
CHIEF DULL KNIFE COLLEGE



Project Title:	Northern Cheyenne Language Reading and Writing Project
Award Amount:	\$445,437
Type of Grant:	Language
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Tribal College

PROJECT SNAPSHOT

- 2 jobs created
- 2 Native American consultants hired
- 20 elders involved
- 700 youth involved
- \$4,532 in resources leveraged
- 3 partnerships formed
- 12 language teachers trained
- 368 native language classes held
- 700 youth increased their ability to speak a native language
- 150 adults increased their ability to speak a native language
- 4 people achieved fluency in a native language

BACKGROUND

The Northern Cheyenne Reservation is located in eastern Montana in Rosebud and Bighorn counties. Membership in the Northern Cheyenne Tribe includes 8,070 enrolled members, of which approximately 4,470 live on the reservation.

Chief Dull Knife College began in the early 1970s, and attained full accreditation status

as a two-year college in 1996. The college's most unique and community-related department is the Northern Cheyenne-based Native American Studies program, which offers eight courses in the culture, history and language of the Tribe. Elders teach the courses and at least two are required for graduation from the institution. Despite this unique program, the college staff recognizes that solely teaching the language to adult students at the college is not enough to preserve the language.

PURPOSE AND OBJECTIVES

The purpose of this project was to develop and implement a Northern Cheyenne language reading and writing program to establish a core of twelve teachers who will become proficient in reading and writing the language using its official orthography. The project was designed to offer a Class VII teacher certification program through the college and to certify all twelve teachers so they can teach the language and develop curricula materials.

The project's first objective was to increase the number of proficient readers of the Northern Cheyenne language. The project selected twelve apprentices who were given pre-tests on their understanding of the

Cheyenne language. The apprentices completed tests every semester to gauge their progress. By the end of the project, all of the apprentices could utilize the Cheyenne dictionary to translate words. In the project's second year, the apprentices developed curriculum materials for grades K-8, which the schools on the reservation began using. In addition, project staff interviewed eleven elders and wrote their stories in the Cheyenne language.

Objective two was to provide training and hands-on experience to produce proficient Northern Cheyenne readers, focusing on generating interest amongst tribal youth to utilize the established orthography. To accomplish this, the project staff organized two-week summer immersion camps for youth ages nine to seventeen. All twelve apprentices participated in the camps. During the school year, tribal elders also gave presentations at local schools and traveled on field trips to historic and traditional sites with the children.

In year three, the apprentices endeavored to obtain reading and writing skills in the Cheyenne language to develop curriculum and literature. The project director assisted the apprentices in compiling and writing contemporary, original, and traditional narratives in the Cheyenne language, either in the area of songs, myths, or legends.

Objective two for year three sought to partner with schools to showcase and teach the Northern Cheyenne writing system to additional Class VII certification holders in order to demonstrate the existence of an approved writing system for the language. Local schools currently utilize the materials developed, and both native and non-native teachers have a strong desire to learn and teach the language.

Challenges faced by the project included turnover of apprentices; however a waiting list facilitated replacement. Eight of the

twelve original apprentices completed all three years of the project.

OUTCOMES AND COMMUNITY IMPACT

At the outset of the project, many Northern Cheyenne members were unaware that a written orthography of their language existed. The community, especially tribal youth, now realizes the importance of both speaking and reading the Cheyenne language, and as a result there is more interest in learning the language. In addition, the number of Class VII certified teachers increased from 7 to 25 during the project.

Many teachers in the local school system, both native and non-native, now have a desire to learn the language. Teachers recognized the importance of including cultural content in their curriculum. Karen Smith, a fourth grade teacher, stated, "It is important to bring this aspect into the schools via activities and speakers, as it facilitates a new way to connect with the students." Many teachers also reported an increase in the self-esteem of their students.

The Class VII teachers, many of whom are tribal elders, expanded their ability to teach the language by developing curriculum materials and narratives. By working with and practicing the language, the apprentices and teachers also regained the confidence they needed to retake the certification test. Overall, the project enabled tribal members to understand the importance of reading and writing the Cheyenne language in order to ensure its preservation.

CHIPPEWA CREE TRIBE



Project Title:	Chippewa Cree Energy Corporation
Award Amount:	\$169,934
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 2 jobs created
- 1 Native American consultant hired
- 20 elders involved
- 20 youth involved
- 1 individual trained
- 3 partnerships formed

BACKGROUND

The Rocky Boy’s Indian Reservation is located in northern central Montana, spanning over 120,000 acres. The reservation was established by an Executive Order of Congress in 1916 and was the last Indian reservation designated in the state. There are currently 5,744 enrolled tribal members, 3,100 of which live on the reservation.

In 2006, the Chippewa Cree Tribal Council created Chippewa Cree Energy (CCE), LLC as a Section 17 Federally-Chartered Corporation. The council planned for CCE to act as an energy development umbrella agency, handling research, development, inventory and marketing of the Tribe’s energy resources. By 2007, the Tribe realized that CCE lacked the resources to

operate effectively.

PURPOSE AND OBJECTIVES

The purpose of this project was to enhance CCE’s organizational capacity and physical infrastructure as well as facilitate the development of a tribal resource master plan.

The project’s first objective was to hire staff and establish the CCE’s physical infrastructure. The project director and coordinator were hired and staff secured a physical office, phone lines and Internet connection. Staff also developed office policy and procedure manuals but were unable to complete a CCE website by the end of the project due to unresolved proprietary concerns over the Tribe’s natural resources.

The second objective was to complete an all-inclusive inventory of the Tribe’s potential renewable and non-renewable energy resources and develop a master plan for the development of those resources. First, staff compiled existing maps, reports and studies on the Tribe’s energy and mineral resources. CCE then began working with Native American Resource Partners (NARP) out of Denver, Colorado, to

develop an energy assessment of the reservation. The study focused on the potential for wind, oil, natural gas and gravel projects. Tony Belcourt, the Project Director, felt that the study greatly expanded the tribe's knowledge of its energy resources. He shared, "Had the Tribe known the data from this project 10 years ago, we would have been much further along with energy development than we are now."

The final objective was to solicit and receive a "letter of intent" from at least one private investment firm to develop a renewable or non-renewable energy resource on the reservation. Although the original proposal emphasized courting a variety of private investment firms to invest in the project, the CCE focused primarily on NARP as a potential energy partner. By the end of the project, the CCE had signed a Memorandum of Understanding with NARP and was in negotiations to develop either wind power or natural gas on the reservation.

One of the CCE's main challenges was the proposal's ambitious target numbers for jobs and businesses it intended to create based upon the nature of the project. For example, CCE intended to create 300 jobs and 10 new businesses by the end of this one-year project. These target numbers would have been feasible as long-term goals for a project of this nature, but income from new energy investments will take considerably more time to impact the community and create jobs.

OUTCOMES AND COMMUNITY IMPACT

The project's main impact was on the Tribe's knowledge of the natural resources under its control. The project allowed the Tribe to focus on various avenues for energy development and make informed business decisions based on the increased knowledge bank.

To educate the tribal public and generate support for new energy projects, CCE developed a marketing brochure, created an informational packet and held community meetings to openly discuss the Tribe's energy options. The process created space for tribal elders, youth and adults to discuss important development issues together.

To sustain the CCE, the Tribe is investigating a development fee to offset start up costs as well as revenue taxes on new projects. The Tribe is also partially funding the CCE's operational costs.

"The project is creating an independent vision of where we need to be."

Tony Belcourt,
Project Director

LODGE POLE DISTRICT COMMUNITY DEVELOPMENT CORPORATION



Project Title:	Lodge Pole District Horsemanship Project
Award Amount:	\$446,957
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2005 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 3 jobs created
- 15 Native American consultants hired
- 35 elders involved
- 98 youth involved
- \$1,039 in revenue generated
- \$5,800 in resources
- 103 individuals trained
- 8 partnerships formed

BACKGROUND

The Fort Belknap Reservation is located in northern Montana, and is the home of the Assiniboine (Nakoda) and Gros Ventre (White Clay) people. There are over 5,200 enrolled community members, of which 2,900 reside on the reservation. Fort Belknap has historically suffered from high unemployment rates, and the Bureau of Indian Affairs currently calculates the Tribe's unemployment rate at 70%. Tribal members also have an extremely low per capita income, \$8,150, and 36.5% of families are currently living below the poverty line.

Lodge Pole is the most remote community on the Fort Belknap Indian Reservation and lacks recreational amenities, limiting the available social outlets for community youth. As one possible consequence, the community reported a 39% school dropout rate prior to this project, in 2005.

PURPOSE AND OBJECTIVES

The purpose of this project was to develop a culturally and socially appropriate horsemanship program to improve the social environment for residents in and around the Lodge Pole community. The greatest untapped resource in the community prior to the project was the residents' many horses, the majority of which were untamed and difficult to ride.

The project's first objective was to introduce, or reintroduce, "horse culture" to the community through riding lessons and horse care training. The Lodge Pole community created the Nakoda Horse Society (NHS) and began teaching riding and horse care lessons two to three times per week, to roughly ten youth in the first year. Lessons were taught by native horsemanship consultants from the area and classes included taming wild horses. To motivate students, staff developed a participation

incentive program that involved awarding small prizes for consistent participation and riding improvement. By the end of the project's third year, attendance grew to 60 students per lesson and staff taught classes 5 days of every week due to the high demand. Nearly 100 community youth participated in the project.

The second objective was to instruct the youth in the making of horse tack. Staff utilized a professional tack maker to teach traditional knotting and tack types, including: halters, bridles, saddlebags, breastplates and hobbles. One of the first lessons was how to make a saddle rack to help protect the participants' saddles, which was important due to the group's limited supply. The popularity of the tack making class grew as the riding lessons had, with many of the same participants.

The third objective was to expand on the riding lessons and lead the youth on trail rides and horsemanship activities. Due to what one staff member described as an, "overwhelming response" from the community, youth began participating in several horse-related activities each month, including parades, powwows, and other community events throughout Montana. Several youth won awards for their horsemanship skills. To help support the activities, staff relied heavily on volunteers from the community to supply horses, trailers, fuel and mentorship to the youth riders. Staff also held local carnivals to help offset travel expenses for riding activities.

Staff had hoped to conduct regular evaluations to measure each student's improvement in horsemanship and tack making. However, due to the larger-than-expected class sizes and frequency, staff did not have sufficient time and resources to utilize a standardized evaluation tool. Instead, individual progress was measured in

an informal manner and staff was satisfied with the outcome.

OUTCOMES AND COMMUNITY IMPACT

For community youth, the project engendered a sense of responsibility for horses and the tack they created as a group. Youth increased their pride and began participating in local and regional parades and funerals. Staff reported that, of all the community's young population, only a few did not participate in the project. Local school teachers, some of whom volunteered on the project, reported that school attendance dramatically improved during the project and vandalism diminished. In addition, the project's focus on physical activity appears to be having a positive impact on the youth's health.

For local families, the project created opportunities for positive interaction and bonding as many of the youths' parents participated in the project. The active nature of the project also influenced many parents to stay physically active.

As a supporting activity, community elders shared their traditional stories of horses with the youth, who compiled them into the NHS "Stories by Elders." This activity served to reinforce the elders' traditional positions as holders of knowledge and wisdom within the community.

To maintain the project's momentum, staff and community members will continue to hold riding classes voluntarily. In the future, NHS hopes to secure other state or federal funding to expand program activities.

"The project helped increase the kids' sense of responsibility and pride."

Dodie Bell,
Project Director

NATIONAL TRIBAL DEVELOPMENT ASSOCIATION



Project Title:	21 st Century Economic Warriors Development Initiative
Award Amount:	\$393,078
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2006 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 2 jobs created
- 12 elders involved
- 2 youth involved
- \$10,000 in resources leveraged
- 9 individuals trained
- 34 partnerships formed
- 2 governance codes/ordinances developed

BACKGROUND

The National Tribal Development Association (NTDA) was founded as a national nonprofit to provide economic development and governance services to American Indians and Alaska Natives. NTDA's members include 41 tribes spread throughout the U.S. NTDA's headquarters are located on the Rocky Boy's Indian Reservation in north-central Montana.

One obstacle to business growth on some tribal land is that private investment firms do not fully understand the tribal government or laws of a potential partner tribe, which creates concern that their

business rights may not be protected. NTDA believes that tribes should fully utilize the business advantages available to them, such as tax credits and exemptions, to promote sustainable business development projects. NTDA also seeks to provide education to potential private investors regarding the status of tribal government and laws on reservations to alleviate the concern of doing business in Indian Country.

PURPOSE AND OBJECTIVES

The purpose of this project was to educate tribal and business leaders about the need to create investor-friendly business environments on their reservations and provide assistance for tribes wishing to create tribal industrial parks.

The project's first objective was to promote the concept of tribal industrial parks, or business-friendly regulatory frameworks, based upon the adoption of Uniform Commercial Codes (UCC) amongst 22 of NTDA's member tribes. NTDA developed template documents to guide tribes considering the development of tribal industrial parks which included a sample incentives package to attract business and examples of ways for tribes to utilize

existing business benefits. The template included example Secured Transaction Codes (STC), which were focused versions of the UCCs and can be adopted by tribes to facilitate business transactions and encourage private investment. Staff then developed promotional brochures, updated NTDA's website, printed advertisements in more than 5 tribal magazines, and presented to 22 member tribes at 24 tribal events. To assist member tribes further, NTDA partnered with the National Conference of Commissioners on Uniform State Laws (NCCUSL) to distribute tailored versions of its *Implementation Guide and Commentary to the Model Tribe Secured Transactions Act*. Staff did not complete some planned activities for this objective, such as a database for tribes and media outlets and a formal plan for the marketing campaign due to time constraints.

The second objective was to expand the educational marketing campaign nationwide to tribal decision makers and business leaders. The purpose was to demonstrate the critical need for tribes to develop industrial parks and UCC codes to stimulate economic activity. Staff then distributed brochures to all federally recognized tribes and created an informational CD-Rom for distribution.

The third objective was to deliver on-site assistance to help tribes develop industrial parks and adopt UCCs in at least 20 member tribes. NTDA staff delivered on-site assistance to 22 tribes using the tribal industrial park package and secured transactions codes. NTDA also worked to secure the use of state, tribe or coalition filing systems for the new tribal codes. In addition, NTDA trained nine tribal judges in commercial codes to prepare them for future business developments on their reservations. All of those tribes initiated some form of legal action in relation to the codes, but NTDA staff reported that only two of the tribes had reached the stage of adopting

UCCs by the end of the project. The main obstacle to passage was that each tribe is different in terms of its economic status, land base, judicial system and existing commercial codes. In this aspect, the project's main challenge was an underestimation of the speed at which new commercial codes could be implemented in member tribal governments.

OUTCOMES AND COMMUNITY IMPACT

The project augmented the participating tribes' knowledge of commercial business laws and codes. The tribal judges trained during the project will help empower tribal courts to rule on complex business issues. The judges also discovered that the University of Montana's American Indian Law Clinic, which facilitated the trainings, can be a resource for legal research.

Having UCCs in place makes tribes more attractive to private investors and enables tribes to pursue joint venture operations with outside investors due to the stable business environment they create. For investors, the development of secured transactions codes helps determine the rules of business in a given tribe and allays concerns. In the long term, such comfort should help generate significant new reservation-based businesses. Arsh Stiffarm, the Project Coordinator, shared that the Chippewa Cree Tribe is attracting new businesses by using its newly developed commercial codes to demonstrate the stable business environment.

“The impact from this project will be tremendous for business development on tribal land.”

Arsh Stiffarm, Project Coordinator

NEW DAY, INC.



Project Title:	The New Day Foster Development Project for American Indian Youth in Treatment for Mental Health and/or Chemical Dependency Disorders
Award Amount:	\$589,742
Type of Grant:	Social and Economic Development Strategies – Family Preservation
Project Period:	Sept. 2006 – Sept. 2008
Grantee Type:	Native Nonprofit

PROJECT SNAPSHOT

- 6 jobs created
- 1 Native American consultant hired
- 19 elders involved
- 523 youth involved
- \$171,286 in revenue generated
- \$12,381 in resources leveraged
- 19 individuals trained
- 15 partnerships formed

BACKGROUND

New Day, Inc. is a Native American mental health and chemical dependency treatment agency that specializes in providing safe programs to help youth in emotional disarray return to a healthy and stable lifestyle. New Day operates five youth group homes and the Four Dances Outdoor Adventure Program, programs designed to serve Montana and Wyoming youth, ages

13-18, suffering from coinciding mental health and chemical dependency problems.

One of the major challenges facing the organization is the high rate of relapse for youth returning home post-treatment. New Day came to understand the need for additional options for the long-term care of these youth, such as a culturally appropriate foster family component. This service would complement the pre-existing services, but would also expand New Day's capacity by creating a "step-down" for youth coming out of the organization's other programs, or coming directly from reservation and urban Indian communities. Youth would then be able to therapeutically reintegrate back into their family and communities, or to remain in the care of a foster family until they or their family are ready for reunification.

PURPOSE AND OBJECTIVES

The purpose of this project was to recruit, train and license 30 Native American foster families who would be able to provide foster homes for 30-60 American Indian youth

falling within the categories outlined above. The project's first objective was to hire and train project staff and consultants and to open, equip and organize project offices. Project staff consisted of a director, licensure and placement specialist, program assistant and two treatment managers. There was high staff turnover during the beginning months, but other New Day staff filled the positions until new hires came onboard. The office was operational by the second month of the project.

The second objective was to recruit, train, license and support the 30 Native American families over the two year project period and fill 100% of the homes with Native American youth. The project experienced difficulty in licensing Native American foster families due to the strict licensing requirements and the length of time needed for parents to complete the training. To overcome this challenge the project staff adjusted the scope of the project slightly to include kinship homes. Placement in a kinship or extended family home does not require state licensure, facilitating a faster process and eliminating the need for the rigorous training phase. Six native families were initially licensed from the anticipated 30, and at the conclusion of the project timeframe, 3 retained their licensure. Fourteen kinship homes took in foster children during the project. Over the course of project timeframe, New Day placed 23 youth in foster or kinship homes.

As a part of the project, New Day organized youth group meetings conducted four nights a month in order to provide respite for the foster parents and a native cultural setting for the youth. The meetings included discussions and lessons on native culture, which helped to increase the self-esteem and social skills of the youth participants.

OUTCOMES AND COMMUNITY IMPACT

The native youth who participated in this foster program benefited from being placed in native homes and, in most of the cases, having extended family members as their primary caregiver. New Day facilitated the opportunity for a stable home environment and the support and specialized services the youth require for their condition. The project also allowed the youth to increase their own personal native knowledge and culture and discover their own abilities.

The project provided local organizations and the native community with training in areas of foster care licensing, parenting skills and general wellness. The community now understands what services and support systems are available through New Day and through other organizations in the surrounding area. There is an increased awareness as to the existence and needs of these troubled native youth, which serves to remove previous stigmas placed on the population.

New Day increased the scope of their organization by offering new services to native youth and families. The success of the project also increased New Day's outreach and awareness to the public, which increased community credibility. Community members remarked they are pleased with the organization's involvement with native youth.

“This project has provided a stable environment for the youth, including the support and services they need.”

Nikki Romer, Treatment Manager

NORTHERN CHEYENNE TRIBE



Project Title:	Northern Cheyenne Tribe Telecommunication Project
Award Amount:	\$163,897
Type of Grant:	Social and Economic Development Strategies
Project Period:	Sept. 2007 – Sept. 2008
Grantee Type:	Tribe

PROJECT SNAPSHOT

- 1 job created
- 2 Native American consultants hired
- \$47,923 in resources leveraged
- 4 partnerships formed

BACKGROUND

The Northern Cheyenne Reservation is located in eastern Montana in Rosebud and Bighorn counties. Membership in the Northern Cheyenne Tribe includes 8,070 enrolled members, of which approximately 4,470 live on the reservation.

Currently, there is inadequate telecommunication capability on the reservation due to antiquated infrastructure and limited investments from local service providers. The tribal community, many of whom live in remote areas, suffers from a lack of access to services such as educational institutions, healthcare facilities and the tribal government. In order to address this problem, the Tribe decided to pursue the development of a sustainable wireless telecommunication system.

PURPOSE AND OBJECTIVES

This project is the second phase of a three-phase telecommunications project. The Northern Cheyenne Tribe conducted a feasibility study in 2006 which determined the economic viability of a tribally-owned telecommunications company, as well as the federal regulations necessary for the placement of communication facilities. The purpose of this second phase of the project was to lay the groundwork for the Tribe to develop the telecommunication company. Essentially, this project included the steps necessary to meet federal regulations in order to construct communication towers and telecom facilities. The final phase of the project will be the actual construction and formation of the tribal business.

The Tribe is hoping to finance the estimated \$12,000,000 Phase III construction project through the Community Development Financial Institution's (CDFI) New Markets Tax Credit Program. As established through the feasibility study, in order to complete any project involving construction and placement of communication facilities, and thereby qualify for CDFI funding, the FCC and BIA mandate all projects must be in compliance with the National Environmental

Policy Act (NEPA). The project's sole objective therefore sought to complete an environmental and cultural inventory assessment and develop site plans for each of the tower sites and telecom buildings.

Project staff collaborated with the Tribal Historic Preservation Office (THPO) in surveying thirteen potential tower sites. Cultural experts from the THPO conducted surveys to ensure there was no potential for disruption of historic sites and that any effects from the construction could be mitigated. The crews identified one area as having cultural and historic significance, and project staff accordingly replaced it with a different site. The project staff sent out requests for proposals and subsequently contracted a consulting company to conduct an environmental assessment of all thirteen sites. The consultant completed the assessment by the close of the project, and submitted a final draft to the project director to send to the NEPA compliance office. After speaking with a local BIA archaeologist, the project director learned there was some required information missing in order to comply with NEPA. The document was therefore returned to the consultant to update, and project staff is currently awaiting the final report.

Federally certified surveyors completed a topographic and boundary land survey for the building facility and all thirteen tower sites and then developed site plans for all structures with project staff.

The project experienced delays in surveying the tower sites due to poor weather conditions. A changeover in tribal government also caused some delays in completing activities. Despite these challenges, the project completed its objective during the one year project period.

OUTCOMES AND COMMUNITY IMPACT

The completion of this phase of the project establishes the foundation for its third phase, the actual construction of the towers and buildings. Once NEPA compliance is established, the regulatory requirements will enable the Tribe to develop and implement telecommunication codes and ordinances. Project staff mentioned there are already numerous entities interested in funding the construction phase through CDFI. The tribe is hoping to begin a bidding process in the spring of 2009 to select the most appropriate option.

Once the third and final phase of this project is complete, it will improve infrastructure on the reservation. Elders who live in remote areas will have telephones, providing emergency communication with tribal health facilities. Students participating in college classes will have Internet access and the option of remote education. Tribal departments will be connected remotely through fiber optics, increasing their efficiency and effectiveness.

The project will also lower the Tribe's unemployment rate once the telecommunications company is operational. In addition, it will provide an opportunity to handle other utility issues such as electricity, water and sewage.

"The project is very essential for the Tribe's growth."

Ben Bahr, Project Director
