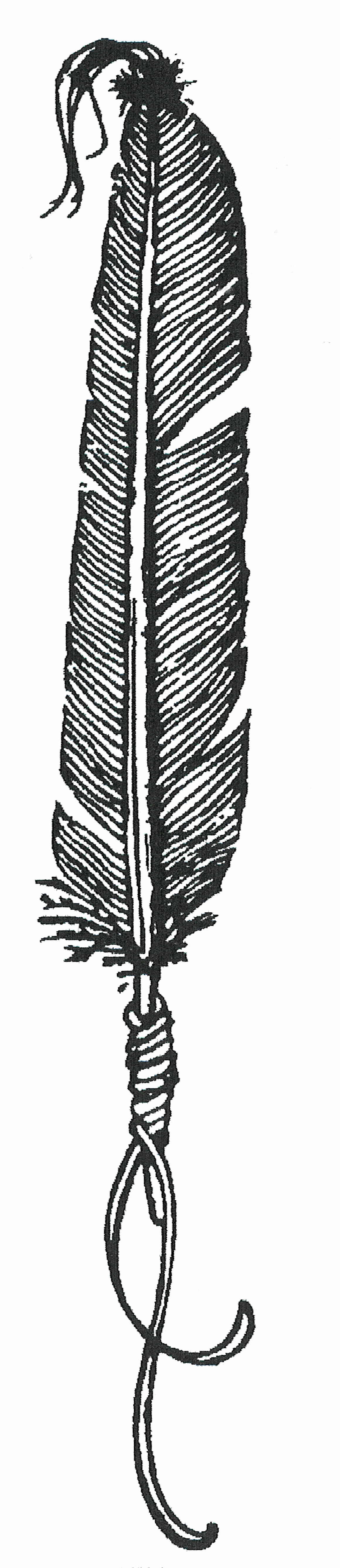
**Memorandum**

Native American Rights Fund

1506 Broadway

Boulder, CO 80302

303-447-8760 • (Fax) 303-443-7776

To: TEDNA Board of Directors and Executive Director

From: NARF

Date: October 3, 2016

Re: TEDNA Transition Memo

**INTRODUCTION**

This memo will describe the administrative duties NARF has performed on behalf of TEDNA and provide suggestions to the TEDNA Board and Executive Director on steps that can be taken to strengthen TEDNA’s infrastructure. NARF has managed most of the TEDNA administrative work over the years. This includes organizational maintenance, membership issues, board of director requirements, and maintenance of the files. This memo sets forth most of the administrative information with direction on moving forward so that TEDNA can take over the administrative duties.

Unless stated otherwise, NARF will transition all of the below duties to TEDNA. There are many electronic documents that we have that are critical to utilize, update, and modify going forward. NARF will provide a jump drive with all of these documents. Each document referenced in this memo will be in the jump drive. The reader is encouraged to review this memo and the file folder simultaneously so that the relevant documents are available for review. If you have questions, please feel free to contact me at 303-447-8760 or at [mcampbell@narf.org](mailto:mcampbell@narf.org).

**DISCUSSION**

1. Building TEDNA Infrastructure

TEDNA is at a critical juncture as it has received several grants recently that have allowed it to hire support staff to implement the grants as well as support TEDNA more generally. The grants will not last forever, and thus it is critical that TEDNA utilize the general support from these grants to seek out future funds. The Executive Director and Board of Directors are critical in this endeavor.

The Executive Director is the chief fundraiser, in charge of staff, and is the face of the organization. The Board helps set the priorities and goals of TEDNA and also helps to fundraise. There are several steps that can be taken by TEDNA to seize on its current opportunities. It is essential to develop a strategic plan, fundraising plan, and public relations strategy. These planning documents will help to push TEDNA into the next level. TEDNA should also try to more closely stick to its bylaws – limiting board members, keeping minutes, etc. This will promote stability as well as keep TEDNA in compliance with business requirements.

* 1. Business/Strategic Plan

TEDNA should develop a business plan. This can be developed in March of 2017 at NARF during the in person board meeting. There are many resources to assist in developing this plan. TEDNA had a strategic planning session a few years back, but it is worth doing again as there is a new board and now a staff. Things to consider in the planning are developing and building on TEDNA’s priorities and direction. Is TEDNA going to focus on representing TEAs, fostering relationships, or supporting TEAs in reaching their goals? *See* TEDNA Mission. How? These questions and others should be discussed to move TEDNA forward and build a strong fundraising plan.

Prior to the meeting in March of 2017, TEDNA should develop a draft plan to work on during the meeting. NARF can likely assist in this endeavor.

* 1. Annual Fundraising Plan

TEDNA should develop a fundraising plan and this can also be done in March each year. TEDNA has primarily relied on annual membership fees for non-restricted funding. This has brought in about $4,000-7,000 a year. Additionally, Cherokee Nation and a few other sponsors have been consistent in providing an additional $3,000-$5,000 for the last few years. But, this is not nearly enough to keep the current staff and build TEDNA’s infrastructure. TEDNA has been awarded grants in the last few years that provide for overhead costs and thus TEDNA has hired several new employees for the first time. TEDNA should utilize these employees and the funding from these grants to develop and implement a fundraising plan to maintain these employees, grow, and build upon its mission and work.

There are many resources out there that provide guidance on developing a fundraising plan. I like Joan Garry - <http://www.joangarry.com/perfect-fundraising-plan/>, but there are others and TEDNA can draw on them in March. Prior to the meeting in March, TEDNA should develop a draft fundraising plan to work on during the meeting. NARF can likely assist in this endeavor.

* 1. Public Relations

TEDNA should think about a media strategy. The new website will be key in that strategy and it should be updated almost daily to keep traffic up and TEDNA visible.

* 1. Bylaws

TEDNA should begin to earnestly stick to its bylaws. Should there ever be a question about spending or operations it would be wise to ensure the bylaws are followed properly. That means limiting board members to the number that are spelled out in the bylaws. Keeping and approving minutes of the meetings, following the notice procedures, etc. This will help protect TEDNA going forward.

1. Administrative Tasks

As discussed, NARF has performed most of the administrative tasks for TEDNA. Below is a list of many of the major tasks that need to be performed and maintained every year.

1. Membership

Membership Drive

TEDNA Membership is based on a calendar year, meaning that membership dues become due at the first of the year. NARF typically did at least two membership drives every year. Usually, within a month or two after New Year’s Day, NARF did a membership drive. Then another one was done about mid-way through the year.

The membership drive is essentially a mass mailing that includes a [TEDNA Membership Application](https://tribaleddepartmentsna.files.wordpress.com/2016/03/2016-membership-application-00066231x9d7f5.pdf), Flyer, and other TEDNA information such as the [Eagle Feather Flyers](https://tedna.org/2015/07/01/eagle-feather-at-graduation-flyers/). NARF developed a cover letter to go with the mailing that asks for a renewal in membership and provides a little information about TEDNA.

TEDNA should continue, and perhaps think about increasing, the membership drives to keep its current members and build the membership.

Dues

Membership dues have historically been TEDNA’s main funding stream for general operating funds, and thus it is critical to keep up the membership drives and even think about increasing them through social media.

Membership dues are set by the Board, *see* TEDNA Bylaws § 2.7, and the current fees are identified in the application. The application needs to be updated every year so that it is current.

Lists

Membership lists need to be kept current as they are required to be provided ten days before every annual meeting. *See* TEDNA Bylaws § 2.15.

1. Board Meetings

The Board meets once in person annually in the fall and sometimes meets in person in the spring at NARF. In addition, the Board meets by conference call quarterly. Meeting times may very at the discretion of the Board and Executive Director.

Written notice stating the place, day, and hour of a regular meeting of the membership (annual meeting), and in the case of a special meeting, the purposes therefore, should be sent not less than ten (10) days nor more than sixty (60) days prior to the meeting.

A quorum at any membership meeting shall consist of a majority of the regular members entitled to vote thereat, represented in person or by proxy. TEDNA Bylaws § 2.16. A quorum at a Board of Directors meeting shall consist of a majority of the current numbers of Directors present and in person. TEDNA Bylaws § 3.8.

The Executive Director sets the agenda for the meetings in consultation with the Board. Agendas and meeting reminders should be given at least a week in advance of a quarterly meeting, and notice at least ten days before the annual meeting (but likely much earlier for the annual meeting).

1. Annual Meeting and Forum

A large amount of time and energy goes into planning the Annual Meeting and Forum. This planning should start no later than March and preferably during the in person meeting of the Board. The meeting usually takes place in conjunction with NIEA as a pre-meeting.

Theme

Every year a theme is chosen for the annual meeting. The Executive Director and staff may have recommendations for the theme, but it will be up to the Board to choose the theme. Choosing the theme for the annual meeting should be done early as the theme will generally dictate who to invite as speakers for the forum. This year the theme is Collaborative Pathways to Self-Sufficiency.

Art

NARF typically solicits an artist that is local to the region where the meeting will be taking place to donate some artwork for the meeting. Sometimes the artist will donate and other times the artist will just provide a discount. TEDNA then agrees to purchase some art from the artist as well. NARF and TEDNA then incorporate the art into the theme of the annual meeting. An example from this year can be seen here: <https://tedna.org/2016/07/15/save-the-date-annual-meeting-and-forum/> The feedback from the themes and artwork has been positive, so TEDNA should continue to solicit local artists for the annual meeting.

Agenda

Once a theme is chosen, the agenda can begin to take shape. NARF and TEDNA typically follow the past agenda format, which is in this year’s materials. Typically, the Board of Directors meeting will take place in the morning, followed by the forum in the afternoon. As speakers get confirmed, the agenda should be amended to show that. TEDNA should begin early on the agenda, theme, and speakers as they are all related.

Speakers

Once a theme is chosen, speakers should be identified to fill in the forum agenda. Invitations should be sent out as early as possible, and no later than two months prior to the forum to confirm the speakers’ availability and lock them in. NARF and TEDNA also typically invite federal representatives or local state/tribal representatives to provide a welcome and say a few remarks. All invitations need to go out as early as possible, and TEDNA should continue to reach out to local and national leaders to recognize them.

Sponsors

TEDNA has been fortunate enough to get some sponsors in the past. NARF created a form sponsor letter that is mailed out asking for sponsors early in the year. This year TEDNA received a couple donations from the sponsorship letter. Part of the draw to be a sponsor is advertising. Thus TEDNA always gives sponsors credit on the website, agenda, and other materials where possible. NARF also creates a sponsor board to be printed and placed on an easel in the entryway to the meeting. Finally, NARF and TEDNA will usually try and verbally thank the sponsors as well as have the sponsor board on the projector screen at the meeting as well to show that we truly thank the sponsors. TEDNA should continue to utilize and update the sponsor letter, create the sponsor board, and give credit going forward.

Lunch

TEDNA has customarily provided lunch for anyone in attendance at the Annual Meeting and Forum. NARF has worked with the local vendors to set the menu and secure the room. The Meeting and Forum are open to the public, and TEDNA usually gets a big turnout during lunch. It is wise to plan to feed about 100 people. In the past, NARF has not typically required RSVP’s, but just planned for about 100. In the future, it may be wise to require an RSVP to have a more exact idea about how many people to prepare for. This will require keeping and updating lists, which NARF has not typically done. Food for the Annual Meeting and Forum is a major cost for TEDNA annually and thus needs to be properly accounted for in the budgetary planning. It can range from $5-10K. It is usually necessary to work with the hotel or conference center and their preferred caterer for the lunch. TEDNA will want to place a lot of attention on the lunch portion moving forward as it is a major cost.

Room and AV

In the past, NARF has secured a room at a local hotel independent of NIEA and also secured a room at NIEA’s conference center. NIEA can sometimes be slow to respond and therefore selecting an independent location may be preferable as securing a location and notifying people early is always preferable. Sometimes that is not practical or possible, particularly if the location would be far away from the host hotels or convention center. Diane Cournoyer is the individual at NIEA to work with on getting a room with them. The Room for the Annual Meeting and Forum needs to be secured in the spring so that TEDNA has a location identified. As with the theme, it is critical to identify the location early so that TEDNA can get save the dates out that identify the location. In securing the room, NARF typically planned for about 100 people.

It is also important to ensure that the room includes AV for presentations, which typically is an additional cost.

T-Shirts

In the past NARF has created T-shirts from artwork designs donated by the local artist discussed above. The cost for the shirts ranges from about $1,500 to $3,000 and it is wise to shop around. This year NARF did not obtain shirts as we had left over shirts from last year. Last year was the first year TEDNA charged for T-shirts and did not sell all of them. TEDNA only charged $5. I suggest continuing to charge $5 for the shirts for the general public as the shirts are also a large expense. Charging $5, which is minimal, can help cover those expenses. Going forward, if TEDNA needs assistance securing a vendor for shirts, we have some local Colorado vendors we work with that are helpful. There are likely local vendors in Oklahoma, though, that are just as good.

Giveaways

NARF and TEDNA typically ask the TEDNA Board to bring a small item from their culture, or a gift card, as a giveaway during the meeting. During the meeting TEDNA has a raffle going for all of the gifts that were obtained. TEDNA also sometimes purchases art from the local artist as a giveaway. In years past TEDNA has purchased a drum and prints as giveaways. This is always a nice draw for the meeting, and notice that we will have giveaways is included in the save the date. TEDNA should continue to try and obtain giveaways for the annual meeting as the feedback from the giveaways alone has always been very positive.

Day before Meeting

It is wise to meet with the hotel or convention center the day before the meeting to make sure everything is provided and arranged for.

Booth

NARF has recently donated booth space to TEDNA for NIEA. The cost for the booth is typically about $400. NARF will endeavor to provide such space if it has the resources to do so. At the booth, there is a TEDNA banner, flyers, and other informational material about TEDNA. The booth will also have the T-shirts and other giveaways that may not have been given away.

The Annual Meeting and Forum take a lot of planning and foresight. TEDNA should continue to place a lot of time and effort into planning the Annual Meeting and Forum because it educates people about TEDNA and provides an opportunity for greater networking. Should TEDNA have any questions about the steps to be taken moving forward, please do not hesitate to contact us.

1. Scholarship

TEDNA recently began offering a scholarship. To develop a theme, the Board will pick a broad topic for college students to write on. The application is fairly minimal, as is the award amount. But, this does need to be budgeted for. NARF created a letter to try and raise funds specifically for the sponsorship, but have been unsuccessful to date. This year’s theme was the impact of Native American Mascots. TEDNA has only received a few applications in the few years the scholarship has been running, so promoting the scholarship will be key moving forward.

1. Financials

TEDNA has a savings account with Chase Bank. NARF has maintained the account and has authority to sign checks from the account. NARF will need to transfer this authority to the Executive Director. This account is the general operating funds that are not restricted. The business address should be changed on this account from NARF to TEDNA as well so that TEDNA can utilize this account going forward.

1. Grants

TEDNA has received several grants recently. NARF also, however, typically applies to the Siletz Foundation every quarter to try and obtain supplemental funding for the TEDNA grant work, to support the Annual Meeting and Forum, or for other purposes. NARF have been unsuccessful to date, but TEDNA should continue to pursue this grant and other grants like it going forward. The application is minimal and should TEDNA get the grant it will be well worth it.

Additionally, foundation grant funding can be a good revenue source and so TEDNA should make a solid effort at researching and applying to various foundations for support, i.e. Bush Foundation, Gates Foundation, etc.

1. Non-Profit Status

TEDNA needs to ensure that its non-profit status is maintained by filing its 990’s every year. It may require an accountant going forward given the large grants TEDNA has received. This year, TEDNA handled that process.

1. Corporate Status

TEDNA utilizes a company, CT Corporation, to file its annual corporate filings in Delaware. This relationship should be maintained. The fee is around $380 per year. It is important to keep current on the corporate status.

1. Congressional Briefing and Testimony

TEDNA has been testifying to the House Interior Appropriations Committee for the last several years. TEDNA should try and maintain that testimony and relationship. Quinton has contacts in the House that have provided invitations to testify. NARF will likely be available to continue to help draft and develop testimony to Congress for any topic as well as assist in setting up such testimony.

TEDNA typically also has a congressional briefing to educate staffers and congress about TEA’s and their work. TEDNA should continue to pursue this opportunity as well. This involves securing TEA speakers to discuss the important work they do and educate congress on the need for further funding of TEAs as well as other support of TEAs. The Briefing also includes securing a space in Washington DC. In the past NARF and TEDNA have worked with Betty McCollum’s office and they have been very instrumental in helping to secure a room as well as advertise the event.

1. Other Legal

NARF is likely to continue to be available to assist on other legal matters, such as developing consultation comments, drafting legislation, or other legal issues that arise.

1. Business Address and Files

TEDNA will likely want to change all of its files (application, flyers, etc.) to show its new business address in Oklahoma. That will also include notifying all banks, corporations, and others that TEDNA does business with of the address change.

NARF has a lot of electronic and other files for TEDNA. NARF will keep most of the electronic files in our system, but also provide electronic copies to TEDNA. NARF can set up a time in March during the in person meeting for TEDNA to review any hard files NARF still has to determine whether TEDNA would like to keep them or have them destroyed.

CONCLUSION

Should there ever be any questions about process, how things were done, or legal questions, NARF is always here to assist when we can. NARF wants to see TEDNA succeed and grow to provide the critical services it was created to provide.