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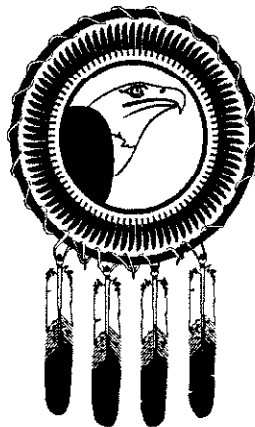
***Building the Fort Apache Heritage Foundation: Developing a Strategic Vision,
Organizational System, and Management Plan***

by

Mark Nelson and Will Pittz

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**Harvard Project on
American Indian Economic Development**

**John F. Kennedy School of Government
Harvard University**

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Building the Fort Apache Heritage Foundation

Developing a strategic vision,
organizational system, and
management plan



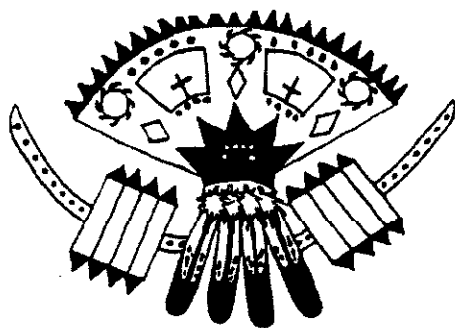
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Cultural Center
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THE BATTLE FOR FORT APACHE:

A TRIBE'S STRUGGLE TO RESCUE AN ENDANGERED CULTURAL TREASURE

- 1960: U.S. Congress affirms historical significance and economic potential of Fort Apache by placing the Fort in official trust status
- 1969: White Mountain Apache Tribe recognizes Fort's value as a means for reconciling past and present; establishes first Tribal Cultural Center at Fort
- 1976: Fort Apache Historic District listed on National Register of Historic Places
- 1985: Tribe's Culture Center and irreplaceable collections destroyed by fire
- 1993: Tribe adopts ambitious *Master Plan for the Fort Apache Historic Park*, calling for the restoration of landscapes and buildings for use as contexts for relating the Apache perspective on local history and culture
- 1995: Tribe restores last remaining log cabin to serve as Office of Tourism
- 1996: Tribe stabilizes last remaining horse barn and hires Museum Director
- 1997: World Monuments Fund places Fort Apache on its *100 Most Endangered Sites* list and announces \$80,000 award to assist Tribe in restoration work; Tribe dedicates new Culture Center & Museum and restored Elders Center
- 1998: Tribe establishes *Fort Apache Heritage Foundation* to gather additional support for and provide guidance to the restoration effort; Tribe restores critically endangered wood frame officer's quarters and completes three-phase *Fort Apache Survey and Assessment Report*

The White Mountain Apache Tribe needs your help in its fight to preserve Fort Apache and to put it to work in efforts to perpetuate Apache language and culture and to share the beautiful Apache Heritage with visitors. For more information on Fort Apache, please contact the Tribe's Cultural Center (520) 338-4625 or Historic Preservation Office (520) 338-5430. Nzhoo.

Acknowledgements

When the base of input for an organization development plan is broad, the likelihood will increase that the plan can find traction in the implementation phase. We are grateful to the many interested parties who contributed to our understanding of the Fort Apache Historic Site development opportunity – and who directed us on where to find information. In the brief interval of time that we have had to complete the Foundation building project, we have been graciously afforded the time and input of the following people in this effort:

Raymond Endfield, Jr., Roger Leslie, Nancy Mahaney, Stan Schuman, George Hess, Robert Neuman, John Welch, Robert Brauchli, Governor Rose Mofford, Richard Palmer, Chadeen Palmer, Jeanne Westphal, Joe Kalt, Colonel Charles F. Long II, and Kathy Hancock

Our thanks to each of you – Will Pittz and Mark Nelson

EXECUTIVE SUMMARY

In 1998, the White Mountain Apache Tribe in Arizona established the Fort Apache Heritage Foundation as a 501 (c) 3 corporation. The principal goal of the foundation is to restore and revitalize the world-famous Fort Apache Historic District.

The tribe wants this effort to showcase a unique integration of historic preservation, economic development, and cultural and linguistic perpetuation. The current Foundation Board of Directors consists of nine individuals who are challenged with developing this opportunity. This report describes the means recommended by the authors to the Foundation Board for moving ahead in achieving its restoration and revitalization mission.

In 1993, the tribe adopted a Master Plan for the Fort Apache Historic Park which set forth a vision of "the restoration of landscapes and buildings for use as contexts for relating the Apache perspective on local history and culture." Since that time, remedial work on some buildings has been completed. However, the larger plan for the site has not been realized.

Since the establishment of FAHF in 1998, the Tribal Council has appointed nine individuals to the FAHF Board of Directors. FAHF has met several times at infrequent intervals. Its major action effort has been the planning of the May 2000 Reunion event. FAHF has not established permanent officers, recorded minutes, established committees, maintained staff, issued reports or recommendations, or raised significant development funds (\$500 has been received as of 3/10/00). Although individual FAHF Board members stand poised to move on the intended tribal purposes for the foundation, FAHF has not moved from the starting line in fulfilling the designated role.

RECOMMENDATIONS

In order to achieve the tribal charge set forth for FAHF, we recommend the following actions:

1. Mission Statement:

Action Required: Develop a Mission Statement.

The critical first step for FAHF is to establish a mission statement that presents a picture describing what the organization is – does – and wants to be. All activities and actions of FAHF must be an expression of the mission statement. The mission statement should reflect a commitment to serve the Tribal Council and focus on tribal interests.

Establishing the mission statement is the responsibility of the full Board, but a subcommittee may be appointed to develop a recommendation. The following guidelines should be considered:

A. Content:

- Say why FAHF exists.
- Identify the purpose.
- Who is served by FAHF?
- What is the measure of FAHF's success?

Defining the purpose and mission of the organization is difficult, painful, and risky. But it alone enables an organization to set objectives, to develop strategies, to concentrate its resources and to go to work. It alone enables an organization to be managed for performance.

Peter Drucker

B. Process

- Gather all available ideas from the full Board and interested parties.
- Assess desired scope and length of mission statement.
- Establish consensus on how the mission statement is to be expressed (content, appearance, and for what audiences)
- Review for compliance with the articles of incorporation and FAHF bylaws.
- Gain formal approval from the full FAHF Board & the Tribal Council.

A sample mission statement is outlined in the report.

2. Strategic Planning:

Action Required: Conduct Strategic Planning

With the establishment of a mission statement, the FAHF Board can proceed with development of a strategic plan. This requires developing the means to fulfill the vision expressed in the mission statement. Strategic planning involves specific identification of goals and objectives for FAHF that are comprehensive, complimentary, and coordinated. Subsequently, the means for action can be established and the required resources obtained.

- Identify FAHF goals and objectives.
- Develop related plans of action.
- Obtain and allocate needed resources.

3. Organizational Development:

Action Required: Establish an organizational plan for the FAHF Board and staff

Once the Foundation has clearly defined its primary goals, we recommend that the Board further develop its organizational structure: Board member roles, meeting schedules, and hiring of staff to facilitate these goals. This effort will define and establish the methods by which the FAHF Board of Directors will conduct its work. These include:

- Development of the Board of Directors
Leadership - Elect officers, including Chair, Vice-Chair, Treasurer, and Secretary, as outlined in the Articles of Incorporation.
Establish Board Committees – Executive, Development and Endowment, Culture Center and Interpretation, Vision, and Community Outreach.
Clarify Board Member Responsibilities - Continue make available a current resource file to each Board member that outlines their role and responsibilities, and includes key references such as Bylaws and Articles of Incorporation.
Board Member Recruitment – Develop a recruitment and retention plan for Board members. The key to Board effectiveness in the long run relies on membership that is committed to the organization's mission.
- Facilitate Effective Meetings
Regular Scheduling – Establish regular meeting times.
Meeting Preparation - All FAHF related meetings should have a reputation for clarity of purpose, timeliness, being agenda directed, yet making provision for social interaction and fun. The Board Chair and Executive Director are responsible for meeting preparation and follow-up unless otherwise specified.
Documentation – Board action and plans should be reflected in minutes, agendas, schedules, and reports.
- Hire an Executive Director
Create a winning job description - A tribal member should be recruited to serve as the Executive Director for FAHF. An Executive Director can facilitate the effectiveness of Board efforts, and provide an important link to Tribal Council interests in the Fort Apache Historic Site.

4. Secure Resources:

Action Required: Develop an FAHF financial and general resources plan.

Generate support from corporate sponsorship, foundation and government grants, and profit-generating enterprises. Expenses and revenues should be identified for specific Board plans.

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Building the Fort Apache Heritage Foundation

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I. PROJECT SUMMARY:

In 1998, the White Mountain Apache Tribe in Arizona established the Fort Apache Heritage Foundation (FAHF) as a 501 (c) 3 corporation. The principal goal of the Foundation is to restore and revitalize the world-famous Fort Apache Historic District (FAHD).

The plan calls for the effort to showcase a unique integration of historic preservation, economic development, and cultural and linguistic perpetuation. The current Foundation Board of Directors consists of nine individuals who are challenged with the opportunity to support and encourage continued development of the plan.

This report describes the means recommended by the authors to the Foundation Board for moving ahead in achieving its restoration and revitalization mission. Information on recommended actions will include:

- Mission statement
- Strategic planning
- Organizational development considerations
- Resource development options

II. FORT APACHE HISTORIC SITE DEVELOPMENT

The White Mountain Apache Tribe of the Fort Apache Indian Reservation in east central Arizona has since 1969 recognized the value and potential of the Fort Apache Historic Site (FAHS) as a means for "reconciling the past and the present." The historic site lies fully within the reservation. In that same year, the tribe established the first Tribal Cultural Center at Fort Apache. By 1976, the Fort Apache Historic District had been placed on the National Register of Historic Places.

The Tribal Cultural Center collections had grown because of sustained tribal member interest in the work. These special collections drawn from members and families throughout the tribe were destroyed in a fire in 1985. It was a difficult setback in the culture preservation and perpetuation efforts. By 1988, a replacement facility was constructed but the development of the collection work remained. In 1996, a museum director was hired. The new Tribal Culture Center & Museum were dedicated in 1997.

In 1993, the tribe adopted a Master Plan for the Fort Apache Historic Park which set forth a vision of "the restoration of landscapes and buildings for use as contexts for relating the Apache perspective on local history and culture." Since that time, remedial work on some buildings has been completed. However, the larger plan for the site has not been realized.

In order to “gather additional support and provide guidance to the restoration effort”, the tribe established the Fort Apache Heritage Foundation in 1998. Created as a 501 (c) 3 foundation, the organization will include non-tribal members who will be part of project effort. This November 4, 1998 action of the tribal council included the following *abbreviations* of notable concerns:

- That the Council has supported protection and preservation of Apache language and culture.
- That the Master Plan adopted by the Council in 1993 calls for the restoration and adaptive use of the Fort Apache Historic Park to serve as a center for cultural revitalization and economic development.
- That the implementation of the Master Plan made necessary by BIA neglect and mismanagement now calls for a collaborative effort of many tribal and non-tribal parties.
- That achievement of the Master Plan goals will require in excess of ten million dollars in funding.
- That a charitable organization is being established under the laws of the tribe to “gather and administer tax deductible contributions to perpetuate Apache culture and history.”

With these concerns (more fully expressed in Tribal Council Resolution 11-98-258), the Tribal Council established the following goals for the Fort Apache Heritage Foundation.

1. Facilitate the culture and heritage preservation and perpetuation activities of the White Mountain Apache Tribe;
2. Support the restoration and rehabilitation of the Fort Apache Historic District to further White Mountain Apache interests in community and economic development;
3. Provide financial and technical assistance to the Tribe’s culture center and museum, Historic Preservation Office, and other Tribal offices, programs, and individuals as appropriate;
4. Solicit and accept donations and other charitable gifts to support the purposes of the Foundation;
5. Promote public interest in White Mountain Apache historic preservation and cultural preservation programs, as well as in the Apache language, arts, dance, music, oral traditions, culture, and ways of life; and
6. Develop and provide educational programs and technical training in historic and cultural heritage preservation, maintenance, and revitalization.



III. PROJECT PROCESS AND INPUTS

The current efforts to advance the FAHF capabilities for fulfillment of its mission stands on a substantial amount of completed work by the White Mountain Apache Tribe (WMAT). In particular, the work base since 1993 includes:

- 1993 - WMAT adopts the *Master Plan for the Fort Apache Historic Park*. The plan calls for the restoration of landscapes and buildings for use as contexts for relating the Apache perspective on local history and culture. Detail is established on restoration needs and options for related economic development.
- 1995 - WMAT restores the last remaining log cabin at FAHS to serve as the WMAT Office of Tourism.
- 1996 - WMAT stabilizes the last remaining horse barn at FAHS. A Museum Director is hired.
- 1997 - WMAT dedicates the new Culture Center & Museum and the restored Elders Center. The World Monument fund places Fort Apache on its 100 Most Endangered Sites list (and provides \$80,000 to WMAT for restoration work).
- 1998 - WMAT establishes the Fort Apache Heritage Foundation to gather support and provide guidance for the restoration effort. WMAT restores an endangered wood frame officer's quarters and completes the three-phase *Fort Apache Survey and Assessment Report*.
- 1999 - WMAT pursues litigation efforts to recover compensation from the BIA for damage and neglect to the FAHS assets held in trust for WMAT (estimated at \$14.5 million).
- 2000 - WMAT continues with litigation efforts - a decision is expected this year. WMAT also continues with restoration efforts on selected buildings and on site improvements (i.e. landscape, period fencing, flagpole, outdoor lighting). The Great Fort Apache Heritage Reunion is scheduled for May 20-21, and is expected to bring considerable attention to the significance of the WMAT efforts at the FAHS, and the potential for the completion of restoration and development efforts.

Since the establishment of FAHF in 1998, the Tribal Council has appointed nine individuals to the FAHF Board of Directors. FAHF has met several times at infrequent intervals. Its only action effort has been the planning of the May 2000 Reunion event. It has not established officers, recorded minutes, established committees, hired staff, issued reports or recommendations, or raised significant development funds (\$500 has been received as of 3/10/00). Although individual FAHF Board members stand poised to

move on the intended tribal purposes of the Foundation, FAHF has not moved from the starting line in fulfilling its designated role.

In March of 2000, we initiated our efforts to assess the current challenges and opportunities available to the FAHF. On March 9, we met with the FAHF Board in Phoenix to present the theoretical construct we believed would best frame the needs in the foundation development process. Further, it was intended to generate focus for us on where to concentrate our limited time on advising FAHF. The understanding from the FAHF Board meeting was that we would provide practical considerations and suggestions on where to begin with fulfillment of the Tribal Council plans for FAHF.

On March 10, 2000, we visited the Fort Apache Reservation and met with some tribal members, the tribal attorney, interested parties, and toured the FAHD. Our contacts in the two days included:

Raymond Endfield, Jr. - Executive Director, Enterprise Division, White Mountain Apache Tribe

Roger Leslie – General Manager, Hon Dah Resort and Casino, White Mountain Apache Tribe

Nancy Mahaney – Museum Director, White Mountain Apache Tribe

Stan Schuman – Architect, serving the White Mountain Apache Tribe

George Hess, Tribal Attorney, White Mountain Apache Tribe

Robert Neuman, FAHF Board Member

John Welch – Historic Preservation Officer, White Mountain Apache Tribe

Robert Brauchli – former Tribal Attorney, White Mountain Apache Tribe

Governor Rose Mofford – FAHF Board Member

Richard Palmer – Tribal Member

Chadeen Palmer – Public Information Officer, White Mountain Apache Tribe

Jeanne Westphal – FAHF Board Member

Colonel Charles F. Long II – President/CEO, America's Buffalo Soldiers Re-Enactors Association

Kathy Hancock – Jamieson Gutierrez



IV. ASSESSMENT OF THE FOUNDATION NEEDS

In taking a measured look at the FAHF, one must first recognize that it is a 501 (c) 3 nonprofit corporation created by the White Mountain Apache Tribe for special purposes related to the care and future of the Fort Apache Historic District. Once established, the assigned trustees are responsible for overseeing the fulfillment of FAHF chartered obligations. In respect for these obligations, the FAHF Board has sought direction for strategic actions that can guide them in starting to achieve these organizational purposes.

To establish reference points for needed action, we have recommended that an organization must attend to three factors to create value and accomplish its goals. As defined by Mark Moore, the trio of considerations includes: mission, resources, and organization. Properly developed and coordinated, these are the ingredients that any organization must have to fulfill any sustained work function.

Through this triple lens, we have concluded that there are useful steps that the FAHF can take to increase its value and service capacity for the White Mountain Apache Tribe. The FAHF is essentially a name-only organization with individuals identified for Board service. The organizational vehicle for translating their willingness to serve into a substantive contribution to the Fort Apache Historic District has yet to be constructed. Until further organizational development takes place, the precious energies of Board members will dissipate without effect.

Without the promise of improved organizational means for achievement, the FAHF will eventually encounter recruitment and retention problems with Board members in addition to falling short on its essential mission. Presently, the existing Board seems eager to undertake the necessary work to create the required lift for this young organization.

V. RECOMMENDATIONS

The following recommendations are intended to serve as a comprehensive and essential base on which the FAHF can mount its efforts to fulfill its chartered purposes.

A. FAHF Mission

Action Required: Develop a Mission Statement

Creating a Mission Statement: The critical first step for FAHF is to establish a mission statement that presents a picture describing what the organization is – does – and wants to be. All activities and actions of FAHF must be an expression of the mission statement. The mission statement should reflect a commitment to serve the Tribal Council and focus on tribal interests.

Establishing the mission statement is the responsibility of the full Board, but a subcommittee may be appointed to develop a recommendation. The following guidelines should be considered:

Content:

- Say why FAHF exists.
- Identify the purpose.
- Who is served by FAHF?
- What is the measure of FAHF's success?

Process:

- Gather all available ideas from the full Board and interested parties.
- Assess desired scope and length of mission statement.
- Establish consensus on how the mission statement is to be expressed (content, appearance, and for what audiences)
- Review for compliance with the articles of incorporation and FAHF bylaws.
- Gain formal approval from the full FAHF Board & the Tribal Council.

Sample Mission Statement:

To provide stewardship and interpretation of the Fort Apache Historic District in conjunction with the White Mountain Apache Tribe efforts to integrate historical preservation, economic development, and cultural and linguistic perpetuation.

<p>The single, most important factor in Board effectiveness that emerges from the literature is the existence of a common vision of what the organization consists of and where it is going.</p> <p style="text-align: right;"><i>Sharon M. Oster</i></p>

B. Strategic Planning

Action Required: Conduct Strategic Planning

Strategic planning can take many forms, but for the long-term success for an organization like FAHF it has one essential function. A successful strategic planning process will support the FAHF and its stakeholders – Board, staff, tribe members, tribal enterprises, the BIA, etc – in reaching consensus about what end results they are trying to achieve and the means to accomplish those results.

Strategic planning for the FAHF must consider that Board members are busy and non-local; that there are strong and sometimes conflicting interests among stakeholders regarding the future of the Fort; and that the environment in which the Foundation operates is not stable (tribal councils may shift priorities, the legal issue of stewardship of

Fort buildings is pending, and an Executive Director has yet to be identified). These conditions make strategic planning all the more important.

There are numerous ways to approach strategic planning. It does not have to be a time and resource intensive process, but instead it can build upon the progress already made by the FAHF. Once the FAHF agrees upon its mission, the strategic plan will help the Board to further identify the preferred options and make intelligent choices in developing strategic directions. The following steps can be taken to insure a successful strategic planning process:

Include both internal and external stakeholders. This will facilitate agreement on priorities, minimize potential conflict once plans are made, and keep the Foundation on track toward its mission.

Key stakeholders include:

Board members
Staff and volunteers
Tribal Council members
Tribal Enterprise leaders (Raymond Endfield, Jr., Roger Leslie, and others)
Potential funders
Cultural and historic preservation leaders (tribal elders, Nancy Mahaney)
State tourism officials

Be realistic about timing. For example, while the Board is heavily involved in planning the Reunion, it will not have the time or energy for strategic planning. In addition, non-local, busy Board members already have numerous claims on their time. Some steps might include:

- Holding a 1 day planning retreat in conjunction with a regularly scheduled Board meeting. This will ease travel costs and maximize Board member participation.
- Hiring an experienced facilitator. Strategic planning will take more time because the Board has no prior experience with the process. Numerous nonprofit resource agencies can provide this service at a reasonable cost.
- Send planning materials and meeting agendas to participants prior to the meeting.

Identify Phases. There are several key phases to the strategic planning process.

Phase 1: Getting Ready

Strategic planning should occur when the Board is ready to devote time to the "big picture."

Step 1: Identify the specific issues or choices that the planning process should address. This may include:

- The Fort's historic preservation needs
- The role of the Fort in cultural and linguistic perpetuation
- The development of tribal enterprises

Step 2: Invite constituents

Step 3: Send participants the Foundation background/profile information and clarify their role in the planning process.

Step 4: Create a plan for the planning process. This *Strategic Planning Workplan* includes agendas with specific time limits for discussions, identifies who will facilitate each part of the planning discussion, and who will take notes.

Phase 3: Assessing the Environment

The product of this phase is an understanding of the critical issues that affect the Foundation's success.

Step 1: Identify the Foundation's strengths and weaknesses in respect to mission.

Strengths include Board connections and resources, tribal commitment to Fort Apache, progress that has already been made to preserve the Fort, history of success with tribal enterprises, thriving Apache culture.

Weaknesses include lack of staff and minimal current financial resources.

Step 2: Identify opportunities and potential threats to Foundation success.

Opportunities include the cultural and economic potential of the Fort itself, as well as a growing tourism industry both on the reservation and on reservations nationwide.

Threats may include inability to access necessary resources, and potential challenges in attracting tourist or other revenues.

Step 3: Gather input from external and internal stakeholders. This step should identify the critical issues from all perspectives.

Phase 4: Agreeing on Priorities

This phase will establish the Foundation's specific goals and objectives.

Step 1: Choose criteria in establishing priorities. Based on Phase 3, what issues/needs must Foundation projects address? These may be related to economics, culture, language, historic preservation, education, etc.

Step 2: Select core strategies and projects that fit the criteria. Such projects might include preserving specific buildings for specific purposes, developing a tribal enterprise, etc.

Step 3: Summarize the scope and scale of projects.

Step 4: Write goals and objectives, including rough long-range financial projections/needs.

Phase 5: Write the Strategic Plan

The product of this phase is a concise, written strategic plan to guide the Board and staff in future decisionmaking.

Step 1: Present draft plan (in outline or rough form)

Step 2: Approve Strategic Plan

Phases 6 and 7 involve implementation, monitoring, and evaluation. This is a project for the staff (if they exist) and the Board.

C. FAHF Organizational Development

Action Required: Establish an organizational plan for the FAHF Board and staff

Recommended FAHF Organizational Development:

Once the Foundation has clearly defined its primary goals, we recommend that the Board further develop its organizational structure: Board member roles, meeting schedules, and hiring of staff to facilitate these goals. This effort will define and establish the methods by which the FAHF Board of Directors will conduct its work. All plans must conform to the Articles of Incorporation, the Bylaws, and other actions of the Foundation Board. The following actions should be considered:

Development of the Board of Directors

Leadership - Elect officers.

Establish Board Committees – Executive, Development and Endowment, Culture Center and Interpretation, Vision, and Community Outreach.

Clarify Board Member Responsibilities - Continue to provide a resource file – or Board handbook - to each Board member that outlines their role and responsibilities, and includes references including Bylaws and Articles of Incorporation.

A Board handbook could also include: a fact sheet, Board roster (with biographies), job descriptions for Board members and officers, Board committee and task force list, insurance coverage information, other Board policies such as conflict of interest statements, organizational financial history, budget and Form 990, the organization's strategic framework and operating plan, an overview of programs and services, and a calendar of events.

Board Member Recruitment – Develop a recruitment and retention plan for Board members. The key to Board effectiveness in the long run relies on membership that is committed to the organization's mission.

Facilitate Effective Meetings

Regular Scheduling – Establish regular meeting times.

Meeting Preparation - All FAHF related meetings should have a reputation for clarity of purpose, timeliness, being agenda directed, yet making provision for social interaction and fun. The Board Chair and Executive Director are responsible for meeting preparation and follow-up unless otherwise specified.

Documentation – Board action and plans should be reflected in minutes, agendas, schedules, and reports.

Hire an Executive Director

Create a winning job description - A tribal member should be recruited to serve as the Executive Director for FAHF. An Executive Director can facilitate the effectiveness of Board efforts, and provide an important link to Tribal Council interests in the Fort Apache Historic Site.

In conclusion, as the FAHF Board works to develop the organization, remember that there are five generally accepted key tasks undertaken by a nonprofit Board.

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| <ol style="list-style-type: none">1. Select and evaluate the executive director.2. Define and reevaluate the mission of the organization.3. Develop a plan for the organization.4. Approve budgets.5. Help get resources. |
|---|

Why do Boards have committees?

- Committees can serve as an important mechanism *for actively involving all Board members in the Foundation's work, and for Board leadership to emerge.*
- Most Boards have committees because smaller groups can *work more efficiently and less formally.* (The number of committees should be limited so that individual workloads can be kept manageable. If Board members sit on two or three committees, their time is spread too thin for the committees to be effective.)
- Committees can play a helpful role in *building teamwork* if the Foundation's Board becomes large.
- While they require more administrative management from the staff and Board president, they also *divvy up tasks and expertise efficiently.*

Considerations: Does the Foundation Board need committees?

- The Foundation may choose not to have any committees at all. In some cases, work can be more efficiently performed by individual Board members working directly with an executive director (such as the treasurer working directly with the executive director on financial affairs).
- The Foundation may want to form an ad hoc committee, if there are particular tasks that can be completed within a few months. Some Board members might feel more

comfortable signing on to a temporary, ad hoc committee than to a permanent standing committee.

- Assigning responsibilities to individuals rather than to committees may result in fewer meetings and more efficient work.

What is a Board committee supposed to do?

The role of a Board committee can be to prepare recommendations for the Board, to decide that a matter doesn't need to be addressed by the full Board, to advise staff and/or in some cases, to take on a significant project. A committee to oversee the museum and interpretation projects might be able to advise Nancy Mahaney without the challenges of full Board consensus. In another example, the Development and Endowment committee might develop a fundraising strategy that is brought to the Board for approval. Anyone on the Board can object, and the Board can still reject the plan or ask the committee to revise it.

Can people other than Board members serve on committees?

The Foundation's committees may be comprised only of Board members, or may include both Board members and non-Board members. For example, the Foundation's Culture Center and Interpretation Committee may include non-Board members who have specialized expertise in curation or interpretation, but who may not have time to serve on the Board, or may be inappropriate for full Board membership.

Current Committees in FAHF

The following committees are outlined in the Articles of Incorporation. Each committee shall be chaired by a member of the Board, who is responsible for insuring that minutes and committee actions are recorded and reported to the Board.

EXECUTIVE COMMITTEE

Membership: The Executive Committee shall consist of the officers of the Foundation, the immediate past president of the Board, and other such members as designated by the Board.

Duties: The Executive Committee, when the Board is not in session, shall have and may exercise all the authority of the Board except that it shall not amend the Bylaws.

DEVELOPMENT AND ENDOWMENT COMMITTEE

The Development and Endowment Committee shall determine financial policy and direct ways and means of obtaining funds as authorized by the Board, shall administer the funds of the Foundation, shall prepare an annual budget, shall oversee an audit at least annually, and shall formulate and implement strategies to identify individual, corporate, and foundation contributors to the Foundation.

CULTURE CENTER AND INTERPRETATION COMMITTEE

The Culture Center and Interpretation Committee shall formulate and implement policy for the acquisitions and dispositions of the collections of the White Mountain Apache Culture Center and Museum, shall recommend policy with respect to Culture Center and Fort Apache Historic Park interpretive and education programs, and shall assist the Culture Center staff in planning such programs.

VISION AND COMMUNITY OUTREACH COMMITTEE

The Vision and Community Outreach Committee will formulate policies and objectives to promote the Foundation's programs and services to regional, national and international audiences through public relations, paid advertising, direct mail, and income generating projects. It will oversee establishment and expansion of The Fort Apache Scouts as a public membership program, and shall monitor the development, production, and marketing of publications sponsored by the Foundation.

D. Obtaining Resources

Action Required: Develop an FAHF financial and general resources plan.

Recommended Resource Development Plan:

1. Establish an annual budget for FAHF operations.
2. Establish fund-raising plan.
3. Clarify FAHF and Tribal Council fiscal responsibilities for operations (including staff) expenses.
4. Monitor litigation efforts on the BIA lawsuit.
5. Establish a jointly developed reporting and working relationship with the Tribal Council.
6. Assess Board expansion needs for the FAHF Board of Directors.



Appendices

A - Presentation Overheads

B - Resource listings (i.e. web-sites, books)

C - Linking Economic Development and Historic Preservation

D - Economic Development

E - Board of Directors Self-Assessment

F – Fundraising Information

G – Executive Director Job Description

H – Basic Responsibilities of Nonprofit Boards

I – Finding Grant Money

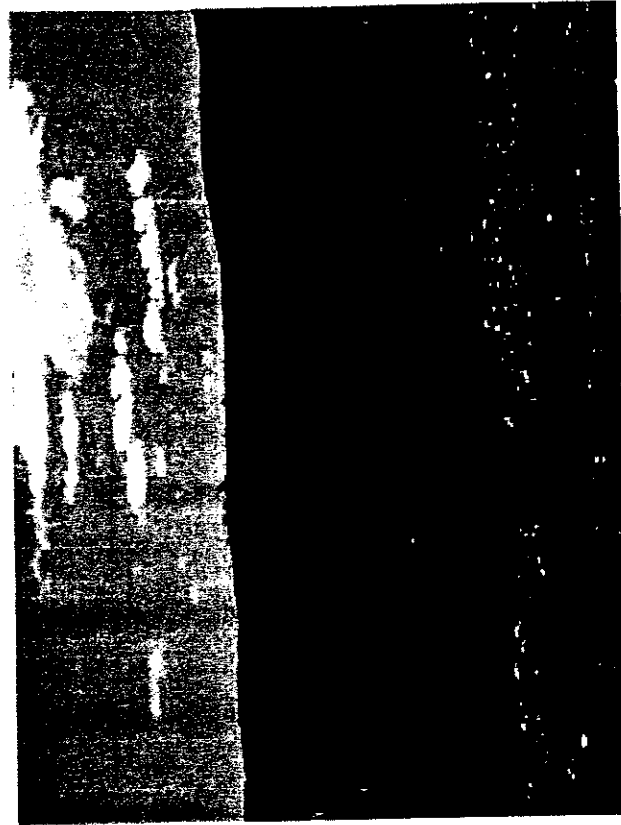


What's Significant About This Old Fort?

- Final chapter of Indian-Anglo military history
- Properties deteriorated but restorable
- Listed on National Register of Historic Places
- Tribal means of reconciling past and present
- Economic development potential



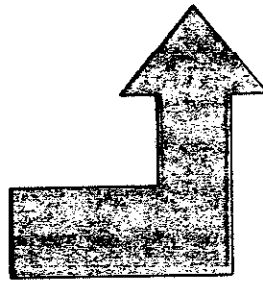
What is Fort Apache?



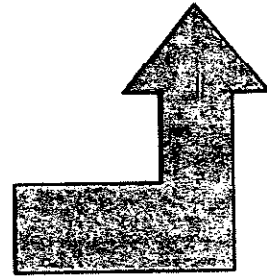
- Established in 1870 by US Cavalry
- Last non-mechanized military post, closed in 1922
- 28 buildings and parade ground on 288 acres
- Held in trust by the BIA

Where will the Fort Apache story lead?

**The history and
current context
of Fort Apache**



**How we
assessed the
Foundation's
needs**

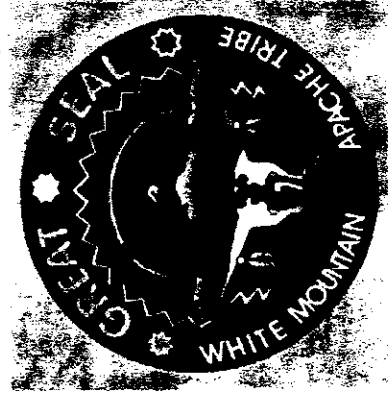
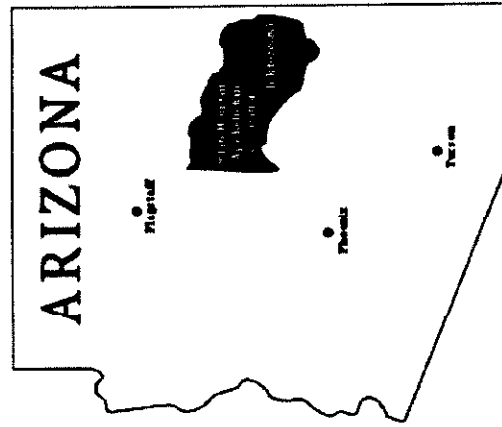


**Our
recommendations
for progress**

Commanding Officer's Quarters, 1871

Building the Fort Apache Heritage Foundation

Developing a strategic vision, organizational system, and management plan



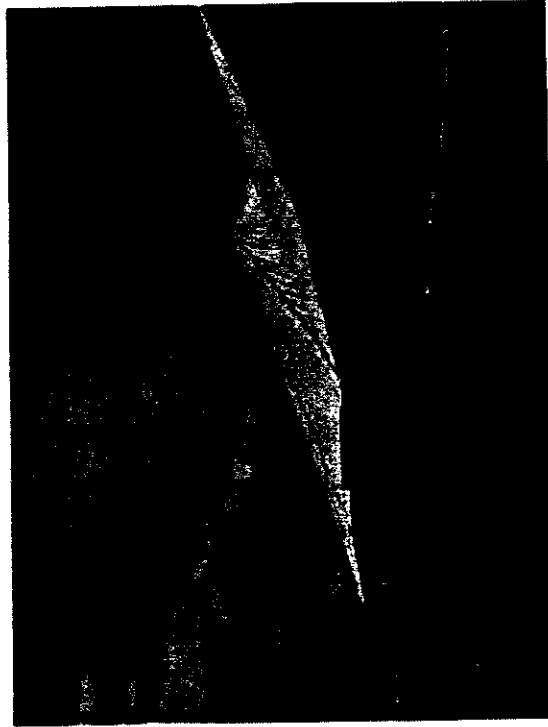
Mark Nelson and Will Pittz

Why are we here today? The problem is...

Fort Apache Historic District
restoration is incomplete

The Fort is not linked to
economic development

The Foundation is not clear
on how to proceed with its
work



Museum, 1998

--- *What can the Foundation do to attain its goals?*

Why the Fort Apache Heritage Foundation?

Established by tribe as 501(c)3 in 1998
Integrate historic preservation, economic development, and cultural and linguistic perpetuation

Goals:

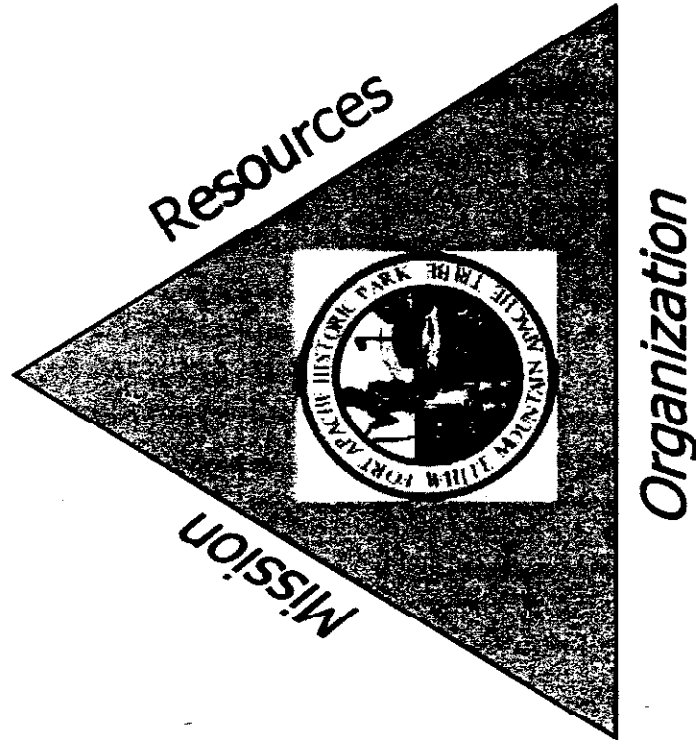
- Restore & revitalize the Fort Apache Historic District
- Provide financial and technical assistance for cultural and development projects
- Promote public interest in White Mountain Apache history and culture, including language, music, arts, dance, oral traditions
- Link reservation to national funding sources

Finding a Strategy for Development: Foundation success requires...

Mission & Message

Identify the Resources

Organization



from Moore, Mark. *Creating Public Value*. Cambridge: Harvard University Press. 3rd Edition, 1997.

Interviews and Research

Historical record
Tribal members
Foundation Board
members
Collateral contacts
Foundation
organizational capacity
Organizational
assessment tools



Foundation success requires **Effective Organization**

Board of Directors
Roles and Responsibilities
Committees
Leadership
Strategic Planning
Effective Meetings
Executive Director



Foundation success requires

Working with Mission

Example Mission Statement: To provide stewardship and interpretation of the Fort Apache Historic District in conjunction with the White Mountain Apache Tribe efforts to integrate historical preservation, economic development, and cultural and linguistic perpetuation.

Maintaining Mission:

Why are we here?

Who do we serve?

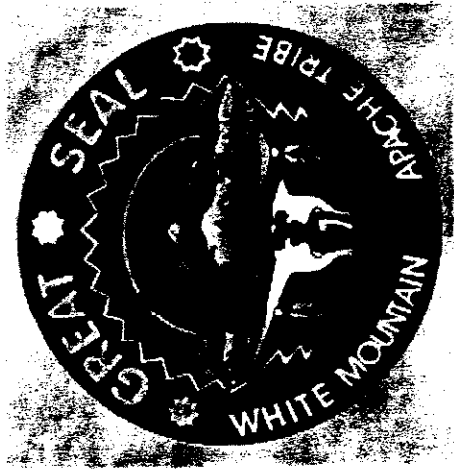
Are we successful at what we're doing?

What will success mean to the tribe?

Increased employment
and tourism dollars

Preservation of Apache
history, culture, and
language

Recognition for protecting
a site listed on the
National Register of
Historic Places



Foundation success requires **Resources**

Financial Resources

Individual support

- Reunion Event
- Apache Scout Program

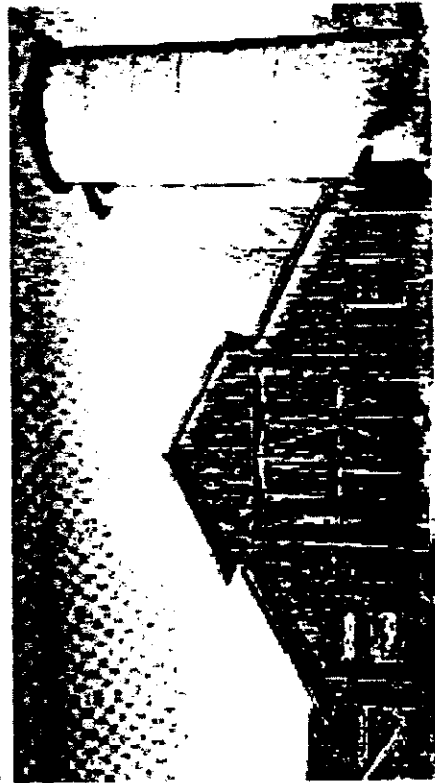
Corporate sponsorship

Foundations

Profit-generating enterprises

Political Resources

- Tribal Council
- Tribal Enterprise Division
- Board Connections





Appendix – B

Resource Listings

Books

Council on Foundations. **Giving With Honor: A Legal Reference on Charitable Activities of American Indian Tribes.** 1998.

Futter, Victor, Ed. **Nonprofit Governance: The Executive Guide.** Chicago: American Society of Corporate Secretaries and the American Bar Association Section of Business Law, 1997.

Moore, Mark. **Creating Public Value.** Cambridge: Harvard University Press, 1995.

Hay, Robert D. Hay. **Strategic Management in Non-Profit Organizations.** New York: Quorum Books, 1990.

Oster, Sharon M.. **Strategic Management for Nonprofit Organizations: Theory and Cases.** New York: Oxford University Press, 1995.

Light, Paul. **Sustaining Innovation: Creating Nonprofit and Government Organizations That Innovate Naturally.** San Francisco: Jossey-Bass Publishers, 1998.

Article

Wood, Miriam M., "Is Governing Board Behavior Cyclical?" **Nonprofit Management & Leadership**, vol. 3, no. 2, (1992): 139-163.

Internet Resources

www.philanthropy.com – The Chronicle of Philanthropy site

www.fdncenter.org – Foundation Center

www.ncnb.org – National Center for Nonprofit Boards

www.compasspoint.org – CompassPoint Nonprofit Services is a nonprofit consulting and training organization.

www.pj.org – Philanthropy News Online (includes Meta-Index of nonprofit sites)



Appendix - C

Linking Historic Preservation with Economic Development

The Economics of Historic Preservation

Historic Preservation is good for the reservation economy because it:

- Connects the community and its residents, and connects tribal history with current needs;
- Has significant and ongoing impact beyond the specific projects themselves;
- Increases the demand for labor and increases business for local suppliers;
- Is an ideal economic development strategy for tribal enterprises;
- Creates a viable business district;
- Effectively targets an area of significant public value.

Adaptive reuse of the Fort's historic structures makes good sense because:

- Historic buildings provide efficient space for new uses and are appropriate for the tourism, small businesses, or any of the industries in the tribe's growth sectors;
- It leads to the reuse of the existing public infrastructure.

Adapted from The Economics of Historic Preservation: A Community Leader's Guide, published by the National Trust for Historic Preservation in 1994.

Appendix D –

Economic Development

Rather than wait until Phase V as suggested in the 1993 Master Plan, it is possible for the FAHF in conjunction with the Tribal Council to pursue concurrent business development options as the FAHD undergoes restoration.

High preference could be given to functional activities that compliment the historic site and Apache culture (examples include the trail riding stable and the outdoor theatre). Based on development needs, related support services need to be developed (examples include campgrounds, a restaurant, and a motel).



Appendix – E Page 1 of 3

Fort Apache Heritage Foundation Board of Directors Self-Evaluation

Considerations for Fort Apache Heritage Foundation Board success	Very Good	Good	Avg.	Fair	Poor
Board members understand the Foundation's mission and projects					
Board members understand their roles and responsibilities					
Board structure (Board, officers, committees, and staff) is clear					
Board has created clear goals and actions through strategic planning					
Board has helped set fundraising goals and is actively involved in fundraising					
Board meetings facilitate focus and progress on important Foundation matters					
Board has personnel policies which effectively guide staff					
All necessary skills, stakeholders, and diversity are represented by the Board					
Each member feels involved and interested in the Foundation's work					
Board effectively represents the organization to the community					
Board effectively addresses the interests of the White Mountain Apache tribe					

Appendix – E Page 2 of 3

Please list three to five points on which you believe the Board should focus its attention within the next year. If desired, these points may address ways the Board could achieve higher ratings on any of the above considerations. Be as specific as possible in identifying these points.

1.

2.

3.

4.

5.

Appendix – E Page 3 of 3

How to use Board of Directors Self-Evaluation

This survey can be used by all Board members and the executive director to get an impression of how well the Board is doing, and get substantive suggestions for improvement. Some suggestions for implementation include:

- Encourage members to fill out these evaluations four weeks prior to an annual Board meeting.
- Attach a letter with the survey explaining its purpose.
- Make sure that the survey is anonymous. Have someone who is not on the Board collate and tabulate the results, indicating the number of respondents in each category.
- Congratulate the Board on areas where success is indicated.
- Discuss the suggestions for improvement, and choose a few that the Board can implement immediately. Set timetables and specific goals for these improvements.

Conduct survey once a year, or more frequently if needed.



Appendix – F**Fundraising Information**

The FAHF will play a pivotal role in helping to secure needed funding for the Fort Apache Historic District. An important part of the revenue stream will come from fundraising. Once needs and budgets are established by FAHF, the information below will assist the Board and staff in mobilizing fundraising efforts.

To begin, it is useful to note that most contributed funds for nonprofit organizations come from individuals (estimated at 88%). Many Boards want to concentrate on foundation and corporate support – which can generate some support – but this funding pocket generally yields only a small portion of total need. Moreover, long-range stability is strengthened with a larger number of donors. It requires more work per dollar received when working with lots of individuals, but the overall dividends are greater.

Basic Tenets of Fundraising
<ol style="list-style-type: none">1. We do not ask people for money often enough.2. We need to prepare annual fundraising plans with concrete goals and strategies, and then monitor our progress.3. Healthy organizations have a diversified funding base.4. We need to integrate fundraising with all the other activities of our organizations and make it part of everyone's job description. Fundraising is in everyone's job description from the Executive Director to every single member of the Board of directors.
from a <i>Handbook for New River and Watershed Organizations</i> - Portland, OR

Appendix – F cont'd**Using a Case Statement**

A case statement is a resource document that should be developed as the common organizational reference for use in promotional brochures, *fundraising*, recruiting Board members, and press contacts. More than just a mission statement, the case statement provides a uniform look at the organizations history, structure, goals, and information on who is involved. It facilitates efforts by Board members and staff to reach people with the message and needs (funds, Board members, volunteers, political support, etc.) of the organization.

An effective case statement becomes a handy and portable information tool-kit for many applications. It does not have to be long or complicated to be useful. These are the necessary components:

1. **Mission Statement Plus.** Along with noting your mission statement, describe more fully the problem that the FAHF was created to deal with.
2. **FAHF.** Describe the FAHF organization – its structure, successes, and methods.
3. **Tell your Goals.** Explain what the FAHF is doing about the problem today and what the plans are for tomorrow.
4. **Who is involved?** Describe who is on the FAHF Board, the key staff, and those involved to support the cause.
5. **Tell about your needs.** Identify what you need and why. Be specific. It may be money, staff, volunteers, Board members, and expertise.
6. **Benefits of Donation.** Tell the benefits from donating to the efforts of the FAHF.

Ideally, all of the case statement should fit onto one page. All Board members should be well-versed in its contents, and be able to use it as needed.

Appendix - F cont'd**Checklist for Board Participation in FAHF Fundraising**

Review the listed activity and list a score for each item – for yourself and then the Board.

(Lowest = 1 Highest = 5)	Self	Board
1. Board members make personal contributions	_____	_____
2. Participation in strategic planning	_____	_____
3. Understand and endorse development plans	_____	_____
4. Add names to the mailing list	_____	_____
5. Help identify and evaluate prospects	_____	_____
6. Share in cultivation of key prospects	_____	_____
7. Make introductions to prospects	_____	_____
8. Write notes on annual appeal letters	_____	_____
9. Write supporting letters	_____	_____
10. Help manage fundraising events	_____	_____
11. Write thank-you letters	_____	_____
12. Accompany others on a solicitation	_____	_____
13. Ask for a contribution	_____	_____
14. Do not procrastinate	_____	_____

E. Fort Apache Historic District Economic Development

Action Required: Identify Related Economic Development Options for the FAHD.



Appendix – G**Hiring an Executive Director**

Hiring an executive director is one of the most important tasks of the Board of Directors. This person must be able to implement the Foundation's projects, which requires management skill as well as the ability to interface with the various stakeholders, such as the tribe, the Board of Directors, and the external environment. A clear, thought-out job description can help the Board focus on the type of person the Foundation needs as an Executive Director, and identify and attract the right person for the job. This sample job description can be used as a model.

Job Title: Executive Director, Fort Apache Heritage Foundation

Job Description: Under the direction of the Fort Apache Heritage Foundation Board, the Executive Director is administratively responsible for overseeing all personnel, facilities, resources, and operations of the Fort Apache Heritage Foundation. The Executive Director is the Foundation liaison with the Tribal Council.

Candidate Qualifications:

Effective communicator in verbal and written communication.

Knowledgeable in tribal government functions.

Able to plan, develop, and manage projects involving multiple parties.

Knowledge of financial management for an organization.

Able to hire, develop, train, and supervise a variety of personnel.

Demonstrated ability to be creative in program and business development.

Ability to exercise leadership and organizational vision in conjunction with the ability to work as a team with the FAHF Board, the Tribal Council, and FAHF staff.

Ability to understand and promote the historic and cultural considerations of the Fort Apache Historic District.

Compensation: This is a full-time salaried position with benefits.



Appendix H – 1 of 4

WHAT ARE THE BASIC RESPONSIBILITIES OF NONPROFIT BOARDS?

Ten Basic Responsibilities of Nonprofit Boards

1. **DETERMINE THE ORGANIZATION'S MISSION AND PURPOSE**
A statement of mission and purposes should articulate the organization's goals, means, and primary constituents served. It is the board of directors' responsibility to create the mission statement and review it periodically for accuracy and validity. Each individual board member should fully understand and support it.
2. **SELECT THE EXECUTIVE**
Boards must reach consensus on the chief executive's job description and undertake a careful search process to find the most qualified individual for the position.
3. **SUPPORT THE EXECUTIVE AND REVIEW HIS OR HER PERFORMANCE**
The board should ensure that the chief executive has the moral and professional support he or she needs to further the goals of the organization. The chief executive, in partnership with the entire board, should decide upon a periodic evaluation of the chief executive's performance.
4. **ENSURE EFFECTIVE ORGANIZATIONAL PLANNING**
As stewards of an organization, boards must actively participate with the staff in an overall planning process and assist in implementing the plan's goals.
5. **ENSURE ADEQUATE RESOURCES**
One of the board's foremost responsibilities is to provide adequate resources for the organization to fulfill its mission. The board should work in partnership with the chief executive and development staff, if any, to raise funds from the community.
6. **MANAGE RESOURCES EFFECTIVELY**
The board, in order to remain accountable to its donors, the public, and to safeguard its tax-exempt status, must assist in developing the annual budget and ensuring that proper financial controls are in place.
7. **DETERMINE AND MONITOR THE ORGANIZATION'S PROGRAMS AND SERVICES**
The board's role in this area is to determine which programs are the most consistent with an organization's mission, and to monitor their effectiveness.
8. **ENHANCE THE ORGANIZATION'S PUBLIC IMAGE**
An organization's primary link to the community, including constituents, the public, and the media, is the board. Clearly articulating the organization's mission, accomplishments, and goals to the public, as well as garnering support from important members of the community, are important elements of a comprehensive public relations strategy.
9. **SERVE AS A COURT OF APPEAL**
Except in the direst of circumstances, the board must serve as a court of appeal in personnel matters. Solid personnel policies, grievance procedures, and a clear delegation to the chief executive of hiring and managing employees will reduce the risk of conflict.
10. **ASSESS ITS OWN PERFORMANCE**
By evaluating its performance in fulfilling its responsibilities, the board can recognize its achievements and reach consensus on which areas need to be improved. Discussing the results of a self-assessment at a retreat can assist in developing a long-range plan.

From *Ten Basic Responsibilities of Nonprofit Boards*. Washington, DC: National Center for Nonprofit Boards, Revised 1996.

Appendix H – 2 of 4

WHAT SHOULD I KNOW BEFORE JOINING THE BOARD?

Questions Prospective Board Members Should Ask

Serving as a board member is one of the most challenging and rewarding of volunteer assignments. While appointment or election to a board is an honor, board members have important legal and fiduciary responsibilities that require a commitment of time, skill, and resources. Prospective board members do themselves a service, and show that they are serious about the commitments they make, by asking some basic questions before joining an organization's board. You can find the answers from the board member who issues the invitation to join; the chief executive of the organization; the board chairperson; other board members, current and former; or written materials. Long-time board members might also benefit from an organization review that answers these questions.

Ask questions about the organization's programs

What is the organization's mission?

How do its current programs relate to the mission?

Can I visit the organization to observe a program firsthand?

Does the organization have a strategic plan that is reviewed and evaluated on a regular basis?

Ask questions about the organization's financial status

Is the financial condition of the organization sound?

Does the board discuss and approve the annual budget?

How often do board members receive financial reports?

Ask questions about the organization's clients or constituencies

Whom does the organization serve?

Are the organization's clients or constituencies satisfied with the organization?

Ask questions about the structure of the board

How is the board structured?

Are there descriptions of the responsibilities of the board as a whole and of individual board members?)

Are there descriptions of board committee functions and responsibilities?

Who are the other board members?

Is there a system of checks and balances to prevent conflicts of interest between board members and the organization?

Does the organization have directors and officers liability coverage?

Ask questions about individual board members' responsibilities

What are the ways that you think I can contribute as a board member?

How much of my time will be required for meetings and special events?

How are committee assignments made?

What orientation will I receive to the organization and to the responsibilities of board service?

Does the organization provide opportunities for board development and education?

What is the board's role in fund-raising?

Will I be expected to make a specific annual financial contribution?

What role will I play in soliciting donors?

Ask questions about the board's relationship to the staff

Is the board satisfied with the performance of the executive staff?

How do board members and senior staff typically work with each other?

Evaluate Your Interest in Serving on the Board

Once you are satisfied with the information you have received, it is time to evaluate your own interest in serving on the board. Ask yourself the following questions:

- Am I committed to the mission of the organization?
- Can I contribute the time necessary to be an effective board member?
- Am I comfortable with the approach and tone of the organization's fund-raising efforts?

Appendix H – 3 of 4

- Can I contribute financial support consistent with the organization's expectations of board members and with my own means and priorities?
- Can I place the organization's purposes and interests above my own professional and personal interests when making decisions as a board member?

Background Materials

Selected background information can provide a useful overview of the organization, the board's work, and the responsibilities of board members. Helpful material includes:

- the organization's annual report
- the most recent audited financial statement
- the long-range program and financial plan
- a list of current board members, titles, and all affiliations
- a description of board members' responsibilities
- a board organization chart
- a staff organization chart
- the organization's newsletter, brochure, or other publications
- newspaper or magazine articles about the organization
- a brief biography of the executive director

Appendix H – 4 of 4

WHAT ARE THE RESPONSIBILITIES OF AN INDIVIDUAL BOARD MEMBER?

Individual Board Member Responsibilities

- Attend all board and committee meetings and functions, such as special events.
- Be informed about the organization's mission, services, policies, and programs.
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on committees and offer to take on special assignments.
- Make a personal financial contribution to the organization.
- Inform others about the organization.
- Suggest possible nominees to the board who can make significant contributions to the work of the board and the organization
- Keep up-to-date on developments in the organization's field.
- Follow conflict of interest and confidentiality policies.
- Refrain from making special requests of the staff.
- Assist the board in carrying out its fiduciary responsibilities, such as reviewing the organization's annual financial statements.

Personal characteristics to consider

- Ability to: listen, analyze, think clearly and creatively, work well with people individually and in a group.
- Willing to: prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment, contribute personal and financial resources in a generous way according to circumstances, open doors in the community, evaluate oneself.
- Develop certain skills if you do not already possess them, such as to: cultivate and solicit funds, cultivate and recruit board members and other volunteers, read and understand financial statements, learn more about the substantive program area of the organization.
- Possess: honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concern for your nonprofit's development, a sense of humor.

From *Six Keys to Recruiting, Orienting, and Involving Nonprofit Board Members*. Washington, DC: National Center for Nonprofit Boards, 1995.



Appendix I**Finding Grant Money**

The following Foundations provide economic development grants for Indian tribes:

The Atlantic Richfield Foundation 515 South Flower Street Los Angeles, CA 90071	W.K. Kellogg Foundation 400 North Avenue Battle Creek, MI 49017
MacArthur (John D. & Catherine T.) Foundation 140 South Dearborn Street Chicago, IL 60603	Carnegie Corp. of New York 437 Madison Ave. New York, NY 10022
Needmor Fund 2129 13 th St. Boulder, CO 80302	Honeywell Foundation P.O. Box 524 Minneapolis, MN 55440
General Mills Foundation 9200 Wayzata Blvd. Minneapolis, MN 55426	Dayton Hudson Foundation 777 Nicollet Mall Minneapolis, MN 55402
Joyce Foundation 135 South LaSalle St. Chicago, IL 60603	

Other resources can be found by searching The Foundation Center's database, which can be accessed online for a modest annual fee.