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SYNOPSIS OF PROPOSAL
"ALASKAN PARTNERS FOR JOBS"

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ICE FISHING. ALASKA.

Table of Contents

Preface

Introduction

Description of Proposed Activities

Budget

Authorization

Preface

"We first knew you a feeble plant which wanted a little earth whereon to grow. We gave it to you; and afterward, when we could have trod you under our feet, we watered and protected you; and now you have grown to be a mighty tree, whose top reaches the clouds, and whose branches overspread the whole land, whilst we, who were the tall pine of the forest, have become a feeble plant and need your protection.

When you first came here, you clung around our knee and called us father; we took you by the hand and called you brothers. You have grown greater than we, so that we can no longer reach up to your hand; but we wish to cling around your knee and be called your children."

Chief Otetiani,
Seneca Tribes
(nickname, "Red Jacket")
1756 - 1830

INTRODUCTION

Corporations organized under the Alaska Native Claims Settlement Act (ANCSA) own and operate businesses in every major industry - timber, tourism, mining, oil/gas exploration, transportation, fishing, banking, communications, construction and reindeer herding, among others.

The 44 million acres retained by Alaska's Natives under the Settlement is equal in size to the states of Oklahoma, Missouri or Washington. This land mass would rank as the 21st largest state in the Nation.

The 12 Regional Corporations, 4 Urban Corporations and 175 Village Corporations are held by approximately 75,000 Eskimo, Athabaskan, and Indian stockholders.¹⁾ The stockholders make up a large portion of the resident Native American population of approximately 100,000.²⁾ The labor force of this group is currently experiencing an unemployment rate of close to 50%.³⁾

The past services and training provided through the AIR/PIC to the Alaska Native Corporations have contributed to their growth and stability.

Through the sponsorship of two Native American Grantees the AIR/PIC has evolved into a respected and appreciated organization in the employment and training community. It is committed to, "administering those programs which advance the overall economic, social, and cultural development of the Native people within the State of Alaska; to provide technical and training assistance to those organizations engaged primarily in the development for economic betterment of Alaskan Natives; and, to engage in any lawful purposes permitted under the Corporation's by-laws, as amended from time to time."⁴⁾

1, 2 & 3) Bureau of Inuian Affairs
4) AIR/PIC Articles of Incorporation

This proposal addresses projects and plans for improving working relations and enhancing partnerships during the transition period (January 01, 1983 - September 30, 1983) to deliver employment and training programs under the "Job Training Partnership" Act scheduled for implementation October 01, 1983.

During the nine month transition period the AIR/PIC shall:

- A) Design a program to educate youth on employment opportunities with the ANCSA Corporations.
- B) Design a program to deliver management training and board training to the ANCSA Village, Urban, and Regional Corporations. Serve as a clearing house for employment and training information.
- C) Hold the AIR/PIC 1983 annual membership meeting, board of directors meeting in the Capital, Juneau, during mid-February when the Alaska Legislature is in session.
- D) Initiate team planning process for the AIR/PIC to develop strategic plan and 5 year plan.

These elements will compliment one another and result in well integrated programs to develop highly skilled work force for the newly generated jobs and meet the labor demands of the corporations and their joint ventures.

Description of Program Activities

Between January 01, 1983 and September 30, 1983 the AIR/PIC shall focus on four specific areas and provide training and services resulting in increased employment and reduced welfare dependency:

*A program to educate the youth of Alaska on the history of the Alaska Native Claims Settlement Act (ANCSA), the organization and operation of the corporations created by ANCSA and the employment opportunities afforded by the ANCSA Corporations.

The program will inform the youth of the labor market demands of the ANCSA Corporations, their subsidiaries and joint ventures. It will expose them to the entire spectrum of occupations, careers, professions, and trades now employed by the ANCSA Corporations.

The Alaska Native Women's Statewide Organization (ANWSO) has resolved this to be a major priority of their association. ANWSO, the principle designer of this program, will be used extensively to deliver the labor market information to the youth. Also involved in this program will be the Alaska Pacific University, University of Alaska and Commission on Postsecondary Education.

This program will compliment the Institute of Social and Economic Research's Demonstration and Research Project, "Increasing Private Sector Employment Opportunities for Alaska Natives", which is now underway.

*Operate a program to train the managers and directors of the Village, Urban and Regional ANCSA Corporations. Subjects to be covered will include, reading and understanding financial statements, responsibilities and liabilities of corporate directors, mergers and acquisitions, corporate strategy, management and operations, personnel management, productivity and technology, performance standards and investment strategies.

This program is a continuation of the program scheduled to end December 31, 1982. The AIR/PIC will begin to concentrate on delivering training to the Village and Urban Corporations through Regional organizations.

The principal partners in this venture will be the Statewide ANCSA Village Association, the Native Alaskan Regional Private Industry Councils and Regional Village Presidents' Associations.

Firms with proven track records and experience with the ANCSA Corporations will be used to deliver these vitally needed programs such as the American Management Associations, National Association of Corporate Directors, SRI, Leonard Lane & Associates, Touche Ross & Company, among others.

*The AIR/PIC will host and facilitate a "Round Table" meeting with representatives of organized labor and Alaska Native Corporations. The objective of this meeting will be to produce a resolution of the parties that will address concerns as, policies of hiring halls for job dispatches to remote and rural projects; apprenticeship recruitment and selection; Indian and minority preference laws and their impact on labor relations.

The 1983 annual membership meeting and board of directors meeting will be held in Alaska's Capital, Juneau, during the legislative session. The purpose of the meeting will be to inform Alaska's law makers of the economic development and employment generating activities of the Native Corporations. The representatives of the Native organizations will meet the newly elected governor, senators and representatives and be introduced to the legislative process.

This program will also continue to function as a clearing house for employment and training information and perform as the catalyst in Alaska's public/private partnership to reduce unemployment and provide meaningful, dignified and worthy job opportunities to the peoples of Alaska.

A few of the principle organizations to be involved in this program will be the National Alliance of Business, Indian & Native American Employment & Training Coalition, National Federation of Independent Business, and National Commission for Employment Policy.

*During the transition period the AIR/PIC will develop a strategic plan to achieve objectives, identify action plans, develop linkages to short-range planning and budgeting, develop procedures for review and progress in relation to plan.

The strategic plan will be used as a base for drafting the AIR/PIC's 5 year plan and corporate philosophy and policy. These plans will be developed with the assistance of a facilitator working with a highly participative group of AIR/PIC directors and management team.

This program will reduce the AIR/PIC's reliance on financial support exclusively from the U. S. Department of Labor. The strategies and plans designed during this period will identify other service providers and resources. They will allow the AIR/PIC to concentrate on those sectors in which leadership and clear-cut superiority have been attained.

Discretionary funding, from the Secretary of Labor, to deliver these four programs in Alaska will benefit everyone and result in a government and business alliance that will be worthy of emulation.

It will be a partnership that the President, members of the U. S. Congress and Peoples of Alaska will be proud to have supported and will leave a legacy for generations.

Budget

For period beginning January 01, 1983, through
September 30, 1983.

Administration

Staff Salaries & Fringe Benefits	\$ 60,000
Staff Travel & Per Diem	25,000
PIC Travel, Per Diem & Meeting Costs	25,000
Communications (telephone & telegraph)	6,000
Insurance, Bonding & Indemnification	1,500
Supplies & Materials	3,000
Printing & Reproduction	5,000
Program Facilities & Maintenance	-0-
Motor Vehicle Lease & Rental	-0-
Consultant Fees	-0-
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TOTAL	\$125,000

Program

Youth Program	\$100,000
Management & Board Training	100,000
Organized Labor & State of Alaska Linkage	50,000
Strategic & Long Range Plan	100,000
Dues, Subscriptions & Miscellaneous	35,000
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TOTAL	\$485,000

TOTAL REQUESTED	\$610,000
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Authorization

The following citations from the Job Training Partnership Act of 1982 are referenced as the authority and the justification for the Secretary, U. S. Department of Labor to approve our application:

The AIR/PIC is a "community based organization" of demonstrated effectiveness requiring financial assistance to meet the employment related needs of persons who face particular disadvantages. These programs are designed to address specific skill shortages and eliminate barriers to employment for a unique segment of the Nation's population (Section 4 (5) and Section 453 (a) (b) (d)).

The proposal, "Alaskan Partners for Jobs", assures opportunities for all who desire them, in an area of expanding work opportunities - The ANCSA Corporations, their joint ventures and subsidiaries. The programs will improve the wages and employment opportunities for disadvantaged workers and ease the transition from school to work for many young Alaskans (Section 452 (a) (b)).

The proposal is sensitive to and addresses the special relationships between the United States and Native Americans. Its programs are designed to support growth and development in areas determined by representatives from all spectrums of the Native Alaskan community. Funding of the proposal shall not abrogate, in any way, the trust responsibility of the Federal Government to bands, tribes or groups (Section 401 (b) (3) and (g)).

The AIR/PIC assures the Congress and the Administration that these programs will be an investment in Human capital that will produce a return of increased employment and reduced dependency on public assistance (Section 106 (a)).

AIR/PIC
1981/1982
REPORT



BOARD OF DIRECTORS

12 Regional ANCSA Corporations

Mr. Raymond Craig
Ahtna, Incorporated

Mr. John C. Carpenter
Aleut Corporation

Mr. Jeslie Kaleak
Arctic Slope Regional Corp.

Mr. Richard Atuk
Bering Straits Native Corp.

Mr. Donald F. Nielsen
Bristol Bay Native Corp.

Mr. Mathew Nicolai
Calista Corporation

Ms. Corrie Blackwood
Cook Inlet Region, Inc.

Ms. Gail Evanoff
Chugach Natives, Inc.

Mr. Morris Thompson
Doyon, Limited

Mr. Karl Armstrong
Koniag, Incorporated

Ms. Sarah Scanlon
NANA Regional Corporation

Mr. Richard Hansen
Sealaska Corporation

12 Regional Non-Profit Corporations

Ms. Edna Charley
Copper River Native Association

Mr. Dimitri Philemonof
Aleut/Pribilof Islands Ass.

Mr. Raymond Neakok
Inupiat Community of
the Arctic Slope

Mr. Caleb Dotomain
Kawerak, Incorporated

Mr. Ted Angasan
Bristol Bay Native Association

Mr. Ivan M. Ivan
Association of
Village Council Presidents

Mr. Max Dolchok
Cook Inlet Native Association

Mr. Ned Locke
North Pacific Rim Native Corp.

Ms. Gail Vick
Tanana Chief's Conference

Ms. Delores Padilla
Kodiak Area Native Association

Ms. Margaret Woods
Mauneluk Manpower, Incorp.

Ms. Evelyn Meyers
Central Council, Tlingit & Haida
Indian Tribes of Alaska

At-Large Directors

Mr. Douglas MacArthur,
Chairman

Mr. Frank Van Zant
Van Zant Management Services

Mr. Bruce Miller
Teamsters' Local #959

Mr. Keith Gordaoff
Alaska Federation of Natives

Ms. Beatrice Halkett
Alaska Native Foundation

Ms. B. Agnes Brown
Statewide ANCSA Village Ass.

Mr. William Haw
University of Alaska

Ms. Lillie McGarvey
Alaska Native Womens'
Statewide Organization

CHAIRMAN'S LETTER

It has been eighteen months since I first became chairman of Alaska Inter-Regional Private Industry Council and five years since this organization was conceived.

During our brief history, we have made an effort to provide services which you as members felt you needed. All of us have faced the effects of budget cuts, inflation, recession and a change in the political wind of the Congress and the legislature.

The next decade will also see the ANCSA corporations faced with the certainty of public ownership of stock and heavy tax burdens levied on the lands.

With all this in mind, the AIR/PIC must change its focus. Over the next few years this organization will direct its resources toward the villages and the youth.

Together we can work to further the development of the second largest employer and the largest private land owner in the state of Alaska—a group which I believe will shape the economic future of our state. Regardless of the outcome of the upcoming election, we are prepared to immediately begin working with representatives of both groups.

The idea that there are youth in rural and urban Alaska that do not realize they could be our future corporate chairpersons, presidents, architects, lawyers, doctors, engineers, accountants, etc. is not acceptable to me, nor should it be to any of

us. Whomever holds the political reins of the state will be told, as many times as it takes, that this must change within this decade. AIR/PIC is in a position now, to help initiate programs to do this.

Equally disturbing is the large number of village corporations which are experiencing difficult times. I believe they have bright futures with the proper help and guidance. Again, AIR/PIC is in a position to help them achieve what large projects can never hope to, and that is stability in our state's economic development.

Douglas D. MacArthur
Chairman

PRESIDENT'S LETTER

The U.S. Congress recently enacted the "Job Training Partnership" Act to replace the 10 year old CETA programs. The new law requires the active participation of the business community in the design and delivery of programs to assist the economically disadvantaged and unemployed in preparing for and obtaining unsubsidized employment. The primary objective of the law is to provide training for youth so they may enter the labor market and enjoy the dignity and rewards that accompany meaningful work.

President Reagan signed the bill when our country was experiencing its highest rates of unemployment and business failure since the Great Depression.

Alaska's economy, by contrast, is vibrant and growing. The corporations created by the Alaska Native Claims Settlement Act now own and operate businesses in every industry and are generating thousands of jobs.

We are in an opportune position to assist the ANCSA corporation in their development and to form partnerships with their tribal governments to train and employ Alaskans.

All of the ANCSA corporations have initiated efforts to provide employment and business opportunities for their shareholders and Alaskans. We have been a partner in those efforts and contributed to the acquisition of necessary training and technical assistance to operate profitable organizations.

The "Job Training Partnership" Act is an ideal vehicle for addressing those objectives and making shareholders of the corporations jobholders in the corporations' businesses.

It is a major venture in today's economic climate but one that must be undertaken - according to the U. S. Bureau of Indian Affairs, unemployment among the Alaskan Native workforce is close to 50%.

We will continue to work with the ANCSA corporations—Regional, Urban & Village—to combat the high rate of unemployment in Alaska. We will also initiate an effort to involve the state government in this partnership.

Of all the public/private partnerships in the United States none involve as many diverse cultures, interests and people scattered across such a vast area as the AIR/PIC.

We have all the necessary ingredients for success: the commitment, the natural resources, the experience and support of business, educational institutions and organized labor.

We will succeed and share our success with tribes in the lower 48 states and other Private Industry Councils in the country.

Chipper Parr
President

ABOUT AIR/PIC

AIR/PIC stands for Alaska Inter Regional Private Industry Council. According to its Articles of Incorporation, it is an organization created to "administer those programs which advance the overall economic, social, and cultural development of the Native people within the State of Alaska; to provide technical and training assistance to those organizations engaged primarily in the development for economic betterment of Alaskan Natives; and to engage in any lawful purposes permitted under the corporation's bylaws." Economic betterment for Native People, then, is the major thrust of AIR/PIC.

Private Industry Councils (PICs), were first created about 1978 under provisions of the Private Sector Initiatives Program Act. AIR/PIC itself was created in 1979 by the Alaska Federation of Natives to bring these same private sector initiative benefits to Alaska Natives, many of whom are only now entering the cash-economy lifestyle for the first time, and are therefore in special need of this kind of help. In addition, there are those in management positions in the twelve regional profit corporations and some 200 village corporations for profit, who could stand to benefit from training in various disciplines.

In 1979, AIR/PIC obtained a grant from the U.S. Department of Labor, Office of Indian and Native American Programs to provide management and technical assistance to the twelve ANCSA regional corporations. The grant was serviced through the Alaska Native Foundation and the American Management Association. Now fully incorporated as a non-profit organization, AIR/PIC continues to provide training programs to Alaska Natives through a continuing federal grant through the Central Council of the Tlingit and Haida Indian Tribes.

The Private Industry Council concept is managed under Title VII of the federal CETA (Comprehensive Employment and Training Act of 1974), and is an outgrowth of the Manpower Advisory Council. AIR/PIC, the Alaska Inter-Regional Private Industry Council, carries this concept a step further by addressing the special needs of the fledgling Alaska Native corporations created under the Alaska Native Claims Settlement Act (ANCSA), and their mandate to provide training and jobs to their shareholders. AIR/PIC's involvement with a broad range of "grass-roots" organizations of business leaders, is calculated to bring maximum benefit to ANCSA corporations in their efforts to employ shareholders.

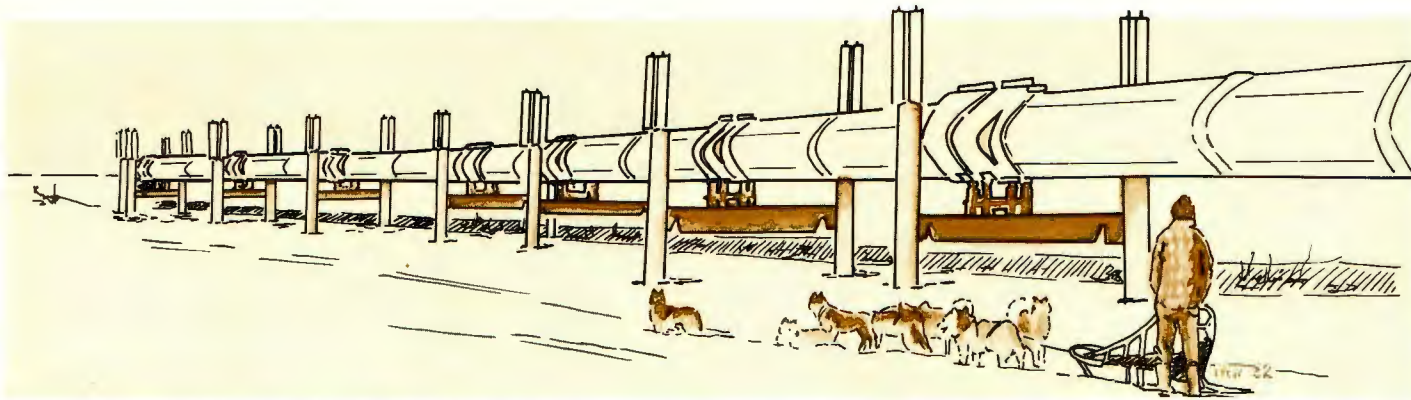
AIR/PIC expanded its membership in 1981 to include the twelve regional non-profit corporations, which handle an enormous amount of service and social programs for Alaska Natives.

Recognizing that the need for information is a part of any on-going training program, AIR/PIC provides to its members free of charge, the following publications; *Nations: The Native American Magazine*, *Tundra Times*, and *Hi-Lites of Native Business*. These publications are designed to keep members up to date on important happenings in the Indian and Native American communities, and with the business enterprises of the ANCSA corporations. Members have also been provided with memberships in the National Federation of Independent Business to stay abreast of federal and state legislation effecting business and the work-force.

During the 1982 Annual Membership Meeting and Board of Directors Meeting it was decided to focus the AIR/PIC's services and training on preparing youth for the world of work and to assist the ANCSA Village Corporations with their development by providing training to their management teams and boards of directors.

With the passage of the "Job Training Partnership Act" the AIR/PIC is in a position to rapidly implement the new programs to provide services and training to the businesses created by ANCSA to create jobs for the many unemployed Alaskans.





AHTNA INC.

Ahtna used its allocation from AIR/PIC to train board members and staff in speed reading, art of negotiating, review of Alaska Native Claims Settlement Act (ANCSA) and Alaska National Interest Lands Conservation Act (ANILCA), land resource development and the implementation of an electronic data processing computer-management information service.

AHTNA, the smallest region, is the only region which can show a profit every year since 1974, the first year after organization. It proudly proclaims that it is totally Native-managed,

and is also the first region to have elected a woman president, Christine Yazzi, who served from 1977 to 1979. Ahtna has made employment of shareholders one of its prime goals.

From the beginning of pipeline construction Ahtna has been involved in construction and maintenance of the line through its subsidiaries, Ahtna Development Corporation and Ahtna Construction and Primary Products, Inc., and their joint ventures.

Ahtna's location along two busy arterial highways suggested one of its ventures. The Ahtna Lodge is situated at the junction of the Glenn and Richardson highways.

Ahtna continues its pipeline maintenance contracts, and is currently joint venturing with Knikatnu, Inc., The village corporation for Knik, in contracts for the Susitna Hydroelectric project.

Continuing to look at future profitability, Ahtna merged with all its villages in 1980, with the exception of Chitina Native Corporation, which opted to remain independent.

COPPER RIVER NATIVE CORP.

Copper River Native Association, active in the Copper Center-Glenallen area, has grown to become the major service provider in the Ahtna region. CRNA has more than twenty-four contracts from nine funding sources, and administers \$1.5 million in programs. It provides a wide range of services, including transportation for the elderly, employment and training, health, mental health, and alcoholism programs.

Some of the accomplishments of this non-profit corp-

oration over the past ten years include:

Health: Emergency medical care, dental treatment and prevention, eye care, nutrition, water and sanitation, and community health aides.

Human Resources: Over 100 Alaska Natives received employment and training services in 1981 alone.

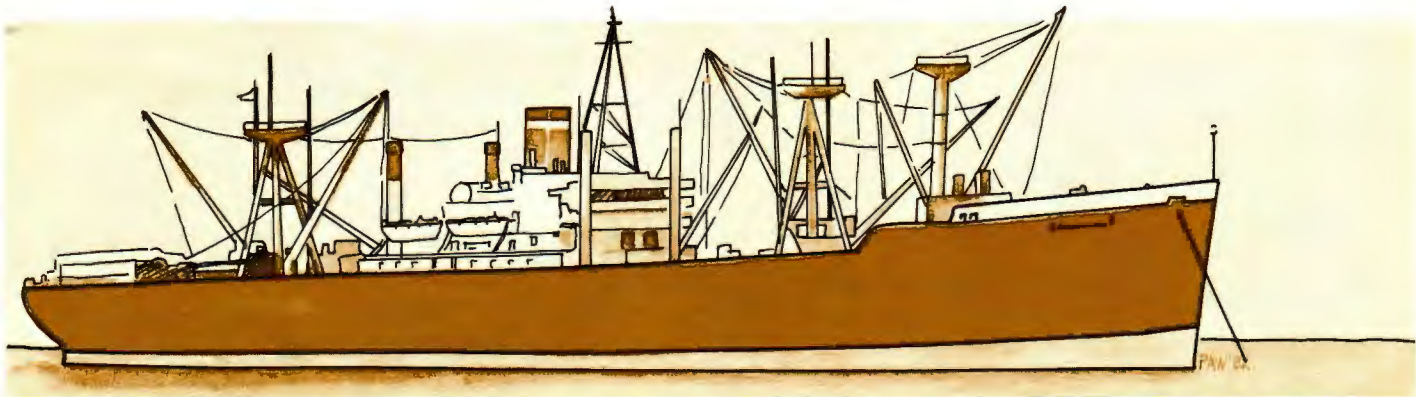
Education: Establishment of the Ahtna Athabaskan written dialect.

Alcohol and Mental Health: A four-bed non-medical alcohol treatment center opened in 1981.

Subsistence: A subsistence season for the Nelchina caribou herd was achieved through efforts of Ahtna, Inc. and CRNA.

Housing: Forty-two units have been built, with forty more to begin this year.

Because Copper Center lies strung out for miles along a busy highway, CRNA a number of years ago was instrumental in obtaining a four-mile pedestrian trail to the Copper Center post office so people would not have to walk on the highway.



ALEUT CORP

Aleut Corporation continued a training program begun in 1980 with Joe Profita, of Temporary Management Assistance, during which the corporation's business practices and business trends were reassessed, and the corporation's long range plan was revised.

ALEUT CORPORATION, with its thousand-mile string of islands reaching out toward the International Date Line, has an obviously strong marine orientation. Picking up on this theme, Aleut Corporation moved early to acquire ships to improve freight service in their area, and

large fishing boats to take advantage of the crab fishing boom that was occurring in the Bering Sea.

One of their first acquisitions was the BIA supply ship "Pribilof". With this vessel they have carried on freighting business along the chain and to the Pribilof Islands.

The corporation moved into marine shipping in a big way with the acquisition of Alaska Shipping Company, which is now the Aleut/Alaska Shipping Company, with a number of ships and barges in service.

The crab and bottom fish boom in Dutch Harbor has prompted Aleut Corporation to lease land from Ounalashka Corporation, the village corporation for Unalaska, and to joint venture with them in various enterprises. One of the latest is Panama Marine, which will renovate the old World War II submarine ways in Dutch Harbor for a marine repair facility.

Now Aleut Corporation is moving into the sand and gravel/aggregate business in the Dutch Harbor area, in support of a vigorous building boom taking place there.

ALEUTIAN-PRIBILOF ISLAND ASSOC.

APIA, as with many other non-profit corporations, has suffered cutbacks in funding, but still continues to provide a wide range of services to the thirteen villages of its region. The Association is taking steps for more efficient and effective management and grant operations by a concentrated program of training for staff and CETA III participants. The training is in the areas of record keeping, grant administration and writing, board responsibilities and federal/state tax requirements.

Job training continues to be important in the Aleut region, and alternative training through work programs are under way, especially in the fisheries. Fishing is a viable source of income in the Aleut-Pribilof region, so work experience is offered through a demonstration project in deep sea fishing.

APIA has placed several paralegal participants with Alaska Legal Services to assist Aleut shareholders with corporate understanding and personal legal matters.

APIA is reviewing energy alternatives for remote villages

by working with Alaska Power Authority and Corps of Engineers to study small hydroelectric projects.

Successful demonstration projects have been held in reindeer herding, harvesting of reindeer horns, and classroom training in Fisheries at the community college level.

APIA was active in pressing for reparations for Aleuts relocated during World War II and in the Dutch Harbor memorial services last June. APIA is currently working on a book about Aleut Ethnic Heritage.



ARCTIC SLOPE REGIONAL CORP.

In March, ASRC held a five-day seminar in Barrow, dealing with the potential dangers and effects of the provisions of ANCSA. The "1991 Seminar" was attended by board members and stockholders of ASRC, and by representatives of many of the village corporations. The entire seminar was videotaped and has been loaned to other regions for their information.

Among the issues addressed were the history and future of ANCSA and its corporations, land issues, stock alienation, tribal enrollment, mergers, and the effect of ANCSA on the state and its economy.

At the time of passage of ANCSA, ASRC found itself on the cutting edge of the massive oil boom which was to transform the state. They set themselves several goals: to use the boom to better the economic conditions of their people, and to use all possible efforts to preserve the subsistence resources on land and sea which have been the foundations of Inupiat Eskimo life for centuries.

First Arctic Slope Regional Corporation moved into construction and other oil-related businesses to build a solid

economic foundation for their corporation. At the same time they set a goal of local training and hire, which put many of their stockholders to work for the first time. They also formed subsidiaries which built homes, public buildings, fuel distribution facilities, and communications in the villages. ASRC now owns the largest minority contracting firm in the state—Arctic Slope Alaska General, and a bus company with the school bus contracts of two large boroughs.

INUPIAT COMMUNITY OF THE ARCTIC SLOPE

ICAS enjoys a rather unique status among the service corporations of the twelve regions, being a federally recognized, region-wide IRA. (IRA refers to the Indian Reorganization Act, as amended for Alaska in 1936; among other things, it sets up tribal governments.) The Inupiat Community of the Arctic Slope implements a variety of social programs as a regional IRA in the Arctic Slope region. Serving the seven village and the Community of Barrow, ICAS addresses concerns in employ-

ment, health, education, housing and other social service areas.

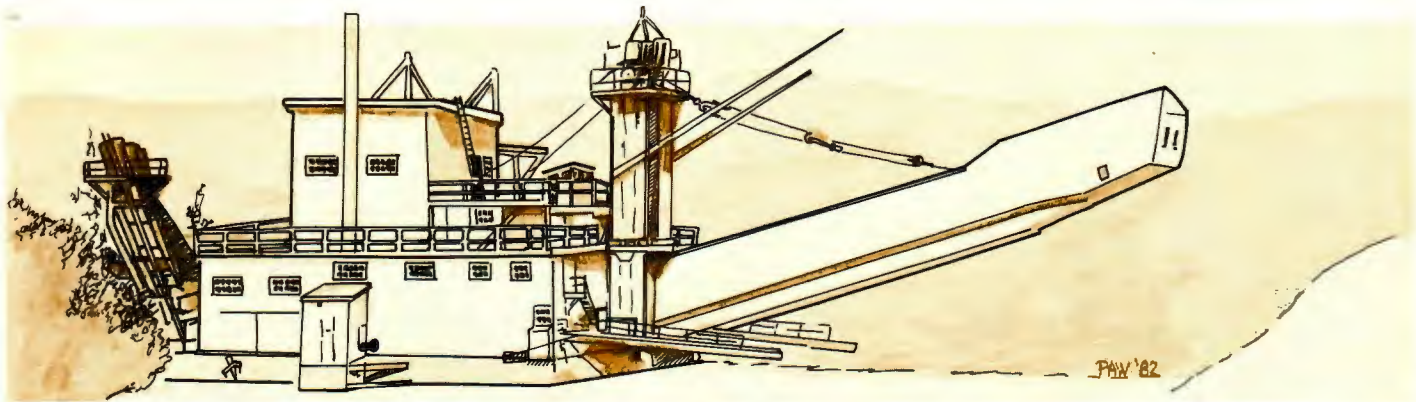
In fiscal year '81, ICAS was designated the CETA Grantee for their service area, and was awarded funds from Title VII CETA to implement a jobs training program for the private sector.

ICAS also maintains a Tribal Employment Rights Office to insure employment of natives in jobs within the Arctic Slope region.

ICAS has been handling the duties normally handled by BIA Realty section.

ICAS has a variety of advocacy lawsuits in the mill, designed to fight for and establish the extent of sovereignty of the Inupiat people. Three of these lawsuits are the North Slope Trespass Case, the Sovereignty Case (dealing with boundaries), and the 3-mile Limit Sovereignty case, which has been appealed to the Supreme Court.

ICAS gained its IRA charter in 1976. Three communities within the Arctic Slope region also have village IRAs: Barrow, Point Hope, and Point Lay.



BERING STRAITS NATIVE CORP.

Bering Straits Native Corporation continued a "hands-on" training program with Joe Profita of Temporary Management Assistance, in which management and staff updated the long range plan and developed planning skills. The sessions refined corporate policy, objectives and strategies. Management staff and directors attended the Colorado School of Mines' "Economic Evaluation and Investment Seminar" as well as the "Management Course for President.

Bering Straits Native Corporation has moved its headquarters from Anchorage to Nome. The move was part of the Five Year Plan which is geared to consolidating expenses and establishing a presence within the region.

BSNC is concentrating on its mineral development program which is already beginning to bear fruit with the negotiation of its first mineral agreement. Additionally, emphasis is being placed on developing sound fiscal management for its village corporations.

During the past year the Bering Straits Native Corporation established a Martin Olson Scholarship in memory of Martin Olson who served on the board since BSNC began, and was President when he was killed in a plane crash.

Bering Straits Native Corporation sees a bright future in mineral development and other resource related businesses within the region.

KAWERAK INC.

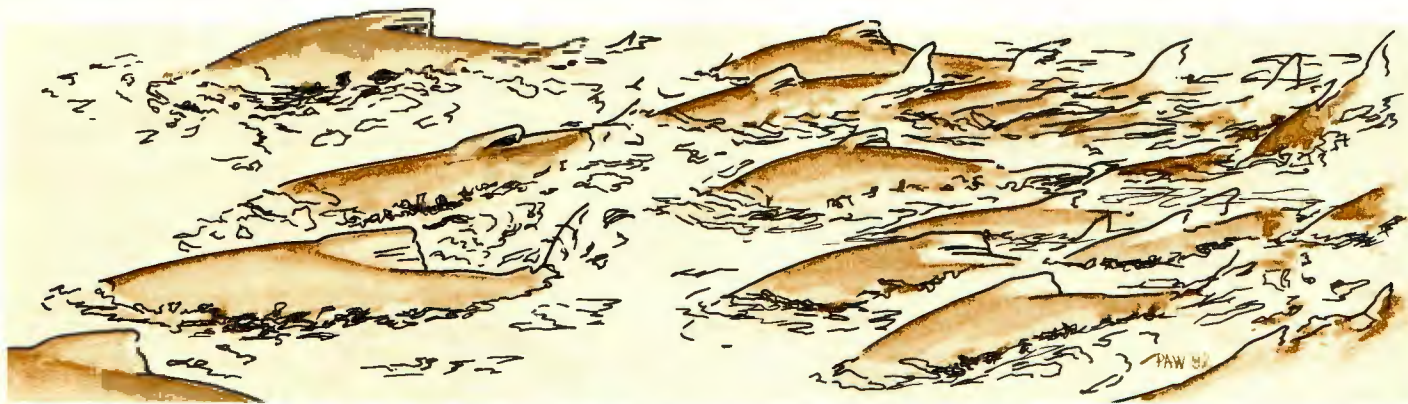
Kawerak, Inc., the non-profit corporation in the Bering Straits region, has recently developed a five-year plan, and has reorganized in accordance. The new structure has six main programs: Educational Services, Economic Development, Energy, Natural Resources, Administrative Services, and Eskimo Heritage.

Through this arrangement, Kawerak hopes that residents of the Bering Straits region and its eighteen villages will have the opportunity for education, training and employment, development and maintenance of their natural resources, and be better able to cope with the rapidly changing society of which they are exposed.

Subsistence, an issue that has been a part of the Native culture and heritage for centuries, has its own division in Kawerak, within the Natural Resources Department. Also part of the Na-

tural Resource Department is the Reindeer Department, which addresses the health welfare of the animals and the progressive build-up of the herds.

Kawerak's Heritage preservation Project has been recording the cultural legacy of the three dialects of the Bering Straits region, and Kawerak has sponsored annual Bering Straits Elders Conferences to further this goal.



BRISTOL BAY NATIVE CORP.

Bristol Bay Native Corporation implemented the American Management Association's "Team Planning Process" by enrolling its chief executives in the "Management Course for Presidents", "Top Management Briefings," and "Executive Management Briefings." Board members attended a seminar on the "Role of the Board in the Small Company," presented by the National Association for Corporate Directors in Carmel.

Bristol Bay Native Corporation, located in the heart of the rich Bristol Bay salmon

run, bought Peter Pan Fisheries early in the game, cashed in on a few good years, and then sold it in a timely fashion for a good price.

Bristol Bay's largest single investment at present is the Anchorage Westward-Hilton Hotel. This deluxe hotel is owned by a subsidiary, Bristol Corporation, and operated by the Hilton Hotel chain.

Bristol Bay is also into food products. Every time you buy a jar of Sunny Jim peanut butter or jam, or Tyrrell's Dog Food, you are patronizing another of BBNC's subsidiaries, Pacific Food Products.

Ever diversifying, Bristol Bay's subsidiary, Bristol Resources, Inc., is part owner of the Noranda Mine at Green's Creek on Admiralty Island.

Bristol Bay moved this year to gain a seat for a Bristol Bay Native Corporation member on the Bristol Bay Cooperative Management Plan board of directors. This committee was called for by Alaska National Interest Lands Conservation Act (ANILCA) for cooperative land management, but until this year, the largest private land owner in the region, BBNC, was not included on the board.

BRISTOL BAY NATIVE ASSOC.

Bristol Bay Native Association has served the local residents of the Bristol Bay region this year with programs in resources, education, employment, and economic development.

The Bristol Bay Coastal Resource Service Area was formed in 1981 to help develop a coastal management concept for the Bristol Bay region. BBNA adopted a sub-regional concept to insure area representation on the Board of this service area. When approved by the state, the plan worked out by the Service Area board

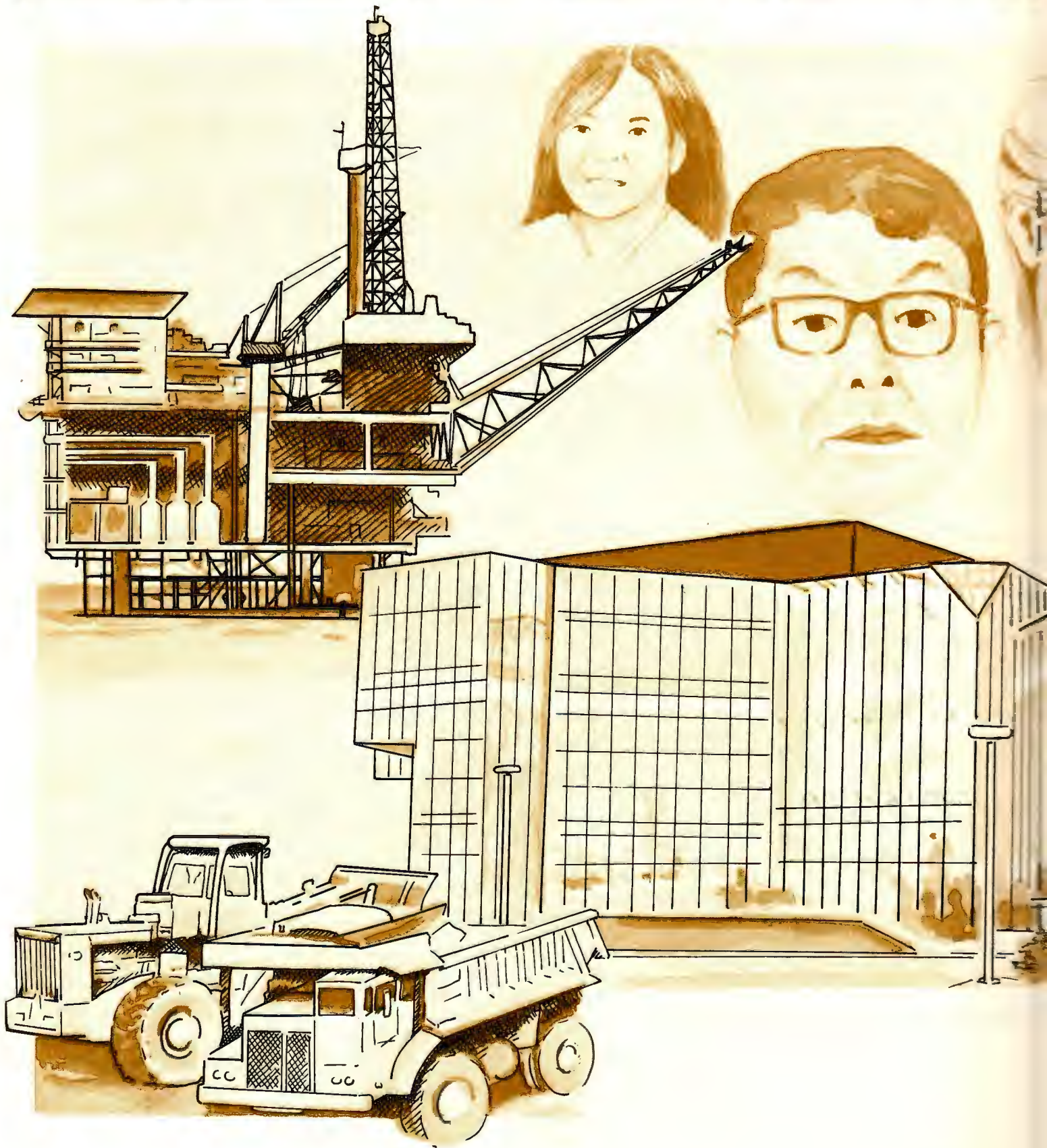
will function with the force of law, with both entities behind it.

Similarly, the Bristol Bay Cooperative Management Plan group, which now has a BBNC member on it, will use the non-profit association as liaison for information between residents and the study group.

Subsistence economy is still important in the Bristol Bay area, but there are no direct funds for this issue. BBNA has therefore included it in the economic development planning department. BBNA has until December 31 to continue the economic development

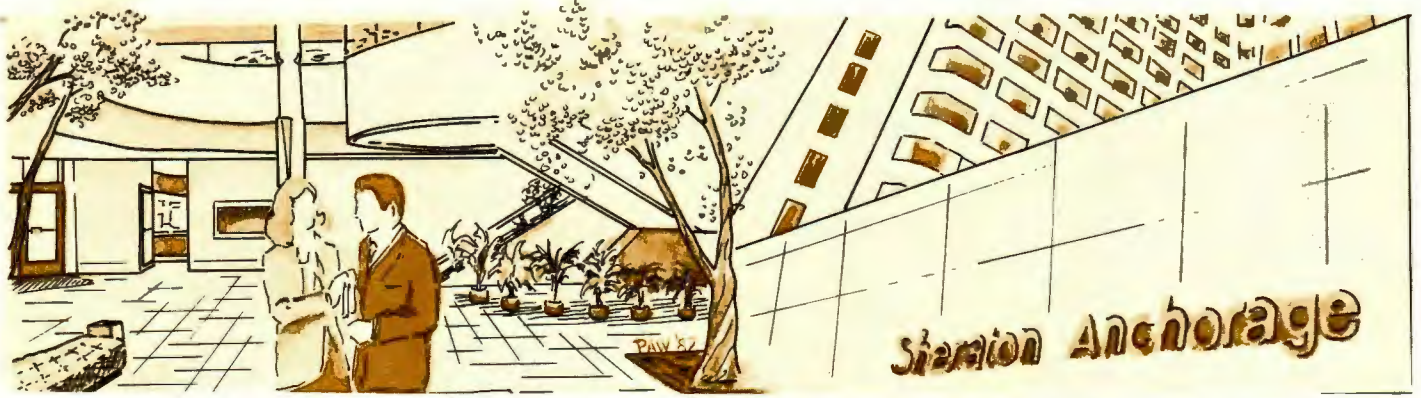
planning. A number of contracts were obtained from the state during the year from an EDA planning grant. A demonstration peat project was one, done under a grant from the Department of Natural Resources.

BBNA also had a CETA funded youth program, village public safety officers, and services for the elderly. With the general assistance program discontinued by Congress, BBNA had to play the role of advocate for assisting the needy.





Paula Wolfe '82



CALISTA CORP

Calista conducted a three-day training session for its board of directors and management staff with Leonard Lane Associates. The Chief Executive Officer attended the "Management Course for Presidents"

Calista Corporation's region is one of the most strongly subsistence-oriented regions of Alaska, there being little industry in the bush areas where the fifty-six Calista villages are located. The regional corporation sees itself emerging as a huge corporation within the next five

years and at the same time moving into the region.

Calista's major investment is the beautiful new multi-million dollar Sheraton Anchorage Hotel, on Calista Square directly opposite the corporate headquarters.

Another big investment has been in the luxury subdivision near Anchorage called Settlers Bay, with fine homes, bike and ski trails, a prestigious lodge with dining and dancing facilities, and other amenities.

A new subsidiary, recently formed, is Calista Professional Services, Inc., providing expertise in the related fields of

survey for state and industry, management consulting, and in-depth studies.

With the shift in investment from urban areas back to the bush, Calista has revitalized its Calista Construction Company. The company has recently built seven homes in Settlers Bay, and has just won a contract to build a petroleum dock in Bethel.

The corporation has set up a Business Investment Corporation, CALBIC, to help its shareholders to become entrepreneurs.

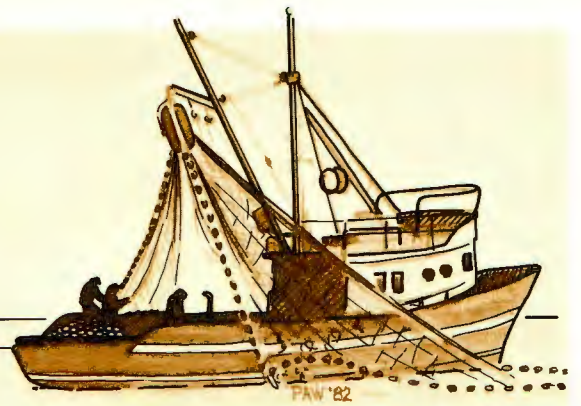
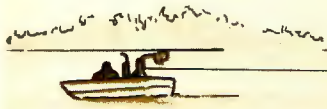
ASSOCIATION OF VILLAGE COUNCIL PRESIDENTS

Advocacy and service are the dual roles that AVCP sees for itself in serving the 56 villages of the Calista region. As a regional tribal organization and non-profit corporation, AVCP has programs in employment and training, federal Indian programs, public safety, preschool, and village technical assistance. Two new service programs have been added within the organization; a tribal and corporate legal affairs department and a village computer accounting and financial management assistance service.

AVCP also conducts a regional government planning effort and has completed a report to member communities on the feasibility of a regional borough home-rule government.

In its advocacy role, AVCP has been active in the fields of public policy issues in the areas of resource development, community control over educational services, and proposed termination of federal Indian service programs to the Native people of the region.

AVCP Employment and Training Division has developed an innovative program to match village workers with available construction work in the area. The department anticipates construction of 273 units of housing in nine villages this coming year, so has recruited 59 CETA eligible workers from those villages for a carpentry training program. The Tribal Employment Rights Office (TERRO), also monitors federal projects for Native hire.



CHUGACH NATIVES INC.

CNI held a training session in San Diego with Touche Ross & Co. The session covered strategic planning/goal setting; policy making versus operating responsibility; board organization; understanding financial information; directors' responsibilities and legal liability; investment in business, joint ventures and acquisitions; and concerns of specific interest to ANCSA Regional Corporations.

After years of effort, Chugach Natives, Inc. has finally achieved a land settlement this year. The agreement was complex, but its main features were

373,000 acres of land, and \$12 million in cash to offset the tremendous cost--and loss to the corporation--of the battle to gain such a settlement.

An extremely important part of the land settlement is the Bering River coal field, along with rights of way to reach it. Chugach has been negotiating for some time with a consortium of Korean firms to market the coal. At the same time, the State of Alaska has awarded the City of Cordova a contract to study the feasibility of a harbor at Katally, near the coal field.

Chugach has only one sizeable subsidiary: Chugach Alaska Fisheries, Inc., which owns and operates the cannery at Orca, three miles from Cordova. The cannery formerly belonged to New England Fish Company. It cans five varieties of salmon from the Copper River Delta and Prince William Sound.

Chugach's other enterprises remain small, in the absence of a land base for the corporation. Chugach owns and rents several office buildings in Anchorage; a few construction and pipeline contracts are in effect; and the development and sale of residential property near Seward.

NORTH PACIFIC RIM

North Pacific Rim, the non-profit corporation in the Chugach region, serves about 1800 people in the communities of English Bay, Port Graham, Seward, New Chenega, Valdez, Tatitlek, and Eyak.

Fiscal year '82 programs included village gardening projects, with assistance from the University of Alaska Cooperative Extension Service; energy and natural resources research and planning for village communities; village capital improvements and special planning assistance

for relocation of the village of New Chenega. Special health-related programs and job training were also implemented.

The North Pacific Rim Housing Authority constructed HUD homes in other villages being available for occupancy in the fall of next year.

The emphasis of 1983 programs will be to develop long-range planning with those communities served and a continued commitment to meeting the needs of the region's residents through

coordination of local, state, and federal programs.

The focus of the Community Service Department for FY'83 will be to formulate comprehensive community and regional plans that will consider the social and economic goals of the communities to the development of resources throughout the region.



COOK INLET REGION INC.

Cook Inlet Region Inc. (CIRI) used its allocation to perform an executive compensation study, facilitated by Arthur Young & Co. It addressed the unique aspects of ANCSA, compensation ranges of various corporations, policy for CIRA, and employment descriptions with an interface with the employee talent bank which CIRI already has in place.

Cook Inlet's corporate plan calls for focusing its energies in three main directions: natural resource development, real estate development and man-

agement, and natural resource service ventures and activities.

The natural resource development includes exploration agreements for various minerals. One agreement is with Texaco for oil exploration on CIRI land in the Kenai Peninsula. A minerals agreement with Anaconda covers out-of-region lands owned by CIRI and on lands still available to CIRI for selection.

In real estate development, CIRI has concentrated on office space and residential subdivision properties. The new CIRI Building in Anchorage, on C Street, is a showpiece, prob-

ably one of the most beautiful in town.

For the benefit of shareholders, CIRI maintains a talent bank which is computerized, to permit job referrals in a timely fashion.

Cook Inlet region has pursued resource service ventures in a number of contracts and joint ventures. Several joint ventures are inter-regional, for the operation of oil drilling rigs, and some are for development of the Susitna Hydroelectric project. Coal on CIRI land is still in the development stages, but holds bright promise for the future.

COOK INLET NATIVE ASSOC.

Cook Inlet Native Association (CINA), located in the largest urban area in Alaska, ministers to a broad range of people, Native and non-Native alike, and from every region.

CINA has had a year of significant accomplishments, having survived federal cut-backs that caused a reduction in work force but left the Association still strong and able to serve.

There has been a necessary shifting of programs within the organizational structure and along with this, an assessment of program capabilities

and services in light of declining federal funding and support. To deal with the situation, CINA has installed a mechanism for increasing program revenue by establishing a Tribal Enterprise activity to carry out this function.

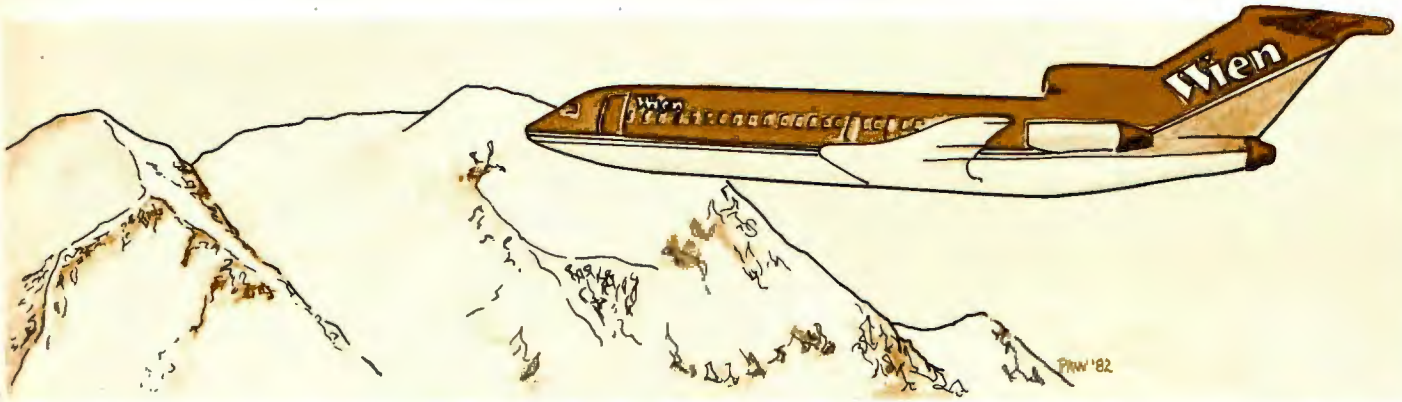
Some of the programs which have been offered include:

CINA Health Department, covering a wide range of health services, including an Alcoholism Treatment Center, counseling, education in health and safety, and many other aspects.

The Human Resource Department has addressed employment and training needs, Adult Career Training, Adult Basic Education, and Vocational and Educational assistance.

Community Education Department provides a wide range of services to young people, pre-school, Day care, Head Start and Summer camp among them.

The Alaska Native Community Center provided a place for Natives to gather in the urban setting and be with friends.



DOYON LTD.

Doyon assigned its allocation to Interior Village Association to provide training to village corporations.

A three-day workshop was held at Chena Hot Springs, by 29 persons representing 15 village corporations.

Dr. Dean Olson facilitated the "Alternative Development Program" and provided participants with two workbooks: "Strategic Business Plan" and "Opportunity Management Process."

One of Doyon's long-term objectives is to become a major resource-based company providing employment and a sound financial base for the shareholders of the corporation.

Most of Doyon's subsidiary companies follow that general theme. This year saw start-up operations for Doyon Drilling Company J.V. with Nugget Alaska Inc. Rig 9 began work in mid-August in the Kuparuk field on the North Slope.

Other enterprises of the Doyon region include Tanana Asbestos, which this year

announced results of core drilling tests on asbestos deposits southwest of Eagle.

Arctic Resources Drilling is a complementary business, having done the diamond core drilling for Tanana Asbestos.

I-TECH, (International Technology, Ltd.) is a nationwide company and a leader in high technology surveying and positioning. I-TECH recently bought some of the most sophisticated equipment available to continue to hold its high standards of service to oil and other industries.

TANANA CHIEFS' CONF.

Tanana Chiefs Conference, in the Doyon region, is the largest non-profit corporation in the state, and one of the most historic.

Far back in the mists of time, Athabascan chiefs of Interior Alaska used to gather at the confluence of the Tanana and Yukon rivers to talk about Mutual problems. In 1962, such a meeting set up the Tanana Chiefs Conference as we know it, to fight for land claims. After the passage of ANCSA, TCC became the social service arm for the Doyon region and its 42 villages.

Advances in health services include a new elderly residential care center in Tanana and a patient hostel in Fairbanks.

Family Services coordinated this year the largest gathering of elders ever held in the Interior.

TCC sponsored again this year, a survival camp on the Yukon River. Forty students from 14 to 18 learned traditional Athabascan skills and values.

TCC's Indian Child Welfare Program assisted villages in exercising their right to

have a say in the placement of their children.

In education and employment, TCC began a training program with Doyon Drilling Inc., in which shareholders were training as drilling rig employees and roustabouts for employment on Doyon's Rig 9 in the Kuparuk field.

TCC also received a Title III contract and is administering both adult and youth work experience projects in the villages.



KONIAG INC.

Koniag held a two day training session with Jack Roderick on petroleum and resource development and investment in the oil industry. A series of training sessions on land management for the village corporations was held this fall. The corporation Chairman/Executive Vice President attended the "Management Course for Presidents."

Koniag, an island-based corporation, seeks in many of its enterprises, to capitalize on the fisheries, the timber, and the oil wealth that is felt to be just offshore from Kodiak Island.

Koniag has had difficulty obtaining a satisfactory land settlement, and for just about the same reasons: almost the entire island is taken up by a wildlife refuge, which would severely restrict Koniag in any development they might plan. For this reason Koniag has sought other in-lieu selections, plus a novel plan for exchange of lands in restrictive classifications for bidding rights for offshore oil.

Koniag's business ventures run to renewable resources too. Koniag owns a seafood marketing firm in Seattle, Alaska Swiftsure Company, which also

helps manage a number of canneries in Alaska, and a fishing supply firm, Shelikof Net Company. Konkor, a timber subsidiary, works with village corporations in and outside the region to develop and market timber resources on a contract basis.

Koniag owns a share in a refinery in Arizona, Provident Oil Company, which is being built now and expects to begin production in 1984. It owns a 1% share in some offshore leases in the Beaufort Sea, and has plans for offshore oil support facilities.

KODIAK AREA NATIVE ASSOC.

KANA is a non-profit corporation serving the Native population in the villages of Old Harbor, Akhiok, Larsen Bay, Karluk, Port Lions, Ouzinkie, and the City of Kodiak.

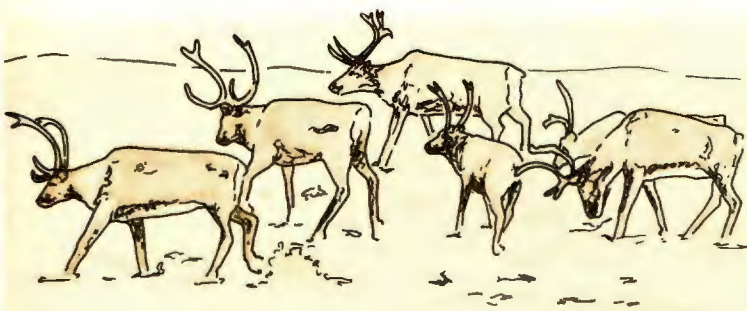
KANA is currently administering or has administered within the past year, programs which include: EDA, BIA Social Services, JOM, Employment Assistance, Tribal Operations and Indian Child Welfare, IHS Programs, CETA, VPSOP, and Fisheries Vocational Education.

Through the efforts of the Health department, Kodiak Area Native Association opened a pharmacy, dental clinic, and placed a physician's assistant in the village of Old Harbor.

The Manpower department delivered services in two programs: Title VII Private Sector Initiative Program and the Village Public Safety Officer Program.

The Tribal Operations program took a different approach in its efforts to provide services to its members by providing for the meeting of tribal council presidents from the six surrounding villages and the president of Natives of Kodiak, the corporation for the urban area of the City of Kodiak.

Earlier in 1982, KANA elected a new President, Delores Padilla who replaced Ione Norton, the former president, who resigned.



NANA CORP.

NANA used its allocation to develop a long range plan for the corporation with Leonard Lane Associates. This project involved the senior management team and the board of directors.

NANA Corporation, with a wide variety of successful business enterprises, finds itself taking a hard look at where they are in the new business culture, asking questions, and working to meld the new cash economy with the old Inupiat Eskimo values to build what they call a "new Inupiat Spirit." It is an effort to retain

the best of the past as they move boldly into the present.

And they have done well in the present. In the new business environment, NANA has many enterprises both inside and outside the region. NANA entered the oil-related business field early in the game, with pipeline security systems, camp construction and catering, and even construction and operation of drilling rigs.

Within the region, they have built and operate a number of hotels, including the Nul-Luk-Vik Hotel and Drift Inn in Kotzebue, and Kiana Hotel in Kiana. They have village fuel

projects, apartment and office rentals, building supply yard, reindeer herds, the Museum of the Arctic, and are into the production and sale of jade artifacts.

This year, its second year of operation, NANA Seafoods processing plant in Kotzebue packed over half of the Kotzebue Sound chum salmon run, contributing \$965,000 in wages to the community.

NANA is now in the process of developing the Red Dog mineral area, a lead-zinc-silver deposit in the DeLong Mountains north of Kotzebue.

This Kotzebue based non-profit corporation was created especially to provide employment and training services to the residents in the NANA Region.

The Mauneluk Private Industry Council, in cooperation with the community college and the Kotzebue Technical Center has trained and placed a number of participants in occupations in the oil/gas industry through the NANAVECO joint venture. The two primary occupations for which training was provided are roustabouts and

carpenters. A few participants were placed in training positions with the Alaska National Bank and a new program to train bush pilots is now being planned. A variety of upgrading and retraining programs have also been initiated.

Because of the willingness of village residents in the region to leave their homes for employment, the construction boom in the area and the soon to open lead-zinc mine near Noatak, Mr. Dallas Cross, PIC Chairman and Ms. Margaret Woods,

MAUNELUK MANPOWER INC.

Executive Director of Mauneluk Manpower, Inc. have realized a tremendous success with their programs.

They have combined a variety of funding sources—CETA Titles III & VI with the Bureau of Indian Affairs Adult Vocational Training to train and place many local residents in unsubsidized employment in the private sector.



SEALASKA CORP.

Sealaska Corporation used its allocation to upgrade the skills of its management staff in a variety of areas: Dale Carnegie Course; Financial Disclosure; Internal Audit; Seminar on Annual Reports; Women in Transition; The New Manager; Time Management; Conference on the Status of Women; Computer Software; Micrographics; Systems Analysis & Staff Development; Data Base Management Systems, etc.

For the second year in a row, Sealaska Corporation has been on Fortune Magazine's list of

1,000 leading companies in America, moving up from 951st in 1980 to 745th in 1981.

Canned salmon accounts for 75% of Sealaska's gross business revenue. Ocean Beauty Seafoods has fish processing plants throughout Alaska, and in Oregon, California, British Columbia and Tokyo.

Second in importance for Sealaska is timber. Its subsidiary, Sealaska Timber Corporation, markets timber on consignment from the region and village corporations. Sealaska Timber accounted for \$4.85 million to Sealaska this year, and

another \$1.1 million to the village corporations. This was more than double that of last year, and makes STC the fourth largest log exporter in the United States.

Sealaska is also into the construction products and shipping business with its subsidiary, the Alaska Brick Company, Pacific Western Lines, Alaska National Corporation, Alaska Stevedoring, and Alaska Aggregate Company. These companies account for 14% of Sealaska's total business volume.

CENTRAL COUNCIL, TLINGIT AND HAIDA TRIBES OF ALASKA

This congressionally recognized tribes has the fourth largest enrollment of any tribe in the United States—the largest in Alaska.

The Central Council serves the Native peoples in S.E. Alaska—the "Panhandle"—an area equal in size to the states of Tennessee or Kentucky with no roads or highways between any of the communities so all travel must be by air or sea.

Headquartered in Alaska's capital city, the tribes provide a variety of social and educational services to the Native

residents of the urban and rural communities.

The Central Council's Employment Services Division operates a number of training programs with the 12 ANCSA Village Corporations in its Region—apprenticeship trades, corporate management, fisheries, timber, hotel/motel management, and aquaculture training.

The planning process developed by the Tlingit & Haida PIC and its involvement in economic development projects have been cited by the U.S. Department of Labor as exemplary models to be emu-

lated by other tribes. Its CETA Title VII proposals and programs have been rated as the best in "Indian Country" since the inception of Private Sector Initiatives programs. The Indian & Native American Employment & Training Coalition presented the Central Council with an award for the Best Management of a CETA Title VII Program.

Aside from the services delivered within its region T & H has assisted the AIR/PIC for 2 years by providing its sponsorship to contract with the U.S. Department of Labor.

INCOME AND BUDGETS

Grants funded under CETA Title VII—Native American Pri-

vate Sector Initiatives Program— U.S. Department of Labor—

Division of Indians and Native American Programs.

June 1, 1981 through December 31, 1982

T and H Administration	\$100,000
Training/Technical Assistance to 12 ANCSA Regional Corporations	264,000
American Management Associations' "Management Course for Presidents:	25,200
Dues, Subscriptions, Professional Services, Promotion and Marketing	20,800
Total	\$400,000

July 1, 1982 through December 31, 1982

T and H Administration	\$15,000
Staff Salaries/Fringe Benefits	35,000
Staff/Directors Travel/Per Diem Membership, Directors and Committee Mtgs.	20,000
Office/Equipment and Furniture Lease	14,000
Printing/Reproduction	5,000
Communications	8,000
Insurance/Bonding/Directors Indemnification/Workers Compensation	1,000
Miscellaneous/Office Supplies	2,000
Total	\$100,000

January 1, 1983 through September 30, 1983

T and H Administration	\$7,500
Office/Furniture and Equipment Lease	11,718
AIR/PIC Annual Report/Program Evaluation	5,000
Postage/Telephone/Printing/Supplies for January 1982	782
Total	\$25,000

These grants were all awarded to AIR/PIC, by the U.S. Department of Labor, through the sponsorship of the General

Council, Tlingit and Haida Indian Tribes of Alaska. The U.S. Treasury assigned the funds to the General Council, which sub-granted all but the administrative monies to AIR/PIC for program operations, marketing, promotion, training and services.

The initial award was received in May 1981. The second award was received in June 1982 and the last grant was awarded in September 1982.

ALASKA FEDERATION OF NATIVES

Formed in 1966 in response to the land claims movement, AFN has undergone many changes over the years to meet the challenges all around. AFN has been a strong advocacy group, and also administers a number of social programs. It has two main divisions, each

with its own board of directors: the Land Claims Board and the Human Resources Board. Land Claims, as its name suggests, concerns itself with land and other ANCSA-related issues. Human Resources addresses such issues as education, including the BIA school closures,

Head Start, alcohol and drug abuse, federal cutbacks, housing, and the whole issue of IRAs and tribal status. AFN leads in advocacy for subsistence, and in studies for 1991, its challenges and how to meet them.

ALASKA NATIVE FOUNDATION

The Alaska Native Foundation is another strong advocacy group with many programs that affect Natives and their welfare. The ANCSA Assessment project, under Gordon Jackson, identifies and evaluates the major issues and challenges facing Natives. Sharon McClintock has worked on 14(c) reconveyances, required of every

village, and has developed a handbook to provide guidelines in meeting the requirements of this section of ANCSA. The Foundation's Fisheries Program continues to give financial and technical assistance and training to rural fishermen entering the industry for the first time. ANF's Summer Enrichment Program provides in-depth en-

hancement of educational skills needed for post-secondary careers. In addition, ANF continues its close relationship with the Alaska Native Human Resource Development Program, which identifies and encourages Alaska Natives with leadership potential, providing them with basic skills.

ALASKA NATIVE WOMEN'S STATEWIDE ORG.

ANSWO was accepted as a new member of AIR/PIC at the last meeting, and a new seat on the Board of Directors was created for this organization. Women have always been extremely important in the Native cultures, providing the

strong, stabilizing influence. Now, with Native culture being impacted on all sides by the new business-cash economy, their influence is needed more than ever. At the same time, Native women are moving into positions of leadership

throughout the state. To help Native women with their mutual concerns and problems, the Alaska Native Women's Statewide Organization came into being. Its presence on the AIR/PIC board is welcome.

STATEWIDE ANCSA VILLAGE ASSOC.

SAVA is a statewide association of village corporations from the discussion and exchange of information about mutual village problems. Certain conflicts of interest between village and regional corporations were built into the Alaska Native Claims Settlement Act,

such as the dual ownership (surface-subsurface) of land, and the "flow-through" of money from the region to the village. The need for a statewide organization just for villages was felt very early, but because of the problems of distance and communications,

took many years to accomplish. SAVA has obtained its non-profit status and is now in position to accept tax-deductible contributions to finance its efforts on behalf of village corporations.

Acknowledgements

American Management Associations—
Professional Institute/
Presidents Association
National Association of
Corporate Directors
National Federation of
Independent Business
National Alliance
of Business
Interior Village Association
Grand Camp Alaska
Native Brotherhood
Grand Camp Alaska
Native Sisterhood
Tlingit and Haida Private
Industry Council
Tundra Times
Nations: The Native American Magazine
National Congress of
American Indians
Indian and Native American
Employment and Training Coalition
Alaska AFL-CIO
International Brotherhood of
Electrical Workers
Inland Boatmen's Union
Alaska State District Council
of Laborers
Center for Community Change
U.S. Department of Labor—
Division of Indian and Native
American Programs
Paw Prints
Hi-Lines of Native Business
Paragon Graphics
Fisheye Photo-Journalism/Production
Media Productions, Inc.
Alaska Public Employees Association
Alaska Public Service Employee's
Local -71
Joint Apprenticeship
Training Committee
Alaska Graphic Arts
Heath Printers, Inc.

AIR/PIC

130 Seward Street, Suite 403
Juneau, Alaska 99801
(907) 586-1008

Summary

Annual Membership Meeting and Board of Directors Meeting

Anchorage Westward Hilton

September 30 and October 01, 1982

Table of Contents

Annual Meeting Participants

Guest Speakers

Executive Committee

Membership Committee

New Members

Chairman's Report

President's Report

Candidates Speak Out To Native Business Leaders

Congressman Don Young's Statement

Certificates of Appreciation

Participants

Raymond Neakok, Inupiat Community of the Arctic Slope
Sarah Scanlon, NANA Region, Incorporated
Corry Blackwood, Cook Inlet Region, Incorporated
Corrine Reeve, Metlakatla Indian Reserve
Caleb Dctomain, Kawerak, Incorporated
Mathew Nicolai, Calista, Incorporated
Bruce Miller, Teamsters' Local # 959
Frank Van Zant, Chamber of Commerce
Evelyn Myers, Central Council, Tlingit & Haida Tribes
Trefon Angason, Bristol Bay Native Corporation
Sheila Logsdon, Copper River Native Association
Marie Morrison, Alaska Federation of Natives
Frank Berry, Alaska Native Foundation
Bill Haw, University of Alaska
Beatrice Halkett, Alaska Native Foundation
John Carpenter, Aleut Corporation
Lilley McGarvey, Alaska Native Women's Statewide Organization
Lone Janson, Highlites of Native Business
John Angaiak, Orutsaramuit Native Council
Linda Lord-Jenkins, Tundra Times
Bill Hess, Tundra Times
George Gardiner, Tundra Times
Gail Evanoff, Chugach Natives, Incorporated
Ned Locke, North Pacific Rim Corporation
Robin Renfro, Tanana Chiefs' Conference, Incorporated
Delores Dinneen, Bethel School District
Josephine Fields, NANA Region, Incorporated
B. Agnes Brown, Statewide ANCSA Village Association
Tiny Phillips, Alaska Native Employment Rights Committee
Mary Lekanoff, Central Council, Tlingit & Haida Tribes
Jim Caldarola, Department of Community & Regional Affairs
Bruce Tiedeman, AIR/PIC member
Ellen Hays, AIR/PIC member
Douglas MacArthur, AIR/PIC Chairman
Dorothy See, AIR/PIC staff
Chip Parr, AIR/PIC staff

Guest Speakers

Patrick Anderson, Mayor's Office, Municipality of Anchorage
Steve McAlpine, Democratic Candidate for Lt. Governor
Mike Colletta, Republican Candidate for Lt. Governor
Donnis Thompson, Libertarian Candidate for Lt. Governor
Joe Vogler, Alaska Independence Party Candidate for Governor
Roger Roberts, Alaska Independence Party Candidate for Lt. Governor
Frank Harris, Chairman, Capital Access Committee
Greg O'Claray, Chairman, Alaska Committee

Executive Committee

Douglas MacArthur, Chairman
Mathew Nicolai, Vice-Chairman
Gail Evanoff, Secretary
Bruce Miller, Treasurer
B. Agnes Brown, At-Large Director
Mary Lekanoff, At-Large Director
Chipper Parr, President

Membership Committee

Ellen Hays, Chairwoman
B. Agnes Brown
Lone Janson
Lilley McGarvey

New Members

Bruce Tiedeman, Anchorage Native Caucus
John Angaiak, Orutsaramuit Native Council
Tiny Phillips, Alaska Native Employment Rights Committee
Ellen Hays, Individual
Lone Janson, Hi-Lites of Native Business
Lillie McGarvey, Alaska Native Women's Statewide Organization
Joseph Profita, Temporary Management Assistance
Darlene Tyson, Work Incentive Program

CHAIRMAN'S REPORT

We closed out the initial phase of our management training program in March, 1981 sponsored and operated by the Alaska Federation of Natives, Alaska Native Foundation and the American Management Associations with an \$800,000 grant from the U. S. Department of Labor.

The Department of Labor then awarded us a \$400,000 grant through the Central Council, Tlingit & Haida Tribes of Alaska. Our board met in June, 1981 and designed an allocation plan to serve the 12 ANCSA Regional Corporations.

We met again in Fairbanks in August, 1981, elected this executive committee and redesigned the allocation plan.

Our last board meeting was in the CIRI board room in December, 1981 when we adopted by-laws and expanded our board of directors to include representation from the 12 regional non-profit Native organizations.

While the executive committee has met a number of times in the past 9 months, this is our first full board meeting under the by-laws.

I would like to briefly comment on the services and training provided by the AIR/PIC in the past 15 months -

11 of the 12 ANCSA Regional Corporations participated in our program - and received reimbursement of management and board training expenses totalling \$200,000.

The board of directors received 2 year subscriptions to Nations, the Native American Magazine to keep abreast of developments and issues in "Indian Country."

The board of directors was provided memberships in the National Federation of Independent Business to stay up to date on federal and state legislation effecting business.

The board of directors was provided subscriptions to the Tundra Times, the National Alliance of Business' Business Currents In Employment Policy and the Alaska Department of Commerce and Economic Development's Development In Alaska.

Our programs and proposals have been endorsed by the annual conventions of the Grand Camp, Alaska Native Brotherhood; Grand Camp, Alaska Native Sisterhood and the Alaska Federation of Natives.

Our program was divided into 2 elements this past year and I will summarize them separately.

We entered into a contract with the American Management Associations and reserved 12 seats (1 for each Region) in their top line course offerings - Management Course for Presidents, Top Executive Briefings and Executive Management Briefings.

To date the following corporations have participated in this training or are scheduled to attend:

Bering Straits
Calista
Koniag

Bristol Bay
Cook Inlet
Sealaska

The other corporations have until 12/31/82 to enroll into any of the 3 courses and we will reimburse them \$2,100 of the costs associated with their attendance.

The major portion of our program was designed to meet the most pressing management training needs of the corporations and to allow them as much flexibility as possible to address those needs. We allocated each region \$22,000 and advanced the majority of them \$15,000 to meet the costs:

Ahtna - used the allocation to train board members and staff in speed reading, art of negotiating, review of ANCSA, Alaska National Interest Lands Conservation Act, land resource development and the implementation of an E. D. P. (electronic data processing) - computer-management information system.

Aleut Corporation - used the allocation to continue a training program with Joe Profita - Temporary Management Assistance - begun in the summer of 1980. The training reassessed the corporation's business practices and business trends. The long range plan for the corporation was revised. This training involved both the board of directors and management staff.

Bering Straits Corporation - used the allocation to continue a training program with Joe Profita - Temporary Management Assistance - begun in the spring of 1980. The program updated the long range plan and developed the planning skills of the board and management team. The sessions refined corporate policy, objectives and strategies. Management staff and directors attended the Colorado School of Mines' "Economic Evaluation and Investment Seminar" as well as the "Management Course for Presidents."

Bristol Bay Native Corporation - used the allocation to implement the American Management Associations' "Team Planning Process" by enrolling its chief executives in the "Management Course for Presidents", "Top Management Briefings" and "Executive Management Briefings." Board members attended a seminar on the "Role of the Board in the Small Company" presented by the National Association for Corporate Directors.

Calista - used the allocation to conduct a three day training session for its board of directors and management staff with Leonard Lane Associates. The C. E. O. attended the "Management Course for Presidents."

Chugach Natives, Inc. - used the allocation to hold a training session in San Diego with the Touche Ross & Co. The session covered strategic planning/goal setting; policy making versus operating responsibility; board organization; understanding financial information; director's responsibilities and legal liability; investment in business, joint ventures and acquisitions and concerns specific to directors of ANCSA Regional Corporations. Both management staff and directors attended these sessions.

Cook Inlet Region, Inc. - used its allocation to conduct a compensation study, adopt a policy, schedule and plan for directors, staff executives and officials. The project was facilitated by Arthur S. Young & Associates.

Doyon Limited - used its allocation to provide training to the village corporations in its region. The allocation was assigned to the Interior Village Association with the concurrence of the Tanana Chiefs' Conference.

A 3 day workshop was held at Chena Hot Springs and was attended by 29 village corporation board members and employees. Those participating represented 15 village corporations with a total of 4,400 shareholders or 2/3 of the total shareholders in the region.

The workshop addressed the corporate development planning process and covered topics such as identifying village needs and resources; developing goals and objectives; developing and selecting strategies for implementation; taking action and evaluating results.

Dr. Dean Olsen facilitated the "Alternative Development Program" and provided the participants with 2 workbooks - Strategic Business Plan and Opportunity Management Process.

Koniag, Incorporated - used the allocation for a 2 day training session with Jack Roderick on petroleum and resource development and investments in the oil industry. Another training session relating to timber and fisheries will be held this fall. The corporation's Chairman/Executive Vice-President attended the "Management Course for Presidents."

NANA Regional Corporation - used the allocation to develop a long range plan for the corporation with Leonard Lanes Associates. This project involved the senior management team and the board of directors.

Sealaska Corporation - used the allocation to upgrade the skills of its management staff in a variety of areas: Dale Carnegie Course; Financial Disclosure; Internal Audit; Seminar on Annual Reports; Women in Transition - the New Manager; Time Management; Conference on the Status of Women; Computer Software; Effective Letter Writing; EDP for Senior Executives; Systems Analysis & Staff Development; Micrographics Workshop; Records Management; Data Base Management Systems; Endeavors for Excellence; and Executive Secretary/ Administrative Assistant Seminar.

Twenty staff members have participated in these training sessions conducted by: The University of Alaska; Oregon State University; Peat, Marwick, Mitchell & Co., Thomas Wilds Associates; International Association of Business Communicators; Law & Business, Inc.; Datamation, Inc.; and Dale Carnegie Courses.

Arctic Slope Regional Corporation - did not use its allocation or respond to any of our invitations.

This phase of our program is scheduled to end on December 31st of this year.

Douglas D. MacArthur
Chairman

PRESIDENT'S REPORT

The Chairman's Report detailed the services and training provided from June, 1981 through December 31st of this year.

I would like to discuss how we are now organized and the opportunities available to us this next year. Plus, I would like to begin discussing our long range plan - from today through 1991 when the ANCSA stocks are scheduled to go public.

This past summer we were awarded a \$100,000 grant from the U. S. Department of Labor through the sponsorship of the Tlingit & Haida Tribes. That award has been budgeted to hire staff, lease an office, hold this meeting and market our services. The grant went into effect in mid-July and is scheduled to end on December 31st, 1982.

Two weeks ago we received another \$25,000 from the U. S. Department of Labor when we asked the reasons for the supplemental award we learned that our application to operate a program in fiscal year 1983 received the highest ranking of all the Indian & Native American proposals submitted in the competitive application process - of the 200 projects funded, ours was ranked first.

The supplemental grant has been budgeted to extend the lease of our office, furniture and equipment through September, 1983 - we also budgeted \$5,000 to publish a report on the training & services provided by the AIR/PIC from June, 1981 through December, 1982 (18 months).

We have notified two sources of potential funding that we will be submitting applications to conduct programs this next year.

Prime Sponsor Planning Council - an advisory board under the Department of Community & Regional Affairs that received \$1 million from the governor to offset the loss of CETA dollars.

We will be submitting an application to the P. S. P. C. to host a statewide conference in Juneau around mid-February. The conference will be designed to inform the new governor and legislature of the labor market demands of the ANCSA corporations and to design strategies to meet those needs.

U. S. Department of the Interior - Secretary Watt announced recently that \$15 million will be made available to assist small tribes with acquiring basic management skills and with economic development. We will be submitting an application for a portion of those funds to continue our current program with the regional corporations and to expand our offerings to the village and urban corporations.

Between now and the end of this calendar year we will concentrate our efforts on being recognized as the most innovative and effective private industry council in the United States. A successful campaign should assure us of continued funding for a few years.

Part of this plan is to increase our membership - the goal is 100 members by December 31st.

At the request and direction of the board the following actions will be initiated:

A) 30 days before the next meeting members and directors will be notified of the proposed amendment to our by-laws to increase the number of directors from 31 to 31.

B) The Arctic Slope Regional Corporation will be contacted and requested to either accept or decline participation in the AIR/PIC.

C) Future meeting agendas will distinguish between directors' meetings and membership meetings.

D) Douglas MacArthur will be recommended to Mayor Knowles for appointment to the vacancy on the Alaska Private Industry Council.

E) Bruce Tiedeman will be recommended for the Program Coordinator position with the Alaska Private Industry Council.

F) The AIR/PIC will host and facilitate a workshop/seminar on Human Resource Development during the annual meeting of the Alaska Federation of Natives.

G) By December 1st we will file an application with the Internal Revenue Service for designation as a non-profit corporation under Section 501(3) (c) of the Code.

We will contact Joe Profita (Temporary Management Assistance) and request a proposal to conduct a team planning session for the AIR/PIC. The session will assist us in identifying funding sources and in designing a strategic plan to serve the village corporations and educate youth on ANCSA and free enterprise.

I will be attending the annual National Alliance of Business Convention in Dallas, Texas to learn how the AIR/PIC will be effected by the "Training For Jobs Act" just passed by the U. S. Congress.

A delegation from the AIR/PIC will attend the last meeting of President Reagan's Task Force on Private Sector Initiatives on December 7 and 8 in Washington, D. C.

Our next meeting has been tentatively scheduled for mid-February in Juneau.

Chipper Parr
President

Candidates Speak Out To Native Business Leaders

Natives Recognized As Largest Land Owners

Reprint from Tundra Times, October 06, 1982, by Bill Hess

"One gubernatorial candidate seeking votes in the November election would help Native corporations find economic success by driving their young people out of villages in a public works draft program which would put them to work thinning trees and sending them to the papermill.

Another would declare all Alaskans living in the state shareholders in Prudhoe Bay who would split the royalty money which now goes to the state among them, so they could use the money any way they see fit.

Another would work to stop giveaway programs such as the dividend payment and instead funnel the money into rural areas for schools, roads, water and sewage, and other needs. There were just a few of the views expressed by election hopefuls who addressed members of the Alaska Inter-Regional Private Industry Council in Anchorage last week. AIR/PIC is a largely Native organization set up to help village, urban and regional corporations develop professional management teams and good business practices, and to help them prepare plans and programs to employ Alaskans.

Three of the four candidates hoping to replace Gov. Jay Hammond were unable to make a personal appearance, but their Lt. Governor hopefuls did.

Steve McAlpine, running-mate to Democratic gubernatorial candidate Bill Sheffield, told those gathered at the Anchorage Westward Hilton that the state has the responsibility to provide for the basic needs of the people in the state. "The most critical issue is our ability to tax natural resources."

McAlpine spoke of a growing threat to eliminate that ability, reminding listeners that legislation already has been introduced in the U S Congress which would limit the amount of severance tax Alaska could impose on companies removing oil and mineral wealth from the state.

"Governor Hammond spent \$4 million dollars on a television program to enhance Alaska's image (in the Lower 48) and then in the next breath spent \$400 million to destroy it!" McAlpine referred to the dividend program under which every resident of the state of more than six months is receiving \$1000. That program, he contended, added fuel to the arguments to limit Alaska's severance taxing abilities.

"Our rural areas lack roads, water and sewage...roads need to be developed," McAlpine argued. "We don't believe the state is in a position to give away money. The state needs to begin acting as it should, and limit spending to the basic needs of the population." Private industry should take over from there, McAlpine said.

McAlpine also contended that more money should be funneled directly as grants into Alaskan communities instead of having to work its way down through the slow, bureaucratic process.

McAlpine also promised that a Democratic administration would work closely with the regional corporations to help create an atmosphere where they could turn a profit.

He warned that after 1991, any corporation which was "asset rich and cash poor" holding valuable lands and minerals but with little money in the bank - would be in trouble. Unless they could pay taxes, they could lose those lands. Shareholders could be tempted to sell their stocks.

Mike Colletta, the Republican running mate of gubernatorial candidate Tom Fink, emphasized that Natives are the largest holders of private property in the state. "Any viable development, any progress for the future, has got to happen on private lands," Colletta stressed. "It has got to! And you will have assistance from a Fink administration."

"The only economical producible lands in Alaska are those being held by the Native landowners," Colletta re-emphasized. "Tom Fink is committed to assist (in the development of those lands), and not to have people be dependent on the state."

Colletta reiterated Fink's support of the subsistence repeal initiative and his own opposition to it. Yet, he stressed their ultimate goal was the same, to make Alaskans "equal," but that would do it through amendment.

"Regardless, there is one promise from Tom Fink," Colletta pledged. "Any individual who needs fish, game or fowl will have it!"

Donnis Thompason, running mate of Libertarian candidate Dick Randolph, said she was uneasy about what was happening in Alaska today. Anywhere else in the Nation, she argued, any Americans holding lands beneath which oil and other minerals were found were entitled to the royalties from those resources.

A clause in the Statehood Act had taken subsurface rights away from Alaskans, she claimed, and thus "disenfranchised" them from what was rightfully theirs. The Libertarian solution? Divide Prudhoe Bay's wealth into shares and on one day issue one share to every Alaskan, and then close the books. This would eliminate the hassle of jobless Outsiders flocking to the state to claim a share of the money, she said.

Raymond Neakok, Executive Director of the Inupiat Community of the Arctic Slope took Thompason on about what seemed to him to be inconsistencies of individuals in a group holding private ownership in Prudhoe Bay, and about her program being an attempt at further colonization of Alaska.

Thompason seemed to grow a little more confused with each of Neakok's questions, and finally and with great relief tried to stop him short by calling upon another member of a small group of onlookers.

Up next was Joe Vogler, the Alaska Independence Party Candidate, the only governor's candidate to show.

You folks have not only an opportunity, you have the obligation to your own people and the rest of Alaska to use your money - it won't last long - one dollar. But it'd make people lazy! I've seen it happen."

Vogler said he was strongly opposed to subsistence, U.S. sovereignty over Alaska, and favors moving the capital to Willow. "How many people will go to Willow," the street person challenged him. "I'm from New York. How many people there go to Albany? Hardly anybody!

"I don't believe in the land mineral rights." Vogler said his ancestors, who he thanked goodness for allowing to jump off the reservation and intermarry with others, used to hunt buffalo on the plains of Kansas.

"We couldn't go back to those days. That land produces food for millions of people - it once produced for only thousands." Vogler, who wants to build dams, roads, and most everything else, envisions a similar future for Alaska.

Vogler also likened village life to a black hell, and told Native leaders they should get their young people out of them. Get them into trade schools, working as apprentices, and teach them that one day they are going to have to provide for themselves, Vogler advised.

Dave Carlson, the Democratic candidate seeking to take away Don Young's seat in the US House of Representatives, had just the solution. "Compulsory public service!" Carlson preached. "Get those kids out of those villages. Away from trouble and crime. They should not be on welfare. Put them to work. The old public works program."

Carlson suggested having the kids got out and thin trees, which could be used as "paper resources." "Get those kids out of the villages. Out of the slums!" Carlson advocated. He billed himself as the "Anti-nuclear candidate."

Young could not appear, but he did send a letter praising AIR/PIC and Native enterprise.

Statement Prepared for the Annual Meeting of the Alaska Inter-Regional
Private Industry Council. Don Young, U. S. Congress

Anchorage, Alaska

September 30, 1982

Ladies and Gentlemen:

I am sorry that my Congressional schedule will not allow me to speak to the 1982 Annual Membership Meeting of the Alaska Inter-Regional Private Industry Council in person. I hope that you will accept this prepared statement instead, perhaps I can address this group personally at another time.

I want to thank you very much for allowing me to share my thoughts with all of you. A glance at your membership list makes it obvious that you are among the foremost leaders of this State's business and community organizations. The interaction between elected officials and a group such as yours can only make me a better representative of the Alaskan people.

The topic that I have been asked to address is a worthy one. Employment is one of the foundations of any economy and I commend all of you for discussing it in this distinguished forum. The ability of the ANCSA corporations to create lasting employment opportunities will certainly be an important factor in any discussion of the success or failure of the Settlement Act. All of the leaders associated with the Native corporations, both regional and village, must see that permanent jobs are one of the most important concerns facing the State.

The creation of a broad, protected economy will necessitate industrious and dedicated work on the part of all of Alaska's economic forces, and the Native corporations-being among the most potent of these forces-must work in the forefront of this effort. I am proud to say that this challenge is being met and that the group assembled here is leading the move.

There is no precise measure of the number of new jobs created by the passage of ANCSA. It has become clear that the Native corporations have used their resource base well and have, over time, greatly increased the private sector job opportunities available to Alaskans. The importance of this infusion of capital to industries in Alaska-industries that range from oil and gas exploration to timber harvesting-has been magnified by the nature of land ownership and federal government involvement in the State. Without the increased capital and private land ownership brought about by ANCSA, it is doubtful that Alaska could have maintained sustained economic growth, even with the effects of Prudhoe Bay oil production. Native corporations have responded well to the challenge of building strong financial entities; and in this strength, of creating permanent job opportunities for all Alaskans.

One of the most important components of this challenge centers around job training and education. Private sector interests such as the Native corporations and associated groups have had to look ahead and foresee their own needs and those of the community so that appropriate resources could be devoted

to preparing the people for the jobs that would be emerging. AIR/PIC has met this challenge admirably. Over the last few years this group has spent well over a million dollars to train and prepare the future leadership of the Alaska Native corporations. These are the people that must continue to direct the ANCSA corporations and provide the permanent employment opportunities that Alaska must have. I applaud AIR/PIC, it has certainly demonstrated the necessity of its existence.

The challenge that lies ahead is not so much one of new goals as it is consistency. The progress that all of you have made toward shaping a stable and progressive economy can be wiped out in a short period of time if we are not watchful. We must continue to broaden the base of our State's commercial structure so that we will not always be reliant on oil and other resource extraction industries. We have come a long way, but there is a ways yet to go. Alaska has the potential to support almost any field of commercial endeavor imaginable. With the resources of Alaska, natural, human and financial, we can channel these enterprises so that they fit our employment needs. All of us must work, as we have been working for so long, to give Alaska the permanent employment base that will allow our people the dignity, standard of living and way of life that they deserve.

Thank you very much. I regret that I will be unable to answer any questions you might have personally, but if you will contact me I will be glad to be of assistance. Thank you again.

Certificates of Appreciation

"For outstanding service to the Native peoples of Alaska in advancing the goals, hopes and achievements of said people and for assisting in the improvement of their social, political and economic lifestyles."

Central Council, Tlingit & Haida Indian Tribes of Alaska	Alaska Federation of Natives
Grand Camp, Alaska Native Brotherhood	Grand Camp, Alaska Native Sisterhood
U. S. Senator Ted Stevens	Alaska Native Foundation
Roger Lange	John Hope
Evelyn Myers	Raymond Paddock
Bruce Tiedeman	George Walters
Milan Radovic	Joseph Profita
Robert Dimit	Kendall Moll
Marie Morrison	Lydia Hayes
Phyllis Williams	William Sansaver
John Budlong	Rita Valeo
Eric Rudert	Pete Homer
Norm DeWeaver	Rueben Flores
Leo Barlow	Ned Locke
Rodger McCafferty	Samuel Dimientieff
Eloise King	Leonard Smith
Irwin Jacobs	John Nash
Karl Armstrong	Sylvia Carlsson



Doyon, Limited
1981 ANNUAL REPORT

FRONT COVER - Doyon, Limited shareholder Tommy Carroll, 56, tends his lookk'a okko naaghalbildla (salmon wheel) at a site three miles up the Yukon River from his home in Fort Yukon. The River and its dozens of tributaries are one of the major transportation corridors in the Doyon region, as well as being a yearly supplier of noolaagha (chum salmon) and ggaal (king salmon) for the villages in the region. Tommy Carroll, his wife, and 11 children rely on his salmon wheel to provide a major portion of their diet each year.

National Park Service photo by Robert Belous

Annual Meeting:

The DOYON, LIMITED annual shareholders meeting will be held at 10 a.m. Friday March 19, 1982 at the Travelers Inn, 813 Noble Street, Fairbanks, Alaska 99701.



Photo by Sabra McCracken

THE DOYON BUILDING

The Doyon Building was built in 1974 and the third floor of the steel, cement and wood building has housed Doyon, Limited's offices since that time. The 27,090 square foot building is located at 201 First Avenue in Fairbanks and is one of the interior city's most modern office structures. Designed by Fairbanks architect Robert B. Cotting, the building's second floor houses the Tanana Chiefs Conference, a non-profit social service organization serving the needs of Natives within the Doyon region. Doyon, Limited occupies the ground floor of the main building and the National Park Service's Gates of the Arctic office is a tenant in the building's west wing, at right.

Contents

	Page
Doyon, Limited Companies	1
President's Report to Shareholders	2
International Technology, Ltd.	4
Doyon Construction Co., Inc.	6
Arctic Resources, Inc.	8
Arctic Resources Drilling, Inc.	9
Doyon Drilling Inc.	10
Tanana Asbestos Corporation	12
Belle Herbert	13
Stockholder Records	14
Doyon Higher Education Scholarships	14
Tom Huntington, Scholarship Winner	15
Doyon's Land (map)	16
Accountant's Report	18
Consolidated Statements of Earnings	19
Consolidated Balance Sheets	20
Consolidated Statements of Changes in Financial Position	22
Consolidated Statements of Stockholders' Equity	24
Combined Statements of Funds Held in Trust	25
Notes to Consolidated Financial Statements	26
Five Year Financial Summary	31
Doyon, Limited Employees	32
Village Corporations in the Doyon Region	32
Board of Directors	Inside back cover

Doyon, Limited Companies

Arctic Resources, Inc.
 Arctic Resources Drilling, Inc.
 Doyon Construction Co., Inc.
 Doyon Drilling, Inc.
 Tanana Asbestos Corporation
 Western Energy Co. Inc.

All of the above companies are wholly-owned subsidiaries of Doyon, Limited.

International Technology, Ltd.
(51 percent owned by Doyon)
 Pioneer Inn Co.
(a partnership 90 percent owned by Doyon)
 Raven Pictures
(a limited partnership in which Doyon is the limited partner)
 Unicorp, Inc.
(Doyon owns 19.985 percent of this bank holding company)

President's Report to Shareholders



Tim M. Wallis - President, Doyon, Limited

Dear Shareholder,

In this tenth anniversary year of passage of the Alaska Native Claims Settlement Act (ANCSA), a look back at Doyon, Limited's beginnings and the present indicates Doyon has given first priority to making the Land Claims Act work. We have been in the forefront of negotiations, legislation, litigation and public policy-making forums to ensure that land title issues, cultural issues, social issues and subsistence issues were being addressed fairly. These are the reasons regional corporations were established. Although they have required prodigious effort and expense in the past ten years, Doyon has a strong foundation to build on for the future.

This year we continued to advance the company's position on key ANCSA issues, such as land conveyance procedures and natural resource revenue sharing among Native Regional Corporations. We recorded the largest gross revenue in Doyon's history and have taken major strides toward positioning the company in the energy and minerals industries.

ANCSA

Implementation of the Alaska Native Claims Settlement Act continues to require substantial effort and expense. Doyon and other regional corporations have been in litigation since 1975 concerning the resource revenue sharing requirement of Section 7(i) of the Act. Mutual effort by all the regions has resulted in a proposed comprehensive settlement which we hope will end this litigation.

Conveyance of clear title to Doyon land from the federal government is a constant goal of Doyon's legal and land departments. One of this year's major projects led to resolution of significant legal and technical problems with new Bureau of Land Management regulations regarding conveyance documents and survey plats. We received title to approximately 360,000 acres in 1981 and we look forward to accelerated conveyances in 1982.

REVENUE & EARNINGS

Doyon recorded revenues of \$20 million during fiscal year 1981, which is nearly double that of the preceding year.

On these gross revenues we earned net income after taxes of \$1,581,925 compared with \$445,089 last year. Our primary revenue sources were the interest bearing securities managed by Citicorp Investment Management, Inc. and our subsidiary companies' operations.

OIL & MINERAL DRILLING

Last year we announced the formation of Doyon Drilling Inc. to provide contract drilling services to companies that produce oil on Alaska's North Slope. This year, with our joint venture partner, Nugget Alaska Drilling Company, we won a three year contract with ARCO Alaska, Inc. to drill development wells in the Kuparuk Oil Field. Our joint venture company is presently constructing a \$21 million drilling rig which will be in the field by fall 1982.

Another new company, Arctic Resources Drilling, Inc. was formed in 1981 to pursue hard rock drilling contracts with companies exploring for minerals in Alaska. Five new rigs were put out on contract during the hundred day drilling season in 1981. The company plans to field three additional rigs in 1982. Both Doyon Drilling and Arctic Resources Drilling will provide training and job opportunities for shareholders. These enterprises were formed to fulfill Doyon's corporate goal to become a key influence in the development of resources within our region and in Alaska. In this way we can, to some extent, harmonize development activities with our cultural values.

EXPLORATION INVESTMENTS

In addition to providing support services to others in the petroleum and mineral industries, Doyon seeks long term investments in these industries. Last year we announced purchase of a small interest in nine oil lease tracts in the Beaufort Sea from SOHIO Petroleum Company. Exploratory drilling on one of the tracts in 1981 resulted in an oil discovery.

In 1977 Doyon formed Tanana Asbestos Corporation to explore and develop asbestos deposits on Doyon land. Tanana Asbestos is a one-third owner of Alaska Asbestos, a partnership which is responsible for the development of an asbestos project near Eagle, Alaska. The winter 1981-1982 season marks the first year in which work is progressing year-round. We are optimistic a commercially viable operation is feasible.

WESTERN ENERGY COMPANY

In November, 1981 Doyon contracted to have an oil refinery built at North Pole, Alaska near Fairbanks. Doyon has contracted with Litwin Engineers & Constructors to design and build a refinery with an initial operating capacity of approximately 30,000 barrels per day that can be expanded in the future. The refinery is scheduled to be on-line in December 1982. Litwin will operate the plant for three months and train employees of Doyon's operating subsidiary, Western Energy Company. Fifty permanent employees will be needed to operate the refinery. It will make gasoline, jet fuel, diesel fuel and heating oil.

Through these investments in Alaska's petroleum and mineral industries, Doyon, Limited has embarked on a course that will enable us to choose our destiny, rather than be controlled by future events. The challenge of those investments will require our best effort. I look forward to reporting to you about our continued success in the future.



Tim M. Wallis,
President



Maureen Monroe - Lands



Kay Herman - Lands



Edna Telford - Accounting



Carole Newcomer - Lands



Neil Scannell - Doyon Drilling



Johanna Harper - Accounting

International Technology, Ltd.

International Technology, Ltd. is a surveying and civil engineering firm which specializes in using the most technologically advanced surveying and positioning equipment available today.

The company is 51 percent owned by Doyon, Limited. Hewitt

V. Lounsbury & Associates, one of Alaska's oldest surveying firms, owns the remaining 49 percent of the company.

The company grew at a rapid rate in 1981, nearly doubling 1980's income when revenues more than tripled over the previous year. Gross income in 1981 exceeded \$11 million.

ITECH has committed \$1.65 million to the purchase of two Litton Auto-Surveyor DASH II Systems which are scheduled for delivery in January and September, 1982. These inertial surveying systems, suitable for use in helicopters or land vehicles, will complement a Ferranti Inertial Land Surveyor System purchased the year before. These sophisticated pieces of equipment operate on the same principle as the inertial navigation systems found in fighter aircraft and large commercial airliners which allow the pilot to fly thousands of miles on auto-pilot until a pre-selected landing field is in sight.



Photo by Mark Zaller

ITECH crews maintain this Mini-Ranger antenna atop Slate Peak near Yakutat to help position boats in the Gulf of Alaska.



Party chief Dave Zimmerman locates a photo panel near Talkeetna.

Photo by Mark Zaller

ITECH also spent \$400,000 in 1981 for a pair of Cubic ARGO DM-54 long-range radio navigation systems capable of operating over the horizon. These navigation and positioning systems have a maximum range of 300 to 400 nautical miles during the day and 150 to 200 nautical miles at night. The ARGO (Automatic Ranging Grid Overlay) systems were purchased primarily to help position ocean going drill rigs and other equipment off Alaska's western coast for the upcoming federal Outer Continental Shelf oil and gas lease sales in the St. George and Navarin Basins. One of the units has already been used to help position vessels on leases held by ARCO Oil and Gas Co. in the Gulf of Alaska. The second ARGO DM-54 radio navigation system has been leased to a Houston-based engineering and construction firm, Brown and Root, Inc.

During early 1982 ITECH will also be taking delivery of an Oceano Acoustical System and several Del Norte UHF positioning systems, the most advanced equipment now available in these technological areas. These new systems will enhance ITECH's offshore positioning capabilities.

ITECH's largest project in 1981 was surveying the route of the proposed Northwest Alaskan Pipeline Co. 48-inch natural gas pipeline from Prudhoe Bay to the Canadian border

near Northway. ITECH has been named the prime contractor for the pre-design survey of the 792-mile route which crosses Doyon lands. Thirty percent of the more than 100 people who were employed on this job were Doyon shareholders.

ITECH also performed the survey work on the proposed natural gas conditioning plant at Prudhoe Bay for the Ralph M. Parsons Co. which is under contract to Northwest Alaskan Pipeline Co. to design the facility.

Other major jobs in Alaska during the last year included:

—surveying all ground control for mapping of the Alaska Power Authority's proposed electric transmission line intertie between Anchorage and Fairbanks.

—mapping a section of the Alaska coastline on the North Slope from Lonely to the Canadian border. More than 300 miles of coastline were surveyed to determine the precise boundary between state and federal leases for upcoming oil and gas lease sales near the Beaufort Sea. To determine mean lower low water and mean high water along the Arctic Ocean beaches a combination of inertial and satellite surveying, as well as photogrammetry was used. The job included the installation and maintenance of tide gauges at Lonely, Prudhoe Bay, Kaktovik and Demarcation Bay on the Canadian border.

—work for the state of Alaska which included three contracts to assist in the land disposal program in the Clear-Anderson area south of Fairbanks where an agricultural project and two remote parcel projects were surveyed.

—completion of work begun last year for the federal government's Bureau of Land Management near Kaltag on the Yukon River.

—surveying work for Anaconda Copper Co. throughout the state of Alaska.

—surveying work for a number of oil companies throughout the state including Shell, Phillips, ARCO and Exxon.

In the Lower 48 ITECH's largest job was the continuation of work it had begun last year for the Northern Border Pipeline Co. on the eastern leg of the gas pipeline which is to move Prudhoe Bay natural gas to market. More than 300 miles of the pipeline have been surveyed for construction in Montana and North Dakota. To oversee this major project ITECH opened an office near Denver, Colo., in February, 1981.

ITECH's Houston office, which is responsible for most overseas work, also expanded significantly, handling in excess of \$2 million in contracts in 1981. The company's largest overseas source of work was in Brazil where offshore positioning using Motorola Mini-Ranger Systems, as well as acoustical and satellite positioning systems, made up the bulk of the work. In Colombia and Venezuela satellite positioning services were performed. In the South Pacific nation of Fiji, ITECH used two of its Motorola Mini-Ranger line of sight systems and two crews to position boats offshore for Fairfield Industries, a seismic data gathering firm. Fairfield also contracted with ITECH to provide similar services in Angola. In Kenya the company is serving as a consultant to Citco, the overseas division of Cities Service Oil Co., for rig positioning.

During 1981 ITECH joined with three other companies to form Like Exploration Group, a joint venture formed to gather information about the earth's gravity in specific

locations which is valuable to minerals companies. The Like Exploration Group is comprised of Lyle Exploration of Tulsa, Okla., which specializes in selling gravity information throughout the world; ITECH, which has the inertial surveying and related equipment to collect gravity data and handles field operations for the joint venture; Koenen & Associates of Portland, Oregon, geophysicists, and Evergreen Helicopters of McMinnville, Oregon. The joint venture was formed last summer to perform work under contract in Washington, Oregon and other western states.

Since its formation in 1978, ITECH has been the principal contact and contract administrator for a joint venture known as Alaska Photogrammetric Consultants Group which conducts large scale mapping over remote terrain. Its two joint venture partners are North Pacific Aerial Surveys Inc. and Air Photo Tech Inc. both of Anchorage. The company has already mapped the entire proposed natural gas pipeline route from Prudhoe Bay to the Canadian border. Under contract to Fluor Northwest Inc. it has also mapped all of the proposed construction camp sites along the pipeline route, as well as all stream crossings. Alaska Photogrammetric Consultants Group has also completed some 30 mapping projects for the State of Alaska as part of its land disposal system.

Plans for the future of ITECH include expanded overseas operations and more aggressive marketing using such methods as seminars, exhibitions and conventions.

INTERNATIONAL TECHNOLOGY, LTD.

Board of Directors

John C. Sackett, Chairman
C. A. Herschbach
Loren Lounsbury
Donald Peter
Tim Wallis

Corporate Officers

C. A. Herschbach,
President
Loren Lounsbury,
Executive Vice President
Fellon Brandt, Treasurer
Helen Andon, Secretary
Yancee Burns,
Assistant Secretary

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Amazon river boat carried crews to satellite antennas.

Photo by Mark Zaller

Doyon Construction Co., Inc.

Doyon Construction Co., Inc. completed \$23 million worth of construction work during the fiscal year ended October 31, 1981, a \$10 million increase over the previous year.

In January 1982 Jerry M. Hainline was named president of the company, succeeding

George A. Williams who had served in that position since early 1978. Hainline came to Doyon Construction from Mullen Construction Co. of Kent, Wash. where he was vice president-construction. He began working for Mullen in 1964 as a project administrator and moved up through the company, serving as resources manager and marketing manager before being named vice president.

Formed in May, 1977 Doyon Construction has operated primarily through three joint ventures, although it currently operates by itself the 380 bed Crazy Horse Hotel at Prudhoe Bay. Ownership of the hotel assures the company accommodations for its workers when it is bidding on oil field work on the North Slope.

The three 51 percent owned joint ventures through which Doyon Construction has performed construction work and for which it has provided all construction management services are:

—Doyon/GHEMM J.V. formed in August, 1978 with a long-time Fairbanks contracting firm to bid on public works projects such as highways, bridges, harbors and buildings

—Doyon/Reading & Bates J.V. formed in 1980 between the Doyon/GHEMM J.V. and Reading & Bates, a Houston, Texas pipeline contractor, to increase Doyon Construction's involvement in oil field and pipeline work

—Doyon/Norcon J.V. formed with an Anchorage contractor to perform work at Prudhoe Bay. This joint venture was dissolved Dec. 31, 1981.

Construction work completed in 1981 by the Doyon/GHEMM joint venture included a \$4.6 million contract to rebuild Mile 43 to Mile 54



Photo by Flip Todd

A BRIDGE TO THE FUTURE - Selawik residents can now walk or ride to their airport thanks to this bridge constructed by Doyon Construction.

on the Steese Highway northeast of Fairbanks. The joint venture also completed a 2.5 million cubic yard earthen dam settling pond in April, 1981 for a gold mining operation at Livengood.

Doyon/GHEMM J.V. also was involved in construction projects at three locations near Nome. Dredging was carried out in the Nome harbor for the U.S. Army Corps of Engineers in the first year of a three year contract. Other work carried out near the Seward Peninsula community included paving a little over a mile of the Nome Beltz Road during the summer of 1981 for a contracted price of \$1.8 million and beginning a \$2.3 million project to widen the Nome Teller Road and placing crushed rock on top of a subbase along a 28 mile section of the road.

To the north of the Seward Peninsula the joint venture erected two bridges that for the first time gave the Eskimo village of Selawik access by foot to its airport during the summer months.

Other projects carried out in rural communities included two street jobs in the Yukon River community of Ruby. The first job involved putting 4,200 cubic yards of gravel on city streets and installing culverts for the State of Alaska. The second was installing culverts and using 14,600

cubic yards of paving material for the Dineega Corp., the Ruby village corporation.

Two other jobs were also carried out in another Doyon region village for the State of Alaska. In Fort Yukon the joint venture has nearly completed a \$1.7 million contract with the Division of Aviation for a crushed rock apron extension to the Yukon River community's airport runway. In addition the firm built a barge landing of pre-cast concrete slabs and a 16 by 48 foot wooden building for \$305,000.

Work has also begun in the Bering Sea community of Unalakleet for the State of Alaska on a \$520,000 project of putting gravel on the community's streets.

In Anchorage the joint venture carried out a \$1.2 million project to build a pair of bicycle and footpath bridges along the Glenn Highway.

Doyon/Reading & Bates J.V. has had four contracts in its first year of operation, all of them with Fluor Northwest Corp., the management contractor for construction of the proposed natural gas pipeline from Prudhoe Bay to the Canadian border. The first two contracts were for burying a pair of experimental 80-foot long sections of 48-inch pipeline to simulate a section of the proposed Northwest Alaskan Pipeline

Co. natural gas line. The test sites for the \$3.5 million project which was completed in the spring of 1981 are located near Mile 46 of the Elliott Highway. The joint venture has also taken on two drilling programs for Fluor Northwest which involve drilling more than 230 core samples along the route of the proposed natural gas pipeline.

At the end of 1981 two major contracts had been entered into by Doyon/GHEMM for construction work in 1982. The joint venture is to construct 10 glue laminated wooden bridges and one concrete bridge over creeks along the Dalton Highway between Livengood and Prudhoe Bay. The \$3.8 million contract also provides for the removal of existing culverts north of the Yukon River between Marion Creek and northward to within 100 miles of Prudhoe Bay. The joint venture contracted with the State of Alaska to realign and upgrade an 11.6 mile section of the Steese Highway between Mileposts 55 and 66. Mobilization of equipment for this \$4.8 million job is complete and work is scheduled to begin after the spring thaw.



Photo by Flip Todd

Doyon Construction owns and operates the 380-bed Crazy Horse Hotel at Prudhoe Bay which it uses to house its own crews as well as renting space to other contractors performing work on the North Slope.



Photo by Flip Todd

IMPROVING THE NOME TELLER ROAD - Doyon Construction was awarded a \$2.3 million contract by the State of Alaska to widen and place crushed rock on a 28 mile section of the Nome Teller Road.

DOYON CONSTRUCTION CO., INC.

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Arctic Resources, Inc.

Arctic Resources, Inc. conducted a minerals exploration program for Doyon, Limited during the 1981 field season.

The purpose of this program was to further assess the mineral potential of certain Doyon lands. Field work was done on several promising prospects containing tin, gold, copper, tungsten, molybdenum and other minerals.

The field crew, consisting of four geologists, a field assistant, cook, helicopter pilot and mechanic, conducted exploration activities from two base camps; one camp was used to support exploration north of Fairbanks off the Dalton Highway and the other was located west of Chicken.

In addition to conducting expediting activities for its own exploration camps, Arctic Resources also provided services on a contractual basis for another Native corporation and for exploration firms working on Doyon lands.



Photo by Patti Young

Geologists in the Chandalar Mineral Belt's Luna Prospect encountered a massive sulfide deposit.

ARCTIC RESOURCES, INC.

Board of Directors

Clayton Halverson, Chairman
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Elizabeth S. Ingraham

Officers

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Photo by Danny Rosenkrans

Panning the Kanuti-Kilolitna River near Lake Sihylemenkat.



Photo by Cole Carter

Arctic Resources exploration teams conducted their reconnaissance activities as far north as the Brooks Range. Here a team searching for copper and zinc using a Hughes 500 helicopter ran into snowfall in July.

Arctic Resources Drilling, Inc.

Doyon's newest operating subsidiary, Arctic Resources Drilling, Inc., was formed on January 1, 1981 and has completed its first summer of diamond core drilling.

The company operates five Longyear Model 38 diamond core drill rigs capable of drilling cores from one to twelve inches in diameter. During the summer of 1981 the rigs were operating largely on state and federal lands within the boundaries of Doyon's land selection area. The drills operated at four locations with two of the rigs under contract to Anaconda Copper Co. and three of them under contract to Houston International Minerals Co. (formerly Houston Oil and Minerals Co.).

Arctic Resources Drilling was formed to help minerals exploration firms determine the existence of ore bodies in the ground by drilling into them and after discovering them to determine their size. The cylindrical core samples also enable geologists to determine the quality of the ore body. The company's rigs are capable of drilling to a depth of 3,000 feet.



Photo by Don Olsen

All drill rigs can be moved by helicopter.

In its first year of operation the company drilled approximately 27,000 feet of core samples — 20,000 feet of it 2½" diameter, 3,500 feet of it 3½" diameter and 3,500 feet of it 1½" in diameter. The 1981 drilling season lasted from June 1 through October 10.

Each of the drilling rigs and its related support equipment is movable in no more than ten 1,000-pound loads by a Hughes 500 D helicopter. The rigs were modified and special masts were manufactured at Arctic Resources Drilling's shop in Anchorage to facilitate their rapid transportation slung below a single engine helicopter, or carried in a DeHavilland Otter airplane. All drills, pumps and support equipment are interchangeable to reduce the chances of mismatched parts, as well as reducing the spare parts inventory required to support field operations. Each of the rigs is operated for about 100 days each summer. Pairs of two-man crews operate on twelve-hour shifts seven days a week to keep the rig in use constantly.

Operations went so well in the company's first year that a 60 percent expansion is planned with the acquisition of three more Longyear drill rigs. In March the company plans to begin construction of its first aluminum drill tower with an attached rod rack. Several modifications will be made to the rigs based on experience gained during the first year of operation. The company's inventory of support equipment includes more than five miles of high pressure water hose and ten diesel pumps capable of lifting water 1,800 feet over a distance of one mile. The pumps can provide the drills with 35 gallons of water per minute.

Since there are very few core drillers experienced in Arctic conditions where permafrost is a complicating factor, Arctic Resources Drilling is developing its own training program for drillers. The program will include instruction in welding, diesel mechanics, history and techniques of drilling, as well as an extensive course on diamond core drilling procedures.



Photo by Don Olsen

Rigging up a drill rig to take hard rock core samples.

Arctic Resources Drilling's goal for 1982 is to drill in excess of 56,000 feet of core samples, or "rocks in the box." The company will have 16 two-man crews (a driller and a roustabout or assistant driller) in the field and create some 35 seasonal jobs, in addition to the seven full-time personnel now employed by the company.

ARCTIC RESOURCES DRILLING, INC.

Board of Directors

Orie Williams, Chairman
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Margaret Cammack, Secretary
Rosemarie Maher, Treasurer
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Doyon Drilling Inc.

Doyon Drilling Inc. owns 51 percent of a joint venture formed with Nugget Alaska Drilling, Inc. which was awarded a three year oil drilling contract by ARCO Alaska in January, 1982.

Doyon Drilling Inc. J.V., as the joint venture is known, won the contract for drilling development wells in ARCO's Kuparuk Oil Field through a competitive bid process. The contract gives the oil company an option to renew the agreement for an additional three years.

Doyon Drilling Inc. was formed in early 1980 and signed a joint venture agreement with Nugget Alaska Drilling a year later for the purpose of bidding on long term oil drilling contracts on Alaska's North Slope. Nugget Alaska is a wholly owned subsidiary of Nugget Drilling, Ltd. of Edmonton, Alberta.

Key management personnel of the joint venture include Joris Brinkerhoff, general manager, and Nick Semeniuk, formerly of Nabors Alaska Drilling, operations manager with day to day responsibility for drilling activities. Timothy C. (Neil) Scannell, a Doyon shareholder and president of Doyon Drilling Inc., is assistant operations manager of the joint venture. Programs to help train Doyon, Limited shareholders for jobs on the drill rig will begin in 1982. The drill rig will provide employment for approximately 48 workers, each working 12 hours a day for 14 days straight and then taking two weeks off. The rig will operate 24 hours a day, 365 days a year.

Initial fabrication of the all electric drill rig began in January, 1982 in Edmonton, Alberta where it is scheduled to be completely rigged by June for testing. After the rig is completed, it will be disassembled and moved in approximately 150 rail car loads to Hay River in Canada's Northwest Territories. The entire 2,150 ton rig, except its mast, will be reassembled on the shores of Great Slave Lake and driven on to barges

for the trip down the Mackenzie River to the Beaufort Sea. A unique feature of the drilling rig is that it is entirely mounted on retractable rubber tires and can be moved in sections or in its entirety as a self propelled vehicle. It is also unusual because it will be able to drill wells with 60 foot spacing which is half the distance other rigs now use on the North Slope.

Rated to drill to a depth of 15,000 feet, the rig will stand 142 feet tall. It is estimated to cost \$21 million to build in Edmonton and will be moved to the Kuparuk Field at a cost of approximately \$2.5 million.

Scheduled to arrive by barge at Prudhoe Bay in August, the rig is slated to be in place in the Kuparuk Field 40 miles west of Prudhoe Bay by September 10, 1982 when it is to begin drilling development wells.

Among the features that make the specially engineered rig suitable for the cold and windy Arctic environment is a highly fuel efficient system of reclaiming the waste heat from its four 398 Caterpillar diesel engines. The heat from the engines will be used to heat the rig floor, as well as the adjacent support complex.

A 60 bed, two-story camp with dining and recreation rooms on the first floor and bedrooms on the second floor is included as part of the

contract. The camp will have its own life support systems that will generate electricity and include a water storage and purification system, as well as an incinerator and sewage treatment plant.

The joint venture plans to pursue additional contracts on a case by case basis in 1982.

DOYON DRILLING INC.

Board of Directors

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Melvin Charlie,
Secretary-Treasurer
Morris Thompson
Steve Ginnis
William C. Williams
Louis Sommer
Reginald Denny, Sr.

Officers

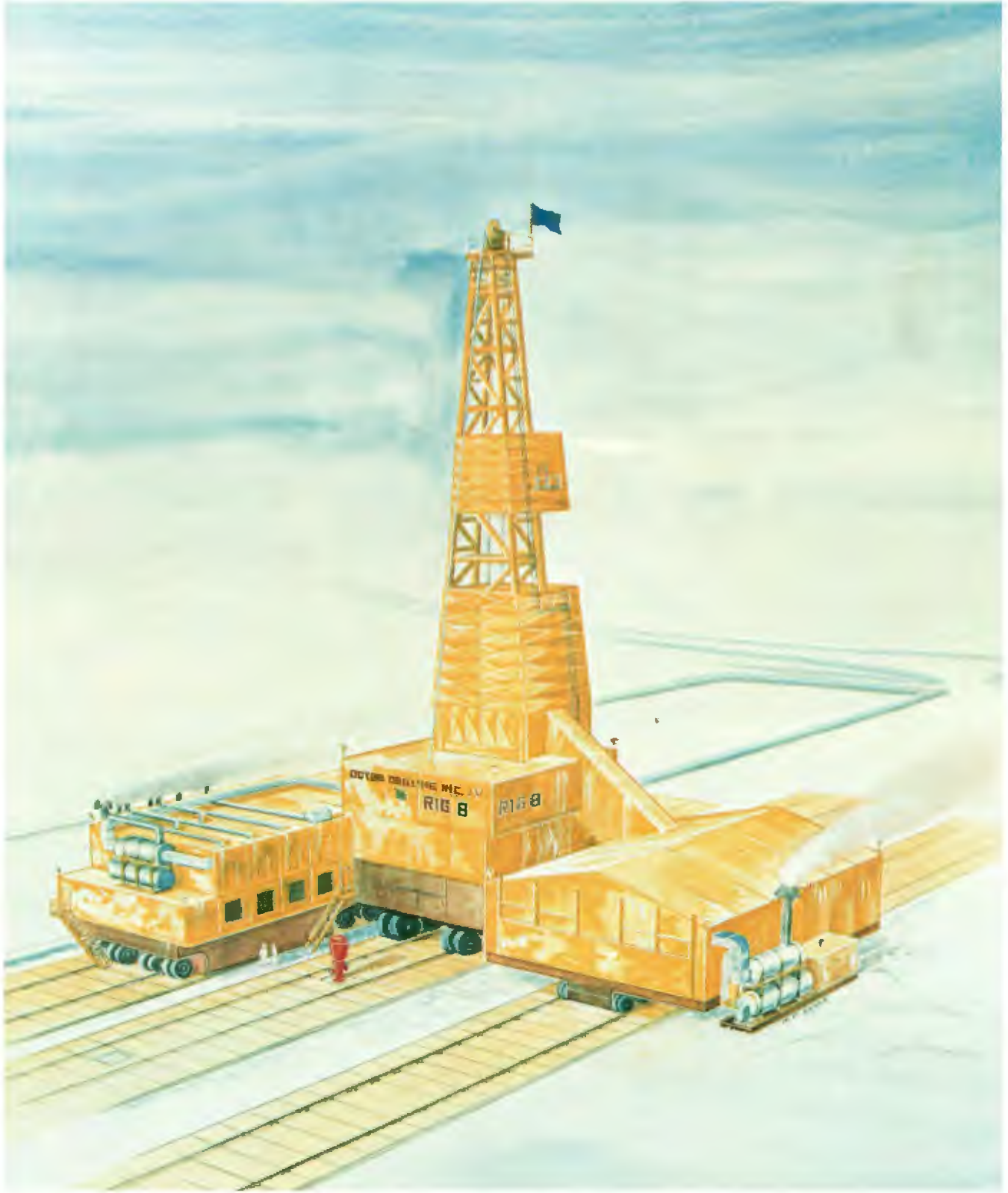
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Morris Thompson, Vice President

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Photo by Sabra McCracken
Doyon Drilling Inc. J.V. board, from left: Joris Brinkerhoff, Sam Demientieff, Steve Ginnis, Melvin Charlie, Spud Williams and at right, Reginald Denny. Neil Scannell, second from right, is president of Doyon Drilling Inc.



A joint venture 51 per cent owned by Doyon called Doyon Drilling Inc. J.V. is building a specially insulated and heated drill rig in Edmonton, Alberta that is scheduled to begin drilling in September, 1982. The rubber tire mounted rig, capable of drilling wells half the distance apart of other rigs, is under contract to ARCO Alaska for three years and is to drill development wells in the Kuparuk Field on the North Slope.

Tanana Asbestos Corporation

Confidence in Doyon's asbestos prospect located 45 miles southwest of Eagle increased enough during 1981 that for the first time a year-round exploration operation has been established.

Tanana Asbestos, a wholly owned Doyon subsidiary, is a one third owner of Alaska Asbestos, which is developing the prospect near the Canadian border. The other one third owners of Alaska Asbestos are GCO Minerals, a Houston-based subsidiary of International Paper, and Servicios Industriales Penoles, S.A. de C.V. of Mexico City, one of the world's largest silver producers. The Mexican company joined the partnership in 1981 and GCO Minerals had been a partner in the venture since its inception in 1977.

WGM Inc. of Anchorage, consulting geologists and mining engineers, has been the project operator at Alaska Asbestos responsible for delineating and conducting ongoing appraisal of the ore body since 1977.

Activities at the asbestos prospect in 1981 were highlighted by the construction of a permanent camp of wood frame buildings to replace tents that had previously housed drilling and geologic exploration crews. Eight new buildings rose during the summer months which will allow exploration activities to continue throughout the winter for the first time. The buildings include a 60 by 42 foot two-story mess hall, bunkhouse and recreation structure, as well as smaller buildings for core logging and storage, an office,



Photo by Joel Stratman

12-inch core shows serpentine asbestos.



Construction has been completed on a new camp for Alaska Asbestos.

Photo by Bob Rogers

showers and a power plant building containing a 100 kilowatt and a 50 kilowatt generator. A steel building used for equipment maintenance is located adjacent to the power plant building and is heated with the waste heat from the power generators. All of the other buildings are heated electrically.

In 1981 activity at the asbestos prospect began in March when a D-7 Caterpillar tractor pulling three sled loads of equipment left Chicken for the 108-mile journey up the frozen Forty Mile River to the camp. One of the sleds was loaded with a forklift which was used for lifting the 12 inch core samples that were drilled for the first time this year as part of an ongoing project to determine the size and quality of the ore body.

In addition to 380 feet of 12 inch core samples that were drilled this summer, the three drill rigs being used at the site drilled 10,400 feet of 2½" diameter core samples this year. Increased use of 12 inch cores is planned for 1982.

The camp opened in May when 10 tons of surface samples were placed in 55 gallon drums and flown to Chicken, trucked to Fairbanks and then flown on to Toronto, Ontario where they underwent analyses by the Ontario Research Foundation. Laboratory tests are used to determine the amount of asbestos by weight in the serpentine rock formation that encases it, as well as the length and strength characteristics of the asbestos fiber.

Preliminary results indicate one likely market for the asbestos is as a reinforcing agent in cement used to manufacture underground sewer and freshwater pipe.

During the 1981-1982 winter season a pair of tractors are stripping dirt overburden from the asbestos-laden bed rock so that another 200 tons or more of bulk samples can be flown out by April for testing. The Ontario Research Foundation is building a mill to process the ore more efficiently and plans to have test results available in about six months.

TANANA ASBESTOS CORPORATION

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Walter R. Carlo,
Secretary-Treasurer
Robert L. Brean
Nancy James
Marco Pignalberi

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Belle Herbert

During 1981 the Doyon, Limited Board of Directors honored its oldest stock-

holder, Mrs. Belle Herbert, a 127-year-old resident of Chalkyitsik, Alaska. The October 23, 1981 board resolution stated:

“IT IS NOW RESOLVED by the Board of Directors of Doyon, Limited that Mrs. Belle Herbert is deserving of and hereby is accorded special recognition by Doyon, Limited for her accomplishments and achievements.”

The day before the resolution was passed Alaska Governor Jay Hammond declared October 22, 1981 “BELLE HERBERT DAY,” in an executive proclamation which read:

“She is the state’s oldest living citizen, and one of the most elderly citizens in the United States, if not the nation’s oldest citizen.

“Given Mrs. Herbert’s knowledge of Alaska, the history she has seen, and the accomplishments she has achieved in over 12 decades, it is fully appropriate that Alaska give her special recognition.

“NOW, THEREFORE, I, Jay S. Hammond, Governor of the State of Alaska, do hereby proclaim the Day of October 22, 1981, as:

BELLE HERBERT DAY

in Alaska, urge all Alaskans to honor Mrs. Herbert, a wise and knowledgeable individual, and give her due respect for all she has given to her fellow citizens and friends over the years. All Alaskans are enriched by her presence among us.”



Photo by Eric Muchling

On July 1, 1980 Gov. Jay Hammond chartered a plane in Fairbanks to fly to Chalkyitsik to honor Belle Herbert on her birthday and presented her with a scroll declaring her “Alaska’s and America’s most distinguished citizen.” Born July 4, 1854, she was already 13 years old when Alaska was sold by Russia to the United States in 1867. She speaks only the Gwich’in Athabaskan dialect and told Gov. Hammond through an interpreter, “I don’t know what makes me live so long, only that God makes me love so long.”

Belle Herbert is an athletic woman, her neighbors say, and goes for walks daily. She lives in a 10 by 12 foot log cabin chinked with moss and willow. The single room in the cabin is heated by a wood stove and her bed is covered with a wolf skin to keep her warm through Chalkyitsik’s winter nights that can drop to 65 degrees below zero. The cabin has no electricity or running water, although she sews through the winter by the light of a kerosene lamp.

She has lived her entire life in or near Chalkyitsik, a village of log cabins located on the south bank of the Black River. Currently occupied by less than 100 people, Chalkyitsik is 45 miles northeast of Fort Yukon and 220 miles northeast of Fairbanks. Located four miles north of Ohtig Lake in the Yukon River flats, Chalkyitsik is a Tranjik-kutchin Indian name believed to mean “to fish with a hook, at the mouth of a creek,” although the community was known as Fishhook, Fishhook Town or Fishhook Village among non-Athabascans.

In spite of her age, Belle Herbert’s memory is still strong. When Irene Roberts, a Doyon, Limited stockholder records specialist, visited her in Chalkyitsik, she recalled that Irene’s father was Sandy Roberts and had been a resident of Fort Yukon. She also recalled David Wallis, grandfather of Doyon president Tim Wallis and the man who translated the Fort Yukon Episcopal church service into Athabaskan each Sunday.

Stockholder Records

The year 1981 has been another enjoyable and progressive year.

We continually have made contact with many shareholders through correspondence and personal visits to our offices. As time goes by it appears that everyone becomes more interested in our corporation and we are developing closer ties. This has been something we have all worked towards and we hope it continues.

Trips were made to several villages for special celebrations or to conduct affairs which are difficult to accomplish by mail. Our biggest chore, at present, is transferring the shares of the deceased. All of the cooperation we receive from the heirs is deeply appreciated.

We are now completely converted to a new computerized records system which makes our work more pleasant and records accurate. Should you visit us, ask to see it in operation.

Unfortunately, we have lost many shareholders through death. Because of the burden inflicted upon the family due to the death of a relative, steps were initiated to assist the family with a financial donation. We expect that we will be notified when this is required.

On to a lighter subject, we hope to see many of you at our Annual Meeting in March. Seeing the many familiar faces is something the entire staff looks forward to.



Kathryn Harwood, Director/Stockholder Records

Doyon Higher Education

\$64,400 in scholarship monies were awarded for the 1981 fall semester to many Doyon shareholders under the Doyon Scholarship Program.

Scholarships were awarded in four categories: academic achievement, professional and graduate, special fields and financial need. Among the factors considered in granting scholarships were letters stating goals, high school or college transcripts and financial need.

Scholarship selections were made by the Doyon Education Selection Committee which met in August and September of 1981 and January of 1982. Members of the committee are: Mary Looe Baker, Director of Postsecondary Education for the Tanana Chiefs Conference — chairman; Johanna Harper, Doyon accounting staff — secretary; Walter R. Carlo, Doyon Board member and a member of the Scholarship Committee for the Yukon-Koyukuk School District; Don Lee, Fairbanks Subregional Director for the Tanana Chiefs Conference; and William "Spud" Williams, Tanana Chiefs Conference President.

Funds amounting to \$7,000 were awarded for the Academic Achievement Scholarships, which are presented to graduating high school seniors with a high academic standing.

Shareholders receiving Academic Achievement Scholarships were:

Doreatea Amouak, College of Idaho — respiratory therapy
Emma Jean Glazier, University of Alaska at Fairbanks — business

Alana Klink, University of California at Irvine — undeclared

Myrna Peter, Hawaii-Loa College — social science

The following stockholders shared a total of \$16,500 for academic year 1981-1982 for Professional and Graduate Scholarships:

Michael Irwin, University of Alaska at Juneau, Masters in Public Administration

Janine Fate, University of Michigan, Law Degree

Taren Klingler, University of Hawaii, Law Degree

To encourage students in selecting careers in the areas where there are a shortage of Alaskan Natives, \$12,000 in Special Fields Scholarships were awarded to the following shareholders studying for undergraduate degrees:

Kathleen Carlo, University of Alaska at Fairbanks — art
Norvin DeWilde, San Jose State University — engineering

Jennifer Fate, Princeton University — business administration

David Hertlein, Louisiana Technological Institute — geology

Tom Huntington, Tanana Valley Community College — petroleum technology

Tina Long, University of Washington — business

Betty Huntington, University of Alaska at Fairbanks — accounting

Fifty shareholders received a total of \$28,900 in Financial Need Scholarships. The amounts varied depending not only on the shareholder's needs, but also on demonstrated ability in scholastic achievement.

Students who would like to apply for scholarships for the 1982-83 school year should contact Mary Looe Baker, Director of Postsecondary Education, Tanana Chiefs Conference, 201 First Avenue, Doyon Building, Fairbanks, Alaska 99701.

Scholarship Winner

TOM HUNTINGTON

Tom Huntington, 26, was one of seven Doyon shareholders selected this fall for a Special Fields Scholarship which helps pay the costs of students studying in areas where there is a shortage of Alaska Natives. Tom will graduate from Tanana Community College in May 1982 with an associate degree in applied science (petroleum technology) after two and a half years of study. He expects to graduate from the University of Alaska at Fairbanks by early 1984 with a bachelor's degree in either geology or natural resource management.

Tom is the third of seven boys in his family. Roger and Carl are older and brothers Gilbert, Henry, Charlie and Andrew are younger. His parents, Sidney and Angela Huntington of Galena, also have five daughters, Elma, Ruth, Annie, Agnes and Betty. Although he has made his home in Galena for most of his life, Tom was born at a temporary camp on the Koyukuk River between Hughes and Huslia one mile below the mouth of the Hogatza River on September 6, 1955. In 1973 he graduated from the Bureau of Indian Affairs' Mt. Edgecumbe High School in Sitka with 87 other pupils. He held a number of jobs including working as a carpenter on the trans-Alaska pipeline before entering Tanana Community College.

For the last three summers Tom has worked as plant manager of Huntington Fisheries in Galena, a fish processing and brokerage firm owned by his brother Carl and his father Sidney, who also serves on the Alaska Board of Game. The family company guts and cleans salmon caught on the Yukon River and air freights most of them to Seattle. His mother, Angela, is both a commercial and subsistence fisherman and spends her summers in the family fish camp.

Prior to being made plant manager of Huntington Fisheries, Tom had worked on Bureau of Land Management emergency fire fighting crews,

as well as for the City of Galena's water treatment plant. He has also worked for the Public Health Service in Galena installing water sewer systems.

Most of the courses the Galena scholar took at Tanana Valley Community College were related to the petroleum industry, but the program included courses dealing with alternative energy sources such as solar, hydroelectric and coal power. Petroleum related courses dealt with drilling, refining, pipeline transportation and instrumentation used in the petroleum industry. The remainder of his studies will focus heavily on general science courses to qualify him to receive a degree in geology or natural resource management.

Tom, a three-quarters Athabascan, is a stockholder in Gana-a' Yoo, Limited, the corporation representing the merged villages of Galena, Kaltag, Koyukuk and Nulato.

"I want to get a job related to my field of study when I graduate," he said, "whether it be a pipeline or working directly for a Native corporation."

"Alaska Natives have to be a part of the modern world and education is one of the only ways to keep up with what we've gotten ourselves into with the Alaska Native Claims Settlement Act," he said.

"If I wasn't getting this degree, I'd go trapping and fishing," he said.



Photo by Sabra McCracken

Petroleum study includes lab work.



Photo by Sabra McCracken

Special Fields Scholarship winner Tom Huntington of Galena plans to enter the petroleum industry.

Go Nin' Eesee Dinaa Nina'

Athabascan for
 "THIS LAND IS OUR LAND"

In fiscal year 1981 Doyon, Limited received title to 357,942.87 acres bringing our total land holdings to 2,327,300.25 acres, which is approximately 20 percent of our 12.5 million acre entitlement. With more and more land conveyed to Doyon, the Land Department has begun intensive, on-the-ground field studies to begin identifying values available to Doyon on our land. Some land is particularly valuable for hard rock minerals, whereas other land has marketable timber on it. Certain areas are known to be potentially valuable for oil and gas; others are much more useful left in their natural state to allow hunting, fishing, trapping and other subsistence or recreational uses. Determining what values are inherent to our land helps us to prepare management plans that will utilize those values to the best advantage of Doyon and its shareholders.

During the 1981 field season four distinct areas underwent close scrutiny by our field teams. These areas are shown on the map with the values listed that were found, along with those previously known. These four areas are:

- Bob Johnson/Twin Lakes, located in the Brooks Range
- Ray River Hot Springs, located North of the Yukon River and west of the Haul Road
- Kantishna River area, located due west of Nenana
- Sithylemenkat Lake, located north of the Yukon River and slightly east of Allakaket

In future field seasons we will be investigating other land holdings in the Doyon region in an ongoing attempt to learn as much about our land as possible.



KANTISHNA

- Timber
- Agriculture
- Recreation
- Hunting, Fishing, Trapping
- Real Estate Development
- Recreational Cabins





- BOB JOHNSON/
TWIN LAKES**
- Tourism
 - Real Estate Development
Vacation Lodge, Recreational Cabins
 - Recreation
Hunting, Fishing, Trapping, Hiking, Boating
 - Mineral Development
Copper, Zinc, Tungsten, Lead



- SITHYLEMENKAT LAKE**
- Tourism
 - Recreation
Fishing, Boating, Swimming, Hiking
 - Real Estate Development
Vacation Lodge, Recreational Cabins
 - Mineral Development
Nickel, Uranium, Tin, Chromite, Silver
 - Geothermal Energy



- RAY RIVER HOT SPRINGS**
- Geothermal Energy
 - Agriculture
 - Real Estate Development
Recreational Cabins
 - Recreation
Hunting, Fishing, Trapping
 - Mineral Development
Tin, Chromite, Uranium, Nickel



Accountant's Report



Peat, Marwick, Mitchell & Co.

Certified Public Accountants

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Board of Directors
Doyon, Limited:

We have examined the consolidated balance sheets of Doyon, Limited and subsidiaries as of October 31, 1981 and 1980, the related consolidated statements of earnings, stockholders' equity and changes in financial position for the years then ended and the combined statements of funds held in trust as of and for the years ended October 31, 1981 and 1980. Our examinations were made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the aforementioned consolidated financial statements present fairly the financial position of Doyon, Limited and subsidiaries as of October 31, 1981 and 1980, and the results of their operations and the changes in their financial position for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis. Further, it is our opinion that the combined statements of funds held in trust present fairly the information set forth therein.

Peat, Marwick, Mitchell & Co.

December 10, 1981



Consolidated Statements of Earnings

DOYON, LIMITED AND SUBSIDIARIES

Years ended October 31, 1981 and 1980

	<u>1981</u>	<u>1980</u>
Revenues:		
Engineering and survey contract revenues	\$ 11,324,979	6,530,520
Interest income	5,413,580	3,289,552
Contracted services	1,699,823	218,356
Natural resource revenues (note 1)	1,613,471	819,731
Management fees from affiliated partnerships	1,327,154	745,218
Equity in loss of joint ventures and partnerships (note 3)	(1,853,558)	(659,611)
Rental income	331,942	316,580
Natural resource revenues from other regions (notes 1 and 2)	117,666	16,392
Other	40,945	76,286
	<u>20,016,002</u>	<u>11,353,024</u>
Expenses:		
Engineering and survey contract costs	9,094,084	5,397,728
Contract service costs	895,450	128,929
Land exploration and development costs (note 2)	1,904,731	1,070,181
Rental	174,386	188,272
General and administrative	5,463,952	3,224,526
Natural resource revenue distribution (note 1)	-	366,170
Interest expense	335,887	320,447
	<u>17,868,490</u>	<u>10,696,253</u>
Earnings before income taxes and minority interest	2,147,512	656,771
Income taxes (note 6)	<u>299,624</u>	<u>39,275</u>
Earnings before minority interest	1,847,888	617,496
Minority interest in earnings of subsidiary	<u>265,963</u>	<u>172,407</u>
Net earnings	<u>\$ 1,581,925</u>	<u>445,089</u>

See accompanying notes to consolidated financial statements.



Consolidated Balance Sheets

DOYON, LIMITED AND SUBSIDIARIES

October 31, 1981 and 1980

<u>Assets</u>	<u>1981</u>	<u>1980</u>
Current assets:		
Cash	\$ 701,858	283,204
Marketable securities maturing within one year, at cost, which approximates market	9,642,514	18,488,452
Trade accounts and notes receivable, including unbilled amounts of \$775,000 in 1981	4,067,936	3,865,626
Prepaid expenses	53,907	128,297
Inventory	343,562	-
Advances to partnership (note 3)	1,599,646	302,995
Deferred income tax benefits (note 6)	60,567	237,994
Total current assets	<u>16,469,990</u>	<u>23,306,568</u>
Equity in joint ventures and partnerships (note 3)	4,975,132	2,066,948
Investment in Unicorp, Inc. , at cost	1,810,113	1,810,113
Investment in oil and gas leases	1,635,299	1,462,332
Marketable securities maturing after one year, at cost (note 2)	28,139,019	24,510,101
Mortgage notes receivable:		
Affiliated partnerships (note 3)	2,410,079	2,226,025
Other	573,556	589,162
Property and equipment , at cost (notes 4 and 5)	8,976,724	5,922,323
Less accumulated depreciation	<u>1,860,669</u>	<u>1,037,442</u>
Net property and equipment	<u>7,116,055</u>	<u>4,884,881</u>
Other assets , at cost, less accumulated amortization of \$7,038 in 1981 and \$6,414 in 1980	<u>66,740</u>	<u>68,655</u>
	<u>\$ 63,195,983</u>	<u>60,924,785</u>

See accompanying notes to consolidated financial statements.

<u>Liabilities and Stockholders' Equity</u>	<u>1981</u>	<u>1980</u>
Current liabilities:		
Notes payable to bank	\$ -	500,000
Current installments of long-term debt (note 5)	209,702	244,444
Accounts payable	1,784,565	2,413,567
Accrued payroll expenses and withholdings	469,640	157,787
Deferred rental income and deposits	12,775	16,655
Income taxes (note 6)	1,934,825	1,595,003
Natural resource revenues distributable (note 1)	-	366,170
Total current liabilities	<u>4,411,507</u>	<u>5,293,626</u>
Long-term debt , excluding current installments (note 5)...	933,895	866,952
Deferred income taxes (note 6)	216,925	226,673
Minority interest in subsidiary	692,885	446,523
Stockholders' equity (note 1):		
Class A common stock of no par value. Authorized 800,000 shares; issued 672,500 shares in 1981 and 672,600 shares in 1980	39,747,532	39,918,812
Class B common stock of no par value. Authorized 300,000 shares; issued 233,300 shares in 1981 232,500 shares in 1980	13,788,996	13,798,876
	<u>53,536,528</u>	<u>53,717,688</u>
Less future Alaska Native Fund distributions (note 1) ..	310,096	1,759,091
	<u>53,226,432</u>	51,958,597
Retained earnings	3,714,339	2,132,414
Total stockholders' equity	56,940,771	54,091,011
Commitments and contingencies (notes 8 and 9)	_____	_____
	<u>\$ 63,195,983</u>	<u>60,924,785</u>



Consolidated Statements of Changes in Financial Position

DOYON, LIMITED AND SUBSIDIARIES

Years ended October 31, 1981 and 1980

	<u>1981</u>	<u>1980</u>
Sources of working capital:		
Net earnings	\$ 1,581,925	445,089
Items which do not use (provide) working capital:		
Depreciation and amortization	869,494	504,394
Equity in loss of partnerships and joint ventures ...	1,853,558	659,611
Exploration costs of oil and gas leases	100,729	-
Minority interest in earnings of subsidiary	265,963	172,407
Deferred income taxes	(9,748)	90,276
Working capital provided by operations	<u>4,661,921</u>	<u>1,871,777</u>
Distributions from Alaska Native Fund	1,267,835	24,873,135
Current portion and repayments of long-term mortgage notes receivable	371,552	332,011
Proceeds from sale of property and equipment	29,522	34,384
Decrease in other assets	440	31,932
Proceeds from long-term borrowing	691,000	1,180,597
	<u>7,022,270</u>	<u>28,323,836</u>
Uses of working capital:		
Investment in partnerships and joint ventures	4,761,742	897,376
Purchases of property and equipment	3,128,716	1,626,430
Investment in oil and gas leases	273,696	1,462,332
Investment in long-term marketable securities	3,628,918	14,298,739
Investment in mortgage notes receivable	540,000	995,537
Additions to other assets	-	4,941
Current portion and repayment of long-term debt	624,057	313,645
Dividends	-	905,000
Minority interest dividend	19,600	9,800
	<u>12,976,729</u>	<u>20,513,800</u>
Increase (decrease) in working capital	\$ <u>(5,954,459)</u>	<u>7,810,036</u>

	<u>1981</u>	<u>1980</u>
Changes in components of working capital:		
Increase (decrease) in current assets:		
Cash	\$ 418,645	(40,769)
Marketable securities	(8,845,938)	7,772,477
Accounts receivable	202,310	1,688,501
Prepaid expenses	(74,390)	27,531
Inventory	343,562	-
Advances to partnership	1,296,651	144,097
Deferred income taxes	(177,427)	237,994
	<u>(6,836,578)</u>	<u>9,829,831</u>
Increase (decrease) in current liabilities:		
Notes payable	(500,000)	65,625
Current installments of long-term debt	(34,742)	244,444
Accounts payable	(629,002)	1,832,631
Accrued expenses	311,853	48,381
Deferred rental income	(3,880)	-
Income taxes	339,822	199,836
Deferred income taxes	-	(107,573)
Natural resource revenues distributable	(366,170)	(263,549)
	<u>(882,119)</u>	<u>2,019,795</u>
Increase (decrease) in working capital	\$ <u>(5,954,459)</u>	<u>7,810,036</u>

See accompanying notes to consolidated financial statements.



Consolidated Statements of Stockholders' Equity

DOYON, LIMITED AND SUBSIDIARIES

Years ended October 31, 1981 and 1980

	Common stock				Retained earnings	Total stockholders' equity
	Class A	Class B	Future ANF distributions (note 1)	Total		
Balance at October 31, 1979	\$ 39,893,993	13,772,714	(26,658,773)	27,007,934	2,592,325	29,600,259
Alaska Native Fund distributions	-	-	24,873,135	24,873,135	-	24,873,135
Reallocation of capital based on enrollment changes	(32,793)	6,246	26,547	-	-	-
Natural resources	57,612	19,916	-	77,528	-	77,528
Net earnings	-	-	-	-	445,089	445,089
Dividends paid	-	-	-	-	(905,000)	(905,000)
Balance at October 31, 1980	39,918,812	13,798,876	(1,759,091)	51,958,597	2,132,414	54,091,011
Alaska Native Fund distributions	(134,500)	(46,660)	1,448,995	1,267,835	-	1,267,835
Reallocation of capital based on enrollment changes	(36,780)	36,780	-	-	-	-
Net earnings	-	-	-	-	1,581,925	1,581,925
Balance at October 31, 1981	<u>\$ 39,747,532</u>	<u>13,788,996</u>	<u>(310,096)</u>	<u>53,226,432</u>	<u>3,714,339</u>	<u>56,940,771</u>

See accompanying notes to consolidated financial statements.



Combined Statements of Funds Held in Trust

DOYON, LIMITED AND SUBSIDIARIES

ASSETS AND FUND BALANCES, *October 31, 1981 and 1980*

Assets	1981		1980	
	For the account of		For the account of	
	Village Corporations	Stockholders	Village Corporations	Stockholders
Cash	\$ -	(50,014)	-	232,499
Marketable securities, at cost, which approximates market, plus accrued interest	18,178	499,520	1,357,346	710,565
	<u>\$ 18,178</u>	<u>449,506</u>	<u>1,357,346</u>	<u>943,064</u>
Fund Balances				
Fund Balances	<u>\$ 18,178</u>	<u>449,506</u>	<u>1,357,346</u>	<u>943,064</u>

CHANGES IN FUND BALANCES *Years ended October 31, 1981 and 1980*

Source of funds:	1981		1980	
	For the account of		For the account of	
	Village Corporations	Stockholders	Village Corporations	Stockholders
Alaska Native Fund	\$ 1,050,285	398,710	18,566,344	6,423,889
Distribution of natural resource revenues	84,955	32,711	11,700	11,314
Received from other funds	-	4,944	-	-
Interest earned on assets held in trust	47,205	92,890	288,429	162,355
	<u>1,182,445</u>	<u>529,255</u>	<u>18,866,473</u>	<u>6,597,558</u>
Distribution of funds:				
Stockholders	-	1,017,531	-	7,457,959
Village corporations	2,521,613	-	21,203,034	-
Transfer to other funds	-	5,282	-	-
	<u>2,521,613</u>	<u>1,022,813</u>	<u>21,203,034</u>	<u>7,457,959</u>
Decrease in fund balances	1,339,168	493,558	2,336,561	860,401
Fund balances at beginning of year	<u>1,357,346</u>	<u>943,064</u>	<u>3,693,907</u>	<u>1,803,465</u>
Fund balances at end of year ...	<u>\$ 18,178</u>	<u>449,506</u>	<u>1,357,346</u>	<u>943,064</u>

See accompanying notes to consolidated financial statements.



Notes to Consolidated Financial Statements

DOYON, LIMITED AND SUBSIDIARIES

October 31, 1981 and 1980

(1) Alaska Native Claims Settlement Act

Doyon, Limited (Doyon) is a regional corporation organized pursuant to the Alaska Native Claims Settlement Act (Act).

Doyon's Articles of Incorporation, in accordance with the requirements of the Act, provide for the issuance of 100 shares of common stock to each Alaska Native enrolled in the Doyon region, as follows:

Class A Shares — Class A shares to Alaska Natives enrolled in the Doyon region who are also enrolled in one of the village corporations in the region, except those villages exercising their option under Section 19 of the Act.

Class B Shares — Class B shares to Alaska Natives enrolled in the Doyon region who are not enrolled in one of the village corporations in the region.

Stock and Any Dividends, Distributions or Any Other Related Rights — The stock and any rights related thereto may not be sold, pledged, assigned or otherwise alienated, except in certain circumstances by court decree or death, until December 18, 1991. During this period, the stock carries voting rights only if the holder thereof is an Alaska Native as defined in the Act.

Doyon's rights and responsibilities under the Act include the following:

Entitlement of Approximately 12.5 Million Acres of Land in the Doyon Region — Doyon's entitlement consists of approximately 9 million acres of fee land (surface and subsurface estate), plus approximately 3.5 million acres of subsurface only in certain lands, the surface estate of which is to be conveyed to village corporations within the Doyon region.

Monies Received from the Alaska Native Fund — Pending the final enrollment determination, the Doyon region's share will be approximately \$112,300,000, of which \$53,536,528 is retained by Doyon and \$58,040,000 is distributable to village corporations and at-large stockholders in accordance with Section 7(j) of the Act. At October 31, 1981, with the exception of a small amount held by the Department of Interior for pending enrollees, all monies had been received.

Natural Resource Revenue — Doyon is required to distribute 70% of net resource revenues received from Doyon's timber and subsurface estate to all twelve Alaska Native Regional Corporations, and to receive and redistribute natural resource revenues from the other regional corporations, in accordance with Sections 7(i) and 7(j) of the Act. Based upon current management policy, with respect to the determination of net revenues, Doyon has recalculated its net Section 7(i) revenues, with the result that there is no natural resource revenue distributable.

(2) Summary of Significant Accounting Policies

Principles of Consolidation and Combination

The consolidated financial statements include the accounts of Doyon and its subsidiaries, Arctic Resources, Inc. (Arctic); Arctic Resources Drilling, Inc. (ARDI); Chena Natural Gas, Inc. (Chena); Doyon Construction Co., Inc. (Construction); Doyon Drilling, Inc. (Drilling); Tanana Asbestos Corporation (Tanana) and International Technology, Ltd. (ITECH). Inter company balances and transactions have been eliminated in consolidation. Doyon owns 100% of Arctic, ARDI, Chena, Construction, Drilling and Tanana and 51% of ITECH.

The statement of funds held in trust includes the combined accounts of all funds held for village corporations and stockholders until distribution by Doyon under the Act.



Notes to Consolidated Financial Statements, *Continued*

DOYON, LIMITED AND SUBSIDIARIES

Joint Ventures and Partnerships

Investments in joint ventures and partnerships are carried at cost, adjusted for Doyon's share of undistributed earnings or losses since formation. Excess of cost over fair value at date of investment is amortized over 40 years using the straight-line method.

Long-term Marketable Security Valuation

Investments in long-term marketable securities, all of which are debt instruments, are recorded at cost since management anticipates that they will be held to maturity. Market value of these securities amounted to \$24,315,000 and \$22,320,000 at October 31, 1981 and 1980, respectively.

Resource Revenues

Resource revenues distributable to Doyon by other regional corporations, a portion of which is subject to further mandatory distributions pursuant to Section 7(j) of the Act, are recorded as revenues when the amount thereof is determined and receipt is reasonably assured.

Construction Contract Revenue Recognition

Construction and its joint ventures account for contracts using the completed-contract method whereby earnings on contracts are not reported until the contract is completed.

Exploration Costs

Property acquisition costs are initially capitalized. If and when determined to be nonproductive, such costs, net of accumulated amortization, are charged against income. Exploration costs other than exploratory drilling costs for oil and gas properties, including geological, geophysical and carrying costs, are charged against income as incurred. If and when determined to be nonproductive, capitalized drilling costs are charged against income.

For income tax purposes, oil and gas exploration costs, other than intangible drilling costs, are initially capitalized and later deducted if exploration is determined to be nonproductive. Intangible drilling costs and mining exploration costs are deducted as incurred.

Depreciation

Depreciation of property and equipment is provided over the estimated useful lives of the respective assets using the straight-line method.

Income Taxes

Doyon and its wholly-owned subsidiaries, Arctic, ARDI, Chena, Construction, Drilling and Tanana file consolidated income tax returns. ITECH files separate returns.

Investment and job tax credits are reflected as a reduction of income tax provisions in the year utilized.

(3) Investments in Joint Ventures and Partnerships

Doyon has investments in joint ventures and partnerships for construction, oil and gas drilling, industrial support services, motion picture production, hotel and mineral exploration activities. The joint ventures and partnerships are recorded on the equity method of accounting, whereby Doyon's pro rata share of the earnings or losses of each joint venture or partnership is reflected in the accompanying consolidated statements of earnings.

(Footnote 3 continued on page 28)



Notes to Consolidated Financial Statements, *Continued*

DOYON, LIMITED AND SUBSIDIARIES

Summarized combined balance sheets and statements of operations follow:

Combined Statements of Operations Years ended October 31, 1981 and 1980

Combined Balance Sheets		
October 31, 1981 and 1980		
Assets	<u>1981</u>	<u>1980</u>
Current assets	\$ 6,651,384	3,143,427
Property and equipment, net ..	11,891,428	4,104,751
Other assets	<u>1,885,809</u>	<u>1,003,730</u>
	<u>\$ 20,428,621</u>	<u>8,251,908</u>
Liabilities and Partners' Equity		
Liabilities:		
Current liabilities:		
Doyon	1,599,646	302,995
Other	6,605,715	2,830,756
Long-term debt:		
Doyon	2,410,079	2,226,025
Other	<u>415,141</u>	<u>67,574</u>
Total liabilities	11,030,581	5,427,350
Partners' equity	<u>9,398,040</u>	<u>2,824,558</u>
	<u>\$ 20,428,621</u>	<u>8,251,908</u>
Partners' equity allocable to Doyon	5,325,132	2,066,948
Less allowance for estimated unrecoverable investment in joint venture and partnership	<u>350,000</u>	<u>-</u>
Net equity recorded by Doyon	<u>\$ 4,975,132</u>	<u>2,066,948</u>

	<u>1981</u>	<u>1980</u>
Contract revenues	\$ 24,194,018	11,040,651
Rental and other income	<u>493,879</u>	<u>519,517</u>
	<u>24,687,897</u>	<u>11,560,168</u>
Contract costs	23,472,697	10,453,229
Exploration costs	2,346,021	2,521,107
Other costs	<u>2,730,869</u>	<u>874,573</u>
	<u>28,549,587</u>	<u>13,848,909</u>
Net loss	<u>\$ 3,861,690</u>	<u>2,288,741</u>
Earnings (loss) allocable to Doyon:		
Construction	(732,843)	418,145
Oil and gas drilling	(5,770)	-
Industrial support services ..	(38,803)	(249,009)
Motion picture production ..	2,332	(10,036)
Hotel	53,533	21,658
Mineral exploration	<u>(782,007)</u>	<u>(840,369)</u>
	<u>(1,503,558)</u>	<u>(659,611)</u>
Provision for estimated unrecoverable investment in joint venture and partnership	<u>(350,000)</u>	<u>-</u>
	<u>\$ (1,853,558)</u>	<u>(659,611)</u>

(4) Property and Equipment

A summary of property and equipment follows:

	<u>1981</u>	<u>1980</u>
Land	\$ 374,501	374,501
Office building	2,986,260	2,969,873
Furniture and equipment	687,109	361,430
Survey and drilling equipment ..	4,227,784	2,058,504
Other rental property	<u>701,070</u>	<u>158,015</u>
	<u>\$ 8,976,724</u>	<u>5,922,323</u>



Notes to Consolidated Financial Statements, *Continued*

DOYON, LIMITED AND SUBSIDIARIES

As of October 31, 1981, title to approximately 1,720,000 acres of surface/subsurface estate and 606,600 acres of subsurface estate only have been conveyed to Doyon pursuant to the Act (note 1). Fair market value of property conveyed to date was not determinable within reasonable limits and, accordingly, has not been reflected in the accompanying balance sheet.

Doyon leases a portion of its office building and other properties to others under short-term lease agreements. Such leases are classified as operating leases.

(5) Long-term Debt

A summary of long-term debt follows:

	<u>1981</u>	<u>1980</u>
Note payable to bank at prime plus 2%, due in monthly installments of \$12,408, plus interest, through May 1982; secured by equipment	\$ -	577,964
10.13% note payable to bank, due in monthly installments of \$11,526, including interest, through July 1985; secured by equipment	452,597	533,432
Note payable to bank at prime plus 1.5%, due in monthly installments of \$19,000, including interest, to 1986; secured by equipment	691,000	-
Total long-term debt	<u>1,143,597</u>	<u>1,111,396</u>
Less current installments	<u>209,702</u>	<u>244,444</u>
Long-term debt, excluding current installments	\$ <u>933,895</u>	<u>866,952</u>

Doyon maintains a \$500,000 line of credit with a bank which was utilized by a letter of credit issued on behalf of a wholly-owned subsidiary.

(6) Income Taxes

Income tax expense amounted to \$299,624 and \$39,275 for the years ended October 31, 1981 and 1980. This expense differs from the "expected" tax expense (computed by applying the U.S. Federal corporate income tax rates to earnings before income taxes) as follows:

	<u>1981</u>	<u>1980</u>
Computed "expected" tax expense at statutory rates	\$ 987,856	302,115
State tax benefit, net of federal tax effect	(58,455)	(46,983)
Nontaxable interest income	(83,337)	(53,855)
Reductions from land basis for income tax purposes	(345,000)	-
Surtax exemption	(30,979)	(38,500)
Investment tax credits	(171,642)	(156,190)
Tax on undistributed earnings of subsidiary	19,100	12,444
Other	(17,919)	20,244
	<u>\$ 299,624</u>	<u>39,275</u>

Components of income tax expense (benefit) are as follows:

	<u>1981</u>	<u>1980</u>
Current:		
Federal	\$ 249,695	314,548
State	(117,750)	(19,982)
	<u>131,945</u>	<u>294,566</u>
Deferred:		
Federal	158,178	(191,820)
State	9,501	(63,471)
	<u>167,679</u>	<u>(255,291)</u>
	\$ <u>299,624</u>	<u>39,275</u>

(Footnote 6 continued on page 30)



Notes to Consolidated Financial Statements, *Continued*

DOYON, LIMITED AND SUBSIDIARIES

Deferred tax expense (benefit) results from timing differences in the recognition of revenues and expenses for tax and financial statement purposes. The sources of these differences were as follows:

	<u>1981</u>	<u>1980</u>
Joint-venture earnings	\$ (373,217)	(196,455)
Contract revenue recognition . .	(142,000)	(72,775)
Capitalized exploration costs . . .	108,812	83,648
Deferred interest	266,116	(91,400)
Deferred management fees	511,000	-
Accrued vacation pay	(48,304)	-
Provision for estimated loss on joint venture and partnership	(178,850)	-
Other	<u>24,122</u>	<u>21,691</u>
	<u>\$ 167,679</u>	<u>(255,291)</u>

(7) Pension Plan

Doyon has a defined contribution pension plan covering substantially all employees which requires employer contributions at 6% of the basic compensation of eligible employees. One-hundred-percent vesting in the employer's contribution occurs after five years. Doyon's policy is to fund pension costs accrued. Total expense, net of forfeitures, was \$39,842 in 1981 and \$53,244 in 1980.

(8) Litigation

Doyon and the other regional corporations are engaged in litigation in the United States District Court for the District of Alaska concerning the meaning and application of Section 7(i) of the Act, which requires that 70% of the revenues received by each regional corporation from the timber resources and subsurface estate be distributed among all twelve Alaskan regions. The court has ruled that net revenues are to be distributed, but the court has not yet fully determined what types of payments constitute revenues or what types of expenses may be deducted to arrive at net revenues. By order of the court, the regions have distributed those revenues which are undisputed net 7(i) revenues

remaining after deducting all of the region's claimed expenses. However, neither the actual amounts which must be distributed to other regional corporations nor the amounts which Doyon may be entitled to receive from these regional corporations can be finally determined until this litigation is settled. It is management's opinion that all Doyon resource revenues and expenses have been identified and that no additional amounts will need to be provided for by Doyon in settlement of the litigation.

(9) Commitments and Subsequent Events

On December 1, 1981, a joint venture of which Drilling holds a 51% interest received notification that it had been awarded a three-year contract from ARCO Alaska, Inc. This contract is to provide a \$21 million drilling rig and camp facilities in the Kuparuk Field commencing the Fall of 1982. Drilling will provide to the joint venture approximately \$3,800,000 in working capital during fiscal year 1981-82.

On November 9, 1981, Doyon contracted with an engineering firm to build a grass roots refinery near North Pole, Alaska. Total costs of the project are estimated to be \$80 million, most of which must be paid by December 31, 1982.

On December 1, 1981, Doyon signed a letter of agreement to purchase 40% of the common stock of Eagle International Corporation (Eagle) for \$20 million, to be provided in the form of cash and other guarantees of Eagle's indebtedness. Eagle has entered into a letter of understanding to acquire all of the outstanding stock of Wien Air Alaska, Inc. from Household International, Inc. for \$50 million. A definitive agreement is expected to be signed by December 31, 1981.

To meet the monetary requirements of the commitments noted in the preceding three paragraphs, Doyon has established a \$15 million line of credit with a bank. Management is of the opinion that the additional financing necessary to meet these commitments can be obtained.

Five-year Summary

DOYON, LIMITED AND SUBSIDIARIES

	<u>1981</u>	<u>1980</u>	<u>1979</u>	<u>1978</u>	<u>1977</u>
Earnings:					
Revenues:					
Interest	\$ 5,413,580	3,289,552	2,016,311	1,370,663	872,036
Resources	1,731,137	836,123	2,122,200	3,436,228	506,158
Contracts and fees	14,351,956	7,494,094	2,147,455	1,753,292	1,043,918
Rental and other	372,887	392,866	315,089	285,157	443,747
Total revenues	<u>21,869,560</u>	<u>12,012,635</u>	<u>6,601,055</u>	<u>6,845,340</u>	<u>2,865,859</u>
Expenses:					
General and administrative	6,533,788	3,541,727	2,129,375	1,737,505	1,547,311
Land exploration and development	1,904,731	1,070,181	828,107	447,633	541,180
Contracts and fees	9,094,084	5,397,728	1,227,757	1,117,692	658,564
Interest	335,887	320,447	-	-	-
Resource distribution	-	366,170	596,659	2,047,000	-
Total expenses	<u>17,868,490</u>	<u>10,696,253</u>	<u>4,781,898</u>	<u>5,349,830</u>	<u>2,747,055</u>
Profit before tax	4,001,070	1,316,382	1,819,157	1,495,510	118,804
Earnings (loss) in joint ventures and partnerships					
Minority interest	(1,853,558)	(659,611)	20,004	(437,088)	295,927
Provision for taxes	(265,963)	(172,407)	(88,363)	(114,538)	(67,906)
Net income	<u>(299,624)</u>	<u>(39,275)</u>	<u>(724,787)</u>	<u>(464,283)</u>	<u>(136,020)</u>
Net income	\$ <u>1,581,925</u>	<u>445,089</u>	<u>1,026,011</u>	<u>479,601</u>	<u>210,805</u>
Balance sheet:					
Current assets	16,469,990	23,306,568	13,476,737	12,383,452	10,073,421
Current liabilities	4,411,507	5,293,626	3,273,831	2,678,742	2,109,528
Working capital	<u>12,058,483</u>	<u>18,012,942</u>	<u>10,202,906</u>	<u>9,704,710</u>	<u>7,963,893</u>
Fixed and other assets	46,725,993	37,618,217	19,817,666	15,739,499	11,323,469
Other liabilities	(1,843,705)	(1,540,148)	(420,313)	(2,252,353)	(93,468)
Shareholders' equity ..	\$ <u>56,940,771</u>	<u>54,091,011</u>	<u>29,600,259</u>	<u>23,191,856</u>	<u>19,193,894</u>
Total assets	\$ <u>63,195,983</u>	<u>60,924,785</u>	<u>33,294,403</u>	<u>28,122,951</u>	<u>21,396,890</u>
Other data:					
Depreciation and amortization ...	869,494	504,394	218,663	177,001	137,251
Shareholders enrolled	9,058	9,051	9,044	8,906	8,905
Equity per 100 shares	<u>6,286</u>	<u>5,976</u>	<u>3,273</u>	<u>2,604</u>	<u>2,155</u>

Notes:

The equity per 100 shares is preliminary as it is dependent on the final enrollment of shareholders and valuation of land received pursuant to ANCSA.

Some of the financial information for 1977 and 1978 has been restated to be consistent, on a comparative basis, with 1979, 1980 and 1981 financial information.

Interest income for 1977 has not been adjusted to reflect the recognition of interest included in the Alaska Native Fund distributions.

Doyon, Limited Employees

Tim M. Wallis, President

ADMINISTRATION

Marco Pignalberi, Vice President - Administration & Planning

Norm Phillips, Manager, Property & Purchasing

Virginia Hsu Sorenson, Executive Secretary

Tammie Capstick, Secretarial Assistant

Vera Silas, Administrative Clerk

Beth Dementi, Receptionist

Muriel Stephens, Secretary

FINANCE

Clayton Halverson, Vice President - Finance

Robert Forman, Director/Financial & Administrative Services

G. Kelly, Financial Services Administrator

ACCOUNTING

Dalonna Coor, Controller

Rikke Lauridsen, Assistant Controller

Elaine Ertz, Chief Accountant

Donata Daml, Accountant

Johanna Harper, Accountant

Maureen Huggins, Accountant

Edna Telford, Accounting Secretary

Jae Griffin, Assistant Finance Secretary

LEGAL

Elizabeth S. Ingraham, Senior Counsel

Sherry Bestard, Legal Secretary

James Q. Mery, Staff Attorney

Joanne Fitzgerald, Legal Secretary

DIVISION OF STOCKHOLDER RECORDS

Kathryn Harwood, Director/Stockholder Records

Carol E. S. Smith, Deputy Director

Irene Roberts, Stockholder Records Specialist

LANDS

Thomas D. Williams, Vice President - Lands

Phil Berrian, Senior Land Planner

Allen R. Cronk, Senior Lands Specialist

Linda Dunton, Lands Technician - Graphics

Kay Herman, Lands Specialist

Gary Lee, Lands Specialist

Betty McPeak, Cartographer

Maureen Monroe, Lands Secretary

Carole Newcomer, Docket Clerk/Secretary

Jessie Lee Williams, Lands Librarian

Bob Wright, Administrative Assistant

Patti Young, Geologist

CORPORATE DEVELOPMENT/ SHAREHOLDER RELATIONS

Morris Thompson, Vice President - Corporate Development/Shareholder Relations

Margaret Bauman, Newsletter Editor

Village Corporations in the Doyon Region

Village Corporation Name	Village(s) Represented	Village Corporation Name	Village(s) Represented
1. Baan-O-Yeel Kon Corp.	Rampart	17. Mendas Cha-ag Native Corp.	Healy Lake
2. Bean Ridge Corporation	Manley Hot Springs	18. MTNT, Limited	McGrath
3. Beaver Kwit'chin Corp.	Beaver		Takotna,
4. Chalkyitsik Native Corp.	Chalkyitsik		Nikolai,
5. Danzhit Hanlaih Corporation	Circle		Telida
6. Deloycheet, Inc.	Holy Cross	19. Northway Natives, Inc.	Northway
7. Dinyea Corporation	Stevens Village	20. Seth-De-Ya-Ah, Corporation	Minto
8. Dineega Corporation	Ruby	21. Tanacross, Inc.	Tanacross
9. Dot Lake Native Corporation	Dot Lake	22. Tihtet'Aii, Inc.	Birch Creek
10. Evansville, Inc.	Evansville	23. Toghoththele Corporation	Nenana
11. Gana-a' Yoo, Limited	Galena, Kaltag, Koyukuk, Nulato	24. Tozitna, Limited	Tanana
		25. Zho-Tse, Inc.	Shageluk
12. Gwitchyaa Zhee Corp.	Fort Yukon		
13. Hee-yea-lingde Corporation	Grayling		
14. Hungwitchin Corporation	Eagle		
15. Ingalik, Inc.	Anvik		
16. K'oyit'ots'ina, Limited	Alatna, Allakaket, Hughes, Huslia		

Villages electing under ANCSA Sec. 19

1. Tetlin Native Corporation	Tetlin
2. Neets'ai Corporation	Arctic Village
3. Venetie Indian Corporation	Venetie

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Board of Directors



Richard Carroll - Fort Yukon
Fort Yukon City Manager;
Chairman of the Board, Doyon
Construction Co., Inc.



Melvin Charlie - Fairbanks
Executive Director, Interior
Regional Housing Authority;
Secretary-Treasurer, Doyon
Drilling, Inc.



Samuel S. Demientieff - Fairbanks
Treasurer, Doyon, Limited;
President, Interior Village
Association



Nancy James - Fort Yukon
General Manager, Gwitchyaa
Zhee Corporation (Fort Yukon
village corporation)



Walter R. Carlo - Tanana
Heavy equipment operator;
trapper; fisherman; President,
River Villages, Inc.



Sam Kito, Jr. - Anchorage
President, Sam Kito, Jr. &
Associates; Member, University of
Alaska Board of Regents



John C. Sackett - Ruby
Chairman of the Board, Doyon,
Limited; Alaska State Senator



Tim Wallis - Fairbanks
President, Doyon, Limited



Claude Demientieff, Jr. - Nenana
Co-owner, Demientieff Barge
Service



Donald Honea, Sr. - Ruby
President, Dineega Corporation
(Ruby village corporation); Vice
Chairman, Doyon Construction
Co., Inc.; Chairman, Yukon-
Koyukuk School District Board;
President, Dene Aka



Georgianna Lincoln - Fairbanks
Director of Programs, Tanana
Chiefs Conference; Director,
Baan-O-Yeel Kon Corp.
(Rampart village corporation)



Rosemarie Maher - Northway
Secretary, Doyon, Limited;
Treasurer, Arctic Resources
Drilling, Inc.; President,
Northway Natives, Inc.;
President, Naabia Niigin, Limited
(a subsidiary of Northway
Natives, Inc.)



Orie Williams - Nenana
Vice Chairman of the Board,
Doyon, Limited; Chairman of the
Board, Arctic Resources Drilling,
Inc. (a Doyon, Limited
subsidiary); President, Orie
Williams & Associates (general
contractor)

Doyon Board of Directors Terms

The board terms of the following directors expire at the annual meetings to be held in . . .

1982 - Richard Carroll, Melvin Charlie, Samuel S. Demientieff,
Nancy James

1983 - Walter R. Carlo, Sam Kito, Jr., John C. Sackett, Tim Wallis

1984 - Claude Demientieff, Jr., Donald Honea, Sr., Georgianna Lincoln,
Rosemarie Maher, Orie Williams

Doyon, Limited

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