

**NATIVE AMERICAN LENDING STUDY/  
ACTION PLAN REGIONAL REPORT**

# Great Lakes Region Workshop

June 29-30, 1999

Prior Lake, Minnesota

Sponsored by  
Community Development Financial Institutions Fund  
U.S. Department of Treasury  
And  
Midwest Alliance of Sovereign Tribes





**THE COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS FUND  
DEPARTMENT OF THE TREASURY**

**NATIVE AMERICAN LENDING STUDY/ACTION PLAN**

**OVERVIEW**

This report summarizes the proceedings of the regional workshop conducted by the CDFI Fund in association with regional sponsoring Native organizations. The report also provides highlights of the study, the related CDFI Fund mission, the regional workshop process, affected stakeholders and a profile of participants. The results of the workshop are organized according to the major building blocks of the workshop agenda (also included) and accurately represents the wide range of issues, strategies and proposed actions that were developed through break-out teams of involved participants and stakeholders.

**PURPOSE OF THE STUDY**

The Native American Lending Study/Action Plan was authorized in the CDFI Fund's enabling legislation and requires the Fund to investigate and make recommendations to Congress and the President to eliminate barriers to private sector lending and investment on Native American reservations and other land held in trust by the United States.

**SCOPE OF REGIONAL REPORT**

This report includes the following major sections:

- Native American Lending Study – An overview of the purposes of the study, a certification of authenticity of the contents and recognition of the co-sponsoring and supporting agencies.
- CDFI Fund Mission and Study Mandate – Summary of the overall CDFI Fund mission and outline of the major requirements established by Congress in Public Law 103-325.
- Workshop Process and Stakeholders – A summary of the process and principles that drive the workshop approach, as well as a listing of the major stakeholders involved in and affected by the proceedings of this report.
- Definitions – Definitions of terms used in defining barriers, impacts, strategies and actions as well as the responsibility and time frame codes used for the action planning step in the workshop process.
- Workshop Participants – A summary of the breakdown of the major types of stakeholders involved in the workshop.



- Workshop Agenda – The agenda for the two day session, noting the emphasis on team break-out sessions and presentations for maximum interaction among stakeholders, sharing of ideas and concerns, and bottom up planning on solutions to overcome identified barriers.
- Issues, Ideas and Remarks – Selected quotes from the court reporter transcript that represent the voices and visions of participants during the presentation segments of the workshop.
- Barriers and Impacts by Teams – A listing of the complete range of barriers and their related impacts developed by teams during the initial break-out sessions.
- Top Five Priority Barriers by Teams – The rank order priority barriers established by each team after reviewing and rating the entire range of barriers and impacts identified in the previous section.
- Priority Barriers and Their Impacts – A summary of the related impacts for each of the rank order priority barriers identified by each of the teams.
- Team Strategies and Actions – The strategies and action plans developed by the teams for each of the top five priority barriers. The action plans include identification of responsible parties and implementation timeframes.
- Participants – A list of workshop participants and their organizations.

## **DISCLAIMER**

The contents of this report represents the recorded results of regional workshop proceedings. Materials in this report are derived from professional court reporter transcripts of proceedings, as well as presentation materials (flipcharts) prepared by workshop participants. As such, it is an authentic summary of participant issues and ideas and does not represent the policy or position of the U.S. Department of the Treasury.

## **CREDITS**

The CDFI Fund expresses its deepest appreciation to the Midwest Alliance of Sovereign Tribes without whose extensive efforts this regional workshop would not have been possible.

## **WORKSHOP FACILITATOR**

Charles W. Johnson, The Johnson Strategy Group, Inc.



# TABLE OF CONTENTS

INTRODUCTION.....	1
ISSUES, IDEAS AND REMARKS.....	5
BARRIERS AND IMPACTS BY TEAMS .....	7
TOP FIVE PRIORITY BARRIERS BY TEAMS .....	16
PRIORITY BARRIERS AND THEIR IMPACTS .....	17
TEAM ONE STRATEGIES AND ACTIONS .....	22
TEAM TWO STRATEGIES AND ACTIONS .....	31
TEAM THREE STRATEGIES AND ACTIONS.....	36
TEAM FOUR STRATEGIES AND ACTIONS.....	43
PARTICIPANTS.....	46





# INTRODUCTION

## CDFI FUND MISSION

The Community Development Financial Institutions (CDFI) Fund mission is to promote access and local economic growth by directly investing in and supporting community development financial institutions (CDFIs) and expanding financial service organizations' lending, investment, and service within under-served markets.

## NATIVE AMERICAN LENDING STUDY MANDATE

Public Law 103-325-SEPT. 23, 1994 (108 STAT. 2187)

SEC.117.(c) Native American Lending Study –

(1) In General. – The Fund shall conduct a study on lending and investment practices on Indian reservations and other land held in trust by the United States. Such study shall –

(A) identify barriers to private financing on such lands; and

(B) identify the impact of such barriers on access to capital and credit for Native American populations.

(2) Report. – Not later than 12 months after the date on which the Administrator is appointed, the Fund shall submit a report to the President and the Congress that-

(A) contains the findings of the study conducted under paragraph (1);

(B) recommends any necessary statutory and regulatory changes to existing Federal programs; and

(C) makes policy recommendations for community development financial institutions, insured depository institutions, secondary market institutions and other private sector capital institutions to better serve such populations.

## WORKSHOP PROCESS

To assist in completing the study, the Fund is developing strategies and action plans to address key financing barriers and their impacts. These are being developed through thirteen regional workshops and one round table workshop in Washington, D.C. The regional workshops have the following major features:



1. Invitation to key stakeholders, including Native American organizations and populations, private for-profit and not-for-profit financial institutions, Federal financial regulatory agencies, and State/local agencies involved in the financing and economic development arena.
2. Workshops considered all types of lending and investing.
3. Ninety percent of the workshop involved break-out sessions where participants defined barriers, their impacts, strategies and action plans. Participants were encouraged to define solutions and strategies, not just problems and barriers.
4. Complete recording of results using professional court reporters and flipchart summaries of break-out sessions deliberations.
5. Maximum face-to-face networking among participants, resulted in two-way education and built a foundation for future partnerships.
6. Results and relationship development are expected to have a “shelf-life” beyond the workshops and reports to Congress and the White House.

## **STAKEHOLDERS IN THE NATIVE AMERICAN LENDING STUDY**

- U.S. President
- U.S. Congress
- Tribes and Native American Organizations
- Not-for-Profit Organizations
- Federal Financial Regulatory Agencies
- Federal Agencies
- Financial Institutions
- Secondary Market Organizations
- State Agencies

## **PARTICIPANT STATISTICS**

Of the 70 participants attending the workshop:

- 39 were from Tribes
- 13 were from the private sector
- 18 were from the Federal, public, not-for-profit or educational sectors





## DEFINITIONS OF TERMS

The following definitions were used by workshop participants and apply to this report:

**Barrier** Any impediment to lending and investment practices on Indian Reservations and other land held in trust by the United States. Barriers occur in a variety of forms, including Tribal, private sector, not-for-profit, State, Federal and regulatory settings.

**Impact** The effects on Native American populations on the inability to gain access to credit or capital for many types of financing or lending purpose. Each barrier can have more than one impact.

**Priority** The top five barriers in rank order with 1 being the highest priority.

**Strategy** A well thought out course of action to be taken to remove barriers and minimize their impacts. Strategies are generally longer term, involve a variety of resources and move toward measurable results. Each priority barrier can have more than one strategy.

**Action** The implementation of a strategy, having an outcome, a responsible party and a schedule for completion.

**Responsibility** The party or parties accountable for completing an action. For the purposes of this report, the following responsibility parties are used:

- Federal Agency (SBA, BIA, CDFI Fund, HUD, etc.)
- Federal Regulatory Agency (Federal Reserve System, Office of Thrift Supervision, FDIC, etc.)
- Financial Institution (commercial bank, credit unions, savings & loan, etc.)
- Intertribal Organization (Inter-Tribal Council, Tribal business association, etc.)
- Other (specify)
- State Entity (State government, State Financing Authority, etc.)
- Tribal Entity (Tribal government, Tribal enterprise, etc.)
- U.S. Congress
- U.S. President

**Time Frame** Time frames are as follows:

- Short term or up to 1 year
- Medium term or from 1 to 5 years
- Long term or 6 plus years





**WORKSHOP AGENDA**  
**CDFI FUND NATIVE AMERICAN LENDING STUDY/ACTION PLAN**  
**GREAT LAKES REGION WORKSHOP**  
**Prior Lake, Minnesota**  
**June 29-30, 1999**

This agenda is not designed as a conference or panel of speakers, but a workshop where participants, through facilitated work groups, will identify barriers to accessing capital and credit in Alaska Native Communities, describe the impacts of such barriers, and create strategies and action plans to overcome barriers.

Tuesday, June 29

- 7:45 A.M. Continental Breakfast
- 8:30 Opening: Greeting and Remarks
- 8:45 Welcome and CDFI Fund/Process Overview – Rodger Boyd, Program Manager, CDFI Fund
- 9:15 Workshop Ground Rules and Formats – Lead Facilitator
- 9:30 Team Break-out No. 1: Identification of Barriers, Impacts and Priorities
- 10:30 Break
- 10:45 Break-out (Continued)
- 11:30 Team Presentations of Barriers, Impacts and Priorities
- 12:15 P.M. Lunch (Provided by the CDFI Fund)
- 1:15 Guidelines for Developing Strategies
- 1:30 Team Break-out No. 2: Strategies Development
- 3:00 Break
- 3:15 Team Break-out (Continued)
- 4:00 Team Presentations of Strategies
- 5:00 Adjourn

Wednesday, June 30

- 7:45 A.M. Continental Breakfast
- 8:30 Opening-Recap from Day One – Rodger Boyd, Program Manager, CDFI Fund
- 8:45 Guidelines for Creating Action Plans – Lead Facilitator
- 9:00 Team Break-out No. 3: Action Plans
- 10:30 Break
- 10:45 Team Break-out (continued)
- 11:30 Team Presentations of Action Plans
- 12:15 P.M. Open Forum (any remaining issues or opportunities)
- 1:00 Closing Remarks and Adjournment – Rodger Boyd, Program Manager, CDFI Fund





## OVERVIEW

In order to provide a sense of the perspective and passions of participants, selected quotes from participant presentations have been abstracted from the court reporter transcript. This is a representative mix of the voices and visions and helps tell the story about concerns raised during the course of the workshop.

*“I would like to share with you our motto for the organization [MAST]; that is, ‘A single twig will break, but not a bundle of straw.’ Very simple statement that means a great deal, meaning that we come together in strength and unity, but if we stand alone, we are weak and we will crack and snap.”*

—George Bennett, Grand Traverse Band of Ottawa Chippewa Indians

*“I am challenging MAST to come up with a regional impact study on the needs analysis that needs to take place both on and off the reservation within the Midwest.”*

—George Bennett, Grand Traverse Band of Ottawa Chippewa Indians

*“... we have to ask the question of whether or not Tribal people desire personal wealth. Do we desire personal wealth? Well, of course we do but at the same time there are things that are there that tell us ways that we need to behave. And personal wealth is one of those things that is not seen as wealth to a lot of Indian people.”*

—Terri Scott, Student at the University of Minnesota

*“I told the story about how my dad and mom, we didn’t have a credit card when I grew up. He bought everything with cash. The idea of being in debt was a negative, not a positive. From a cultural standpoint, we didn’t like to be in debt and that’s something we have to overcome.”*

—Altin Paulson, White Earth Band Minnesota Chippewa

*“My understanding is, especially with my chief back at home, he is the poorest one around. He gives everything away. That shows his wealth. We are a people of giving so we are also a communal people.”*

—Steven Scott, Seneca from the Lac Courte Oreilles

*“There is the perception by banks that Tribes already have enough dollars with gaming. They think that we have plenty of money, but really we can’t access new money.”*

—Toni Caldwell, Menominee Tribe

*“This is a hot button here, and I think a fight broke out at our table, but clarifying title insurance policies; who does what, what means what. And I think that’s good old fashion communication between maybe the secondary market, title companies, private sector, and BIA. There is no way to really resolve those issues without communication.”*

—Robert Skjonsberg, Norwest Mortgage Affordable Housing

*“The information to lenders, to states, to local communities, to the Indian Tribes themselves, get a two-way communication established . . . In my 18½ years of banking, I never saw one dealing*



*with Native American lending.”*

*—James Clements, Saginaw Chippewa Housing*

*“It has to be a two way street. The lenders have to learn what we are, just as you expect us to learn how to operate in your world.”*

*—Samuel Rock, White Earth Band of Chippewa*

*“. . . when there is apprehension of the private sector to work with other Tribes, it’s almost like going to another country. Indian Tribes are not set up for the legal infrastructure. There is apprehension there.*

*We face the same problem right now. We would like to change our infrastructure for encouraging partners to come to the reservation, but we don’t have the resources to put a court system together that’s acceptable or comfortable for our partners.*

*Two years ago there was a national Tribal courts initiative that was approved by Congress, but it was never funded. So part of the recommendation from the MAST Tribes is that there will be some appropriate future to that initiative. And I believe that would help immensely for Tribes, especially such as Red Lake.”*

*—Bobby Whitefeather, Red Lake Band of Chippewa Indians*



## OVERVIEW

Immediately after introductory remarks and presentation of workshop guidelines, participants were organized into teams, with each team representing a proportionate mix of stakeholder types who attended the workshop. Teams identified as many barriers and their related impacts as they could so as to provide an understanding of the issues that drive needed changes.

## BARRIERS AND IMPACTS BY TEAMS

### 1 TEAM

<b>BARRIERS</b>	<b>IMPACTS</b>
1. Tribes' lack of credit or bad credit	<ul style="list-style-type: none"> <li>• Deprives members/tribe access to dollars</li> </ul>
2. Trust land (collateral)	<ul style="list-style-type: none"> <li>• Unable to use the land as collateral</li> </ul>
3. Lack of networking	<ul style="list-style-type: none"> <li>• The wheel gets re-invented over and over</li> </ul>
4. Lack of collateral (trust land)	<ul style="list-style-type: none"> <li>• Unable to get loans</li> </ul>
5. Tribes' lack of knowledge and experience	<ul style="list-style-type: none"> <li>• Tribes don't know where to go, are unable to plan, and are at the mercy of banks</li> </ul>
6. Lack of trust by lenders and Tribes	
7. Native Americans Labeled as "high risk non-investors"	<ul style="list-style-type: none"> <li>• High interest rate</li> <li>• Unlikely to get loans</li> </ul>
8. Lack of knowledge of associated costs	<ul style="list-style-type: none"> <li>• Unable to be involved</li> </ul>
9. Lack of banking history	<ul style="list-style-type: none"> <li>• Bankers are unwilling to lend</li> </ul>
10. Poor money management	<ul style="list-style-type: none"> <li>• Loans aren't made</li> </ul>
11. Lack of personal equity/ financial assets	
12. Lack of permanent jobs, seasonal employment or bad job history	



<b>BARRIERS</b>	<b>IMPACTS</b>	
13. Lack of an economic base		<p><i>“I would like to share with you our motto for the organization [MAST]; that is, ‘A single twig will break, but not a bundle of straw.’ Very simple statement that means a great deal, meaning that we come together in strength and unity, but if we stand alone, we are weak and we will crack and snap.”</i></p> <p><i>–George Bennett, Grand Traverse Band of Ottawa Chippewa Indians</i></p>
14. Banks are bound by Federal regulators		
15. Banks have “stockholders” they need to please with profits.		
16. Lack of Native American presence in the lending and regulatory institutions	<ul style="list-style-type: none"> <li>• Continues to breed mistrust</li> </ul>	
17. Lack of markets on Reservations for mortgage	<ul style="list-style-type: none"> <li>• Inability to establish equity</li> <li>• No comparable sales data</li> </ul>	
18. Lack of infrastructure or infrastructure capital	<ul style="list-style-type: none"> <li>• Not enough housing</li> </ul>	
19. Remoteness of the Reservations	<ul style="list-style-type: none"> <li>• Limited professional staff</li> <li>• Low land values</li> <li>• Lack of services available</li> </ul>	
20. Low salaries/wages on Tribal lands	<ul style="list-style-type: none"> <li>• Limited ability to attract good staff</li> </ul>	
21. Lack of Tribal governmental planning	<ul style="list-style-type: none"> <li>• Bad decisions are made</li> <li>• Banks are leery to loan to Tribes</li> </ul>	
22. Perception by banks that Tribes have enough money from gaming	<ul style="list-style-type: none"> <li>• Tribes can’t access new money</li> </ul>	
23. Low wages on the Reservations are higher than some of the Federal programs allow	<ul style="list-style-type: none"> <li>• Employees cannot qualify for mortgages</li> </ul>	





# 2 TEAM

<b>BARRIERS</b>	<b>IMPACTS</b>
1. Lack of education by banks and Tribes about each other	<ul style="list-style-type: none"> <li>• Lower quality of life for Tribes</li> <li>• Missed opportunities</li> <li>• Increased risk</li> </ul>
2. Trust Land	<ul style="list-style-type: none"> <li>• Lack of collateral</li> <li>• Waiver of sovereign immunity</li> <li>• Unable to use land</li> </ul>
3. Lack of credit history by Tribal members	<ul style="list-style-type: none"> <li>• Limited access to outside financing</li> <li>• Increased financing costs</li> </ul>
4. Lack of trust on both sides	<ul style="list-style-type: none"> <li>• Lack of communication, understanding and fear of unknown</li> </ul>
5. Tribes' regulatory oversight	<ul style="list-style-type: none"> <li>• Lack of knowledge on non-Native</li> <li>• Lack of Tribal enforcement of regulations</li> </ul>
6. Lack of Tribal legal infrastructure	<ul style="list-style-type: none"> <li>• Increased cost to Tribes</li> </ul>
7. Lack of full faith credit lenders	<ul style="list-style-type: none"> <li>• Lenders fail to recognize the ability of the Tribal governments</li> <li>• No respect of government laws</li> </ul>
8. Insufficient Tribal equity	<ul style="list-style-type: none"> <li>• Lost opportunity and high costs</li> <li>• Limited access to credit</li> </ul>
9. Cultural insensitivity by lending institutions	<ul style="list-style-type: none"> <li>• Lost opportunity</li> </ul>
10. Lack of vision by Tribal members regarding business	<ul style="list-style-type: none"> <li>• Lost opportunity</li> </ul>
11. Tribal government continuous turnover	<ul style="list-style-type: none"> <li>• Lack of continuance hinders long term planning</li> </ul>
12. Lack of national policy and appropriations	
13. Lack of community finance	

*“... we have to ask the question of whether or not Tribal people desire personal wealth. Do we desire personal wealth? Well, of course we do but at the same time there are things that are there that tell us ways that we need to behave. And personal wealth is one of those things that is not seen as wealth to a lot of Indian people.”*  
*–Terri Scott, Student at the University of Minnesota*



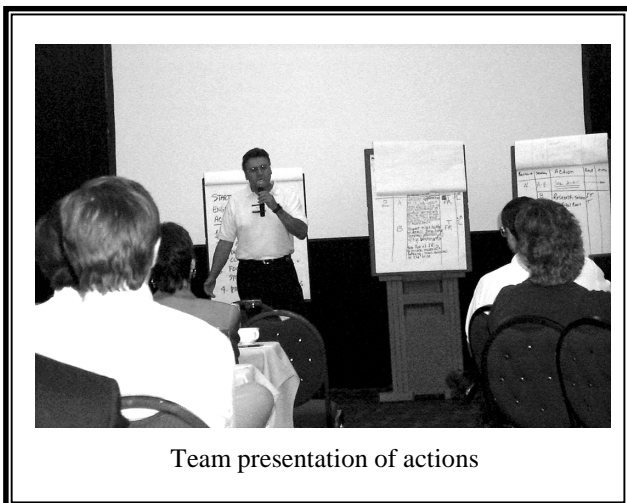
<b>BARRIERS</b>	<b>IMPACTS</b>
14. Social instability (global sense)	<ul style="list-style-type: none"> <li>No focus, business distraction, social instability</li> </ul>
15. Misperceptions	<ul style="list-style-type: none"> <li>Inaction</li> </ul>
16. No sharing of experiences between Tribes	<ul style="list-style-type: none"> <li>Have to reinvent the wheel every time</li> </ul>
17. Housing bureaucracy of government (BIA)	<ul style="list-style-type: none"> <li>Lost opportunity and lower quality of life</li> </ul>
18. Lack of community initiatives	<ul style="list-style-type: none"> <li>Welfare banking systems</li> </ul>



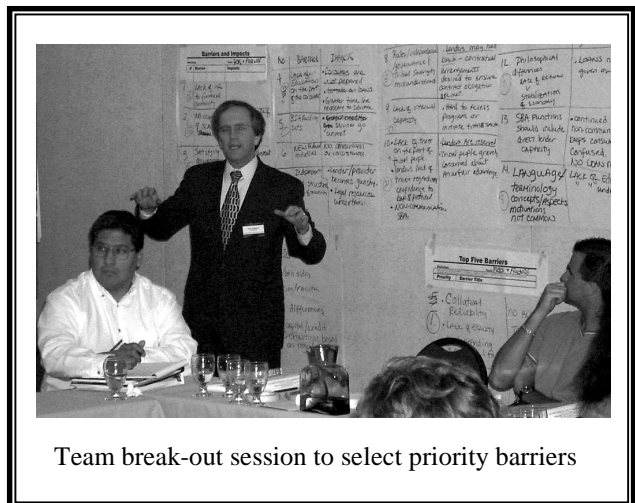
Team discusses barriers and impacts during a break-out session



Team presentation barriers and their impacts



Team presentation of actions



Team break-out session to select priority barriers





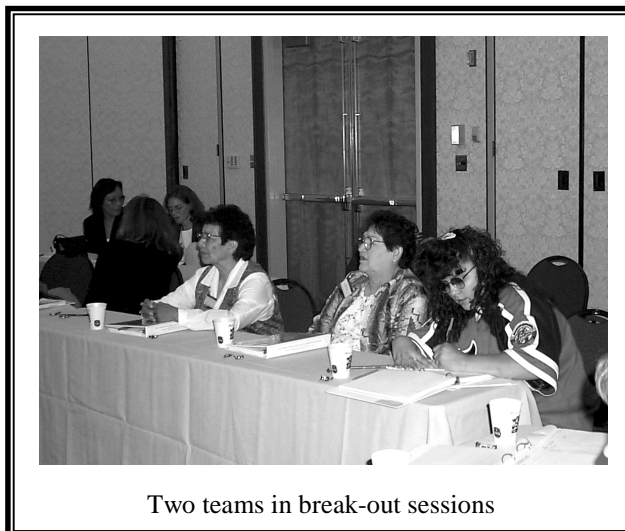
<b>BARRIERS</b>	<b>IMPACTS</b>	
1. Lack of information to the financial community	<ul style="list-style-type: none"> <li>It's difficult for lenders to know how they are going to be paid back</li> </ul>	<p><i>“The information to lenders, to states, to local communities, to the Indian Tribes themselves, get a two-way communication established...In my 18½ years of banking, I never saw one dealing with Native American lending.”</i>  <i>–James Clements, Saginaw Chippewa Housing</i></p>
2. No economy of scale	<ul style="list-style-type: none"> <li>Insufficient rate of return on equity and assets</li> </ul>	
3. Satisfying documentation needs of all stakeholders	<ul style="list-style-type: none"> <li>Some stakeholders are not involved at the start so they are not satisfied with the documentation</li> </ul>	
4. Lack of consumer education	<ul style="list-style-type: none"> <li>Consumers are not prepared to take on loans</li> <li>Greater time line necessary to educate the consumer before they are prepared</li> </ul>	
5. BIA funding cuts	<ul style="list-style-type: none"> <li>Services go unmet</li> </ul>	
6. New Federal initiatives	<ul style="list-style-type: none"> <li>No cohesiveness or consistencies between organizations that are trying to do the same thing</li> </ul>	
7. Independent organizational structures lack stability (relationship of contract agreements)	<ul style="list-style-type: none"> <li>Lender/provider becomes gun shy</li> <li>Legal resources uncertain</li> </ul>	
8. Rules/independence/governance and Tribal sovereignty misunderstood	<ul style="list-style-type: none"> <li>Lenders may hold back until contractual arrangements desired to ensure contract obligations are met</li> </ul>	
9. Lack of internal capacity	<ul style="list-style-type: none"> <li>Hard to access programs or initiate transactions</li> </ul>	
10. Lack of trust on the part of Tribal people	<ul style="list-style-type: none"> <li>Unwilling to work with lenders</li> </ul>	
11. Non-communicative SBAs do not communicate what their role is	<ul style="list-style-type: none"> <li>Tribal people are gravely concerned about unfair advantages</li> </ul>	



<b>BARRIERS</b>	<b>IMPACTS</b>
12. Lenders lack of trust regarding the confidence that their investment will be protected	<ul style="list-style-type: none"> <li>• Lenders are reserved</li> </ul>
13. Credit issues, i.e., [many] Native Americans do not have credit histories	<ul style="list-style-type: none"> <li>• Loans not given out</li> </ul>
14. Philosophical differences, i.e., rate of return vs. stabilization of economy	<ul style="list-style-type: none"> <li>• Loans not given out</li> </ul>
15. SBA functions should include direct lender capacity	<ul style="list-style-type: none"> <li>• Continued non-communication keeps consumers confused so no loans are made</li> </ul>
16. Language, terminology concepts, aspects, and motivations are not in common	<ul style="list-style-type: none"> <li>• Lack of education</li> <li>• Lack of understanding</li> </ul>
17. Municipality non-agreements; perception of Indian affluence	<ul style="list-style-type: none"> <li>• Restricted access</li> <li>• Lack of trust</li> </ul>
18. Lack of collateral reliability	<ul style="list-style-type: none"> <li>• No access to credit for the consumer</li> </ul>
19. Lack of equity	<ul style="list-style-type: none"> <li>• No access to credit for the consumer</li> </ul>
20. No understanding of personal finance	<ul style="list-style-type: none"> <li>• No access to credit for the consumer</li> </ul>
21. The imposed quest for capitalism – Do Tribal people desire personal wealth?	<ul style="list-style-type: none"> <li>• Misunderstandings</li> </ul>
22. Racial issues	<ul style="list-style-type: none"> <li>• Loans denied</li> <li>• Communication breakdown</li> </ul>
23. Educational issues for the lending institution	<ul style="list-style-type: none"> <li>• Fear of the Tribal justice system</li> </ul>
24. Belief on the part of Indian people that lenders do not	<ul style="list-style-type: none"> <li>• Lack of interest overall</li> </ul>



<b>BARRIERS</b>	<b>IMPACTS</b>
have their best interest at heart.	
25. Remote locale, small population, high poverty, high unemployment, limited resources and transportation	<ul style="list-style-type: none"> <li>• They're too far away to think about</li> <li>• Lack of a development strategy in the business communities</li> <li>• Business communities need positive examples and information about the good things that are happening</li> </ul>
26. A massive national solution does not include isolated populations	<ul style="list-style-type: none"> <li>• Susceptible to those wanting to take advantage of them</li> </ul>
27. The lack of program awareness	<ul style="list-style-type: none"> <li>• Lack of consistent communication</li> <li>• Businesses that are traditionally grounded are not valued as much as they should be</li> </ul>
28. Lien perfection (everything must be perfect on the paperwork to access loans)	<ul style="list-style-type: none"> <li>• Limited access to loans, so hesitant to act</li> <li>• A perception of lack of uniformity by the lender</li> </ul>
29. Long term historical power bases do not believe Indian people have financial know-how, can be a part of nor have other wealth systems that are of value	<ul style="list-style-type: none"> <li>• Continuous friction</li> </ul>







<b>BARRIERS</b>	<b>IMPACTS</b>	
1. Stereotyping of Native Americans: <ul style="list-style-type: none"> <li>• Not credit worthy</li> <li>• Are wealthy because of casinos</li> <li>• Institutional racism</li> </ul>	<ul style="list-style-type: none"> <li>• Discrimination that varies depending on the part of the Midwest</li> <li>• Loans not being made – missed opportunities</li> <li>• Creates inhibition of Native American</li> </ul>	<p><i>“There is the perception by banks that Tribes already have enough dollars with gaming. They think that we have plenty of money, but really we can’t access new money.”</i></p> <p><i>–Toni Caldwell, Menominee Tribe</i></p>
2. Understanding of the use of Tribal lands for collateral	<ul style="list-style-type: none"> <li>• No participation by lenders in Tribal infrastructure development</li> <li>• No or limited private investments by the lender</li> <li>• Lenders miss the opportunity to fulfill CRA</li> <li>• Limits Tribe’s ability to leverage Tribal assets</li> </ul>	
3. Lenders lack of understanding of Tribal sovereignty	<ul style="list-style-type: none"> <li>• Lack of willingness by private sector to originate transactions</li> <li>• Time delays experienced by lender and frustration for Tribe/Native American</li> <li>• Lenders being unsure of procedural mechanisms of insuring their loans</li> </ul>	
4. Excessive red tape is required by the banks, the Federal government and Tribal governments	<ul style="list-style-type: none"> <li>• Lender chooses less resistant type loans</li> <li>• Detours members from seeking financing</li> <li>• The loan process is delayed</li> <li>• It inhibits competition between financial institutions</li> <li>• The cost is prohibitive to many financial institutions</li> <li>• Restricts economic development, i.e., jobs</li> <li>• The consumer has limited sources for securing financing</li> <li>• Lenders perceive that it is unprofitable to do business with Tribes</li> </ul>	



<b>BARRIERS</b>	<b>IMPACTS</b>	
5. Tribes lack understanding of how to do business with lenders and lenders lack understanding of how to do business with Tribes	<ul style="list-style-type: none"> <li>• Fewer business loans to Tribal business people and reduction to Tribal business</li> <li>• Under utilization of available banking programs</li> </ul>	<p><i>“My understanding is, especially with my chief back at home, he is the poorest one around. He gives everything away.</i></p>
6. Tribal members and businesses lack an understanding of credit	<ul style="list-style-type: none"> <li>• Tribes are not qualifying for loans because they’re not building credit profiles</li> <li>• Not obtaining credit</li> <li>• Lack of economic growth</li> <li>• Discourages Tribal members, business and lenders from origination of loans due to high denial rate</li> </ul>	<p><i>That shows his wealth. We are a people of giving so we are also a communal people.”</i>  <i>–Steven Scott, Seneca from the Lac Courte Oreilles</i></p>
7. Cultural attitudes toward trade or cash vs. credit	<ul style="list-style-type: none"> <li>• Less use of financial institutions for business building/growth</li> <li>• Increased dependence on Federal funds</li> <li>• Statistically irrelevant data for an individual</li> <li>• Creates frustration among younger generation attempting to move to establishing credit</li> </ul>	
8. Tribal government and financial institution politics	<ul style="list-style-type: none"> <li>• Inconsistencies with lending institution and reduced ability to obtain financing</li> <li>• Results in frustration, high turnover, an inexperienced staff and few deals</li> </ul>	
9. Tribal courts		





## OVERVIEW

After identifying as many barriers as possible, teams were asked to establish a rank order of the top five barriers using a weighted rating system where each participant, basically, voted on the relative importance of the barriers. This section summarizes the rank order priorities of the barriers by team with number one being the most important and number five being the fifth in importance.

### TOP FIVE PRIORITY BARRIERS BY TEAMS

	<b>1</b> TEAM	<b>2</b> TEAM	<b>3</b> TEAM	<b>4</b> TEAM
<b>O N E</b>	<b>Lack of Financial Knowledge and Experience by Tribes</b>	<b>Lack of Education on Both Sides</b>	<b>Collateral Reliability, Lack of Equity and Lack of Understanding of Personal Finance</b>	<b>Excessive Red Tape</b>  Required by banks, lenders, the Tribal government and the Federal government
<b>T W O</b>	<b>Lack of Tribal Planning</b>	<b>Lack of Tribal Vision, Planning and Continuity</b>	<b>Lack of Trust and communication on Both Sides</b>	<b>Lack of Understanding of Tribal Sovereignty</b>
<b>T H R E E</b>	<b>Lack of Collateral Trust lands</b>	<b>Non-Traditional Collateral (Trust Land)</b>	<b>Lack of Education on the Part of the Consumers and Lending Institutions</b>	<b>Stereotyping of Native Americans</b>
<b>F O U R</b>	<b>Lack of Economic Base</b>	<b>Tribal Government Regulatory and Legal Structure</b>	<b>Historical Power Bases Do Not Believe Native Americans Have Systems of Wealth</b>	<b>Lack of Credit Understanding by Tribal Members and Tribal Businesses</b>
<b>F I V E</b>	<b>Lack of Credit</b>	<b>Community Involvement, Financial Institutions and Court Systems</b>	<b>No Economy of Scale for Tribal Communities</b>	<b>Lack of Understanding of the Use of Tribal Lands</b>  Trust lands





## OVERVIEW

For each of the top five priority barriers listed in the previous section, a summary of their impacts is listed. These impacts assist in understanding the effects of the barriers that need to be overcome in identifying solutions and strategies for change.

### PRIORITY BARRIERS AND THEIR IMPACTS



	BARRIERS	IMPACTS
1	Lack of Financial Knowledge and Experience by Tribes	<ul style="list-style-type: none"> <li>• Tribes don't know where to go, are unable to plan and are at the mercy of banks</li> <li>• Banks are unwilling to lend</li> </ul>
2	Tribal Politics and Lack of Tribal Planning	<ul style="list-style-type: none"> <li>• Bad decisions are made</li> <li>• Banks are leery to loan to Tribes</li> </ul>
3	Lack of Collateral	<ul style="list-style-type: none"> <li>• Unable to get loans</li> <li>• Unable to use trust land as collateral</li> </ul>
4	Lack of an Economic Base	<ul style="list-style-type: none"> <li>• A lack of jobs</li> <li>• No infrastructure on the reservation</li> <li>• Lack of capital</li> <li>• Lack of transportation</li> </ul>
5	Lack of Credit	<ul style="list-style-type: none"> <li>• The Tribe and Tribal members are deprived of access to dollars</li> <li>• Loans aren't made</li> </ul>





	BARRIERS	IMPACTS
1	Lack of Education on Both Sides	<ul style="list-style-type: none"> <li>• Lower quality of life for Tribes</li> <li>• Missed opportunities</li> <li>• Increased risk</li> <li>• Fear of the unknown</li> </ul>
2	Lack of Tribal Vision, Planning and Continuity	<ul style="list-style-type: none"> <li>• Lost opportunities</li> <li>• No vision of where we want to go, planning how to get there, and commitment to the vision</li> </ul>
3	Non-Traditional Collateral (Trust Land)	<ul style="list-style-type: none"> <li>• Lack of collateral</li> <li>• Uncertainty of how to deal with it</li> <li>• Waiver of sovereign immunity</li> <li>• Limited access to credit</li> <li>• Lost opportunity and high costs</li> </ul>
4	Tribal Government Regulatory and Legal Structure	<ul style="list-style-type: none"> <li>• Lack of Tribal enforcement of regulations</li> <li>• Lost opportunities</li> <li>• Lenders have a fear of doing business</li> </ul>
5	Community Involvement, Financial Institutions and Court Systems	<ul style="list-style-type: none"> <li>• Lost opportunities</li> </ul>



	BARRIERS	IMPACTS
1	Collateral Reliability, Lack of Equity and Lack of Understanding of Personal Finance	<ul style="list-style-type: none"> <li>No access to credit for the consumer</li> </ul>
2	Lack of Trust and Communication on Both Sides	<ul style="list-style-type: none"> <li>Lenders are reserved</li> <li>Tribal people are gravely concerned about unfair advantages</li> <li>Misunderstandings</li> <li>Native Americans believe that lenders do not have their best interest at heart</li> <li>Lenders fear the Tribal justice system</li> </ul>
3	Lack of Education on the Part of Consumers and Lending Institutions	<ul style="list-style-type: none"> <li>Consumers are not prepared to take on loans</li> <li>A greater time line is necessary to educate the consumer before they are prepared</li> </ul>
4	Historical Power Bases Do Not Believe Indian People Have Systems of Wealth	<ul style="list-style-type: none"> <li>Continuous friction</li> </ul>
5	No Economy of Scale for Tribal Communities	<ul style="list-style-type: none"> <li>Insufficient rate of return on equity and assets</li> </ul>



# 4 TEAM

	BARRIERS	IMPACTS
1	Excessive Red Tape	<ul style="list-style-type: none"> <li>• Lender chooses less resistant types of loans</li> <li>• Detours members from seeking financing</li> <li>• The loan process is delayed</li> <li>• It inhibits competition between financial institutions</li> <li>• The cost is prohibitive to many financial institutions</li> <li>• Restricts economic development, i.e., jobs.</li> <li>• The consumer has limited sources for securing financing</li> <li>• Lenders perceive that it is unprofitable to do business with Tribes</li> </ul>
2	Lack of Understanding of Tribal Sovereignty	<ul style="list-style-type: none"> <li>• Lack of willingness by private sector to originate transactions</li> <li>• Time delays experienced by lender and frustration for Tribe/Native American</li> <li>• Lenders being unsure of procedural mechanisms of insuring their loans</li> </ul>
3	Stereotyping of Native Americans	<ul style="list-style-type: none"> <li>• Creates the perception that Native Americans are not credit worthy and are wealthy because of casinos</li> <li>• Creates institutional racism</li> <li>• Loans are not being made</li> <li>• Missed opportunities</li> <li>• Native Americans become reluctant to get loans</li> <li>• Discrimination that varies depending on the part of the Midwest</li> </ul>
4	Lack of Credit Understanding by Tribal Members and Tribal Businesses	<ul style="list-style-type: none"> <li>• Tribes are not qualifying for loans because they're not building credit profiles</li> <li>• Native Americans are not obtaining credit</li> <li>• Lack of economic growth</li> </ul>



	<b>BARRIERS</b>	<b>IMPACTS</b>
5	Lack of Understanding of the Use of Tribal Lands	<ul style="list-style-type: none"> <li>• No participation by lenders in Tribal infrastructure development</li> <li>• No or limited private investments by the lender</li> <li>• Lenders miss the opportunity to fulfill CRA</li> <li>• Limits the Tribe's ability to leverage Tribal assets</li> </ul>







## OVERVIEW

After prioritizing barriers and identifying the top five priority barrier impacts, the teams conducted two follow-up break-out sessions. The first session focused on identifying a range of strategies for each of the top five priority barriers. Each team then presented their strategies to the entire group and plenary session. The teams then returned to their break-outs and identified action plans, including responsibilities and time frames, for selected strategies. Please note that there may not be an action plan for every strategy since teams decided which are the most critical strategies that require action. Please refer to Definitions of Terms in the introduction for an explanation of responsibilities and time frames.

# TEAM 1

## STRATEGIES AND ACTIONS

### **BARRIER #1: LACK OF KNOWLEDGE AND FINANCIAL EXPERIENCE BY TRIBES**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Implement a community based lender, consumer, government training program	1. Set up a training program for Tribal and non-Tribal entities to include: <ul style="list-style-type: none"> <li>• How do the Tribes operate?</li> <li>• What products do lenders offer? How do you work with those programs?</li> <li>• What are government requirements?</li> <li>• Home buyer education</li> <li>• Commercial education</li> <li>• Basic financial components: take home case studies or examples on all topics for the Native American community</li> <li>• A resource database compiled by lenders, Tribes, CDFI, MAST, etc., and distributed through the training plan</li> </ul>	Fed. Reg. Agency Intertribal Org.	Medium term
	2. Lenders will prepare and present consumer	Financial Inst.	Short Term



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
	<p>education to Tribal high schools on a regular basis (i.e., credit history, savings etc., to the public also)</p> <p>3. Lenders need training to understand different land status types and how to deal with each, and to understand Tribal courts' functionality. What are all requirements with each type?</p>		
B. Find a source of information to gain knowledge and bring the information to the end user			
C. Lenders teach on money management in Tribal schools			
D. Provide a community contact person			
E. Lending institutions hire Native people as employees	Appropriate funds to provide educational opportunities for Native Americans and encourage them to go into or continue financial careers	U.S. Congress	Medium Term
F. Education materials must fit the needs of the audience			
G. Lenders learn about protocols of the Tribes before approaching them with programs			



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
H. Communities offer educational seminars about their communities through extension services, speakers' bureau, chambers of commerce, Tribal community colleges, and M.A.S.T.			
I. Tribes get involved in Bankers Associations			
J. Lender subscribe to Tribal newsletters			
K. Mentor children to understand banking; visit banks			
L. Develop partnerships with local banks			
M. Create academy of finance curriculum (high school), local bank curriculums, BEEF (Business Economic Education Fund), and (JA) Junior Achievement			
N. Home buyer education counseling on pre and post buying, and mortgage foreclosure prevention			



## **BARRIER #2: TRIBAL POLITICS AND THE LACK OF TRIBAL PLANNING**

<b>STRATEGY</b>	<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIME FRAME</b>
A. Tribes use separation of powers (Mille Lacs example) and utilize Section 17 (Interior Dept.) tax exempt business start-ups to broaden the economic base	Tribes Utilize Section 17 U.S. Code under the 1934 Indian Reorganization Act as an apparatus to pursue business and as a tool to avoid Tribal politics. This should have Tribal jurisdiction rather than go to a Federal court (Tribes should be more involved in their business activities.)	Tribal Entity Fed. Reg. Agency	Short to Long Term
B. Utilize existing Tribal plans	Tribes develop overall long range economic plans (20 years) with 5 year benchmarks (Note: Role of Federal Regulatory Agency is to provide material and funding, leave decisions to the Tribe)	Tribal Entity Fed. Reg. Agency	Short to Long Term
C. Institute land use management plans			
D. Develop a mechanism for reviewing and advancing projects			
E. Develop flowcharts showing project management so lenders and Tribes can see what's going on			
F. Maintain ongoing communication			



### BARRIER #3: LACK OF COLLATERAL

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Educate lenders about the different types of land on reservations			
B. Identify who actually does own the land			
C. Buy property but do not put it in trust			
D. Educate lenders about how to encumber a lease			
E. Identify attorneys or other professionals that are experts in lending in Indian communities			
F. Share documents that have already been used for dealing with collateral issues			
G. Develop a resource or “how to” directory of knowledgeable people for getting immediate solutions	<ol style="list-style-type: none"> <li>1. Create one or multiple resource database(s)</li> <li>2. Create a Tribal financial mechanism separate from the holding company to finance financial risk for Tribe and Tribal members and to leverage financial resources (Assist with Individual Development Accounts handled in the school systems.)</li> </ol>	<p>Fed. Reg. Agency</p> <p>Intertribal Org. Financial Inst. Fed. Reg. Agency</p>	<p>Short Term</p> <p>Medium Term</p>



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
H. Use Tribal money to leverage other financing (revolving loans funds - see money) from government, foundations and lenders	<ol style="list-style-type: none"> <li>1. Create one or multiple resource database(s)</li> <li>2. Create a Tribal financial mechanism separate from the holding company to finance financial risk for Tribe and Tribal members and to leverage financial resources (Assist with Individual Development Accounts handled in the school systems.)</li> </ol>	<p>Fed. Reg. Agency</p> <p>Intertribal Org. Financial Inst. Fed. Reg. Agency</p>	<p>Short Term</p> <p>Medium Term</p>
I. Lenders need to understand the Tribal courts			
J. Lenders provide credit building loans			
K. Do recruitment and outreach			
L. Develop high growth corridors on Reservations			
M. Business acquisitions			
N. Develop proprietary energy sources (wind, 1 meter vs. 400), sell energy to other communities			
O. Have a systematic approach to economic development (pro-active vs. reactive)			



**BARRIER #4: LACK OF AN ECONOMIC BASE**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop a Tribal team to pursue economic potential and independence			
B. Be proactive in development instead of reactive			
C. Consider joint ventures			
D. Diversify economy on and off the Reservation	<ol style="list-style-type: none"> <li>1. Develop partnerships with Federal, State and Tribal participants to support a systematic approach to economic development agendas that would include banks, lenders, agencies, businesses, etc.</li> <li>2. Create a resource liaison team to instruct economic developers and planners to access resources that are out there</li> </ol>	<p>Financial Inst. Fed. Reg. Agency Intertribal Org. Tribal Entity Federal Agency State Entity U.S. Congress U.S. President</p> <p>Federal Agency Fed. Reg. Agency Financial Inst. Intertribal Org.</p>	Medium Term
E. Develop partnerships and networking			
F. Find money for leveraging			
G. Educate lenders and Tribes about each other			
H. Explore financial investments, get maximum returns and be diligent investors			



I. Conduct feasibility studies for businesses			
J. Provide assistance to small businesses			
K. Utilize the unique powers of Tribes			
L. Become self sufficient and be a regional player	<ol style="list-style-type: none"> <li>1. Develop partnerships with Federal, State and Tribal participants to support a systematic approach to economic development agendas that would include banks, lenders, agencies, businesses, etc.</li> <li>2. Create a resource liaison team to instruct economic developers and planners to access resources that are out there</li> </ol>	<p>Financial Inst. Fed. Reg. Agency Intertribal Org. Tribal Entity Federal Agency State Entity U.S. Congress U.S. President</p> <p>Federal Agency Fed. Reg. Agency Financial Inst. Intertribal Org.</p>	Medium Term
M. Utilize laws that give preference to Indian owned companies			
N. Develop small businesses that are high growth on the Reservations			





## BARRIER #5: LACK OF CREDIT

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Buy a bank or start a financial institution			
B. Contract with lenders for servicing (correspondent relationships)	<ol style="list-style-type: none"> <li>1. Create financial opportunities for lenders, Tribe and its members</li> <li>2. Research the ability of the CDFI to change Federal law to expand and include Tribes</li> </ol>	Tribal Entity Intertribal Org. Fed. Reg. Agency	Medium Term
C. Become a non-member bank, using Federal Home Loan Bank			
D. Start a non-bank, financial services company, or money store			
E. Provide education in lending, credit and budgeting			
F. Lenders expand credit parameters to meet the needs of Native Americans			
G. Tribes can become a CDFI			
H. Utilize Bank Enterprise Act to fund businesses			





**BARRIER #1: LACK OF EDUCATION ON BOTH SIDES**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop Tribal profiles, brochures, etc.	Develop a Tribal profile and brochure; outline structure and facts; use current newspaper or mailings for public relations (distribute mailings through financial associations)	Tribal Entity Intertribal Org. Federal Agency (Rural Development)	Short Term
B. Hold quarterly conferences to share information	<ol style="list-style-type: none"> <li>1. Tribal officials seek out and identify representatives</li> <li>2. Put together Tribal and public meetings</li> <li>3. Hold financial information conferences in cooperation with financing institutions and Tribes</li> </ol>	<p>Tribal Entity</p> <p>Tribal Entity Financial Inst.</p> <p>Intertribal Org. Federal Agency Financial Inst. Fed. Reg. Agency</p>	<p>Short Term</p> <p>Short Term</p> <p>Short Term</p>
C. Create measurable objectives (If a Native American works with a lender, how much is the lender doing in return for the Native American?)	Show the financial community how much the casino money and individual deposits can amount to in order to encourage investment in the Tribal communities	Tribal Entity Financial Inst.	Short Term
D. Educate Tribal members about what the challenges are of becoming an entrepreneur	Provide classes and training on financing, money management, etc.	State Entity Federal Agency Tribal Entity	Medium Term



**BARRIER #2: LACK OF TRIBAL VISION, PLANNING AND CONTINUITY**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop business [and] strategic plans and show them to the lenders	Develop a Tribal master plan; join the National Governors’ Conference where they can see 50 different models of how separation of powers are established	Intertribal Org. Tribal Entity	Medium Term
B. Develop business councils; separation powers	Research private sector code “models” and join the Uniform Laws Commission	Intertribal Org. Tribal Entity	Medium Term
C. Develop a corporate commission to serve as a business advisory committee			
D. Develop Tribal commercial codes, like the UCC			
E. Develop Tribal master plans	Develop a Tribal master plan; join the National Governors’ Conference where they can see 50 different models of how separation of powers are established	Intertribal Org. Tribal Entity	Medium Term



### BARRIER #3: NON-TRADITIONAL COLLATERAL

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Explore more flexible types of guarantees and loans	1. Explore more flexible guarantees, loans and mortgages (i.e., home mortgages are being made more on the ability to make payments than collateral)	Tribal Entity Financial Inst. Federal Agency	Short Term
B. Different structures for mortgages			
C. Net worth accumulation	2. Research national nonprofits that contribute to the down payment of home mortgages outside Indian Country	Intertribal Org. Federal Agency	Short Term
D. Per capita, Tribal payments			
E. Tribes collateralize (limited) individual members			
F. Leverage Tribes' business with bank firms for economic reinvestment	Share information on available leverage cooperation; pull together individuals and organizations that want to do business with Tribes and make those individuals and organizations available for assistance	Intertribal Org. Tribal Entity	Short Term



**BARRIER #4: TRIBAL GOVERNMENT REGULATORY AND LEGAL STRUCTURE**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop a Tribal business code like the UCC	<ol style="list-style-type: none"> <li>1. Develop a Tribal master plan (join the National Governors’ Conference where they can see 50 different models of how separation of powers are established)</li> <li>2. Research private sector code “models” (join the Uniform Laws Commission)</li> <li>3. Utilize mediation services</li> <li>4. Separate legal functions from social aspects</li> </ol>	Intertribal Org. Tribal Entity	Medium Term
B. Clarify the relationships to Tribal courts, i.e., how would one be treated if they needed to work with the Tribal courts	Research successful Tribal court systems	Intertribal Org. Tribal Entity	Short Term
C. Use non-Tribal advocates	<ol style="list-style-type: none"> <li>1. Develop a Tribal master plan (join the Nat’l Governors’ Conf. where they can see 50 different models of how separation of powers are established)</li> <li>2. Research private sector code “models” (join the ULC)</li> <li>3. Utilize mediation services</li> <li>4. Separate legal functions from social aspects</li> </ol>	Intertribal Org. Tribal Entity	Medium Term
D. A provision for limited waiver allows civil action in Tribal court			
E. Create a Tribal clearinghouse for existing or newly developed codes			



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
F. Get some legal ideas on better ways to structure collateral			
G. Develop a method so assurances can be gained by anyone doing business with Indian Nations			

**BARRIER #5: COMMUNITY INVOLVEMENT, FINANCIAL INSTITUTIONS AND COURT SYSTEMS**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Negotiate relationships with banks			
B. Pursue an initiative fund (limited community program)			
C. Charter some type of financial institution			







**BARRIER #1: COLLATERAL RELIABILITY, LACK OF EQUITY AND UNDERSTANDING OF PERSONAL FINANCE**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Identify alternative sources of collateral, i.e., farm income from a Tribe	Initiate conversation between financial institutions and Tribes resulting in working groups to address alternative collateral issues and to share information about alternatives that are already working	Tribal Entity Intertribal Org. Financial Inst. Fed. Reg. Agency Federal Agency	Medium Term
B. Broaden the definition of equity, i.e., sweat equity	1. Develop Tribal UCC; take the existing UCCs available in 49 states and use these as a basis for the Tribal UCC	Tribal Entity Intertribal Org.	Medium Term
	2. Provide samples of standardized documents and procedures for originating loans on Indian lands	State Entity Tribal Entity Fed. Reg. Agency	Medium Term
C. Clarify title insurance policies through communication	1. Develop Tribal UCC; take the existing UCCs available in 49 states and use these as a basis for the Tribal UCC	Tribal Entity Intertribal Org.	Medium Term
	2. Provide samples of standardized documents and procedures for originating loans on Indian lands	State Entity Tribal Entity Fed. Reg. Agency	Medium Term
D. Provide education programs focusing on financial planning	1. Distribute a resource guide of programs available for different Tribes, including successful models	State Entity Tribal Entity Fed. Reg. Agency Financial Inst.	Short to Long Term
	2. Develop video or other educational material on financial planning and budgeting per capita	Tribal Entity Intertribal Org.	Medium to Long Term



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
	3. Provide financial assistance to implement Junior Achievement	Tribal Entity Fed. Reg. Agency	Medium Term
E. Lenders need to let Tribes know it is important to maintain credit, to build good credit and to repair bad credit	1. Develop video or other educational material on financial planning and budgeting per capita  2. Provide financial assistance to implement Junior Achievement	Tribal Entity Intertribal Org.  Tribal Entity Intertribal Org.	Medium to Long Term  Medium Term
F. Clarify Tribal default remedies in Tribal courts	1. Develop Tribal UCC; take the existing UCCs available in 49 states and use these as a basis for the Tribal UCC  2. Provide samples of standardized documents and procedures for originating loans on Indian lands  3. Distribute a resource guide of programs available for different Tribes, including successful models	Tribal Entity Intertribal Org.  State Entity Tribal Entity Fed. Reg. Agency  State Entity Tribal Entity Fed. Reg. Agency Financial Inst.	Medium Term  Medium Term  Short to Long Term
G. Create one stop mortgage shops	Provide samples of standardized documents and procedures for originating loans on Indian lands		Medium Term
H. Devise new products	Initiate conversation between financial institutions and Tribes resulting in working groups to address alternative collateral issues and to share information about alternatives that are already working	Tribal Entity Intertribal Org. Financial Inst. Fed. Reg. Agency Federal Agency	Medium Term



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
I. Explore internal Tribal financing options			
J. Develop capacity to access credit using technical assistance or a grant writer			

## **BARRIER #2: LACK OF TRUST ON BOTH SIDES**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Hire more Native Americans in industry so lenders resemble the market they serve	1. Challenge educational institutions to develop internships with financial institutions	Intertribal Org. Tribal Entity State Entity	Short to Medium Term
	2. Encourage Tribal educational offices to offer incentives to participate in internship with local financial institutions	Tribal Entity Intertribal Org. Financial Inst.	Short to Medium Term
B. Increase communication by sharing success stories and cultivating relationships (on-site liaison)	1. Develop video on Tribal structure	Intertribal Org.	Short to Medium Term
	2. Develop continuing education credits for financial institutions and Tribes	Financial Inst. Fed. Reg. Agency	Medium Term
C. Promote an executive exchange program	Develop an executive exchange program: Tribal Council members or operations staff exchange with local members of banks or county government	Financial Inst. Tribal Entity Intertribal Org.	Short to Medium Term



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
D. Maintain an aggressive media presence that highlights the positives			
E. Lenders and Tribes maintain a continuity of staff to promote long term relationships			

**BARRIER #3: LACK OF EDUCATION ON THE PART OF CONSUMERS AND LENDING INSTITUTIONS**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Require educational courses for lenders	<ol style="list-style-type: none"> <li>1. Develop video on Tribal structure</li> <li>2. Develop continuing education credits for financial institutions and Tribes</li> </ol>	<p>Intertribal Org.</p> <p>Financial Inst. Fed. Reg. Agency</p>	<p>Short to Medium Term</p> <p>Medium Term</p>
B. Expand technical assistance and counseling for Tribal members			
C. Develop Tribal youth education programs that demonstrate good money management skills	<ol style="list-style-type: none"> <li>1. Provide financial assistance to implement Junior Achievement</li> <li>2. Develop an executive exchange program: Tribal Council members or operations staff exchange with local members of banks or county government</li> </ol>	<p>Tribal Entity Fed. Reg. Agency</p> <p>Financial Inst. Tribal Entity Intertribal Org.</p> <p>Intertribal Org.</p>	<p>Medium Term</p> <p>Short to Medium Term</p> <p>Short to</p>



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
	3. Challenge educational institutions to develop internships with financial institutions  4. Encourage Tribal educational offices to offer incentives to participate in internship with local financial institutions	Tribal Entity State Entity  Tribal Entity Intertribal Org. Financial Inst.	Medium Term  Short to Medium Term
D. Provide asset and liability management education for Tribal Councils			
E. Appropriate Federal funding for demonstration projects	1. Challenge educational institutions to develop internships with financial institutions  2. Encourage Tribal educational offices to offer incentives to participate in internship with local financial institutions	Intertribal Org. Tribal Entity State Entity  Tribal Entity Intertribal Org. Financial Inst.	Short to Medium Term  Short to Medium Term



**BARRIER #4: HISTORICAL POWER BASES DO NOT BELIEVE NATIVE AMERICANS HAVE SYSTEMS OF WEALTH**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop a social cost accounting, i.e., the amount of sweat equity put into a home			
B. Research social capital (pulling together as a community)			
C. Translate Indian wealth systems into industry terms so the common person on a reservation will understand			

**BARRIER #5: NO ECONOMY OF SCALE FOR TRIBAL COMMUNITIES**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop a regional association to get broader geographic commitments; pull together the human assets so Tribes can help themselves help each other	Encourage regional intertribal groups to consolidate resources and share ideas	Intertribal Org.	Medium Term
B. Develop streamlined cost efficient Tribal financing procedures			



STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
C. Develop a broader vision that includes economic diversification			
D. Develop effective land use planning, especially environmental	Review and share land use and housing departments (The Tribes need a land use plan and business development plan in place. There are models out there that are working very well.)	Tribal Entity	Short Term
E. Foster a climate for micro business development, i.e., incubator programs			
F. Develop mixed economic housing based on income levels	Conduct a market analysis of Tribal needs: each Tribe do a market analysis of their own Tribe, the population, incomes, housing needs, changes, trends and demographics of how each Tribe is developing	Tribal Entity	Medium Term
G. Develop intertribal joint ventures			







**BARRIER #1: EXCESSIVE RED TAPE**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Identify and establish key priorities (components) of financing transactions	1. Identify and prioritize types of financing transactions, e.g., mortgage, small business, commercial, consumer, government	Tribal Entity Intertribal Org. Other (e.g., Housing Association)	Short Term
	2. Create checklist of criteria for each type to obtain financing	Financial Inst. Federal Agency Tribal Entity	Short Term
B. Streamline the guidelines and the process of loan programs	1. Establish collaborative committee to streamline the guidelines and the process	Financial Inst. Fed. Reg. Agency Tribal Entity	Medium Term
	2. Create a how-to manual for commercial lending that can be used day-to-day	Federal Agency (BIA)	Short Term
C. Develop a two way education process for the lenders and Tribes to understand the key components of a loan process	1. Create educational workshops by defining curriculum and identifying learning objectives (Note: Develop a strategy to increase participation; put some pressure on the lenders that need to be there.)	Fed. Reg. Agency Financial Inst. Tribal Entity	Short Term
	2. Conduct workshops	Fed. Reg. Agency Financial Inst.	Medium Term
	3. Evaluate results	Tribal Entity Intertribal Org. State Entity	



## BARRIER #2: LACK OF UNDERSTANDING OF TRIBAL SOVEREIGNTY

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Clarify the concept of Tribal sovereignty	1. Compile available information on sovereignty	Tribal Entity Intertribal Org.	Short Term
	2. Assess content for accuracy, timeliness and completeness	Tribal Entity Intertribal Org.	Short Term
	3. Create a clearinghouse for such information and make it accessible (i.e., website)	Tribal Entity Intertribal Org. Federal Agency Fed. Reg. Agency	Short Term
B. Develop a sovereign nation education program	1. Compile available information on sovereignty	Tribal Entity Intertribal Org.	Short Term
	2. Assess content for accuracy, timeliness and completeness	Tribal Entity Intertribal Org.	Short Term
	3. Create an education program from the information	Tribal Entity Intertribal Org. Federal Agency Fed. Reg. Agency	Short Term

## BARRIER #3: STEREOTYPING OF NATIVE AMERICANS

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop an awareness of the legal, cultural, economic identify and protocol of Native Americans	<ol style="list-style-type: none"> <li>1. Compile and evaluate existing training resources covering these areas</li> <li>2. Continuously deliver information on these four areas</li> </ol>	Tribal Entity Intertribal Org. Federal Agency Fed. Reg. Agency State Entity Financial Inst.	Short to Long Term (depending on the product)



**BARRIER #4: LACK OF CREDIT UNDERSTANDING BY TRIBAL MEMBERS AND TRIBAL BUSINESSES**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop an outreach program to educate and inform all Tribal members about credit worthiness, money management, etc.	Create a plan or program to teach personal finance and credit worthiness to Tribal members and Tribal businesses	Tribal Entity Intertribal Org. Federal Agency Fed. Reg. Agency Financial Inst.	Medium to Long Term

**BARRIER #5: LACK OF UNDERSTANDING OF THE USE OF TRIBAL LANDS**

STRATEGY	ACTION	RESPONSIBILITY	TIME FRAME
A. Develop an outreach program to educate and inform all financial institutions about properly utilizing Tribal lands	1. Compile available information on Tribal trust lands	Tribal Entity Intertribal Org.	Short Term
	2. Assess content for accuracy, timeliness and completeness	Tribal Entity Intertribal Org.	Short Term
	3. Make it an accessible resource for people to use	Tribal Entity Intertribal Org. Federal Agency Fed. Reg. Agency	Short Term





# **WORKSHOP PARTICIPANTS**



## *Workshop Participants*

<i>Name Title</i>	<i>Company</i>	<i>Address</i>	<i>City, State Zipcode Phone</i>
Abangan, Steve	Ho-Chunk Nation	P.O. Box 640	Black River Falls, WI (715) 284-1660
Ackley, Richard L. Oneida Planning Department	Oneida Nation of Wisconsin	PO Box 365	Oneida, WI 54155 (920) 869-4573
Aitken, Roger Executive Director	MAST	P.O. Box 217	Cass Lake, MN 56633 (218) 335-8583
Alfonso, Pamala	CIMC	3545 N. Whipple	Chicago, IL 60618 (773) 292-4980
Allen, Glory A. Executive Director	Lac du Flambeau Housing Authority	PO Box 187	Lac du Flambeau, WI (715) 588-3348
Anthony, David	Hannahville Indian Community	N14911 Hannahville Bl Rd.	Wilson, MI 49896 (906) 466-2932
Bailey, Dick	Grand Traverse Band of Ottawa and Chippewa Indians	2605 N. West Bayshore Drive	Suttons Bay, WI 49682 (616) 271-7128
Barrientz, Jamie	Grand Traverse Band of Ottawa Chippewa Indians	2605 N. West Bayshore Drive	Suttons Bay, MI 49682 (231) 271-7128
Barsness, Vern	MAST	P.O. Box 217	Cass Lake, MN 56633 (218) 335-8928
Becker, Claude	Office of Thrift Supervision	200 W. Madison Street, Suite 1300	Chicago, IL 60606 (312) 917-5022
Bennett, George	Grand Traverse Band of Ottawa and Chippewa Indians	2896 N. West Bayshore Drive	Suttons Bay, MI 49682 (231) 271-6415
Brodziski, Mark M. Director	Business and Community Programs -- USDA Rural Development	4949 Kirschling Court	Steven Point, WI 54481 (715) 345-7610
Caldwell, Toni	Menominee Tribal Housing Department	P.O. Box 459	Keshena, WI 54135 (715) 799-3236



<i>Name Title</i>	<i>Company</i>	<i>Address</i>	<i>City, State Zipcode Phone</i>
Chambers, Scott	Norwest Mortgage, Inc.	1 Home Campus	Des Moines, IA 50328 (515) 221-5907
Clements, James	Saginaw Chippewa Housing	2451 Nish Na Be Anong Road	Mount Pleasant, MI 48858 (517) 775-4534
Codopony, Richard	U.S. Department Interior, Bureau of Indian Affairs	Bishop Henry Whipple Federal Building One Federal Drive, Room 550	Ft. Snelling, MN 55111 (612) 713-4400
Cook, Shirley Comm. Coordinator	Red Lake Band of Chippewa Indians	P.O. Box 512	Red Lake, MN 56671 (218) 679-3341
Fairbanks, Donna	Minnesota Housing Finance Agency	500 Sibley Street #300	St. Paul, MN 55101 (612) 297-4060
Fitzgibbons, Kevin Administrator	HUD-Office of Native American Programs	77 West Jackson, Room 2400	Chicago, IL 60604 (800) 735-3239
Gabler, Mary Vice President, Community Development	Wells Fargo Bank	3030 Nicollet Ave., Suite 210	Minneapolis, MN 55408 (612) 667-2890
Geheren, Lauri	Norwest Bank	100 South 5th Street	Minneapolis, MN 55402
Gilbertson, Nancy	Small Business Administration	100 North 6th Street, 610-C Butler Square	Minneapolis, MN 55403 (612) 370-2319
Gnotke, Tom	Prairie Island Indian Community	5636 Sturgeon Lake Road	Welch, MN 55089 (651) 385-4111
Gochanour, Lisa	Ho-Chunk Nation	P.O. Box 640	Black River Falls, WI (715) 284-1660
Haddeland, Kaare	White Earth Housing	P.O. Box 436	White Earth, MN 56591 (218) 983-3277
Henry, Rebecca	Minnesota Chippewa Tribe	P.O. Box 217	Cass Lake, MN 56633 (218) 335-8928
Hester, Janet	Saginaw Chippewa Housing	2451 Nish Na Be Anong Road	Mt. Pleasant, MI 48858 (517) 775-4595



<i>Name Title</i>	<i>Company</i>	<i>Address</i>	<i>City, State Zipcode Phone</i>
Jaeger, Walter	Johnson Bank Hayward	P.O. Box 511	Hayward, WI 54843 (715) 634-2611
James, Sharon	Corporate Commission Business Development	Mille Lacs Band of Ojibwe HCR-67 Box 194	Onamia, MN 56359 (320) 532-7524
Johnson, Jolene CRA/Loan Officer	Prior Lake State Bank	16677 Duluth Ave. SE P.O. Box 369	Prior Lake, MN 55372 (612) 447-2101
Johnson, Wayne	Red Lake Band of Chippewa Indians	P.O. Box 550	Red Lake, MN 56671 (218) 679-3341
June, Don	Corporate Commission Business Development	Mille Lacs Band of Ojibwe HCR 67 Box 194	Onamia, MN 56359 (320) 532-7523
Kohnen, Audrey Chairperson	Prairie Island Indian Community Council	5636 Sturgeon Lake Road	Welch, MN 55089 (651) 385-2554
Kohnen, Peter Rural Housing Program Director	USDA Rural Development	4949 Kirschling Court	Stevens Point, WI 54481 (715) 345-7620
Lasley, Delores	Red Lake Band Chippewa Indians	P.O. Box 38	Red Lake, MN 56671 (218) 679-3341
Lewellen, JoAnne	Federal Reserve Bank of Minneapolis	90 Hennepin Avenue	Minneapolis, MN 55480 (612) 204-5148
Lyons, Linda Controller	Leech Lake Band of Ojibwe	Accounting Office 6530 Highway 2, NW	Cass Lake, MN 56633 (218) 335-3634
Madison, Gary	Prairie Island Indian Community	5636 Sturgeon Lake Road	Welch, MN 55089 (651) 385-4101
Merrick, James	USDA Rural Development	110 So 2nd Street, Suite 120	Waite Park, MN 56387 (320) 255-9111
Meshigaud, Ken	Hannahville Indian Community	N14911 Hannahville BI Rd.	Wilson, MI 49896 (906) 466-2932





<i>Name Title</i>	<i>Company Phone</i>	<i>Address</i>	<i>City, State Zipcode</i>
Minor, Hiedi	Norwest Bank	100 South 5th Street	Minneapolis, MN 55402
Mitchell, Rose Tribal Council Member	Lac du Flambeau Band of Lake Superior Chippewa Indians	PO Box 67	Lac de Flambeau, WI 54538 (715) 588-3303
Moore, Thomas	Federal Reserve Bank of Minneapolis	90 Hennepin Avenue	Minneapolis, MN 55480 (612) 204-5148
Morris, Michael Staff Counsel	Wisconsin Housing and Economic Dev. Authority	201 W. Washington Avenue Suite 700	Madison, WI 53703 (608) 267-0609
Mulder, Mike Director	National City Bank	320 Ashmun Street	Sault St. Marie, MI 49783 (906) 635-4317
Murray, Yvonne Esquire	Lawyer's Committee for Better Housing, Inc.	407 S. Dearborn, Suite 1075	Chicago, IL 60605 (312) 347-7600
Natwig, Eric President	New West Partners, Inc.	1250 Fourth Street 5th Floor	Santa Monica, CA 90401 (310) 260-0040
Paulson, Arlyce A. Housing Director	Oneida Nation of Wisconsin - Housing Authority	PO Box 68	Oneida, WI 54155 (920) 869-2227
Price, Myra J. Executive Director	Ho-Chunk Housing Authority	PO Box 730	Tomah, WI 54660 (608) 374-1245
Ransom, Gene	Jackson County Bank	8 Main Street P.O. Box 490	Black River Falls, WI (715) 284-5341
Rock, Samuel	White Earth Band of Chippewa	P.O. Box 418	White Earth, MN 56591 (218) 983-3285
Rufledt, Jim	Associated Bank	303 South First Ave.	Wausau, WI 54401 (715) 848-4708
Saffert, David	USDA Rural Development	206 Vine Street	Spooner, WI 54801 (715) 635-8228
Schilke, Robert	Ho-Chunk Housing Authority	P.O. Box 730	Tomah, WI 54660 (608) 374-1245



<i>Name Title</i>	<i>Company Phone</i>	<i>Address</i>	<i>City, State Zipcode</i>
Schmitz, John Business Manager/Human Resources Director	Lac du Flambeau Band of Lake Superior Chippewa	P.O. Box 67	Lac du Flambeau, WI (715) 588-3303
Schoenborn, Shelly	Red Lake Band of Chippewa Indians	P.O. Box 146	Redby, MN 56670 (218) 679-3513
Scott, Steven	Lac Courte Oreilles Housing Authority	13416 W. Trepania Rd.	Hayward, WI 54843 (715) 634-2147
Scott, Terri	Lac Courte Oreilles Housing Authority	13416 W. Trepania Rd.	Hayward, WI 54843 (715) 634-2147
Skjonsberg, Robert Consultant, Emerging Markets	Wells Fargo Home Mortgage	333 East Sioux Avenue N9738-011	Pierre, SD 57501 (605) 945-3035
Sparks, Marcelene Tribal Administrator	Stockbridge -- Munsee Tribe	N8476 Moh He Con Nuck Road	Bowler, WI 54416 (715) 793-4355
Streeter, Bradley Community Reinvestment and Development	Office of the Comptroller of the Currency	2345 Grand Avenue -- Suite 700	Kansas City, MO 64108 (816) 556-1836
Stroller, Jim	Lois Construction Co.	5030 Industrial Highway	Gary, IN 46406 (219) 977-1741
Taylor, Lu	Prairie Island Indian Community	5636 Sturgeon Lake Road	Welch, MN 55089 (651) 385-4109
Terrio, Terrie Tribal Treasurer	Stockbridge-Munsee Tribe	P.O. Box 70 N8476 Moh He Con Nuck Rd.	Bowler, WI 54416 (715) 793-4383
Tysse, Paul	Ho-Chunk Housing Authority	P.O. Box 730	Tomah, WI 54660 (608) 374-1245
Watt, Jody President	Norwest Bank	1204 Cloquet Avenue	Cloquet, MN 55720 (218) 879-4521
White, Victoria	Leech Lake Band of Ojibwe	6530 Hwy 2 NW	Cass Lake, MN 56633 (218) 335-8237
Whitefeather, Bobby Chairman	Red Lake Band of Chippewa Indians	P.O. Box 550	Red Lake, MN 56671 (218) 679-3341



<i>Name Title</i>	<i>Company Phone</i>	<i>Address</i>	<i>City, State Zipcode</i>
Whitefeather, Peggy	Red Lake Band of Chippewa Indians	P.O. Box 550	Red Lake, MN 56671 (218) 679-3341
Wiltsey, Pam Native American Coordinator	USDA Rural Development	17197 Co. Rd. 36	Crosslake, MN 56442 (218) 692-4944

