



FY 2021  
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 Native Americans 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 Native American 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. In 2019, Congress enacted legislation to reauthorize the Udall Foundation and to amend the enabling legislation by renaming the U.S. Institute for Environmental Conflict Resolution as the John S. McCain III National Center for Environmental Conflict Resolution, and to include the Parks in Focus® program and the Native Nations Institute as formal elements of the Udall Foundation's Education programs (P.L. 116-94). The Udall Foundation's enabling legislation is codified at 20 U.S.C. 5601-5609, and the agency is headquartered in Tucson, Arizona, with an office in Washington, D.C.

The Udall Foundation accomplishes its mission through four programs:

- **Education Programs**, including *Native American Congressional Internships*, which award internships annually to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in order to provide them with practical experience with the Federal legislative process; the *Morris K. Udall and John S. McCain III Native American Fellowship in Tribal Policy* which awards fellowships to outstanding Native American and Alaska Native graduate students who intend to pursue advanced degrees in health care and Tribal public policy, including law and medicine; *Stewart L. Udall Parks in Focus® program* (Parks in Focus®), which fosters greater understanding, appreciation, stewardship, and enjoyment of the Nation's public lands and natural resources by connecting youth from underserved communities to nature through photography, positive outdoor experiences, and environmental education; and *Udall Undergraduate Scholarships*, which award scholarships annually to outstanding students who intend to pursue careers related to the environment, Tribal public policy, or Native American health care.

- ***John S. McCain III National Center for Conflict Resolution (formerly the U.S. Institute for Environmental Conflict Resolution)***. The National Center 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 National Center’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.
- ***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, which 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 that promote 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 legacies 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 and primarily in the Southwest and U.S.-Mexico border region.

The Udall Foundation’s FY 2021 request of \$5.027 million includes \$1.8 million for Education Programs and \$3.227 million for the National Center.

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, resolving environmental disputes, and advancing Tribal public policy and health care. These objectives are reflected in the purposes for which Congress established the Udall Foundation and the Udall Foundation’s strategic goals:

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

The FY 2021 Budget Request was developed in accordance with the Udall Foundation’s Strategic Plan for FY 2018-2022. The Udall Foundation’s FY 2018-2022 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 National Center's annual operations. The Trust Fund's annual interest revenue funds the Scholarship and Fellowship Programs and Parks in Focus®. In addition, not less than 20% of the annual interest revenue for the Trust Fund is allocated to the Udall Center. From FY 2001 through FY 2020, appropriations language has allowed a portion of the annual 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: National Center appropriations remain available until expended; the appropriations for the Trust Fund are added to principal and invested, and only the interest revenue may be used to fund the Udall Foundation's Education Programs.

Congress has authorized the National Center 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 National Center's expenditures (e.g., contract payments to private-sector providers) and reimbursements from requesting agencies. The delay between expenditures and reimbursements requires the utilization of no-year carryforward funds 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 (DOI IG), the Udall Foundation has implemented changes over the past several years that have improved contracting procedures, strengthened management controls, and improved the Board of Trustees' oversight.

All open audit recommendations from the DOI IG and the Government Accountability Office (GAO) were closed in FY 2018. The Udall Foundation has no open audit recommendations. The Udall Foundation is audited the first quarter of each fiscal year by an independent public accounting firm that specializes in the audits of Federal agencies. The independent financial audit conducted in September 2019 resulted in no audit findings or recommendations.

The Further Consolidated Appropriations Act, 2020 requires the DOI IG to perform one additional audit of the Udall Foundation no later than December 2021. Additionally, appropriations language specifies that funds previously transferred to the DOI IG may be returned to the Udall Foundation for annual independent financial audits. The DOI IG has a balance of approximately \$684K of Udall Foundation funds remaining from the previously mandatory transfers of \$1.2M, provided in annual increments of \$200K from FY 2014 through FY 2019.

The Udall Foundation currently has an interagency agreement with the Department of the Interior Business Center (IBC) for all contracting except for small goods and services procurements such as hotel and meeting room agreements. In FY 2020, the Udall Foundation intends to begin phasing out the interagency agreement with IBC and create an independent acquisition and contracting function within the Udall Foundation. This will provide the agency direct control over funds and liquidity, increased visibility on fund activity and contract actions, reduce loss of interest, eliminate unreimbursed fees to IBC, and increase timeliness of contract awards.

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, stewardship, and collaborative processes for governance 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 nongovernmental stakeholders

##### 1.3

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

#### Performance Goals

##### 1.1.1

Provide a training program 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 conflict resolution and collaboration

##### 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 involving Federal agencies and affected stakeholders

##### 1.2.2

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

##### 1.3.1

Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment

##### 1.3.2

Provide educational programs, training, and resources with the purpose of connecting youth to nature and public lands through photography and outdoor learning

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, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, 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

Award scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy or health care

#### 2.1.4

Award internships to deserving and qualified Native American and Alaska Native undergraduate, graduate, and law students in the areas of Tribal public policy or health care

#### 2.1.5

Award fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care, including law and medicine

#### 2.2.1

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

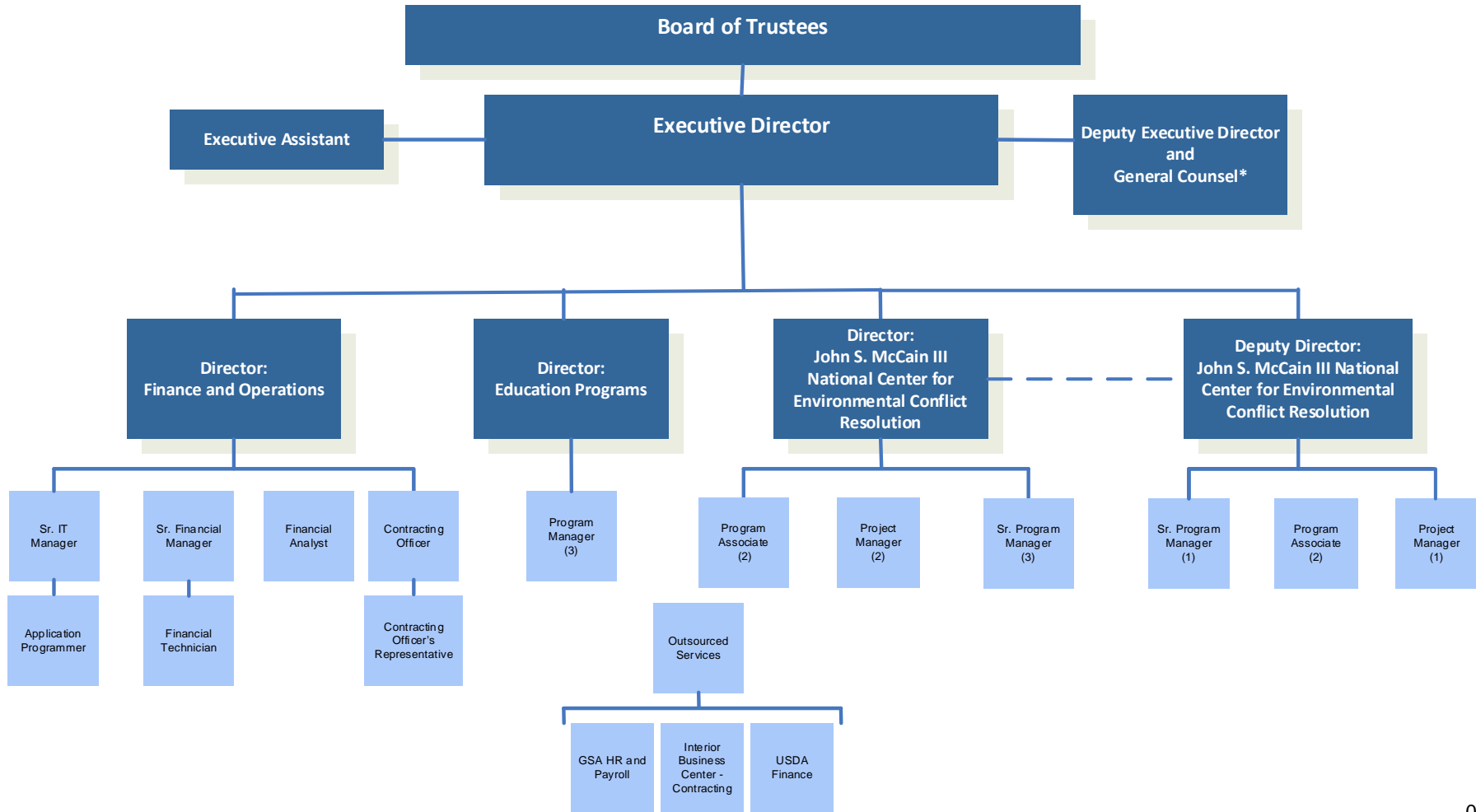
#### 2.2.2

Develop communities of practice and provide training to build capacity and enhance collaboration and conflict resolution between Federal agencies and Native Nations

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



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



\* Also a direct report to the Board

01/14/2020

## Environmental Dispute Resolution Fund - John S. McCain III National Center for Conflict Resolution Program (National Center)

The National Center 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 National Center’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 National Center 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 National Center 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 National Center 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 has authorized the National Center to accept and retain fees for conflict resolution services in addition to its appropriations. The National Center uses appropriations to support a core professional staff and uses contracted private-sector providers to augment service capacity. The National Center recovers costs through service fees to mitigate its reliance on appropriations. The National Center’s business model leverages its appropriation to accomplish a great deal more work, and achieve positive conflict resolution outcomes, than appropriations alone would support.

Environmental Dispute Resolution Fund	FY 2019 Actual		FY 2020 Enacted		FY 2021 President’s Budget	
	FTEs	\$ (Millions)	FTEs	\$ (Millions)	FTEs	\$ (Millions)
Appropriations		\$3.20		\$3.20		\$3.227
Gross fee revenue*	25	\$3.02	25	\$3.5	25	\$3.2

\*Gross fee revenue includes fees and cost reimbursements for ECR services provided.

## **FY 2019.**

The Udall Foundation was appropriated \$3.2 million in FY 2019 for the National Center, and FY 2019 earned revenue was \$3.02 million. The five-week partial Federal government shutdown during December 2018-January 2019 had significant effects on project delivery and development, which negatively impacted revenue generation; several ongoing projects experienced delays and the National Center could not market services nor develop new interagency agreements during this period. Revenue generation is anticipated to return to expected levels in normal operating years. In addition, work conducted in FY 2019 to revive the Native American and Alaska Native (NAAN) sector will have a positive effect on revenue generation in future years, as will the National Center's continued enhancements to its marketing and outreach strategies to reach new agencies and diversify its Federal audience.

## **FY 2020.**

An appropriation of \$3.2 million in FY 2020, coupled with maintenance of operating costs at minimum required levels, should allow the Udall Foundation to continue current operations as well as address the goals established in the Udall Foundation's Strategic Plan. Services will continue in existing areas, including land management, water resources, and transportation, with growth in new areas such as the NAAN sector. The Udall Foundation initially anticipated \$3.5 million in earned revenue for FY 2020; that estimate has been revised to \$3.2 million for FY 2020 to address two primary factors: alignment with historical revenue generation at the Udall Foundation: FY 2019 (3.02M), FY 2018 (\$3.29M), FY 2017 (\$3.05M), FY 2016 (\$3.13M) and FY 2015 (\$3.24M), and limitations given current staff capacity.

## **FY 2021.**

The Udall Foundation requests an appropriation of \$3.227 million for the National Center in FY 2021. This level reflects a 1-percent increase in across-the-board base pay for civilian employees in FY 2021. Earned revenue from services is estimated to be \$3.2 million, which includes revenue generated by National Center staff, trainings, and contractors. Included in the total earned revenue is an estimated \$650K in retained project revenue, which the National Center generates from services provided only by National Center staff. This target aligns with revenue generation in recent years as noted above.

### **Strategic Goal 1: Environmental Dispute Resolution Fund - John S. McCain III National Center for Conflict Resolution Program**

#### **Performance Goals based on FY 2021 Budget Request of \$3.227 million**

**Strategic Goal 1: Strengthen the appreciation, stewardship, and collaborative processes for governance 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.

<b>Performance Goal 1.1.1:</b> Provide a training program to further the use of environmental conflict resolution, collaborative decision-making, and consensus building.	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of trainings provided.</li> <li>▪ 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.</li> </ul>	<p style="text-align: center;">9</p> <p style="text-align: center;">87%</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 conflict resolution and collaboration.	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of initiatives.</li> </ul>	At least 3

**Strategic Objective 1.2:** Provide services and information resources to resolve environmental, public lands, and natural resources issues among governmental and nongovernmental 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 involving Federal agencies and affected stakeholders.	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of case consultations.</li> <li>▪ Measure 2: Number of ECR Roster searches</li> </ul>	<p style="text-align: center;">30</p> <p style="text-align: center;">325</p>

<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 and affected stakeholders.	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of assessments, facilitations, and mediations.</li> </ul>	35
<ul style="list-style-type: none"> <li>▪ Measure 2: Percent of assessments for which the majority of responding stakeholders strongly agree that the National Center helped them determine how best to proceed to resolve their conflict.</li> </ul>	88%
<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	91%

**Strategic Goal 2: Environmental Dispute Resolution Fund - John S. McCain III National Center for 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, assist to build capacity, and deliver services to support the resolution of environmental, environmental public health, public lands, cultural resources, 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.*	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of assessments, facilitations, and mediations that involve Native Nations or Tribal issues.</li> </ul>	15
<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	88%
<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>	91%

\*Subset of Performance Goal 1.2.2.

<p><b>Performance Goal 2.2.2:</b>          Develop communities of practice and provide training to build capacity and enhance collaboration and conflict resolution between Federal agencies and Native Nations.</p>	<p>Annual Target</p>
<ul style="list-style-type: none"> <li>▪ The Senior Program Manager position for the Native American Alaska Native (NAAN) program was filled in FY 2019. Currently this program is being developed and measures and targets are being created.</li> </ul>	<p>TBD</p>

## Trust Fund - Udall Foundation Education Programs

The Trust Fund programs consist of the Udall Undergraduate Scholarship, the Native American Congressional Internship, the Native American Graduate Fellowship, Parks in Focus<sup>®</sup>, NNI, and the Udall Center.

The Scholarship program identifies future leaders in environmental, Tribal public policy, and health care fields. It is highly competitive; in 2019, 443 students, who had already participated in their schools' internal competition with a larger pool of applicants, competed for 55 scholarships. Scholars attend a four-day symposium that enhances professional skills, fosters career development, and encourages networking.

The Udall Foundation's Congressional Internship program, held each summer, 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.

The Native American Graduate Fellowship furthers the education of the next generation of Tribal leaders who will continue to improve governance and living conditions among Tribes. The Fellowship is unique and serves as a professional development bridge for the Udall Foundation's Native American Congressional Interns. The Fellowship is awarded to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care.

Parks in Focus<sup>®</sup> 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 governance reforms and provides 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, fellowship, and Tucson-based Parks in Focus<sup>®</sup> programs are primarily funded by the interest earned on the Trust Fund by investing in Treasury obligations. In addition, the Udall Foundation's enabling legislation mandates that not less than 20% of annual interest revenues shall be transferred to the Udall Center to fund policy research and education related to environmental issues. Parks in Focus<sup>®</sup> activities outside of Arizona are funded primarily by external grants and donations.

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, \$16 million has been

appropriated from FY 2001 through FY 2019 and transferred to NNI’s leadership and management training and policy analysis programs in connection with Native American and Alaska Native public policy and health care.

The Education programs which are funded by the interest revenue on Treasury investments were adversely affected by declining Treasury rates in recent years. In FY 2017, interest rates began to rise, and the Udall Foundation purchased two \$3 million long-term bonds with different maturities. With favorable rates continuing in FY 2019, the Udall Foundation invested \$18 million in Treasury instruments maturing at the end of calendar year 2020. The additional interest revenue allowed for the awarding of five additional scholarships in FY 2019 and will fund the Native American Graduate Fellowship in FY 2021.

Udall Foundation Education Programs	FY 2019 Actual		FY 2020 Enacted		FY 2021 President’s Budget	
	FTEs	\$ (Millions)	FTEs	\$ (Millions)	FTEs	\$ (Millions)
<i>Appropriations</i>						
Trust Fund Deposit	4	\$0.875	4	\$0.80	4	\$0.80
Set aside to NNI		\$1.0		\$1.0		\$1.0
<i>Program Budgets</i>						
Education Programs Expense (Paid from Trust Fund interest)	4	\$1.54	4	\$1.64	4	\$1.83
NNI revenue (includes set aside)		\$2.69		\$2.88		\$2.38
NNI expense		\$1.43		\$2.09		\$1.93

*\*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 2019.

The Udall Foundation received an appropriation of \$1.875 million in FY 2019. The increase in interest rates in 2019 allowed for the investment of a portion of the Trust Fund in longer term Treasury instruments. The increased interest revenue earned enabled the Udall Foundation to increase the number of scholarships awarded from 50 to 55. Twelve Congressional internships were also awarded in FY 2019.



## FY 2020.

An appropriation of \$1.8 million for FY 2020 will allow the Udall Foundation to maintain its Education programs at current levels, including the awarding of 12 new Congressional internships. Up to \$1 million of the appropriation may be transferred to NNI at the discretion of the Board of Trustees. The increased interest revenue from the longer-term Treasury investments will allow for the number of scholarships awarded to remain at 55.

## FY 2021.

The Udall Foundation requests an appropriation of \$1.8 million for FY 2021 for its Education programs. This level of funding will allow the Udall Foundation to maintain its programs. Up to \$1 million may be transferred to NNI at the discretion of the Board of Trustees.

The graduate fellowship has been in hiatus since 2012 but is being restructured as a Native American Graduate Fellowship, in accordance with the Udall Foundation's strategic plan and enabling legislation and guidance from its Board of Trustees. Increases in interest rates in FY 2019 allowed the Udall Foundation to invest \$18 million in Treasury instruments maturing at the end of calendar year 2020. This will generate sufficient revenue to restart the fellowship program. Recruitment for the Morris K. Udall and John S. McCain III Native American Fellowship in Tribal Policy will begin in FY 2020 with a first award anticipated in FY 2021.

## Native Nations Institute

NNI is a self-determination, development, and self-governance resource for Native American 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 teaching Native populations and for institutions that serve Indian country, and providing education to Tribal leaders. NNI provides policy research and analysis in such areas as intergovernmental relations, child welfare, access to credit and capital for development, natural resources management, development strategy, health care, law enforcement, data sovereignty, and social services—topics that are critically important to successful self-determination and self-governance. It assists Tribes engaged in constitutional reform and provides 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 2019.

The Udall Foundation Board directed the set aside of \$1 million to NNI in FY 2019. The FY 2019 focus was on collection and analysis of tribal ethics codes, exploratory work on food security especially as related to water access in the SW and Arctic, and ongoing efforts related to Indigenous data sovereignty. Funding supported NNI's governance and development work with Native Nations as well as the Udall Foundation's Native American Congressional Internship Program. In addition, NNI strengthened its collaboration with providers from Tribes and other organizations to restore youth leadership programs and outreach to include Alaska Native Nations. It supported the design and development of programming for Tribal

government professionals, as well as collaborative efforts within the University of Arizona to identify how NNI can assist Native Nations as they address the challenges of policies that impact environmental and natural resources.

Funding of \$1 million in FY 2019 supported 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 expanded in FY 2019 focused on tribal ethics 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. In FY 2019 NNI continued 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:* FY 2019 appropriations supported the salary of the Indigenous Governance Program director and key staff, and the education programs for the Tribal Professionals Cohort. See <http://igp.arizona.edu> for a short video on these programs.
- *Native American Congressional Internship Program:* FY 2019 appropriations supported 10-week summer internships in Washington, D.C. for 12 American Indians and Alaska Natives, in coordination with the Udall Foundation's Education programs staff.

## FY 2020.

An appropriation of up to \$1 million, at the discretion of the Board of Trustees, will continue to support NNI's cutting-edge governance and development work with Native Nations as well as the Udall Foundation's Native American Congressional Internship Program. In addition, NNI will continue to collaborate with providers from Tribes and other organizations to restore youth leadership programs and 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 can assist Native Nations as they address the challenges of policies that impact environmental and natural resources.

## FY 2021.

Funding of up to \$1 million in FY 2021 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.  
  
Policy and research work will focus on 1) publishing and disseminating findings concerning the statutory methods tribes use to enforce against unethical behavior by tribal officials (elected and appointed), tribal employees, and tribal enterprise employees; and 2) gathering exploratory tribal regulatory data concerning tribes' use of EPA Treatment in the same manner as a State to infuse their views into multi-jurisdictional water and air quality management.
- *Educational Programs and Resources:* NNI will continue to expand its educational resources for Native Nations, including online noncredit courses, nation-building curricula, the Indigenous Governance Database, and the Constitutions Resource Center. 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.
- *Collaboration with the Indigenous People's Law and Policy Program (IPLP) at the University of Arizona:* NNI faculty will engage with the UA College of Law in offering the joint NNI-IPLP Continuing Education Certificate in Indigenous Governance, and in continued efforts to develop a Master of Professional Studies in Indigenous Governance. Appropriations help support the salary of the Indigenous Governance Program director and key staff and the education programs for the Tribal Professionals Cohort.
- *Native American Congressional Internship Program:* Appropriations allow placement of up to 12 Native Americans 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 2021 Budget Request of \$1.8 million**

**Strategic Goal 1: Strengthen the appreciation, stewardship, and collaborative processes for governance 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.

<b>Performance Goal 1.1.3:</b> Conduct research that informs environmental policy and natural resources management.	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of environmental policy presentations or briefings.</li> </ul>	40
<ul style="list-style-type: none"> <li>▪ Measure 2: Number of collaborating agencies and institutions (not including internal institutions at University of Arizona).</li> </ul>	30
<ul style="list-style-type: none"> <li>▪ Measure 3: Number of environmental policy publications.</li> </ul>	30

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

<b>Performance Goal 1.3.1:</b> Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment.	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of Scholarships.</li> </ul>	55
<ul style="list-style-type: none"> <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>	96%
<b>Performance Goal 1.3.2:</b> Provide educational programs, training, and resources with the purpose of connecting youth to nature and public lands through photography and outdoor learning.	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of youth reached through direct programs.</li> </ul>	300
<ul style="list-style-type: none"> <li>▪ Measure 2: Number of individuals trained.</li> </ul>	30
<ul style="list-style-type: none"> <li>▪ Measure 3: Number of hours of direct programming provided.</li> </ul>	500
<ul style="list-style-type: none"> <li>▪ Measure 4: Number of hours of training services provided.</li> </ul>	30
<ul style="list-style-type: none"> <li>▪ Measure 5: Percent of youth participants who report they received a quality educational experience during Parks in Focus® activities.</li> </ul>	90%
<ul style="list-style-type: none"> <li>▪ Measure 6: Percent of training participants who report they received a quality educational experience during Parks in Focus® training activities.</li> </ul>	90%

## 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.

<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.	Annual Target
<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> </ul>	85%
<ul style="list-style-type: none"> <li>▪ Measure 2: Number of Rebuilding Native Nations distance-learning modules completed.</li> </ul>	75
<ul style="list-style-type: none"> <li>▪ Measure 3: Number of Indigenous Governance Database account holders.</li> </ul>	10,000

<b>Performance Goal 2.1.2:</b> Provide policy analysis and research to support Native Nations.	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of Native Nations Institute presentations or briefings.</li> </ul>	25
<ul style="list-style-type: none"> <li>▪ Measure 2: Number of collaborating agencies and institutions (not including internal institutions at University of Arizona).</li> </ul>	25
<ul style="list-style-type: none"> <li>▪ Measure 3: Number of Native Nations Institute publications and/or case studies.</li> </ul>	5

<b>Performance Goal 2.1.3:</b> Award scholarships to outstanding Native American and Alaska Native undergraduate students who intend to pursue careers in Tribal public policy or health care. *	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of Scholarships.</li> </ul>	17
<ul style="list-style-type: none"> <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>	96%

\*Subset of Performance Goal 1.3.1

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

<p><b>Performance Goal 2.1.5:</b> Award fellowships to outstanding Native American and Alaska Native graduate students in the areas of Tribal public policy and health care, including law and medicine. *</p>	Annual Target
<ul style="list-style-type: none"> <li>▪ Measure 1: Number of Fellowships.</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>*</p> <p>*</p>

\*During FY 2020 the Native American Graduate Fellowship will be developed, and recruitment will take place for a FY 2021 Native American Graduate Fellow.

## **Appendices A–C: Detailed Program Budgets**

<b>APPENDIX A</b>				
<b>THE MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION</b>				
<b>Budget Summary: National Center for Environmental Conflict Resolution</b>				
	FY 2019	FY 2020	FY 2021	Notes
	Actual	Enacted	President's Budget	
<b>Revenue:</b>				
Earned Revenue	3,018,947	3,503,227	3,200,000	
Operating Appropriation	3,200,000	3,200,000	3,200,000	A
Interest from Investments	119,974	55,000	122,969	B
<b>Total Revenue:</b>	<b>6,338,921</b>	<b>6,758,227</b>	<b>6,522,969</b>	
<b>Expenses:</b>				
Salaries	2,075,201	2,167,441	2,284,801	
Fringe Benefits	698,351	747,888	784,726	
<b>Total Personnel Exp:</b>	<b>2,773,552</b>	<b>2,915,329</b>	<b>3,069,527</b>	
<b>Other Operating:</b>				
Computers & Equipment	92,329	95,000	110,000	
Conferences & Meetings	86,191	130,000	135,000	
Adm External Service Providers	414,338	365,000	375,000	
Project External Service Providers	1,582,088	2,315,387	1,914,577	
Furniture	0	0	0	
Postage, Printing, Publications	26,977	30,000	24,000	
Rent & Facilities	355,229	352,511	360,000	
Development & Training	9,604	20,000	55,000	
Supplies	13,142	20,000	15,000	
Telephones	58,489	50,000	55,000	
Travel: staff outreach	76,532	55,000	100,000	
Travel: Board related	31,597	20,000	34,865	
Travel: project related	237,074	255,000	255,000	
Miscellaneous	1,816	35,000	20,000	
<b>Total Other Operating</b>	<b>2,985,407</b>	<b>3,742,898</b>	<b>3,453,442</b>	
<b>Total Expenses:</b>	<b>5,758,959</b>	<b>6,658,227</b>	<b>6,522,969</b>	
Notes:				
Budget and actuals are stated on a cash basis.				
A - The FY 2020 appropriation budget request was reduced to \$3.1M per OMB guidance but the actual appropriation is \$3.2M.				
B - Investments in longer term instruments resulted in more interest than budgeted in FY 2019 and will continue in FY 2020.				



<b>APPENDIX B</b>				
<b>THE MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION</b>				
<b>Budget Summary: Education Programs</b>				
	FY 2019	FY 2020	FY 2021	Notes
	Actual	Enacted	President's Budget	
<b>Revenue:</b>				
Interest from Investments	1,843,941	1,638,000	1,970,776	A
Grants/Donations	600	0	-	
<b>Total Revenue:</b>	<b>1,844,541</b>	<b>1,638,000</b>	<b>1,970,776</b>	
<b>Expenses:</b>				
Salaries	442,883	415,117	419,056	
Fringe Benefits	133,472	132,114	130,772	
Education Support	(526,566)	(499,958)	(483,860)	B
<b>Total Personnel Exp:</b>	<b>49,789</b>	<b>47,273</b>	<b>65,968</b>	
<b>Other Admin Expense:</b>				
Travel	8,167	10,000	8,000	
Communications	7,790	7,000	6,000	
Printing/Photography	157	2,000	2,000	
Rent and facilities	54,398	50,441	51,329	
Admin External Service Providers	74,087	54,000	75,000	C
Consultants	2,674	0	0	
Supplies/Publications	1,853	5,000	2,500	
Computers/Furniture	12,721	18,000	20,000	
Professional Development	0	6,000	6,000	
Miscellaneous	(785)	5,000	5,000	
<b>Total Admin Expense</b>	<b>210,850</b>	<b>204,713</b>	<b>241,797</b>	
<b>Education Expense:</b>				
Education Support	526,566	499,958	483,860	
Program Support	38,441	70,729	75,000	
Scholarship-related:				
Payments	263,762	350,000	385,000	D
Orientation	126,169	160,000	160,000	
Native Fellowship	-	-	65,000	E
Parks in Focus	21,459	25,000	30,000	
20% Udall Center	351,754	327,600	394,155	F
<b>Total Education Exp:</b>	<b>1,328,151</b>	<b>1,433,287</b>	<b>1,593,015</b>	
<b>Total Expenses:</b>	<b>1,539,000</b>	<b>1,638,000</b>	<b>1,834,812</b>	
Notes:				
Budget and actuals are stated on a cash basis.				
A - Investments in longer term instruments resulted in more interest than budgeted in FY 2019 and will continue in FY 2020.				
B - Allocation of salary and fringe for National Center and Education staff work directly on Education program efforts. The methodology for this allocation was approved by the Department of Interior Inspector General auditors.				
C - External providers USDA for accounting and GSA for HR and payroll.				
D - The number of scholarships was increased from 50 to 55 or \$385,000 total in FY 2019 due to increased interest earned.				
E - One Native Fellowship planned in FY 2020 to be awarded in FY 2021 subject to funds availability (est. \$65,000).				
F - Additional interest earned in FY 2019 resulted in a 20% allocation of \$368,788 for the Udall Center in FY 2019. The budgets reflect 20% of projected current year interest. When additional interest is earned during the fiscal year over the amount budgeted, the additional interest is added to the subsequent fiscal year				

<b>APPENDIX C</b>					
<b>THE MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION</b>					
<b>Budget Summary: Native Nations Institute</b>					
	FY 2019	FY 2020	FY 2021	Notes	
	Actual	Enacted	President's Budget		
<b>Revenue:</b>					
Carry forward	1,076,753	1,257,667	786,568	A	
Grants	608,822	620,333	590,333	B	
Udall Foundation Funds to NNI	1,000,000	1,000,000	1,000,000		
<b>Total Revenue:</b>	<b>2,685,575</b>	<b>2,878,000</b>	<b>2,376,901</b>		
<b>Expenses:</b>					
<b>Personnel</b>					
Grants	608,822	620,333	590,333		
Appropriation	533,027	903,638	847,975		
<b>Total Personnel</b>	<b>1,141,849</b>	<b>1,523,971</b>	<b>1,438,308</b>		
<b>Operations</b>					
Tribal Services 4265610	103	21,211	21,211		
NNI Operations 4265620	48,072	106,300	105,294		
Indig Gov Pgms (Education) 4265630	14,970	111,747	81,885	C	
Digital Resources 4265640	3,143	45,805	40,805		
Research & Policy Analysis 4265660	18,835	117,705	78,785		
Interdepartmental Transfers	0	0	0		
Native American DC Internship-NNI	125,938	89,693	89,693		
Native American DC Internship	75,000	75,000	75,000		
<b>Total Operations</b>	<b>286,059</b>	<b>567,460</b>	<b>492,673</b>		
<b>Total Expenses:</b>	<b>1,427,908</b>	<b>2,091,431</b>	<b>1,930,981</b>		
<b>Balance</b>	<b>1,257,667</b>	<b>786,568</b>	<b>445,920</b>		
<b>Notes:</b>					
Budget and actuals stated on cash basis.					
A - Carry forward from allocation to NNI from Udall Foundation's appropriations.					
B - Grants from Bush Foundation, state programs and others.					
C - Includes distance learning capabilities.					