



FY 2018 Congressional Justification

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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 2000, Congress authorized the Udall Foundation to conduct management and leadership education and provide assistance and resources for policy analysis for American Indian and Alaska Native leaders (P.L. 106-568). 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 four programs:

- **Education Programs**, including *Native American Congressional Internships*, which provide internships annually to deserving and qualified American Indian and Alaska Native undergraduate, graduate, and law students in order to provide them with practical experience with the federal legislative process; *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; and *Udall Undergraduate Scholarships*, which provide scholarships annually to outstanding students who intend to pursue careers related to the environment, tribal public policy, or American Indian health care.
- **The Native Nations Institute for Leadership, Management, and Policy (NNI)** a program of the Udall Center for Studies in Public Policy at the University of Arizona, is a self-determination, governance, and development resource for Native nations. NNI's programs of policy analysis and research, education, digital resources, and tribal services are grounded in its research findings called Native Nation Building. The Udall Foundation and the University of Arizona cofounded NNI, building on the research programs of the Harvard Project on American Indian Economic Development and extending the legacy of Morris K. Udall and Stewart L. Udall.
- **Udall Center for Studies in Public Policy (Udall Center)**, a unit of the University of Arizona under the Senior Vice President for Research, Discovery, and Innovation, 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.

- ***The U.S. Institute for Environmental Conflict Resolution (U.S. Institute)***, which provides impartial collaboration, consensus-building, and conflict resolution services on a wide range of environmental, natural and cultural resources, tribal, and public lands issues involving the federal government. The U.S. Institute's range of services includes consultations, assessments, process design, convening, mediation, facilitation, training, stakeholder engagement, tribal consultation, and other related collaboration and conflict resolution activities authorized by the Udall Foundation's enabling legislation.

The Udall Foundation's FY 2018 Budget Request of \$5.341 million is 1% below the FY 2016 Enacted level of \$5.395 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 2018 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 Morris K. Udall and Stewart L. Udall Trust Fund (Trust Fund). Throughout this document, the budgets and performance goals of the EDRF are highlighted in red; those of the Trust Fund are highlighted in blue. The EDRF is used for the U.S. Institute'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 2016, 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 Education 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 recommendations 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 Udall Foundation has an interagency agreement with the Interior Business Center for all contracting except for small goods and services procurements such as hotel and meeting room agreements. During FY 2017, the Udall Foundation has continued to make improvements to personnel policies and internal controls. Internal controls improvements include utilizing a risk assessment process to determine program and process areas to be reviewed and improved as necessary.

Detailed program budgets are attached as Appendices A-C.

Table 1

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

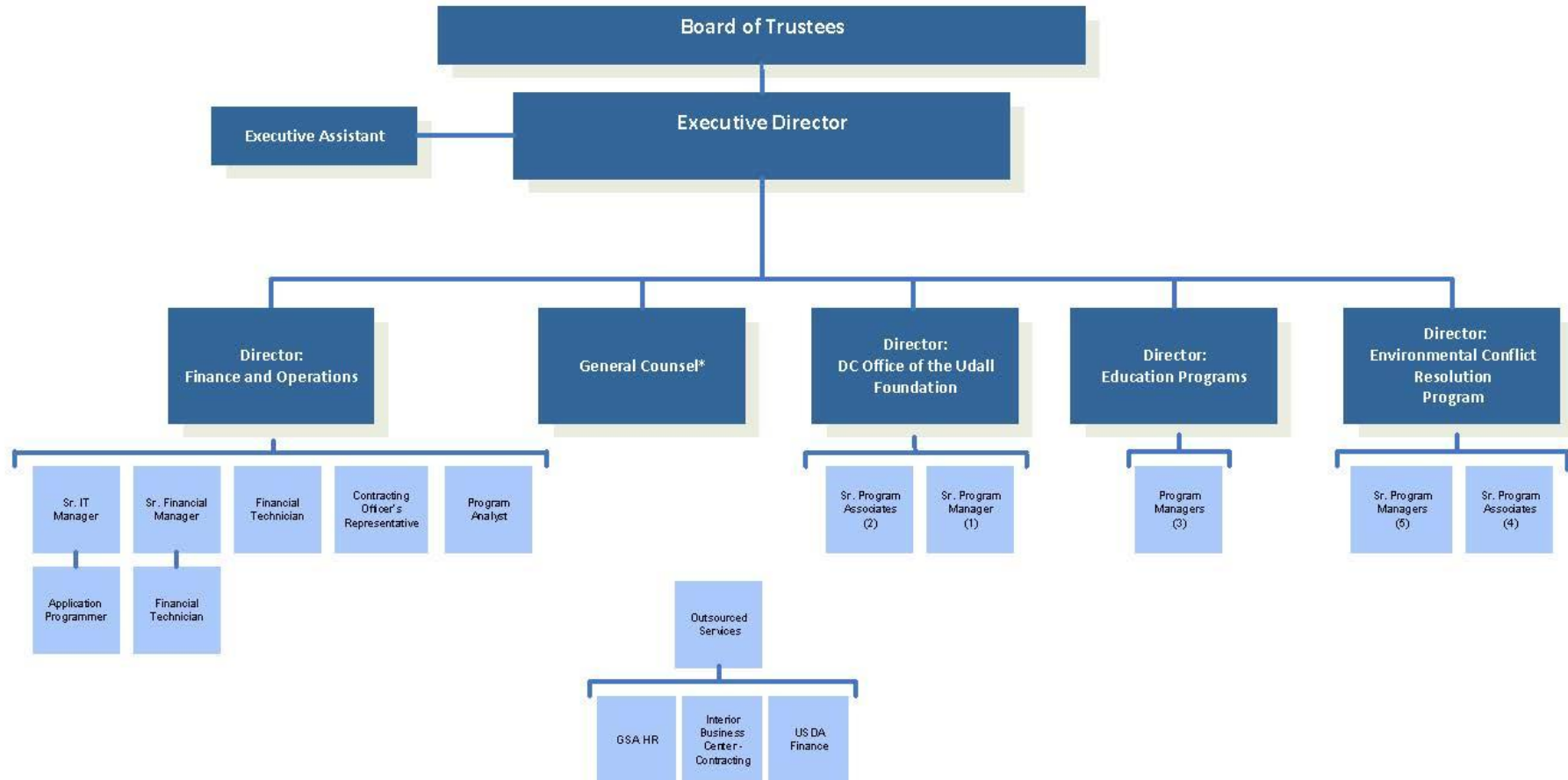
2.2.2

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

10/4/16

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

The U.S. Institute is 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 costs for other government agencies, with negative impacts on the broader federal budget.

Federal agencies request assistance from the U.S. Institute when impartiality and process expertise 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 2016 Actual		FY 2017 Annualized CR		FY 2018 President’s Budget	
	FTEs	\$ (Millions)	FTEs	\$ (Millions)	FTEs	\$ (Millions)
Appropriations	25	\$3.4	25	\$3.394	24	\$3.366
Gross fee revenue*		\$3.13		\$3.28		\$3.28

*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 2016.

An appropriation of \$3.4 million in FY 2016 represented steady state funding. FY 2016 was a year of staff transitions, which created vacancies in two important sectors—the public lands sector and the Native American and Alaska Native (NAAN) sector. Both vacancies adversely affected earned revenue in FY 2016. The Udall Foundation began reestablishing the U.S. Institute’s NAAN sector that was suspended in FY 2013 due to staffing and funding constraints. Unfortunately, the senior program manager for this sector was one of the staff who resigned/retired during FY 2016. Nevertheless, during FY 2016 the Udall Foundation initiated planning to assess and revitalize 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. Services continued in other important sectors, including water resources and transportation, and a senior program manager for public lands was hired. With these services, a staffing level of 25 FTEs, and a \$3.4 million appropriation, earned revenue of \$3.13 million was achieved.

FY 2017.

The FY 2017 Annualized CR provides \$3.394 million for the U.S. Institute in FY 2017. An appropriation of \$3.394 million will enable the U.S. Institute to maintain service levels in strategic areas of emphasis. Earned revenue from services is estimated to be \$3.3 million, which is an increase of nearly 5% 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, among other areas.

FY 2018.

The Udall Foundation requests an appropriation of \$3.366 million for the U.S. Institute in FY 2018, representing a 1% budget reduction for the FY 2016 enacted level. An appropriation of \$3.366 million, combined with internal operating efficiencies that resulted from a previous restructuring, will enable the U.S. Institute to maintain service levels in strategic areas of emphasis. Earned revenue from services is estimated to be \$3.3 million. The U.S. Institute intends to continue to revive the NAAN sector in FY 2018 to continue to diversify its agency partners, which should result in further earned revenue opportunities in FY 2019.

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

Performance Goals based on FY 2018 Budget Request of \$3.366 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>Performance Goal 1.1.1 : 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>9</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>Performance Goal 1.1.2 : 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.

Performance Goal 1.2.1: Provide case consultation services and mediator referrals to increase the use of environmental conflict resolution and collaboration by federal agencies.	Annual Target
(d) Measure 1: Number of case consultations.	60
(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%

Performance Goal 1.2.2: Provide assessment, mediation, and facilitation services that address environmental, public lands, and natural resources conflicts involving federal agencies.	Annual Target
(f) Measure 1: Number of assessments, facilitations, and mediations.	35
(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.

Performance Goal 2.2.1: Provide assessment, mediation, facilitation, and related services on issues that concern Native nations.	Annual Target
(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%

Performance Goal 2.2.2: Increase the awareness and use of the Native Dispute Resolution Network for environmental conflict resolution and collaboration services.	Annual Target
<ul style="list-style-type: none"> ▪ Measure 1: Number of entities made aware of the referral services available via the Native Dispute Resolution Network. 	12
<ul style="list-style-type: none"> ▪ 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%

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 2016, 482 students, who had already participated in their schools' internal competition with a larger pool of applicants, competed for 60 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 the federal government impacts their tribes and communities. The internship provides professional development for up to 12 deserving and qualified 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.

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. The Parks in Focus program in California is funded completely by external grants.

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, \$13 million has been appropriated from FY 2001 through FY 2016 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. During FY 2017, interest rates began to rise and the Udall Foundation purchased two \$3 million long-term bonds.

Udall Foundation Education Programs	FY 2016 Actual		FY 2017 Annualized CR		FY 2018 President's Budget	
	FTEs	\$ (Millions)	FTEs	\$ (Millions)	FTEs	\$ (Millions)
<i>Appropriations</i>						
Trust Fund		\$0.995		\$0.991		\$0.975
NNI		\$1.0		\$1.0		\$1.0
<i>Program Budgets</i>						
Education programs*	6	\$1.47	6	\$1.44	5	\$1.56
NNI**		\$1.97		\$1.94		\$1.82

**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 2016.

In response to a decrease in interest revenue, the Udall Foundation reduced costs from 2013 to 2015. In FY 2016, some budgetary savings were utilized to increase scholarships to a total of 60, approximately 25% below the FY 2013 level. Savings were also used to increase the amount of the scholarship from \$5,000 to \$7,000. The amount of the scholarship had not increased from \$5,000 since the first scholarships were awarded in 1996. During that 20-year period, the average cost of higher education increased by more than 200%. The Ph.D. fellowship continued in hiatus.

FY 2017.

The Annualized CR provides the Udall Foundation \$1.991 million. Since appropriations were uncertain during the planning phase of the scholarships, the Udall Foundation prudently reduced the number of scholarships to 50. The Ph.D. fellowship will continue in hiatus. During FY 2017, interest rates began to rise and the Udall Foundation purchased two \$3 million long-term bonds. Given the timing of the purchases, the Udall Foundation will receive one semi-annual interest payment for each bond during FY 2017.

FY 2018.

The Udall Foundation requests an appropriation of \$1.975 million for FY 2018. It is expected that \$1 million will be transferred to NNI, as described in the next section. The Udall Foundation will receive additional interest from the two semi-annual payments to be received in FY 2018. The additional interest will allow the Udall Foundation to increase the scholarships to 60 from 50. The Udall Foundation will continue to monitor interest rates to identify bonds with maturity dates different from the current holdings.

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. 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.

Native Nations Institute

FY 2016.

The Udall Foundation transferred \$1 million to NNI in FY 2016. NNI is a self-determination, development, and self-governance resource for American Indian and Alaska Native nations and organizations. NNI fulfills its mission by conducting research into the driving factors of Native nation community development success, creating curricular resources for institutions that serve Indian country, and providing education to tribal leaders. NNI provides policy research and analysis in such areas as intergovernmental relations, natural resources management, development strategy, health care, law enforcement, and social services—topics that are critically important to successful self-determination and self-governance. It assists tribes engaged in constitutional reform and 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.

FY 2017.

A \$1 million appropriation will continue to support NNI's cutting-edge governance and 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. It will extend its outreach to include Alaska Native nations. It will continue to support the design and development of programming for tribal government professionals, building on and complementing the work funded by the Native Governance Center's Native Nation Rebuilders program. Funding will also support collaborative efforts within the University of Arizona to identify how NNI might assist Native nations as they address the challenges of policies that impact environmental and natural resources.

FY 2018.

Funding of \$1 million in FY 2018 will support the following actions:

- *Research and Policy Analysis:* NNI's credibility with Native nations is rooted in 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. Work that is expanding in FY 2018 focuses on tribal child welfare policy and water policy (especially tribal efforts to infuse their views into multi-jurisdictional water management).
- *Educational Programs and Resources:* NNI's educational services help tribal leaders address issues related to constitutional reform, governmental design, policy analysis, and development systems in the lower-48, with new partners among Alaska Native nations. NNI will continue to expand its educational resources for Native nations, including online non-credit courses, nation-building curricula, the Indigenous

Governance Database, and the Constitutions Resource Center.

- *Collaboration with the Indigenous People’s Law and Policy Program (IPLP) at the University of Arizona:* This allows NNI faculty to engage with the College of Law in offering the joint NNI-IPLP Continuing Education Certificate in Indigenous Governance and in continued efforts to develop a Masters of Professional Studies in Indigenous Governance. Appropriations help support the salary of the Indigenous Governance Program director and the education programs for the Tribal Professionals cohort. See <http://igp.arizona.edu> for a short video on these two programs.
- *Native American Congressional Internship Program:* Appropriations allow placement of up to 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

Performance Goals based on FY 2018 Budget Request of \$1.975 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.

	Annual Target
Performance Goal 1.1.3:	
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
<p>Performance Goal 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.</p> <ul style="list-style-type: none"> ▪ Measure 1: Number of Scholarships. ▪ Measure 2: Percent of scholarship recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation. 	<p>60</p> <p>95%</p>

	Annual Target
<p>Performance Goal 1.3.2: Award fellowships to outstanding graduate students who intend to pursue advanced degrees in fields related to the environment.</p> <ul style="list-style-type: none"> ▪ Measure: Number of Fellowships. [Fellowship suspended 2012-2017 due to low Trust Fund interest.] 	<p>0</p>

	Annual Target
<p>Performance Goal 1.3.3: Provide outdoor, educational programming to connect youth to nature through photography.</p> <ul style="list-style-type: none"> ▪ Measure 1: Number of students. ▪ Measure 2: Number of trips. ▪ Measure 3: Number of states. ▪ 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. 	<p>400</p> <p>15</p> <p>4</p> <p>86%</p>

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
<p>Performance Goal 2.1.1: Provide Native nations with information resources and tools for leadership and governance that will enable them to achieve their strategic goals.</p> <ul style="list-style-type: none"> ▪ Measure 1: Percent of respondents who report NNI is an important resource for them in carrying out their nation-building work. ▪ Measure 2: Number of individuals who enroll in distance-learning courses. ▪ Measure 3: Number of individuals who use the Indigenous Governance Database. 	<p>86%</p> <p>130</p> <p>900</p>

	Annual Target
<p>Performance Goal 2.1.2: Provide policy analysis and research to support Native nations.</p> <ul style="list-style-type: none"> ▪ Measure: Number of completed case studies and/or policy-analyses. 	<p>5</p>

	Annual Target
<p>Performance Goal 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.*</p> <ul style="list-style-type: none"> ▪ Measure 1: Number of Scholarships. ▪ Measure 2: Percent of recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation. 	<p>12</p> <p>95%</p>

*Subset of Performance Goal 1.3.1

	Annual Target
<p>Performance Goal 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.</p> <ul style="list-style-type: none"> ▪ Measure 1: Number of internships. ▪ Measure 2: Percent of interns who report they received a quality educational experience through the Native American Congressional Internship Program. 	<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

	FY16 Actual	FY17 Annualized CR	FY18 President's Budget	Notes
Revenues				
Earned Revenue	3,130,493	3,282,210	3,282,210	
Operating Appropriation	3,400,000	3,394,000	3,366,000	
Interest Income	5,951	5,400	5,400	
TOTAL REVENUES	6,536,444	6,681,610	6,653,610	
Expenses				
Personnel				
Salaries	2,023,804	2,203,681	2,258,997	A
Fringe Benefits	652,262	725,577	755,236	A
Total Personnel	2,676,066	2,929,258	3,014,233	
Other Operating				
Computers & Equipment	91,515	130,800	95,800	B
Conferences & Meetings	97,469	125,000	100,000	C
External Service Providers	2,113,101	2,500,713	2,500,713	
Furniture	0	17,000	0	B
Postage, Printing, Publications	19,644	38,000	38,000	
Rent & Facilities	280,043	340,000	343,400	A
Development & Training	15,348	64,125	64,125	
Supplies	16,347	22,000	22,000	
Telephones	44,758	53,000	53,000	
Travel: staff outreach	67,026	100,000	100,000	
Travel: project related	256,050	300,000	300,000	
Miscellaneous	32,646	61,714	22,339	B
Total Other Operating	3,033,946	3,752,352	3,639,377	
TOTAL EXPENSES	5,710,012	6,681,610	6,653,610	
	826,432	0	0	

NOTES:

Budget stated on cash basis.

A - FY16 shared costs normalized to FY17 updated methodology.

B – FY 17 includes one-time expenses.

C- project related meetings

Budget Summary: Education Programs

	FY16 Actual	FY17 Annualized CR	FY18 President's Budget	Notes
Revenues				
Interest from Investments	1,355,551	1,417,931	1,538,400	A
Grants/Contributions	612,165	330,000	0	B
Carry forward	<u>1,702,730</u>	<u>1,295,972</u>	<u>1,275,759</u>	
TOTAL REVENUES	<u><u>3,670,446</u></u>	<u><u>3,043,903</u></u>	<u><u>2,814,159</u></u>	
Expenses				
Personnel				
Salaries	400,810	414,734	434,206	
Fringe Benefits	120,024	120,458	129,078	
Education Support	<u>(359,376)</u>	<u>(395,231)</u>	<u>(415,977)</u>	
	161,459	139,961	147,307	
Other Administrative				
Travel	10,022	12,000	12,000	
Communications	4,539	6,000	6,000	
Printing/Photography	2,420	2,500	2,500	
Rent and facilities	47,522	50,409	50,652	
GSA Financial Activities	39,063	43,634	46,252	
Consultants	0	0	0	
Supplies/Publications	122	250	250	
Equipment/Furniture	0	0	0	
Miscellaneous	<u>1,571</u>	<u>1,600</u>	<u>1,600</u>	
Administration Total	266,718	256,353	266,561	
Education				
Education Support	359,376	395,231	415,977	
Program Support	39,076	55,000	55,000	
Scholarship-related:	0	0	0	
Payments	369,569	307,974	369,569	C
Orientation	119,814	115,000	122,000	
Parks in Focus	23,441	25,000	25,000	
20% Udall Center	<u>289,746</u>	<u>283,586</u>	<u>307,680</u>	
Education Total	1,201,021	1,181,791	1,295,225	
TOTAL EXPENSES	<u><u>1,467,740</u></u>	<u><u>1,438,144</u></u>	<u><u>1,561,786</u></u>	

NOTES:

Budget stated on a cash basis.

FY16 actuals adjusted to reflect FY17 methodology.

A - \$6 million re-invested from short-term to long-term bonds. Total reflects one semi-annual payment in FY17. Two semi-annual payments will occur in FY18.

B - Grant from the Moore Foundation; work performed by the U.S. Institute.

C - 60 scholars in FY16; 50 scholars in FY17; 60 scholars in FY18.

Budget Summary: **Native Nations
Institute**

	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>Notes</u>
	<u>Actual</u>	<u>Annualized</u>	<u>President's</u>	
		<u>CR</u>	<u>Budget</u>	
Revenues				
Carry forward	978,080	642,936	359,217	A
Grants	635,271	654,814	817,139	B
Annual Appropriation	1,000,000	1,000,000	1,000,000	
TOTAL REVENUES	<u><u>2,613,351</u></u>	<u><u>2,297,750</u></u>	<u><u>2,176,356</u></u>	
Personnel				
Grants	635,271	654,814	817,139	
Appropriation	973,378	920,021	628,018	
Total Personnel	<u><u>1,608,649</u></u>	<u><u>1,574,835</u></u>	<u><u>1,445,157</u></u>	
Operations				
Tribal Services	135	0	5,000	
NNI Operations	92,611	31,117	91,982	
Indig Gov Pgms (Education)	21,772	38,783	25,000	C
Digital Resources	23,916	48,642	15,000	
Research & Policy Analysis	23,332	45,156	35,000	
Interdepartmental Transfers	0	0	0	
Native American DC Internship	200,000	200,000	200,000	
TOTAL Operations	<u><u>361,766</u></u>	<u><u>363,698</u></u>	<u><u>371,982</u></u>	
TOTAL EXPENSES	<u><u>1,970,415</u></u>	<u><u>1,938,533</u></u>	<u><u>1,817,139</u></u>	
Balance	642,936	359,217	359,217	

NOTES:

Budget and actuals stated on cash basis.

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

B - Grants from Native Governance Center, Bush Foundation, state programs and others.

C - Includes distance learning capabilities.