conservation. These changes have made the communities more resilient to energy price fluctuations by reducing total energy costs. One focus group participant in Hoonah, a trained Home Energy Leader, said, "We give (homeowners) LED bulbs, a power strip, and a monitor for kilowatts. I've had some awesome compliments on how (the audits) have saved people money." As of May 4, 2018, this interviewee had audited 10 homes in Hoonah since being trained in February; 2018 and had built a pipeline of 28 additional homes to audit.

In another example, focus group participants in Sitka cited the critical role SSP's Community Catalyst played in revitalizing the community kitchen called Sitka Kitch, which hosts community-based cooking classes and provides workspace for local food businesses. The focus group participants explained that the Sitka Kitch had been started by the Sitka Health Summit, a local network of public health professionals and advocates, to promote local food security. To make the project sustainable over the long-term, however, required business planning assistance organized through SSP partner Spruce Root's technical assistance program, as well as the logistical support by the local SSP Community Catalyst. One focus group participant advanced the view that without the support of the Community Catalyst, the Sitka Kitch "would not be sustainable."

"SSP has shown me that sharing the process and knowledge is really important, instead of just giving (food and medicine) to people."

Interviewee, Kasaan

Resilient Peoples & Place

The community thrives on its diversity of peoples

The community and its members are thriving through being adaptable, curious, supportive of one another in difficult times, goal-oriented, and strongly connected to their homeland. People are able to respond to unexpected and uncontrollable events. The community thrives on its diversity of peoples and ecosystems, celebrate their culture and respect their history, and pass on knowledge while also being able to innovate. As a result, the community becomes stronger, rather than weaker, when under stress.

NETWORK BENEFIT

1. Increase in transferable skills acquired by participants
    - Increased sharing of tools and processes among community members and across communities
    - Increase in knowledge shared and passed down by elders to younger generations.
2. Increased community skills and capacities to meet needs and respond to changing circumstances
    - Reduced outmigration, increased return of younger generations to community

Marina Anderson leads a Health Hike near the Organized Village of Kasaan. Photo by Bethany Goodrich

Resilient Peoples & Place

FOOD SECURITY

Increased knowledge of sustainable wild harvesting

Improved harvesting methods that allow for regenerative plant growth

Improved health of populations of edible and medicinal plants

Reduced dependence on food and medicine imports, reduced cost of living

Increased community self-sufficiency and ability to adapt to changing circumstances
KCH, HNFP, KKCFP

Increased youth participation in local food production; Increased local cultivation and harvesting
MMG

Increased community stability; reduced outmigration, reduced dependence on food imports.

ENERGY INDEPENDENCE

Increased community members knowledge of energy efficiency

Increased community knowledge of strategies to mitigate high energy costs

Improved outreach to high-energy-cost communities and households

Increased ability to plan for energy solutions

Increased community resilience to energy price fluctuations
HELP, CEA

LEGEND

CEA Commercial Energy Audits
HELP Home Energy Leaders Program
HNFP Hoonah Native Forest Partnership
HSA Hydaburg Stream Assessment
KCH Kasaan Community Harvest
KKCFP Keex' Kwaan Community Forest Partnership
KLSS Klawock Lake Sockeye Salmon Restoration
MMG Moby the Mobile Greenhouse
P2P Path to Prosperity Business Competition
SK Sitka Kitch

Resilient Peoples & Place

LOCALIZED ECONOMY

Increased amount of community space for local businesses to develop products
SK

Increased knowledge of business planning

Increased local business viability, sustainability, and adaptiveness

Increased local business capacity, entrepreneurship
P2P

Increased community participation and voice in local forest and fisheries management planning

Increased employment and subsistence harvesting opportunities
HNFP, KKCFP

FISHERIES & FORESTRY

Increased capacity for sockeye salmon conservation efforts

Increased community capacity to respond to changes in local sockeye salmon fishery
KLSS

Increased community participation, voice, and capacity for local forest and fisheries management planning

Increased employment opportunities, subsistence harvesting opportunities, workforce development opportunities

Increased community capacity to respond to changes in forest and fishery conditions
HNFP, KKCFP, HSA

4. COMMUNITY-EMPOWERED, COMMUNITY-DRIVEN

Regional leaders defined the outcome of "community-empowered/community-driven" as comprised of the elements of participatory decision-making, thriving civic and regional institutions, a culture of dissent, and a high level of youth engagement. Focus group participants and interviewees clearly saw SSP as a vehicle for community empowerment, both in their individual communities and throughout the region. When asked about the long-term changes catalyzed by SSP, one focus group participant in Yakutat said simply, "Taking control of our destiny. Getting into the driver seat and taking whatever road we deem necessary, in the best interest of everybody in the community."

Focus group participants in Yakutat repeatedly cited SSP's critical role in brokering agreements among the various civic institutions of that town: the tribe, the city, the village corporation, and the regional housing authority. These revitalized relationships were crucial to Yakutat's ability to increase the number of units of affordable housing, to provide living space for the employees at a new clinic soon to be built in the town. One participant spoke to the role of SSP in catalyzing Yakutat's housing: "We did a housing survey with SSP, to see what people could afford; I think SSP has really focused us on getting these projects going." Another focus group participant said, "For the clinic to be successful, we need housing to be successful." A third participant said, "We have job openings we can't fill due to the lack of housing. Increasing the inventory will allow us to grow the tribe, the city, and the schools. It all goes hand in hand."

The regional network of expertise that communities can access through SSP's Catalysts has spurred communities' transformation toward self-reliance and empowerment. An interviewee in Klawock put forth, "I know we can utilize SSP to jump-start Klawock: economic development, cultural development. SSP will be our saving grace down the line." A focus group participant in Kake noted the Regional Catalyst's orientation towards community-driven priorities and solutions: "Our SSP Regional Catalyst was always looking for solutions, but … always wanted it to be up to the communities to come up with their own solutions, and to lead the charge with that solution, so that the community has ownership over the ideas."

The regional leaders cited youth involvement as a key component of this overarching outcome. Through spearheading youth-focused workforce development programs such as TRAYLS (Training Rural Alaska Leaders and Students), SSP partners have increased the involvement of youth within their communities as well as across the region. An interviewee in Klawock pointed out, "(The youth) are gaining momentum, building skills that are important for career development." Local food projects such as Moby the Mobile Greenhouse have also engaged youth,

SSP participants gather around a wood carving in progress during the 5th annual 2018 retreat in the community of Hydaburg. Photo by Bethany Goodrich

through collaborating with local schools to host the greenhouse and build curriculum around food gardening. One focus group participant in Hoonah, a student in one of the local schools, cited Moby as having taught him to grow chives, kale, sunflowers, and tomatoes, which he shared at family dinners. A focus group participant in Kake cited Moby as an example of increasing community empowerment through revitalizing local food, possibly leading to entrepreneurship: "I think rewiring people's mindsets to think about growing your own is something that we have been witnessing… Empowering people to think, 'I could do that. I could make money from that.'"

5. KUXHADAHAA ADAAYOO.ANALGEIN STOP, OBSERVE, EXAMINE, ACT

The Regional Leaders adopted the Tlingit saying *Kuxhadahaan Adaayoo.analgein,* which translates to "stop, observe, examine, act", to describe the fifth overarching outcome. This outcome can also be summarized as "solutions oriented." The components of this outcome are

Community-Empowered, Community-Driven

People listen closely, and feel comfortable offering dissenting opinions.

The community is self-determined, has a strong identity, and a sense of pride. There are clear goals and strategies, a high level of participation in decision-making, open dialogue, and space for respectful disagreement. There are thriving community and civic organizations, including tribes and municipalities. People listen closely, and feel comfortable offering dissenting opinions. Youth are involved in the life of the community.

NETWORK BENEFIT

1. Increased participation in regional networks
    - Increased capacity for community events, education, and networking
    - Improved ability to identify opportunities, share knowledge and experiences
    - Improved self-sufficiency, increased capacity within communities
    - Increased communities' ability to plan strategically and make decisions in their own best interests
2. Increased community capacity to access resources for local development, e.g. housing, clinics, etc.
    - Improved living conditions in communities; increased resources under community control

Community-Empowered, Community-Driven

FOOD SECURITY

Increased youth participation and knowledge of local food production and subsistence harvesting

Increased knowledge of local foods among children, youth, and community members

Increased community self-sufficiency and self-determination, reduced dependence on imports
MMG, KCH

Increased community space for local food production, preparation, events

Strengthened community capacity for local food preparation, distribution

Healthier community overall
SK

LOCALIZED ECONOMY

Increased local business capacity

Stronger local economy, reduced dependence on outside economic forces

Stronger community self-determination
P2P

ENERGY INDEPENDENCE

Increased community knowledge of energy independence options, including energy subsidy programs

Increased community empowerment to make decisions around energy solutions
CEA, HELP

FISHERIES & FORESTRY

Increased provision of workforce development through forest academies

Increased natural resource management skills, employment, and decision-making capacity in communities
TRAYLS

Increased local data collection and community participation in forestry/NR decision-making

Increased community empowerment in forestry/NR decision-making
HNFP, KKCFP, HSA

LEGEND

CEA Commercial Energy Audits
HELP Home Energy Leaders Program
HNFP Hoonah Native Forest Partnership
HSA Hydaburg Stream Assessment
KCH Kasaan Community Harvest
KKCFP Keex' Kwaan Community Forest Partnership
MMG Moby the Mobile Greenhouse
P2P Path to Prosperity Business Competition
SK Sitka Kitch
TRAYLS Training Rural Alaska Leaders and Students

intentional, well-informed, and strategic action; working together (summarized by the Tlingit phrase *wooch.een*); and continuous learning and improvement.

Community Focus Group participants pointed to numerous instances of SSP's support for this outcome. One participant in Kake observed, "People are getting more solution-oriented rather than trying to pick fights. There is just a load of wealth in the network. … The people in SSP are always trying to find ways to make it work." Another participant, also from Kake, spoke to the SSP network's usefulness in providing a regional perspective to inform community strategy. "Sometimes when you're so intimately involved in projects in your community, you get almost blinded because you're too close," they said. "You have to be able to step back, take the 10,000-foot view, and say: what are the larger implications here?" An interviewee in Hydaburg spoke to SSP's critical function in adding capacity for data collection and management, saying, "SSP gave us a more consistent position to handle data analysis. … It helped to build our watershed program over time."

Gathering data and conducting research on community resources, assets, and techniques can advance the outcome of *Kuxhadahaan Adayoo.analgein* across all four focus areas. In the focus area of fisheries and forestry, a participant from Kake spoke to the near-term actions of the Keex' Kwaan Community Forest Partnership (KKCFP), a project initiated through SSP, as important steps towards improved local resource management. "(Collecting LiDAR data on our land) gives us a more accurate description of boundaries, for timber, hydropower, blueberries. … For resource management, we first have to know what we have." In Klawock, SSP's Community Catalyst has played a central role in studying the predation patterns on juvenile sockeye salmon, a key component of the research needed to support recovery of that local Klawock Lake sockeye salmon fishery, which has sustained that community since its founding.

SSP's regional networking and resource sharing has also enhanced communities' abilities to learn and improve continuously. An interviewee from Hydaburg observed, "There's good information sharing. I see the value in getting together players that have extra expertise." This sharing function moves in both directions: "When you get into the network, the value is to share, and help lift up other communities," a focus group participant in Kake simply said. "(SSP) has been a really useful tool to utilize the knowledge of the whole network."

Participants gather for a breakout session during SSP's October 2017 retreat in Yakutat.

C. Chapter Conclusion

This chapter, and the diagrams that accompany it, speak to the myriad benefits that SSP's work has created and facilitated, that advance all four of its focus areas as well as the five overarching outcomes identified by its regional leaders for this evaluation. The benefits from these programs are complex and unfold over multiple time horizons. They often create unexpected co-benefits, such as the revamped dormitory housing in Klawock, and create synergies, such as the TRAYLS program's work on lands included in the scope of Hoonah Native Forest Partnership (HNFP). The diagrams, focus groups, and interviews in this chapter have focused on 17 of SSP's highest-profile projects currently in operation; however, this is only a fraction of the total number of projects initiated, co-created, and/or supported by SSP and its partners over the last

“Stop, observe, examine, act”

People are continuously learning from each other and the environment

The community and its members are confident, well-informed, intentional, and have the quality of wooch.een (working together). Actions are strategic, reflecting a coherent plan. People are continuously learning from each other and the environment, and thus continuously improving the way they work, giving rise to innovation. The community is respectful of its history, its people, and its place in all that it does.

NETWORK BENEFIT

1. Increased participation in regional networks
    - Increased capacity for community events, education, and networking
    - Improved ability to identify opportunities, share knowledge and experiences
    - Improved self-sufficiency, increased capacity within communities
    - Increased communities’ ability to plan strategically and make decisions in their own best interests
2. Increased community capacity to access resources for local development, e.g. housing, clinics, etc.
    - Improved living conditions in communities; increased resources under community control

A crew member working with the Hoonah Native Forest Partnership uses a laser to take a tree height during vegetation surveys.

"Stop, observe, examine, act"

FOOD SECURITY

Increased participation in subsistence harvesting

Improved mutual learning around subsistence harvesting; Increased respect for community history and place
KCH, HNFP, KKCFP

Increased knowledge of local food cultivation
MMG

Improved community decision-making around local food and food security issues

Improved knowledge of salmon harvesting and canning

Increased capacity, skill, and decision-making around local food harvesting and preservation
KCH

ENERGY INDEPENDENCE

Training on home energy efficiency

Increased knowledge of energy mechanisms, economics, and energy efficiency practices

Improved decision making around energy issues
HELP, CEA

Training on biomass greenhouse techniques

Increased knowledge of the uses of biomass energy
BGT

LEGEND

BGT POW Biomass Greenhouse Tour
CEA Commercial Energy Audits
HELP Home Energy Leaders Program
HNFP Hoonah Native Forest Partnership
KCH Kasaan Community Harvest
KKCFP Keex' Kwaan Community Forest Partnership
MMG Moby the Mobile Greenhouse
P2P Path to Prosperity Business Competition
TRAYLS Training Rural Alaska Leaders and Students

"Stop, observe, examine, act"

LOCALIZED ECONOMY

Improved business planning capacity

Stronger local businesses

Increased level of entrepreneurship in community
P2P

FISHERIES & FORESTRY

Increased local control and participation in natural resource planning, decision-making, management

Increased community knowledge and power in NRM planning and decision-making processes

Increased community confidence, informed decision making, solutions orientation, and wooch.een (working together)

More effective and intentional natural resource management reflecting community values, history, and place

Increased cooperative efforts between landowners and community members
HNFP, KKCFP

Increased provision of workforce development, including forest academies

More highly skilled and competent natural resource workforce
TRAYLS

The view while flying from Sitka to the Farmers Summit in Haines. Photo by Bethany Goodrich

10 years of its existence. The testimony in this chapter indicates clearly that SSP and its partners' presence have been felt throughout Southeast Alaska, and their efforts have contributed to the advancement of well-being in the communities in which they work. The next chapter estimates the non-market monetary value associated with this advancement.

CHAPTER 4
THE MONETARY VALUE OF SSP'S OUTCOMES

"The community of Klawock considers collaboration the most important because it is the first stepping stone toward the other values."

A community stakeholder from Klawock

This chapter provides an estimate of the non-market, monetary value of the positive changes SSP has made in advancing its overarching outcomes. In Chapter 2, we identified the overarching outcomes that SSP aims to promote in all its work in communities and across the region. We demonstrated that SSP's stakeholders have identified measurable improvements in all these overarching outcomes since SSP was founded, both within each of their individual communities and across the region. And we demonstrated that these stakeholders attribute these positive changes to SSP's work, and not some other program.

The next step is to estimate the monetary value of the changes that SSP's stakeholders have identified. For instance, what is the monetary value of the increased collaboration within a community fostered by SSP's work? Since we are measuring the value of SSP from the perspective of

its beneficiary communities and regional stakeholders, the subjective nature of these non-market values does not detract from the analysis. Rather, assessing ***beneficiaries'*** subjective perceptions of the value placed on the changes created by the program provides us with critical information about how well the program has performed.

A. Swing Weighting Method

We use the ***swing weighting*** method to estimate SSP stakeholders' willingness to pay for measured changes in SSP's overarching outcomes. Swing weighting provides a way of identifying the relative importance of a group of objects or attributes of value, whether tangible, intangible, or a combination of both.[7] In this case, we use swing weighting to identify the relative weight that SSP stakeholders place on the overarching outcomes of collaboration, shared stewardship, and so on.

In using the swing weighting procedure to estimate the value of SSP's overarching outcomes, we are considering these outcomes as ***attributes*** of a decision. The swing weighting procedure ***(Clemen 1996)*** presents an individual or group of decision makers with a series of hypothetical decision alternatives, consisting of a series of attributes at varying levels chosen or derived by the analyst for their applicability to a decision situation. Each alternative includes the highest available level of one of the attributes, and the lowest available level of all the others.[8] The decision maker/s first rank the alternatives from most preferred to least preferred; the rank of each alternative indicates the rank of the attribute that is at its highest level in that alternative. The decision maker/s then score the alternatives on a scale from 0 to 100. The highest-ranking alternative is automatically given a score of 100.[9] The decision maker/s score the remaining alternatives on a scale from 0 to 100. Each attribute's score, divided by the sum of all the attribute scores, is its ***swing weight.*** By design, swing weights always sum to 1. If one of the attributes is a sum of money, then the value of any other attribute can be calculated through the ratio of its swing weights to the swing weight of the monetary attribute.

The results of a swing weighting study are tailored to the range of levels of the attributes given in that study; the results reflect the relative value of going from the worst to the best ***available***

7) For instance, swing weighting could identify the relative weight that a group of conservation decision-makers places on total acreage protected, ecosystem type/s protected, recreational access, and total cost of protection.
8) The standard procedure also includes a benchmark alternative, in which all attributes are at their lowest levels.
9) If there is a benchmark alternative, it is given a score of 0.

(not theoretically possible) level of each attribute. For example, a swing weighting study on conservation land acquisition would include a range of current land prices in the relevant geographical region, not the lowest or highest prices of any plot of land ever sold. Likewise, in the case of SSP, the measured changes being considered are not from 0 to 10 (the worst to the best possible levels), but from the past (2008, lower) to the present (2018, higher) levels of the overarching outcomes measured in the survey. Since the assessed values from 2008 are always lower than those from 2018, the changes to be valued are those realized between the past and the present. This detail is important, because swing weights are sensitive to the range of values that an attribute takes on *(Clemen 1996)*. A study measuring the monetary value of a change in one or more of SSP's overarching outcomes from 0 to 10 would reach very different findings than the present one.

In this exercise, we weighted the measured changes in SSP's five overarching outcomes against a sixth attribute labeled "Increased Monetary Income", which is given the level of current annual general support dollars gained from each community ($40,810/year) or the entire region ($760,000/year). The relevant changes for this attribute are from the year before SSP's formation (a level of $0) to today's level of general support listed above. In the survey described below, we present these attributes and their varying levels in a table (called a Consequence Table) with two levels of each attribute, labeled Present (2018) and Past (2008). *Table 6 and Table 7* provide the Consequence Tables for the SSP Communities and Southeast Region, respectively.

TABLE 6

Consequence Table: SSP Communities

	Collaboration	Shared Stewardship	Resilient Peoples and Place	Community-Empowered, Community Driven	Stop, Observe, Examine, Act	Annual Increase in General Support Per Host Organization
Present (2018)	6.9	6.7	6.7	7.0	6.6	$40,810
Past (2008)	4.7	4.8	5.1	5.3	5.1	$0

TABLE 7

Consequence Table: Southeast Region

	Collaboration	Shared Stewardship	Resilient Peoples and Place	Community-Empowered, Community Driven	Stop, Observe, Examine, Act	Annual Increase in General Support to SSP
Present (2018)	6.5	6.5	6.3	6.2	5.9	$760,000
Past (2008)	4.1	4.2	4.4	4.1	4.0	$0

Members of the Hoonah Native Forest Partnership (HNFP) set out into the field on their way to conduct fish surveys. Photo by Bethany

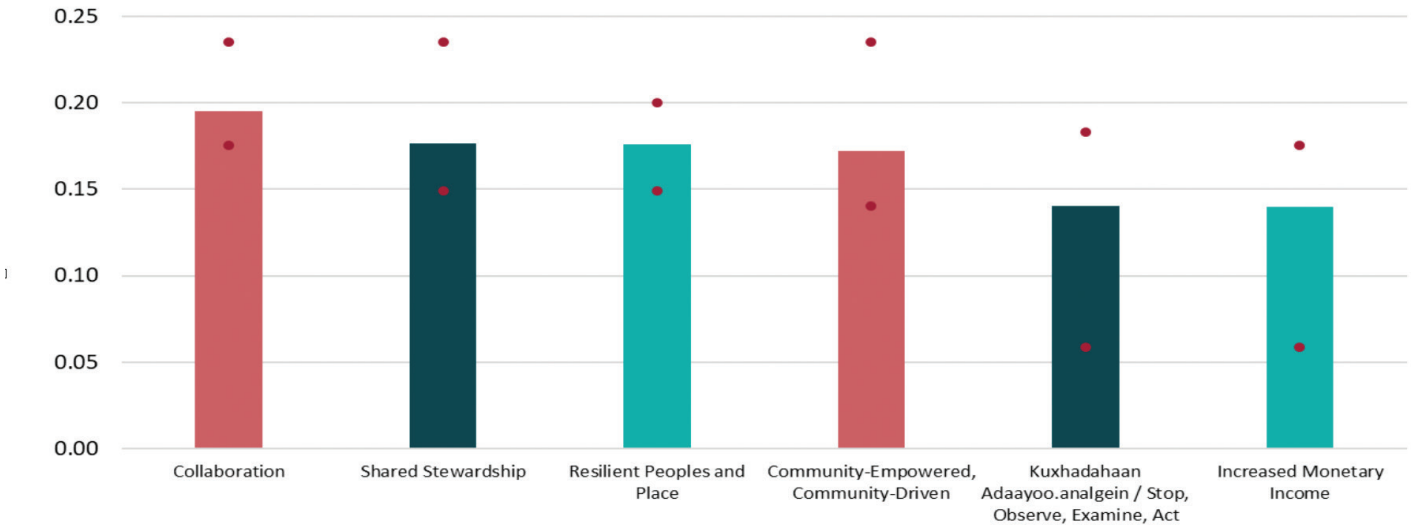
As noted in the previous chapters, SSP works on two levels simultaneously: within communities, to promote a range projects and programs based on each community's self-identified priorities; and across the region, to promote cooperation and solutions across stakeholder groups, from conservation nonprofits to Alaska Native corporations including those that conduct timber harvesting. Thus, similarly to the surveys that asked different groups of stakeholders to measure community and regional changes in overarching outcomes, we ask different groups of stakeholders to weight the relative importance of those changes at the community and regional levels. We asked those whose work focuses on regional-level solutions to weight the importance of regional changes, and those whose work focuses on community-level solutions to weight the importance of community-level changes.

We conducted the swing weighting procedure through a Google Form, with facilitation and verbal instructions provided via Google Hangout. We also provided participants with the opportunity to verbally record their responses during the Google Hangout, assisted by a note taker. We instructed participants to respond to the survey from the perspective of their entire community or region. In other words, we ask participants to assess which of the five overarching outcomes is most important generally to their community (or the region), not to themselves personally. We are thus measuring SSP community and regional stakeholders' understanding of the relative values of specific positive changes at the community and regional level, not their personal preferences about which outcomes are more valuable than others. We calculated the swing weights by adding up the respondents' attribute scores and dividing each attribute's total score across participants by the sum of all attribute scores, across all participants.

In measuring the cumulative positive changes to the overarching outcomes since SSP's formation against the annual general support dollars provided for the SSP program, we make one critical assumption: that these positive changes are delivered in full, every year, through the operation of SSP's programs. This assumption implies that upon initiating the SSP program, the benefits present themselves immediately; were SSP to be dissolved, the benefits would reverse themselves immediately. While this assumption may appear unrealistic or oversimplified, the alternative would present a more difficult estimation problem. Each of the programs or initiatives in which SSP has taken part delivers a series of benefits to its overarching outcomes that unfold (or phase in) over the short, medium, and long term; and which would potentially decay (or phase out) over time if the program were to be discontinued. Conducting an estimation of the precise timeline of benefit delivery would require a much more complex and lengthy survey and analysis process, which would be intractable in the current setting.

FIGURE 1

Average and Range of Swing Weights for SSP overarching outcomes, Community



B. Swing Weighting Results: Community

Figure 1 presents the average and range of swing weights for the Community level of analysis. Collaboration consistently ranked as the highest valued outcome, followed by three outcomes with nearly identical weights: Shared stewardship, resilient peoples and place, and community-empowered/community-driven. "*Kuxhadahaan Adaayoo.analgein* / Stop, observe, examine, act" was ranked fifth, and "Increased monetary income" sixth. *Table 5,* provides detailed data on each outcome, its swing weight, and its monetary equivalent.

Table 8 presents the full results of the swing weighting exercise for the community level. Community stakeholder respondents ranked Collaboration as the highest valued outcome, with a swing weight of 0.1949. The ratio of Collaboration to Money is 1.394, meaning that the value of the positive changes in collaboration created by SSP in its target communities is judged to be about 40% higher than the annual general support income provided by SSP to those communities. Since the annual general support income to each community is $40,810, the value of the increased collaboration caused by the SSP program in that community is $56,887.

SSP's community stakeholders nearly universally acknowledge the critical importance of increased collaboration for the well-being of communities, and credit SSP very highly in fostering and supporting that collaboration. A community stakeholder from Klawock stated on the survey, "The community of Klawock considers collaboration the most important because it is the first stepping stone toward the other outcomes. Without collaboration within the community the other (outcomes) are impeded immediately." A stakeholder from Sitka noted, "A lot of big projects locally happened because of collaboration."

Shared stewardship is the second most important outcome, with a swing weight of 0.177 and a ratio to money of 1.263. The value of the increased shared stewardship to each of SSP's target communities is $51,528. Shared stewardship was also considered to be an important component of the advancement of the well-being of SSP's target communities. As a respondent from Kake wrote, "It is important for the people to know what kind of resources our lands provide; and find ways to take advantage of them in a sustainable way." A respondent from Prince of Wales Island, who has worked on various projects in SSP target communities, highlighted the importance of long-term thinking that accompanies shared stewardship: "Shared stewardship helps stem impulsive decisions make without sufficient consideration given to future conditions."

"Resilient peoples and place" was a close third most important outcome, with a swing weight of 0.176 and a ratio to money of 1.259. The value of increases in resilient peoples and place to each of SSP's target communities is $51,363. A Klawock stakeholder noted, "The community of Klawock is naturally resilient, the people have been on the lands since time immemorial."

To obtain the total value of the changes, we add up the monetary equivalent value of the changes in the overarching outcomes, calculated through the ratio of each overarching outcome's swing weight to that of Increased Monetary Income. We add the sum of these monetary values to the Increased Monetary Income per community. We find that the annual total value of these changes is $291,853 per community. To calculate the impact multiplier, we divide total value by Increased Monetary Income. We find that the annual impact multiplier per community is **7.15 to 1.** This

TABLE 8

Swing Weighting Results: Total Value and Return on Investment, SSP Communities

	Swing Weight	Rank	Ratio to Money	Value per Community
Collaboration	0.1949	1	1.394	$56,887
Shared Stewardship	0.1766	2	1.263	$51,528
Resilient Peoples and Place	0.1760	3	1.259	$51,363
Community-Empowered, Community-Driven	0.1723	4	1.232	$50,291
Kuxhadahaan Adaayoo.analgein/ Stop, Observe, Examine, Act	0.1404	5	1.004	$40,975
Increased Monetary Income (per Community)	0.1398	6	1	$40,810
TOTAL VALUE ($)				$291,853
IMPACT MULTIPLIER				7.15

means each dollar of investment in an SSP target community returns **7.15** times that amount in the form of increases in overarching outcomes, plus the economic value of the general support.

C. Swing Weighting Results: Region

Figure 2 presents the average and range of swing weights for the Regional level of analysis. As in the Community level of analysis, collaboration was consistently ranked as the highest valued outcome, followed by community-empowered/community-driven; shared stewardship; and resilient peoples and place. Increased monetary income was ranked fifth, and *Kuxhadahaan Adaayoo.analgein* / stop, observe, examine, act a close sixth. *Table 6,* on the following page, provides detailed data on each value, its swing weight, and its monetary equivalent.

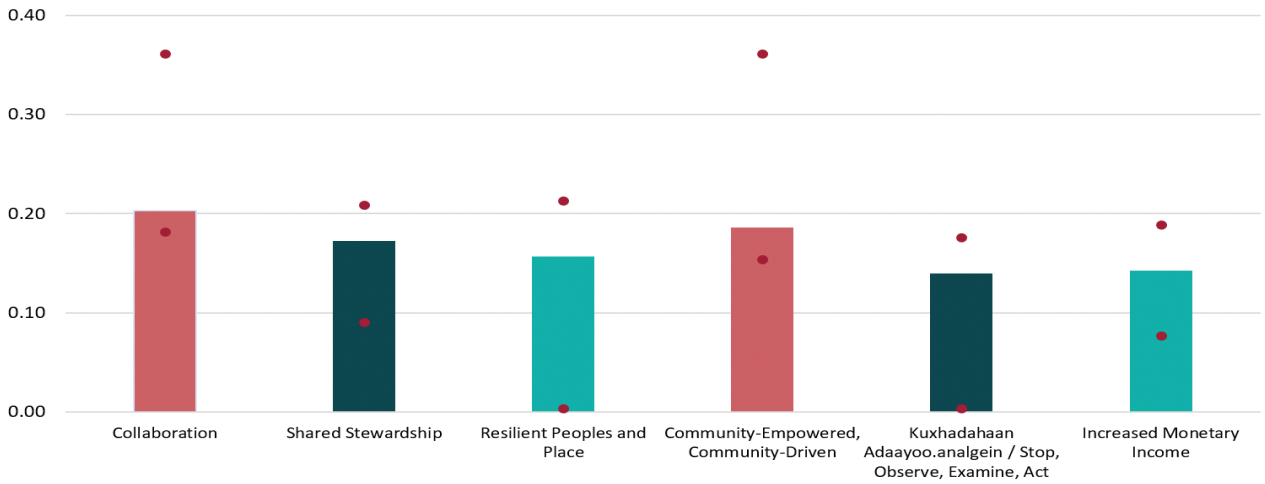
Table 9 presents the full results of the swing weighting exercise for the Regional level. Regional stakeholder respondents consistently ranked collaboration as the highest valued outcome, with a swing weight of 0.203. The ratio of collaboration to money is 1.426, meaning that the value of the positive changes in collaboration created by SSP across the region is judged to be over 40% higher than the annual general support income provided by SSP to the region. Since the annual regional general support income is $760,000, the value of the increased collaboration caused by the SSP program in the region is $1,083,523.

Like SSP's community stakeholders, the regional stakeholders nearly universally acknowledge the critical importance of increased collaboration for the well-being of communities, and credit SSP very highly in fostering and supporting that collaboration. A respondent from Sitka stated, "I believe that collaboration is central to all other five (outcomes) identified. Collaboration and trust-building among individuals and organizations is fundamental … to build prosperity and resilience." A respondent from Juneau stated, "Our complex structures, problems, and needs will require a collaborative, systematic approach, and this has historically been difficult to achieve."

The second most important outcome was community-empowered/community-driven, with a swing weight of 0.186 and a monetary value of $992,881. The SSP participants who work across

FIGURE 2

Average and Range of Swing Weights for SSP overarching outcomes, Region



the region clearly identified the self-determination of the individual communities as critical to the success of the work. A Juneau respondent put it as follows: "Execution of a common agenda has to be built on community-identified and -led priorities to be successful and resilient." A respondent from Sitka corroborated: "Self-determination is essential. The people who are impacted by decisions being made, should be the ones making those decisions, and should be given resources, guidance, training and support to understand and participate in decision making processes at an early age."

The third most important outcome was shared stewardship, with a swing weight of 0.172 and a monetary value of $920,367. The respondents clearly identified stewardship concerns as important, though not as emphatically as the first two outcomes. One respondent from Juneau argued, "From a regional level, if the region and its communities are resilient, the relative lack of (shared stewardship) may seem less acute, given that communities and the region are already thriving." Another respondent, also from Juneau, identified shared stewardship as the most important outcome, commenting, "We need to be able to relearn and use our traditional and local values and ecological knowledge… and reject the Western extractive capitalist models

TABLE 9

Swing Weighting Results: Total Value and Return on Investment, SSP Region

	Swing Weight	Rank	Ratio to Money	Monetary Value Across Region
Collaboration	0.203	1	1.426	$1,083,523
Community-Empowered/ Community-Driven	0.186	2	1.306	$ 992,881
Shared Stewardship	0.172	3	1.211	$920,367
Resilient Peoples and Place	0.157	4	1.103	$838,092
Increased Monetary Income	0.142	5	1.000	$760,000
Kuxhadahaan Adaayoo.analgein/ Stop, Observe, Examine, Act	0.140	6	0.983	$747,450
TOTAL VALUE ($)				$5,342,312
IMPACT MULTIPLIER				7.03

imposed upon us." The connection between shared stewardship and indigenous sovereignty was drawn by several respondents.

While survey respondents considered increased monetary income to be the fifth-most important outcome, several respondents also spoke to the necessity of money in project execution. One respondent remarked, "All worthwhile projects that have a hope of sustainability need the funding resources available." Another connected increased monetary income to other desirable outcomes: "Economic opportunity and livable wages help foster self-determination, a sense of security and well-being."

The annual total value of the changes identified in the Regional survey is **$5,342,312** across the region, and the annual Impact Multiplier **7.03 to 1.**

D. Discussion: Interrelated Outcomes

The comments accompanying the swing weighting surveys revealed that many stakeholders considered the outcomes to be interrelated, and thus found it difficult to assign scores to each of them. For example, many respondents perceived collaboration as the most important overarching outcome due to its role in facilitating the other outcomes. One respondent commented, "(Collaboration) fuels all the rest of the (outcomes) considered." Another said, "So much of resilience comes from collaboration." A third respondent remarked, "(Collaboration) is the first stepping stone toward the other values." A fourth noted, "I believe that collaboration is central to all other (outcomes) identified." The comments revealed a dominant perception that without collaboration, the other outcomes would not be possible to attain.

Shared stewardship was also considered by several respondents to be linked to one or more of the other overarching outcomes. Several respondents noted a connection between shared stewardship and collaboration: "The concerns over resource stewardship, both locally and regionally, most often drive the need for collaboration." Another linked this outcome to both collaboration and community empowerment. "Shared stewardship allows for increased collaboration," they said, "and, by its very nature, improves community empowerment and moves community-based projects forward." A third simply stated, "Shared stewardship is… at the core of all other (outcomes)"

The relatively low rankings attributed to *Kuxhadahaan Adaayoo.analgein* / Stop, observe, examine, act stemmed in part from respondents' perceptions that this outcome would arise in the process of working towards the others. One respondent wrote, "This outcome seemed to (be made of) qualities found in … collaboration, resilient people and place, and community-empowered/community-driven." Another respondent advanced the view that "(this outcome) happens more naturally here." A third respondent identified this outcome as the final step along a pathway that required the other outcomes to be attained first: "Once we have built key relationships, identified a vision, built community capacity, and empowered local authority… then it is key to stop and reflect on lessons learned."

(Top) A group of students tour a biomass greenhouse in Kasaan. Photo by Ian Johnson
(Bottom) A dancer at the Hydaburg Culture Camp performs wearing a large wooden mask. Photo by Bethany Goodrich

These observations highlight a difficulty in assigning relative weights to intangible outcomes. Unlike the attributes of a tangible or concrete good or service, intangible aspects of complex collective action within and across communities are often interrelated.

E. Chapter Conclusion

The results presented in this chapter demonstrate that SSP participants value the changes created by the partnership significantly more highly than the monetary income provided by the partnership in the form of general support and/or matching funds for the salary of its Catalysts. The overarching outcomes advanced by SSP over its 10 years of existence have been estimated at a total value **more than seven times higher** than the funding contributed by SSP's philanthropic sources, measured at both community and regional levels. Both community and regional respondents view collaboration as the most important, and most valuable, overarching outcome created by SSP's work. Community respondents viewed shared stewardship as the second most important outcome, citing the importance of long-term thinking and active sustaining of lands and waters. Regional respondents viewed community empowerment as the second most important outcome, clearly communicating the importance of communities' ability to act on their own priorities, rather than those imposed from above. And while many respondents identified and commented upon the importance of monetary income to their communities and the region, respondents ranked the Increased Monetary Income attribute at or near the bottom of the list of overarching outcomes.

CHAPTER 5
CONCLUSION

The evidence presented in this report supports the conclusion that SSP has so far succeeded in advancing this new vision in measurable ways, at both community and regional levels.

A. Measuring Positive Change

1. SUMMARY OF FINDINGS

The material presented in this evaluation provides unequivocal evidence that the work of the Sustainable Southeast Partnership has brought about measurable and significant positive changes in Southeast Alaska. As part of the research for this evaluation, SSP's regional leaders identified five overarching outcomes which all SSP's work aims to advance: collaboration; shared stewardship; resilient peoples and place; community-empowered/community-driven; and *Kuxhadahaan Adaayoo.analgein/*stop, observe, examine, act. The survey of participants and community stakeholders, reviewed in Chapter 2, reveals that SSP's work has advanced all five of its overarching outcomes at both community and regional levels. And the valuation procedure, reviewed in Chapter 4, reveals that SSP's investments of resources in its target communities and across the region have created impact multipliers of ***more than seven to one.***

The Community Focus Groups and interviews, reviewed in Chapter 3, provide additional clarity and detail on the pathways through which SSP has advanced its overarching outcomes. These focus groups and interviews clarify that SSP has advanced these outcomes both through the operation of the whole network, and through specific projects and initiatives that deliver benefits in one or more of its four focus areas: food security, energy independence, forestry and fisheries, and localized economy. The projects and initiatives conducted through the focus areas have all advanced one or more of the overarching outcomes through a wide range of project activities, including collaborative natural resource planning, data collection, and habitat restoration (Hoonah Native Forest Partnership; Hydaburg Stream Assessment; Keex' Kwaan Community Forest Partnership (KKCFP); Klawock Lake Sockeye Salmon study), hands-on education or peer-to-peer learning (Moby the Mobile Greenhouse, Home Energy Leaders Program), business technical and financial assistance (Path to Prosperity), workforce development (TRAYLS program), and sustainable product sourcing for educational programs (Sitka Tiny House, Fish to School).

The community focus groups and interviews reveal that participants benefit from the whole network, over and beyond specific projects or initiatives. Participants in SSP-affiliated projects have increased their number and type of regional connections outside their own communities, leading to increased awareness of economic opportunities across the region, more trusting relationships with people and organizations across the region, and increased access to regional expertise, skills, tools, and processes. SSP's work within communities has also enhanced local-level collaboration, built trust within communities, empowered communities, and supported increased local stewardship and community resilience.

SSP's Community Catalysts advance these outcomes through everyday work in SSP's target communities; SSP's Regional Catalysts provide target communities with sector-specific expertise, and access to networks, knowledge, and economic opportunities from across the region. And SSP's retreats, conducted twice a year, further the overarching outcomes through facilitating collaboration and building trust across communities, organizations, and sectors.

2. AREAS OF FURTHER RESEARCH

SSP's work contributes to a myriad of projects, programs, and initiatives that rely on a range of partners spanning tribal, public, private, and nonprofit sectors. This evaluation has analyzed the changes in SSP's overarching outcomes identified and reported by participants in SSP-related programs and projects. It has not analyzed statistically the impact of any single program or project. Further research should provide in-depth, midstream (formative) and/or retrospective (summative) evaluations of individual programs, projects and/or initiatives that have advanced SSP's overarching outcomes within one or more of its four focus areas. Examples that would be worthy candidates for in-depth formative and/or summative evaluation include: Moby the Mobile Greenhouse; Path to Prosperity (P2P); HNFP; Home Energy Leaders Program (HELP); and TRAYLS.

Additional research projects could include rigorous comparison studies of SSP target communities to other Southeast Alaska communities that have not affiliated with SSP, using statistical methods such as propensity score matching. Such a study would be difficult to execute, however, given the relatively small sample of communities from which to draw comparisons, as well as the potential positive spillover benefits from nearby SSP-affiliated communities to those adjacent or closest in space (e.g. Klawock to Craig, Kasaan to Thorne Bay).

3. CONCLUDING REMARKS

Participants in Health Hikes learn how to harvest and explore the uses of Devil's Club near the village of Kasaan. Photo by Bethany Goodrich

Ten years ago, the founders of SSP endeavored to forge a new vision for resource management and community-based economic development in Southeast Alaska. This vision centered around advancing the priorities of the region's communities, while also emphasizing the importance of regional collaboration across organizations and interest groups that had previously been at odds with one another. The evidence presented in this report supports the conclusion that SSP has so far succeeded in advancing this new vision in measurable ways, at both community and regional levels. Work remains to be done to build upon the positive changes in the overarching outcomes identified by SSP's regional leaders. While the region has made great progress since 2009, the survey results in Chapter 2 reveal that these overarching outcomes are still well below their highest possible levels. The increased collaboration advanced by SSP's work can provide a firm foundation on which to continue to build, refine, and develop this new vision.

A student waters vegetables in MOBY the Mobile Greenhouse during a stop in Hoonah.

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Support for this project was provided by Noah Enelow, Director of Economic Research and Evaluation at Ecotrust.

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