APPENDIX 6

Native American Asset Watch Initiative:

Grantee Project Profiles
**Blackfeet Nation**  
**Planning & Development Department**

<table>
<thead>
<tr>
<th>Location: Browning, MT</th>
<th>Grant Amount: $40,000</th>
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</table>

**Asset**

*Human Capital:* The skills, knowledge, education and experience of people within a community are important elements within a community. Nurturing the leadership skills, productivity, innovation, and creativity of youth within the Blackfeet community constructs the foundation for long-term community well being.

*Social Capital:* Social relations and networks (e.g. kinship systems) within a community can support the building and maintenance of assets. Leadership development, community empowerment, and social justice are ways of increasing the social assets of a community.

*Culture:* The Blackfeet Youth Planning and Development Council project also concerns itself with the continuation of traditional modes of governance and leadership specific to the Blackfeet Nation.

**Strategy**

Increase the leadership skills of the Blackfeet youth to build the future of the communities on the Blackfeet Reservation, by utilizing other human capital and cultural assets possessed by the community, specifically the leadership skills and cultural knowledge of elders and community leaders.

Councils were always a part of the traditional form of leadership for the Blackfeet. Whenever there were major decisions to be made that affected the whole community, a Council meeting was held and elders would give advice and leadership to the Council members who would make decisions based on the elders’ guidance. This project established the Blackfeet Youth Planning & Development Council to increase Blackfeet youth leadership skills through contemporary and traditional knowledge by utilizing Blackfeet elders and mentors on the reservation and giving the Blackfeet Youth representation in the future of the communities on the Blackfeet reservation.

**Program Summary**

1. Create a Youth Needs Assessment Action Plan, in which a Youth Needs Assessment Survey is developed and given to youth reservation wide;
2. Organize and host youth community meetings to develop a Youth Community Economic Development Strategy; and
3. Organize and host Traditional Leadership Workshops for youth with the guidance and participation of elders.

**Program Objectives**

Having hands on experience in developing and implementing the needs assessment to youth across the reservation has given the youth a broader awareness of the Blackfeet reservation and the needs of Blackfeet youth. They learned that identifying needs and problems is an important step in changing the status quo. When the youth developed their community economic development strategy, including goals, objectives and action plans, they were able to visualize how they, as future community leaders, might implement their strategies. They learned the value of working in a group and having elders to whom they could turn for guidance. Learning about the role of the Council in Blackfeet culture has given Blackfeet youth a sense of who they are and ownership in where they live.
**Asset**

*Individual Personal Assets:* The Chief Dull Knife College Extension Service project, Dull Knife Saves Individual Development Account (IDA), was established to increase the personal wealth of individual tribal members.

*Human Capital:* The Dull Knife Saves IDA program fosters the acquisition of financial skills, knowledge, and education by community members. Nurturing the financial skills, knowledge, and confidence of community members constructs the foundation for long-term community well being.

**Strategy**

The Dull Knife Saves IDA program assists community members in determining, creating, controlling, retaining, and leveraging assets that can create a greater sense of self-sufficiency and individual vision for the future.

**Program Summary**

The Dull Knife Saves IDA program is a local IDA program in which individual tribal members have the opportunity to increase their financial knowledge, personal finance management skills, and ultimately their personal wealth.

**Program Objectives**

1. Plan and host a mandatory information session where participants will agree upon commitments and expectations of the program;
2. Require monthly savings deposits into IDA during 10 of 12 months of participation;
3. Require participants to attend 12 meetings with a counselor in preparation for ownership of specific assets;
4. Provide money management workshops to participants who will be required to complete 8 such workshops over a 12-month period;
5. Provide participants with individual counselors; participants must meet with the counselor a minimum of 12 times within 12 months to understand credit and plan for financial health and asset ownership;
6. Work with participants to establish networking relationships with a minimum of two people in the business world within the first four months of participation, so that participants feel confident and comfortable when talking with business officers;
7. Six families will graduate from the financial education workshops, the homebuyer’s workshop and the Indianpreneurship course as pertinent to their asset goals;
8. Six families will show improved credit scores after completion of credit counseling; and
9. Six families will reach savings goals and accomplish asset ownership.

**Impact**

Six families began the program in January of 2008. Participants are learning about financial accountability through the required monthly deposits in their IDAs and by attending eight mandatory workshops hosted by the Extension Office and financial counseling sessions. Each workshop has had at least three families participate. There has been a gradual increase in balances of participants’ savings accounts. Participants are learning to control their assets such as cash, credit, and valuable asset items. The project is in the process of measuring whether there has been a parallel decrease in vehicle repossessions, an increase in credit accounts, an improvement in credit scores, and an increase in asset ownership.
<table>
<thead>
<tr>
<th><strong>Confederated Tribes of the Umatilla Indian Reservation (CTUIR)</strong></th>
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<tbody>
<tr>
<td><strong>Umatilla Tribal Community Foundation</strong></td>
</tr>
<tr>
<td><strong>Location:</strong> Pendleton, OR</td>
</tr>
<tr>
<td><strong>Grant Amount:</strong> $25,900</td>
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</tbody>
</table>

**Asset**

_Institutional Asset:_ The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. CTUIR established the Umatilla Tribal Community Foundation (UTCF) as a nonprofit, philanthropic institution to raise and manage funds to meet community needs on the CTUIR.

**Strategy**

The UTCF was created to support the CTUIR in determining, creating, controlling, retaining, and leveraging assets that would lead to the growth of the CTUIR’s financial resources for the benefit of the CTUIR community and members.

**Program Summary**

The Umatilla Tribal Community Foundation (UTCF) is being established to develop financial resources “to restore the balance of tribal people, their communities and the earth.” The UTCF will help the CTUIR meet some of the community’s needs in education, health, cultural preservation, and environmental protection by seeking out funding from corporations, foundations and philanthropic donors.

**Program Objectives**

1. Support the creation of the UTCF using existing CTUIR staff, including CTUIR Executive Director, Director of Education, Development Officer, First Nations Intern, Education Grant Writer/ Donor Relations Coordinator and an Administrative Assistant;
2. Undertake Budget development, board recruitment and development, creation of marketing materials, Executive Director recruitment, and the writing of Capacity Building grants to secure further funding for UTCF;
3. Contract services to bring a board facilitator to the Umatilla Indian Reservation in an effort to foster commitment and passion in a newly founded UTCF Board of Directors.
4. Funding for Board Development to attend Philanthropy Conferences; and
5. Conduct a search for the UTCF permanent Executive Director Position by advertising in the East Oregonian and Confederated Umatilla Journal.

**Impact**

To date, the CTUIR has successfully established the Umatilla Tribal Community Foundation and appointed a board of directors pursuant to CTUIR laws. The UCTF Board has held more than eight board meetings. Tribal contract services hired a board facilitator, Mark Constantine, to provide Board development, which included discussions about the overall vision and direction of the UTCF as well as drawing a road map of short-, medium-, and long-term action items for the UTCF. The UTCF Board outlined a clear strategic plan and timeline for the recruitment of an Executive Director. In addition, the board has adopted HR Policies, Gifting Policies, Fiscal Management Policies and Donor Acceptance policies. The board also established new partnerships with the Oregon Community Foundation and the Oregon Cultural Arts Commission and initiated several meetings with these entities.
DNA-People’s Legal Services, Inc.

<table>
<thead>
<tr>
<th>Location: Window Rock, AZ</th>
<th>Grant Amount: $2,000</th>
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**Asset**

*Institutional/Political Assets:* The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. Political assets can create economic opportunities or improvement. DNA-People’s Legal Services, Inc., is a 501(c)(3) nonprofit legal aid organization working to protect civil rights, promote tribal sovereignty, and alleviate civil legal problems for people who live in poverty in the Southwestern United States. DNA headquarters are located in Window Rock, AZ.

*Human Capital:* DNA strives to increase the skills, knowledge, education and experience of clients regarding their rights and access to various justice systems (tribal, state, federal) with the goal of empowering them to break the cycle of poverty.

**Strategy**

DNA helps thousands of low income people annually to achieve long lasting economic stability by providing access to tribal, state, and federal justice systems. DNA serves as advocates and teachers in order to address the causes and symptoms of poverty, foster individual independence and dignity, and protect and promote tribal sovereignty. DNA helps their clients to develop the resources necessary to meet external challenges. DNA also helps off-reservation communities and businesses better understand DNA’s clients and respect their rights. DNA focuses its resources on those most vulnerable, and on those for whom DNA can achieve long-term benefits by breaking the cycle of poverty.

**Program Summary**

DNA People’s Legal Services is using the NAAWI grant from First Nations to provide legal support to a new tribal nonprofit organization, the Native Ways Federation. The Native Ways Federation is a start-up organization that has the following objectives:

- Increase participation in and promotion of accountability in the non-profit sector by establishing a self-regulatory American Indian based accreditation organization as a resource by which potential donors can confirm the legitimacy of an organization and its efficacy in Indian Country;
- Implement one or more pilot workplace giving programs to encourage greater participation of Indian people, tribal employees, tribes, and Indian owned and controlled enterprises in charitable activities;
- Create and disseminate information that potential donors need to make well informed decisions about giving to Indian Country through the Native Ways Federation and active participation of project partners; and
- Empower the Indian non-profit community to respond to the deep, pervasive, and critical social and cultural needs of our communities.

**Program Objectives**

DNA is using the First Nations’ NAAWI grant to help create another tribal non-profit organization that will serve Indian Country:

1. Complete the necessary legal documents to seek incorporation of the Native Ways Federation in Navajo Nation under Navajo Code; and
2. Assist Native Ways Federation in obtaining 501(c)(3) status under the IRS Tax Code.

**Impact**

The Native Ways Federation was incorporated in the Navajo Nation on March 12, 2008. The Federation was approved as a public charity under 501(c)(3) of the Internal Revenue Code in May of 2009. DNA has provided valuable legal assistance to the Federation at no cost, allowing the Federation to operate on a sound legal foundation and satisfy its program objectives, which will ultimately benefit Indian Country.
<table>
<thead>
<tr>
<th>Asset</th>
<th>Location: Keshena, WI,</th>
<th>Grant Amount: $25,000</th>
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<tbody>
<tr>
<td>Human capital: in terms of increasing the skills, knowledge, education and experience of tribal members, Menominee Tribal Legislature (MTL) officials and Menominee Tribal Enterprise (MTE) officials in regards to current and future management and protection efforts on the Menominee Forest.</td>
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<tr>
<td>Natural Resources: in terms of fostering improved management and protection of the land and natural resources with better informed decisions by MTL and MTE and with more input from tribal members. This asset benefits the whole community in one way or another either through employment (loggers, foresters, firefighters, wardens, environmental protection, sawmill workers, truckers), traditional gathering and hunting activities, cultural activities, or just sitting back and watching the leaves blow by.</td>
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<tr>
<td>Social Capital: in terms of increasing community support for current and future efforts by the MTL and MTE in carrying out their responsibilities for managing and protecting the Menominee Forest as well as bringing together community members for discussion on asset management.</td>
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<tr>
<td>Strategy</td>
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<tr>
<td>• Retain more control over resource management by tribal members with an increase in knowledge of management operations through the annual reporting requirements;</td>
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<tr>
<td>• Increase opportunities for further developing tribal assets for the benefit of the Tribe as a whole by eliminating points of contention through collaborative/participatory and transparent processes;</td>
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<td>• Increase the human capital asset by expanding and adding value to interested tribal members by increasing their knowledge base;</td>
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<td>• Utilize the asset by building and strengthening our ability to develop tribal members for higher level natural resource positions; and</td>
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<tr>
<td>• Leverage the developed reporting system into a product that can provide the basis for obtaining continued funding.</td>
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<tr>
<td>Program Summary</td>
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<tr>
<td>The project developed a dialogue process, which resulted in a product that could be utilized in various ways to accomplish development strategies of the Tribe, in regards to the management and protection of its forest resource. The dialogue process included the development of a transparent, independent, and participatory annual reporting system that is geared to Menominee tribal members and addresses whether the forest land is being operated according to the applicable Forest Management Plan. The project identified three main groups: Menominee Tribal Enterprises, Menominee Tribal Legislature and the Menominee tribal members, who would be key in this dialogue process.</td>
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<tr>
<td>Program Objectives</td>
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<tr>
<td>1. Convene a series of meetings (4 meetings over consecutive months) involving tribal members, the Menominee Tribal Legislature, and the Menominee Tribal Enterprises Board of Directors to discuss/negotiate elements of an annual review/reporting format;</td>
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<tr>
<td>2. Eliminate or reduce conflicts and issues identified during the meetings and auditing process; and</td>
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<tr>
<td>3. Develop a plan for maintaining the sustainability of funding sources for continued annual determinations.</td>
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<tr>
<td>Impact</td>
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<tr>
<td>The MTE and MTL were brought together for several joint meetings. This was a huge achievement due to their contentious relationship. Menominee tribal members gained a much stronger understanding of the process of forestry management. A questionnaire was developed as a tool to gather opinions as to the reporting requirements the MTL and MTE wanted addressed in the annual report. Development of the reporting system is on-going and final results are not yet tangible.</td>
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## Montana Indian Business Alliance (MIBA)

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<thead>
<tr>
<th>Location: Great Falls, MT</th>
<th>Grant Amount: $10,000</th>
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### Asset

*Institutional Asset:* The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. MIBA was created as a statewide alliance of organizations dedicated to promoting private sector business development in Indian Country by maximizing and developing resources that encourage and support Montana Indian entrepreneurs.

*Human Capital:* MIBA strives to increase the skills, knowledge, education and experience of current and potential Indian business owners with the goal of empowering them to operate successful businesses and increase Indian business ownership in Indian Country.

### Strategy

MIBA assists current and potential Indian business owners in determining, creating, controlling, retaining, and leveraging small business assets that can create a greater sense of self-sufficiency and individual vision for the future. MIBA serves as a proactive network and resource advocate for Indian businesses. It is a catalyst for Indian entrepreneur growth and development. It also develops youth entrepreneurship opportunities.

### Program Summary

To achieve its mission, MIBA engages in the following projects:

- Host quarterly meetings in Indian communities in Montana to address such issues as youth entrepreneurship, marketing, business growth, mentoring, and financial management;
- Support community business owner development through classroom training, workshops, and support of mentoring;
- Plan, coordinate, and host the next annual conference (scheduled for Spring 2009); and

### Program Objectives

MIBA is using the First Nations’ NAAWI grant to carry out the following objectives:

1. Contract with three local tribal organizations that will help plan and host Indian Business Workshops on the Blackfeet, Northern Cheyenne and Fort Peck Reservations;
2. Coordinate Conference registration, including handling the cleanup of our mailing list, update, merge, name tags, registration table and possibly the electronic conference registration; and

### Impact

The Montana Indian Business Alliance and one of its partners, the Browning Community Development Corporation, hosted the first Indian Business Workshop on the Blackfeet Reservation on September 3, 2008 in Browning Montana. Twenty-eight people participated in the Workshop. The goal of the workshop was to provide technical assistance to business owners in the area and provide governance information to tribal leaders. The Montana Department of Commerce presented on the business opportunities on the Blackfeet Reservation and the Federal Reserve Bank presented on Commercial Law Development to promote business. Then the Indian Law Clinic out of the University of Montana presented on how a tribe can enhance sovereign immunity with constitutional reform and Codes of Ethics. The afternoon was spent with a local accountant and the importance of tracking business expenses.

MIBA has progressed in Conference planning. It is titled “Who Owns Our Future – Re- visioning Montana’s American Indian Reservations” and will be held April 20-21, 2009 at the Hilton Garden Inn in Missoula, Montana. MIBA released an RFP to Montana Indian owned businesses for the conference registration and was able to hire a consultant. MIBA released an RFP to Montana Indian owned businesses to hire a consultant to update our Indian Business Directory and the Finance Resource Directory. This process is on-going.
### National American Indian Housing Council (NAIHC)  
**Native Vote Youth Initiative Project: “iVoteNative”**

<table>
<thead>
<tr>
<th>Location: Washington, D.C.</th>
<th>Grant Amount: $5,000</th>
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**Institutional Asset:** The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. The National American Indian Housing Council (NAIHC) was founded in 1974 as a 501(c)(3) corporation. NAIHC is the only national organization representing housing interests of Native people who reside in Indian communities. NAIHC as an institutional asset for Indians sponsors various projects in Indian Country such as iVoteNative.

**Social Capital:** Social relations and networks within a community can support the building and maintenance of assets, but does not, in itself, generate income. Leadership development, community empowerment, and social justice are ways of increasing the social assets of a community. The NAIHC “iVoteNative” project focused on building social capital in Native youth. iVoteNative aimed to empower community youth by increasing their leadership capacity in governance and demonstrating to them that they could provide critical swing vote at the 2008 polls.

**Strategy**

“Our content is your content. Our voice is your voice.” NAIHC’s iVoteNative created and implemented a virtual community as a way to communicate with the target demographic, Native American youth. iVoteNative leveraged the First Nations’ NAAWI grant to secure additional resources from the Carnegie Foundation and to request a matching grant from the Rasmuson Foundation.

**Program Summary**

It is the hope and belief of iVoteNative that through a content-rich website, geared toward and developed by the attitudes of young people, iVoteNative will make a significant impact in increasing Native youth electoral and civic participation at the tribal, local, state, and federal level lasting well into the future. By demonstrating the scale and power of their collective voice and encouraging repeat visits, iVoteNative can use this forum to introduce voting as a powerful and birthright tool available to youth.

**Program Objectives**

1. Create an interactive, online community by producing and maintaining a website with fresh content posted regularly;
2. Hire a Web Editor/Manager who will be responsible for approving content posting—much submitted from young Native people around the country. This person will also initiate a blog and provide regular postings. He/she will coordinate all interviews for recording in preparation for website posting;
3. Conduct outreach to Indian Country, begin hyping launch date and seek submittals;
4. Develop/refine policies for website content;
5. Continue networking with other get-out-the-vote efforts, particularly Native and youth fundraisers; and
6. Increase by 20% the number of young Native voters going to the polls in 2008, calling to the attention of policy makers that youth provide critical swing vote.

**Impact**

iVoteNative created a website – [http://ivotenative.org](http://ivotenative.org) – that continues to exist today. iVoteNative provides a media platform to facilitate robust political debate and civic discourse for Native people and youth on a daily basis. The immediate impact of the iVoteNative project on the 2008 election is still being measured at press time.
<table>
<thead>
<tr>
<th>Navajo Partnership for Housing, Inc.</th>
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<tbody>
<tr>
<td><strong>Location:</strong> Gallup, NM</td>
</tr>
<tr>
<td><strong>Grant Amount:</strong> $23,500</td>
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</tbody>
</table>

**Institutional Asset:** The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. In 1996, the Neighborhood Reinvestment Corporation founded the Navajo Partnership for Housing (NPH). Its mission is to help Navajos build or buy homes. As of 2008, it has 13 staff members and maintains an operations budget of over $900,000.

**Human Capital and Individual Personal Assets:** One long-term goal of the NPH is to increase homeownership of Navajos by creating a buy-and-sell real estate market on the Navajo reservation and surrounding areas. NPH works to increase the financial management and homeownership skills, knowledge, education and experience of Navajos.

**Strategy**
NPH strives to create and provide program participants with:
- A reasonably efficient legal process for real estate transactions;
- A financial education curriculum that reaches a large number of people who understand personal financial management and credit to be able to participate in the real estate market; and
- The presence of real estate professionals who can service transactions and, presumably, make them easier to complete.

**Program Summary**
NPH is using the First Nations’ NAAWI grant to support NPH’s community outreach activities, including website development and to support board development and resource development activities.

**Program Objectives**
1. Upgrade the NPH website system; and
2. Provide the NPH Board of Directors with board and resource development training and activities.

**Impact**
This grant is mid-cycle and will conclude during the summer of 2009. NPH is currently developing a new website: [http://www.navajopartnershipforhousing.org](http://www.navajopartnershipforhousing.org). Board development and training is underway. NPH anticipates that the website will serve as an important medium by which it can extend outreach to potential program participants and expand the audience of its financial education curriculum with the long-term effect of increasing home ownership of Indians on or near the Navajo Reservation.
Northern Arapaho Business Development Corporation  
Water Rights on the Wind River Indian Reservation

<table>
<thead>
<tr>
<th>Location: Wind River Reservation, WY</th>
<th>Grant Amount: $30,000</th>
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**Natural Assets:** Land and natural resources including: oil, gas, minerals, agriculture, wildlife, and forests are the assets that build the basis of economic development in Native communities and demand a form of production and use of resources that is sustainable. The Wind River Reservation, home to the Eastern Shoshone Tribe and the Northern Arapaho Tribe, has surface and ground water resources. Water is the life blood of the community. Water is used ceremonially, revered spiritually, and used for every purpose and activity of life. It sustains wildlife, the land, aquatic resources, and air quality.

**Institutional Asset:** The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. The Northern Arapaho Business Development Corporation was formed by the Northern Arapaho Tribe in 1999. The Corporation applied for the First Nations’ NAAWI grant as a means to support community infrastructure growth on the Wind River Indian Reservation.

**Physical Assets:** The physical infrastructure within tribal communities, such as transportation, utilities, and technological systems are critical for economic activity. Although primarily important as a means to enhance the productivity of other assets, physical assets can generate income streams for a community and increase access to information and expand communication. This project hinges on acquiring technology to improve the tracking, valuation, and management of tribal water resources on the Wind River Reservation.

**Strategy**

To advance the Tribes’ control and retention of tribal water resource assets and to provide the Tribes with information on how much employment could be generated, the change in the value of the asset, or other factors critical to understanding the economic role of water at Wind River.

**Program Summary**

The project focused on the development of tools for tracking the water resource asset, and the use of that information for tribal decision-making at all levels in the community. While the bulk of the grant seeks to develop a computer-based model, the information arising from the development and implementation of the computer-based model will provide the Tribes and their community members with viable, tangible options and choices for the control of their water resources.

**Program Objectives**

1. Develop an asset tracking and decision-making tool for tribal leaders for the control of water resource assets;
2. Conduct tribal leader and staff training in the use of asset tracking model and the decision-making protocol; and
3. Document the asset tracking tool and decision protocol for distribution to Tribes.

**Impact**

The Tribe completed the review of applicable models and purchased the software and hardware to develop the model. A Joint Water Task Force was established and met bi-weekly for a year and continues to do so. Staff developed a working knowledge of the computer program details. The Tribe created a sustained on-going forum on water issues at the Council and agency-head level. In this framework, the importance and the application of asset tracking information to policy development and practical steps toward Tribal natural resource control has been ingrained as part of the discussion. The impact of actual use of the computer model is on-going and continues to be measured.
| **Quileute Nation** |
|---------------------|----------------|
| **Location:** La Push, WA | **Grant Amount:** $23,000 |

### Asset

*Political Asset:* The legal rights and claims that a Native community may have can support the ownership and control of economic assets. Similarly, political assets, such as sovereign status, tax immunity, or decision-making power can create economic opportunities and advance tribal objectives to develop and support a healthy and sustainable nation of people.

The Quileute Nation is a federally recognized Indian Tribe of 700 enrolled Tribal members. The Tribe has developed several entrepreneurial strategies to strengthen economic self-sufficiency and provide greater social services for their Tribal members. Through the First Nations’ grant, the Tribe utilized their political assets to increase governmental functions, accountability and organization.

### Strategy

This project supported a tribal organizational audit. This included making recommendations for tribal organization, accountability and budgeting.

### Program Summary

1. Review each tribal program and make recommendations on how to be more effective;
2. Update personnel policies;
3. Review and assist in preparing comprehensive, long-range economic development plan; and
4. Assist in the creation of an evaluation and assessment office.

### Program Objectives

Final recommendations are currently being developed for the Quileute Nation Tribal Council. This project was carried out with full Tribal Council help and support. Long-term benefits of this project include increased governmental organizational effectiveness, governance capability and accountability. Measurement of full impact is on-going.
<table>
<thead>
<tr>
<th>Asset</th>
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<tbody>
<tr>
<td><strong>Natural Assets:</strong> Land and natural resources including: oil, gas, minerals, agriculture, wildlife, and forests are the assets that build the basis of economic development in Native communities and demand a form of production and use of resources that is sustainable. Five uranium mines are proposed for northern Nebraska that would use in-situ mining and water from aquifer underlying the reservation. Many tribal people are concerned about the impact these mines will have on the health and well-being of the people.</td>
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</table>

| Institutional Asset: The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. Running Strong for American Indian Youth acted in the capacity of fiscal agent in this project so that community members of the Pine Ridge Reservation could utilize the Daniel Pennock Democracy School as a tool to receive training. The Daniel Pennock Democracy School teaches citizens and activists how to use democratic processes through people's constitutional rights to confront corporate wrong-doing (such as by opposing toxic dumps, quarries, factory farms, etc.). In addition, it explores the limits of conventional regulatory organizing and offers a new organizing model that helps citizens confront the usurpation by corporations of the rights of communities, people, and the earth. |

<table>
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<tr>
<th>Strategy</th>
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<tbody>
<tr>
<td>Empower tribal citizens to protect the Tribe's natural assets by providing them with training and knowledge on how to combat potential toxic development in their homelands and identify best practices for democratic action in preserving clean water.</td>
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<table>
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<tr>
<th>Program Summary</th>
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<tr>
<td>Five uranium mines were proposed for northern Nebraska that would use in-situ mining and water from aquifer underlying the reservation. Many tribal people are concerned about the impact these mines would have on the health and well-being of the communities near the mines. Funds from First Nations' NAAWI were used to provide tribal members with training at the Daniel Pennock Democracy School on how to combat corporations at the local level to stop toxic activities from polluting communities. The project goal was to identify and engage best practices for democratic action in preserving clean water and the environment on/near tribal lands.</td>
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<thead>
<tr>
<th>Program Objectives</th>
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<tbody>
<tr>
<td>1. Sponsor Tom Cook to attend a Daniel Pennock Democracy School Session at the Tesuque Pueblo to gauge its appropriateness for the water issue at Pine Ridge;</td>
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<tr>
<td>2. Host a Daniel Pennock Democracy School training for 20 attendees on or near the Pine Ridge Reservation to create awareness and increase action around uranium mining and water protection; and</td>
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<tr>
<td>3. Identify and engage other community groups not previously involved with the issue.</td>
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<tr>
<th>Impact</th>
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<td>Tom Cook, a field coordinator for Running Strong, attended the Pueblo of Tesuque Daniel Pennock Democracy School training. He hosted the Daniel Pennock Democracy School in Chadron, NE in December 2007, which was attended by 15 persons. The training convened around the issue of whether area residents and the natural environment have constitutional rights to clean water. Participants learned how corporations can usurp the rights of communities, people, and the earth. The training has led to an active network of Native and non-Native people focused on limiting the planned uranium mining expansion in the area. Tom Cook and four other petitioners filed petitions to intervene in the plans of the mining expansion in the area. The Atomic Safety and Licensing Board of the Nuclear Regulatory Commission granted the petitioners a hearing on the issues of standing and admissible contentions in 2008.</td>
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<tr>
<td>Asset</td>
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<tr>
<td>Social Capital: Social relations and networks within a community can support the building and maintenance of assets, but does not, in itself, generate income. Leadership development, community empowerment, and social justice are ways of increasing the social assets of a community. The CDC focuses on building social capital in the community members by strengthening cultural ties and identity of Lakota youth and young families.</td>
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<tr>
<td>Strategy</td>
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<tr>
<td>Strengthen cultural identity of Lakota youth and young families;</td>
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<tr>
<td>Engage youth and families to learn Lakota language and culture;</td>
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<tr>
<td>Develop young leaders to strengthen the Thunder Valley community as well as the greater Lakota Nation;</td>
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<tr>
<td>Instill in youth respect for the land, the language and the Lakota way of life; and</td>
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<tr>
<td>Program Summary</td>
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<tr>
<td>The CDC used First Nations’ grant to improve the CDC’s services and programs for the benefit of the Thunder Valley community. The CDC is committed to growing its organization so that it can better serve youth and young families on the Pine Ridge Indian Reservation. The CDC recognizes that it must train staff and the Board to have the ability to improve services and programs. The CDC focused on capacity development by creating new financial and fiscal policies, providing staff and Board members with leadership development, and improving CDC infrastructure and expanding its operational base by acquiring new office space.</td>
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| **Program Objectives** | Thunder Valley Community Development Corporation  
<table>
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<th></th>
<th>Pine Ridge Indian Reservation</th>
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| 1. Creating new financial/fiscal control policies for the organization to reflect best practices in regard to fiscal stewardship of donations;  
2. Provide staff and board trainings to improve organizational effectiveness, accountability, and governance; and  
3. Support the development of CDC infrastructure with the purchase of needed equipment and extra office space. | |
<p>| <strong>Impact</strong> | The CDC developed a new set of fiscal policies and controls and conducted the following trainings: 1) Board training on best non-profit practices concerning newly created fiscal policies and controls; 2) Training on all newly created internal policies and procedures for board and staff; and 3) Strategic Planning training to help the organization with the creation of a long term strategic plan and the development of a community vision statement. The CDC was able to acquire new office space in the Lakota Fund Trade Center in Kyle, SD. The CDC purchased furnishings and equipment for the office. The impact of this grant is still being measured. The grant has allowed the CDC to expand its institutional capacity to successfully manage large sources of funding, including federal grants, and to ensure clean audits. The grant has also improved the CDC’s outreach to the Lakota community. |</p>
<table>
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<tr>
<th>Turtle Mountain Allottees Association (TMAA)</th>
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<td><strong>Location</strong>: Belcourt, ND,</td>
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### Asset

*Institutional Asset:* The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. The TMAA is a start-up organization that operates on and around the Turtle Mountain Indian Reservation in North Dakota. The First Nations’ grant has allowed the TMAA to solidify as an organization that assists tribal allottees in regaining self-reliance and self-respect through the effective management of allottee resources.

*Human Capital and Individual Personal Assets:* TMAA works to increase allottee knowledge, skills, education and experience with the end result of strengthening their capacity to understand, manage, and control their property and assets.

### Strategy

TMAA strives to create and provide allottees with:
- A resources center that allottees can use to track information about property and assets;
- Trainings in which allottees learn how to conduct on-site inspections of allotments;
- Information about how allotments might have been improperly acquired and lost by tribal members;
- Trainings in which allottee family members learn how to research BIA probate and interest procedures and record pathways to insure correctness and reliability; and
- Opportunities for job creation and economic diversification through allottee-owned resources.

### Program Summary

The TMAA is working to develop the technical, administrative, and political capacity to assist allottees in serving as stewards of their lands. The First Nations’ grant has facilitated the growth of TMAA as a self-sustaining business entity geared toward the development of allotments and future diversification of the local economy.

### Program Objectives

1. Facilitate and finalize an office setting accessible to the allottees;
2. Educate every landowner that knowledge of their ownership allows for better decision-making with regards to their assets;
3. Create a chronological database that provides historical, legal, and technical information that currently exists in order to prepare allottees for potential negotiated or litigated water settlements in the tri-state area (MT, ND, and SD); and
4. Establish inter-governmental partnerships that will streamline efforts to achieve sound resource development and management practices and allow for greater benefits and participation for allottees.

### Impact

Based on the First Nations’ funding, the TMAA has been able to establish a solid base of information, contacts, and initiatives. The TMAA was able to make several powerful alliances and attended three important meetings – the Ft. Berthold Energy Conference and two meetings sponsored by the Indian Water Working Group. The meeting allowed TMAA to gain critical information in relation to understanding and managing tribal trust assets. The alliances brought TMAA together with national tribal organizations that pursue similar objectives. TMAA has had the opportunity to talk with various offices from the U.S. House and Senate, which has enabled the TMAA to make additional considerations for future development as well as envision potential future causes of action.

The TMAA has formulated objectives that will assist TMAA in empowering Turtle Mountain landowners to become more involved with the management and protection of their land and resources and utilize these assets to achieve fair market values and diversity economically. The TMAA was able to create the “TMAA Demonstration Project” which is a business plan that outlines the organization’s primary mission, funding sources, primary objectives, results and benefits, and annual budget. Ultimately, TMAA now has the capacity to be the voice of landowners and to continue its search for additional information and resources in its quest to utilize tribal land, mineral, and water resources for the benefit of Turtle Mountain communities and people.
<table>
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<tr>
<th>Institutional Asset:</th>
<th>The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. The Confederated Tribes of the Umatilla Indian Reservation (CTUIR) established the Umatilla Reservation Housing Authority (URHA) in 1967. The URHA serves over 1,500 enrolled members of the CTUIR. The URHA provides housing services and financial loan options designed to serve the greatest need and number of tribal clients.</th>
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<tr>
<td>Strategy</td>
<td>The First Nations’ grant allowed the Umatilla Reservation Housing Authority (URHA) to focus on increasing the capacity of their Homeownership Program. The development of this program will lead to better organizational capacity to provide for the housing needs of tribal members. Overall, URHA programs provide tribal members with opportunities for housing ownership, residency, investment, wealth and upward mobility.</td>
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<tr>
<td>Program Summary</td>
<td>The URHA Homeownership Program plays an integral role in meeting Reservation housing objectives. This program provides access to housing, financial education and counseling, and to individual development accounts (IDAs). On-going efforts to develop this program will allow the URHA Homeownership Program to continue to be one of the most respected homeownership programs in the nation.</td>
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<tr>
<td>Program Objectives</td>
<td>1. Purchase software and invest in staff training to improve tracking capabilities of the URHA’s homeownership program; 2. Conduct evaluation of database to ensure equipment is meeting the tracking and outcome based needs of the organization; and 3. Investigate certification with consumer credit and homeownership counseling and determine program path and appropriate fit with URHA goals.</td>
</tr>
<tr>
<td>Impact</td>
<td>To date, one URHA staff member has obtained consumer credit and homeownership counseling certification. The URHA is in the process of updating and revising all policies and procedures related to their homeownership program so they can continue to be a top-rated homeownership program. The organization is also continuing to investigate homeownership program software that meets the tracking and evaluation needs of the organization, the Tribe and their funders.</td>
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Wind River Development Fund (WRDF)  
Eastern Shoshone Tribe

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<tr>
<th>Location: Wind River Reservation, WY</th>
<th>Grant Amount: $20,000</th>
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**Asset**

*Institutional Asset:* The institutions and organizations within a community can attract resources to the community, and recycle them there. Such institutions may include the creation of financial intermediaries, nonprofit organizations, and philanthropic institutions. Recognizing the need to develop a local economy on the reservation, as well as the difficulty of accessing capital and technical assistance for reservation entrepreneurs, the Wind River Development Fund (WRDF) was tribally chartered in December 2001 as a community development financial institution.

*Human Capital:* The WRDF strives to increase the skills, knowledge, education and experience of tribal members by providing them with financial opportunities with the ultimate goal of stimulating economic development on the Wind River Indian Reservation, promoting self-sufficiency, self-determination and an enhanced quality of life for the reservation community.

**Strategy**

To increase the productivity, knowledge and skill level of the clients served by WRDF by providing increased entrepreneurial classes and resources.

**Program Summary**

The WRDF will use the First Nations’ grant to improve the entrepreneurial development programs and resources offered to the tribal members on the Wind River Indian Reservation.

**Program Objectives**

1. Increase the wealth of local entrepreneurs by developing a business incubation program that will include the development of policies and procedures and engagement of at least 10 new clients;
2. Evaluate and strengthen the existing IDA program to bring more participants which will be utilized as one of the tools of the business incubation program; and
3. Evaluate and revise current SAGE (Strengthening & Growing Entrepreneurs) business planning course.

**Impact**

The WRDF created new policies and procedures to guide the incubation program and launched the incubation program with the First Nations funds and a larger federal grant from the US Department of Commerce EDA. The WRDF served 93 clients in 313 separate consultations from October 2007 to March 2008. The entrepreneurs were able to spin off a for-profit company by providing business development assistance and a small business loan to participants. The for-profit business has tremendous earning potential which will provide a reliable source of income for the non-profit and will create new jobs in the community.

The WRDF held three trainings with 37 total attendees. The WRDF held the 11th SAGE Business Planning Course using the newly developed curriculum. Six students graduated with business plans and 15 students completed the course. The WRDF held a business plan challenge across the Reservation.

The WRDF made nine loans to local businesses. It also completed a draft of the secured transaction code and has opened up the code to the public for comment.