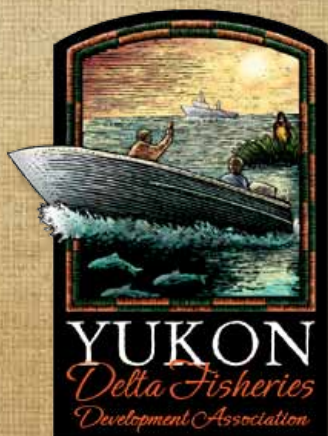


# 2013 Annual Report



**Yukon Delta Fisheries  
Development Association**

Living to fish. Fishing to live.







# Yukon Delta Fisheries Development Association

Community development through fisheries development,  
representing the Alaskan communities of:

- Alakanuk
- Kotlik
- Emmonak
- Mountain Village
- Grayling
- Nunam Iqua

## OUR MISSION

*To create a self-sustaining, independent fishing company which will create income and employment opportunities for Yukon Delta residents.*

## 2013 ANNUAL REPORT

### CONTENTS

- 2 2013 Highlights
- 4 Kwikpak Fisheries, LLC
- 6 Yukon River Towing, LLC
- 7 Yukon Marine Manufacturing, LLC
- 7 Rural Development
- 8 YDFDA's Offshore Investments
- 10 Board of Director Profiles
- 11 Financial Overview 2013
- 14 Transparency Report
- 16 Leadership

# 2013 Highlights

Yukon Delta Fisheries Development Association (YDFDA) is celebrating 21 years of service to our residents. Over the years our CDQ quota has translated into investment opportunities both inside and outside the region, allowing us to provide tangible benefits to our member residents.

Kwikpak Fisheries buys salmon from Yukon Delta residents providing economic opportunities for both fishermen and plant workers. Yukon Marine Manufacturing (YMM) employs local welders to build and repair boats for Yukon Delta residents. Yukon River Towing (YRT) began operating in 2010 hauling gravel and rock throughout the Yukon Delta region. It has since expanded to building construction and employs local residents in and near their home villages. Our Youth Employment Program (YEP) provides summer employment opportunities to students between the ages of 14 and 17.

**Kwikpak Fisheries** was the only buyer on the Lower Yukon for the 2013 salmon season. Kwikpak Fisheries purchased 596,522 fish amounting to 4,109,646 pounds of salmon infusing \$3,217,904 directly into the pockets of 451 fishermen and their families. 2013 set new highs for the company in total fish purchased.

**Kwikpak Fisheries employed 504 residents** with wages of \$1,907,396. This included employment of 176 students ranging in age from 14–17 in the

Youth Employment Project with wages of \$280,742.

**YDFDA was awarded a grant** from the State of Alaska, Department of Labor Workforce Investment Act for our Youth Employment Project in the amount of \$150,000 for both Fiscal Years 2012 and 2013. For the FY2012 grant, all of the \$150,000 was expended and YDFDA matched \$157,866. For the FY2013 grant, \$123,208 was expended and YDFDA matched \$90,288. We were awarded \$99,000 for FY2014 and \$99,000 has been expended with a YDFDA match of \$101,812.

**Residents working** on fishing vessels totaled 39 with wages of \$490,034.

**YDFDA provided funding** to the Alaska Department of Fish and Game (ADF&G) to assist with various projects in 2013. Local technicians were hired to assist ADF&G at Emmonak, Middle Mouth and Big Eddy with projects which included the summer chum and Chinook test nets and sampling followed by the fall chum and coho test fishing and sampling. YDFDA also tested purse seines and several depth and gear sizes for effectiveness at catching summer chum while avoiding Chinook. Testing was conducted using fyke



and hoop net for effectiveness at catching lamprey.

**YDFDA assisted 24 residents** with employment assistance funding totaling \$26,159.

**For the ninth year, Kwikpak Fisheries purchased cisco** from local fishermen. With a higher quota for 2013, 17 fishermen landed the full quota of 20,000 pounds of cisco in less than one week. Working in conjunction with ACME Smoked Fish of Brooklyn, NY, Kwikpak has built up a specialty market for this unique product. Market demand for Yukon River Cisco far exceeds the current allowable harvest. We continue to work with ADF&G to increase the allowable harvest.

**In 2013, Yukon Marine Manufacturing** completed fabrication on 26 new skiffs. In addition, numerous repairs and modifications were done for residents on existing skiffs. Eight local residents were employed at Yukon Marine Manufacturing. Seventeen skiffs were sold in 2013.

**Yukon River Towing (YRT)** was awarded and completed two teacher housing projects for the Lower Yukon School District. They also began construction of the Fillet Processing and Freezing Plant for Kwikpak Fisheries in Emmonak

**YRT generated** over \$4.3 million in revenue, over twice that of 2012.

**YRT employment** contributed close to \$1.2 million in wages to local workers, up from \$369,000 in 2012.

**The YDFDA Scholarship program** awarded 71 scholarships to students attending both universities and vocational institutions. Scholarships awarded amounted to \$239,972.

**1,264 YDFDA residents** took advantage of employment opportunities made available through YDFDA and subsidiaries. This resulted in wages of

\$7,566,329 going back to the communities.

**In 2013 YDFDA sponsored numerous fishermen**, both subsistence and commercial, to attend and testify at the Federal Subsistence Board, State Board of Fish and Yukon River Panel meetings. Fishermen provided input on matters of concern to the lower river.

**Since 2000 YDFDA has partnered** with the Alaska Business Development Center, Inc. sponsoring the Volunteer Tax and Loan Program (VTLP) that assists taxpayers in YDFDA communities with the completion of their tax returns and provides them with taxpayer education. In 2013, 1,200 people were assisted and almost \$938,000 in tax refunds was returned to our local taxpayers.

**YDFDA assisted 5 residents** with the purchase of salmon permits.



**YDFDA**, in conjunction with the State of Alaska Division of Investments, has a loan guarantee program which allows folks the opportunity to apply for a loan from the State of Alaska for fisheries related gear.

We are excited about the future and look forward to 2014 as the Board of Directors and administration explore more opportunities to provide community and economic development benefits to our residents and the entire Lower Yukon region.





# YDFDA's In-Region Companies

## KWIKPAK Fisheries, LLC



### **SALMON**

In 2013 Kwikpak Fisheries operated for the eleventh consecutive year on the Lower Yukon. Kwikpak operated its primary

processing facility at Emmonak, an icing station at Kotlik, a buying barge at Mountain Village, and utilized Boreal Fisheries at St. Mary's. Kwikpak bought a total of 4,109,646 pounds of salmon from 451 fishermen in 2013 and generated an ex-vessel value of \$3,217,904.

In 2004, Kwikpak launched an aggressive marketing campaign to promote wild Yukon River salmon. The intent of this campaign was to increase the value of our fishery to the benefit of our resident fishermen and their families. This work was continued into 2013 with Kwikpak selling Yukon salmon for premium prices worldwide. Through these efforts we have captured significant market share in the United Kingdom, the Netherlands, Japan and increased total sales in the United States.

Economic gains to the fishermen, as well, are clearly evident. Ex-vessel prices for Yukon chum salmon were among the highest paid to fishermen in the State of Alaska in 2013. We have advanced our product lines deeper into the value added market such as vacuum packed boneless fillets and have launched a line of

smoked Yukon salmon that is doing rather well after just a few years in a very competitive field. Overall smoked product sales increased markedly in 2013. Kwikpak is also developing markets for fisheries classified as experimental by ADF&G. During the fall of 2013, we once again purchased the full allowable harvest of cisco and we are aggressively petitioning the State of Alaska Department of Fish and Game for an increase in quota for the 2014 season.

Likewise in 2013, we participated in the lamprey fishery at Grayling. A total of 12,000 pounds were harvested by the Grayling fishermen in late December. Village residents took care of all aspects of production and cargo handling to ensure a successful season of an extremely special product.

In addition to providing a fair market value for the region's fishermen, Kwikpak Fisheries is the largest private employer in the region. Kwikpak Fisheries makes a concentrated effort to recruit workers from within the region to provide beneficial employment opportunities to residents of our member villages. We also recruit from other Western Alaska villages on an as needed basis. In 2013 Kwikpak hired a total of 504 residents that live within the Lower Yukon region. These workers had earnings totaling \$1,907,396. Kwikpak has been heavily involved in several aspects of the in-region workforce. We exclusively utilize

regional administrators for recruitment of all local workers. Job placement and training are prioritized to provide skills to workers from our villages. We have been able to not only train residents of our region, but also provide them with meaningful jobs. We now have regional people with jobs in accounting, data entry, heavy equipment operators, commercial refrigeration, documented vessel operations, tug boat crews and captains, electricians, fishery technicians, cooks, store keepers, clerical workers, air cargo, commercial truck drivers, regulatory recorders, seafood technicians, operating engineers in addition to our fish processors. Through executive directives, we place regional residents in the forefront of all employment policies.

### **KING SALMON PURCHASED BY KWIKPAK FISHERIES**

	Y-1	Y-2	TOTAL
<b>2002</b>	3,670	221	3,891
<b>2003</b>	15,134	9,708	24,842
<b>2004</b>	14,979	9,646	24,625
<b>2005</b>	8,625	4,327	12,952
<b>2006</b>	13,286	6,795	20,081
<b>2007</b>	11,372	5,049	16,421
<b>2008</b>	2,224	958	3,182
<b>2009</b>	81	131	212
<b>2010</b>	5,699	4,143	9,842
<b>2011</b>	0	0	0
<b>2012</b>	0	0	0
<b>2013</b>	0	0	0



## YOUTH EMPLOYMENT PROJECT (YEP)

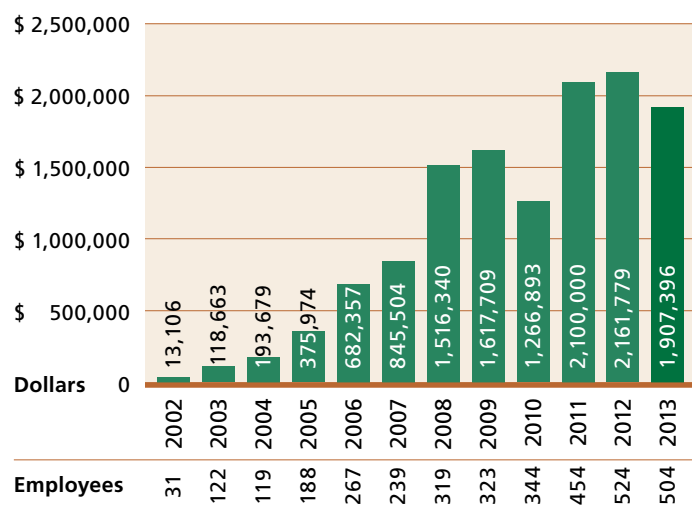
Also through executive directive, a key component of our employment and workforce development is the Youth Employment Project. This project is felt to be the cornerstone program in addressing the long term unemployment issues of our region.

The Youth Employment Project continued in 2013. We are very proud of this program which employs youth between the ages of 14 and 17. In 2013 Kwikpak Fisheries employed 176 students. Total wages earned by 176 youth employees equaled \$280,742 averaging \$1,595 per student. Employees held positions including office assistant, receptionist,

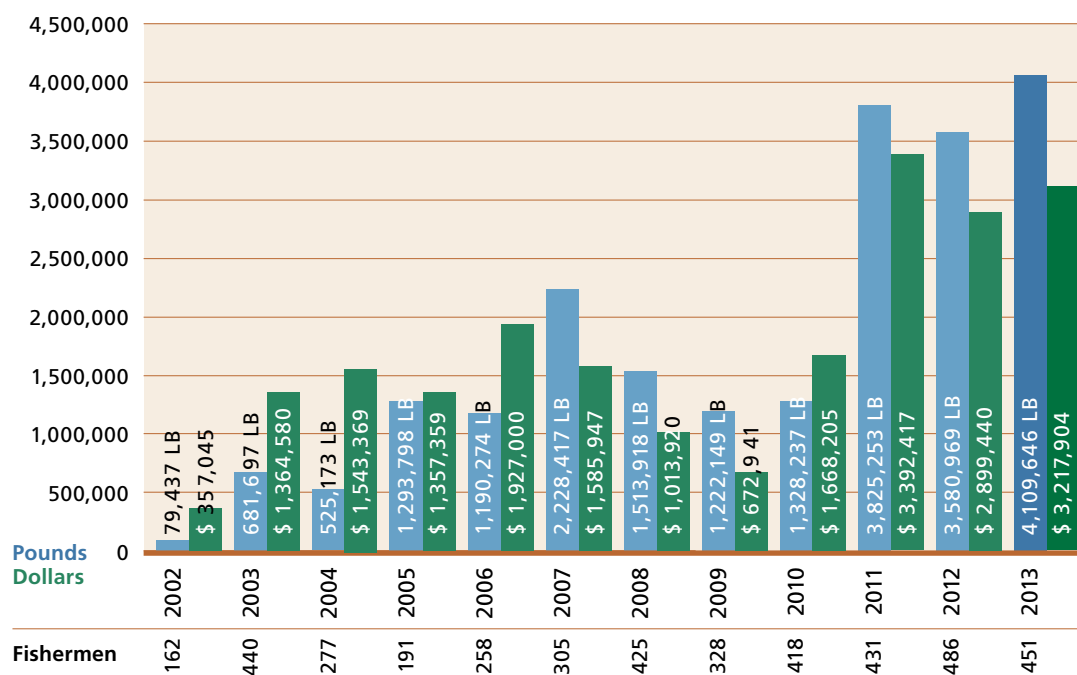
cashier, salmon trace data entry, custodian, roe technicians, packing fish, grading fish, making boxes and bunkhouse assistant.

Youth employees were hired from Nunam Iqua, Alakanuk, Emmonak, Kotlik and Mountain Village to work at our three

## LOCAL KWIKPAK EMPLOYMENT — *WAGES*



## KWIKPAK SALMON PURCHASES — *POUNDS / DOLLARS*



## YDFDA's In-Region Companies (Continued)

### Yukon River Towing, LLC

Kwipak stations. Through their experience working in the YEP program, the youth are building a fundamental foundation for future employment.

#### YUKON WHITEFISH (CISCO)

For the ninth year, Kwipak Fisheries continued with an experimental cisco fishery in cooperation with ADF&G. 17 fishermen participated in harvesting 20,000 pounds of cisco. Fishermen were paid a dollar a pound for their efforts. This fishery shows great promise in the marketplace and we are once again requesting an increase in the harvest. At the same time, Kwipak is working with both ADF&G and U.S. Fish & Wildlife gathering data in order to gain access to this resource. We are committed to developing this fishery and have complete confidence that we will eventually have a sustainable, viable cisco fishery on the Lower Yukon.

#### FUR BUYING

Headquartered at Mountain Village, our fur buying business continued during the 2013 season. Almost 2,350 furs were purchased from 142 trappers. Trappers were paid \$212,111 in 2013. The fur business was steady this year. The continued interest in trapping activities in our villages demonstrates that residents welcome this winter financial opportunity.



#### YUKON RIVER TOWING (YRT)

Yukon River Towing is a fully owned subsidiary of YDFDA established in 2010 and headquartered in Emmonak. YRT was created to participate in regional construction projects, gravel hauling, and company owned construction.

During the 2013 season YRT bid on a number of large projects and was awarded two: Nunam Iqua Teachers 4-plex and Kotlik Teachers Housing Renovation Project, both for the Lower Yukon School District. YRT also began construction of the Fillet Processing and Freezing Plant in Emmonak, a project funded by a Department of Commerce, Economic Development Administration grant to YDFDA. YRT constructed an addition to the Emmonak Corporation Tank Farm Store to house a new hardware

department. This opened to the public in November, 2013. With funding from FEMA, YRT constructed a small house for a resident of Alakanuk and he was moved in before winter set in.

YRT hauled gravel, primarily for our own use and did piloting work bringing vessels and barges into the river, often as far up as Marshall.

With numerous requests for homes, YRT is working to develop log and stick framed home kits for Lower Yukon residents. We have found a program offered by HUD which offers low interest loans to Native





## Yukon Marine Manufacturing, LLC

Alaskans and may enable regional residents to secure funding for construction of new homes.

YRT operates seven LCM style tendering vessels to support Kwikpak Fisheries. A new vessel was added to the fleet in the spring of 2013, the *Issurituli* which was barged up from Puget Sound. YRT also owns several pieces of heavy equipment and a small lightering/gravel barge used for hauling up to 500 tons of materials. Additional revenue is generated via equipment rental, and tendering fees.

In 2013 YRT generated over \$4.3 million in revenue, over twice that of 2012. Employment at YRT contributed close to \$1.2 million in wages to local workers, up from \$369,000 in 2012.

YRT is training vessel crews to obtain U.S. Coast Guard licensing for its LCM captains and able bodied seamen certification for deckhands and tow boat operators. 13 of our crew members completed the Basic Safety Training and Proficiency in Survival Craft classes and 4 completed the Able Bodied Seaman class.

Looking ahead, there are many opportunities coming to the Lower Yukon for gravel hauling and we are looking for a larger tug and barge to enable us to be competitive. We will continue to bid on any construction projects for which we are qualified.



### **YUKON MARINE MANUFACTURING SKIFF BUILDING FACILITY (YMM)**

YMM is well known in the region for the high quality of their skiffs. In 2013 they were able to complete construction on 26 new skiffs in addition to numerous

repairs to existing skiffs. Seventeen skiffs were sold in 2013.

Eight Yukon Delta residents were employed at the YMM skiff building facility in 2013. A total of 243 skiffs have been built since the beginning of this program in 1999.



## Rural Development

### **VOLUNTEER TAX & LOAN PROGRAM**

Since 2000 YDFDA has partnered with the Alaska Business Development Center, Inc. sponsoring the Volunteer Tax and Loan Program (VTLP). The program assists taxpayers in YDFDA communities at no charge with the completion of their tax returns and provides them with taxpayer education. In 2013, over 1,200 residents were assisted with their tax returns and 90 residents took advantage of taxpayer education in the communities of Alakanuk, Emmonak, Kotlik, Mountain Village, and Nunam Iqua. \$938,000 in tax refunds was returned to our local

taxpayers. Grayling is served by Tanana Chiefs Conference and its partnership with ABDC, Inc.

### **YDFDA SMALL BUSINESS LOAN PROGRAM**

In 2010 the Board of Directors approved the YDFDA Small Business Loan Program whose purpose is to diversify the local economy and create jobs by providing start-up funds for a business. Individual loans can be made up to \$25,000, with zero interest for the first year, and 3% interest per annum thereafter, with a maximum length of seven years to repay. An application as well as a business plan is required.

# YDFDA's Offshore Investments

## **AKULURAK FISHERIES, LLC**

YDFDA owns 85% of the C/P *Courageous* a 180-foot crab/longline catcher processor. The C/P *Courageous* harvests and processes CDQ and non-CDQ opilio and red king crab; Pacific cod and sablefish. The C/P *Courageous* has year-round crew positions available for Yukon Delta residents.



## **ALAKANUK BEAUTY, LLC**

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



## **EMMONAK LEADER, LLC**

YDFI owns 75% of the F/V *Ocean Leader* a 120-foot trawler. The F/V *Ocean Leader* harvests both mothership and CDQ pollock quota for the F/V *Golden Alaska* as well as Pacific whiting. The F/V *Ocean Leader* provides apprenticeship opportunities for Yukon Delta residents.







#### **KISKA SEA NORTHERN, LLC**

YDFI owns 45% of the F/V *Kiska Sea* a 125-foot crab catcher vessel. The F/V *Kiska Sea* harvests king, tanner and opilio crab. The F/V *Kiska Sea* has year-round crew positions available for Yukon Delta residents.



#### **ROMANZOF FISHERIES, LLC**

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



#### **GOLDEN ALASKA, LLC**

YDFI owns 26.3% of the M/V *Golden Alaska*. The M/V *Golden Alaska* is a 305-foot pollock and Pacific whiting mother-ship that provides processing positions for Yukon Delta residents.

# Board of Directors Profiles



**Edward Adams, Sr.** lives in Nunam Iqua. He is a lifelong subsistence fisherman and a former permit holder. He serves on the City Council and Tribal Council. He has been involved with YDFDA since 1992 serving numerous terms on the board through the years. He rejoined the board in 2012. He also serves on the Scholarship Committee.



**Max Agayar** lives in Alakanuk. He began subsistence 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 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.



**Pius Akaran** lives in Kotlik. At the age of five he began fishing with his father from a row boat. He began commercial fishing in the early 1970s. He has been involved with YDFDA since 1992 serving numerous terms on the board through the years. He rejoined the board in 2012. He is impressed with the growth of the company since 1992 and especially with the impact of the programs on the region's youth. He also serves on the Scholarship Committee.



**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 the YDFI Board.



**Simon Andrews** lives in Mountain Village. He began subsistence and commercial fishing in his early teens. He fishes for all species of fish both winter and summer. He is pleased to represent Mountain Village on YDFDA's Board of Directors. He also serves on the YDFI Board. He has been involved with YDFDA since 2007.



**Marvin Deacon** lives in Grayling. He has been a subsistence fisherman all his life fishing for salmon, Grayling and sheefish. He holds a Y4 Fish Wheel permit. He worked on the Golden Alaska for one season. He has been involved with YDFDA since 2006. He is glad to be back on the board and will do his best to help the people of the Yukon River Delta. He also serves on the Scholarship Committee.



**Benjamin Kamkoff** lives in Kotlik. He has been a commercial fisherman since he was 18 years old both set netting and drift netting. He was elected to YDFDA's Board in 2005 and re-elected in 2009. 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. He also serves on the YDFI Board.



**Matilda Oktoyuk** lives in Emmonak. She has had life-time involvement in fishing as a commercial herring fisherwoman in Norton Sound; subsistence fish user; employed by Point Adams Packing Company and Yukon Delta Fish Marketing Co-op. She observed, first hand, King Crab fishing on YDFDA vessels in Nome. She has been involved with YDFDA since its beginning in 1992. She attended the first meeting in the City of Emmonak complex. She also serves on the YDFI Board.



**Paul Manumik, Sr.** lives in Nunam Iqua. He has been a commercial fisherman since 1961 and a subsistence fisherman and hunter all his life. He was involved in the inception of the CDQ Program in 1992. He also serves on the YDFI Board.



**Jacob Redfox** lives in Emmonak. He has been a commercial fisherman since the late 1970s. He joined the YDFDA board in 2012, but has been involved in various projects since 1992. He is the father of seven and has lived in Emmonak all his life. He also serves on the Scholarship Committee.



**Margie Walker** lives in Grayling. She recently retired from her job as a teacher's aide at the Grayling School. She is a subsistence and commercial fisher using both a fish wheel and nets. In the 1970s she worked in the cannery. She puts up subsistence fish for the winter months for her family. She has been involved with YDFDA since 1999. She also serves on the YDFI Board.



**Alexie Walters** lived in Mountain Village. He passed away on December 18, 2013. He was both a subsistence and commercial fisherman for over 40 years. He was also a tender boat captain. He was on YDFDA's in 2005 and re-elected in 2009. He also served on several committees and boards in Mountain Village. He used common sense in addressing the changing needs of his community and region. He also served on the Scholarship Committee.

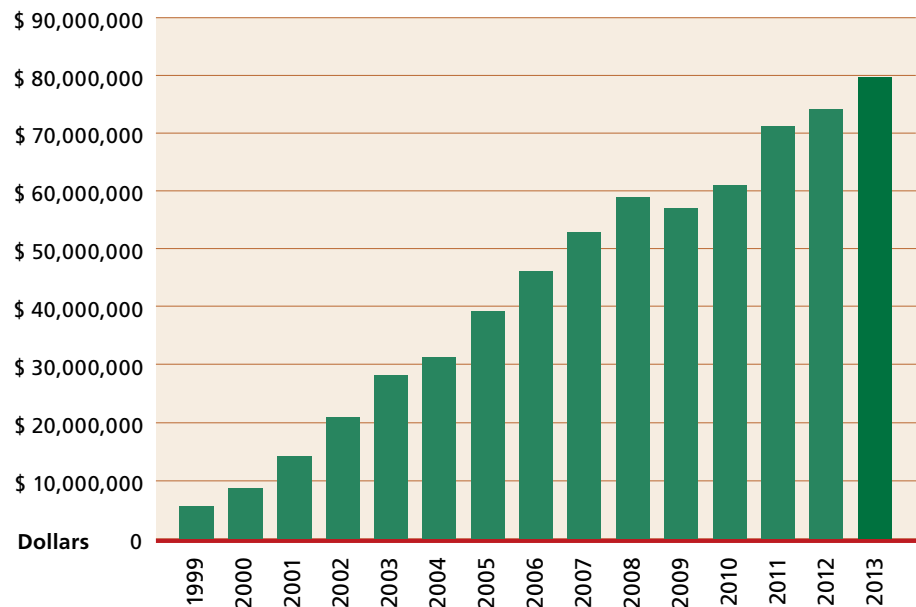


# Financial Overview 2013

## YDFDA and Subsidiaries

### GROWTH IN NET ASSETS

2013 was another successful year for Yukon Delta Fisheries Development Association. The company generated total operating revenues of \$44.9 million in 2013 compared to \$42 million in 2012. Net assets, a measure of the company's net worth, grew to \$79.7 million compared to \$74.1 million in 2012. As you can see from the chart to the right, YDFDA's net assets have grown from \$6.2 million in 1999 to \$79.7 million in 2013.



### EMPLOYMENT STATISTICS 2013

	PEOPLE	WAGES
<b>Offshore Fisheries</b>		
Golden Alaska A Season	18	\$ 275,798
Golden Alaska B Season	10	\$ 135,248
American Seafoods A Season	5	\$ 48,395
American Seafoods B Season	6	\$ 30,593
<b>TOTAL OFFSHORE FISHERIES</b>	<b>39</b>	<b>\$ 490,034</b>
<b>Other Employment</b>		
Internships/Youth Employment	189	\$ 334,042
Other Employment	409	\$ 2,917,137
Village Representatives	6	\$ 21,000
Regional Management	4	\$ 318,407
Fishermen	457	\$ 3,253,382
Fur Traders	142	\$ 212,111
Loggers	18	\$ 20,216
<b>TOTAL OTHER EMPLOYMENT</b>	<b>1,225</b>	<b>\$ 7,076,295</b>

### TRAINING STATISTICS 2013

	PEOPLE	EXPENDITURE
<b>Scholarships</b>		
Alaska Career College	5	\$ 22,051
Alaska Christian College	4	\$ 14,000
Alaska Pacific University	2	\$ 7,000
AVTEC	2	\$ 7,946
Charter College	1	\$ 3,500
Kuskokwim Community College	2	\$ 4,325
Sam Houston State University	1	\$ 3,500
University of Alaska Anchorage	12	\$ 35,400
University of Alaska Fairbanks	19	\$ 61,550
University of Alaska Foundation	18	\$ 63,000
University of Phoenix	1	\$ 3,500
University of Southeast	2	\$ 7,000
Western Oregon University	1	\$ 3,500
Western Washington University	1	\$ 3,700
<b>Other Training</b>		
Fisheries Related	24	\$ 26,159
<b>TOTAL</b>	<b>95</b>	<b>\$ 266,131</b>

# Yukon Delta Fisheries Development Association and Subsidiaries

## Consolidated Statements of Financial Position

YEARS ENDED DECEMBER 31, 2013 AND 2012

<b>Assets</b>	<b>2013</b>	<b>2012</b>
Current assets:		
Cash and cash equivalents	\$ 24,803,292	\$ 24,577,093
Accounts receivable, net	7,060,227	4,388,585
Receivable from affiliates	875,928	2,023,203
Inventory	5,551,480	6,322,205
Prepaid expenses and other assets	366,557	414,718
Total current assets	<u>38,657,484</u>	<u>37,725,804</u>
Notes receivable, net	3,536,295	3,583,392
Equity Method Investments	5,887,602	6,168,168
IFQ permits and fishing rights	28,238,416	28,238,416
Other assets	806,309	986,443
Property and equipment, net	2,541,752	2,545,237
	<u>\$ 79,667,858</u>	<u>\$ 79,247,460</u>
<b>Liabilities and Net Assets</b>		
Accounts payable	\$ 1,856,674	\$ 2,881,740
Unrestricted net assets:		
Yukon Delta Fisheries Development Association	75,534,824	74,076,760
Noncontrolling interests in subsidiaries	2,276,360	2,288,960
Total unrestricted net assets	<u>77,811,184</u>	<u>76,365,720</u>
	<u>\$ 79,667,858</u>	<u>\$ 79,247,460</u>

Excerpt from Audited Financial Statements



**Yukon Delta Fisheries Development Association and Subsidiaries**

# **Consolidated Statements of Activities and Change in Unrestricted Net Assets**

YEARS ENDED DECEMBER 31, 2013 AND 2012

	<b>2013</b>	<b>2012</b>
Revenues:		
CDQ and IFQ royalties	\$ 16,751,185	15,605,393
Fish sales	14,582,435	14,062,647
Fish sales to affiliate	5,889,885	7,332,676
Other operating income	7,712,115	5,015,742
Total operating revenues	<u>\$ 44,935,620</u>	<u>\$ 42,016,458</u>
Cost of goods sold	34,858,220	34,328,522
Administrative and other expenses:		
Initiatives	4,079,163	980,539
Administration	2,480,043	1,912,239
Board	381,014	513,705
Impairment of long-lived assets	645,639	1,610,636
Total Operating expenses	<u>\$ 7,585,859</u>	<u>\$ 5,017,119</u>
Other income (expense):		
Interest and other income	346,927	512,410
Interest and other expense	(88)	—
Equity in earnings (losses)	(75,566)	468,741
Total other income (expense)	<u>\$ 271,283</u>	<u>\$ 981,151</u>
Income before taxes	2,762,824	3,651,968
Income taxes expense	(772,360)	(509,975)
Change in unrestricted net assets	<u>\$ 1,990,464</u>	<u>\$ 3,141,993</u>

Excerpt from Audited Financial Statements

## **Yukon Delta Fisheries Development Association and Subsidiaries**

# **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 2013.

### **JOBS AND DRUG TESTING**

Pursuant to Article 6, Section 14 of YDFDA's bylaws, a Director may not simultaneously hold a position of full-time employment with YDFDA or any of its subsidiaries while serving as a director. 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. There were no such activities in 2013.

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 2013.

### **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 [www.guidestar.org](http://www.guidestar.org) (free registration required).



## Yukon Delta Fisheries Development Association and Subsidiaries

# Transparency Report

### DIRECTOR COMPENSATION POLICY

YDFDA compensates its Directors \$400 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 12 Directors for 2013 was \$120,488.

### YDFDA PROFESSIONAL FEES — 2013

Legal Expenses	210,523
Accounting Fees	248,348
Consultants	197,918
Lobbying Expenses	70,390
Total	\$ 727,179

### TOP FIVE EMPLOYEE COMPENSATION — 2013

Name	Title	Compensation
Ragnar Alstrom Alakanuk, AK	Executive Director	\$ 165,660
Eric Olson Anchorage, AK	Director of Offshore Fisheries	\$ 142,660
Gerry Davis Seattle, WA	General Counsel	\$ 137,025
David Felker Bigfork, MT	Yukon River Towing Construction Lead	\$ 129,281
Jack Schultheis Anchorage, AK	Kwikpak Fisheries Operations Manager	\$ 115,700

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

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

# Leadership

## BOARD OF DIRECTORS

### TERM ENDING

Frank Alstrom, Jr. – Alakanuk <i>Vice Chairman</i>	2016
Max Agayar – Alakanuk	2015
Jacob Redfox – Emmonak	2015
Matilda Oktoyuk – Emmonak <i>Secretary/Treasurer</i>	2016
Marvin Deacon – Grayling	2016
Margie Walker – Grayling	2014
Pius Akaran – Kotlik	2016
Benjamin Kamkoff – Kotlik	2014
Simon Andrews – Mountain Village <i>Chairman</i>	2014
Alexie Walters – Mountain Village	2015
Paul Manumik, Sr. – Nunam Iqua	2015
Edward Adams, Sr. – Nunam Iqua	2014

## VILLAGE REPRESENTATIVES

Frank Alstrom, Jr. – Alakanuk  
 Antonia Kameroff – Emmonak  
 Margie Walker – Grayling  
 Philomena Keyes – Kotlik  
 Bibiana Sage – Mountain Village  
 City of Nunam Iqua – Nunam Iqua



## STAFF

Ragnar O. Alstrom, **Executive Director**  
 Robert Andrews, **Yukon Marine Manufacturing Operations Manager**  
 Jack Schultheis, **Kwipak Fisheries Operations Manager**  
 Gerry Davis, **General Counsel**  
 Eric A. Olson, **Director of Offshore Fisheries**  
 Jenny Koenig, **Controller**  
 Ruth E. Carter, **YDFDA Executive Assistant, Kwipak Sales and Marketing**  
 Douglas Redfox, **Employment and Training Coordinator**  
 Judi Murdock, **Kwipak Fisheries Assistant Controller**  
 Landry Price, **General Accountant**  
 Lisa Tibbo, **Accountant**  
 Barbara Blanket, **Accounts Payable**  
 Felicia Waska, **Accounts Payable**  
 Karl Alstrom, **Payroll Clerk**  
 Svet Alstrom, **Receptionist, Travel Coordinator**

## YDFI BOARD

Frank Alstrom, Jr.  
 Simon Andrews  
 Benjamin Kamkoff  
 Paul Manumik, Sr.  
 Matilda Oktoyuk  
 Margie Walker  
 Robert Walsh

## SCHOLARSHIP COMMITTEE

Edward Adams, Sr.  
 Max Agayar  
 Pius Akaran  
 Marvin Deacon  
 Doug Redfox  
 Jacob Redfox  
 Alexie Walters

# In Memory

## Emmanuel Keyes

*January 2, 1951 – December 19, 2013*

Emmanuel was born in Hamilton and later moved with his family to Bill Moore Slough. He attended school in Wrangell and St. Mary's where he made friends from all over Alaska. He married Mary Charles in 1981 and they were blessed with 2 daughters and 4 grandchildren.

Emmanuel was a very wise and humble man. He served on many boards and councils through the years. He fished and trapped and taught his family the subsistence lifestyle. He held several jobs throughout his life. Carpentry was a skill he loved and put to good use. Emmanuel will be missed by all who knew him.



## Alexie Nick Walters, Sr.

*November 22, 1939 – December 18, 2013*

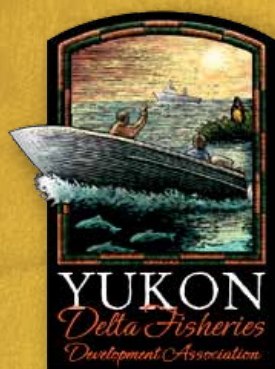
Alexie was raised in Mountain Village with 12 sisters and 6 brothers. He married the love of his life, Mary Josephine Augustine, in 1963 and together they raised 7 children, 17 grandchildren and 7 great grandchildren in their 50 years together.

Alexie's first job was at the age of 7 dusting canned goods and unloading barges. Among other things he captained a fish collector boat and acted as City Manager. He was dedicated to his community serving tirelessly on numerous councils and boards representing Mountain Village and the Lower Yukon Region for over 50 years. Alexie was an advocate of the subsistence way of life, an avid hunter and fisherman. He had an easy smile and was kept young at heart by the family and friends he loved so much. He will be missed by all who knew him.





2010  
YDFDA  
Board of  
Directors



[www.YDFDA.org](http://www.YDFDA.org)

**CORPORATE OFFICE**

1016 West Sixth Ave., Suite 301  
Anchorage, AK 99501  
Phone 907-644-0326  
Fax 907-644-0327

**SEATTLE OFFICE**

2200 Alaskan Way, Suite 420  
Seattle, WA 98121  
Phone 206-443-1565  
Fax 206-443-1912

**EMMONAK OFFICE**

P.O. Box 210  
Emmonak, AK 99581  
Phone 907-949-1202  
Fax 907-949-1203

**KWIKPAK FISHERIES**

P.O. Box 128  
Emmonak, AK 99581  
Phone 907-949-1120 or 1121  
Fax 907-949-1123  
[www.kwipakfisheries.com](http://www.kwipakfisheries.com)

**YUKON MARINE  
MANUFACTURING**

P.O. Box 146  
Emmonak, AK 99581  
Phone 907-949-1204  
Fax 907-949-1206