

WEBINAR Transcript for Developing Partnerships to Maximize Resources

Trainer: Charles Sams III

Joyce: Susan is unable to be on the call today. We will be having a PowerPoint presentation by Chuck Sams. I'm not sure, maybe you have sat in some of the sessions during the Tribal conference, or maybe you ran into him somewhere else, but this is Part III of looking to maximize your program resources. On this webinar, we have Partnerships.

Chuck Sams is the National Director of Tribal & Native Lands Program for Trust for Public Lands. Chuck has over 20 years of experience in the national service field and over 10 years working with ACKCO. He has operated Native Corps programs on nine Tribal Nations and provided consultation to over 100 tribes and Native Communities. He holds a Bachelors of Science degree in Business Administration: Management, Communications, and Leadership from Concordia University. He is a US Navy Veteran of the 1991 Gulf War. Chuck, do you have anything else to add as far as your Bio?

Chuck: No. Thank you Joyce, that was very nice. Good Afternoon everybody, I hope you're all doing well and I hope the weather is holding up for you. We're still experiencing plenty of rain here in the Pacific Northwest and it definitely feels more like winter than late spring. We're not experiencing the heat wave the east coast is at all.

But today I have been asked to join you all and talk a bit about Partnerships and the importance of diversifying your partnerships in order to sustain your programs for the long run. If we look around at Corporation programming that began in 1994, those programs that have been able to withstand and weather the different financial situations and appropriations that congress has given the Corporation for National and Community Services for programming. Those programs that have had the most diverse set of partners have been able to last this long. Those who couldn't diversify their partnerships and were really just trying to rely solely upon themselves have probably gone by the wayside. There are few that may have been able to sustain, but for the vast majority, unless you have diversified your partnerships you're going to have a hard time really building your program for the long haul.

So, in building partnerships, we have to look at the recurring revenues that we keep coming back to us, from federal agencies in particular. And we need to talk about the key components of collaboration in partnerships. What do we need to do? Partnerships will assist the project in securing revenue either from, Individuals, Government Agencies, Foundations, Corporations, and other Non-Profit Organizations.

If we look out there, the single largest funding is philanthropy through individual giving. Individual's giving represents about 84.5% of the total non-government giving in the United States. What's interesting about that, in Indian Country in particular, we've had the hardest time really tapping into and cultivating individual donors. Getting individual donors supporting our programming that we are doing out on the ground, whether that is with VISTA, Senior Corps or the traditional corps programs. And, we really need to figure out how best to cultivate individual donors, and that's been pretty tough.

Individual donors represent approximately 200 billion dollars that they gave back in 2006, so you can see there is a large amount of funding you can eventually tap.

If we look at philanthropy in general, both individual donations and foundation organizations, individual donors give about 1/17th, 1/16th of a percent to Indian Country. That is a very small percentage. The assumption is that since Indian Country represents about 2 percent of the population that we've received about 2 percent of individual donors and that's just not really the data that is coming out through Native American's on philanthropy, who did the last survey. Now foundations, foundations are the second biggest giver in the individual sector. Foundations provided approximately 37 billion dollars in fiscal year 06. While there are about 68 private foundations they've only given about 1/20th of one percent to Indian Country. I would highly recommend if you're trying to help your board or your local group try to understand where philanthropy is going in Indian Country. I would direct you towards the Native Americans and Philanthropy website <http://www.nativephilanthropy.org/institute/index.html> and request a copy of Pathways, 'Growing Philanthropy in Indian Country' that was produced by the Center on Philanthropy at Indiana University. It's coming out with different ways of how tribal programming can really reach out into Philanthropic world; both to foundations and individual donors to better understand their mission and goals that can marry-up with your programming to get those funds out on the ground to support what you are doing.

Corporations are another major donor. Corporations in the United States are allowed to provide up to 10% of their earnings, their profits, to donate back into the non-profit sector. But, what we're actually seeing on a National average is that Corporations are only donating one percent of their profits back into the non-profit sector.

So there's still plenty of funding from individual Corporations so figure out how you can best partner with individual Corporations. Individual Corporations are a little tough because most of the time they're trying to figure out exactly how they can get a marketing piece or public relations piece in order to push their product, even through non-profit work. So in developing relations with partners, you have to be aware of that, and make sure your messaging is consistent with your programming when partnering with a Corporation.

Are there any questions?

Ok, we are going to go onto the government. The Federal Government, of course, is the largest donor, especially in Indian Country for providing grants. The government provides 26 different grant-making agencies, over 1,000 grant projects in Indian Country and a potential of 400 billion dollars annually. About half a billion dollars is left on the table every year that should be going out into Indian Country because tribes or programs don't actually go out and actively seek those dollars and use them. That half a billion dollars ends back up into the treasury coffer.

When I look around at the different federal agencies that are working to make grant making programs in Indian Country, I have to say the Administration for Native Americans is one of the best. Commissioner Quannah Stamps has about 40 million dollars in discretionary funds she receives each year for distribution in Indian Country. She and her staff work extremely hard to ensure that money gets out the door, because she makes that argument before those of us who help her with grant making, if we don't get this money out the door and on the ground to people who need it most, it just goes

back to the US Treasury. So, I've encouraged many programs, encouraged programs to jump on the Federal Government's website www.grants.gov and start doing the research about programmatic money that could eventually get to your program to help support what you're doing for the long term. Also, to develop those relationships with federal agencies that can help you in developing your long-term partnerships.

The eight steps to Partnerships are pretty straight forward:

- 1. Identify Need Resources for your project.** Be very specific about that, look at your program, look at what you're doing on the ground and identify those resources you have had need for in the past, what you need currently and have a future need. And be very specific about those needs, whether that's a meal on wheels program, whether that's a senior program having seniors mentor young people. Be very specific about what your needs are for your programming. An example may be that you would like to have an aide worker working with seniors, and you want that aide worker but you don't currently have the programmatic money to hire that person. You may be able to partner with the county, with the state or with the tribes human health services program. But you need to know exactly, do you need one person, a full time or a part time FTE, and what the going salary is for that. An example would be a community health care person, you may know you need to use one person; the average rate for pay for that person is \$32,000 a year, so you put, one FTE, community health person at \$32,000 a year. That helps when you are building your partnership, let them know exactly what they can contribute, whether that is in kind sources, or personnel funding.
- 2. Identify the sources that can provide those resources.** So again, mapping out the community assets you currently have, both on reservations and off reservations. Many times tribal programs are hesitant to partner with outside organizations, usually because of historical wrongs that have happened. But as you take the opportunity to educate the non-Indians in your community about the resources they can bring in helping tribes and helping them understand the cultural differences and bridging those gaps, you'll be able to bring different and new resources to your community. Many times, you can use the county at the local level and really bring those additional resources onto the reservation.
- 3. Identify potential benefits your projects can offer potential partners.** Do you provide other resources that they may not be able to provide in the community? Are you that conduit into the tribe in helping them understand something that's of a particular issue with that partner, that they need to get information out to tribal members? Can you provide better public relations in the community or on a broader state or national wide level? Are there resources that you have that you can share with what they're providing you, so that you're doubling your efforts and making the best use of all your resources together? In Step three, identify potential benefits your projects can offer potential partners, again, a lot of times it really is public relations.
- 4. Research identified resource providers.** So many times when people come to resources in looking at the different people they can use, they don't do their homework. I strongly encourage before you approach a partner you, that you have done your homework on them. Understanding who they are as an organization, who their leadership is, where they work with in the community. And, really be able to help them identify a) how they can help you and b) how you can help them.
- 5. Contact potential providers.** I would say the best thing you can do is just be present and going to their meetings at first before sending out a formal invitation. If they have community meetings or gatherings; or a potential site where you can meet

them informally first. I always take up the informal meetings before I take up the formal meetings. Because you want to be able to build that friendship and partnership at first so they will know you as an individual and know your program; and what you are trying to provide as a resource to the tribe. Then I go in with a more formal contact by determining the proper protocol for initiating the partnership.

6. **Is it a person-to-person meeting, is it picking up the phone or is it sending a letter?** I usually try to make sure that I do all three and send along a personal note thanking them for taking the time to meet with me. So that you understand the protocols that are necessary for that agency or organization and your own in determining how you develop your partnership.
7. **Develop a formal proposal to the potential partner.** So many times, we're out there, we're making partnerships, and we do it on a handshake. Handshakes are good, but when it comes time to actually determine and develop your program based on maybe a conflict, if you don't have a formal proposal that they can rely back on what was asked from each partner it's really hard to maintain that partnership. So drafting up a formal proposal that is a written detailing of what you would like and what you will give, is extremely important.
8. **The final step 8, sign a formal document once all parties approve of what everybody is receiving and giving.** And that formal document can take the form of a memorandum of understanding, a memorandum of agreement or a letter of engagement. But either way in any of those instances, using a formal instrument and having everybody sign really details the commitment to that partnership and the long term viability to it.

Are there any Questions?

Maintenance of a partnership: communication, communication, communication, communication! So many times people will actually forget because they take advantage that they just have a long standing partner.

Communicate on a daily basis, via e-mail, via phone, and by formal reporting will help maintain and secure your partnership for the long haul. Making sure, even if there is no major reporting requirement that you come up with some type of executive summary to explain the resources that you are receiving from that partner and how they are being best used, on a monthly, quarterly, or yearly basis. This is critical to insure your partnership.

Conflict Resolution. In any good partnership, if there is no conflict the partnership will more than likely dissolve. Conflict is a natural occurrence in all relationships and therefore you need to insure when you do your documents in setting up a protocol that you're using in working with your partner and that you also have a way of how you're going to deal with any conflicts that arise. Who is going to be the point person from each organization to help resolve those conflicts? How are they going to be resolved? It's also important when you're going through conflict resolutions that you really write out what the conflict is. You know, I use to tell people, "If it's my problem, it's really just my problem until I share it with somebody." And the only time I'm ready to share it with somebody is after I've written it down and understand the problem because if you're having a problem with someone else, it's not their problem until you bring it to them. The only way you can bring it to them is to discuss it with them and actually write it down and to see where you guys can come up with a mutual benefit. I also suggest when you're doing conflict resolution that if you have an issue, you come up with up to three

suggestions on what you think would resolve the conflict. That helps frame the discussion and allows your partner to look at three possible answers that they may agree or disagree or they might have a different solution to the problem. But either way you're showing a commitment on your behalf that you recognize the conflict for what it is, but you want to resolve it in the best manner that all parties can agree to.

And finally, there are packets of information that have been sent out to you all that has a list of different participant activities and I strongly suggest you do the activities to help you really identify all of these issues as you're going through and building those partnerships so that you can sustain those partnerships in the long haul. ACKCO does a wonderful job of ensuring that information is out there and in helping you really be able to work through those issues. I will say, also in conflict resolution, a lot of times, the conflict arriving between Indian and non-Indian community is just a lack of understanding. And I would suggest if you can, get access to an Introduction to Indian Nations, the United States put out by the National Congress of American Indians. It's a wonderful 20-page booklet that really helps non-Indian organizations get a better understanding of tribes as sovereign-to-sovereign so they understand those relationships tribes have with the federal government, state, and local agencies.

Get the perspective on federal Indian Policy that a lot of people just don't have because it's not in their everyday reading.

And finally, if you're also receiving the ANA messenger, the special edition on Partnerships, it's a wonderful resource. If you look through and see what the Administration for Native Americans has done, especially in 2007 alone, out of their 93 projects, they measured 1411 partnerships formed for an average of 15.17 partnerships per project. You can't really ask for better statistic than that. To be an organization, a community based organization to have 15 different partners bringing resources together to really help improve your community. Those partnerships, again will help and sustain you in the long haul, will help in providing with not only funding and services, but also advocate for your program when the going gets tough especially if you're providing something that is critical for your community.

And that is my quick presentation.

Joyce: Thank you. Are there any questions? No questions, for Chuck?

Brian: Nobody used the chat or the raised hand that I saw.

Response: He covered everything really well.

Response: You know I missed the name of that, I don't know if it was a book or whatever on understanding tribal government.

Joyce: National Congress of American Indians, we will put that in the conference call notes.

Response: Could you also indicate the website for the Native American Philanthropy website that he talked about?

Joyce: Ok. Billie did you catch that?

Billie: I did. I have it down.

Response: Thank you

Chuck: The Native American Philanthropy will be very happy to send out exactly what Philanthropy is looking like in Indian Country. I think it's very helpful in developing your strategy for diversifying your partnerships, in being able to reach out to foundations and individuals.

Brian: Can you explain a little bit about that NCAI document and how has it been effective?

Chuck: Yeah, I use it, I have a staff of about 500 at the Trust for Public Lands, and the vast majority of the staff does not have or understand tribal government for the most part. I have been able to use the National Congress of American Indians booklet on Indian Nations in the United States, 20 page document to really give them a quick overview of what issues are facing Indian Country and how tribes, contemporary tribal governments work in today's society. The booklet actually really outlines a brief history of the Federal Indian Policy; there is a whole section if anyone has questions about Indian Nations so people won't be embarrassed to ask the same questions they may have asked before. It talks about tribal sovereignty, treaties, trust relationships the federal government has, what it means to be a federally recognized tribe. What are the different types of tribal government structures, what are tribal or Indian lands and then, also, ideas about Indian gaming, taxation, state tribal relations and some of what's going to happen in the future for tribal programming with the federal government. So I think the booklet is not only helpful for staff, but can be helpful for in really having the opportunity to discuss these issues with your non-tribal partners.

It also provides a number of resources that you can use both at the National level, everything from, being able to access the Indian Law Resource Center, down to National Justice Resource Center, down to Indian Gaming Commission on any of those issues that you may have questions.

Brian: We will put that link in the notes, the web address, but if anyone wants it right now it's, www.ncai.org and I'm sure you could contact them and ask about their publications. NCAI is the National Congress of American Indians.

Joyce: Any other questions for Chuck? Okay Chuck, we really appreciate you participating in our call today.

Chuck: Well thank you, I really appreciate all that you guys are doing out in Indian Country with Senior Corps and the work you're doing with tribal nations and our elders.

Joyce: If there is no other questions then were going to sign off.