



# FY 2017 Congressional Justification

For additional information, contact:

Philip J. Lemanski

Executive Director

(520) 901-8560

[Lemanski@udall.gov](mailto:Lemanski@udall.gov)

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## Introduction

The Morris K. Udall Foundation (Udall Foundation) was established by the U.S. Congress in 1992 as an independent executive branch agency to honor Morris K. Udall's lasting impact on this nation's environment, public lands, and natural resources, and his support of the rights and self-governance of American Indians and Alaska Natives (P.L. 102-259). The 1998 Environmental Policy and Conflict Resolution Act (P.L. 105-156) created the U.S. Institute for Environmental Conflict Resolution as a program of the Udall Foundation to assist parties in resolving environmental, public lands, and natural resources conflicts nationwide that involve federal agencies or interests. In 2009, Congress enacted legislation to honor Stewart L. Udall and add his name to the Udall Foundation (P.L. 111-90). The agency is now known as the Morris K. Udall and Stewart L. Udall Foundation. The Udall Foundation's enabling legislation is codified at 20 U.S.C. 5601-5609. The Udall Foundation is located in Tucson, Arizona, and Washington, D.C. The Udall Foundation accomplishes its mission through six programmatic areas:

- ***Native American Congressional Internships***, which provide up to 12 internships annually to outstanding American Indian and Alaska Native college, graduate, and law students in order to provide them with practical experience with the federal legislative process. Since 1996, 233 interns from 113 Native nations have participated in the internship program.
- ***The Native Nations Institute for Leadership, Management, and Policy (NNI)*** at the University of Arizona, which focuses on executive education for tribal leaders and on policy research. The Udall Foundation and the University of Arizona cofounded NNI, building on the research programs of the Harvard Project on American Indian Economic Development.
- ***Parks in Focus***, which fosters greater understanding, appreciation, stewardship, and enjoyment of the Nation's natural resources by connecting youth from underserved communities to nature through photography, positive outdoor experiences, and environmental education. Since 1997, approximately 2,041 youth have participated in Parks in Focus.
- ***Udall Center for Studies in Public Policy (Udall Center)***, a unit of the University of Arizona, Environmental Policy and Conflict Resolution Programs, which supports policy-relevant, interdisciplinary research, science-policy dialogues, and other endeavors that link scholarship and education with decision making, particularly in the areas of water security and management, climate change adaptation and planning, and ecosystem services valuation and protection, primarily in the Southwest and U.S.-Mexico border region.
- ***Udall Undergraduate Scholarships***, which provide up to 50 scholarships annually to outstanding students who intend to pursue careers related to the environment, tribal public policy, or American Indian health care. Since 1996, 1,464 scholarships have been awarded.
- ***The U.S. Institute for Environmental Conflict Resolution (U.S. Institute)***, which helps federal agencies and other stakeholders resolve environmental, public lands, and natural

resources conflicts and build capacity for environmental collaboration and conflict resolution. The U.S. Institute's range of services include consultations, assessments, process design, convening, neutral selection, mediation, facilitation, training, case management, program design, and other related activities covered by the Udall Foundation's enabling legislation.

The Udall Foundation's FY 2017 Budget Request of \$5.14 million is 5% below the FY 2016 requested appropriation of \$5.4 million.

The requested funding supports the Udall Foundation's principal objectives of promoting the awareness, enjoyment, and understanding of the nation's environment, natural resources, and public lands, and advancing tribal public policy and health care. These objectives are reflected in our strategic goals:

- Strengthen the appreciation and stewardship of the environment, public lands, and natural resources;
- Strengthen Native nations to facilitate their self-determination, governance, and human capital goals.

The FY 2017 Budget Request was developed in accordance with the Udall Foundation's Strategic Plan for FY 2015-2018. The Udall Foundation's FY 2015-2018 strategic goals, strategic objectives, and performance goals are shown in Table 1.

The Udall Foundation receives appropriations that are deposited into two funds, the Environmental Dispute Resolution Fund (EDRF) and the Trust Fund. Throughout this document, the budgets and performance goals of the EDRF are highlighted in red; the Trust Fund is highlighted in blue. The EDRF is used for the U.S. Institute for Environmental Conflict Resolution program's annual operations. The Trust Fund's annual interest earnings fund the Scholarship and Fellowship Programs and Parks in Focus. In addition, up to 20% of the annual interest for the Trust Fund is allocated to the Udall Center. From FY 2001 through FY 2015, appropriations language has allowed a portion of the Trust Fund appropriations to be transferred to NNI each year, at the discretion of the Board of Trustees.

Although both funds invest available balances in Treasury obligations, they differ in how they may be spent: U.S. Institute appropriations remain available until expended; the appropriations for the Trust Fund are added to principal and invested, and only the interest income may be used to fund the Udall Foundation's educational programs.

Congress authorized the U.S. Institute to accept and retain fees for conflict resolution services, in addition to its appropriations. Earned revenues are processed primarily through reimbursable interagency funding agreements. Typically, there are one- to three-month delays between the U.S. Institute's expenditures (e.g., contract payments to private-sector providers)

and reimbursements from requesting agencies. The delay between expenditures and reimbursements requires a working capital fund to ensure adequate cash flow.

As a result of feedback from the Office of the Inspector General of the U.S. Department of the Interior, the Udall Foundation implemented changes that have improved contracting procedures, strengthened management controls, and improved the Board of Trustees' oversight. The Foundation has an interagency agreement with the Interior Business Center for all contracting above the micro-threshold. During FY 2016, the Udall Foundation has continued to make improvements to personnel policies, organizational structure, Board operating procedures, and internal controls. Internal controls improvements include standardizing travel policies; reducing the number of purchase card holders; requiring annual training in both travel and procurement; utilizing a risk assessment process to determine program and process areas to be reviewed and improved as necessary, creating a Udall Foundation pay schedule, standardizing performance plans and measures, and changing the performance year to accommodate timely recognition of exceptional performance.

Detailed program budgets are attached as Appendices A-C.

# Udall Foundation Strategic Goals, Strategic Objectives, and Performance Goals

## Strategic Goal 1

Strengthen the appreciation and stewardship of the environment, public lands, and natural resources

### Strategic Objectives

#### 1.1

Provide organizational assistance and information resources to build capacity for collaborative decision making and public participation related to environmental conflicts and natural resources issues involving federal agencies and interests

#### 1.2

Provide services and information resources to resolve environmental, public lands, and natural resources issues among governmental and non-governmental stakeholders

#### 1.3

Provide educational opportunities to promote understanding and appreciation of the environment and natural resources

### Performance Goals

#### 1.1.1

Provide training to further the use of environmental conflict resolution, collaborative decision making, and consensus building

#### 1.1.2

Convene and facilitate policy dialogues and forums, and host conferences to further awareness and use of environmental collaboration and conflict resolution

#### 1.1.3

Conduct research that informs environmental policy and natural resources management

#### 1.2.1

Provide case consultation services and mediator referrals to increase the use of environmental conflict resolution and collaboration by federal agencies

#### 1.2.2

Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources conflicts involving federal agencies

#### 1.3.1

Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment, and provide training and community building to Udall scholars

#### 1.3.2

Award fellowships to outstanding graduate students who intend to pursue advanced degrees in fields related to the environment

#### 1.3.3

Provide outdoor, educational programming to connect youth to nature through photography

Funding Source: **Red** = Environmental Dispute Resolution Fund; **Blue** = Udall Foundation Trust Fund

## Strategic Goal 2

Strengthen Native nations to facilitate their self-determination, governance, and human capital goals

### Strategic Objectives

#### 2.1

Provide education and training to Native nations and non-Native entities or individuals who engage with Native nations

#### 2.2

Provide information resources and services to resolve environmental, public lands, and natural resources issues that concern Native nations

### Performance Goals

#### 2.1.1

Provide Native nations with information resources and tools for leadership and governance that will enable them to achieve their strategic goals

#### 2.1.2

Provide policy analysis and research to support Native nations

#### 2.1.3

Provide scholarships, training, and community building to American Indian and Alaska Native undergraduate students who intend to pursue careers in tribal public policy or health care

#### 2.1.4

Provide internships, training, and community building to American Indian and Alaska Native undergraduate, graduate, and law students in the areas of tribal public policy or health care

#### 2.2.1

Provide assessment, mediation, facilitation, and related services on issues that concern Native nations

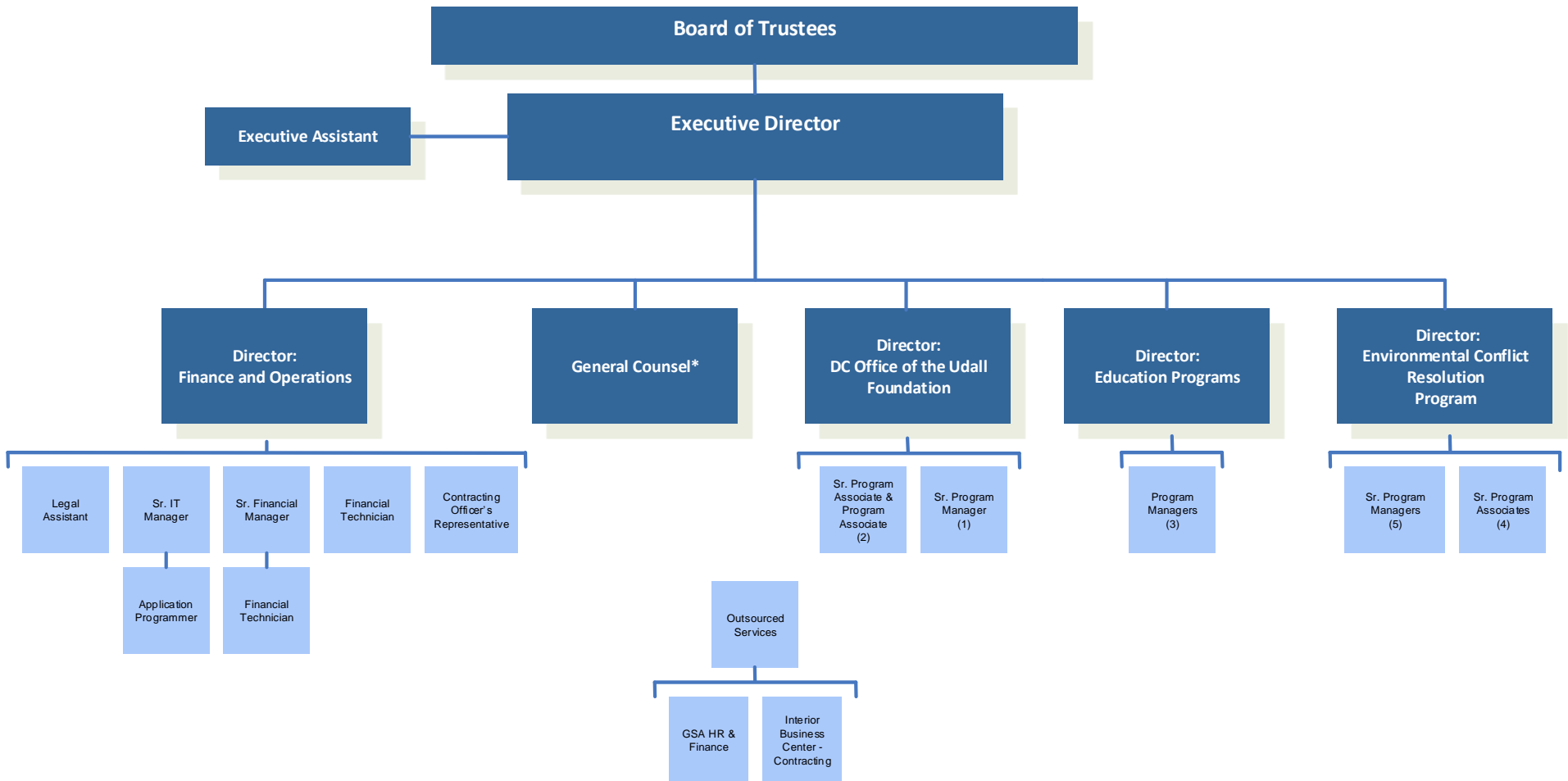
#### 2.2.2

Increase the awareness and use of the Native Dispute Resolution Network for environmental conflict resolution and collaboration services

Funding Source: **Red** = Environmental Dispute Resolution Fund; **Blue** = Udall Foundation Trust Fund

Table 2

The Morris K. Udall and Stewart L. Udall Foundation  
Organizational Chart



\* Also a direct report to the Board

9/4/15



## Environmental Dispute Resolution Fund - the U.S. Institute for Environmental Conflict Resolution Program

The U.S. Institute is the only federal program entirely dedicated to resolving environmental disputes and conflicts and promoting collaborative decision making for conflict prevention. It is a centralized resource for environmental conflict resolution (ECR) activities, serving multiple entities and needs.

The U.S. Institute’s services produce cost savings across the federal government by working to reduce litigation and appeals, minimize inefficiencies and the waste of agency resources that result from conflict, reduce instances of stalled or delayed projects, avoid lost economic opportunities, minimize unnecessary and costly remediation when environmental issues are not dealt with in a timely manner, and avoid public frustration and lost confidence in government. Consequently, reductions in U.S. Institute funding that significantly impact services could result in higher litigation costs for other government agencies, with negative impacts on the broader federal budget.

Federal agencies request assistance from the U.S. Institute when neutrality, expertise, and case management capacity are needed to lead complex conflict resolution and collaborative problem-solving efforts, especially interagency cross-jurisdictional issues. Through its work, the U.S. Institute helps federal agencies better understand and respond to public and private interests, leading to more informed, timely, and workable federal decisions about public lands, natural resources, and the environment.

Congress authorized the U.S. Institute to accept and retain fees for conflict resolution services in addition to its appropriations. The U.S. Institute uses appropriations to support a small professional staff and uses contracted private-sector providers to augment service capacity. The U.S. Institute recovers costs through service fees to mitigate its reliance on appropriations. The U.S. Institute’s business model leverages its appropriation to accomplish a great deal more work—and positive conflict resolution outcomes—than appropriations alone would support. Historic figures show that approximately 75% of project work is outsourced to the private sector, largely through work contracted with external service providers.

Environmental Dispute Resolution Fund	FY 2015 Actual		FY 2016 Enacted		FY 2017 President’s Budget	
	FTEs	\$ (Millions)	FTEs	\$ (Millions)	FTEs	\$ (Millions)
Appropriations		\$3.4		\$3.4		\$3.249
Gross fee revenue*	21	\$3.30	25	\$3.8	25	\$4.1

\*Gross fee revenue includes 100% of fees and cost reimbursements for ECR services provided. The U.S. Institute generally retains 20% to 30% of this figure each year, passing through the other 70% to 80% to private sector practitioners who perform services on contract with the U.S. Institute.

**FY 2015.**

The Udall Foundation was appropriated \$3.4 million in FY 2015 for the U.S. Institute. Anticipating a reduction in funding, the Udall Foundation instituted a hiring freeze through 2014; only key positions were backfilled during this time. In 2015, the decision was made to fill current vacancies and this decision led to hiring two Senior Program Associates and four Senior Program Managers. Staff attrition has had an effect on revenue generation. While staff have recently been hired to replace departing staff, increasing staff late in the fiscal year will have little effect on revenue generation for the current fiscal year. Recent hires will have a positive effect on revenue generation in future years as the newly hired staff are trained and become more familiar with program delivery. The U.S. Institute continues to refine its marketing and outreach strategies to reach new agencies and markets in an effort to diversify its business model, and in order to stabilize and ultimately increase earned revenue. FY 2015 earned revenue is projected to be \$3.3 million, a \$100k decrease from FY 2014.

**FY 2016.**

An appropriation of \$3.4million in FY 2016 represents steady state funding and will allow the Udall Foundation to continue current operations as well as address the goals established in our Strategic Plan. The Udall Foundation intends to reestablish the U.S. Institute's Native American and Alaska Native (NAAN) sector that was suspended in FY 2013 due to staffing and funding constraints. The Udall Foundation will also continue to expand the Native Dispute Resolution Network, a database of conflict resolution practitioners with expertise in American Indian and Alaska Native issues involving environmental, natural resource, or public trust lands, including cultural property and sacred sites. In addition to the NAAN sector, the \$3.4 million in appropriations will support training that increases the capacity of federal agencies and practitioners to engage in environmental conflict resolution. Services will continue in existing areas, including land management, water resources, and transportation. With these services, a staffing level of 25 FTE's, and a \$3.4 million appropriation, the Udall Foundation anticipates \$3.8 million in earned revenue, an increase of approximately 15% from FY 2015.

**FY 2017.**

The Udall Foundation requests an appropriation of \$3.249 million for the U.S. Institute in FY 2017, representing a 5% budget reduction. An appropriation of \$3.249 million, combined with internal operating efficiencies as a result of restructuring, will enable the U.S. Institute to maintain service levels in most strategic areas of emphasis. Earned revenue from services is estimated to be \$4.1 million, an increase of approximately 7.9% from FY 2016. With this level of funding, the U.S. Institute can continue to help federal agencies and the public address conflicts involving land management, water resources, and transportation. Further reductions in future years will likely lead to reductions in staff and services provided. Reductions in program staff will adversely affect marketing and reduce the Udall Foundation's ability to generate earned revenue.

## Strategic Goal 1: Environmental Dispute Resolution Fund - the U.S. Institute for Environmental Conflict Resolution Program

### Performance Goals based on FY 2017 Budget Request of \$3.249 million

**Strategic Goal 1: Strengthen the appreciation and stewardship of the environment, public lands, and natural resources.**

**Strategic Objective 1.1:** Provide organizational assistance and information resources to build capacity for collaborative decision making and public participation related to environmental conflicts and natural resources issues involving federal agencies and interests.

<p><b>Performance Goal 1.1.1 :</b> Provide training to further the use of environmental conflict resolution, collaborative decision making, and consensus building.</p>	<p>Annual Target</p>
<p>(a) Measure 1: Number of trainings provided.</p>	<p>12</p>
<p>(b) Measure 2: Percent of ECR training participants who report what they take away from the training will have a very positive impact on their effectiveness in the future.</p>	<p>87%</p>
<p><b>Performance Goal 1.1.2 :</b> Convene and facilitate policy dialogues and forums, and host conferences to further awareness and use of environmental collaboration and conflict resolution.</p>	<p>Annual Target</p>
<p>(c) Measure: Number of initiatives.</p>	<p>At least 3</p>

**Strategic Objective 1.2:** Provide services and information resources to resolve environmental, public lands, and natural resources issues among governmental and non-governmental stakeholders.

<b>Performance Goal 1.2.1:</b> Provide case consultation services and mediator referrals to increase the use of environmental conflict resolution and collaboration by federal agencies.	<b>Annual Target</b>
(d) Measure 1: Number of case consultations.	75
(e) Measure 2: Percent of ECR Roster Professional service users who report the Roster was a valuable resource for identifying qualified ECR professionals to assist them in solving their environmental or natural resources issues.	93%

<b>Performance Goal 1.2.2:</b> Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources conflicts involving federal agencies.	<b>Annual Target</b>
(f) Measure 1: Number of assessments, facilitations, and mediations.	55
(g) Measure 2: Percent of assessments for which the majority of responding stakeholders strongly agree that the U.S. Institute helped them determine how best to proceed to resolve their conflict.	88%
(h) Measure 3: Percent of mediations/facilitations for which the majority of responding stakeholders report full or partial agreement was reached or progress was made toward addressing the issues or resolving the conflict.	91%

## Strategic Goal 2: Environmental Dispute Resolution Fund - the U.S. Institute for Environmental Conflict Resolution Program

**Strategic Goal 2: Strengthen Native nations to facilitate their self-determination, governance, and human capital goals.**

**Strategic Objective 2.2:** Provide information resources and services to resolve environmental, public lands, and natural resources issues that concern Native nations.

<b>Performance Goal 2.2.1:</b> Provide assessment, mediation, facilitation, and related services on issues that concern Native nations.	<b>Annual Target</b>
(a) Measure 1: Number of assessments, facilitations, and mediations that involve Native nations or Tribal issues.	15
(b) Measure 2: Percent of assessments for which the majority of responding stakeholders strongly agree that the U.S. Institute helped them determine how best to proceed to resolve their conflict.	88%
(c) Measure 3: Percent of mediations/facilitations for which the majority of responding stakeholders report full or partial agreement was reached or progress was made toward addressing the issues or resolving the conflict.	91%

<b>Performance Goal 2.2.2:</b> Increase the awareness and use of the Native Dispute Resolution Network for environmental conflict resolution and collaboration services.	<b>Annual Target</b>
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of entities made aware of the referral services available via the Native Dispute Resolution Network.</li> </ul>	12
<ul style="list-style-type: none"> <li>▪ Measure 2: Percent of ECR Roster Professional service users who report the Roster was a valuable resource for identifying qualified ECR professionals to assist them in solving their environmental or natural resources issues.</li> </ul>	93%

## **Trust Fund - Udall Foundation Education Programs**

The Trust Fund programs consist of the Udall Undergraduate Scholarship, the Native American Congressional Internship, Parks in Focus, the Udall Center, and NNI.

The scholarship program identifies future leaders in environmental, tribal public policy, and health care fields. It is highly competitive; in 2015, 464 students, who had already participated in their schools' internal competition with a larger pool of applicants, competed for 50 scholarships. Scholars attend a four-day symposium that enhances professional skills, fosters career development, and encourages networking.

The Udall Foundation's summer internship program identifies future leaders in Indian country and places them in congressional and federal agency offices to learn firsthand how Washington impacts their tribes and communities. The internship provides professional development for 12 exceptional students annually, connecting them to a network of leaders and policy-makers in Indian affairs.

Parks in Focus fosters appreciation for the environment and natural resources for disadvantaged youth through photography-centered visits to public lands. Participants learn the fundamentals of photography, ecology, and conservation.

The Udall Foundation also supports NNI and provides funding to the Udall Center. NNI assists tribes engaged in constitutional and community reforms, and provides executive education to tribal leaders. Through NNI, these leaders have the opportunity to learn from each other and share best practices in governance and development. NNI also provides policy research and analysis in such areas as intergovernmental relations, natural resources management, development strategy, health care, law enforcement, and social services. The Udall Center sponsors policy-relevant, interdisciplinary research and forums on issues concerning environmental policy, primarily in the Southwest and U.S.-Mexico border region, and Indigenous nation's policy.

The scholarship and Tucson-based Parks in Focus programs are primarily funded by the interest earned on the Trust Fund by investing in Treasury obligations. Parks in Focus programs in Oklahoma, Michigan, Montana, and California were primarily funded by external grants and gifts.

The internship program and NNI are funded by appropriations. Since FY 2001, Congress has authorized the Udall Foundation to transfer a portion of its Trust Fund appropriations each year for the purposes of NNI. In addition to the Trust Fund corpus, \$12 million has been appropriated from FY 2001 through FY 2015 and transferred to NNI's leadership and management training and policy analysis programs in connection with American Indian and Alaska Native public policy and health care. In addition, the Udall Foundation's enabling

legislation mandates that 20% of annual interest revenues shall be appropriated to the Udall Center to fund policy research and education related to environmental issues.

The Education programs that are funded by the interest on Treasury investments have been adversely affected by declining Treasury rates since FY 2007. Low interest rates are expected to continue for the foreseeable future, given the Federal Reserve’s current policy that is intended to keep long-term and short-term rates extremely low. This policy has resulted in increased purchase premiums for long-term instruments, exacerbating the reduced availability of long-term, higher-yield instruments, which limits the ability of the Udall Foundation to distribute risk by buying bonds with different maturity dates.

The Udall Foundation therefore cannot replace long-term investments and the income these generate at this time, due to the combination of extremely low interest rates and unacceptably high purchase premiums for bonds with higher rates of interest. In summary, there are no reasonable investment options available in the current market environment for Treasury instruments, which are the only investment available to the Udall Foundation.

Udall Foundation Education Programs	FY 2015 Actual		FY 2016 Enacted		FY 2017 President’s Budget	
	FTEs	\$ (Millions)	FTEs	\$ (Millions)	FTEs	\$ (Millions)
<i>Appropriations</i>						
Trust Fund		\$ .995		\$0.995		\$0.895
NNI		\$1.0		\$1.0		\$1.0
<i>Program Budgets</i>						
Education programs*	6	\$1.9	6	\$1.9	6	\$1.8
NNI**		\$2.91		\$2.62		\$2.15

*\*Education Programs budget is based upon all available revenue and includes funding for the Udall Center.*

*\*\*NNI program budget includes all available funds, including grants and carry forward balances. NNI staff are not federal employees and therefore are not shown.*

## Trust Fund Programs

### **FY 2015.**

The Trust Fund programs are interest-rate sensitive. The Ph.D. fellowship was suspended in FY 2012 in anticipation of reduced interest revenues and has not been reinstated. Funding for the scholarship program was cut in FY 2013 in anticipation of a 13% reduction in interest revenues and an additional reduction of 6% in 2015, when a long-term bond matured. The number of scholarships awarded decreased from 80 to 50, a reduction of approximately 40%. Additional costs, including funding for honorable mention awards (reduced to \$0) and expenses associated with the four-day scholar symposium, were also substantially reduced.

### **FY 2016.**

In response to a decrease in interest revenue, the Udall Foundation has reduced costs since 2013. Some budgetary savings will be utilized to increase scholarships to a total of 60, approximately 25% below the FY 2013 level. Savings will also be used to increase the amount of the scholarship from \$5,000 to \$7,000. The amount of the scholarship has not increased from \$5,000 since the first scholarships were awarded in 1996. During that twenty-year period, the average cost of higher education has increased by more than 200%. The Ph.D. fellowship will continue in hiatus.

As stated previously, annual appropriations to the Trust Fund are not spent, but are invested in Treasury obligations. For this reason, current appropriations levels do not greatly affect the Trust Fund programs' budget in the short term, while interest rates have a significant, immediate impact. It should be noted that the appropriation level does affect the Trust Fund in the long term.

### **FY 2017.**

The Udall Foundation requests an appropriation of \$1.895 million, up to \$1 million of which would be available for transfer to NNI (the same as FY 2016), which will result in a 5% decrease in the amount deposited into the Trust Fund for Education Programs.

The Udall Foundation will maintain the FY 2016 level of scholarships (60) in FY 2017. The Ph.D. fellowship will continue in hiatus.

Although the appropriations level has a lesser impact on the Trust Fund programs' short-term budgets, the cumulative effect is detrimental to long-term revenues. Trust Funds are held and managed in perpetuity, and are adversely affected by inflation. When interest rates are higher, planned savings are typically established and invested to offset inflation. A continued decrease in the appropriation given the current low yield on long term treasury bonds will have a significant impact on the Udall Foundation's ability to deliver all Education Programs at desired levels.



## **Native Nations Institute**

### **FY 2015.**

The Udall Foundation transferred \$1 million to NNI in FY 2015. NNI serves as a self-determination, development, and self-government resource to American Indian nations and organizations by providing education to tribal leaders; developing curricular resources for institutions that serve Indian country; and conducting research into why some Native nations are successfully addressing community issues, and others are not. NNI assists tribes engaged in constitutional reform and provides policy research and analysis in such areas as intergovernmental relations, natural resources management, development strategy, health care, law enforcement, and social services—areas that are critically important to successful self-determination and self-government. It provides executive education to tribal leaders who have few of the educational opportunities available to members of Congress, governors, Fortune 500 executives, and others. Through NNI, these leaders have the opportunity to learn from each other and share best practices in governance and development. NNI also provides invaluable research and analysis to American Indian nations, strengthening tribal governments and their development efforts.

### **FY 2016.**

A \$1 million appropriation will continue to support NNI's cutting-edge self-governance and economic development work with tribal nations as well as the Udall Foundation's Native American Congressional Internship Program. In addition, NNI will collaborate with providers from tribes and other organizations to restore youth leadership and development programs. FY 2016 funding will also support the design and development of an internship program for tribal government professionals. It is anticipated that this program will build upon and complement the work funded by the Bush Foundation Partnership's Native Nation Rebuilders program.

### **FY 2017.**

Funding of \$1 million in FY 2017 will support the following actions:

- *Educational Programs and Resources:* NNI's educational services help tribal leaders address issues related to constitutional reform, governmental design, policy analysis, and development systems. NNI will continue to expand its educational resources for Native nations, including distance-learning courses, nation-building curricula, the Indigenous Governance Database, and the Constitutions Resource Center.
- *Research and Policy Analysis:* NNI's credibility with Native nations is rooted in a growing body of systematic research on why some nations are successfully addressing community issues while others are not. NNI also examines issues of policy significance to Native nations and provides those nations with usable information for decision making.

- *Funding for the American Indian Studies (AIS) department and the Indigenous People’s Law and Policy Program (IPLP) at the University of Arizona:* This will allow NNI to engage faculty in these units in the Continuing Education Certificate in Indigenous Governance, and will facilitate the development of an MA curriculum and degree in Indigenous Governance.
- *Native American Congressional Internship Program:* Funding will allow placement of 12 American Indians or Alaska Natives in 10-week summer internships in Washington, D.C., and will support recruitment, selection, placement, work activities, and living expenses for interns.

**Strategic Goal 1: Trust Fund - Udall Foundation Education Programs**

**Strategic Goal 1: Strengthen the appreciation and stewardship of the environment, public lands, and natural resources.**

**Performance Goals based on FY 2017 Budget Request of \$1.895 million**

**Strategic Objective 1.1:** Provide organizational assistance and information resources to build capacity for collaborative decision making and public participation related to environmental conflicts and natural resources issues involving federal agencies and interests.

	Annual Target
<b>Performance Goal 1.1.3:</b> Conduct research that informs environmental policy and natural resources management.	
▪ Measure 1: Number of environmental policy presentations or briefings.	10
▪ Measure 2: Number of collaborating agencies and institutions.	10
▪ Measure 3: Number of environmental policy publications.	10

**Strategic Objective 1.3:** Provide educational opportunities to promote understanding and appreciation of the environment and natural resources.

	Annual Target
<b>Performance Goal 1.3.1:</b> Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment, and provide training and community building to Udall scholars.	
▪ Measure 1: Number of Scholarships.	60
▪ Measure 2: Percent of scholarship recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.	94%

	Annual Target
<b>Performance Goal 1.3.2:</b> Award fellowships to outstanding graduate students who intend to pursue advanced degrees in fields related to the environment. <ul style="list-style-type: none"> <li>Measure: Number of Fellowships. [Fellowship suspended 2012-2016 due to low Trust Fund interest.]</li> </ul>	0

	Annual Target
<b>Performance Goal 1.3.3:</b> Provide outdoor, educational programming to connect youth to nature through photography. <ul style="list-style-type: none"> <li>Measure 1: Number of students.</li> <li>Measure 2: Number of trips.</li> <li>Measure 3: Number of states.</li> <li>Measure 4: Percent of Parks in Focus participants who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.</li> </ul>	400 15 4 86%

## Strategic Goal 2: Trust Fund – Udall Foundation Education Programs

**Strategic Goal 2: Strengthen Native nations to facilitate their self-determination, governance, and human capital goals.**

**Strategic Objective 2.1:** Provide education and training to Native nations and non-Native entities or individuals who engage with Native nations.

	Annual Target
<b>Performance Goal 2.1.1:</b> Provide Native nations with information resources and tools for leadership and governance that will enable them to achieve their strategic goals. <ul style="list-style-type: none"> <li>Measure 1: Percent of respondents who report NNI is an important resource for them in carrying out their nation-building work.</li> <li>Measure 2: Number of individuals who enroll in distance-learning courses.</li> <li>Measure 3: Number of individuals who use the Indigenous Governance Database.</li> </ul>	86% 200 800

	Annual Target
<b>Performance Goal 2.1.2:</b> Provide policy analysis and research to support Native nations. <ul style="list-style-type: none"> <li>Measure: Number of completed case studies and/or policy-analyses.</li> </ul>	2

	Annual Target
<p><b>Performance Goal 2.1.3:</b> Provide scholarships, training, and community building to American Indian and Alaska Native undergraduate students who intend to pursue careers in tribal public policy or health care.*</p> <ul style="list-style-type: none"> <li>▪ Measure 1: Number of Scholarships.</li> <li>▪ Measure 2: Percent of recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.</li> </ul>	<p>12</p> <p>94%</p>

\*Subset of Performance Goal 1.3.1

	Annual Target
<p><b>Performance Goal 2.1.4:</b> Provide internships, training, and community building to American Indian and Alaska Native undergraduate, graduate, and law students in the areas of tribal public policy or health care.</p> <ul style="list-style-type: none"> <li>▪ Measure 1: Number of internships.</li> <li>▪ Measure 2: Percent of interns who report they received a quality educational experience through the Native American Congressional Internship Program.</li> </ul>	<p>12</p> <p>92%</p>

# Appendices A-C: Detailed Program Budgets

THE MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION

Appendix A

Budget Summary: U.S. Institute

	FY15 Actual	FY16 Enacted	FY17 President's Budget	Notes
<b>Revenues</b>				
Earned Revenue	\$3,300,000	\$3,800,000	\$4,100,000	
Operating Appropriation	\$3,420,000	\$3,400,000	\$3,249,000	
Interest Income	\$0	\$700	\$700	
<b>TOTAL REVENUES</b>	<b>\$6,720,000</b>	<b>\$7,200,700</b>	<b>\$7,349,700</b>	
<b>Expenses</b>				
<b>Personnel</b>				
Salaries	\$1,900,000	\$2,340,000	\$2,340,000	
Fringe Benefits	\$554,800	\$702,000	\$702,000	
Total Personnel	\$2,454,800	\$3,042,000	\$3,042,000	
<b>Other Operating</b>				
Computers & Equipment	\$93,900	\$139,000	\$100,000	A
Conferences & Meetings	\$119,500	\$123,000	\$117,100	
External Service Providers	\$2,350,000	\$2,850,000	\$3,075,000	
Furniture	\$1,000	\$5,000	\$4,800	
Postage, Printing, Publications	\$15,250	\$30,000	\$28,500	
Rent & Facilities	\$311,828	\$322,000	\$322,000	
Development & Training	\$5,000	\$75,000	\$60,000	B
Supplies	\$13,700	\$25,000	\$20,000	
Telephones	\$49,525	\$60,000	\$60,000	
Travel: project-related	\$153,000	\$310,000	\$315,000	C
Travel: marketing & outreach	\$64,000	\$145,000	\$138,000	C
Miscellaneous	\$88,000	\$74,000	\$67,300	
Total Other Operating	\$3,264,703	\$4,158,000	\$4,307,700	
<b>TOTAL EXPENSES</b>	<b>\$5,648,345</b>	<b>\$7,200,000</b>	<b>\$7,349,700</b>	

**NOTES:**

Budget stated on cash basis.

A - Includes \$20k for a copier replacement and \$20k for Polycom replacement/upgrade

B - FY16-17 reflective of increased development and training costs for new staff

C - FY16-17 reflective of increased costs related to project and marketing and outreach travel for new staff

Budget Summary: **Education Programs**

	FY15	FY16	FY17	Notes
	Actual	Enacted	President's Budget	
<i>Trust Fund - Appropriation</i>	\$995,000	\$995,000	\$895,250	A
<b>Revenues</b>				
Earnings from Investments	\$1,337,620	\$1,337,620	\$1,337,620	B
Grants/Contributions	\$26,930	\$27,000	\$27,000	C
Carry forward	\$633,226	\$546,414	\$410,124	
<b>TOTAL REVENUES</b>	<u>\$1,997,776</u>	<u>\$1,911,034</u>	<u>\$1,774,744</u>	
<b>Expenses</b>				
<b>Personnel</b>				
Salaries	\$507,436	\$443,879	\$464,810	
Fringe Benefits	\$147,168	\$133,164	\$139,443	
Education Support	(\$202,927)	(\$214,690)	(\$233,974)	
	\$451,677	\$362,353	\$370,279	
<b>Other Administrative</b>				
Travel	\$9,500	\$9,785	\$10,079	
Communications	\$8,500	\$8,755	\$9,018	
Printing/Photography	\$2,000	\$2,060	\$2,122	
Rent and facilities	\$70,625	\$72,744	\$74,926	
GSA Support	\$51,000	\$52,530	\$54,106	
Consultants	\$2,000	\$2,060	\$2,122	
Supplies/Publications	\$2,500	\$2,575	\$2,652	
Equipment/Furniture	\$150	\$155	\$159	
Miscellaneous	(\$1,800)	\$5,000	\$5,150	
<b>Administration Total</b>	\$144,475	\$155,664	\$160,334	
<b>Education</b>				
Education Support	\$202,927	\$214,690	\$233,974	
Program Support	\$31,000	\$31,930	\$32,888	
Scholarship-related:				
Payments	\$195,000	\$336,000	\$336,000	D
Orientation	\$123,000	\$96,000	\$96,000	D
Fellows	\$0	\$0	\$0	E
Parks in Focus	\$33,000	\$33,990	\$35,010	
20% Udall Center	\$270,283	\$270,283	\$270,283	F
Contingency	\$0	\$0	\$0	
<b>Education Total</b>	\$855,210	\$982,893	\$1,004,155	
<b>TOTAL EXPENSES</b>	<u>\$1,451,362</u>	<u>\$1,500,910</u>	<u>\$1,534,768</u>	
<b>Balance</b>	\$546,414	\$410,124	\$239,976	

NOTES: Budget stated on cash basis.

A - Appropriation is actually \$1M higher each year, this amount is transferred to the Native Nations Institute

B - Historically low return on long term treasury bonds

C - Donations partially fund the Parks in Focus program.

D - Increased costs reflect an increase in scholarships amount and number of scholarships given for FY16 and FY17 (change from \$5000 to \$7000 and number from 50 to 60 and adding an additional day to the orientation)

E - Fellowship suspended in FY12.

F - As per P.L. 102-259, at least 20% of available current interest.

## Budget Summary: Native Nations Institute

	FY15 Actual	FY16 Enacted	FY17 President's Budget	Notes
<b>Revenues</b>				
Carry forward	1,043,356	980,074	500,780	A
Grants	917,037	635,271	654,814	B
Annual Appropriation	1,000,000	1,000,000	1,000,000	
<b>TOTAL REVENUES</b>	<u>2,960,393</u>	<u>2,615,345</u>	<u>2,155,594</u>	
<b>Personnel</b>				
Grants	917,037	635,271	654,814	
Appropriation	774,311	1,142,794	1,130,029	
<b>Total Personnel</b>	<u>1,691,348</u>	<u>1,778,065</u>	<u>1,784,843</u>	
<b>Operations</b>				
Tribal Services	1,190	4,000	5,000	
NNI Operations	45,857	40,000	42,000	
Indig Gov Pgms (Education)	2,386	45,000	50,000	C
Digital Resources	11,459	15,000	20,000	
Research & Policy Analysis	24,234	25,000	30,000	
Interdepartmental Transfers	3,845	7,500	0	
Native American DC Internship	200,000	200,000	200,000	
<b>TOTAL Operations</b>	<u>288,971</u>	<u>336,500</u>	<u>347,000</u>	
<b>TOTAL EXPENSES</b>	<u>1,980,319</u>	<u>2,114,565</u>	<u>2,131,843</u>	
<b>Balance</b>	980,074	500,780	23,751	

## NOTE:

Budget and actuals stated on cash basis.

A - Carry forward from allocation to NNI from Udall Foundation's appropriations.

B - Grants from Bush Foundation, Kellogg Foundation, state programs and others.

C - Includes distance learning capabilities.