



LITTLE TRAVERSE BAY BANDS OF ODAWA INDIANS
7500 ODAWA CIRCLE, HARBOR SPRINGS, MI 49740

TRIBAL COUNCIL TRAVEL REPORT NARRATIVE

From: Marcella R. Reyes, Tribal Council Treasurer

Date: September 30 thru October 3, 2018

Re: NAFOA / Santa Ana Pueblo, NM

Miigwech to my fellow Council members and the Citizens of LTBB for allowing me the opportunity to attend NAFOA's 2018 Fall Finance & Tribal Economies Conference in New Mexico.

Sunday, September 30, 2018/Day One

5:00pm Meet & Greet – Wine Tasting featuring Gruet Winery
ANA Grant used to partially fund the project

5:30pm Welcome

Introduction – Christina Danforth, President, NAFOA Board of Directors

Welcome – Governor Glen Tenario, Pueblo of Santa Ana

Conference App – Missy Hurley, Events Manager, NAFOA

Board Member Election Process – VaRene Martin, Vice President, NAFOA Board

of Directors

6:00pm Emerging Issues in Indian Country

Tara Sweeney – Assistant Secretary for Indian Affairs at the Interior Department

Is Tourism the next revenue stream that tribes should consider?

Rhonda Harjo – Deputy Chief Counsel for the Senate Committee on Indian Affairs

NAFOA Policy Discussion:

** Banking related to marijuana*

Ask the banks to lobby

** Opportunity Zones*

Capital Gains → invest in Opportunity Zones

** Health and Energy Financing*

IHS Joint Venture Programs & Energy - \$2 Billion Loan Program

Emerging Issues at Home

San Carlos Apache just closed New Market Tax Credit deal

Indian Victim Empowerment – 3% set aside for victims of crime

Monday, October 1, 2018/Day Two

8:30am General Session

Opening Prayer & Cultural Sharing

Host Tribe Welcome - Glenn Tenorio, Governor, Pueblo of Santa Ana

NAFOA Welcome Remarks - Cristina Danforth, President, NAFOA Board
of Directors *109 Member tribes, 4 new with 650 attendees at this conference*

Conference Chair Welcome Remarks – Wells Fargo

Pledges a philanthropic commitment while improving their Cultural awareness. Programs that they are promoting include the housing down payment assistance, Renewable Energy, Clean H2O initiative, asset building, Language and Career development and Capacity building. Donated \$500K to NAFOA at the end of their time.

9:30 – 9:50am Announcing the Formal GASB Tribal Government Work Group

A landmark tribal government working group was announced this summer following an historic tribally-focused education session with the accounting standards boards. The working group will be made up of diverse government, industry, and tribal representatives who will be charged with tackling the difficult challenge of creating a tribal government financial reporting process that recognizes the tribal form of governance and development while providing consistency and transparency

in financial reporting. This session will introduce the working group, the expected timeline, and how the NAFOA community can support their efforts.

Speaker:

David Vaudt, Chairman, Governmental Accounting Standards Board

9:50 – 10:45am Running While Native and Female – Exploring the Wave Election of 2018

The November elections are right around the corner and there appears to be a lot of energy surrounding Native candidates running for high state and national offices. There is also excitement around the possibility that Native women may break new ground by running competitive races for offices that have never been occupied by Native women. Join our conversation with Native women candidates as they discuss their political aspirations, and challenges and what it may mean for Indian Country.

Speaker:

*Deb Holland/Laguna Pueblo Her focus *Early Childhood education/SOCIAL NEEDS *Missing/Murdered Native Women *3% of US Population is Native American yet only 0.3% of that are in office (Leave the ladder down) *Improve Government to Government relationships *Help with land into trust issue. Concerned re: amount of land that this Administration wants to change. * Tribal Labor Sovereignty Act *Reorganization of Department of the Interior*

10:45 – 10:55am An Economic Agenda for Indian Country

Tara Sweeney, Assistant Secretary-Indian Affairs, will highlight her vision for economic development in Indian Country and outline how the U.S. Department of the Interior will play a lead role in strengthening tribal economies.

Speaker:

*Tara Sweeney, Assistant Secretary-Indian Affairs, U.S. Department of the Interior *Ensure that Sovereignty means something *We need more partners outside of Indian Country *Be mindful of how we align our risks *We can't be "Want to preneurs" *Stressed that her office is always open to Tribal leadership*

10:55 – 11:30am Are You Protecting the Next Generation? Tribes Talk Investment Strategies for Sovereigns

As sovereigns, tribal governments have an advantage over state and local governments. Tribes can invest any excess revenue in specifically-designated or general investment funds to protect and stabilize an economy, diversify from

concentrated economic drivers like gaming, and increase savings for future generations. There is never a perfect time to invest. However, putting off investing reserves or strategically setting aside rainy-day funds means you may be missing out on protecting your tribe's current standing and building for future generations. Our panelists will discuss their approach to gathering community input, setting up, and managing the process of investing as a sovereign. ****Leadership *Government & Governance *Have a plan and stick to it *Listen to your Advisors***

Introductory Comments:

Meagan Hill, Harvard Business School

Moderator:

Jacqueline Thomas, Senior Vice President, PNC Bank

Speakers:

Daniel Gottlieb, Director of Investments, Permanent Fund Investments, LLC, The Southern Ute Indian Tribe

Deidra Mitchell, President & CEO, Waséyabek Development Company, LLC – Advised when formulating your 5 year plan to base it on 7 Generations all pulling in the same direction.

11:50 AM - 1:20 PM Luncheon

1:20 PM - 2:35 PM Breakout Sessions

Policy & Legal - New Advocacy Strategies for a New Congress

What is the policy of this Administration and Congress when it comes to Indian Country? Tribal governments received an increase in appropriations while being left out of an expansive tax reform measure. Five Virginia tribes received recognition as sovereign governments but two New England tribes were placed on hold waiting for what should be a routine approval of economic expansion through external government partnerships. Join our interactive session designed to clarify what made some issues successful and others stall. More importantly, our panel will help clarify the advocacy strategy that may help Indian Country hold on to gains and advance under this government, with a focus on what to expect under the next Congress.

Moderator:

Aaron Klein, Economic Advisor, NAFOA

Speakers:

Rhonda Harjo, Deputy Counsel, Senate Committee on Indian Affairs

Alison Grigonis, Senior Attorney, Dorsey & Whitney LLP

Greg Smith, Partner Hobbs, Straus, Dean & Walker, LLP

Hot Topics Finance & Capital - Hot Topic Discussion: Tribal Government Accounting, Auditing, & Financial Management

This facilitated discussion will center on the latest accounting and auditing developments that will have an impact tribal government operations: GASB's recent activities, including the new tribal government financial reporting work group, the GAO's newly issued Yellow Book and how it may change how auditors perform tribal audits, and other emerging issues that our community is experiencing will be highlighted in this session.

Moderator:

Lisa Desotelle, Partner, Wipfli/JOSEPH EVE

Speakers:

Danny Martinez, Audit Partner, Carr, Riggs, & Ingram, LLC

Tasha Repp, NAFOA's GASAC Representative and Tribal Services Partner, Moss Adams

Roberta Reese, Senior Project Manager, Governmental Accounting Standards Board

Frank Rusco, Director, Natural Resources and Environment, U.S. Government Accountability Office (GAO)

Financial Management - New Community Development Financing - Health Care Centers, Energy Projects, & Schools

Tribal governments have always had difficulty accessing suitable capital to fund basic and core community services along with larger economic projects such as energy. New funding ideas and sources are emerging. Tribal governments and capital markets should understand the new options that can save tribes in financing costs and provide the capital markets with assurances. Specifically, this session will highlight the Indian Health Service health care facility joint venture program, the

Department of Energy loan guarantee program, and examine a promising new schools funding idea.

Speaker/Moderator:

Geoff Urbina, Managing Director, Western Regional Manager, KeyBanc Capital Markets Inc.

Speakers:

Larry Wright, Jr., Chairman, Ponca Tribe of Nebraska

Robert Keller, Treasurer, Gila River Indian Community

John Sneed, Executive Director of the Loan Programs Office, U.S. Department of Energy

2:35 - 2:50pm Refreshment Break

2:50 - 4:05pm Breakout Sessions

Policy & Legal - Judicial Watch: Decisions Impacting Indian Country

The Supreme Court and lower courts continue to play an outsized role in federal Indian law and policy. Recent court decisions and activities are no exception. This year, the judicial branch handed down several important decisions that will impact Indian Country for years to come, including the Supreme Court's South Dakota v. Wayfair decision related to sales tax collection, Washington State Department of Licensing v. Cougar Den Inc. decision regarding a treaty interpretation of state-imposed fuel taxes, and a recent federal court ruling in Allergan v. Teva Pharmaceutical on patents. Adding to the activity is the nomination of Brett Kavanaugh to the Supreme Court. Our panelists will discuss the impact of recent court decisions and what a Kavanaugh addition to the court may mean for tribal governments.

Moderator:

Mary Streitz, Partner, Dorsey & Whitney LLP

Speakers:

Arlan Melendez, Chairman, Reno-Sparks Indian Colony

John Echohawk, Executive Director, Native American Rights Fund

Merrill Godfrey, Senior Counsel, Akin Gump Strauss Hauer & Feld LLP

Economic Development & Planning Governance - Involving the Community in Tribal Government Planning & Budgeting

Ambitious community plans and political aspirations can often lead to a better quality of life for tribal community members. When those aspirations and plans are combined with realistic financial planning and priority-based budgeting, leadership is well-positioned for change. Priority-based planning and budgeting brings together tribal leaders, finance officers, and tribal members to make decisions that better align with the tribe's resources and what leadership and members value the most. This session will provide information on how to do a comprehensive review of all of the tribe's programs to ensure maximized benefits to tribal members, locate potential programs suitable for partnerships, and determine when to rely on either federal or tribal resources.

Moderator:

Hattie Mitchell, NAFOA Board Treasurer and Director of Finance, AMERIND Risk

Speakers:

Steve Abangan, CFO, Ho-Chunk Nation

Diane Gange, CFO, Jamestown S'Klallam Tribe

Lisa Young, President, Oregon Government Finance Officers Association

Financial Management - Real Estate – Investing in Tangible Assets

Investing in a physical commercial asset like real estate offers a tangible way to build and diversify tribal government holdings. For some tribes it means buying hotels to build their own hospitality ventures in familiar and new markets. For others, it means investing in commercial properties in multiple markets that generate income and increase in value through renovations. Our speakers will share their experiences on the decision-making process, their expectations of which markets and types of properties offer the best value and potential returns, and the factors to consider when investing.

Moderator:

Miko Hernandez, Partner, Faegre Baker Daniels, LLP

Speakers:

Melanie Benjamin, Chief Executive, Mille Lacs Band of Ojibwe Indians

*Bryan Benso, Vice President of Planning and Real Estate Development
San Manuel Band of Mission Indians*

*Michael Canfield, President and CEO, Indian Pueblos Marketing and Indian Pueblo
Cultural Center*

Richard Leibovitch, Managing Partner, Arel Capital

4:10 - 5:25pm Breakout Sessions

**Hot Topics Policy & Legal - Hot Topic Discussion: The Impact of Cannabis &
Hemp Legislation on Indian Country**

Cannabis and hemp production and distribution is an increasingly hot topic both nationally and within Indian Country. Some tribes have already diversified their economic profiles by venturing into this rapidly-changing industry. However, participating in this industry is complicated. Banks and legislators are already treating Indian Country differently than other governments. How can tribal governments level the playing field through the legislative process? In this interactive session, our panelists will discuss pending legislation and solicit ideas on improvements for tribal participation, including formalizing jurisdiction and adding certainty to financial relationships.

Moderator/Speaker:

Evan Eneman, Managing Director, MGO National Cannabis Practice

Speakers:

David Sickey, Chairman, Coushatta Tribe of Louisiana

Bill Sterud, Chairman, Puyallup Tribe

Christine Swanick, Partner, Sheppard Mullin Richter & Hampton LLP

****In California tribes must waive Sovereign Immunity *Banking is the most frustrating
*Approximately 400 banks and credit unions are accepting funds from Marijuana
Related Businesses but NOT Big banks *Bank of American dropped one tribe after
starting a MRB *Don't mix MRB monies with federal funds *Oregon pays the tax then
gives the tribe their cut *Ring Fencing keeps things separate & minimizes risk *If farm
bill passes will be able to go to Feds to start hemp business *Tribes can grow, produce
and operate retail MRBs *There is risk as long as its federally illegal – Council
members, board members...***

Finance & Capital Governance - Integrating Grants Management Across the Office: Finance, Grant Writers, & Program Managers Working Together

Tribal governments manage a plethora of programs that vary in complexity, deadlines, and compliance from multiple federal agencies and various sources of state and private funders. What are the best practices for managing multiple grant projects, communicating across teams, and organizing to ensure reporting compliance? Speakers in this session will talk through helpful management systems and organizational structures for implementing a comprehensive grant management strategy.

Moderator:

Joel Haaser, Managing Director, BKD CPAs & Advisors

Speakers:

Terra Branson, Director of Planning and Grants, Muscogee Creek Nation

Eric De Flon, CFO, Pueblo of Isleta

James Montoya, Principal, Tribal Services, REDW LLC

Marc Payán, Grants Administrator Manager, Agua Caliente Band of Cahuilla Indians

Finance & Capital Financial Management - Unforeseen Tribal Risks - Managing the Unknown

Unforeseen operational costs can blow through a budget and sidetrack growth if they are not managed properly. Recent court decisions have changed the way tribal governments and enterprises are covering directors and officers. In addition, tribal governments have serious considerations regarding how they cover unemployment insurance and workers compensation insurance. All of these risks are managed differently for tribal governments. This session will cover different options for making sure your council and officer actions are covered and the options for managing mandated employee coverages.

Moderator/Speaker:

Geoffrey Blackwell, Chief Strategy Officer and General Counsel, AMERIND Risk

Speakers:

Darren Bowman, CEO, 501(c) Services

Jared Smith, CEO, S3 Management

Erika Weiss, Associate, Barnes & Thornburg LLP

5:30 - 7:30pm President's Reception

Tuesday, October 2, 2018/Day Three

8:30 - 11:00am General Session

Opening Prayer and Cultural Sharing

Financial Management - Tribal Economic Forecast: Reacting to Rising Tariffs, Oil Prices, Interest Rates, Deficits, & Markets

Making decisions on managing investments, refinancing, and planning for growth is always difficult, but in today's environment it is even more complicated. Adding to the difficulty is the impact of political uncertainty. You have serious decisions to make and we have serious experts to help clarify the economic direction and risks. Join our esteemed guests as we talk through factors to consider.

Moderator:

Aaron Klein, Economic Advisor, NAFOA

Speakers:

Mike Condon, Senior Vice President/Institutional Investments, FEG Investment Advisors

Kevin Frost, Deputy Director, Office Of Indian Energy Policy And Programs, U.S. Department Of Energy

Lawrence McDonald, Creator, Bear Traps Report and Managing Director, ACG Analytics

**Expect to see 3-5 tax hikes in the next 18 months *Look at the global economy *Only 2% of the US land base is Indian Country yet 30% of the coal reserve is on Indian Country*

Policy & Legal - Investing in the Future of Indian Country's Food and Agriculture Development

Janie Simms Hipp (Chickasaw) is the Executive Director of the new \$266 million Native American Agricultural Fund established by the Keepseagle litigation. Janie will discuss the NAAF vision for providing funding opportunities to grow and expand food, agriculture, and educational opportunities throughout Indian Country for the next 20 years.

Speaker:

Janie Simms Hipp, Executive Director, Native American Agriculture Fund

**Invest in Agriculture. Invest in Food.*

Governance - Living a Full Life: Being Notah Begay III

Notah Begay III, Navajo, is well-known for his success as a PGA Tour golf professional; however, we invited him to address our community for his economic and philanthropic accomplishments. Notah will share his approach to business success, the importance of giving back by embracing the responsibility of being a role model, and his drive to help those that mean the most to him.

Notah secured a scholarship to Stanford University where he earned a degree in Economics in addition to earning All-American Honors three times and leading the golf team to a National Championship in 1994. He leads the award-winning Notah Begay III (NB3) Foundation that works to battle obesity and diabetes in Native American youth. He also owns a golf course development firm and that works exclusively with Native communities to develop world-class golf properties. And, he recently became a golf commentator for NBC Sports and Golf Channel. In 2016, Notah and CPA firm REDW LLC launched a new strategic partnership based on a mutual commitment to increasing financial literacy in the tribal community in an effort to build business opportunities and financial success. He currently serves as REDW brand ambassador.

Speaker:

Notah Begay III, Founder/Board Member, NB3 Foundation; Founder, NB3 Consulting

11:00 - 11:10am Refreshment Break

11:10 - 12:25pm Breakout Session

Economic Development & Planning Financial Management - Opportunity Boom or Bust: Exploring the Potential of Opportunity Zones

The Tax Cuts and Jobs Act of 2017 created the Opportunity Zones Program, which is a tax incentive for investors to deploy potentially billions of unrealized capital gains into economically distressed communities. Many tribal lands are eligible and, if they can attract investments through the Opportunity Zones program, it can represent a great promise or missed opportunity. Our panelist will discuss Opportunity Zones, their challenges and benefits, and how Indian Country can uniquely position itself to attract this capital.

Moderator:

Kathleen Nilles, Tax and Business Consultant

Speakers:

Dante Desiderio, Executive Director, NAFOA

Lacey Horn, Treasurer, Cherokee Nation

John Hosman, Partner, FS Advisors, Inc.

Anticipates \$1 trillion flowing into Opportunity Zones *O-Zones mimic NMTCs – no gaming, liquor, golf courses or tanning salons *Capital gains include Real Estate, not confined to stocks *Annuity that defers taxes – 10 years = NO tax, 7 years = 5% tax and 5 years = 10% tax *Minimizes risks to attract investors *This is a way for tribes to expand economically with other peoples money *Check Department of Treasury website of CDFI.gov for Opportunity Zones *Lots of folks are knocking on tribal doors offering to assist for **six figure fees. Don't believe everything you read. *Exercise a high level of due diligence *Have your due diligence file ready as if you were going to the bank.*

Finance & Capital - Think Local - How Procurement Compliance & Buying Indian Can Work Well Together

It is important to understand how procurement impacts your tribe's financial performance and can support building a strong tribal community. By purchasing from locally-owned businesses, a tribe in turn supports its own economy. But how do we do this while still complying with federal funding rules? This how-to session blends grant compliance with procurement in a tribal government world. Attendees will benefit from the advice from speakers on purchasing under grants, when it is okay to use Indian preference or the tribe's TERO office, when it is best to put contracts out to bid, and when the tribe can use non-competitive selections.

Moderator:

Tracy Stanhoff, President, American Indian Chamber of Commerce of CA and President

and Creative Director, AdPro

Speakers:

DeMakus Staton, Grants and Contracts Manager, Eastern Band of Cherokee Indians

Michael Phillips, Purchasing Agent, San Carlos Apache Tribe

Brian Shull, Principal, CliftonLarsonAllen LLP

Finance & Capital - The New Realities of Indian Healthcare

Recent court decisions for the first time allow tribes to be fully compensated for the use of facilities they use to deliver services under the Indian Self-Determination and Education Assistance Act (ISDEAA) agreements with the IHS or the BIA. Other court decisions and pending cases address a variety of issues that Tribal governments have encountered with IHS in their efforts to be paid 100% of the contract support costs that they are entitled to under the ISDEAA. Our panelists will discuss the impact of these important court rulings and the issues currently being litigated. They will also discuss strategies for tribes to consider when negotiating leases and contract support costs entitlements. These cases (Maniilaq Association v. Burwell, Sage Memorial Hospital, Inc. V. Burwell, Swinomish Indian Tribe v. Alex M. Azar, Seminole Tribe of Florida v. Alex M. Azar, and Norton Sound Health Corporation v. Alex M. Azar) can make a significant difference in the level of funds that the IHS and BIA are required to pay to tribes and, in turn, how a tribe manages IHS programs and improve healthcare in and around tribal communities.

Moderator/Speaker:

Geoff Strommer, Partner, Hobbs Straus Dean & Walker, LLP

Speakers:

Linus Everling, Office of General Counsel, Gila River Indian Community

Robert Yoder, Attorney, Yoder & Langford, P.C.

12:30 - 2:00pm 11th Annual Lifetime Achievement Awards Luncheon

Please join us as we honor strong Native American leaders who have brought about positive economic change for both their communities and Indian Country throughout the course of their career.

2:00 - 3:15pm Breakout Sessions

Economic Development & Planning - Renewable Energy: Unleashing Limitless Energy on Indian Country

Renewable energy development in Indian Country has a triple impact for tribal governments. It has the potential to generate revenue as an energy source for other governments and companies, create efficiencies at home with tribal government and enterprises, and create good-paying local jobs. The U.S. Department of the Interior estimates that tribal energy projects and activities could generate approximately \$1 trillion in revenues; however, there are challenges that may prevent tribes from fully realizing their energy development goals. In this session, panelists will highlight successful pathways for tribal energy development through a variety of strategies.

Moderator:

Ramsay Huntley, Vice President, Clean Technology and Innovation Philanthropy Program Officer, Sustainability and Corporate Responsibility, Wells Fargo

Speakers:

Kevin Frost, Deputy Director, Office Of Indian Energy Policy And Programs, U.S. Department Of Energy

Leonard Gold, General Manager, Gila River Indian Community Utility Authority

Stephen Manydeeds, Chief, Division of Energy and Mineral Development, US-DOI, Assistant Secretary-Indian Affairs

**Grants are extremely competitive *Look at the tools but think about the end product
*BioMass Direct Heating – Fond du Lac uses wood chips for heat & provides year round employment. *Find out how your energy is being used. Where is it going? *Black Bear Casino doesn't make money but saves 80% of their energy costs or \$80k annually.
*Potential pitfalls...district and community support, land issues, cost issues, Environmental issues.
*Establish Solar Power Goals – Project size, structure, off taker of solar energy and education.
Which comes first? Purchase Power Agreement? Land lease? Developer?*

Finance & Capital Governance - Why Does the IRS Need to See That? Survival Tips for an IRS Audit and Site Visit

When the IRS requests an audit or site visit, what should your tribe be doing to

prepare and what and how much is appropriate to share? These questions are often asked at the wrong time: right before or during an examination. This session will review how to prepare for an audit depending on the types of information requested and area of examination, tribal government rights during an audit, when and how to say no to certain expansive requests, and how to make sure there is government-wide coordination when responding to a request. Participant feedback is encouraged to highlight any concerns of tribal leaders and others regarding IRS audits and site visits.

Moderator:

Joseph Calao, Senior Vice President - Wealth Management, Calao Wealth Management Group, UBS Financial Services

Speakers:

Suresh Geer, Executive Director of Finance, Seminole Tribe of Florida

Jonathan Strouse, Partner, Harrison & Held, LLP

Finance & Capital - The Anatomy of a Cyber Attack: A Case Study in Protecting Your Tribe

The frequency of data breaches at tribal governments has been rising for the past decade with casinos and tribal healthcare operations among those most targeted. The information accessed through breaches such as ransomware and phishing schemes are of particular interest for financial and political gain. To assist Indian Country in protecting against future cyber attacks, this session will provide a real-life case study from a tribe that was hacked due to cyber vulnerabilities.

Moderator:

Justine Phillips, Cyber Attorney, Sheppard Mullin Richter & Hampton LLP

Speakers:

Matt Borkowski, Senior Technical Account Executive, Arctic IT

Anita Grivins, Director of Finance, Pokagon Band of the Potawatomi

Corey Topp, Partner, RSM US LLP.

3:15 - 3:30pm Refreshment Break

3:30 - 4:45pm Breakout Sessions

Policy & Legal Economic Development & Planning - Farm Bill Fallout: Opportunities for Infrastructure, Jobs, & Economic Growth

The Farm Bill, which is reauthorized every five years, is one of the largest, non-defense spending bills, and typically provides around \$900 billion in spending over a 10-year period. Congress is on the verge of authorizing this important piece of legislation. It not only sets the country's food and agriculture policies, but also provides funding for loans, grants, credit, and infrastructure support for economic development in many rural areas—especially throughout Indian Country. In this session, panelists will discuss the more pertinent provisions to Indian Country and how tribes can best take advantage of these new or updated programs.

Moderator:

Colby Duren, Counsel, NAFOA

Speakers:

John Berrey, Chairman, Quapaw Tribe

Thora Padilla, Tribal Natural Resources Director, Mescalero Apache Tribe

Zach Ducheneaux, Secretary, Intertribal Agriculture Council Board of Directors

Janie Simms Hipp, Director, Indigenous Food and Agriculture Initiative

Economic Development & Planning Governance - Guide to a Visionary Economic Development Board

Board members who are fully engaged in their governance role can make a big difference in helping the tribe achieve its economic goals and fulfill its mission. Engagement can have an impact on board member enthusiasm, passion, and desire to create a shared vision for the tribe's enterprises. This session will strive to answer the following: How do you get started? What are the best practices and legal considerations for defining a charter? What backgrounds from tribal members, council, and external advisors make sense? And, how does the tribal council support board members?

Moderator:

Karen Atkinson, President, Tribal Strategies Inc.

Speakers:

Myron Armijo, Chairman, Santa Ana Hospitality Corporation

Robert Ortiz, Vice Chairman, Santa Ana Hospitality Corporation

John Peebles, Partner, Fredericks Peebles & Morgan LLP

Joan Timeche, Executive Director, Native Nations Institute

**Need a strategic plan with clear goals *What is the priority? What is the goal? What is the purpose? Revenue? Improved economy? Jobs? *What are the expectations? *Need structure and governing body *Stagger terms of board members to avoid complete turnovers and loss of historical knowledge. *Develop clear compensation rules *Be aggressive to ensure projects and bring in revenue.*

Santa Ana Pueblo currently has 4 development boards that meet to re-evaluate objectives and priorities annually. They have 900 tribal members and 2000 employees, 25% of which are tribal members.

- Set up an incubator program to help small tribally owned businesses.*

Financial Management - Why Banks & Tribes Should Care About Environmental & Social Investments

What is the true cost of investing in projects that may harm the environment and do not consider the impacts on entire populations? The answer to this question is driving 70% of institutional investors to consider social, environmental, and governance factors when making investment decisions. The momentum for sustainable investment is high because the risks of not considering these factors is similarly high. Beyond performance and risk considerations, there are other impacts such as potential employees now considering a firm's position on sustainability when deciding on a place to work or potential clients considering a firm's social impact position before investing. How are firms dealing with this new reality and what is the role and voice for tribal governments in creating change?

Speakers:

Dave Archambault II, Chief Consulting Officer, First Nation HealthCare

Michael Bland, CDE Manager, Travois

*Matthew Gelfand, Managing Director, Senior Economist & Senior Investment Advisor,
Rockefeller Capital Management*

*Dawson Her Many Horses, Senior Vice President & Native American Business Leader,
Wells Fargo*

5:30 - 8:30pm Closing Reception

Marcella R. Ryz