

# YUKON DELTA FISHERIES DEVELOPMENT ASSOCIATION

*Community Development Through Fisheries Development*



## 2006 ANNUAL REPORT





Alakanuk



Emmonak



Grayling



# YUKON DELTA FISHERIES DEVELOPMENT ASSOCIATION

## 2006 ANNUAL REPORT



Representing the Alaskan Communities of

Alakanuk  
Emmonak  
Grayling

Kotlik  
Mountain Village  
Nunam Iqua



## 2006 HIGHLIGHTS

Yukon Delta Fisheries Development Association (YDFDA) has come a long way since its inception in 1992. Our CDQ quota has increased from 5% to 14% translating into greater royalties and investment opportunities, and ultimately greater benefits to our member residents.

2006 was a prosperous year for YDFDA and we would like to share with you some of the highlights:

- Kwipak Fisheries, a subsidiary of YDFDA, purchased 388,165 pounds of King Salmon from local fishermen putting \$1,721,453 directly into the pockets of 258 local fishermen.
- Kwipak Fisheries was the primary buyer on the river for the fall chum and coho salmon season. Kwipak Fisheries purchased 802,109 pounds of fall chum and coho salmon infusing an additional \$205,654 into the local economy.
- Kwipak Fisheries employed 267 residents with wages of \$682,357.
- Residents working on fishing vessels combined with other local employment totaled 73 with wages of \$1,491,477.
- Kwipak Fisheries and other local employment mentioned above infused a Total of \$4,100,941 into the local economy in 2006.
- For the fifth consecutive year, YDFDA donated salmon to the school lunch programs of the Lower Yukon, St. Mary's and Iditarod School Districts. In 2006 a total of 11,500 pounds was donated.
- YDFDA provided funding to the Alaska Department of Fish and Game (ADF&G) to assist with three projects in 2006. One project was to enable ADF&G to begin preparations to operate the sonar at Pilot Station 15 days earlier than planned. This would allow counting at the sonar to begin June 1st. It was hoped that earlier counting of salmon would provide for more accurate counts of king and chum salmon passage. Another project was to hire local technicians to assist ADF&G at Emmonak with various salmon sampling methods. This project provided hands-on experience to young people interested in continuing in this profession. Three residents participated in the internship program with ADF&G. The third project was to assist ADF&G in conducting a gillnet test fishery in the lower Y1 area. The purpose of this project was to help in determining salmon run passage and the strength of that run.



- YDFDA, in conjunction with NSEDC, worked to insure that there was a market available for any fisherman from the Yukon wishing to participate in the 2006 Norton Sound red king crab fishery. No fishermen from the Yukon choose to participate in the commercial crab fishery in 2006.
- Kwipak Fisheries conducted an Arctic lamprey fishery in the villages of St. Mary's and Grayling. Fishermen caught 8,200 lbs with a value to fishermen of \$8,200.
- For the second year, Kwipak Fisheries purchased cisco and other whitefish from local fishermen. Over 11,000 pounds were purchased with a value to local fishermen of over \$8,600. Kwipak continues to look for additional markets for this product.
- YDFDA worked with NSEDC in a joint effort to bring in a buyer to purchase Norton Sound Herring. A buyer was found that was willing to participate jointly with NSEDC and YDFDA in the Norton Sound Herring fishery.

Yukon River fishermen from both CDQ and non-CDQ villages were then able to participate in the commercial herring fishery in Norton Sound. They delivered 64 MT of herring with a value of over \$8,300.

- In 2006 Yukon Marine Manufacturing completed fabrication on 19 new skiffs. In addition, numerous repairs and modifications were done for residents on existing skiffs.

- The YDFDA Scholarship program awarded 82 scholarships to students attending both universities and vocational institutions. Scholarships awarded amounted to approximately \$211,040.
- 93 residents took advantage of various training opportunities which included fisheries training, internships, and a training seminar put on by the Division of Investments in Alakanuk, Emmonak and Kotlik.
- 340 YDFDA residents took advantage of employment opportunities made available through YDFDA subsidiaries and partners. This resulted in wages of over \$2.1 million going back to the communities.

We are excited about the future and look forward to 2007 as the Board of Directors and management explore more opportunities to provide community and economic development benefits to our residents and the entire Lower Yukon region.

We would like to thank our member communities for their continued support. We would also like to thank our industry partners for their commitment to this program. Without this support, YDFDA would not be able to continue and prosper. Again, thank you and we look forward to a great 2007!





## KWIKPAK FISHERIES, LLC

### SALMON

In 2006 Kwipak Fisheries operated for the fifth year as a salmon buyer on the Lower Yukon River. We conducted buying operations in Emmonak, Kotlik and Mountain Village.

The commercial salmon harvest for 2006 exceeded 46,000 king salmon vs about 32,000 in 2005. The fall salmon fishery was the largest since 1995 with over 65,000 coho and 175,000 chum salmon being harvested. Kwipak Fisheries purchased 20,000 King Salmon, 31,000 coho salmon and 88,000 chum salmon in 2006. Fish purchased translates into over \$1,927,000 infused into the local economy.

In 2004 Kwipak launched an aggressive marketing campaign to promote fresh wild Yukon River king salmon.

This campaign was continued in 2006 with Kwipak selling over 80,000 pounds of fresh king salmon into the domestic and Japanese market at premium prices. We are very pleased with the results of this on going program to sell fresh Yukon king salmon.

Kwipak is also working to develop markets for other fisheries on the Yukon River in addition to salmon. In 2006 we again purchased cisco and other whitefish along with Arctic lamprey in a continuing effort to develop a commercial market for these fisheries.

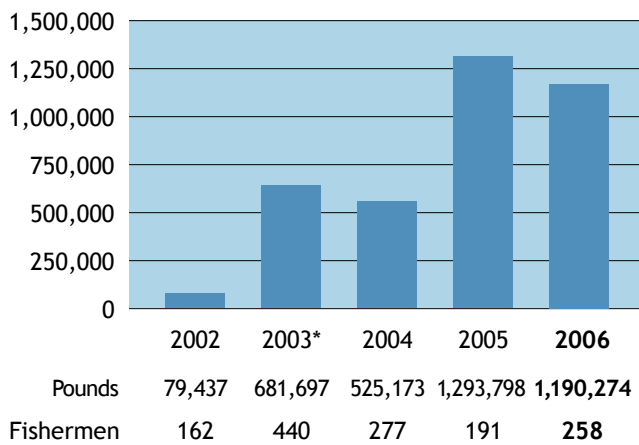
In addition to providing a market for local fishermen, Kwipak Fisheries employed 267 residents with total wages of \$682,357. Residents received training in all aspects of the fish buying operation. This included operating equipment, maintaining ice machines and dressing salmon.

### KING SALMON PURCHASED BY KWIPAK FISHERIES

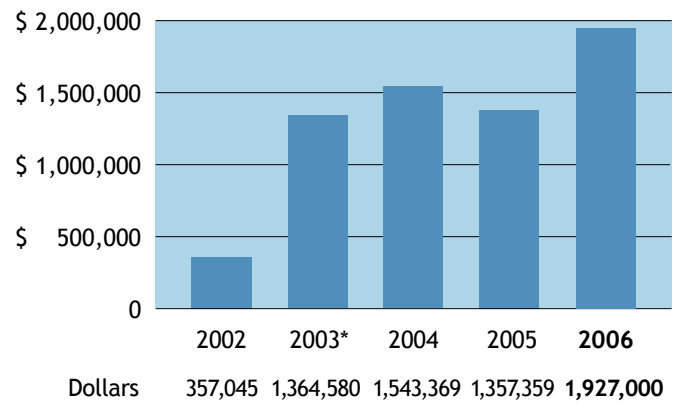
	Y-1	Y-2	TOTAL
2002	3,670	221	3,891
2003	15,134	9,708	24,842
2004	14,979	9,646	24,625
2005	8,625	4,327	12,952
2006	13,286	6,795	20,081



**KWIKPAK SALMON PURCHASES—POUNDS**

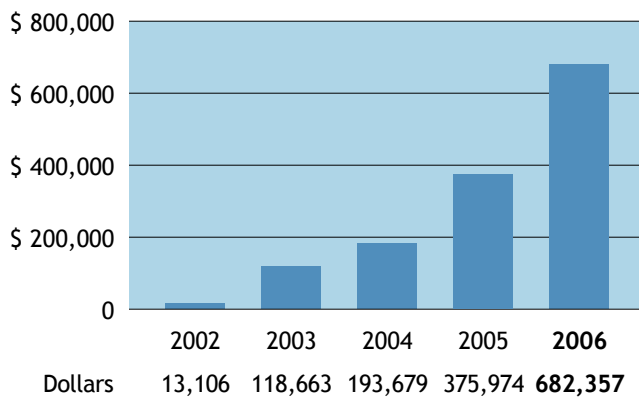


**KWIKPAK SALMON PURCHASES—DOLLARS**

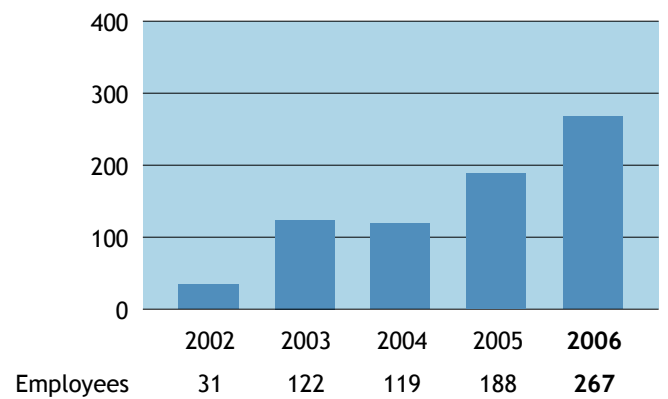


*\*Partnered with Boreal Fisheries out of St. Mary's in 2003.*

**LOCAL KWIKPAK EMPLOYMENT—WAGES**



**LOCAL KWIKPAK EMPLOYMENT—EMPLOYEES**



## NORTON SOUND KING CRAB

YDFDA, in conjunction with NSEDC, worked to insure that there was a market available for any fisherman from the Yukon wishing to participate in the 2006 Norton Sound red king crab fishery. Although there were participants in the subsistence crab fishery, no fishermen from the Yukon choose to participate in the commercial crab fishery in 2006.

## NORTON SOUND HERRING

YDFDA worked with NSEDC in a joint effort to bring in a buyer to purchase Norton Sound Herring. A buyer was found that was willing to participate jointly with NSEDC and YDFDA in the Norton Sound Herring fishery.

Yukon River fishermen from both CDQ and non-CDQ villages were then able to participate in the commercial herring fishery in Norton Sound. They delivered 64 MT of herring with a value of over \$8,300.

## ARCTIC LAMPREY

Kwikpak Fisheries conducted an Arctic lamprey fishery in the villages of St. Mary's and Grayling. Fishermen caught 8,200 lbs with a value to fishermen of \$8,200.

## YUKON WHITEFISH

For the second year, Kwikpak Fisheries purchased cisco and other whitefish from local fishermen. Over 11,000 pounds were purchased with a value to local fishermen of over \$8,600. Kwikpak continues to look for additional markets for this product.

## YUKON MARINE MANUFACTURING, LLC

### EMMONAK SKIFF BUILDING FACILITY

In preparation for the salmon season, the welding shop concentrated on skiff repairs and fabrication work at Kwikpak Fisheries' facilities. Repairs were completed on several skiffs. Construction of 19 new skiffs was completed in 2006.

14 Yukon Delta residents were employed at the Emmonak skiff building facility in 2006.

A total of 95 skiffs have been built and sold since the beginning of this program in 1999.





## **IQALLIARVIK ECONOMIC DEVELOPMENT CORPORATION (IEDC)**

### **COMMUNITY PLANS**

By the end of 2006, community plans for the YDFDA communities were completed. IEDC provided technical assistance as well as financial assistance to those communities who were in the process of completing their plans. The overall goals are to ensure that YDFDA communities have community plans which will allow them to access public and private funding sources for their projects, as well as plan for future community expansion and economic development.

### **COMMUNITY MAPPING**

Community maps are an integral part of community planning. In 2006, IEDC partnered with the State of Alaska–Department of Commerce, Community & Economic Development–Division of Community Advocacy, to complete community maps for 10 Lower Yukon villages in the YDFDA region. The mapping project is anticipated to be completed by the end of summer 2007 and will be advantageous to the communities for their future planning.

### **COMMUNITY OUTREACH**

IEDC continues to participate in local community meetings where economic development projects are being discussed. All six CDQ communities were visited at least once during 2006 as it related to the community plans and/or the community mapping project.

### **CONSTRUCTION ACADEMY**

YDFDA continues to partner with the Lower Yukon School District and Alaska Works Partnership in delivering a 2-week opportunity for high school graduates to experience the construction trades. In 2006, 10 high school graduates met for intensive 2 week training in construction math, first aid, HILTI, and power tool use. Each student received a certificate of completion and stipend for their hard work. The purpose of the program is to give young men and women the opportunity to explore the construction trades hopefully leading them toward a career track.

### **TOURISM**

In 2006, IEDC participated in the Y-K Delta Tourism Initiative Leadership meetings. The purpose of this initiative is to develop a collaborative effort with local, sub-regional, and regional structures to build a sustainable locally lead Y-K tourism industry. Partners in this effort include the State of Alaska–Division of Tourism, AVCP, CVRF, Yuut Elitnaurvik, and several village corporations and entrepreneurs interested in tourism development in their areas.



## YDFDA'S OFFSHORE INVESTMENTS

### LISA MARIE FISHERIES, LLC

YDFDA owns 100% of the F/V *Lisa Marie*, a 78-foot combination vessel. The *Lisa Marie* participates in CDQ, IFQ and open access fisheries harvesting dungeness and king crab, sablefish and halibut. The *Lisa Marie* provides year-round crew positions for Yukon Delta residents.



### AKULURAK FISHERIES, LLC

YDFDA owns 90% of the C/P *Courageous*, a 180-foot crab/longline catcher processor. The *Courageous* harvests and processes opilio, brown and red king crab; Pacific cod and sablefish. The *Courageous* has year-round crew positions available for Yukon Delta residents.



### ALAKANUK BEAUTY, LLC

YDFDA owns 75% of the F/V *American Beauty*, a 123-foot trawler. The *American Beauty* harvests both mothership and CDQ pollock quota for the M/V *Golden Alaska*. The *American Beauty* provides apprenticeship opportunities for Yukon Delta residents.







### EMMONAK LEADER, LLC

YDFDA owns 75% of the F/V *Ocean Leader*, a 120-foot trawler. The *Ocean Leader* harvest both mothership and CDQ pollock quota for the M/V *Golden Alaska*. The *Ocean Leader* provides apprenticeship opportunities for Yukon Delta residents.

### ROMANZOF FISHERIES, LLC

YDFDA owns 41% of the C/P *Baranof*, a 182-foot crab/cod catcher processor. The *Baranof* harvests and processes king, bairdi and opilio crab, Pacific cod and sablefish. The *Baranof* has year-round crew positions available for Yukon Delta residents.



### GOLDEN ALASKA, LLC

YDFDA owns 19.6% of the M/V *Golden Alaska*, a 305-foot pollock mothership. The *Golden Alaska* provides processing positions for Yukon Delta residents.

## BOARD OF DIRECTOR PROFILES



**Max Agayar** lives in Alakanuk. He began fishing when he was 10 years old with his father and brother. He worked for Bering Sea Fisheries as a tender man for 12 years. In 1996, he and his wife purchased a commercial Yukon Permit and he has been a commercial and subsistence fisherman ever since. He has been associated with YDFDA since 1995 and on the Board since 1999. He also serves on YDFDA's Scholarship Committee. He would like to see YDFDA become a self sustaining company through our investments so that if the CDQ program ends, YDFDA will be around for generations to come.



**Frank Alstrom Jr.** lives in Alakanuk. He has been fishing all his life. He is a subsistence and commercial fisherman on the Yukon. He has fished Norton Sound herring and crab, and Pacific cod out of Dutch Harbor. He has been associated with YDFDA since 1994 and on the Board since 2002. He also serves on YDFDA's Financial Advisory Board, Non-Fisheries Investment Committee and Transparency Committee.



**Billy Charles** lives in Emmonak. He is a subsistence and commercial fisherman on the Yukon in addition to commercial herring fishing in Norton Sound. He has worked as heavy equipment operator for the City of Emmonak. He has been involved with YDFDA since its inception in 1992 serving on the Board as Chairman. He also serves on YDFDA's Financial Advisory Board, Non-Fisheries Investment Committee, Scholarship Committee and Transparency Committee.



**Raymond Waska Sr.** lives in Emmonak. He has been a commercial and subsistence fisherman most of his life. He has been on YDFDA's Board since 2001. He also serves on the Yukon-Kuskokwim Health Corporation Board.



**Marvin Deacon** lives in Grayling. He has been a subsistence and commercial fisherman all his life. He operates a commercial fish wheel fishing in district Y-4A. He has been on YDFDA's board since 2003. He also serves on YDFDA's Non-Fisheries Investment Committee. He feels that YDFDA offers opportunities for economic growth and higher education for our youth.



**Carl Walker** lives in Grayling. He is a subsistence and commercial fisherman. He has operated a commercial fish wheel in the past and plans on doing it again in the future in district Y-4A, in fact he is constructing a new fish wheel for the 2007 fishing season. He has been on YDFDA's Board since 1999. He also serves on YDFDA's Financial Advisory Board and the Scholarship Committee. He feels that YDFDA has been very good for the village of Grayling.



**Benjamin Kamkoff** lives in Kotlik. He has been a commercial fisherman since he was 18 years old both set netting and drift netting. He has been on YDFDA's Board since 2005. He has also served on the boards of the Kotlik City Council, Kotlik Traditional and Kotlik Yup'ik Corporation. He thinks it's great to have Kwipak Fisheries working for the people of the Lower Yukon River.



**Emmanuel Keyes** lives in Kotlik. He started fishing with his father as a helper in the early 1960s. He has done commercial salmon and herring fishing. He has done extensive construction work in various villages. He has been on YDFDA's Board since 1993. He also serves on YDFDA's Non-Fisheries Investment Committee, Transparency Committee and Scholarship Committee.



**Jason Borkowski** lives in Mtn. Village. He has been a commercial and subsistence fisherman since 1978 and fished for Norton Sound Herring in 1986. He has been on YDFDA's Board since 2002. He also serves on YDFDA's Non-Fisheries Investment Committee, Transparency Committee and Scholarship Committee.



**Alexie Walters** lives in Mtn. Village. He has been a subsistence and commercial fisherman for over 40 years. He was also a tender boat captain. He has been on YDFDA's board since 2005. He also serves as City of Mtn. Village Council Member, Azachorak Inc Board of Director, CRSA Board Member and Asa'carsarmiut Elder Committee. He says he will use common sense in addressing the changing needs of my community and region.



**Andrea Charlie** lives in Nunam Iqua where she is the acting store manager for the Swan Lake Corporation. She has been on YDFDA's Board since 2005 and also serves on the City of Nunam Iqua Board. She is a Yukon River Salmon subsistence fisherman. During the 2007 A Season she was employed on the M/V Golden Alaska processing pollock.



**Stanley Pete** lives in Nunam Iqua. He is a subsistence and commercial fisherman on the Yukon. He started his commercial career on the Nakat fishing in Norton Sound for king crab and halibut. He also processed Pollock on the Golden Alaska. He fished for several years aboard the Lisa Marie for king and opilio crab, halibut, Pacific cod and octopus. He has been associated with YDFDA since its inception in 1992 and on the Board since 2002.

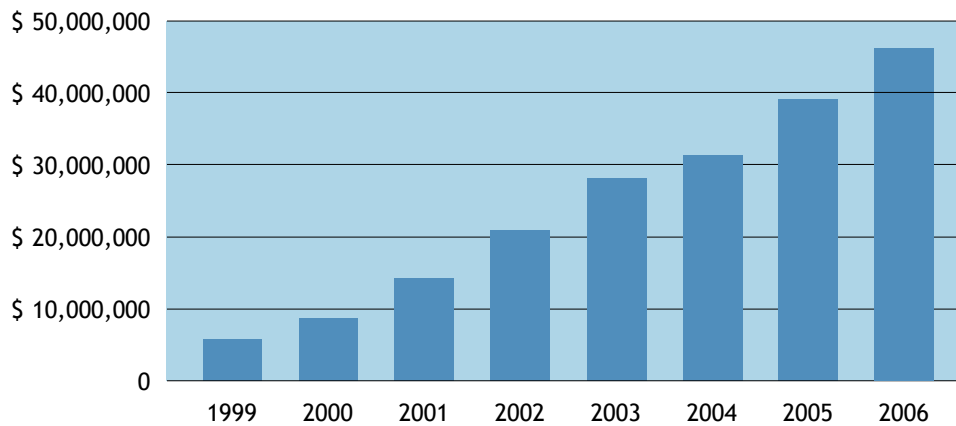


**Mary Stuart** lives in Nunam Iqua. She started fishing with her father both subsistence and commercial in the early 1970's. She has also done commercial herring and halibut fishing. She has been on YDFDA's Board since 2006. She has served as chairperson for the Advisory School Board, vice president for the Nunam Iqua Tribal Council, City Mayor Council Member, and chairman for Nunam Iqua Planning Board. She thinks it is important as native people to continue to practice the subsistence lifestyle and to pass it on to younger generations.



## FINANCIAL OVERVIEW 2006

### GROWTH IN NET ASSETS



2006 was another successful year for YDFDA. Revenue grew to \$31,000,000 in 2006 from \$26,000,000 in 2005. Net assets, a measure of the company's net worth, equaled \$45.6 million. As you can see from the above chart, YDFDA's net assets have grown from \$6.2 million in 1999 to \$45.6 million in 2006.

### EMPLOYMENT STATISTICS 2006

	PEOPLE	WAGES
CDQ Pollock		
A Season	25	\$ 593,678
B Season	7	\$ 212,254
Other Fishing	20	\$ 296,179
Other Employment	274	\$ 799,558
Internships	4	\$ 21,596
Village Representatives	7	\$ 29,000
Regional Management	3	\$ 2,173,834
<b>TOTAL</b>	<b>340</b>	<b>\$ 2,173,834</b>

### TRAINING STATISTICS 2006

	PEOPLE	EXPENDITURE
Scholarships		
University of Alaska	26	\$ 80,000
Alaska Pacific University	4	\$ 11,000
Voc-Tech Classes		
AVTEC and Other Institutions	52	\$ 120,040
Other Training		
Fisheries Related	42	\$ 102,024
Interns	4	\$ 37,273
Misc.	47	\$ 47,405
<b>TOTAL</b>	<b>175</b>	<b>\$ 397,742</b>

## YUKON DELTA FISHERIES DEVELOPMENT ASSOCIATION AND SUBSIDIARIES

### CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

December 31, 2006 and 2005

<b>Assets</b>	<b>2006</b>	<b>2005</b>
Current assets:		
Cash and cash equivalents	\$ 16,539,739	14,928,762
Accounts receivable	2,045,538	974,887
Receivable from affiliates	322,122	283,757
Certificate of deposit	5,091,910	—
Inventory	1,117,141	1,124,416
Prepaid expenses	438,975	293,376
Total current assets	<u>25,555,425</u>	<u>17,605,198</u>
Notes receivable	511,156	157,357
Investment in GASLLC	1,466,021	1,720,821
Investment in Romanzof Fishing Company, LLC	1,044,318	1,221,753
Other investments	45,982	45,982
IFQ permits and fishing rights	14,667,721	13,692,465
Other assets	1,219,142	1,058,792
Vessels and equipment, net	<u>6,351,237</u>	<u>6,975,935</u>
	<u>\$ 50,861,002</u>	<u>42,478,303</u>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable	\$ 1,944,443	1,094,388
Note payable to affiliate	1,008,361	1,364,555
Minority interest in consolidated subsidiaries	2,327,720	1,847,514
Total liabilities	<u>5,280,524</u>	<u>4,306,457</u>
Unrestricted net assets	45,580,478	38,171,846
Commitments and contingencies		
	<u>\$ 50,861,002</u>	<u>42,478,303</u>

*Audited Financial Statements Prepared by KPMG LLP*



## YUKON DELTA FISHERIES DEVELOPMENT ASSOCIATION AND SUBSIDIARIES

### CONSOLIDATED STATEMENTS OF ACTIVITIES

Years ended December 31, 2006 and 2005

	2006	2005
Revenues:		
CDQ royalties and profit sharing	\$ 10,201,246	8,733,269
Fish sales	12,381,805	8,960,076
Fish sales to affiliate	7,392,938	7,272,518
Equity in earnings of GASLLC	196,000	253,980
Equity in earnings (loss) of Romanzof Fishing Company, LLC	(85,185)	416,863
Other income	970,644	339,102
Total unrestricted revenues	<u>31,057,448</u>	<u>25,975,808</u>
Cost of goods sold	20,667,768	15,723,361
Administrative and other expenses:		
Initiatives	675,304	800,669
Administration	2,241,117	1,860,339
Board	333,727	203,355
Total administrative and other expenses	<u>3,250,148</u>	<u>2,864,363</u>
Other income (expense):		
Interest and other income	917,021	308,799
Interest and other expense	(139,444)	(118,523)
Minority interest in consolidated subsidiaries	(508,477)	(670,121)
Total other income (expense)	<u>269,100</u>	<u>(479,845)</u>
Increase in unrestricted net assets	7,408,632	6,908,239
Net assets:		
Beginning of year	38,171,846	31,263,607
End of year	\$ <u><u>45,580,478</u></u>	<u><u>38,171,846</u></u>

*Audited Financial Statements Prepared by KPMG LLP*

## **TRANSPARENCY REPORT**

### **Transaction Reporting**

YDFDA reports all contractual relationships over \$40,000 between itself and its directors and officers (and their family members). There were none in 2006.

### **Jobs and Drug Testing**

Pursuant to Article 6, Section 14 of YDFDA's bylaws, a Director may not simultaneously hold a position of employment with YDFDA or any of its subsidiaries while serving as a director. The only exception is for directors providing temporary labor to Kwipak Fisheries during fishing season. Additionally, our bylaws prohibit a Director from accepting any employment, compensation, gifts or services of any kind which are being provided in exchange for his or her action or inaction on any matter of YDFDA business. Violations of this provision constitute grounds for removal of a Director from the Board of Directors.

In 2005, YDFDA adopted a drug testing policy whereby all of its employees, including those of its subsidiaries, are subject to pre-hire drug screening and random drug testing during their term of employment. In addition, all YDFDA Directors are subject to drug screening upon election.

### **Director/Employee Relations with professional service providers**

YDFDA reports if any officers, directors, or key employees are related by family or business to any of YDFDA's professional service providers. There were no such relationships in 2006.

### **Pending Legal Proceedings With Past Directors**

YDFDA reports any pending litigation between itself and any past directors. There is no such pending litigation.

### **Additional Information**

There is additional information available to residents of YDFDA member communities regarding the activities of YDFDA by reviewing our Internal Revenue Service Form 990, which YDFDA files every year. A copy of this filing is available for review during regular business hours at our offices in Anchorage and is also available online at <http://www.guidestar.org> (free registration required).

### Director Compensation Policy

YDFDA compensates its Directors \$250 per day for meetings and travel. If a Director attends more than one meeting per day, they are compensated an additional \$100 per meeting.

Compensation for the aggregate of 15 Directors for 2006 (13 current and 2 term ended December 2006) is \$132,550.

### Professional Fees — 2006

Legal Expenses	143,478
Audit Fees	56,255
Consultants	151,505
Total	\$ 351,238

### Top 5 Employee Compensation — 2006

Name	Title	Compensation	Company Contribution to 401K Plan
Ragnar Alstrom Alakanuk, AK	Executive Director	\$ 113,163	\$ 4,504
Doug Petesch Seattle, WA	Controller	\$ 112,058	\$ 3,984
William Quinlivan Emmonak, AK	Business Manager	\$ 107,388	\$ 4,052
Jac Gadwill Olympia, WA	Kwikpak Manager	\$ 90,000	0
Deborah Vo Anchorage, AK	Rural Development Specialist	\$ 78,596	\$ 1,170

*Notes: Compensation is the aggregate of compensation received from YDFDA and all subsidiaries.*

*List includes employees and independant contractors with YDFDA and subsidiaries, but excludes fishermen working on a crew share basis.*



## BOARD OF DIRECTORS

	Term Ending
Axel Alstrom – Alakanuk	2006
Frank Alstrom, Jr. – Alakanuk	2007
Max Agayar – Alakanuk	2008
Billy A. Charles, <i>Chairman</i> – Emmonak	2007
Raymond Waska, Sr. – Emmonak	2008
Marvin Deacon – Grayling	2007
Carl Walker – Grayling	2008
Margie Walker – Grayling	2006
Emmanuel Keyes, <i>Vice Chairman</i> – Kotlik	2008
Benjamin Kamkoff – Kotlik	2007
Jason Borkowski, <i>Secretary/Treasurer</i> – Mountain Village	2008
Alexie Walters – Mountain Village	2007
Stanley Pete – Nunam Iqua	2008
Andrea Charlie – Nunam Iqua	2007
Mary Stuart – Nunam Iqua	2007

## VILLAGE REPRESENTATIVES

Frank Alstrom, Jr. – Alakanuk  
 Douglas Redfox – Emmonak  
 Margie Walker – Grayling  
 Mary Keyes – Kotlik  
 Edward Joe – Mountain Village  
 Stanley Pete – Nunam Iqua

## STAFF

Ragnar O. Alstrom, *Executive Director*  
 William J. Quinlivan, *Business/Quota Manager*  
 Douglas D. Petesch, *Controller*  
 Robert Andrews, *Operations Manager*  
 Deborah Vo, *Rural Development Specialist*  
 Eric A. Olson, *Regional Fisheries Financial Manager*  
 Ruth E. Carter, *Executive Assistant*  
 Douglas J. Redfox, *Employment and Training Coordinator*  
 Barbara E. Blanket, *Receptionist/Travel Coordinator*

## FINANCIAL ADVISORY BOARD

Lou Fleming, *President*, Golden Alaska Seafoods, Inc.  
 Steve Hughes, *President*, Natural Resources  
 Consultants, Inc.  
 Tim Baer, *Vice President*, Banner Bank  
 Frank Alstrom, Jr.  
 Billy Charles  
 Carl Walker

## NON-FISHERIES INVESTMENT COMMITTEE

Frank Alstrom, Jr.  
 Jason Borkowski  
 Billy Charles  
 Emmanuel Keyes  
 Stanley Pete  
 Carl Walker

## SCHOLARSHIP COMMITTEE

Max Agayar  
 Jason Borkowski  
 Billy Charles  
 Emmanuel Keyes  
 Carl Walker

Kotlik



Mountain Village



Nunam Iqua





**YUKON DELTA FISHERIES DEVELOPMENT ASSOCIATION**

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