



FIRST NATIONS DEVELOPMENT INSTITUTE

*A*NNUAL REPORT 2008

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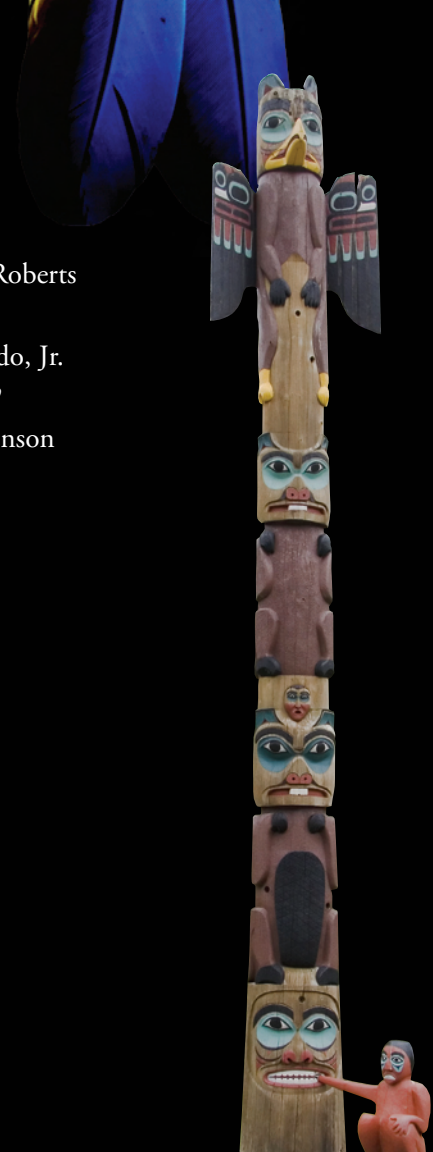
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FIRST NATIONS DEVELOPMENT INSTITUTE

A NUAL REPORT 2008



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ANNUAL REPORT 2008



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MISSION

Through a three-pronged strategy of Educating Grassroots Practitioners, Advocating Systemic Change, and Capitalizing Indian Communities, First Nations Development Institute is working to restore Native control and culturally-compatible stewardship of the assets they own - be they land, human potential, cultural heritage, or natural resources - and to establish new assets for ensuring the long-term vitality of Native communities.



CHAIRMAN'S LETTER

Dear Friends,

It is an honor for me as Chairman of First Nations Development Institute's Board of Directors to present our 2008 annual report.

First Nations Development Institute had a rewarding year in 2008. In spite of the economic downturn, First Nations continued to support Indian people working to improve their communities. For almost 30 years, our approach and focus have changed little. We continue to believe that the best people to identify and address the challenges in Indian Country are Indian people. Despite the troubled economy, through the unique combination of traditional knowledge and the development of innovative models, Indian communities are moving confidently into the future. And at First Nations, we remain honored to be just one small part of their success.

In reading the following pages of this report, I invite you to share in our work – to witness firsthand the intense commitment and resiliency of the Native people we are blessed to serve. Armed with tools like financial and investor education, asset management models, entrepreneurial support, leadership development and individualized technical assistance, Native communities move closer toward recapturing their original self-sustaining economies. As you read through this report, you will see all of these tools in use throughout First Nations' programs and projects and come to understand their importance in strengthening American Indian economies.

While you will witness the many successes highlighted throughout this report, there remains a critical need for stronger economic development efforts within tribal communities. As Native people, we are proud of all we have accomplished but we also know that until Native communities can ensure that each and every tribal



community member has the opportunity to propose and find success, Indian communities will be unable to reach their full potential. Like any community, Indian nations are only as strong as the individuals that make up the whole. To this end, First Nations will continue to work with Indian communities to develop new tools and models that foster success and leadership at *all levels* within tribal nations and to support individuals who possess the expertise and capabilities to create the organizational, political, legal and economic infrastructure necessary to control Indian assets and build strong and resilient communities.

On behalf of the board and staff of First Nations Development Institute, I humbly thank all of the individuals, organizations, and tribes who continue to make our work possible through their generous support.

Sincerely,



B. Thomas Vigil (Jicarilla Apache/Jemez)
Chairman
Board of Directors
First Nations Development Institute



*P*RESIDENT'S LETTER

I am in the Indian Business – Just Trying to Sell Authenticity

by Michael E. Roberts, President

I travel a great deal for work and people frequently ask me what I do for a living. I tell them that I am in the Indian business – specifically sales. I run a small company and head a sales team that does about \$3.5 million a year, which is pretty good relative to other folks in our industry. I grew up in this family business and I believe in it fully, but I am afraid I need a little marketing help.

You would think it would be a pretty easy sale. Our customers spend a lot of time talking about social justice, racial equity, and equal opportunity. And I think our product fits their needs pretty well. Our product is packaged with some pretty cool features that should have universal appeal – fairness, equity, family economic security, and hope and future orientation.

You see, my company, First Nations, seeks to increase economic security in Indian country by fostering culturally appropriate



economic development initiatives on reservations and in rural American Indian communities. First Nations' products and program areas relate directly to the three-legged stool that forms the underpinnings of healthy economies: the government sector, the for-profit sector, and the nonprofit sector. We are selling self-sufficiency, because we recognize that our mission is building a strong foundation for healthy American Indian-controlled economies.

First Nations is a 28-year old nonprofit that has been strategically making grants in Indian country for more than 15 years and is seen as a resource for tribal governments, social entrepreneurs, and emerging nonprofit businesses, in rural and reservation-based American Indian communities, working toward prosperity through economic and social justice. We do this in part by working to unleash entrepreneurship in American Indian communities by *nurturing an enabling environment for the growth of institutions that support thriving organizations and enterprises on American Indian reservations*. We know that these models, in turn, create new wealth opportunities for, and increase the assets of, Indian reservation and Native community members by:

- Expanding economic liberty and self determination;
- Promoting the economic self-reliance of American Indian individuals and families;
- Providing capitalization and technical assistance to the established and emerging Native community- and reservation-based nonprofit development organizations;
- Nurturing and developing the emerging for-profit and nonprofit leadership class in Native and reservation communities; and
- Strengthening reservation-based financial institutions and tribal and Native community-controlled Indian Country philanthropic foundations.

The challenge of fundraising for an Indian organization is tremendous when most folks' impressions and images of the American Indian population comes from one of three primary sources: direct mail appeals portraying dysfunctional American Indians living on reservations in poverty; Hollywood Westerns; or Time Magazine exposés on



Indian gaming. You see, when you are in sales, you have to find a way to package your product that has appeal to your customers. For an organization like First Nations, that means selling projects and products that show strong, resourceful and functional Indian communities, something that continues to be especially hard in a world captivated by all of this mythology.

So, at the great risk of offending, let me put my tongue firmly in my cheek here and talk about our challenge in fundraising. In many instances at First Nations we have spent a great deal of time and energy on research and development for the “new and improved” Indian product we represent. We painstakingly install bootstraps on them and our products are nimble enough to reach down and grab them in their attempts to pull themselves up. You see, I believe I am selling the “new and improved,” but when folks look to support work in Indian country, all they seemingly wish to support is “new age” or worse yet, they only wish to buy the “broken and damaged.”

Unfortunately, our product line does not have any of these features. Our products rarely come in buckskin and braids – the kind folks are used to seeing in the back of comic books or on television. No, our products do not stare stoically, or come in the two preferred models of arms-folded or hands out. They do not cry when fording polluted streams (birch bark canoe not included). And we do not sell the seemingly popular models – the “Suzy Starving Bear” model that comes with the sound chip that makes her stomach growl. Of course Suzy has been very busy appearing in articles in USA Today and for the Associated Press recently talking about how the recession does not affect her because she enjoys her simple ways.

It could be that our product line is too broad. Our products come in more than 560 varieties. We might be better off selling a single “pan-Indian” model, but we have not been able to source that variety. Perhaps this is because the product does not exist. Our products come with cultural competency and cultural integrity, and many of our products come with authentic voice – perfected over hundreds of years. But external pressures are threatening this feature



with obsolescence. It is our hope, however, that the 1,000th anniversary edition will still include this feature and the clarity of voice will remain as clear as it was more than 500 years ago.

Heck, we even have a couple of models that we thought would have sold better this past year, but our community organizer model did not come with Presidential ambitions, and our Joe the (Indian entrepreneur) Plumber model came complete with American Dream, but his lack of access to capital and the fact that technical assistance and training were required, seemingly put some folks off.

I have to admit that the product can be a bit complicated. As you begin to unpack it, the detailed history alone could fill volumes. And the more you read, the harder it becomes to understand, as what you are reading does not sound very American. Our products do not have super human powers, but they do seem to have super human spirit, which they use in their daily battles for fair housing, healthy food, diet and health, and their struggles with living in impoverished communities surrounded by an American economy that has grown wealthy off the riches of formerly Native-owned resources.

Yes, indeed, we need better marketing because in addition to the broken and damaged variety, the other popular model, the wealthy, bon-bon eating casino-rich Indian (available in only a handful of markets), has a mythology that has grown far beyond the truth. The fact of the matter is that this model is busy building neglected physical and social infrastructure – roads, health care facilities, daycare centers, and scholarship funds – and has seemingly raised the ire of non-Indian communities. Folks appear genuinely envious of the middle class American lifestyle these Indian folks are just beginning to enjoy - services all promised but rarely delivered in their contract with America and a lifestyle that only begins to reach that of the average American. But just like Barbie, with all the cool accessories, it just engenders envy.



Yes, I am in the Indian business, and I am selling self-determination, human rights, authenticity and integrity. On good days, I am selling hope and future orientation. But like I said above, I need marketing help, because folks seemingly prefer to buy the product from unscrupulous organizations' direct marketing appeals or from do-gooder non-Indian organizations – not “made in Native America.” Maybe all I need is an internet strategy –



American Indians

Find great deals & huge selection of models That will ensure the hope and the futures of healthy, American Indian-controlled economies.

www.firstnations.org

The sign features a central illustration of a Native American man's head in profile, wearing a large, colorful feathered headdress with yellow, black, and red feathers. The background of the sign is a vertical wooden plank texture.

Gunalchéesh (Thank you),

A handwritten signature in black ink, appearing to read 'Michael E. Roberts'.

Michael E. Roberts (téix sháach tsín)
President



INVESTOR EDUCATION

Investor Education Training with the Three Affiliated Tribes of the Fort Berthold Indian Reservation

At the request of Chairman Marcus Wells, Jr., First Nations Development Institute worked in partnership with the Office of the Special Trustee to provide five financial education trainings at the Fort Berthold Indian Reservation in 2008. Across the nation, the Office of the Special Trustee of the Department of the Interior manages the payments for natural resource exploration, land leases, and other economic development work on Indian trust land.

Recently, policy makers and tribal leaders have been calling on the Office of the Special Trustee to provide financial education to individuals who are receiving large lease payments for their land. Due to recent oil exploration, payments at Fort Berthold have been as large as \$75,000 to \$100,000, and some exceed \$200,000. Unfortunately many tribal members (like most Americans nationally) lack the financial skills to effectively manage funds of this magnitude.

In October of 2008, First Nations Development Institute worked with the Office of the Special Trustee at Fort Berthold to provide investor education to over 124 people who had received trust payments for oil and gas exploration on their land. And discussions are ongoing with other Fiduciary Trust Officers across the nation to schedule other trainings. These trainings represent a unique partnership between tribal governments, the federal government, and a national nonprofit organization.

These trainings are part of First Nations' InvestNative project, an ongoing effort of First Nations Development Institute to recognize and develop the assets, talents, and abilities of Native people. This project is supported by the FINRA Investor Education Foundation. *Investing for the Future* provides an overview of basic investing concepts in an accessible, easy-to-use format, and

is the latest addition to First Nations' *Building Native Communities* financial education curriculum. For more information on the InvestNative Project, contact Sarah Dewees, Director of Research or visit First Nations' website at: www.firstnations.org.



FINANCIAL EDUCATION FOR TRIBAL YOUTH

The Confederated Salish and Kootenai Tribes of the Flathead Reservation in Montana give small annual per capita payments to their members due to land and natural resource leases. The funds for tribal youth are kept in a tribal trust fund until individuals turn 18 (or 21 if they do not graduate from high school). Several years ago, the tribe instituted a financial education requirement for youth as a condition of receiving their youth trust fund monies. They use the *Building Native Communities: Financial Skills for Families* curriculum, designed by First Nations Development Institute and the Fannie Mae Foundation, to provide culturally relevant financial education in the local high schools and GED classes. First Nations Development Institute is working with the First Nations Oweesta Corporation to update and revise this curriculum in 2009 so that it can continue to be a resource for tribes and educational institutions.



COMBATING PREDATORY LENDING

Borrowing Trouble: Predatory Lending in Native American Communities.

Predatory lending is a nationwide problem but for Indian tribes the bleeding of assets away from tribal communities has consequences of greater dimension. The very survival of tribes is linked to securing comprehensive strategies for economic improvement. Many Indian people are poor and when even paychecks are taken from them, the dream of homeownership and building stronger communities is beyond hope. In March of 2008, First Nations Development Institute released “Borrowing Trouble: Predatory Lending in Native American Communities”, a report detailing the predatory practices of lenders that target Native American communities. This landmark report is the result of a research study conducted by First Nations under a grant funded by the Annie E. Casey Foundation.

In order to gain valuable primary data, First Nations also conducted case studies of five tribal communities actively combating predatory lending. The five tribes selected were the Cherokee Nation, the Citizen Potawatomi Nation, the Confederated Tribes of the Umatilla Indian Reservation, the Lac Courte Oreilles Band of Lake Superior Chippewa and the Winnebago Tribe of Nebraska. The communities each utilized innovative strategies to effectively combat predatory lending. The strategies included: offering alternative low interest loan products; financial education; credit counseling; and other asset-building programs and strategies designed to inform tribal citizens’ about their borrowing choices.

Through this extensive research study, which involved the review of national datasets, various surveys, and the five case studies, First Nations identified five primary themes: (1) predatory



lending is having a substantial impact on Native Nations; (2) financial education is a key strategy for combating predatory lending; (3) alternative credit programs are essential; (4) legislative and regulatory approaches are not common; and (5) tribal anti-predatory lending efforts are replicable. The study concludes with four key recommendations for Native Nations: (1) develop credit programs and borrowing opportunities that reduce the demand for predatory lending; (2) develop consumer education programs that assist in financial planning and credit repair; (3) set interest rate caps; and (4) collaborate with states. For more information on predatory lending in Indian Country, visit First Nations' website at: www.firstnations.org.

NATIVE ORGANIZATIONAL LEADERSHIP DEVELOPMENT

Leadership Entrepreneurial Apprenticeship Development (LEAD) Program



Developing emerging Native American leaders is what the LEAD program is all about. In 2008, First Nations Development Institute and its partners worked alongside outstanding emerging Native leaders who are preparing and motivated to assume Native nonprofit leadership roles in the 21st century.

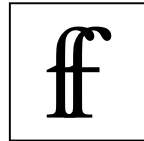
The Leadership Entrepreneurial Apprenticeship Development (LEAD) program is an intensive one-year program that brings together current Native nonprofit leaders with emerging Native nonprofit and philanthropic professionals. The program is designed to nurture and create future Native leaders for Native community and reservation-based nonprofits while also supporting Native nonprofits that are working to build Native leadership capacity in urban, rural and reservation-based communities.

Specifically, the LEAD program provides leadership development opportunities in four areas: financial management, revenue development, program management and service leadership. The program provides targeted trainings, lectures, and workshops to build a network of tribal and business contacts. LEAD participants are provided the opportunity to learn about current trends in nonprofit management and development, be mentored by successful Native leaders, and become part of a broader network of Native leaders working throughout Indian Country.

In 2008, First Nations and its partner organizations – the Potlatch Fund, Nvision and the Native American Youth and Family Center – worked with emerging Native leaders living in Washington Oregon and Colorado to develop their leadership skills. Through the LEAD program, First Nations and its partners continue to play an important role in expanding and shaping future leadership for Native communities and reservation-based nonprofit organizations.

Grants of \$300,000 over three years from the Bill & Melinda Gates Foundation, \$400,000 over two years from the Ford Foundation, \$25,000 from American Express and a \$10,000 challenge grant from the Gay & Lesbian Fund for Colorado support the LEAD program.

BILL & MELINDA
GATES *foundation*



Ford Foundation



SUPPORTING “INDIANPRENEURSHIP”

The Sinte Gleska University/Tribal Business Information Center was awarded a \$10,000 Native Youth & Culture Fund grant by First Nations Development Institute to provide culturally-based training in financial education and business development; teachings in traditional arts and culture; and mentoring to support and increase youth leadership on the reservation. The financial education training includes a six-week class geared toward youth and their families that includes topics such as building a healthy economy, financial planning, checking and savings accounts, and understanding credit. For the six-week class, the “Buiding Native Communities: Financials Skills for Families” curriculum is utilized. Additional curricula include budgeting, savings and investing, and insurance considerations.

The business development training includes a six-week class geared toward micro-entrepreneurs that includes topics such as business planning, marketing, and accounting. A six-week small business class, the “Indianpreneurship® - A Native American Journey Into Business” curriculum is also being used. The curriculum is story-based, using Native American entrepreneurial experiences as a basis for illustrating business principles. Additional training is offered to include topics such pricing, copyrights, accounting and developing marketing tools. Individual technical assistance will also be available to further develop marketing tools such as business cards, brochures and portfolios.

As a result of this grant, tribal youth will gain financial management skills to prepare personal and business budgets, develop savings and investing goals, and track income and expenses; learn to develop and manage a business as a group and as individuals; and learn traditional arts and crafts skills.



Sinte Gleska University/Tribal Business Information Center partnered with the South Dakota State University Extension Office to leverage its ability to provide training for financial education and business development to tribal youth. This concerted effort has provided tribal youth with a sense of place and a more positive and active role in their community.

First Nations' ability to fund this program was made possible through the generosity of foundation, corporate, tribal, and individual supporters.

2008 OWEESTA/LEAD INSTITUTE

Close to 200 individuals attended the 14th Annual Oweesta/LEAD Institute National Conference held in March of 2008 in Denver, Colorado. The National Conference was reintroduced with the goal of supporting Native people in their efforts to create, control, increase, retain, utilize, and leverage the assets in their communities. Conference sponsors included the Washington Mutual Foundation, the Ute Mountain Ute Tribe, the Appalachian Community Fund, the Native American Rights Fund, the Potlatch Fund, Transit Marketing and Design, the Native American Bank, FirstBank of Longmont, and First Nations Oweesta Corporation.

For three days, a variety of learning topics were hosted by more than 60 presenters representing tribal governments, Native nonprofit organizations, and tribal businesses. The six conference tracks consisted of Nonprofit Organizational Management and Development; Financial and Investment Literacy; Native American Asset Watch Initiative Policy; Creating an Enabling Environment for Entrepreneurship; Strengthening Native American Philanthropy; and Economic Development in Indian Country.

Of the more than 180 participants who traveled to Denver for the conference, one such participant noted that the conference was “very appropriate to the future well-being of American indigenous nations”, while another said, “[it was] good to reconnect with others in the field... I got several ideas of new work to do or new partnerships for our work. The conference was inspirational which leads to rejuvenation and better work”.

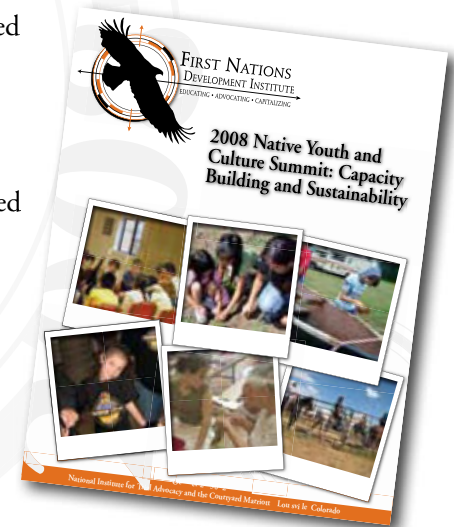


PARTNERING WITH THE NATIONAL INDIAN GAMING ASSOCIATION (NIGA)

In 2008, First Nations worked with the National Indian Gaming Association to conduct a survey of their membership regarding attitudes toward financial education. Over 100 surveys were collected at the April 2008 NIGA Trade Show and Convention in San Diego, California. A report that was co-published with the NIGA Spirit of Sovereignty Foundation indicated that 96 percent of respondents agree that there is a need for financial education in their community, and 65 percent of respondents believe that parents are concerned about how children are spending their money in their communities. 39 percent of respondents were elected tribal officials. The results of the survey were presented at a NIGA conference in October 2008.

NATIVE YOUTH & CULTURE FUND (NYCF) SUMMIT

For the first time in the history of the Native Youth & Culture Fund (NYCF), First Nations hosted the 2008 *Native Youth & Culture Fund Summit: Capacity Building and Sustainability* in October of 2008 in Louisville, Colorado. First Nations brought together 17 current and former NYCF grantee directors to provide them with networking opportunities, exposure to other Native youth programs through grantee showcasing presentations, and capacity building training on program implementation and sustainability, strategic planning, and program evaluation. The Summit served as a conduit for significant relationship building among the grantees themselves and between the grantees and First Nations. The Summit was invaluable to First Nations because it provided the opportunity to observe the results of our 15 years of grantmaking to Native Youth & Culture Fund programs as well as to identify important lessons learned by the programs. The Summit workshops and grantee showcases were extremely popular with the NYCF grantees, prompting First Nations to plan for a convening of 2009-10 NYCF grantees. A final report is available from First Nations that highlights the findings of a comprehensive evaluation of the NYCF.



AMERICAN INDIAN FIDUCIARY MANUAL

In early 2008, First Nations Development Institute partnered with the Foundation for Fiduciary Studies, Native American Bank, and Thornburg Investment Management to produce a fiduciary manual for individuals who serve on tribal investment committees. *The Management of American Indian Investment Decisions* is a guide to the leadership protocols and fiduciary practices that define a standard of excellence for American Indian tribal leaders and their investment committees. The manual provides real-world examples of fiduciary challenges and best practices for managing a tribe's wealth.



THE INVESTNATIVE PROJECT

The mission of the InvestNative project is to increase tribal members' knowledge of investment principles to help them make informed investment decisions. In 2008, First Nations held a national Train-the-Trainer event in Phoenix, Arizona on April 16th & 17th at the Fort McDowell Radisson Resort. Over 50 people attended the event, representing over 10 tribes and a mix of tribal programs, tribal colleges, Native nonprofits, and professional financial advisors. The national Train-the-Trainer program provided participants with information about how to use First Nations' culturally appropriate investor education curriculum *Building Native Communities: Investing for the Future* to provide investor education in their home communities. Participants were also provided with an orientation to the InvestNative project's online resource center, www.InvestNative.org. Supported by the FINRA Investor Education Foundation, the InvestNative website provides downloadable teaching tools and a resource library that includes downloadable copies of the investor education student workbook and instructor's guide.



WHAT WE DO

RESEARCH

Native Assets Research Center

Asset-based development decisions require timely, accurate information. Out of concern that existing research did not meet the needs of Native communities, First Nations created the Native Assets Research Center (NARC) in 1998. NARC is a research and policy center dedicated to promoting Indigenous knowledge and assisting tribal communities to build sound, sustainable reservation economies. The ultimate benefit, and the fundamental goal of NARC's work, is to help Native communities gain control of their assets.

NARC works closely with First Nations' grantmaking department to collect research data from our grantee field sites to identify key policy issues, lessons learned, and promising practices. It is this connection with field practice sites that assures NARC's approach to research is grounded in the experiences of community members and community projects.

Conducting independent research projects on asset development; analyzing culturally appropriate practices, policies and theories promoting self-sufficiency for Native peoples; building national policy initiatives; and serving as an information clearinghouse, NARC strives to:

- Document innovative approaches to economic change in Native communities.
- Identify successful approaches to asset control in Native communities and share this learning for the benefit of Native nations.
- Identify and advocate policy changes that support tribal economic self-determination.
- Collaborate with Native and non-Native partners to review and identify gaps in knowledge and research needs.



POLICY & ADVOCACY

The Policy Department continues to develop and implement its Native American Asset Watch Initiative (Asset Watch or NAAWI), a comprehensive strategy for systemic change by which First Nations seeks to assist tribes in regaining control of their resources and reestablishing sustainable, culturally compatible uses. NAAWI is supported by strategic grantmaking to tribes and grassroots partners to support, research, identify and supply strategies for tribal assets. Currently, we have more than 24 grants to Tribes and Native organizations.

We are nearing the culmination of a three year Asset Watch project funded by the Kendeda Sustainability Fund of the Tides foundation. Our findings reinforce First Nations' belief that tribes must control their assets, especially their natural resources and energy assets, in order to build assets at the individual, community and tribal levels and provide for healthy and secure tribal communities. Our report on our findings and recommendations was completed in the Spring of 2009 and is available at www.firstnations.org.

In an effort that complements NAAWI, First Nations has been engaged in a project that supports three emerging Native Asset Coalitions, each of which First Nations helped launch: Oklahoma Native Assets Coalition, Arizona Native Assets Coalition, and Northwest American Indian Asset Building Coalition. Such coalitions will allow Indian organizations and tribes to have a stronger voice on policies affecting Native asset building. There is plenty of good news: the coalitions are off the ground and are using resources of their respective programs to build their coalitions, define common issues, and build a policy agenda



Photo by Montoya Whiteman

to move shared interests forward at tribal, state and federal levels. Two of the coalitions have teamed with state asset coalitions and one works in close collaboration with the Federal Reserve Bank. These partnerships have raised the profile of issues related to Native asset building and provided support and access to much needed resources. In general, coalition building is enjoying some attention by funders; many see coalition building as an important way to give voice to the underrepresented. This encourages state and tribal groups to work together to support each others' asset building agendas. Coalitions have an important role to play, especially in the current economic downturn, which seems likely to adversely affect tribal and state asset building programs.

As part of this incentive, First Nations hosted a model Tribal Energy Institute at Fort Berthold this year focused on oil and gas development and related resource and energy issues, including water, wind, and tribal infrastructure. The purpose was to help the Three Affiliated Tribes find ways to gain more control over their oil, gas and water resources in the face of an oil boom on the reservation. The Institute was based on Peer Learning, with tribes and Indian organizations sharing what they are doing to gain control of their resources. There were positive outcomes and important lessons from the Institute that are still unfolding.

- The Three Affiliated Tribes have been assisted by the Southern Ute Indian Tribe, who participated in the Institute, in negotiating lease agreements and in developing their own energy company.
- As of December 2008, the Three Affiliated Tribes have leased their entire land base for exploration pursuant to primarily Indian Minerals Development Act (IMDA) and standard BIA lease agreements.
- At the request of the Office of Trust services, whose reservation officer was present at the Institute, First Nations Development Institute conducted Financial Education workshops for all five communities at Fort Berthold during the summer of 2008.
- The Three Affiliated Tribes have incorporated allottee goals into overall Tribal government objectives, coordinated federal and private assistance to landowners, and provided for increased Tribal technical assistance.
- Follow-up workshops were conducted with the Fort Berthold Tribal Allottees' Association by the Southern Ute Tribe.



- A follow-up training was held at Turtle Mountain Chippewa Reservation in June 2008 for allottees. The Indian Land Working Group provided this training under a First Nations Development Institute grant to the Turtle Mountain Allottee Association.
- A new Indian Water Rights Working Group was formed and held its first meetings in Montana in the summer of 2008 and in Arizona the fall of 2008.

The Institute and Peer Learning models are important because they allow tribes to learn from each other and take practical information that can be applied to their own resources and asset building efforts. Peer Learning, carried to its full extent, would eliminate the need to use western models and end reliance on the BIA to manage tribal assets. Never wanting to let go of a good idea, First Nations has started a new project to further test the Peer Learning model. The new project is supported by the Otto Bremer Foundation and will focus on tribes in Wisconsin, Minnesota and North Dakota beginning in 2009.

Tribal and organizational capacities are critical to controlling, using, and building Native assets. First Nations has four partners in the USDA's Rural Community Development Initiative, which is aimed directly at capacity building: Our partners are The Quileute Nation, Navajo Partnership for Housing, Thunder Valley Development Corporation, and Umatilla Reservation Housing Authority. Each partner is working on specific objectives to improve organization and structure, fundraising and sustainability, board or government capacity, planning, and accountability. A three-day training was held for partner organizations in January, 2009. The project concludes in late 2009.

TRAINING & TECHNICAL ASSISTANCE

First Nations Development Institute's Training and Technical Assistance program provides both standardized and customized technical assistance to its grantees and partners. Through the Training and Technical Assistance department, First Nations provides targeted assistance to organizations to help them: identify challenges; resolve issues; strengthen programs; improve systems, policies and procedures; and ensure organizational sustainability and growth. Assistance is provided through site



visits, teleconference calls, email communications, conferences, institutes, workshops, curriculum development, and publications. First Nations Development Institute provides training and technical assistance in the following areas:

- Organizational Development
- Revenue Development Strategies (General Fundraising)
- Grantwriting (Foundation and Federal Sources)
- Community Engagement
- Program Development and Implementation
- Program Management and Administration
- Program Sustainability
- Program Evaluation
- Board Management and Development
- Native Leadership Development
- Financial Management
- Strategic Planning
- Creating Tribal Philanthropic Vehicles
- Financial and Investor Education

Department of Justice Office on Violence Against Women (OVW)

OVW Technical Assistance Program

In 2008, First Nations Development Institute was awarded a \$275,000 grant from the Department of Justice Office on Violence Against Women (OVW) as a participant in the OVW Technical Assistance Program. This program provides OVW grantees and sub-grantees with the expertise and support they need to develop and implement successful state, local, tribal, and campus projects; increase victim safety, and bolster offender accountability.



Our role is to provide program development and management to support and increase the capacity of established and to-be-formed nonprofit, nongovernmental tribal domestic violence and sexual assault coalitions. Currently there are 23 tribal domestic violence and sexual assault coalitions that are located in rural and urban communities in 15 states. These coalitions are vital resources for American Indian and Alaska Native women who are victims of violence.

Specifically, First Nations is providing one-on-one tailored technical assistance through site visits, two customized training institutes focusing on nonprofit development and management, and ongoing technical assistance as requested.

An exciting component of the 2008 grant is the creation of a nonprofit guidebook for the tribal domestic violence and sexual assault coalitions in areas of financial management, program management and evaluation, and board development and management. The guidebook will aid organizational leaders as they anticipate problems and conflicts, handle challenges and successes, and provide critical information, opinions, and analyses for longevity, sustainability, and goal achievement.

The Training & Technical Assistance Department is also responsible for administering the Leadership Entrepreneurial Apprenticeship Development (LEAD) Program. See “2008 Highlights” for more information about the LEAD Program.

GRANTMAKING

Through its grantmaking program, the **Eagle Staff Fund (ESF)**, First Nations provides culturally compatible financial and technical resources to tribes and Native nonprofit organizations to increase sustainable asset-based development projects and programs. General funding provides seed capital for innovative models for training and assistance for culturally appropriate economic development that utilizes asset-based strategies. First Nations has five additional grant initiatives within its ESF grantmaking program:

The Native Nonprofit Capacity Building Initiative increases institutional capacity and strength through organizational capacity assessment and funding specific projects around organizational sustainability and constituent service.



The **Native Youth and Culture Fund (NYCF) Initiative** partners with tribes and Native nonprofits seeking to utilize, retain and increase Native culture and tradition among Native youth.

The **Native Agriculture and Food Systems Initiative (NAFSI)** increases Native control over agriculture and food systems, and promotes public policies that support the Native agriculture and food sectors.

The **Native American Asset Watch Initiative (NAAWI)** partners with tribes and Native communities to create strategies for economic improvement, the protection and revitalization of traditional and environmental resources, and to identify and address legislative and regulatory barriers to effective Native environmental protection and preservation.

The **Little Eagle Staff Fund (LESF)** supports Native community-based development organizations so that they can promote economic development in Native communities. Priorities include increasing and expanding financial literacy and education efforts, credit repair, and entrepreneurial development by tribal nonprofits and community development financial institutions located on reservations or within Native rural communities.

GRANT LISTING FOR 2008

Grant Program/ Grantee Name	Location	Grant Amount	Project Description
<u>EAGLE STAFF FUND (ESF) - GENERAL</u>			
Denver Indian Family Resource Center	Lakewood, CO	\$1,000	Support of an Indian Child Welfare Act workshop designed to strengthen tribal child welfare advocates' ability to retain and control permanency for Native children.

GRANT LISTING FOR 2008 CONT.

LEADERSHIP ENTREPRENEURIAL APPRENTICESHIP DEVELOPMENT PROGRAM (LEAD)

Chamiza Foundation, Inc.	Santa Fe, NM	\$5,000	LEAD Program
Native American Youth & Family Center	Portland, OR	\$8,800	LEAD Program
Native American Youth & Family Center	Portland, OR	\$56,000	LEAD Program - 2nd year
NVision	Longmont, CO	\$56,000	LEAD Program
Potlatch Fund	Seattle, WA	\$25,600	LEAD Program
Potlatch Fund	Seattle, WA	\$56,000	LEAD Program - 2nd year

LITTLE EAGLE STAFF FUND (LESF)

Ho-Chunk Nation	Black River Falls, WI	\$12,750	To expand a program which increases the financial literacy of tribal youth and adults in five Ho-Chunk communities.
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GRANT LISTING FOR 2008 CONT.

Katikitegon Community Development Corporation	Watersmeet, MI	\$18,250	To continue a program to increase financial literacy and IDA program participation in the Katikitegon community.
Network for Native Futures	Cass Lake, MN	\$10,000	To create a five-year strategic plan for the development and sustainability of the Anishinabe Miikana Clinic which addresses Fetal Alcohol Spectrum Disorders; the establishment of a Project Advisory Board; the design of a culturally-based therapeutic program based on practice-based evidence; and identifying and prioritizing the research needs of the community into the strategic plan.
ONABEN, A Native American Business Network	Tigard, OR	\$40,000	To enhance, through collaboration and beta testing, three new entrepreneurial development system components: an Indianpreneurship II curriculum; Indianpreneurship Marketplace Development – a business plan development competition and intensive coaching model; and a tribal youth entrepreneurship curriculum.
Sitting Bull College	Fort Yates, ND	\$40,000	To continue financial education and credit counseling to members of the Standing Rock Sioux Reservation community and to expand community economic development and entrepreneurship.
Turtle Mountain Community Financial Development Institute	Belcourt, ND	\$25,000	To enhance financial literacy by offering financial education and credit repair loans to tribal members and to create the organizational capacity to report to major credit bureaus on their client's payment history.
Wigamig Owners Loan Fund, Inc.	Lac du Flambeau, WI	\$39,000	To capitalize its loan fund to increase access to lending for tribal members, provide homebuyer education to tribal members, and enable WOLF to build management capacity.

GRANT LISTING FOR 2008 CONT.

NATIVE AMERICAN ASSET WATCH INITIATIVE (NAAWI)

Arizona Commission of Indian Affairs	Phoenix, AZ	\$10,000	To sponsor the 28th Annual Arizona Indian Town Hall in order to increase the participating tribes control of their assets through coalition building.
Indian Land Working Group	Albuquerque, NM	\$2,000	To strengthen tribal control of energy resources by enabling tribal leaders to attend the Tribal Energy Conference.
Montana Indian Business Alliance	Great Falls, MT	\$10,000	To host Indian Business Workshops in three tribal communities that would provide technical assistance to Montana tribal business owners and tribal leaders in an effort to increase and promote tribal business and to update the Indian Business Directory and the Finance Resource Directory.
Navajo Partnership for Housing	Gallup, NM	\$23,500	To increase the Navajo Partnership for Housing's website's ability to market, expand outreach, and support efficient and secure internal recordkeeping and information management; to create and implement a comprehensive Resource Development Plan to increase revenue; and to conduct a market and loan product development study.
Quileute Tribe	La Push, WA	\$23,000	To increase tribal capacity building by reviewing tribal programs and making recommendations for policy revision to ensure effectiveness; preparing a long-range economic development plan; and creating an evaluation and assessment office.
Thunder Valley Community Development Corporation	Porcupine, SD	\$10,000	To create and increase financial/fiscal control policies for the organization; to build board capacity through organizational training; and to support office staff development to increase overall organization function as the organization continues to serve and empower Lakota youth and families to improve the health, culture and environment of our communities, through the healing and strengthening of cultural identity.
Turtle Mountain Allottee Association	Belcourt, ND	\$25,000	To strengthen ownership and control of tribal lands by locating and identifying all allotted lands on behalf of all tribal allottees.

GRANT LISTING FOR 2008 CONT.

Umatilla Reservation Housing Authority	Pendleton, OR	\$23,500	To increase the Housing Authority's program capacity and effectiveness by training staff on Fannie Mae's Home Counselor On-line software and evaluating its impact; to obtain technical assistance and training on program evaluation and procedure development; and to investigate and select consumer credit and homeownership counseling certification program and have appropriate staff certified.
Arizona Native Assets Coalition	Somerton, AZ	\$20,000	To survey Arizona's 22 tribes in order to develop an inventory of existing policies that fund financial education and asset-building programs in Arizona Native communities; forge tribal partnerships to assist with policy and workshop development, community outreach campaign and donor cultivation; and compile a list of financial education specialists to utilize in financial education trainings to be offered to tribal communities.
Northwest Native Asset Building Coalition	Fife, WA	\$20,000	To help Native people better utilize their financial assets by hosting a Volunteer Income Tax Assistance site in Seattle and by providing financial literacy training, information, and resources; these efforts will enable the capture of data for a published report that will outline clear policy objectives for this coalition.

NATIVE YOUTH & CULTURE FUND (NYCF)

Boulder Valley School District	Boulder, CO	\$500	To create an opportunity for Native American high school students which fosters and encourages leadership in their schools and communities through sponsorship of the 2009 American Indian Youth Leadership Institute Conference.
California Indian Basketweavers Association	Woodland, CA	\$20,000	To retain traditional basket making arts through the continuance of youth basketry/language classes; a youth basketweavers gathering; and a summer campout for basketweavers.

GRANT LISTING FOR 2008 CONT.

Chilkat Indian Village	Haines, AK	\$16,700	To retain the Tlingit language by utilizing youth apprentices to document on film dialogues between respected Elders and younger language learners.
Citizen Potawatomi Community Development Corporation	Shawnee, OK	\$20,000	To increase tribal youths' financial literacy through education, establishing positive relationships with mainstream financial institutions, and increasing savings toward their post-secondary education while promoting Potawatomi Language Education, community service and responsible money management.
Gedakina, Inc.	Milford, NH	\$20,000	To strengthen and rebuild the relationship of youth and their families to traditional and historical places, to their languages, and to each other, and to disrupt the cycle of violence that permeates tribal communities through collaboration with educators, human service professionals and community activists; and through Indigenous Traditional Ecological Knowledge and cultural revitalization with educators, historians and Elders.
Honor Indians Institute, Inc.	Omaha, NE	\$16,777	To create training and seminars for parents, families, teachers and students, "Mascots That Honor Indians" will train youth from Omaha area middle/high schools to organize and lead the project; provide resources to write the book "Mascots that Honor Indians"; and provide funds to publish the book.
Hualapai Tribe of Northwestern Arizona	Peach Springs, AZ	\$14,400	To create an intergenerational program providing elders with an opportunity to share their unique knowledge of Hualapai language, plants, animals, land, and traditional knowledge with Hualapai youth so that this knowledge can exist in perpetuity.
Indigenous Peoples Council on Biocolonialism	Nixon, NV	\$20,000	To create a new generation of young tribal leaders committed to the protection and perpetuation of the rights and cultures of Indigenous peoples in the Great Basin through a six-month Indigenous-centered educational program.

GRANT LISTING FOR 2008 CONT.

Junior Achievement of New Mexico, Inc.	Albuquerque, NM	\$20,000	To establish and implement the JA Native American Initiative in tribal communities through development of a “toolkit” and a summit in order to increase financial literacy and entrepreneurship amongst tribal youth.
Menominee Indian Tribe of Wisconsin	Keshena, WI	\$6,513	To strengthen, retain, and preserve Menominee language, culture and tradition by holding a seven day Menominee Youth Culture Camp where youth will learn to work together as a community.
Montana Indian Business Alliance	Great Falls, MT	\$10,000	To increase youth entrepreneurship in eight Indian Communities in Montana by providing technical assistance and monetary assistance to organizations which work directly with tribal youth.
Mooretown Rancheria of Maidu Indians of California	Oroville, CA	\$3,200	To increase the number of tribal youth graduating from high school and college through a leadership academy that blends work ethic, academics, and cultural skills, while demonstrating how they fit into the tribal organization.
Nanticoke Lenni-Lanape Indians	Bridgeton, NJ	\$20,000	To support an obesity and diabetes education and prevention summer camp for tribal youth ages 5-18 utilizing tribal community cohesiveness, traditions, and philosophy to increase healthy lifestyles.
Native American Community Board	Lake Andes, SD	\$20,000	To retain the Dakota language and cultural heritage through documentation utilizing Internet live-streaming and conducting a children’s language program.
Native American Fish and Wildlife Society	Denver, CO	\$10,000	To provide a national, hands-on indigenous environmental education program for Native American high school students that demonstrates how traditional Native cultural values and practices can be retained while using contemporary science to address environmental and natural resource matters.

GRANT LISTING FOR 2008 CONT.

Native Village of Afognak	Kodiak, AK	\$20,000	To build the strengths and assets of native youth while assuring the culture continues to thrive, six one-week camps (Dig Afognak) themed around Alutiiq culture for youth and Elders are held during the summer season.
Navajo Waters	Flagstaff, AZ	\$17,410	To increase the ability of Navajo, Havasupai, and other Native youth, elders, and community members to address threats to their sacred waters and lands from uranium mining and transportation by documenting in film its youth capacity building and public education initiative.
Northwest Native American Basketweavers Association	Seattle, WA	\$15,000	To create a training track for youth at the 2008 Annual Gathering of Basketweavers and to develop at least one new youth program during the year which will help promote and retain the traditional craft of basketry.
The Oneida Tribe of Indians of Wisconsin	Oneida, WI	\$20,000	To revitalize and retain the Oneida women's ceremonies girls ages 11-15 will learn about the various ceremonies, Oneida culture, and attend the Moon Ceremony.
Pawnee Nation of Oklahoma	Pawnee, OK	\$20,000	To strengthen the Pawnee language, to preserve and revitalize culture, well-being, self-esteem, and to create of intergenerational relationships, and leadership skills among tribal youth, the Pawnee Nation Juvenile Intervention Center will implement its 12-month "Pawnee Pride" program.
Potlatch Fund	Seattle, WA	\$20,000	To increase and institutionalize internal controls by providing staff, strategic, logistical and material support to the Intertribal Canoe Society supporting over 30 north west tribes in maintaining the cultural tradition of the ocean-going canoe movement and its year-round organizing activities with thousands of participants of all ages.

GRANT LISTING FOR 2008 CONT.

Sinte Gleska University	Rosebud, SD	\$10,000	To strengthen the Sicangu Lakota Oyate through an integrated approach that provides culturally-based training in financial and business management; teachings in traditional arts and culture; and mentoring to support and increase youth leadership.
Sunkawakan's Gift, Inc.	Santa Fe, NM	\$20,000	To increase self image, positive life choices, and leadership skills in tribal, at-risk youth by using tribal Elders, storytellers, and horsemen in a series of cultural and historical workshops designed around the horse and its role in Native American.
Washoe Tribe of Nevada and California	Gardnerville, NV	\$20,000	To retain the Washoe language and culture by teaching traditional practices to prepare tribal youth to be healthy, responsible Wašiw men and women through language classes, cultural arts and traditions, lessons on family values, tribal history and about the connection to Washoe aboriginal homelands.
Western Shoshone Defense Project	Crescent Valley, NV	\$20,000	To increase control over tribal natural resources, the Newe Youth Project will educate and empower Western Shoshone and other native youth through intensive knowledge-building internships, gatherings and participation at high level international meetings, strategic networking and corporate engagement.

RAYMOND JAMES NATIVE AMERICAN FUND (RJNAF) - DONOR ADVISED FUND

Junior Achievement of New Mexico, Inc.	Albuquerque, NM	\$2,000	To create and establish a Junior Achievement Native American Initiative which will increase native youth entrepreneurship in New Mexico through the development of a culturally-sensitive toolkit, hosting a summit to disseminate the toolkit and provide details on how to pilot the effort, and by focusing national attention on the initiative.
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Total dollars awarded *\$962,900* • Total number of grants awarded *50*



First Nations Oweesta Corporation (Oweesta) was incorporated in December 1999 as a subsidiary of First Nations Development Institute. As the nation's premier Native Community Development Financial Institution (CDFI) intermediary, Oweesta helps build strong Native institutions and programs through professional services designed to build local capacity, provide powerful tools for Native community development, and promote economic sovereignty.

Oweesta's mission is to **provide opportunities for Native people to develop assets and create wealth by assisting in the establishment of strong, permanent institutions and programs, leading to economic independence and strengthening sovereignty for all Native communities.**

Through its training and technical assistance programs and services, Oweesta:

Assists in the development of strong Native community development financial institutions that create local entrepreneurs, homeowners, and tribal businesses as well as develop the infrastructure and knowledge that lead to solid and culturally appropriate governance, legal systems, commercial practices and community-focused financial management.



Assists these institutions with developing an integrated range of asset building programs and services designed to enhance the ability of Native individuals to increase their financial skills and better manage their financial assets. Oweesta's areas of expertise include basic financial education, Earned Income Tax Credit/Volunteer Income Tax Assistance (EITC/VITA), and Individual Development Account program development.

Provides low-interest loans to qualifying Native CDFIs and other Native financial institutions with the goal of promoting sustainable organizations with successful financing programs.

Collaborates on research studies focused on identifying and mitigating barriers to Native control of and access to financial assets. Its national voice advocates for policy that supports the Native CDFI industry.





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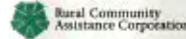
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