



FY 2020 Congressional Justification

For additional information, contact:

Philip J. Lemanski

Executive Director

(520) 901-8560

Lemanski@udall.gov

Table of Contents

Table of Contents	2
Introduction	3
Environmental Dispute Resolution Fund - the U.S. Institute for Environmental Conflict Resolution Program.....	9
<i>FY 2018.</i>	<i>10</i>
<i>FY 2019.</i>	<i>10</i>
<i>FY 2020.</i>	<i>10</i>
<i>Strategic Goal 1: Environmental Dispute Resolution Fund - the U.S. Institute for Environmental Conflict Resolution Program</i>	<i>10</i>
<i>Strategic Goal 2: Environmental Dispute Resolution Fund - the U.S. Institute for Environmental Conflict Resolution Program</i>	<i>12</i>
Trust Fund - Udall Foundation Education Programs.....	13
<i>Trust Fund Programs</i>	<i>14</i>
<i>FY 2018.</i>	<i>14</i>
<i>FY 2019.</i>	<i>14</i>
<i>FY 2020.</i>	<i>14</i>
<i>Native Nations Institute.....</i>	<i>14</i>
<i>FY 2018.</i>	<i>15</i>
<i>FY 2019.</i>	<i>15</i>
<i>FY 2020.</i>	<i>15</i>
<i>Strategic Goal 1: Trust Fund - Udall Foundation Education Programs</i>	<i>15</i>
<i>Strategic Goal 2: Trust Fund – Udall Foundation Education Programs.....</i>	<i>17</i>
Appendices A-C	19

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. 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 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; *Native American Fellowships*, which award 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; *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.
- ***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 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. 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.

- ***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 2020 request of \$5.0 million includes \$1.8 million for the Trust Fund and \$3.2 million for the Environmental Dispute Resolution Fund. The Udall Foundation's total FY 2020 Budget Request is 6% below the FY 2018 Enacted Budget of \$5.341 million and 1% below the FY 2019 President's Budget of \$5.075 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 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 2020 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 U.S. Institute'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 (as specified in the Udall Foundation's enabling legislation). From FY 2001 through FY 2018, 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. Only the interest revenue 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 has implemented changes that have improved contracting procedures, strengthened management controls, and improved the Board of Trustees' oversight.

All open audit recommendations from the U.S. Department of the Interior Office of the Inspector General (DOI IG) and the Government Accountability Office (GAO) were closed in FY 2018. The Udall Foundation has no open audit recommendations.

The DOI IG will continue to perform audits of the Udall Foundation at the intervals that they determine to be appropriate. The FY 2020 proposed appropriation language ensures that funds previously transferred to the DOI IG will remain available until expended for DOI IG audits and will add the ability of the funds to be used for the Udall Foundation's annual independent financial audits. The DOI IG has a balance of approximately \$484,000.

H.R. 6147 Pages 228-229 as engrossed in the Senate on August 2, 2018 with proposed changes for FY20:

MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION 11 MORRIS K. UDALL AND STEWART L. UDALL TRUST FUND (INCLUDING TRANSFER OF FUNDS) For payment to the Morris K. Udall and Stewart L. Udall Trust Fund, pursuant to the Morris K. Udall and Stewart L. Udall Foundation Act (20 U.S.C. 5601 et seq.), \$1,800,000, to remain available until expended, of which, notwithstanding sections 8 and 9 of such Act: up to \$1,000,000 shall be available to carry out the activities authorized by section 6(7) of Public Law 102-259 and section 817(a) of Public Law 106- 23 568 (20 U.S.C. 5604(7)):

Provided, That all current and previous amounts transferred to the Office of Inspector General of the Department of the Interior will remain available until expended for audits and investigations of the Morris K. Udall and Stewart L. Udall Foundation, consistent with the Inspector General Act of 1978 (5 U.S.C. App.), as amended, and for annual independent financial audits of the Morris K. Udall and Stewart L. Udall Foundation pursuant to the Accountability of Tax Dollars Act of 2002 (Public Law 107-289): Provided further, That previous amounts transferred to the Office of Inspector General of the Department of the Interior may be transferred to the Morris K. Udall and Stewart L. Udall Foundation for annual independent financial audits pursuant to the Accountability of Tax Dollars Act of 2002 (Public Law 107-289).

ENVIRONMENTAL DISPUTE RESOLUTION FUND For payment to the Environmental Dispute Resolution Fund to carry out activities authorized in the Environmental Policy and Conflict Resolution Act of 1998, \$3,200,000, to remain available until expended.

The Udall Foundation has an interagency agreement with the U.S. Department of the Interior Business Center for all contracting except for small goods and services procurements such as hotel and meeting room agreements.

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

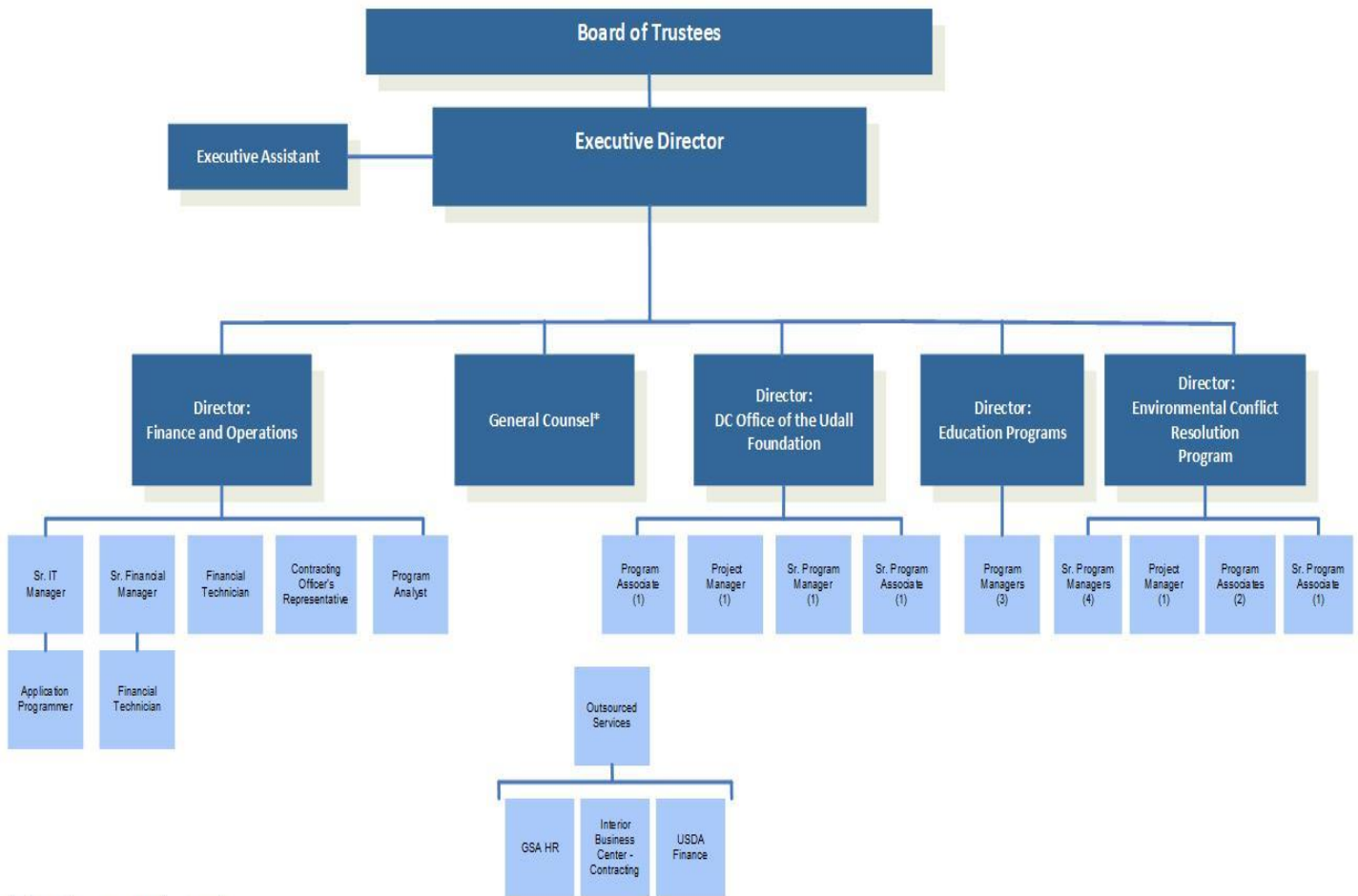
2.2.2

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

01/31/19

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, streamline project delivery, 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. Historically, approximately 70% to 80% of U.S. Institute project work is outsourced to the private sector, largely through work contracted with external service providers.

Environmental Dispute Resolution Fund	FY 2018 Actual		FY 2019 President’s Budget		FY 2020 President’s Budget	
	FTEs	\$(Millions)	FTEs	\$(Millions)	FTEs	\$(Millions)
Appropriations	25	\$3.366	25	\$3.20	25	\$3.20
Gross fee revenue*		\$3.295		\$3.310		\$3.503

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

FY 2018.

The Udall Foundation was appropriated \$3.366 million in FY 2018 for the U.S. Institute. A Native American Alaska Native (NAAN) sector Program Manager was hired in July 2018 and started work at the beginning of FY 2019. Reviving the NAAN sector will have a positive effect on revenue generation in future years. 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 increase earned revenue. FY 2018 earned revenue was just over \$3.0 million, which is steady state with FY 2017 earned revenue.

FY 2019.

A decreased appropriation of \$3.2 million in FY 2019 coupled with a reduction in operating costs to minimal levels, should allow the Udall Foundation to continue current operations as well as address the goals established in our Strategic Plan. Services will continue in existing areas, including land management, water resources, and transportation. With these services and a \$3.2 million appropriation, the Udall Foundation anticipates \$3.3 million in earned revenue.

FY 2020.

The Udall Foundation requests an appropriation of \$3.2 million for the U.S. Institute in FY 2020. Earned revenue from services is estimated to be \$3.5 million, which is 6% above the FY 2019 anticipated level. The increased revenue is the result of a revived Native sector as well as a full suite of experienced program managers. Even taking into consideration the reductions in non-personnel operating costs in FY 2019, FTEs may need to be reduced through attrition in FY 2020 to balance the budget. The intention will be to reduce administrative staff. Reductions in program staff would adversely affect marketing and reduce the Udall Foundation's ability to generate earned revenue. A reduction in the non-program staffing level may also impact services provided.

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

Performance Goals based on FY 2020 Budget Request of \$3.2 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.

Performance Goal 1.1.1: 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"> ▪ Measure 1: Number of trainings provided. 	9
<ul style="list-style-type: none"> ▪ 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. 	87%

Performance Goal 1.1.2: 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"> ▪ Measure 1: Number of initiatives. 	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.

Performance Goal 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.	Annual Target
<ul style="list-style-type: none"> ▪ Measure 1: Number of case consultations. 	30
<ul style="list-style-type: none"> ▪ Measure 2: Number of ECR Roster searches 	370

Performance Goal 1.2.2: 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"> ▪ Measure 1: Number of assessments, facilitations, and mediations. 	35
<ul style="list-style-type: none"> ▪ 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%
<ul style="list-style-type: none"> ▪ 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, 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 Goal 2.2.1: Provide assessment, mediation, facilitation, and related services on issues that concern Native Nations.*	Annual Target
<ul style="list-style-type: none"> ▪ Measure 1: Number of assessments, facilitations, and mediations that involve Native Nations or Tribal issues. 	16
<ul style="list-style-type: none"> ▪ 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%
<ul style="list-style-type: none"> ▪ 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%

*Subset of Performance Goal 1.2.2.

Performance Goal 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.	Annual Target
<ul style="list-style-type: none"> ▪ Now that the vacant position of Senior Program Manager for the Native American Alaska Native (NAAN) program is filled, this program is being developed, measures are being created, and targets selected. 	TBD

Trust Fund - Udall Foundation Education Programs

The Trust Fund programs consist of the Udall Undergraduate Scholarship, the Native American Congressional Internship, the Native American Fellowship, 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 2018, 437 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 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 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 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® 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, \$15 million has been appropriated from FY 2001 through FY 2018 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. 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.

The Education programs that are funded by the interest on Treasury investments were adversely affected by declining Treasury rates since FY 2007; however, during FY 2017, interest rates began to rise, and the Udall Foundation purchased two \$3 million long-term bonds with different maturities. As a result, interest revenue increased in FY 2018. The Udall Foundation will continue to monitor interest rates for long-term bond investment opportunities in an effort to increase interest revenue.

Udall Foundation Education Programs	FY 2018 Actual		FY 2019 President's Budget		FY 2020 President's Budget	
	FTEs	\$ (Millions)	FTEs	\$ (Millions)	FTEs	\$ (Millions)
<i>Appropriations</i>						
Trust Fund		\$0.975		\$0.875		\$0.800
NNI		\$1.0		\$1.0		\$1.0
<i>Program Budgets</i>						
Education programs	4	\$1.598	4	\$1.638	4	\$1.638
NNI*		\$1.258		\$1.491		\$1.497

**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 2018.

The Udall Foundation received an appropriation of \$1.975 million in FY 2018. Since appropriations were uncertain during the planning phase of the scholarships and internships, the Udall Foundation reduced the number of scholarships from 60 to 50. Eleven internships were awarded in FY 2018. The Ph.D. fellowship continued in hiatus but will be restructured as a Native American Fellowship in accordance with the Udall Foundation's strategic plan and enabling legislation. The fellowship is expected to be planned and developed in FY 2020 with an anticipated rollout in FY 2021.

FY 2019.

An appropriation of \$1.875 million for FY 2019 will allow the Udall Foundation to maintain its Education programs. It is expected that \$1 million will be transferred to NNI, as described in the next section. The Udall Foundation will continue to monitor U.S. Treasury interest rates for investment opportunities to maximize earnings.

FY 2020.

The Udall Foundation requests an appropriation of \$1.8 million for FY 2020. It is expected that \$1 million will be transferred to NNI. This level of funding will allow the Udall Foundation to maintain its Education programs. During FY 2020, if interest rates are favorable, the Udall Foundation may invest in long-term Treasuries in order to fund a Native American Fellowship. Recruitment for the Native American Fellowship will begin in FY 2020 to be awarded for FY 2021.

Native Nations Institute

FY 2018.

The Udall Foundation transferred \$1 million to NNI in FY 2018. 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.

A \$1 million appropriation 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 2020.

Funding of \$1 million in FY 2020 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 2020 focuses on Tribal ethics codes and water policy (especially Tribal efforts to infuse their views into multijurisdictional 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 noncredit 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 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 2020 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.

Performance Goal 1.1.3: Conduct research that informs environmental policy and natural resources management.	Annual Target
▪ Measure 1: Number of environmental policy presentations or briefings.	40
▪ Measure 2: Number of collaborating agencies and institutions (not including internal institutions at University of Arizona).	30
▪ Measure 3: Number of environmental policy publications.	30

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

Performance Goal 1.3.1: Award scholarships to outstanding undergraduate students who intend to pursue careers related to the environment.	Annual Target
▪ Measure 1: Number of Scholarships.	50
▪ Measure 2: Percent of recipients who report they received a quality educational experience in their interactions and program activities with the Udall Foundation.	96%

Performance Goal 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.	Annual Target
<ul style="list-style-type: none"> ▪ Measure 1: Number of youth reached through direct programs. ▪ Measure 2: Number of individuals trained. ▪ Measure 3: Number of hours of direct programming provided. ▪ Measure 4: Number of hours of training services provided. ▪ Measure 5: Percent of youth participants who report they received a quality educational experience during Parks in Focus® activities. ▪ Measure 6: Percent of training participants who report they received a quality educational experience during Parks in Focus® training activities. 	300 30 500 30 90% 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.

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.	Annual Target
<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 Rebuilding Native Nations distance-learning modules completed. ▪ Measure 3: Number of Indigenous Governance Database account holders. 	85% 100 6,000

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

Performance Goal 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. *	Annual Target
<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. 	16 96%

*Subset of Performance Goal 1.3.1

Performance Goal 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.	Annual Target
<ul style="list-style-type: none"> ▪ Measure 1: Number of Internships. ▪ Measure 2: Percent of recipients who report they received a quality educational experience through the Native American Congressional Internship Program. 	12 92%

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

**If funds are available, during FY 2020 the Native American Fellowship will be developed, and recruitment will take place for a FY 2021 Native American Fellow.

Appendices A–C: Detailed Program Budgets

THE MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION					
Budget Summary: U.S. Institute for Environmental Conflict Resolution					
	FY18	FY19	FY20		
	Actual	President's Budget	President's Budget		Notes
Revenues					
Earned Revenue	3,295,304	3,309,810	3,503,227		
Operating Appropriation	3,366,000	3,200,000	3,200,000		
Interest Income	56,839	55,000	55,000		
TOTAL REVENUES	6,718,143	6,564,810	6,758,227		
Expenses					
Personnel					
Salaries	1,992,004	2,246,566	2,167,441	A	
Fringe Benefits	656,724	749,223	747,888		
Total Personnel	2,648,728	2,995,790	2,915,329		
Other Operating					
Computers & Equipment	80,731	114,950	95,000	B	
Conferences & Meetings	124,720	130,000	130,000	C	
External Service Providers	2,068,492	2,502,678	2,680,387		
Furniture	0	0	0		
Postage, Printing, Publications	33,131	30,000	30,000		
Rent & Facilities	342,687	336,392	352,511		
Development & Training	10,614	20,000	20,000		
Supplies	12,564	20,000	20,000		
Telephones	46,373	50,000	50,000		
Travel: staff outreach	106,780	75,000	75,000		
Travel: project related	312,133	255,000	255,000		
Miscellaneous	36,480	35,000	35,000		
Total Other Operating	3,174,705	3,569,020	3,742,898		
TOTAL EXPENSES	5,823,433	6,564,810	6,658,227		
Notes:					
A - FY 2019 and FY 2020 staffed at 22 of 25 authorized FTEs					
B - Potential Records Management software expense in 2019					
C - Project related meetings					

THE MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION					
Budget Summary: Education Programs					
		FY 18	FY 19	FY 20	
			President's	President's	
Revenues		Actual	Budget	Budget	Notes
Interest from Investments		1,638,000	1,638,000	1,638,000	
Grants/Donations		0	0	0	
TOTAL REVENUES		1,638,000	1,638,000	1,638,000	
Expenses					
Personnel					
Salaries		434,206	450,928	415,117	A
Fringe Benefits		129,078	130,999	132,114	
Education Support		(377,982)	(357,829)	(499,958)	B
		185,302	224,098	47,272	
Other Administrative					
Travel		5,000	8,000	10,000	
Communications		6,000	6,000	7,000	
Printing/Photography		1,000	1,000	2,000	
Rent and facilities		49,000	49,440	50,441	
GSA Financial Activities		48,500	52,000	54,000	
Consultants		0	3,200	0	
Supplies/Publications		1,500	2,500	5,000	
Computers/Furniture		17,200	17,200	18,000	
Professional Development		1,500	1,500	6,000	
Miscellaneous		5,000	500	5,000	
Administration Total		320,002	365,438	204,713	
Education					
Education Support		377,982	357,829	499,958	B
Program Support		57,000	57,071	70,729	
Scholarship-related:					
Payments		350,000	350,000	350,000	
Orientation		140,000	140,000	160,000	
Fellows		0	0	0	
Native American Internship		0	0	0	
Parks in Focus		25,000	25,000	25,000	
20% Udall Center		327,600	342,662	327,600	C
Education Total		1,277,582	1,272,562	1,433,287	
TOTAL EXPENSES		1,597,584	1,638,000	1,638,000	
A - Allocation of Institute support to Education using DOI IG approved methodology resulted in lower salary and fringe dollars allocated.					
B - New DOI IG approved allocation methodology in FY20 resulted in a more accurate accounting of support staff salary and fringe dedicated to Education programs.					
C - FY19 includes 20% portion of additional interest earned in FY18 that exceeded original estimates.					

THE MORRIS K. UDALL AND STEWART L. UDALL FOUNDATION				
Budget Summary: Native Nations Institute				
	FY18	FY19	FY20	
	Actual	President's Budget	President's Budget	Notes
Revenues				
Carry forward	709,646	1,057,543	1,057,543	A
Grants	680,602	491,167	496,759	B
Annual Appropriation	925,000	1,000,000	1,000,000	
TOTAL REVENUES	2,315,248	2,548,710	2,554,302	
Personnel				
Grants	680,602	491,167	496,759	
Appropriation	395,515	270,493	453,712	
Total Personnel	1,076,117	761,660	950,471	
Operations				
Tribal Services	-	10,993	10,993	
NNI Operations	39,352	110,255	79,996	
Indigenous Government Programs	17,644	135,837	135,837	C
Digital Resources	3,614	73,427	55,677	
Research & Policy Analysis	6,900	198,995	63,785	
Interdepartmental Transfers	0	0	0	
Native American DC Internship	114,078	200,000	200,000	
TOTAL Operations	181,588	729,507	546,288	
TOTAL EXPENSES	1,257,705	1,491,167	1,496,759	
Balance	1,057,543	1,057,543	1,057,543	
NOTES:				
Budget and actuals stated on cash basis.				
A - Carry forward from allocation to NNI from Udall Foundation's appropriations. NNI has moved toward more constrictive use of this allocation due to uncertainty of other funding and the necessity of this allocation for their continuing operations.				
B - Grants from Bush Foundation, Kellogg Foundation, state programs and others.				
C - Includes distance learning capabilities.				