

# Enhancing Native American Budget and Policy Analysis Capacity in New Mexico: A Comprehensive Study of Current Capacity in the State and a Discussion of Various Models that Could Increase New Mexico's Capacity

A Report Issued by the  
RWJF Center for Health Policy at the University of New Mexico

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## NOTES AND DISCLAIMER

This report and overview was prepared for the W.K. Kellogg Foundation.

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## EXECUTIVE SUMMARY & RECOMMENDATIONS

### Executive Summary

The RWJF Center for Health Policy at UNM conducted a comprehensive research report to examine the current budget and policy research capacity in the state of New Mexico that is specific to the Native American community. Our research team comprised Hispanic and Native American scholars with vast expertise in this domain and identified the following results that helped to inform the specific recommendations we make to address what we see as a need for enhanced research infrastructure in New Mexico. This research was informed by the recommendations and suggestions from Regis Pecos who was vital to the project. Mr. Pecos has a wealth of knowledge and experience that informed the research questions our team pursued, a network that helped us identify valuable focus group participants and draft reviewers, and an unrivaled understanding of the conceptual framework that motivated this project.

- The literature review, survey of potential collaboration organizations, and focus group of experts in this area all strongly suggest that there is a glaring need for more and better research that is focused specifically on the Native American population and that is collaborative with the Native communities here in New Mexico. While nearly all of the descriptive reports we reviewed focus on Native American populations, only 28% (n=15) report about actual or planned collaborations with other organizations that involve Native Americans. This is reinforced by the finding in our survey that only 35% of organizations surveyed report having any Native American researchers on their staff.
- The literature review also identified that budget analysis to determine if money spent for Native American specific concerns and issues were associated with improved outcomes in multiple health and community domains is nearly non-existent. This is again consistent with the organizational survey, as a wide percentage of the organizations surveyed report that budget and policy analysis part of their portfolio, but this drops significantly when we isolate tax and budget analysis, and even more so when we focus specifically on work for the Native American population. In fact, only one organization reported that between 26% and 50% of its work is dedicated to “tax and budget analysis specific to Native American communities in New Mexico,” and no organization reported that 50% or more of its effort is dedicated to this area of research.
- A robust 84% of organizations responding to our survey perceive that there is a need for enhanced capacity in New Mexico to conduct budget and policy analysis specific to our Native American communities. In fact, not one organization reported that there is not a need.

- Our team conducted an analysis of existing organizations that conduct the type of research the literature review identified as needed in New Mexico to use as potential models for a new institute or center here in the state. While all of the institutions our team examined are similar in that their missions are related to bettering the lives of Native Americans through designing or influencing policy, they varied in their organizational structures, strengths and areas of research focus, and differential impact on outcomes. This was used to inform our analysis and the recommendations made in this report.
- During the process it became clear that there are two major types of organizations within this research area operating across the country, those that live inside of academic institutions and those that are structured as non-profits and are external to a university. We used this finding to guide the development of conceptual models for enhanced infrastructure in New Mexico, noting that organizations that live within academic institutions tend to have the greatest capacity and impact, while also being the largest and most expensive.
- We used this knowledge to inform our survey of organizations. When presented with the three general approaches identified in our scan of benchmark organizations, the vast majority (75%) of survey respondents identified adding researchers to existing organizations/agencies who are working in this general research area as a priority. These respondents also indicated a need for a “program manager” to help coordinate greater collaboration between agencies. The remaining responses were evenly split between creating a new institute or center within a university or creating a new institute external to a university.
- All of the background research conducted by our team informed the final component of our report, the presentation of four conceptual models intended to enhance the Native American budget and policy analysis capacity in New Mexico. These models include a projected budget based on our analysis of budgets from existing organizations, the survey of organizations here in New Mexico, and our team’s experience directing similar organizations here in the state. In short, the models vary in size and projected cost, with the “hybrid” model that adds a small team of research staff and project management to the existing infrastructure in New Mexico to push collaboration being the least expensive. However, the more costly models, including a robust UNM based institute, would have a much greater impact on outcomes and would be able to address the human capital needs in this area by training a new generation of budget and policy analysts.
- We closed our research with an informal focus group of key experts in Native American policy, law, and leadership here in New Mexico that followed a presentation of our initial findings. This group of nearly 20 stake-holders was

convened in mid-November by Regis Pecos and led to some important insights that are integrated into our report, though the primary recommendations from this group are summarized here as well. There was a clear consensus among this diverse and wide range of Native American experts that an enhanced budget and policy institute is needed and that this effort should be supported. The key principles advocated by this group were to ensure that this entity be “owned” by Native American communities and accessible to all Native American Tribes, with autonomy being vital to the long term success of this effort. Folks expressed that this should be more than community engagement, but a commitment to ensuring that the leadership is Native American and that indigenous research approaches are respected and integrated strongly into the framework of the organization. Multiple participants noted that in their advocacy efforts over the years they are often asked to provide data to support their arguments, and that without such an entity as that which we propose, they have not had the numbers to respond to those inquiries.

- One of the most important recommendations came from Dr. Michael Lipsky (DEMOS), who has experience establishing funding for a similar center in Montana, who suggested that this New Mexico entity have the following qualities: 1) Research be reliable and trusted across both sides of the political aisle, 2) Information provided on a timely basis, 3) Information be accessible to a general audience. Our team has integrated this helpful insight into the recommendations that we make throughout the report.

## Recommendations

Although our team is reluctant to make any strong suggestions on which model to pursue, our report makes clear that there is a pressing need to increase the state’s capacity to conduct budget and policy research that is not only focused on the Native American community here in New Mexico, but that is conducted by individuals from those communities. We therefore strongly suggest that the director and staff of whichever model you determine to advance be themselves Native American, ideally from New Mexico. As your team considers various models proposed in our report, we would like to suggest that among non-profits to consider as a prospective home would be the NM Center for Law and Poverty, if they added a Native American focused component to their existing infrastructure. The RWJF Center for Health Policy at UNM is currently engaged in some collaborative research with this Center with plans to pursue more collaborative research. This would make a potential partnership where the new Institute or Center lives at NM Law and Poverty as an independent and autonomous entity, but one that is able to contract with the RWJF Center at UNM for research, grant-support, and a pipeline of Native American student Research Fellows a very feasible proposition.

While not a structured goal of our research, through interviews and discussions with organizational leaders during this process we have identified a pool of junior researchers who fit this profile. Many are currently living and working out of state but would love the opportunity to come back to New Mexico. We have also used this research project as a mechanism to engage the Native American research and marketing expertise in our Center in this project. This has provided an opportunity to role model the training and mentoring goals we would have for this new institute.

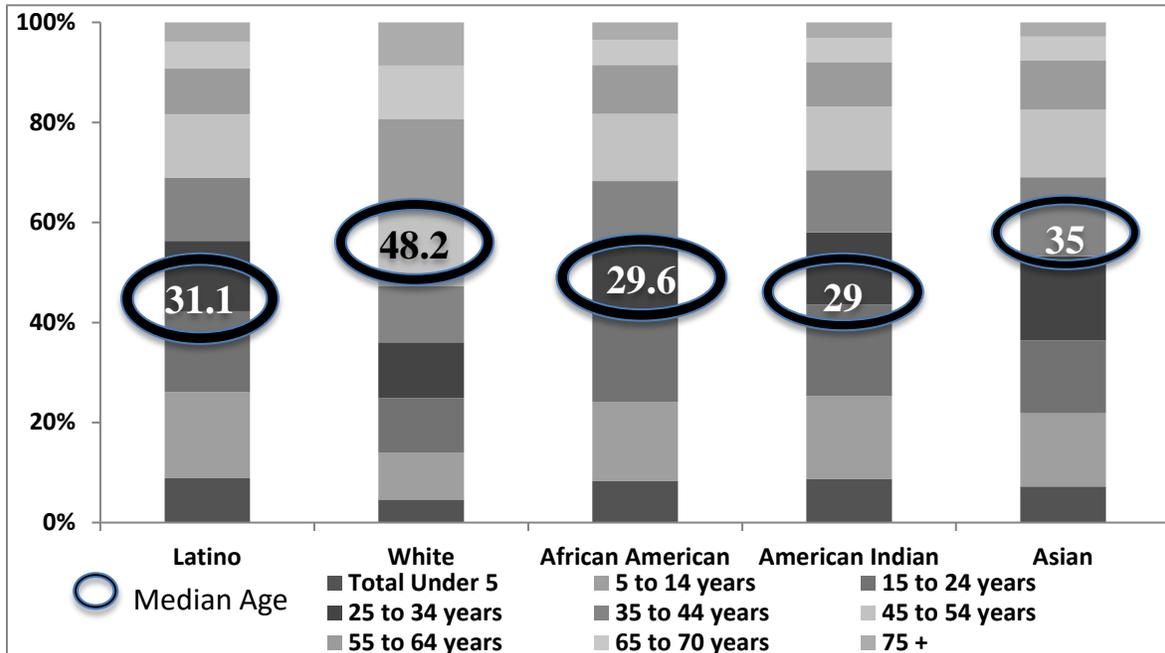
We also want to stress that the projected cost and impact of a new entity in New Mexico are highly correlated, meaning that you will get more power and impact with the models we constructed that have larger and more professionally diverse staffing. We found the Native Nations Institute for Leadership, Management, and Policy (NNI) housed in the Udall Center at the University of Arizona to be a particularly attractive model to follow. This institute has a robust research agenda, trains student researchers, and conducts trainings for tribal leaders and their staffs. While very impressive, this organization also requires a large budget. We use this as an example of the potential for building a robust New Mexico focused organization, which will unfortunately require significant investment.

As is the case with any new center or institute, the leadership of this proposed organization must be familiar with the socio-political landscape of the state and ideally have existing relationships with the tribes. Arguably the biggest challenge facing this important initiative is navigating the internal politics of the many independent and sovereign nations that must collaborate in order for this effort to be successful. We must point out that a robust and powerful institute that focuses on budget and policy research will eventually make waves across this landscape, potentially creating tensions with tribal leaders who may find the work of this new organization threatening to their efforts. We also note that it will be vital for the initial research reports that come out of this center or institute to be well respected for their rigor and reliability. The reputation of this new entity will be critical to the traction of the research in policy discussions and in New Mexico first impressions are critical. In closing, there was a clear consensus among the focus group we conducted with New Mexico Native American leaders in law and policy that there will be a tension for the Center in serving the external needs (policy-makers, collaboration partners) and internal needs of Tribal members and leadership that will need to be addressed in the mission of the organization if constituted.

## PART ONE: A CRITICAL REVIEW OF EXTANT LITERATURE RELATED TO NATIVE AMERICAN FOCUSED BUDGET AND POLICY ANALYSIS IN NEW MEXICO

### The Context for Our Analysis: Inequalities Facing the Native American Population in New Mexico and Need for Budget and Policy Research

The Native American population is very meaningful numerically and culturally in New Mexico, as there are approximately 220,000 Native Americans living in the state. A very significant percentage of New Mexico's population, approximately 11%, is Native American. Nationally, Native Americans only comprise 2% of the population, accentuating the numerical prowess of this community in the state of New Mexico. Additionally, New Mexico's Native American population is quite young. According to the 2010 Census, the median age of New Mexico's Native American population, is 29 years, while for New Mexican non-Hispanic whites it's 48.2 years.<sup>1</sup> As Figure 3 (below) shows, the differences in median ages in New Mexico by race/ethnicity are considerable, with Native Americans being the youngest of all major racial and ethnic groups. The relative youth of the Native American population in New Mexico means that children and families must be a priority when considering policy and budget analysis for this community.



The need for budget and policy research specific to New Mexico's Native American community is reflected in the severe inequalities that this population and other communities of color face in New Mexico. For example, forty-two

percent of all New Mexican Hispanic children live in poverty, as compared to 13% of all New Mexican non-Hispanic white children.<sup>ii</sup> An astonishing 40% of all Native American children in the state live below the poverty level compared to approximately 25% of children overall in the state.<sup>1</sup> In regard to education, 71% of New Mexican non-Hispanic white young people complete high school, compared to only 67% of New Mexican Hispanic and 64% of New Mexican Native American young people.<sup>iii</sup>

Finally, New Mexico ranks dead last in the nation across several indicators of child-health outcomes,<sup>iv</sup> with Native Americans and other communities of color faring the worst within the state. For example, Native Americans and other populations of color have much higher infant mortality rates compared to New Mexican non-Hispanic whites and Asians.<sup>v</sup> These inequalities are staggering and strongly suggest the need for more focused budget and policy analyses that can not only better identify where inequities and disparities exist within the state across similar outcomes, but more importantly, can also identify if budget priorities and policy decisions are harming or improving the wellbeing of New Mexico's Native American communities.

American Indian/Native American (AI/NA) health policy has a long history, including a complex collection of sometimes conflicting federal Indian law, health policies, and intergovernmental relationships (Warne & Frizzell, 2014). Against this backdrop, budgetary analyses that are responsive to American Indian people and communities are imperative if we are to achieve equity for American Indians. Budgetary analyses matter because they determine how governments mobilize and allocate public resources. They are used to set priorities, shape policies and provide the means to better understand and then meet the social and economic needs of American Indian communities.

Increasingly, tribal leaders acknowledge that research is a key tool of tribal sovereignty by providing data and information to guide community planning, cross-community coordination, and program and policy development (National Congress of American Indians, 2012). The process for developing and implementing strategies in communities and states to reduce disparities and disproportionalities should be data driven and requires significant planning, monitoring, and coordination. Unfortunately, a commissioned report in 2003 by the U.S. Commission on Civil Rights, found that the federal government fails to keep accurate and comprehensive records of its expenditures on Native American programs. Additionally, there is no uniform reporting requirement for Native American program funding, and because agencies self-report their

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<sup>1</sup> It is important to note that there is variation across the various tribal communities in New Mexico. See the following report for more in-depth analysis of these trends: <http://www.nmvoices.org/wp-content/uploads/2013/02/Native-American-Kids-Count-report-2012.pdf>

expenditures, available information varies across agencies, rendering monitoring of federal spending difficult at best (United States Commission on Civil Rights, 2003).

## INTRODUCTION OF LANDSCAPE ANALYSIS - LITERATURE REVIEW

We begin our report with a comprehensive landscape analysis including a critical review of the literature review focused on budget and policy analysis (broadly defined) in New Mexico to help identify the current capacity in New Mexico to conduct this important research. The literature review is followed by an original survey of organizations in New Mexico who we identified as potential collaboration partners due to their track record conducting research at least indirectly focused on our research areas of interest, budget, and policy analysis research. Finally, this section includes observations from an informal focus group comprising some of the leading experts in Native American legal and policy research here in New Mexico that followed a presentation of initial findings from Dr. Sanchez. Taken together, these three components of the overall research effort conducted by our team provide a clear picture of how much work is currently being done in New Mexico and how much more could be done with the existing capacity if funding was made available to do so. These three aspects of the overall report also help inform the creation of models that we propose and cost out, as well as the overall recommendations that we make in the report. In both cases we provide a short overview of the methodology utilized to conduct analyses, noting that we have taken the highest level of rigor in our approach to conduct background analysis to inform our recommendations.

### Objective and Methodology of the Landscape Analysis

This aspect of the report aims to examine how tribal and state agencies, programs, and organizations collect, analyze, and report their data, and to better understand the extent to which their efforts are focused on Native American specific issues/concerns. This analysis promotes prioritizing spending on evidence-based practices that have been proven to improve outcomes and the targeting of efforts towards high-risk, high-needs issues that positively impact Native Americans in New Mexico. One of the most important aspects of a high quality literature review is the criteria used to determine the studies and reports that should be included in the analysis. Below is the approach our team utilized to filter our search for relevant work to review and analyze.

### Literature Review - Inclusion Criteria

The **quantitative** component of this review considers reports and articles including:

1. Descriptive reports: Reports that provide basic facts or information;
2. Predictive reports: Reports that make predictions about future events using more complex analyses;

3. Case studies: Studies that take an in-depth focus on a particular situation, group, or person;
4. Multivariate reports: Reports that include statistical techniques for analyzing two or more outcomes of interest;
5. Comparative case studies: Studies that cover two or more cases in a way that produces more generalizable knowledge about causal questions – how and why particular programs or policies work or fail to work.

The **qualitative** component of this review considers reports and articles that focus on qualitative data including:

1. Phenomenology designs: Studies that attempt to understand people's perceptions, perspectives and understandings of a particular situation or phenomenon;
2. Grounded theory: Studies that involve a process that begins with the researcher asking a question or series of questions designed to lead to the development or generation of a theory regarding some aspect of social life (e.g. how do nurses see their role in the care delivery process in primary care settings?);
3. Ethnographic studies: Studies that involve trying to understand how people live their lives, with the goal of trying to observe people's behavior on their terms, not ours;
4. Action research: Research in the context of focused efforts to improve the quality of an organization and its performance.

In the absence of quantitative or qualitative reports or articles, other texts such as opinion papers and **anecdotal** reports were included when necessary. Additionally, the textual component of this review considers expert opinions, discussion papers, position papers, and other texts.

### **LITERATURE RESEARCH STRATEGY**

Our search strategy aimed to find both published and unpublished articles from a pre-determined list of identified organizations and agencies of interest in New Mexico. A three-step search strategy was utilized in this review. An initial limited search of Google Scholar and ProSource was undertaken, followed by an analysis of the text words contained in the titles and abstracts, and of the index terms used to describe the articles. Given the lack of published materials about the subject, a second search, using all identified organizations and agencies identified by the work group, was conducted through website visits and telephone calls to collect any relevant articles or reports. Thirdly, the reference list of all identified reports and articles were searched for additional articles or reports. Considering the inconsistency in which organizations and agencies make their articles and reports available, the research group decided to include relevant documents dating back to year 2000 in order to increase the likelihood of having a diverse set of documents from each agency or organization. The databases

searched included Google Scholar and ProQuest, and we also relied on Websites for identified agencies and organizations in our search process (see agencies/organizations in the Appendix).

Initial keywords used for our search included:

Budget Analysis – Policy Analysis – Native American – American Indian – New Mexico – Tribal – Health Policy – White Paper – Policy Brief

### **SEARCH STRATEGY**

Any and all available reports or documents from each agency or organization were initially collected for analysis. Documents were screened to determine if they fit within the criteria below for inclusion in the landscape analysis:

1. Most recent;
2. Most comprehensive;
3. Most authoritative;
4. Have the highest potential impact on Native American populations; and
5. Contain the greatest policy shift.

### **Data Coding**

All reports were read in their entirety by no less than two members of our research team. The majority of the reports identified fell into two major categories – descriptive agency reports and policy briefs. One researcher took the lead on coding the descriptive reports and the second coded the policy briefs. Our analysis included an investigation of inter-coder reliability, or a test to ensure that the conclusions drawn from the reading material were consistent across the two dominant readers. The results of this test is organized as noted below:

- Rater 1 = Coding Descriptive Reports
- Rater 2 = Coding Policy Briefs

All documents were coded according to the following coding scheme in Table 2 (in the appendix) which was pre-determined by RWJF project team members. Adopting a broad coding scheme allowed the project team to determine how Native American health and wellbeing concerns are situated in the literature and to identify domains that would benefit from targeted efforts.

### *Inter-rater Reliability*

To establish the inter-rater agreement of the coding procedures, the documents were examined, without author attribution and titles, by two raters with graduate level training in research methods and statistics. After the raters coded half of their respective documents, each rater took a random sample of 3-4 documents from the other rater and coded those documents to examine inter-rater agreement. Considering that each coding items (e.g., Advocacy)

could have multiple codes, it was determined that for each individual coding item, no more than two discrepant codes were acceptable.

#### *Inter-rater reliability in document coding:*

- Table 3: Inter-rater agreement for policy documents:
  - Results: All coding items were acceptable to the degree that each coding item had fewer than two discrepant codings.
- Table 4: Inter-rater agreement for descriptive report documents:
  - Results: All coding items were acceptable to the degree that each coding item had fewer than two discrepant codings. For one document (2015 STCA DOH Annual Report.pdf), and for the coding items of 'Domain' and 'Principles of Health Equity', each rater had two or more discrepant codes. Discussion determined that codes used by Rater 1 would be reported.

#### *Data synthesis:*

The work group then organized the extracted data to answer the following questions:

1. Who are the reports talking about?
2. Who are they aiming for?
3. What are the policy issues?
4. To what extent are Native Americans included/not-included?
5. What are they doing with data?
6. How are they characterizing data?
7. Are they making policy recommendations?

### **Results from Literature Review**

#### *Summary of Coding Results for the Descriptive Reports*

Of the agencies that were surveyed and produced reports and that met the criteria for inclusion, reports originated from the following organizations:

- United States Census, Albuquerque Area Southwest Tribal Epidemiology Center (AASTEC)
- New Mexico Legislative Finance Council
- Notah Begay III Foundation
- New Mexico Voices for Children
- Dine Policy Institute
- University of New Mexico Bureau of Business and Economic Research (BBER)
- Indian Health Service (IHS)
- Bureau of Indian Education (BIE)
- State-Tribal Collaborative Act committee (STCA)
- United States Department of the Interior

- Casey-CSSP Alliance for Racial Equity in Child Welfare
- United States Commission on Civil Rights
- United States Department of Health and Human Services
- New Mexico Department of Health
- New Mexico Occupational Health Registry

Of the 53 articles/reports that were examined by our research team, the majority of the reports (n=20, 32%) did not report any type of advocacy activity. Of the reports that reported any type of advocacy activity, the majority reported 'Regulatory Advocacy' (n=17, 27%), followed by 'Statutory Advocacy' (n=15, 24%). The majority of reports that indicated 'Statutory Advocacy' were STCA reports, where it was made clear in their reports that they had a statutory obligation for advocacy. The majority of the reports (n=45, 78%) included quantitative analyses from primary sources (n=39, 73%) that typically used descriptive statistics in their analyses (n=51, 96%).

Of the twelve 'Areas of Focus' from Table 2, most documents reported about the following top five areas of focus: (1) Health Services (n=36, 18%); (2) Education (n=27, 14%); (3) Health Related Behaviors (n=23, 12%); (4) Community Issues (n=18, 10%); and (5) Childhood Issues (n=14, 7%).

All reports worked under an equity framework that focused on principles of health equity. All reports used equity focused language that included principles of accessibility, accountability, affordability, availability, equity, participation, social justice, and sustainability. Only 38% (n=24) of the descriptive reports mentioned explanatory factors such as inequities including access to resources, access to opportunities, and access to power. Of the reports that did report explanatory factors for disparities, 'Access to Opportunity' (n=15, 24%) and 'Access to Resources' (n=15, 24%) were equally reported as explaining current disparities.

When looking at how agencies/organizations report about principles of health equity in their documents, the top five principles reported are: (1) Participation (n=26, 16%); (2) Appropriateness (n=25, 15%); (3) Availability (n=24, 15%); (4) Accessibility (n=21, 13%); and (5) Accountability (n=20, 12%).

Of the 53 descriptive reports, 96% (n=51) focus on Native American populations, but only 28% (n=15) report about actual or planned collaborations with other organizations that involve Native Americans. It should be noted that most of the documents that indicate an intention to collaborate with Native American populations come from State-Tribal Collaboration Act documents.

Please refer to Table 5 for specific details that were not reported in the above summary. Also, refer to Table 1 in the Appendix for a complete analysis of each document and its respective coding.

### *Summary of Coding Results for the Policy Briefs*

Of the organizations surveyed, 14 policy briefs were collected that met the inclusion criteria standards. Policy briefs were produced by the following New Mexico based organizations:

- NM Voices for Children
- NM Coalition to End Homelessness
- NM Advocates for Children and Families
- Engaging Latino Communities for Education (ENLACE)
- NM Early Childhood Development Partnership
- Partnership for Community Action with RWJF CHP UNM and CNM
- NM First
- NM Department of Health with UNM Prevention Research Center
- NM Center on Law and Poverty

Thirteen of the reports focused on regulatory advocacy, with only one report addressing statutory advocacy. Available reports focused on policy issues involving the economy, income, work, childhood, education, housing, behaviors, and health services. Half of the reports (50%) collected only quantitative data, while 14% collected only qualitative data and 36% collected both quantitative and qualitative data. Most reports retrieved data only from secondary sources (n = 9, 64%), with only 29% of the policy briefs relying on only primary source data and 7% relying on both types of data. Seventy-nine percent of the reports utilized only descriptive analyses; however, some reports utilized only predictive analyses (n = 1, 7%) or a combination of both descriptive and predictive analyses (n = 2, 14%) on data collected.

The Executive Summary by the Partnership for Community Action (PCA) provides an example of the utility of analyzing primary data. The PCA conducted interview-style surveys in English and Spanish with early child care providers and early childhood educators in Southwest Albuquerque, NM. The data suggested that providers face challenges around accessing professional development and entrepreneurial resources. Moreover, the data indicated that a lack of information and knowledge about course offerings was a major barrier to accessing professional development for providers. Because the PCA collected this data at a community level, they were able to find opportunities for the providers to circumvent issues of language, time commitments, cost, and transportation.

All reports used equity focused language that included principles of accessibility, accountability, affordability, availability, equity, participation, social justice, and sustainability. Only 43% of the policy briefs mentioned explanatory factors such as inequities including access to resources, access to opportunities, and access to power.

The target audiences for these reports included the general New Mexico public, the state legislature and key state government agencies, community-based organizations and education and training programs. Only 29% of the policy briefs discussed collaborations with the community. All policy briefs were focused on underrepresented individuals. The types of individuals that the reports were aiming to serve were broad and the reports did not focus on one specific ethnic/racial group. Only one policy brief specifically discussed Native Americans. This report, by New Mexico First, discussed culturally specific strategies to address New Mexico student achievement gaps of African Americans, Native Americans, and Hispanics. New Mexico First collaborated with the Department of Indian Affairs, along with the Office of the Governor, the Public Education Department, the Higher Education Department, and Office of African American Affairs. Descriptive data was presented on the percentage of Native American students in New Mexico, the percentage who graduate, the size of achievement gap, and the presumed causes of the Native American achievement gap. Further, the brief provided “State Commitments & Recommendations” specifically tailored for Native Americans. See Table 6 (below) for a summary of coding items. See Table 2 in the Appendix for a more detailed breakdown of the coding scheme per document.

### **Summary of Results/Recommendations from Literature Review**

Overall, our review of the available literature and survey of relevant organizations revealed several gaps and limitations in the existing Native American specific research infrastructure across the state, but also illuminated potential areas of needed expansion or intervention. In the area of advocacy, reports generally focused on regulatory advocacy and rarely on legal, professional, or legislative advocacy. Although it is understandable that most agencies approach advocacy from a top-down approach (e.g., emphasize the identification of needs or goals by experts outside of the community or by only the community leaders), this approach fails to build local capacity for communities trying to accomplish the following:

- See themselves as people with rights who have the resources to find solutions to their own problems;
- See themselves as having skills and strengths;
- See advocates as having knowledge and skills that consumers can use;
- See advocates as peers and partners in finding solutions and driving change; and

- See that power structures are complex and partly open to influence.

In this regard, we recommend embracing an empowerment advocacy approach that employs a mix of top-down and bottom-up advocacy models so that advocates can be flexible in the approaches they use to ensure that communities receive the type of advocacy support most likely to increase their ability to self-advocate and to become empowered to make their own choices about the solutions to their issues and concerns. See empowerment advocacy illustration below in Figure 1.

Figure 1 – Empowerment Continuum



*Adapted from Labonté, R., & Laverack, G. (2008). Pathways to Local Empowerment. In Health Promotion in Action (pp. 53-72). Palgrave Macmillan UK.*

Overall, most reports fell into two general categories, descriptive agency reports and policy briefs. While policy briefs tended to use secondary data sources, descriptive reports mostly employed the use of primary data sources. While the descriptive reports were likely to report about Native American populations in their analyses, the policy briefs were less likely to include Native Americans in their reporting. Available reports did not focus on agency activity or policy issues involving the economy, environment, community, transportation, food/nutrition/diet, or justice related concerns. It was evident that NM Voices for Children provided some of the more comprehensive reporting about a wider array of health and wellbeing domains, as well as more consistently providing data about Native American children, youth and families. Additionally, NM Voices for Children also tended to discuss systemic and historical factors that account for the current level of health disparities being reported.

While less than half of the policy briefs discussed explanatory factors for current health and wellbeing disparities, roughly half of the descriptive reports included explanatory factors. For both types of reports, lack of access to opportunity and lack of access to resources were most frequently reported as being the causal factors to explain current disparities.

The documents were also reviewed to determine how agencies discuss health equity issues in their reports. These principles of health equity represent a basic set of intentions that may facilitate the development of planning and creating policy recommendations leading to health equity (Backe & Beaudin, 2012). It was not surprising to see that most policy reports represented the principles of “affordability” and “accessibility” to address health disparities. Interestingly enough, the descriptive reports strongly represented the principles of “participation,” “appropriateness,” and “availability.” This may convey the message that having services and resources alone is not enough to address current disparities. It is also of greater importance to make sure that, whatever services and resources are provided, communities have a say in what is offered, that they are culturally and linguistically appropriate, and that there is longevity to what is being offered.

A clear commonality across the policy briefs and the descriptive reports reviewed was the lack of actual or planned collaborations with Native American communities. This suggests that the people who are addressing health equity should be on the same level as those making decisions, as they have a higher likelihood to create policy. This reflects the importance of community-engaged partnerships and supports the use of empowerment models.

Lastly, it was clear from the literature that any type of budget analysis to determine if money spent for Native American specific concerns and issues were associated with improved outcomes in multiple health and community domains was lacking. The absence of this mechanism to ensure budgetary accountability provides an opportunity to facilitate the spread of budget activism in Native American communities and those organizations that serve them. This would then empower more Native Americans and Native American serving organizations to increase their engagement in budgets, principally as a tool for achieving equity and fairness, especially for those who are most impacted by health inequities.

The main objectives for budgetary accountability is to analyze the influence of budgets on economically disenfranchised and marginalized groups, as well as promoting transparency, accountability, and participation in the allocation and utilization of public and private resources. Doing so would involve the use of a selection of methodologies such as: (1) Independent budget analysis and research; (2) Public forums; (3) Press conferences; (4) Press releases; (5) Participatory budget and public expenditure tracking; and (6) Participatory planning and budgeting training and education.

## **EVALUATION OF CAPACITY THROUGH STAKEHOLDER SURVEY**

In addition to the extensive literature review, our team also conducted a survey of relevant organizations to assess the current capacity to conduct Native American specific research and analysis related to budget and policy research

in New Mexico. This survey was focused on the current staff capacity of these organizations, the extent to which these organizations work addresses Native American-specific budgetary and policy concerns, as well as their perception of the need for enhanced capacity in this area. Finally, we gathered information from those who participated in the survey regarding their preferred approach to expanding New Mexico's capacity that helped inform our modeling effort as well as our overall recommendations.

### **Methodological Approach**

Our survey approach began by identifying organizations that we felt were potential collaboration partners given their reputation for conducting research directly or indirectly focused on either: budget or policy analysis, the Native American population in New Mexico, or a combination of both. After compiling a database of Email addresses for leaders within these organizations, we reached out to the leaders of the relevant 501 c3 and 501 4 organizations for their input on our qualitative survey.

Given limited capacity (i.e. time constraints) for the executive directors and CEOs of the organizations we chose to evaluate, we did not receive the number of responses we were hoping for. However, the solid number of completed surveys and multiple conversations with partners engaged in Native American tax and budget policy proved very helpful for our overall effort. We know that there is a deficiency in public policy, communications, and civic engagement across the state and our data reflects that.

During the process of both qualitative and quantitative analyses we know that the civic engagement infrastructure is healthy – with one thing lacking; a focus on our Native American communities. We have much room for growth in these areas. It's critical to ensure there is access to quality schools and healthcare for all New Mexicans. We cannot do this as state level policy makers alone. It is crucial that we also capitalize on federal resources.

For this analysis, two separate electronic surveys were conducted. The main electronic survey was designed for organizations and state agencies with the potential capacity to conduct public policy and budget analysis as defined above. This survey was conducted from September 18, 2016 to October 9, 2016. The results were collected using Opinio 7.3, an online survey program for mobile and web responses. The survey was accessed 32 times and 22 responses were stored, of which 16 were entirely completed. Thus, the approximate response rate was 69 percent (22/32). In order to ensure that respondents could provide their honest assessment without fear of having their answers reported directly to WKKF, we ensured that responses were completely anonymous. We are therefore unable to identify which organizations participated and connect any responses directly to an individual or organization. Although this limits our analysis in some

ways, this is a critical component to the research process and increases the validity of the responses we did receive.

The second survey was designed for tribal leaders, and it was conducted from August 1, 2016 to September 15, 2016 using Opinio 7.3. It was accessed 15 times, and 2 responses were stored, of which only one was fully completed. Thus, the approximate response rate was 13 percent (2/15). This survey allowed respondents to identify themselves by tribe and name, and the only respondent of the survey decided to not disclose her identity. We were unfortunately unsuccessful in our effort to get Tribal Governors or their spokespeople to take the survey even after making follow up phone calls. Although we were disappointed with this outcome, we believe that this setback provides valuable information regarding the difficulty others will undoubtedly face engaging those folks in this effort moving forward without an existing relationship with each Tribal community. Given the low response rate and number of completed surveys, we have chosen to not include this one survey in our analysis. The survey instruments for both the Native American serving organizations and for tribal leaders are available in Appendix B along with the full set of results for the organizational survey.

### **Assessment of Organizational Capacity**

The first section of the survey focused specifically on assessing the current capacity across relevant organizations to conduct Native American specific budget and policy analysis. A two staged approach was used. First, the organization's research capacity overall, specifically as it relates to budget and policy analysis was examined. Then the extent to which an organization conducts Native American focused research in these areas was explored. This allowed for a determination to be made regarding existing organization's potential to expand its capacity to conduct more Native American specific research. Additionally, an examination of each respondent's ability to conduct public policy and tax and budget analyses separately was conducted, given that these are two related but distinct research areas that require different types of expertise.

Survey responses demonstrate that a robust 65% of organizations who responded to the request to complete the on-line survey have conducted research directly or indirectly focused on the Native American population in New Mexico within the past two years. Furthermore, 66% of organizations surveyed report that between 1% and 25% of their organization's overall work is focused on the Native American population; A significant 34% reported that more than 25% of their effort focuses on the Native American specific research. However, when specific areas of research discussed in this report are examined, the numbers decline significantly. For example, only 40% of organizations report that they have conducted any research (directly or indirectly) focused on "tax and budget policy specific to New Mexico's Native American population."

Roughly a third (35%) of the organizations surveyed reported that between 76%-100% of their organization's overall research portfolio is "dedicated to public policy analysis specific to New Mexico." Another 15% reported that between 51%-75% of their portfolio was dedicated to this research area, with the remaining percentage below 50%. These numbers dropped when respondents were asked a follow up question that asked them to identify the same percentage of their portfolio that was specific to *Native American* policy analysis. More specifically, only 10% of organizations reported that more than half of their overall portfolio is "dedicated to public policy analysis specific to New Mexico's Native American communities," with 55% reporting less than 10%. It is important to note that the organizations surveyed were selected in large part due to their reputation for doing work, at least indirectly, related to Native American policy and budget analysis and/or policy. Therefore, these numbers should be generalized across the state of New Mexico, as they are by definition skewed toward greater concentration in this research area.

When asked specifically about their capacity to conduct tax and budget policy analysis in New Mexico, respondents indicated a much lower level of existing capacity in this area compared to their capacity to conduct policy analysis/research more broadly. Specifically, a quarter of the organizations surveyed report that none of their current portfolio fits in this research area; 58% report that between 1-25% of their overall portfolio relates to budget policy analysis, 5% reported between 26%-50%, and 14% reported that over 50% of their effort was in this area. However, these numbers are much lower when organizations were asked about the percentage of their overall portfolio that is dedicated specifically to Native American focused work. In fact, only one organization reported that between 26% and 50% of its work is dedicated to "tax and budget analysis specific to Native American communities in New Mexico," and no organization reported that 50% or more of its effort is dedicated to this area of research. These findings correlate with those found in the literature reviewed for this report – that the current capacity of New Mexico's non-profit organizations to conduct policy analysis and tax and budget oriented research that is specifically focused on Native American communities is very limited.

Given our strong belief that those conducting Native American specific research should themselves be Native American, we also included questions that asked organizations directly about the background of their research staff. Only 35% of the organizations that responded to the survey had any Native American researchers on their staff, and of those, 61% indicated that fewer than 25% of their research staff were Native American. In fact, with the exception of two organizations that reported that more than 75% of their staff is Native American, there is not a strong representation of Native American researchers across existing organizations that conduct Native American research in New Mexico. This

strongly suggests that any effort to create a new Native American research center or institute will need to be intentional to ensure meaningful representation of Native American research staff. Such efforts may want to also consider developing a pipeline to train future Native American researchers who can sustain human capital in this area well into the future.

### **Support for Enhanced Capacity/Suggestions on how to Enhance New Mexico's Capacity to Conduct Native American Specific Budget and Policy Analysis and Research**

The survey also queried organizations on their perceptions regarding the need for greater research capacity in the state related to Native American budget and policy analysis. The survey also asked respondents to indicate what research capacity is need in the state. A robust 84% of organizations perceive that there is a need for enhanced capacity in New Mexico to conduct budget and policy analysis specific to our Native American communities. In fact, not one organization reported that there is not a need.

Respondents were asked: "Can you provide any specific examples of the work you would suggest is needed most in this general research area?" Below are some of their responses indicating the types of research and analyses that they see as needed in New Mexico.

- **Budget analysis to track the flow of money invested from the state, county and local governments, and if possible federal funds;**
- ***Analysis focused on following the flow of resources for Native American communities spent by state, local, and federal governments;***
- ***Impact of tax incentive bills passed on the Native American community;***
- ***Analysis related to basic access needs -- water, roads;***
- ***Analysis related to early childhood programs;***
- ***Analysis that identifies how much revenue can be attributed to Native Americans, program expenditures that specifically benefit Native people, gaps in services, infrastructure needs and funding gaps;***
- ***We do not know how much money Native Americans contribute to the NM economy. This should include everything from gaming revenues to tourism, as well as conferences that bring Native people from all over the nation to NM. The amount of Federal dollars via Indian offices (BIA, BIE, Interior, etc.);***
- ***We know very little about how state government spending benefits or supports Native people whether in health care, education or economic security. We also know very little about the economic contributions Native people make to state or local government.***

The survey also gathered valuable information on the perceived ability of organizations to increase their dedicated work in these research areas, as well as their desire to do so. A significant 68% of organizations reported that they would do more research focused on the Native American community if they had the funding to do so, but only 37% report that they feel they have the existing expertise

required to expand their research capacity specific to budget and policy analysis related to the state's Native American communities. Furthermore, only 42% of organizations polled believe that they could accommodate additional research staff to focus on these areas if funding were made available to do so, and 47% of respondents indicated that they "don't know" if they could expand in these areas. Finally, only 13% of the organizations included in our report are currently being funded to conduct tax and budget research related to Native American communities in New Mexico.

The survey also sought to gather input on respondents' most preferred approach to enhancing New Mexico's capacity in this area. When presented with the three general approaches identified in our scan of benchmark organizations, the vast majority (75%) of survey respondents identified adding researchers to existing organizations/agencies who are working in this general research area as a priority. These respondents also indicated a need for a "program manager" to help coordinate greater collaboration between agencies. The remaining responses were evenly split between creating a new institute or center within a university or creating a new institute external to a university. Therefore, there is a general consensus among those who participated in our study that there is a great need for enhanced capacity in New Mexico to conduct Native American specific budget and policy analysis. To accomplish this, there is greater support for working within existing organizations rather than creating of a new entity specifically designed for this purpose.

The survey also gathered information regarding the costs associated with expanding the capacity of New Mexico's budget and policy infrastructure, including information on salaries of staff researchers and other budget information from these organizations. This information is available in the Appendix and was included in the projected costs of various models for expansion in the next section of the report. Lastly, the survey also sought the names of potential advisory board members for a new institute or center and these are included in the Appendix.

## **EVALUATION OF INITIAL FINDINGS THROUGH FOCUS GROUP OF LEADING EXPERTS IN NEW MEXICO**

The final component of our research focused on a focus group of leading experts in Native American law and policy in New Mexico that was convened by Regis Pecos and Carnell Chosa (Co-Directors of the Leadership Institute) to provide feedback and suggestions for the initial findings of the report. The participants included legislators, lawyers with a specific background in Native American Tribal Law, leading researchers in Native American policy, Directors of Native American research organizations in New Mexico, and liaisons to Senator Heinrich's office and the office of the State Auditor. This group also included Dr. Michael Lipsky from DEMOS who has helped initiate a model organization in the

state of Montana during his time with the Ford Foundation. This was a very powerful group of leaders ideally suited to provide input on the models our team has developed. Below is a summary of the main findings from this group, with many recommendations from this discussion being integrated throughout the other components of the report. It is important to note that Regis Pecos and Carnell Chosa noted that every single person they reached out to on short notice to attend this discussion was in attendance once they heard a bit about the purpose of the meeting, a testament to the importance this community places on the need for greater capacity in this area.

The discussion was initiated by a presentation of the research design and primary findings from Professor Sanchez, the main researcher on the project from the RWJF Center at UNM. This was followed by a two-hour question and answer session including suggestions and recommendations for our team to consider as we finalized the report. Each participant in the focus group contributed to the dialogue and multiple participants followed up with emails with specific suggestions. Below are the primary themes that emerged from what was a rich and important discussion:

- There was a clear consensus among the full group that this was an important and timely initiative that should be pursued. The most powerful evidence of the need for enhanced infrastructure came during the closing remarks where several participants expressed that they have often been asked for “the data” to substantiate their arguments or advocacy efforts by legislators and other institutions, but that the data they needed to advocate for their community did not exist. The group noted that having an entity dedicated to providing community leaders with the data needed to justify their policy recommendations would be vital to the collective effort to reduce inequalities facing the Native American community.
- Another major theme that emerged from this dialogue was the need to think broadly about policies of importance to the Native American community in New Mexico. While some issues such as the Tribal Infrastructure Fund, for example, are clearly relevant to this population, others may be more broad in focus but of potentially greater importance to outcomes associated with the Native American community. It was noted by several members of the group that by taking on issues of more broad scale, such as funding for public education, a center or institute could not only advance the Native American communities priorities but build coalitions with other communities in New Mexico. It was also noted that some issues that may not be of high value to budget priorities but of high importance culturally to Tribal communities, and therefore should be a priority to this center or institute. We therefore suggest that the mission of this center or institute should be broad enough to allow for discretion in leadership to tackle issues that they deem important to their

constituents and the communities they represent.

- The other major theme that emerged from this discussion was the need to ensure that the new Center or Institute was autonomous and constructed to serve the Native American community. This includes important issues such as data ownership, intellectual property, indigenous research methodologies, and a commitment to ensuring that the leadership of the new entity and the advisory board be of Native American heritage.
- Finally, Dr. Michael Lipsky (DEMOS) who has experience establishing funding for a similar center in Montana, participated in the focus group and expressed that this New Mexico entity have the following qualities:

1) Research be reliable and trusted across both sides of the political aisle. This is an important recommendation that our team wants to stress as critical. Dr. Lipsky noted that one of the greatest compliments a research outfit can be given is that even when critics may not agree with the recommendations made due to differing political philosophy, they must note “that the numbers are sound and the methodology is rigorous.”

2) Information provided on a timely basis. The conversation that followed this point across the full group was important and insightful, as folks noted that the importance of having quick turnaround for policy relevant research can often conflict with principles within Community Engaged Research, which often takes time to develop. Folks also noted, including Lipsky himself, that the need for timely research may often be challenging within academic institutions if those entities rely primarily on tenured faculty who are not used to producing research on a time sensitive timeline.

3) Information be accessible to a general audience. The main point here was that high level research must be communicated in a succinct and easy to digest format so that it is not highly technical.

Our team has integrated this helpful insight into the recommendations that we make throughout the report and ensure that our recommendations are consistent with the values expressed by this important and helpful focus group.

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## PART TWO: EXAMINING MODELS FROM OTHER STATES TO INFORM A NEW MEXICO FOCUSED INFRASTRUCTURE

### Introduction/Strategic Focus and Selection Process for Organizations Studied

To best design a Native American Indian Policy Center in the state of New Mexico with the capacity to provide communities with the tools and resources that are needed to push forward the policies and research that is needed in the state, our team selected and researched several existing Native American serving policy/research centers to guide our design. The full research team conducted internet searches for organizations across the nation that conduct the type of research that would comprise the core work of a New Mexico-focused research center. The research team also relied on its vast social networks of researchers for leads to centers that could be used as models to inform the development of New Mexico serving research center. A total of ten centers or organizations were examined for this report. During the process it became clear that there are two major types of organizations within this research area, those that live inside of academic institutions and those that are structured as non-profits and are external to a university. Both types of organizations were examined as part of this study.

The search for model organizations that conduct Native American specific research and policy analysis was conducted using two approaches. The first method included imputing a set of key words in well-known and reliable online search engines. Key words included different combinations of the following: Native, American, American Indian, Policy, Budget Research, Community, Research Center, Organization, Institute, University, College, Non-profit, and Tribal. Given that one of the goals was to spatially diversify findings by examining different organizations in different regions in the country, these search terms were coupled with targeted states in the Southwest region, but did not exclude any of the organizations from other regions in the United States as long as they fit the profile of the organization we envision in New Mexico.

Our second approach utilized a snowball sampling technique. Many of the organizations found through the online search list on their websites several of their partners and other organizations that produce similar work. This was especially true for national organizations that often act as facilitators for bringing together tribes for annual events and planning. Included in Table 1 is the final list of the organizations and their locations that were included in this analysis; they are listed here in alphabetical order. Jeremiah Simmons was also able to conduct an interview with the final organization on our list; therefore the interview is included for that organization rather than a summary.

**Table 1: List of Organizations Included in this Analysis**

<b>Organization</b>	<b>Location</b>
American Indian Policy Institute at Arizona State University	Tempe, Arizona
First Alaskan Institute in Anchorage, Alaska	Anchorage, Alaska
Montana Budget and Policy Center	Helena, Montana
National Congress of American Indians Policy Research Center	Washington D.C.
Native Nations Institute at the University of Arizona	Tucson, Arizona
Northwest Portland Area Indian Health Board	Portland, Oregon
RWJF/UNM Health Policy Center at the University of New Mexico	Albuquerque, New Mexico
Tribal and Law Policy Institute	California
Washington State Institute for Public Policy	Olympia, Washington
Udall Center for Public Policy, UofA	Tucson, Arizona
Inter-Tribal Council of Arizona	Phoenix, Arizona

Based on a review of these organizations, we offer our recommendations to inform the design of a New Mexico-based, Native American serving policy center that we believe would be most appropriate for New Mexico. While all of the institutions selected and examined are similar in that their missions are related to bettering the lives of Native Americans through designing or influencing policy, there is some important variation across them. Their varied organizational structures, strengths and areas of research focus, and differential impact on outcomes all inform this analysis, and the recommendations made in this report. As discussed in more detail below, some of the central characteristics guiding our selection of these institutions for review included the governance structure of the institution, if there were clear partnerships with the tribes/communities each serves, and if there was at least an indirect connection to students/training. This methodology also allows us to provide a final list of organizations that includes standalone non-academic centers, semi-affiliated centers, and university affiliated centers.

**Summary of Role Model Organizations**

***American Indian Policy Institute – Arizona State University***

The American Indian Policy Institute at Arizona State University is located on the main campus at Arizona State in Tempe, Arizona. This organization was founded in 2007 and is one of the youngest organization examined. It has a

relatively large Board of Directors consisting of 19 members, seven of which are associated with the university and 12 of which are external tribal members. This type of board representation ensures that there are connections to the wider community, something to consider for any organizations situated at a university. This institute is currently staffed by seven academic faculty members and focuses on American Indian public policy and analysis and research. It also focuses on providing aid to tribal organizations and conducting research in the areas of telecommunication, communication, broadband, digital inclusion, technology for language retention, and technology as the backbone for community and economic development. In other words, they are addressing the technology inequities that exist in tribal communities since they see this an area that could positively influence tribal community growth. This is highlighted in their webpage when they share, "Broadband is the basis and future of economic development, health, public safety, housing, energy, and educational models for the future in Indian Country. The Internet is now classified as a utility and the common carriage for all media platforms. This new digital ecology necessitates Native inclusion. Broadband is a critical infrastructure for nation building." ([www.aipi.clas.asu.edu](http://www.aipi.clas.asu.edu))

This institute has several unique attributes that could be considered in the design of a New Mexico-based center. One of the main goals of this institute is to provide training to all individuals that wish to support and practice Native Nations Building, which is done through their Financial Manager Certificate program. This includes for-credit and non-for-credit options. This option could be adopted at UNM, offering trainings and certificates to students and community members in specific skills identified as needed. For example, the Evaluation Lab at UNM that is currently being funded by the WKKF could be enhanced to include other research and budget oriented skills. Second, this institute has ensured community and Tribal oversight by including community and tribal representation on their Board with equal standing to the seven ASU Board Members. An on-line search found several news articles in tribal newspapers that expressed positive messages indicating that their elders or community members were involved in the policy efforts of this institute. Regardless of the governance structure that is chosen for a Native American policy entity in New Mexico, having proper representation and involvement of community members is vital for success. The American Indian Policy Institute at Arizona State University seems to be a model in this area, along with their ability to use certificates to enhance community capacity and train students. However, their research focus is not highly connected to the policy analysis and budget focus desired of a New Mexico focused Center.

### ***First Alaskan Institute***

The First Alaskan Institute is located in Anchorage, Alaska and focuses its attention on research and work at the state level. This organization is not associated with a university or academia. This institute currently has 12 staff members (both research and administrative support) and nine trustees on its

board. This institute is highly productive and performs many different functions for the community aside from their research. For, example they provide management of small research grants for local communities that do not have this capacity.

Three items make this center unique and highly useful for informing a New Mexico-based center or institute. First is the attention that they pay to future Native American policy leaders, something we believe to be vital for the New Mexico effort. This is addressed in the several training options that they offer. Their staff member selection process is also representative of this effort since many of their staff are young community members themselves. Second is their classification as a Census Information Center. New Mexico currently houses its Census infrastructure at UNM's BBER and CPS Centers, thus the possibility of connecting them directly to a Native American policy center in New Mexico would maximize its fruitfulness. Third, is the type of projects that the First Alaskan Institute conducts, specifically the Alaska Native Survey, which uses convenience sampling to address policy needs across multiple areas. For example, one study they have conducted provides a better understanding of why Native Americans are moving out of villages and into urban spaces in large numbers. The RWJF Center is an expert in survey research and has trained many of the RWJF Fellows in this method. These types of projects could therefore be conducted in a New Mexico-based serving policy center, with the state's Native American interests and needs as priorities.

### **University of Arizona Native Nations Institute for Leadership, Management and Policy (NNI)**

This institute is located on the Tohono O'odham Nation traditional homelands, or Tucson Arizona at the University of Arizona. The Native Nations Institute for Leadership, Management, and Policy (NNI) was founded in 2001 by The University of Arizona through what appears to be a large grant from the Morris K. Udall and Stewart L. Udall Foundation as a self-determination, self-governance, and development resource for Native nations. This benchmark institute is a great example of a university-based Center, as it is housed at the university's Udall Center for Studies in Public Policy. This structure has a number of advantages, including that its affiliation with a larger academic institute allows for greater access to a wide range of researchers and provides the ability to share administrative costs with other units. This model was therefore used heavily to inform a UNM-based model discussed later in the report.

The NNI provides a capacity building mechanism similar to others discussed to this point, as they note on their webpage that they "assist in building capable Native nations that can effectively pursue and ultimately realize their own political, economic, and community development objectives. This effort, which we call nation building, is the central focus of NNI's programs." We believe this

mission is vital for success in New Mexico given the need to have all tribal communities advance their own abilities to conduct budget and policy analysis to pursue their autonomous agenda.

NNI provides Native nations and other policy makers with accessible research and policy analysis and comprehensive, professional training and development programs designed to meet the needs of tribal leadership and management staff. One of the core goals for the New Mexico model would be to replicate these aspects of the NNI model. The NNI has a rather broad set of research areas across multiple policy domains, as well as a really strong level of research productivity. Their written products are aligned with what other academic departments produce and they have produced policy briefs, books, and book chapters, including at least eight books, over 120 academic articles, multiple chapters, papers, and joint papers on native affairs. This would be the one of the aims of a UNM-based center or institute.

This model relies on a large and diverse advisory council that has members not only from Arizona, but other native nations in the US and Canada. The council provides advice and oversight on an ongoing basis and meets twice a year to advise NNI and help set the organization's strategic direction. Also reflecting a somewhat national sphere of influence, the NNI was originally one of the programs of the Harvard Project on American Indian Economic Development, and the NNI appears to continue strong collaborations with this group.

The NNI has the largest staff of the models reviewed for this report, with an Executive Director and multiple Assistant/Associate Directors. The Native Nations Institute has a Board consisting of 18 tribal members, 15 staff members, and 4 administrative members. They also have a large number of part time researchers who are faculty from academic units and a few graduate student employees. Also, the presence of social media/digital and graphics personnel is impressive and speaks to the robust infrastructure of this benchmark program.

Their funding and research orientation seems to derive from their Board but also receives additional support from other sources such as a diverse set of foundation, governmental, and other grants and contracts for research and outreach activities, including some from Indigenous nations and organizations in the United States and elsewhere. While this organization appears to generate research funding through grants and contracts, they also appear to have direct funding from Congress to support their efforts through the large support to the Udall Foundation.

### ***Montana Budget and Policy Center***

Located in Helena, Montana, the Montana Budget and Policy Center is a rather comprehensive center for Montana community members to acquire resources needed to conduct policy research and recommendations. The work of this Center is not specific to the Native American community, but serving Native

American communities and conducting Native American specific research is their priority. This Policy Center is also relatively new and opened its doors in 2008. It is an example of an organization that is not attached to a University. This organization publishes approximately 1.5 reports a month of medium length and impact. This model is not as robust as the NNI model, but has strong productivity given its size. Their website currently lists 4 staff members and one vacant position overseen by eight Tribal Board members from across the community. The Montana Budget and Policy Center identifies their research focus through collaborations with allied organizations and their communities and with input from its Board.

One of their objectives is to provide easy-to-understand policy reports aimed at bettering the lives of middle and low income Montanans, with a special focus on tribes in Montana. These reports are tailored to policy makers but written in a manner that is accessible to anybody who is advocating for social change. We see this as a strength to the model. While the Montana Budget and Policy Center provides in-house reports, it also provides resources that cover the many different areas that might need to be addressed by community members here in New Mexico. As noted earlier, their research productivity for their size is quite impressive and something to emulate. They have managed to produce great work and have a high staff-production rate, creating and managing the production of the reports and briefs, a blog, and other press items with only a staff of 5 members.

### ***National Congress of American Indians Policy Research Center***

Launched in 2003, the NCAI Policy Research Center is an initiative supported by their parent organization, the National Congress of American Indians (NCAI). The National Congress of American Indians, founded in 1944, serves the “broad interests of tribal governments and communities.” The organization’s policy issues and initiatives are driven by consensus-based membership, which includes American Indian and Alaska Native tribal governments, tribal citizens, individuals, and Native and Non-Native organizations. They currently have a 12-member Advisory Board and a paid staff of 4. Their focus is at the national level.

### ***Northwest Portland Area Indian Health Board***

While located in Portland, Oregon, the Northwest Portland Area Indian Health Board focuses its attention at the national level, with some focus on tribes found in Idaho, Oregon, and Washington. They currently have the largest board membership at 43 Tribal community members, five of which make up the executive committee. This organization has no association to academia and has produced over 350 reports, 81 of which focus strictly on policy.

This institute is unique since it was one of the only organizations that focuses mostly on health and health policy. To aid their health research focus they house the Northwest Epidemiology Center (The Epicenter), which is one of twelve national epidemiology centers that are charged with “collecting tribal health status data, evaluating data monitoring and delivery systems, and assisting tribes in identifying local priorities for healthcare delivery and health education” ([www.npaihb.org/epicenter](http://www.npaihb.org/epicenter)). Specifically, the mission of the Epicenter is to “collaborate with Northwest American Indian Tribes to provide health-related research, surveillance, training and technical assistance to improve the quality of life of American Indians and Alaskan Natives (AI/ANs).” The Albuquerque Area Indian Health Board, located in New Mexico, is one of these national epidemiology centers and shows promise as a possible partner and resource for the center that is being proposed in this report. For example, the Albuquerque Area Indian Health Board has a strong epidemiological background, and tribal faculty members at the University of New Mexico have a strong understanding of other methodological and theoretical approaches; these different strengths could be brought together to create synergies that would support exciting Native American research opportunities and products. A strong partnership like this one would allow tribal members access to all of the approaches that are needed if they wish to push forward their research and policy agendas.

### ***RWJF/UNM Health Policy Center at the University of New Mexico***

The Robert Wood Johnson Foundation Center for Health Policy at UNM (RWJF Center) is a strong potential collaboration partner to a Native American-specific research institute for New Mexico. The RWJF Center has an existing reputation for conducting policy oriented research with a racial and ethnic disparity focus. This Center has an explicit mission to train the next generation of diverse leaders in policy oriented research from diverse backgrounds (they note an explicit focus on Hispanic and Native American Fellow development), a key component to examine given the interest in including this capacity in the Native American-focused budget and policy institute or center. The RWJF Center also has a strong existing policy brief infrastructure that has been used effectively to provide policy-focused research to policymakers at the federal, state and local level. While the RWJF Center focuses on the social determinants of health and health policy research, they have expertise and research products across other policy areas including education, early childhood development, immigration policy, environmental policy, and economic analysis and economic development.

The goals of this Center are to connect academic oriented research conducted by UNM faculty and graduate students with policy makers and the wider community. They have examples of success in this area and have both a national and New Mexico focused advisory board to help with this effort. The

Center has a robust research capacity but is going through a significant decrease in funding from their primary funder, RWJF, which is leading to some uncertainty for the future of the organization. The leadership has gone through a strategic planning session and has decided that the future of this organization will be based on moving the Center's research agenda towards a broader focus on "social policy" which could then provide a great home for the proposed New Mexico-based Native American budget and policy center, similar to the Udall Center at the University of Arizona serving as a home for the NNI.

While the RWJF Center has Native American staff and researchers in their organization, as well as having more Native American-related expertise than some of the other organizations we included in our analysis, they do not focus primarily on this population. The RWJF Center also had a Native American focused sub-center focused uniquely on Native American health policy. This initiative was unfortunately phased out during the sunset process from the RWJF. However, this model is included in our assessment of the structure of the UNM model given that the RWJF Center has demonstrated its ability to host a center similar to the one that is being proposed. More specifically, given the infrastructure that already exists with the RWJF Center, we would propose housing a UNM-based Native American research and policy center or institute within this existing organization.

The RWJF Center has a strong staff and research infrastructure including administrative staff and accounting and a grant and contract manager that could be leveraged for a shared service oriented model to support both the RWJF Center and the proposed Native American-focused center. The RWJF Center also has multiple Native American PhD students with strong health policy and research expertise, many of whom contributed to this report. Finally, the RWJF Center has research expertise in Community Based Participatory Research through Dr. Nina Wallerstein and her protégés and a staff with a strong commitment to cultural competency.

### ***Tribal and Law Policy Institute***

The Tribal and Law Policy Institute has offices in California, Montana, and Minnesota, making it a unique model where there is both a national and state focused mission. While it does provide some student training via internships and by linking students with higher education and training, it is not affiliated or associated directly with an academic institution, making it one of the "external" models. This institute has a total of seven board members and 23 staff members across the three states. As mentioned on their website, both of these groups are "100% Native American" which is quite impressive and an ideal model to emulate for the New Mexico-focused center or institute. This institute is highly productive and has produced over 100 publications since its founding. Their research agenda is focused mainly on legal analysis and is not directly focused on budget and policy. In alignment with this focus, they examine and conduct research

related to policies that involve tribal law and the judicial system, especially as these apply to Native Americans.

This organization is unique given that one of its purposes is to act as the bridging capital for Native communities, connecting communities that need resources and training with law schools, clinics, tribal courts, etc. If a community member needs or wants a service, research, or training on anything from law and/or criminal courts to medical research and training, this institute helps establish the social capital to make it happen. Their mission is “to enhance and strengthen tribal sovereignty and justice while honoring community values, protecting rights, and promoting well-being... to empower Native communities to create and control their own institutions for the benefit/welfare of all community members now and for future generations.”

### ***Washington State Institute for Public Policy (WSIPP)***

The Washington State Institute for Public Policy (WSIPP) is housed at Evergreen State College in Olympia, Washington. This is a comprehensive policy center that has assembled a truly unique governance system that includes 16 board members, including four state senators, four district representatives, four professors and/or directors from various universities in Washington, and four government office directors. They also have 22 staff members, most of whom hold a doctoral degree, making this the most robust model we included in our review of model organizations. With over 500 reports published between 1984 and 2016, WSIPP is perhaps the most productive institute that we researched as well. In addition to several specific policy domains (criminal justice, health, employment, education etc.), they also have a specific focus on cost-benefit analyses and state budgets, demonstrating their commitment to, and ability to do economic and budget work. Although they do not have a race equity or Native American focus in their mission, given that they have the strongest capacity in both budget and policy research, we include them in our overall model assessment analysis. In our view, this organization is an ideal model for a full capacity policy institute for New Mexico that would span beyond the Native American focus envisioned for this specific project.

WSIPP provides a unique case study as it offers an example of the governance and organization structure for a university-based model that also has strong connections to the wider policy community. We believe that elements of this structure should be incorporated into a New Mexico-based Native American-serving policy center that is affiliated with a university in the state of New Mexico. For example, while WSIPP is housed in an academic setting, it operates as a standalone institution that has autonomy outside of the university that serves as its home. While the WSIPP does not focus on conducting research for a specific socio-demographic group, it would be reasonable/practical to take their governance model and tailor it to support research that focuses on Native

Americans in New Mexico. Further, adding student involvement and training is quite feasible under their model given that they are within a university. Finally, as noted above, the WSIPP is closely linked to the state's legislature and persons with agency in politics and policy decisions. This relationship is formal, as it appears that they receive a state subsidy to serve as an independent research arm for the legislature. This funding is enhanced with contracts and grants that the WSIPP secures to conduct additional research, making it an ideal model to consider.

### ***Intertribal Council of Arizona (ITCA)***

**Interview conducted by Jeremiah Simmons with the Assistant Director of ITCA, Travis L. Lane (TL), on September 30, 2016 in Phoenix, AZ.**

#### **1. Are they a research center, an independent think tank, related to a government entity?**

**TL:** ITCA is a tribal organization with a federal definition in that ITCA can hold 638 contracts, which are awarded to tribal organizations to help them participate in planning and administering federal services, programs, and activities. ITCA also provides a function of lobbying the state legislature to advance their policy interests.

**TL:** ITCA is actually comprised of two organizations. The social welfare arm that is more publically known as ITCA is the 501(c)3 non-profit, while the policy arm of ITCA, known as the Intertribal Association of Arizona (ITAA), is a 501(c)4 organization, which means it can engage in unlimited lobbying so long as it pertains to the organization's mission. Having this separation allows us to better pursue advocacy in many different levels.

**TL:** The ITAA is financially supported through a trust fund that was part of the land exchange for the Phoenix Indian School in Phoenix, AZ. [Referred to website for detailed information] - ITCA was instrumental in establishing the Arizona Inter Tribal Trust Fund in 1988 as part of the Arizona-Florida Land Exchange Act which provided that all monetary proceeds from the land exchange of the Phoenix Indian School property were to be deposited into two funds to supplement Tribal education. ITCA and the Navajo Nation agreed to receive the monetary proceeds for deposit into their respective trust funds in the form of a 30-year annuity. The Arizona Inter Tribal Trust Fund will receive \$33.2 million at the end of 30 years in addition to the annual amounts. ITCA distributes the income from the Arizona Inter Tribal Trust Fund to the nineteen Tribes in Arizona who were members of ITCA as of January 1, 1988. The funds must be used to supplement educational and child-welfare programs, activities and services for the benefit of those Arizona Tribes receiving the funds. ITCA receives a total of \$2 million annually from this fund to distribute to member Tribes. Five Tribes are funded each year on a rotating basis

with each Tribes receiving \$400,000 every three to four years. Tribes have used these funds for a variety of projects over the years (Retrieved from: [http://itcaonline.com/?page\\_id=164](http://itcaonline.com/?page_id=164)).

## 2. What is their history? How did they emerge?

TL: [Referred me to website for background of ITCA history]. The Inter Tribal Council of Arizona was established in 1952 to provide a united voice for tribal governments located in the State of Arizona to address common issues of concerns. On July 9, 1975, the council established a private, non-profit corporation, Inter Tribal Council of Arizona, Inc.(ITCA), under the laws of the State of Arizona to promote Indian self-reliance through public policy development. ITCA provides an independent capacity to obtain, analyze and disseminate information vital to Indian community self-development.

(Retrieved from: [http://itcaonline.com/?page\\_id=6](http://itcaonline.com/?page_id=6))

## 3. What is the group's mission? Include a strategic plan if available.

### MISSION:

TL: *...To provide its member tribes with a united voice and the means for united action on matters that affect them collectively or individually...*

TL: We are planning to have another strategic planning group meeting soon to update our strategic plan by the end of the year. This happens annually.

TL: The strategic planning process is comprised of working groups with subject matter experts who focus on programming or policy. We also engage in tribal consultation with the Substance Abuse and Mental Health Services Administration's (SAMHSA) Tribal Training and Technical Assistance Center (TTAC) to contextualize our strategic planning initiatives within the larger Indian Country context.

## 4. What is their primary population?

TL: Tribal populations from any of 21 tribal nations in Arizona.

## 5. What are their primary policy concerns?

TL: Currently, we have three major policy concerns.

TL: The **first policy concern** is dedicating funding for vector born disease prevention. Poorly designed or improperly maintained irrigation and water systems, inadequate housing, poor waste disposal and water storage may be

contributing factors to the most common vector-borne diseases for our tribal populations.

**TL:** The **second policy concern** is focused on amending the Safe Drinking Water Act (SDWA). [Referred to website for details] - Since 1983, the Inter Tribal Council of Arizona, Inc. (ITCA) has provided technical assistance to tribes to improve drinking water and wastewater regulatory compliance by Tribal utilities in regards to the Safe Drinking Water Act and the Clean Water Act, with the primary purpose of improving and protecting the health and safety of their public. Through this work, the Tribal Water Systems program was created. The Tribal Water Systems program (TWS) is a Tribally-based drinking water and wastewater training and assistance program initiated and operated by the Inter Tribal Council of Arizona, Inc. to help address the specific needs of tribes. The Tribal Water Systems program consists of two sub-programs—(1) Tribal Operator Training and Certification and (2) Tribal technical assistance.

Through partnerships with the U.S. Department of Health and Human Services, the Indian Health Service, the U.S. Department of Agriculture, and the U.S. Environmental Protection Agency, the ITCA Tribal Water Systems program has been able to make high quality training more accessible to Tribal water professionals by offsetting much of the expenses associated with sending Tribal staff on travel for trainings.

Key objectives of the ITCA Tribal Water Systems program include:

- Build Tribal capacity in operating, maintaining, and managing sustainable drinking water and wastewater systems;
- Provide and administer a system for U.S. EPA-approved certification to ensure that Tribal water/wastewater system operators can achieve the necessary levels of competency through practical experience and technical training;
- Help build Tribal expertise in water and wastewater treatment and handling;
- Provide technical assistance and training support in water and wastewater operations;
- Provide assistance in complying with Federal environmental and public health laws and regulations;
- Work with Tribal governments, Tribal leaders, and Tribal water and wastewater staff to design approaches and solutions to water-related issues; and
- Train Tribal staff to effectively meet the health and safety needs of their communities.

**TL:** The **third policy concern** is focused on the protection of sacred places. For example, this includes anything concerning the religious, cultural and environmental concerns of our tribes related to the lands which would be

impacted by S.409. [Referred to Resolution of ITCA 0209 on this matter] - ITCA opposes the passage of S.409 for many reasons including the fact that the proposed mine would destroy much of the earth in an area of Oak Flat, Apache Leap, Gaan Canyon and the Pond, that is of spiritual, religious, cultural and historical importance to Native Americans.

## **6. What is their governance structure? (Advisory board etc)**

**TL:** [Referred to website for details] - The members of ITCA are the highest elected tribal officials: tribal chairpersons, presidents and governors. These representatives are in the best position to have a comprehensive view of the conditions and needs of the Indian communities they represent. As a group, the tribal leaders represent governments that have a shared historical experience. Consequently, the tribes have a common governmental status as well as similar relationships with federal and state governments. ITCA is governed by a Board of Directors composed of: Presidents, First Vice President, Second Vice President, and Secretary/Treasurer. The work of ITCA staff and consultants is carried out under the direction and supervision of Maria Dadgar, Executive Director.

## **Summary and Initial Recommendations**

### **Standalone Institutions**

The First Alaskan Institute, the Montana Budget and Policy Center, the Tribal Law and Policy Institute, the National Congress of American Indians, and the Northwest Portland Area Indian Health Board were selected as examples of Native American-serving institutions with no governance link to a university. Standalone institutions seem to be able to focus a maximum level of attention and resources to one or two policy arenas to maximize impact in core areas, but they are less robust or comprehensive than the university-based models that have a wider sphere of research areas. And more research capacity. This is true for all of the standalone organizations on this list, with the exception of the First Alaskan Institute, which deals with any issue or topic that might influence the lives of Native Americans in their state. A similar pattern arises when analyzing the training of future policy leaders: None of the standalone institutes provide formal training for future policy leaders, with the exception, again, of the First Alaskan Institute. With the exception of the First Alaskan Institute, these other institutions may offer internships occasionally, but there is no mechanism for formal training in place. We would recommend taking a closer look at the Alaskan Institute if there is an interest to house the New Mexico-focused model outside of a university, as they are the best model for this approach in our view and offer a model that could be mirrored in many ways in our state.

## Hybrid Institutions

The Washington State Institute for Public Policy (WSPP) is the only institution that we identified as semi-affiliated, or what we refer to in the next section as a “hybrid” model. In short, we include this in our conceptual and budget models given that a WSPP-styled center has the potential to have an indirect connection to an academic institution while maintaining some autonomy. WSIPP is semi-affiliated given that they are housed at Evergreen State College which provides them with fiscal and administrative services; however, they receive most of their funding for their research agenda from external sources. As noted above, the Washington State Institute for Public Policy is a model to pay close attention to, since they have the most developed and sophisticated governance structure of any of the institutions examined as part of this project. Their nonpartisan board consists of political and university leaders, and they are delegated policy research agendas and ideas through their state legislature. This governance structure and their relationship with the state’s legislature assures that their analyses are well regarded and have significant impact on policy discussions in the state. This status may also lead to the capacity to engage in more advocacy-oriented work, something difficult within a larger academic institution that may limit the partisan oriented work generally. We would suggest considering an advisory board that is composed of representatives from all New Mexico Tribes and/or a mixture of Tribal representatives, as well as legislative members if possible.

## University-Based Institutes/Centers

Multiple university-based institutes are examined as part of this review. These include the Native Nations Institute at the University of Arizona, the American Indian Policy Institute at Arizona State University, and the RWJF/UNM Center for Health Policy. By far the most significant and universal attribute of university-based institutes is their training capacity for students, a strong goal for a New Mexico-focused center. Both Arizona based institutes offer certificates of training/completion and degree seeking options. These programs currently offer not-for-credit courses to community members who wish such training, and they provide students with different types of degree options through their Native American Studies academic departments. While the RWJF/UNM Health Policy Center is not structured as an academic department, its central focus is preparing research fellows/graduate students to become the next policy researchers and leaders. We believe a strong training program that will support Native American community members and students to be policy analysts, researchers, and budget analysts should be strongly considered as a priority and a key aspect of a Native American serving policy center in New Mexico.

Additionally, both of Arizona-based university policy institutes have managed to properly balance the placement of their Native American policy institutes at universities while respecting the views, cultures, and priorities of the Native Americans they serve. These institutions have successfully negotiated

relationships between tribal communities and academia and address issues of power and priorities well. This is evident in the manner in which both programs are structured. Specifically, all advisory board members to these institutions are solely Tribal members. Further, the majority of the staff at these centers are also Tribal members. Our search found several newspaper articles and reports related to the selection of Tribal members and Tribal leaders to serve on the advisory boards at these institutes that highlighted the importance of this representation. We would strongly suggest taking a similar path with the New Mexico-focused model, noting that the need for full representation of our tribal leaders will lead to a large and somewhat tough to manage board.

### **Attributes and Capacities to Consider**

Beyond organizational structure, there are several other attributes that we identified in our scan of these existing centers or institutes that we believe should be considered. There are several unique attributes found throughout our organization analysis that are needed in New Mexico and could be housed at the Native American Policy institute. Below are some of the more salient factors to consider.

### **Census Information Center**

The first attribute that could maximize the potential of this institute is the possibility of teaming up with the Bureau of Business and Economic Research and the Center for Geospatial Population Studies at UNM to collect and disseminate demographic data and/or information specific to the Native American population in New Mexico. Two institutions in our search, the First Alaskan Institute and the National Congress of American Indians, currently have census information centers. A census Information center is a cooperative venture between the US Census Bureau and community based organizations, colleges, and universities, with the ability to serve as an auxiliary data distribution center. A direct connection to the New Mexico Census Information Center would offer New Mexican Tribal communities the ability to further their research and advocacy agendas because it would provide the ability to track census information for Native American population in New Mexico directly. An example of this type of work is the Alaskan Native Survey out of the First Alaskan Institute, which allowed the organization to understand why Alaskan Natives are moving out of villages and into urban spaces in large numbers. There are many similar questions that need to be answered in New Mexico and this attribute could facilitate such research.

### **Grant Management and Grant Staff Support**

Several of the organizations examined here provide grant management services to their communities beyond those provided to organization staff and researchers. A prime example of this is the First Alaskan Institute. The First Alaskan Institute has funded or invested more than \$1,000,000 over seven years to the

community via small grants. We envision a similar process associated with a New Mexico-based policy center, where the center writes various types of grants with the aim of disseminating grant-funded resources to organizations or working with community members in the grant process with the aim of maximizing the likelihood of acquiring resources for New Mexican organizations. This process could also be maximized by allowing the staff at the Native American center to manage and administer all logistics and bureaucracy duties, regardless of the grant type. This model has been set in place at the RWJF Center for Health Policy at the University of New Mexico, where ample grant support and services are provided to Fellows and associated research faculty. This is unique because it allows those who are applying for and receiving grant funding to fully engage in their work and not have to worry about the logistics behind a grant. However, the RWJF Center does not currently provide these direct services to community partners, though the Center's capacity could be expanded to do so if funding was provided to support their time.

### **Internet and Technology Assistance Services**

The Northwest Portland Area Indian Health Board and the American Indian Policy Institute at Arizona State University have an emphasis on providing support in the areas of technology assistance. They couple their research aims with providing technical assistance to Native American communities, empowering their research and policy efforts. As noted above, the Northwest Portland Area Indian Health Board houses a national epidemiology center, which acts as a hub for data collection, research surveillance, training and technical assistance. We envision providing these services to local community organizations in New Mexico directly or through our local partnerships to create a "data hub" that would allow organizations and Tribes to share data with each other for state-wide research. This attribute couples very well with the other proposed attributes, providing a holistic approach towards pushing the missions of community organizations in New Mexico.

## **PART THREE: PROJECTED COST ASSOCIATED WITH INCREASED INFRASTRUCTURE - CENTER/INSTITUTE CONCEPTUAL MODELS AND RELATED COSTS**

Based on this research conducted by the Robert Wood Johnson Foundation UNM Center for Health Policy, we propose the following four conceptual models to increase capacity and support New Mexico's existing infrastructure.

The first two proposed models are nonprofit 501 c 3 organizations independent of any existing organization or academic institution. This is intended to be reflective of several of the organizations we analyzed that we refer to as "external models." The first independent model includes policy research, communications, and outreach capacities in addition to research staffing. In order to meet the financial requirements of maintaining these capacities, a robust budget is associated with this particular model. Alternatively, the second independent model would focus solely on policy research. This organization would not have the staff and financial resources to communicate the resulting research outside of a small scope. As such, this budget for this proposed budget and projected impact of their work are significantly less. The primary advantage to these models is the ability for their work to more advocacy focused than those that reside within an academic institution.

The final two models include a hybrid structured organization that would be independent of any one entity; however, it would have indirect ties to the University of New Mexico. This would enable the organization to leverage certain institutional assets in order to further the organization's mission but retain independence. This again is reflective of several models included in our scan of existing institutes and Centers.

Finally, the fourth model structure would house the organization within the Robert Wood Johnson Foundation Center for Health Policy at UNM. This would be reflective of several organizations we analyzed to inform these models, including having a direct training mission for undergraduate and graduate students. The primary advantage of this model is the ability to connect the work of the institute to the larger academic infrastructure of a research university, similar to the ASU and U of A models we reviewed in our report. The non-partisan nature of an academic institution could lead to more policy impact than external models as well. This model would also allow for a cost-sharing approach to administrative needs within the RWJF Center core staffing.

Projected Costs and Structure  
**Independent Policy Research and Outreach Organization**

The figure below provides an overview of the structure and associated potential costs for a Policy Research and Outreach organization that is independent of a larger organization such as UNM. An independent organization will not have the same level of external outreach and communications capacities as would one housed at the University of New Mexico. These capacities are necessary to ensure that the policy research generated is utilized in a practical way. As such, below are recommendations for a comprehensive independent not-for-profit policy and outreach organization. A less robust model with reduced funding needs is feasible but will have less breadth and depth of impact.

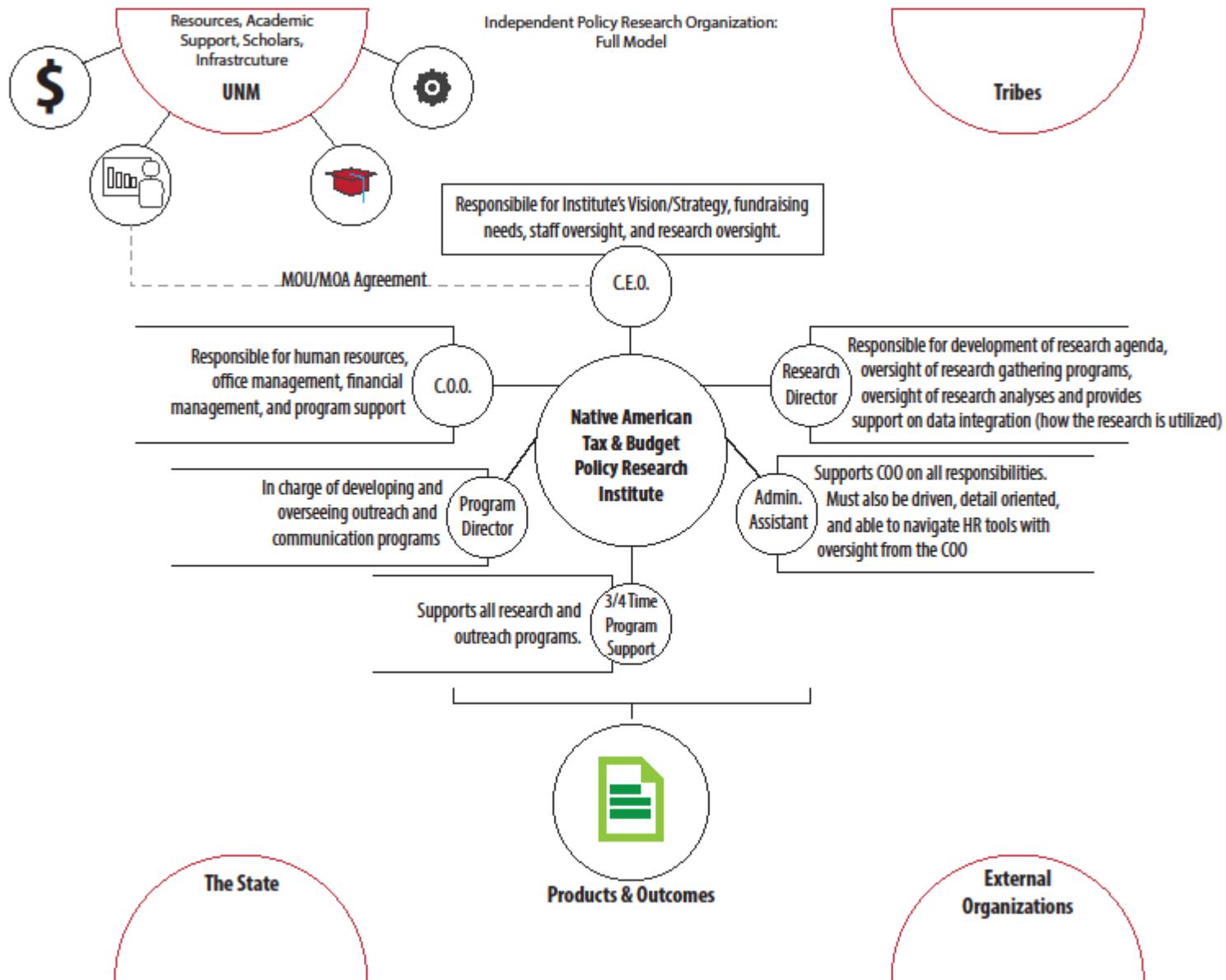
In addition to the proposed organizational structure, a potential expense budget is included. To maximize efficiency and reduce duplication, we recommend encouraging the proposed organization’s leadership (Board of Directors and Executive Director) to work closely within our community’s existing non-profit infrastructure. It is noteworthy that this organizational framework and budget is modeled after several successful New Mexico-based community 501 (c) 3 entities.

**Organizational Personnel Table**

<b>Position</b>	<b>Org. Function</b>	<b>Key Skill Sets</b>	<b>Salary/Cost Range</b>
Chief Exec. Officer	<ul style="list-style-type: none"> <li>• Vision/Strategy</li> <li>• Fundraising</li> <li>• Staff Oversight</li> <li>• Research Oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and creative thinking</li> <li>• Analytical problem solving</li> <li>• Policy research experience</li> <li>• Internal and external communications skills</li> <li>• Detail oriented</li> <li>• Entrepreneurial</li> </ul>	\$95,000 to \$105,000
Chief Operations Officer	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Office Management</li> <li>• Financial Management</li> <li>• Program Support</li> </ul>	<ul style="list-style-type: none"> <li>• HR Experience</li> <li>• Accounting Experience</li> <li>• Office Management Experience</li> <li>• Systems Driven</li> <li>• Data/Tools Fluent</li> </ul>	\$90,000 to \$95,000

Research Director	<ul style="list-style-type: none"> <li>• Develop Research Agenda</li> <li>• Oversee Research Gathering Programs</li> <li>• Oversee Research Analyses</li> <li>• Support on Data Integration (how the research is utilized)</li> </ul>	<ul style="list-style-type: none"> <li>• Expert in Research Methods</li> <li>• 5 to 7 Years Research Practical Experience</li> <li>• 5 to 7 Years Research Analysis and Integration</li> </ul>	\$80,000 to \$85,000
Program Director	<ul style="list-style-type: none"> <li>• Develop/Oversee Outreach and Communication Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of NM's landscape, past and present</li> <li>• Fluent in research</li> <li>• Fluent in the development/implementation of outreach and communications plans</li> </ul>	\$65,000 to \$75,000
Administrative Assistant	<ul style="list-style-type: none"> <li>• Support COO on all responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Driven</li> <li>• Detail oriented</li> <li>• Navigate HR tools with oversight from the COO</li> </ul>	Hourly: Approximately \$25,000 annually
¾ Time Program Support (Research, Outreach and Communications)	<ul style="list-style-type: none"> <li>• Support all research and outreach programs</li> </ul>	<ul style="list-style-type: none"> <li>• Fluent in Research and Policy Analysis</li> <li>• Internal and External and Outreach Communications Skills</li> <li>• Extremely Adept at Interpersonal Relationships</li> </ul>	Hourly: Approximately \$45,000 to \$50,000 Annually
Research Assistant/s	Work with the University of New Mexico to utilize existing graduate students' time and expertise through a work/share type model <ul style="list-style-type: none"> <li>• Cost (Approximately \$330.00 per credit hour and \$1,800 annually)</li> </ul>		

APPROXIMATE TOTAL PERSONNEL COSTS: \$395,000 to \$415,000 + RA Costs



Projected Costs and Structure  
**Independent Policy Research Organization II**

**NOTE: This proposal is a less robust model that would have limited breadth of reach and depth of impact given the decrease in amount of necessary resources.**

The model below provides an overview of the structure and cost for a policy research organization that is independent of a larger entity such as UNM. An independent organization will not have the same level of external outreach and communications capacities as the University of New Mexico. These capacities are necessary to ensure the policy research gleaned is utilized in a practical way (one of the key recommendations from Dr. Lipsky). As such, there is a previously proposed option for an independent nonprofit organization providing robust research, outreach, and civic engagement capacities.

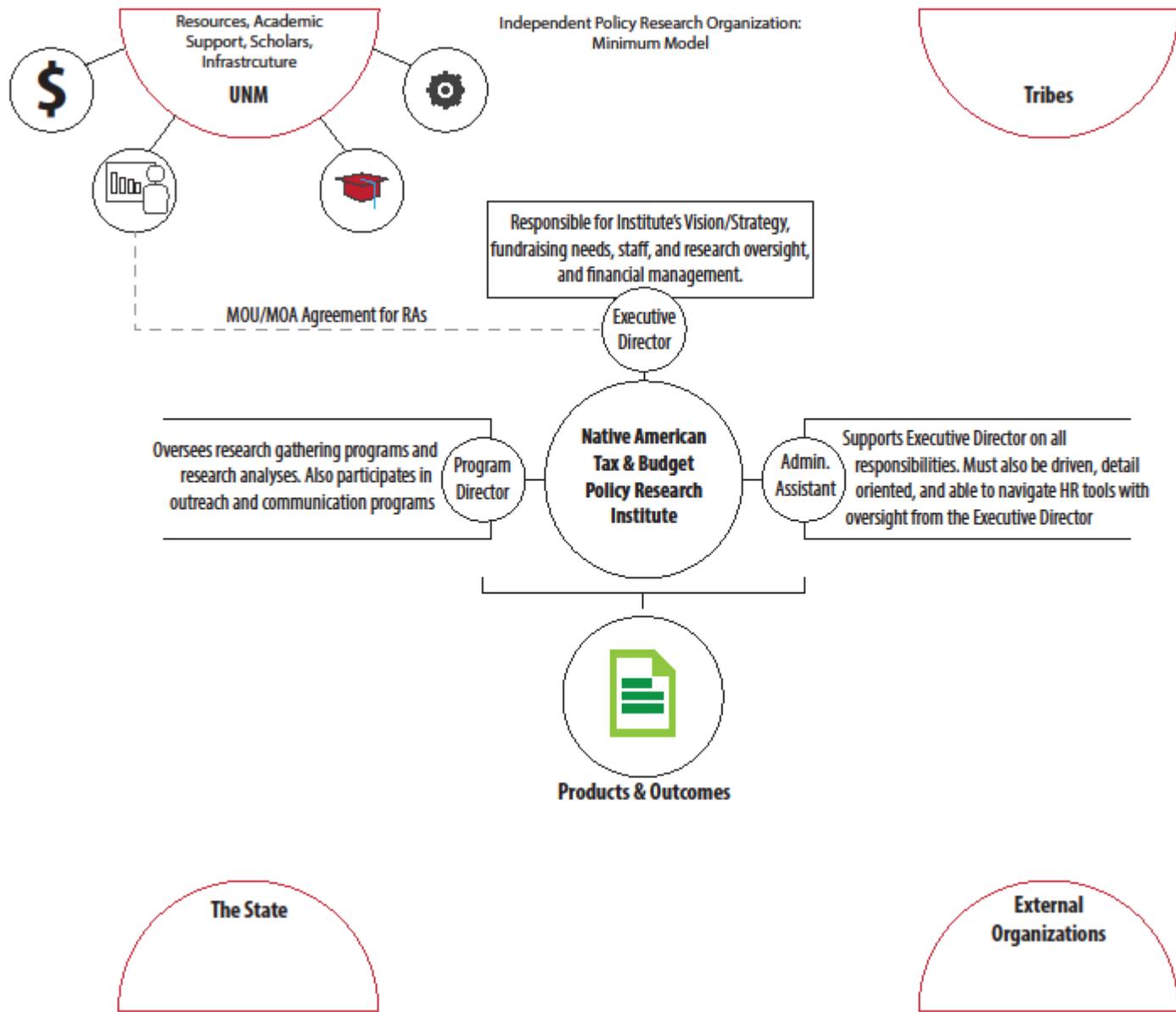
For informational purposes the following is a less robust model with reduced funding needs and a much more limited scope of work.

In addition to the proposed organizational structure, a potential expense budget is included. To maximize efficiency and reduce duplication, we recommend encouraging the proposed leadership of the organization (Board of Directors and executive Director) to work closely within our community's existing non-profit infrastructure.

## Organizational Personnel Table

Position	Org. Function	Key Skill Sets	Salary/Cost Range
Executive Director	<ul style="list-style-type: none"> <li>• Vision/Strategy</li> <li>• Fundraising</li> <li>• Staff Oversight</li> <li>• Research Oversight</li> <li>• Human Resources Oversight</li> <li>• Financial Management</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and creative thinking</li> <li>• Analytical problem solving</li> <li>• Policy research experience</li> <li>• Internal and external communications skills</li> <li>• Detail oriented</li> <li>• Entrepreneurial</li> <li>• Office and HR Management experience</li> <li>• Systems Driven</li> </ul>	\$95,000 to \$105,000
Program Director	<ul style="list-style-type: none"> <li>• Oversee Research Gathering Programs</li> <li>• Oversee Research Analyses</li> <li>• Participate in Outreach and Communication Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge of NM's landscape, past and present</li> <li>• 5 to 7 Years Research Practical Experience</li> <li>• 5 to 7 Years Research Analysis and Integration</li> </ul>	\$80,000 to 980,000
Administrative Assistant	<ul style="list-style-type: none"> <li>• Support COO on all responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Driven</li> <li>• Detail oriented</li> <li>• Navigate HR tools with oversight from the COO</li> </ul>	Hourly: Approximately \$25,000 annually
Research Assistant/s	Work with the University of New Mexico to utilize existing graduate students' time and expertise through a work/share type model <ul style="list-style-type: none"> <li>• Cost (Approximately \$330.00 per credit hour and \$1,800 annually)</li> </ul>		

APPROXIMATE TOTAL PERSONNEL COSTS: \$180,000 to \$200,000 + RA Costs



Projected Costs and Structure  
**Hybrid Policy Research Organization**

**NOTE: This proposal leverages the UNM existing infrastructure (monetary and intellectual resources) for a Native American Budget and Policy Research Institute.**

This hybrid model does not include capacities for communications, outreach, or targeted civic engagement. As such, it is necessary that the parties involved are actively engaged with the external non-profit infrastructures that would provide these functions. If this does not occur, there is a significant risk that the research conducted and data generated will not be utilized in a practical manner and demonstrate the impact necessary to inform progressive change in New Mexico. In this hybrid model we suggest considering the New Mexico Center for Law and Poverty as the institutional home for this unit, as this Center has many of the needed resources in place already but would need to create a Native American specific sub-Center to make this a viable option. The New Mexico Center for Law and Poverty has also recently initiated some collaboration with the RWJF Center at UNM, a relationship that could be useful if a hybrid model is considered that requires a formal connection to UNM’s research and student pipeline capacity.

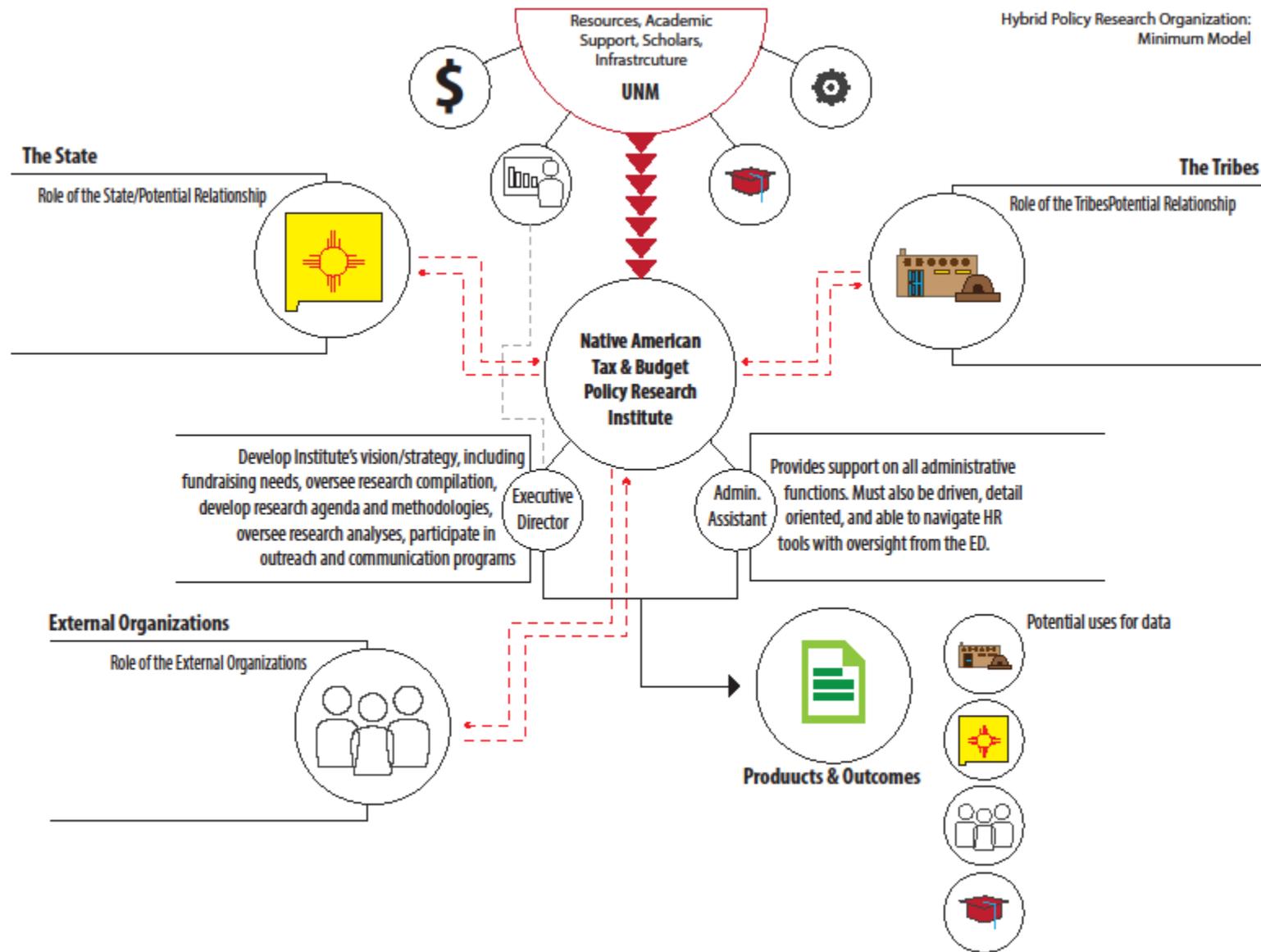
In addition to the proposed organizational structure, a potential expense budget is included.

**Organizational Personnel Table**

<b>Position</b>	<b>Org. Function</b>	<b>Key Skill Sets</b>	<b>Salary/Cost Range</b>
Executive Director	<ul style="list-style-type: none"> <li>• Vision/Strategy</li> <li>• Fundraising</li> <li>• Oversee Research Compilation</li> <li>• Develop Research Agenda and Methodologies</li> <li>• Oversee Research Analyses</li> <li>• Participate in Outreach and Communication Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and creative thinking</li> <li>• Analytical problem solving</li> <li>• Policy research experience</li> <li>• Internal and external communications skills</li> <li>• Detail oriented</li> <li>• Entrepreneurial</li> </ul>	\$85,000 to \$95,000

Administrative Assistant	<ul style="list-style-type: none"> <li>• Support on all administrative functions</li> </ul>	<ul style="list-style-type: none"> <li>• Driven</li> <li>• Detail oriented</li> <li>• Navigate HR tools with oversight from the ED</li> </ul>	\$45,000 to \$55,000
Research Assistant/s	Work with the University of New Mexico to utilize existing graduate students' time and expertise through a work/share type model <ul style="list-style-type: none"> <li>• Cost (Approximately \$330.00 per credit hour and \$1,800 annually)</li> </ul>		

APPROXIMATE TOTAL PERSONNEL COSTS: \$150,000 to \$170,000 + RA Costs



Projected Costs and Structure  
**UNM Robert Wood Johnson Health Policy**  
**Auxiliary Center for Native American Policy Research and Civic Engagement**

The model below provides an overview of the structure and cost for a Native American Budget and Policy Research and Civic Engagement entity proposed as an arm of the Robert Wood Johnson Center for Health Policy at the University of New Mexico. The following outline includes resources necessary for capacities that will ensure a robust research agenda as well as provide opportunities for the resulting research data to be utilized in a practical way outside traditional academia. A less robust model with reduced funding needs is feasible but will have less breadth and depth of impact.

In addition to the proposed organizational structure, a potential expense budget is included. To maximize efficiency and reduce duplication, we recommend encouraging the leadership team of the proposed organization engage within our community’s existing non-profit infrastructure.

**Organizational Personnel Table**

<b>Position</b>	<b>Org. Function</b>	<b>Key Skill Sets</b>	<b>Salary/Cost Range</b>
Executive Director	<ul style="list-style-type: none"> <li>• Vision/Strategy</li> <li>• Fundraising</li> <li>• Staff Oversight</li> <li>• Research Oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic and creative thinking</li> <li>• Analytical problem solving</li> <li>• Policy research experience</li> <li>• Internal and external communications skills</li> <li>• Detail oriented</li> <li>• Entrepreneurial</li> </ul>	\$90,000
Manager: Tribal Liaison (50% FTE)	<ul style="list-style-type: none"> <li>• Primary point with Native American communities</li> <li>• Support the development of research agenda</li> <li>• Lead recommendations on practical application of data</li> </ul>	<ul style="list-style-type: none"> <li>• History of interpersonal relationships &amp; credibility within the Native American community</li> <li>• Minimum of 5 years civic engagement experience</li> <li>• Minimum 3 years research experience</li> </ul>	\$36,000

	<ul style="list-style-type: none"> <li>Support the development of civic engagement initiatives</li> </ul>		
Program Specialist (50% FTE)	<ul style="list-style-type: none"> <li>Support the development of research agenda</li> <li>Support the development of civic engagement initiatives</li> <li>Lead civic engagement plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>Detail oriented</li> <li>Strategic thinking skills</li> <li>Minimum of 5 years civic engagement experience</li> <li>Minimum 3 years research experience</li> </ul>	\$30,000
Accountant (50% FTE)	<ul style="list-style-type: none"> <li>Lead on financial systems and controls</li> <li>Lead on audit functions</li> <li>Track fundraising</li> </ul>	<ul style="list-style-type: none"> <li>Detail oriented</li> <li>Minimum 5 years accounting experience</li> </ul>	Approximately \$36,000 annually
Research Assistant (Year round)	<ul style="list-style-type: none"> <li>Support the development of research agenda</li> <li>Support recommendations for research methodologies</li> <li>Support research programs</li> </ul>	<ul style="list-style-type: none"> <li>Post doc/graduate student</li> </ul>	Approximately \$20,000.00
Additional Support Staff (35.5% FTE)	<ul style="list-style-type: none"> <li>Lead human resource functions</li> <li>Lead office management and administrative functions</li> </ul>	<ul style="list-style-type: none"> <li>Minimum 5 years relevant experience in human resources, office management and administration</li> </ul>	Approximately \$36,000

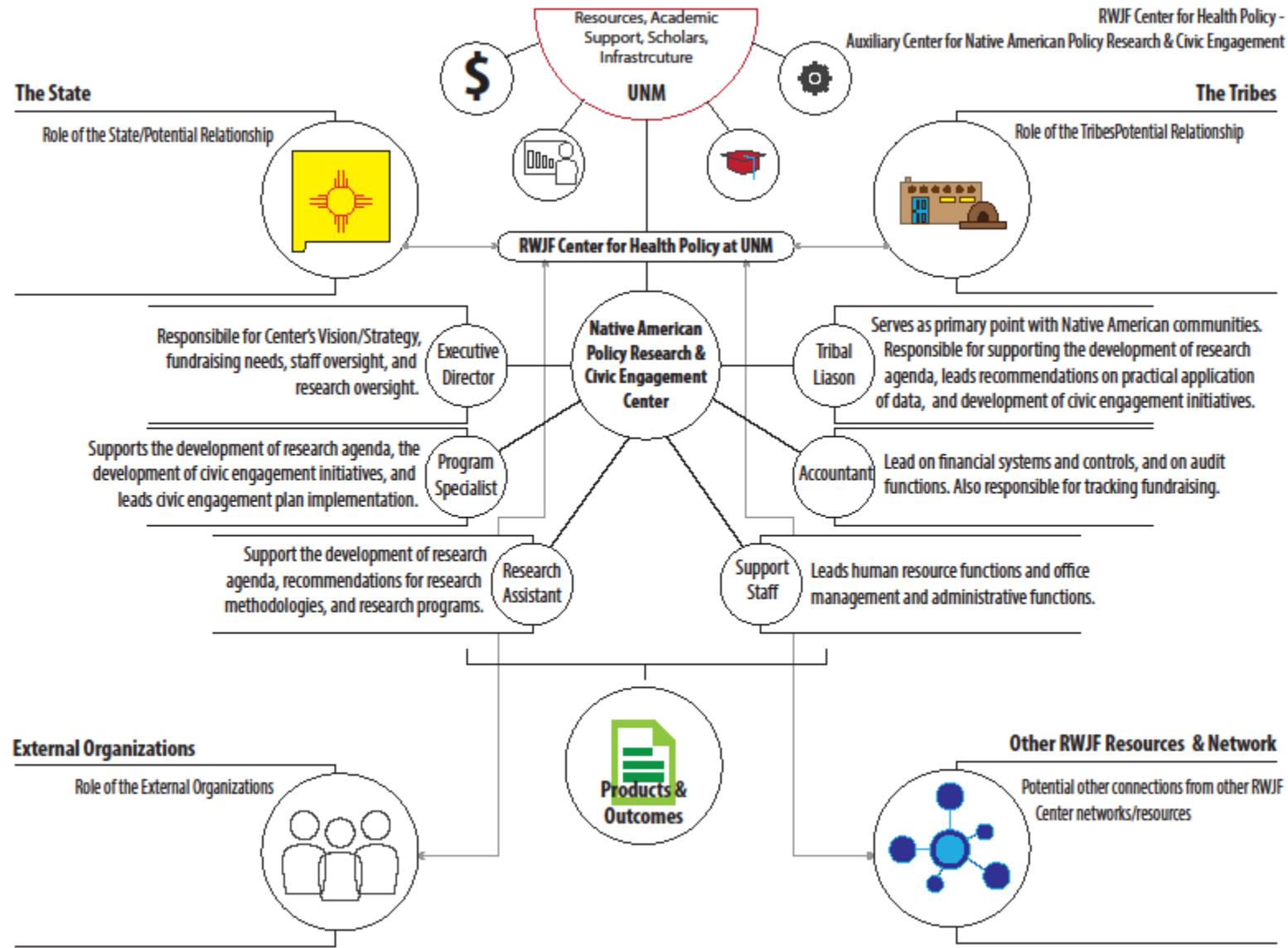
APPROXIMATE TOTAL PERSONNEL COSTS: \$250,000 + possible additional RA costs

Additional Costs

<b>Benefits &amp; Taxes</b>			
	<b>Dental Insurance</b>	0	
	<b>Employer Payroll Taxes</b>	0	

	Research Assistant: Health Insurance	2,300.00	
	IRA (Employer Match)	0	
	Workmans Comp	0	
	<b>Total Benefits &amp; Taxes</b>		2,300.00
	<b>Other Regular Expenses</b>		
	Bank Service Charges	0	
	Dues and Subscriptions	0	
	Employee Tuition	0.00	
	Equipment Purchase	1,000.00	
	<b>Insurance</b>		
	Directors & Officers	n/a	
	Liability Insurance	n/a	
	<b>Total Insurance</b>	0	
	Parking Permits	300.00	
	Miscellaneous	0	
	<b>Office Equipment</b>		
	Computer	4,500.00	
	Computer Hardware	0	
	Computer Software	1,500.00	
	<b>Total Office Equipment</b>	6,000.00	
	Office Furniture	0.00	
	Office Supplies	2,400.00	
	Printing/Copying	3,000.00	
	Postage and Delivery	0	
	Rent	0	
	<b>Repairs</b>		
	Building Repairs	0	
	Computer Repairs	0	
	Equipment Repairs	0	
	<b>Total Repairs</b>	0	
	<b>Utilities</b>		
	Alarm System	0	
	Cable	0	
	Gas and Electric	0.00	
	Internet	0	

	Paper Shred	0	
	Telecom: cell, hot spot, conf calls	7,710.00	
	Water	0	
	<b>Total Utilities</b>	<b>7,710.00</b>	
	<b>Total Other Regular Expense</b>		<b>20,410.00</b>
<b>Professional Fees</b>			
	Accounting	0	
	Audit	0	
	Consultants	50,000.00	
	Honoraria/Guest Speakers	4,000.00	
	<b>Total Professional Fees</b>		<b>44,000.00</b>
<b>Program Expenses</b>			
	Polling	0	
<b>Business Mtg Expenses</b>			
	Food	0.00	
	Travel (Domestic/In state)	5,000.00	
	Additional Meeting Expenses	10,000.00	
	Travel	0.00	
	<b>Total Business Mtg Expenses</b>	<b>15,000.00</b>	
<b>Website</b>			
	Design	0	
	Hosting	0	
	<b>Total Website</b>	<b>0.00</b>	
	<b>Total Program Expenses</b>		<b>\$15,000</b>
	<b>Total Expenses</b>		<b>91,710.00</b>



## PART FOUR: PROJECTED FUNDING STREAMS TO SUSTAIN INCREASED INFRASTRUCTURE FOR NATIVE AMERICAN BUDGET AND POLICY ANALYSIS IN NEW MEXICO

### Sustainability Analysis: Potential Funding for a New Mexico-based Native American Budget and Policy Center

This final section provides analysis of potential information on possible sources of funding to support a New Mexico-based Native American focused budget and policy research center. This section is informed by a scan of funding streams that support the model centers we included in our analysis (see those organizations below), an assessment of the budget situation in New Mexico, and research of funding priorities of foundations that we have worked with at the RWJF Center for Health Policy at UNM. We want to stress that identification of funding sources of these organizations was a major challenge, as this information is not readily available on websites or reports that are publically available, and these organizations were not forthcoming (for good reason) with this information in our attempts to contact them directly to acquire budget and funding source information. However, our team feels confident that the information we were able to acquire through creative approaches is useful for your evaluation of the sustainability of this project.

Organization	Location
American Indian Policy Institute at Arizona State University	Tempe, Arizona
First Alaskan Institute in Anchorage, Alaska	Anchorage, Alaska
Montana Budget and Policy Center	Helena, Montana
National Congress of American Indians Policy Research Center	Washington D.C.
Native Nations Institute at the University of Arizona	Tucson, Arizona
Northwest Portland Area Indian Health Board	Portland, Oregon
RWJF/UNM Health Policy Center at the University of New Mexico	Albuquerque, New Mexico
Tribal and Law Policy Institute	California
Washington State Institute for Public Policy	Olympia, Washington
Udall Center for Public Policy, University of Arizona	Tucson, Arizona

Funding to these organizations, and to a potential New Mexico-based Native American policy and budget center, originates from five types of entities: private foundations, federal and state government, private donors, academic institutions, and “other sources” who could provide in-kind support for items such as office space and student tuition. In summary, we feel that there will be wide interest in supporting this entity given the clear consensus of the importance and need for what we project for New Mexico. However, our analysis of existing organizations both here in New Mexico and outside of the state strongly suggests that there will be a need for anchor or start-up funding to initiate an initiative of this kind, as this has been the process for just about all of the organizations we evaluated. Over time it appears as though the anchor organization is able to decrease their support as more diverse funding streams develop. In short, in regard to sustainability it appears as though “if you build, funding will come” from other collaboration partners.

### Private Foundations

Nearly all of the centers/institutes including in our analysis received generous initial support from regional and national foundations. The Foundations that have funded Native American focused centers or institutes at a large level include:

- The Robert Wood Johnson Foundation
- W.K. Kellogg Foundation
- Morris K. Udall Foundation
- Ford Foundation

Regional foundations that also support the centers reviewed here to a lesser extent include the:

- Montana Health Care Foundation
- Northwest Foundation
- High Stakes Foundation
- Open Society Foundation
- Women’s Foundation of Montana
- Stoneman Family Foundation
- Northwest Area Foundation

While it might not be possible to receive funding from these specific regional foundations to support a New Mexico-based center, we mention these partnerships to illustrate the possible type of relationships that could emerge with local, state, and regional foundations. Below are some of the New Mexico focused or regional foundations that we envision potentially serving as similar partners for our effort here in the state:

- The Thornburg Foundation
- McCune Charitable Foundation
- The Daniels Fund
- New Mexico Community Foundation
- Notah Begay III Foundation

Foundation support to these centers was mentioned in two ways across the webpages and reports we could analyze. The first included direct funds that appear to cover overhead cost and salaries for core staff and overall infrastructure, including fellowships and scholarships for students who either interned or worked as research assistants. The second way that funding was received from foundations was through research grants. While these appear to be focused specifically on research projects commissioned by the foundation, a significant percent of these grant funds also covered operating expenses for the organization indirectly through overhead fees. This would be consistent with the Funding and Administration fees charged by higher education institutions here in New Mexico.

#### Federal and State Government, Including Tribal Governments

Two of the organizations on our list, the National Congress of American Indians (NCAI) and the Washington State Institute for Public Policy (WSIPP), receive direct funding from state government sources. NCAI lists on their website that they receive support from the Department of Agriculture, the Department of Defense, the Department of Health and Human Services, the Department of the Interior, the Department of Justice, and the Environmental Protection Agency, all at the federal level. WSIPP states that they receive funding directly from the Washington State legislature and through governmental grant and contract-funded research. It also appears as though other centers or institutes in our scan were hired by state agencies in their home states for contract research. While securing direct funding from the state of New Mexico is feasible in the long-run, given the severe budget issues facing the state of New Mexico currently, we do not envision this being something to pursue in the near future. We also note that Senator Udall will assume the position of Vice Chairman of the U.S. Senate Committee on Indian Affairs in the 115th Congress. Although Senator Udall is in the minority party within the Senate, limiting his capacity to secure funds for this entity, we believe it would be worthwhile to meet with the Senator to see if there are means to secure congressional funding for this effort. We note that the Udall Center at the University of Arizona appears to be partially funded through congressional appropriation, making this a realistic approach for this new entity in New Mexico. Many of these centers also receive funding from Indigenous nations, Tribal governments, and Native American serving organizations. The University of New Mexico has been in on-going conversations with the Navajo Nation regarding the potential financial support of an Endowed Chair in Native

American Economic Analysis for the Department of Economics. Professor Sanchez has communicated to the Navajo Nation that there may be the possibility of connecting that initiative with this budget and policy institute, making the prospect of exploring collaborative fundraising viable.

### Academic Institutions

All of the organizations reviewed for this report that are affiliated with a university have the potential advantage of receiving funding from the university itself and benefiting from university infrastructure, including space, grant writing support, other administrative functions, and reputation. If the university focused models are considered, the MOU with the academic institution should address any in-kind support that would be expected, including space on campus.

### Private Company Support

The most surprising funding source for our team was the contributions that came from private companies to support the efforts of many of the existing organizations we studied. It was mentioned on multiple websites that funds are received from multiple private donors and through business partners. In fact, donation links were quite common on all of these centers' webpages, which is something that should be integrated into the model of the New Mexico entity if constructed. Businesses that have supported the work of these centers include the following:

- Bank of America
- Walmart
- Wells Fargo
- Aetna, Inc.
- Key Bank
- University of Phoenix
- Roche Diagnostics Corporation

### **Recommendations for Funding a New Mexico-based Native American Budget and Policy Center**

All of the centers studied here receive braided funding from a combination of entities that may include government, Indigenous nations and Native American-serving organizations foundations, academic institutions, businesses and business organizations, and individuals. Finding diverse sources of funding will be essential to support a New Mexico-based Native American Budget and Policy Center. More specifically, we believe that opportunities for funding should be

explored with the following entities. We want to again stress that there will be the need for an organization, most likely a foundation, to establish initial funding to get the center or institute off the ground with more diverse funding streams helping to ensure long-term sustainability. Our collective experience suggests that a serious assessment of the sustainability should be conducted early on, as too many great initiatives in New Mexico (such as the RWJF Center at UNM) find themselves in financial hardship after the initial investments run dry. The timing for creation of this new center or institute is on the one hand difficult, as the state of New Mexico is facing tremendous challenges that will make initial funding hard to come by. However, on the other hand, the need for enhanced budget and policy research to increase efficiency in investments directed at improving outcomes for the Native American community in New Mexico and reduction of inequalities is more timely now than ever.

- National Foundations
  - Robert Wood Johnson Foundation (specific to health budget and policy analysis)
  - W.K. Kellogg Foundation
  - Morris K. Udall Foundation
  - Ford Foundation
  
- Regional Foundations
  - The Thornburg Foundation
  - McCune Charitable Foundation
  - The Daniels Fund
  - New Mexico Community Foundation
  - Notah Begay III Foundation
  
- The New Mexico State Legislature
  - In our opinion, given the budget challenges faced by the state, the likelihood of securing recurring funding for such a center, currently, is small. However, should the budget climate change, the possibility of receiving such funding may improve. Additionally, while not solving the problem of securing ongoing base funding, there may be a possibility of receiving initial non-recurring funds.
  
- The United States Congress
  - Given the current and changing political climate in Washington, it is impossible to say whether or not a congressional appropriation to support the center is likely or not. However, it is not beyond the realm of possibility and would be worth exploring through New Mexico representatives.

- Federal Agencies
  - Given the relative success of the centers examined for this report in securing federal funds, we strongly recommend exploring grant and contract opportunities with the following federal agencies:
    - Department of Agriculture
    - Department of Defense
    - Department of Health and Human Services
    - Department of the Interior
    - Department of Justice
    - Environmental Protection Agency
    - Small Business Administration
  
- National Science Foundation Grant – Partnership with NCAI as subcontractor for grant
  - The National Science Foundation has provided grant funding to improve the quality of data for American Indian and Alaska Native populations by modeling exciting new ways in which tribal nations are collecting important citizen data. A call for proposals was issued in 2015, and another call for proposals for proposals may be issued in 2016. (See attached document). <http://www.ncai.org/policy-research-center/initiatives/data-quality>
  
- New Mexico-based Tribes
  - We believe that it would be worth approaching New Mexico’s Tribal leaders and presenting the idea for a Native American-serving center in New Mexico to determine if there is enough interest that it would be worth pitching the idea of the tribes providing base funding. If the Tribes are supportive, individually and/or in the aggregate, such negotiations for funding could begin.
  
- New Mexico Office of Indian Affairs
  - Currently, it is our belief that the NM Office of Indian Affairs is unlikely to have discretionary money available to support the center. However, they may prove to be strong allies in advocating for funding through the legislature, approaching local and national foundations, securing grant money, and working with the Tribes to secure funding. The Office does make limited short term funding available through a special projects fund at: <http://www.iad.state.nm.us/specialprojects.html>
  
- A host university
  - If the center is to be housed at one of New Mexico’s universities, it would be worth exploring the possibility of university support as part

of negotiations with any possible host university. In fact, a decision to host the center at a university could be based, in part, on the support that any of New Mexico's universities is willing to provide. That said, it must be noted that all higher education institutions in New Mexico are currently facing tremendous financial challenges due to the overall state of financial affairs in New Mexico.

- Businesses and business organizations
  - As indicated above, a number of the centers reviewed for this report receive funding from business and business organizations. We would encourage those involved in seeking funding for a New Mexico-based center to also seek funding from businesses and business organizations with a significant presence in New Mexico. These might include:
    - Bank of America
    - Walmart
    - Wells Fargo
    - Presbyterian
    - Blue Cross Blue Shield
    - Lovelace
    - The Better Business Bureau
    - Lockheed Martin

APPENDIX A

Table 1  
Descriptive Report Coding per Document

Agency	Report Title	Advocacy	Products	Analysis	Data Source	Type of Analysis	Domain	Inequities	P of He	NA Reported	Collaboration
NA Reports New Mexico	2010 Income, Poverty, and Health Insurance Coverage AIAN.pdf	0	5	2	2	1	2, 12	0	0	Yes	No
	aecf-AnalysisofRacialEthnicDisproportionality-2007.pdf	5	5	2	2	1	4, 12	2, 3	7,	Yes	Yes
	Federal Funding and Unmet Needs in Indian Country 2003.pdf	1, 2, 5	5	1, 2, 3	2	1	5, 6, 8, 12, 13	1, 2, 3	1, 2, 4, 5, 6, 7, 8, 9, 10	Yes	Yes
	Native-American-Kids-Count-report-2012.pdf	5	5	2	2	1	2, 4, 5, 8	0	1, 4, 5, 7, 8	Yes	No
	NMVC_2012 DataBookFinal.pdf	5	5	2	2	1	1, 4, 5, 7, 12	1, 2, 3	1, 2, 5, 6, 7, 8,	Yes	No
	OHSP-TribalNeeds Assessment.pdf	2, 5	5	2	2	1	3, 12	0	1, 4, 5, 8	Yes	No
	HSP-Tribal-2002.pdf	0	5	2	2	1	4, 5, 11, 12	0	0	Yes	No

	HHSTribalFY2016Budget.pdf	0	5	2	0	1	4, 5, 6, 8, 9, 12	0	1,2,4,5	Yes	No
	2013 American Indian Population and Labor Force Report.pdf	3	5	2	2	1	3	0	0	Yes	No
	TIF Projects 2006-2010.pdf	0	5	2	2	1	7, 8, 9	0	0	Yes	No
	Gov Richardson Final Tribal Infrastructure Fund Report January 2010.pdf	3, 4	5	2	2	1	7, 8, 9, 12	2, 3	1, 2, 3, 4, 5	Yes	Yes
	AIAN Census 1990 Tribe Language Report pt 2.pdf	0	5	2	2	1	7	0	0	Yes	No
<b>AASTEC</b>	MS2011yrs_AIAN_noBlankPages.pdf	0	5	2	2	1	5, 10, 11, 12	0	0	Yes	No
	HS2011yrs_AIAN_noBlankPages.pdf	0	5	2	2	1	5, 10, 11, 12	0	0	Yes	No
	YRRS_report_2013_aian_hs1.pdf	0	5	2	2	1	5, 10, 11, 12	0	0	Yes	No
	YRRS_report_2013_aian_ms1.pdf	0	5	2	2	1	5, 10, 11, 12	0	0	Yes	No

	PRAM_Com pRpt_04021 5.pdf	0	5	2	2	1	4, 5, 11, 12	0	0	Yes	No
	2013-Youth- Tobacco- Report- FINAL.pdf	2	5	2	2	1	11, 12	0	0	Yes	No
	Adult- tobacco- report.pdf	0	5	2	2	1	11, 12	0	0	Yes	No
	AASTEC_Sui cide- online.pdf	0	5	2	2	1, 2	11, 12	0	0	Yes	No
	AASTEC- Tobacco- Final- online.pdf	0	5	2	2	1, 2	11, 12	0	0	Yes	No
	AASTEC Dru gs- online.pdf	0	5	2	2	1, 2	11, 12	0	0	Yes	No
	AASTEC Alco hol- online.pdf	0	5	2	2	1, 2	11, 12	0	0	Yes	No
<b>Legislative Finance Council</b>	Off- Reservation Indian Health.pdf	0	5	2	1	1	11, 12	2	1, 4, 8, 10	Yes	No
	LESC 071414 Item 8 NM Native American Education Report_Sum mary.pdf	2, 3	5	2	1	1	5	2	2, 5, 7, 8	Yes	No
<b>Notah Begay Foundation</b>	NB3_Native YouthLeade rs_FINALv62 315.pdf	0	5	1	2	1	5, 6, 7, 10, 11, 12	1	3, 5, 8, 10	Yes	No

	2015-10-20-SDOH Full Summary FINAL.pdf	5	5	2, 3	1	1	1, 2, 5, 6, 7, 8, 9, 10, 11, 12	1, 2, 3	1, 3, 4, 5, 6, 7, 8, 9	Yes	No
<b>NM Voices for Children</b>	Native-American-Kids-Count-report-2012.pdf	5	5	2	1	1	1, 2, 4, 5, 8	2, 3	1, 4, 5	Yes	No
	Race-ethnicity-econ-outcomes-web-5-11.pdf	1, 4, 5	5	0	1	0	2, 3, 4, 5	2, 3	1, 2, 5, 6, 8	Yes	No
	nmkc-disparity-rpt-12-10.pdf	5	5	2	1	1	2, 3, 4, 5, 7, 8, 10, 12	2, 3	1, 3, 5, 7	Yes	No
	nmkc_native_american_rpt_3-08.pdf	0	5	2	1	1	2, 5, 8	0	0	Yes	No
	understand_poverty_puzzle.pdf	5	5	2	1	1	1, 2, 5, 10, 12	0	1	Yes	No
	nmkc_minority_report_03.pdf	5	5	2	1	1	2, 3, 4, 8, 12	1, 2, 3	1, 5, 6, 8	Yes	No
<b>Dine Policy Institute</b>	brain-drain-presentation-001.pdf	5	5	3	2	1	2, 3, 5, 7, 10	1, 2, 3	1, 4, 5, 8, 10	Yes	No
	restructuring-report-001.pdf	5	4	2	2	5	7	0	2, 4, 7, 8, 9	Yes	No
	dpiStudyReport.pdf	5	4	3	2	1	7	0	2, 4, 7, 8, 9	Yes	No
	dpi-food-sovereignty-report.pdf	5	5	2, 3	2	1	1, 6, 7, 10, 11	1, 2, 3	1, 4, 5, 7, 8, 9, 10	Yes	No

<b>BBER</b>	BULLSAMP.pdf	0	5	1	0	1	1, 3, 5, 8, 12	0	5	No	No
<b>NM PRC</b>	PRC Electric Cost Recovery.pdf										
	NMPRC.pdf										
<b>Indian Health Service</b>	2012 Report to Congress and Data_IHS.pdf	0	5	2	2	1	12	0	2, 5	Yes	No
<b>Bureau of Indian Education</b>	Student Academic Achievement.pdf	5	5	2	2	1	3, 4, 5, 7, 11, 12	2, 3	1, 2, 4, 5, 6, 8	Yes	No
	School Health Assessment.pdf	5	5	1	2	1	5	0	4, 6	Yes	No
<b>STCA</b>	2015 STCA DVS Annual Report.pdf	3	5	0	0	1	5, 8, 12, 13	0	1, 2, 4	Yes	Yes
	2015 STCA DPS Annual Report.pdf	3, 4	5	0	0	1	5, 7, 9, 11, 13	0	1, 2, 4, 5, 8	Yes	Yes
	<b>2015 STCA PED Annual Report.pdf</b>	3	5	2	2	1	5, 11, 12	0	1, 2, 4, 5, 7, 8, 10	Yes	Yes
	2015 STCA DMA Annual Report.pdf	3	5	2	2	1	1, 3, 5, 7, 12	0	5, 8, 10	Yes	Yes

1FY2015STCA Annual Report- ACTUAL AGENCY REPORT.pdf	3	5	2	2	1	1, 5, 6, 7, 9, 12	3	2, 4, 8,	Yes	Yes
2015 STCA HSD Annual Report.pdf	3	5	2	2	1	2, 4, 7, 10, 12	0	1, 2, 4, 5, 8	Yes	Yes
2015 STCA DHSEM Annual Report.pdf										
2015 STCA HED Annual Report.pdf	3	5	2	2	1	5	3	1, 2, 4, 5, 8,	Yes	Yes
2015 STCA DOH Annual Report.pdf	3	5	2	2	1	4, 7, 10, 11, 12	0	2, 4, 6, 7, 8, 9	Yes	Yes
2015 STCA GSD Annual Report.pdf										
2015 STCA DGF Annual Report.pdf	3	5	2	2	1	6, 10	0	2, 4, 8,	Yes	Yes
DFATribalcol labAnnualR eport2015_0 01.pdf	3	5	2	2	1	7, 11	0	2, 4, 8,	Yes	Yes
2015 STCA ED Annual Report.pdf										
2015 STCA EMNRD Annual Report.pdf										
2015 STCA EDD Annual Report .pdf										
2015 STCA DCA Agency Report.pdf										

	2015 STCA CD Annual Report.pdf										
	2015 STCA CYFD Annual Report.pdf	3, 4	5	1, 2	2	1	4, 11, 12	1, 2, 3	2, 4, 7, 8, 9	Yes	Yes
	2015 STCA Dept of Agriculture Annual Report.pdf										
	2015 STCA ALTSD Report.pdf	3	5	2	2	1	2, 3, 9, 10, 11, 12	0	4, 5, 6, 8, 10	Yes	Yes
	2015 STCA OAAA Annual Report.pdf										

**Table 2**  
**Policy Brief Coding per Document**

Agency	Report Title	Advocacy	Products	Analysis	Data Source	Type of Analysis	Domain	Inequities	P of HE	NA Reported	Collaboration
ENLACE	2014 Legislative agenda	5	3	2	2	1	5	0	1,9	No	Yes
NM Coalition to End Homelessness	2014-2015 State and National Advocacy agenda	5	3	3	1	1	8,12	0	3,5	No	No
	A Community Response to Homelessness in Albuquerque	5	3	2,3	2,1	1	8	2,3	1,2,3	No	Yes
	Housing First: A Solution to Homelessness	5	3	2,3	1	1	8	0	1,2,3	No	Yes
NM Center on Law & Poverty	The Medicaid Opportunity in New Mexico	5	3	2	2	1	1,2,12	2,3	3,5	No	No
New Mexico Early Childhood Development Partnership	New Mexico Early childhood Development: What do we need, and how do we pay for it?	5	2	2,3	1	1	5,4,1	0	1	No	Yes
Partnership for community action; RWJF CHP UNM; CNM	Early childcare provider Executive Summary	3	3	2,3	2	1	4,5	1	1,3	No	Yes
NM Voices for Children	HB 641 policy brief	5	3	2	1	1,2	1	0	3,10	No	Yes
	Key Indicators of Child Well-Being in New Mexico	5	3	2	1	1,2	2	1	7	No	No

	Early Childhood Education	5	3	3	2	2	1,2,3,4,12	0	1, 2, 5, 7, 10	No	No
	Protecting Low-Income Working Families from Tax Refund Lenders	5	3	2	1	1	1	0	3	No	No
<b>New Mexico First</b>	Achievement Gap Solutions Summits	5	3	2	1	1	5	2	1,7	Yes	Yes
<b>NM Advocates for Children and Families</b>	Campaign to Reduce Child Poverty	5	3	2,3	1	1	1,12	3	1,2	No	No
<b>NM Department of Health</b>	Next Steps to Reduce Alcohol-Related Harm in New Mexico	5	3	2	1	1	11	0	8	No	No

**Table 3: Document Coding Scheme**

Advocacy
<p>0 = Not Reported            1 = Legal Advocacy            2 = Professional Advocacy            3 = Statutory Advocacy            4 = Legislative Advocacy (passage of formal law)            5 = Regulatory Advocacy (trying to change policy -regulate policies that exist)</p>
Type of Document/Product
<p>0 = Not Reported            1 = Peer Reviewed Papers            2 = White Paper            3 = Policy Brief            4 = Policy Analysis            5 = Descriptive Report</p>
Analysis
<p>0 = Not Reported            1 = Anecdotes            2 = Quantitative            3 = Qualitative</p>
Data Source
<p>0 = Not Reported            1 = Secondary            2 = Primary</p>
Type of Analysis
<p>0 = Not Reported            1 = Descriptive            2 = Predictive (inferential)            3 = Case Study            4 = Multivariate            5 = Comparative Case Study</p>
Areas of Focus
<p>0 = Not Reported            1 = Economy            2 = Income            3 = Work            4 = Childhood            5 = Education</p>

- 6 = Environment
- 7 = Community
- 8 = Housing
- 9 = Transportation
- 10 = Food/Nutrition/Diet
- 11 = Behaviors
- 12 = Health Services
- 13 = Justice

**Equity Framework: Explanatory Factors**

- 0 = Not Reported
- 1 = Access to Power
- 2 = Access to Opportunity
- 3 = Access to Resources

**Equity Framework: Principles of Health Equity**

- 0 = Not Reported
- 1 = Accessibility
- 2 = Accountability
- 3 = Affordability
- 4 = Appropriateness
- 5 = Availability
- 6 = Comprehensiveness
- 7 = Equity
- 8 = Participation
- 9 = Social Justice
- 10 = Sustainability

**Characterization**

- NA Reported in report (0 = no; 1 = yes)
- Collaboration (0 = no; 1 = yes)
- Budget Analysis (0 = no; 1 = yes)

Table 4. Inter-rater Agreement for Policy Documents

Name of Report	Advocacy	Products	Analysis	Data Source	Type of Analysis	Domain	Inequities	P of HE	Characterization	Collaboration
<b>Rater 1</b>										
legis_briefing_09.pdf	1, 5	3	3	2	2	1, 2, 3, 4, 12	0	1, 2, 5, 7, 10	0	0
Early+Childhood+Education+Financing+Options+White+Paper.pdf	3,	2, 3	2	2	1	4, 5	1, 3	1, 3	0	1
Brief-CLP-Medicaid-Opportunity-in-NM-Issue-Brief-FINAL-2012-10-26.pdf	5	3	2	2	1	2, 12	2, 3	3, 5, 10	0	0
<b>Rater 2</b>										
legis_briefing_09.pdf	5	3	3	2	2	1,2,3,4,12	0	1, 2, 5, 7, 10	0	0
Early+Childhood+Education+Financing+Options+White+Paper.pdf	3	3	2,3	2	1	4	1	1,3	0	1

Brief-CLP-Medicaid-Opportunity-in-NM-Issue-Brief-FINAL-2012-10-26.pdf	5	3	2	2	1	1,2,12	2,3	3,5	0	0
Agreement within 2 discrepant codings:	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

Table 5. Inter-rater Agreement for Descriptive Reports.

	Advocacy	Products	Type of Data	Data Source	Analysis	Domain	Inequities	P of HE	Characterization	Collaboration
<b>Rater 1</b>										
2015 STCA DOH Annual Report.pdf	3	5	2	2	1	4, 7, 10, 11, 12	0	2, 4, 6, 7, 8, 9	1	1
Native-American-Kids-Count-report-2012.pdf	5	5	2	1	1	1, 2, 4, 5, 8	2, 3	1, 4, 5	1	0
Gov Richardson Final Tribal Infrastructure Fund Report January 2010.pdf	3, 4	5	2	2	1	7, 8, 9, 12	2, 3	1, 2, 3, 4, 5	1	1
AASTEC_Suicide-online.pdf	0	5	2	2	1, 2	11, 12	0	0	1	0
2013 American Indian Population and Labor Force Report.pdf	3	5	2	2	1	3	0	0	0	0
<b>Rater 2</b>										
2015 STCA DOH Annual Report.pdf	0	5	1,2	2	1,2	12	0	1,2,3,5,6,7	1	1

Native-American-Kids-Count-report-2012.pdf	5	5	2	2	1	5,6,8,12,13	0	1,4,5,7,8	1	0
Gov Richardson Final Tribal Infrastructure Fund Report January 2010.pdf	3,4	5	2	2	1	7,8,9,12	2,3	1,2,3,4,5	1	1
AASTEC_Suicide-online.pdf	0	5	2	2	1,2	11,12	0	0	1	0
2013 American Indian Population and Labor Force Report.pdf	3	5	2	2	1	3	0	0	1	0
Agreement within 2 discrepant codings:	Y	Y	Y	Y	Y	N	Y	N	Y	Y

Table 6. Descriptive Reports Coding Summary

	NA Reports	AASTEC	LFC	Notah Begay	NM Voices	Dine Policy Institute	BBER	I.H.S.	B.I.E.	STCA	TOTALS
	n=12	n=11	n=2	n=2	n=6	n=4	n=1	n=1	n=2	n=12	53
<b>Advocacy</b>											
0 = Not Reported	5	10	1	1	1	0	1	1	0	0	20
1 = Legal Advocacy	1	0	0	0	1	0	0	0	0	0	2
2 = Professional Advocacy	2	1	1	0	0	0	0	0	0	0	4
3 = Statutory Advocacy	2	0	1	0	0	0	0	0	0	12	15
4 = Legislative Advocacy (passage of formal law)	1	0	0	0	1	0	0	0	0	2	4
5 = Regulatory Advocacy (trying to change policy – regulate policies that exist)	5	0	0	1	5	4	0	0	2	0	17
<b>Research Products Produced (agency level)</b>											
<b>Type of Document/Product</b>											
0 = Not Reported	0	0	0	0	0	0	0	0	0	0	0
1 = Peer Reviewed Papers	0	0	0	0	0	0	0	0	0	0	0
2 = White Paper	0	0	0	0	0	0	0	0	0	0	0
3 = Policy Brief	0	0	0	0	0	0	0	0	0	0	0

4 = Policy Analysis	0	0	0	0	0	2	0	0	0	0	2
5 = Descriptive Report	12	11	2	2	6	2	1	1	2	12	51
<b>Data Characterization</b>											
<b>Analysis</b>											
0 = Not Reported	0	0	0	0	0	0	0	0	0	2	2
1 = Anecdotes	1	0	0	1	0	0	1	0	1	1	5
2 = Quantitative	12	11	2	1	5	2	0	1	1	10	45
3 = Qualitative	1	0	0	1	0	3	0	0	0	0	5
<b>Data Source</b>											
0 = Not Reported	1	0	0	0	0	0	1	0	0	2	4
1 = Secondary	0	0	2	1	6	0	0	1	0	0	10
2 = Primary	11	11	0	1	0	4	0	0	2	10	39
<b>Type of Analysis</b>											
0 = Not Reported	0	0	0	0	1	0	0	0	0	0	1
1 = Descriptive	12	11	2	2	5	3	1	1	2	12	51
2 = Predictive (inferential)	0	4	0	0	0	0	0	0	0	0	4
3 = Case Study	0	0	0	0	0	0	0	0	0	0	0
4 = Multivariate	0	0	0	0	0	0	0	0	0	0	0
5 = Comparative Case Study	0	0	0	0	0	1	0	0	0	0	1
<b>Areas of Focus</b>											
0 = Not Reported	0	0	0	0	0	0	0	0	0	0	0
1 = Economy	1	0	0	1	2	1	1	0	0	2	8
2 = Income	2	0	0	1	6	1	0	0	0	2	12
3 = Work	2	0	0	0	3	1	1	0	1	2	10
4 = Childhood	5	1	0	0	4	0	0	0	1	3	14
5 = Education	5	4	1	2	5	1	1	0	2	6	27

6 = Environment	2	0	0	2	0	1	0	0	0	2	7
7 = Community	4	0	0	2	1	4	0	0	1	6	18
8 = Housing	5	0	0	1	4	0	1	0	0	1	12
9 = Transportation	3	0	0	1	0	0	0	0	0	3	7
10 = Food/Nutrition/Diet	0	4	0	2	2	2	0	0	0	4	14
11 = Behaviors	1	11	1	2	0	1	0	0	1	6	23
12 = Health Services	8	11	1	2	3	0	1	1	1	8	36
13 = Justice	1	0	0	0	0	0	0	0	0	2	3
<b>Equity Framework: Explanatory Factors</b>											
0 = Not Reported	8	0	0	0	2	2	1	1	1	9	24
1 = Access to Power	2	0	0	2	1	2	0	0	0	1	8
2 = Access to Opportunity	4	0	2	1	4	2	0	0	1	1	15
3 = Access to Resources	4	0	0	1	4	2	0	0	1	3	15
<b>Equity Framework: Principles of Health Equity</b>											
0 = Not Reported	5	0	0	0	1	0	0	0	0	0	6
1 = Accessibility	6	0	1	1	5	2	0	0	1	5	21
2 = Accountability	4	0	1	0	1	2	0	1	1	10	20
3 = Affordability	1	0	0	2	1	0	0	0	0	0	4
4 = Appropriateness	5	0	1	1	1	4	0	0	2	11	25
5 = Availability	6	0	1	2	4	2	1	1	1	6	24

6 = Comprehensiveness	2	0	0	1	2	0	0	0	2	2	9
7 = Equity	3	0	1	1	1	3	0	0	0	3	12
8 = Participation	4	0	2	2	2	4	0	0	1	11	26
9 = Social Justice	1	0	0	1	0	3	0	0	0	2	7
10 = Sustainability	1	0	1	1	0	2	0	0	0	2	7
<b>Characterization</b>											
NA Reported in report (0 = no; 1 = yes)	11	11	2	2	6	4	0	1	2	12	51
Collaboration (0 = no; 1 = yes)	3	0	0	0	0	0	0	0	0	12	15

Table 7. Policy Briefs Summary of Coding

Advocacy	Count
1 legal advocacy	0
2 professional advocacy	0
3 statutory advocacy	1
4 legislative (passage of formal law)	0
5 regulatory advocacy (trying to change policy –regulate policies that exist)	13
<b>Research Products Produced (agency level)</b>	
<b>Type of Document</b>	
1 peer reviewed papers	0
2 white paper	1
3 policy brief	13
4 Policy analysis	0
5 Descriptive report	0
<b>Data Characterization</b>	
<b>Analysis</b>	
1 Anecdotes	
2 Quantitative	12
3 Qualitative	2
<b>Data Sources</b>	
1 Secondary	10
2 Primary	4
<b>Type of Analysis</b>	
1 Descriptive	13
2 Predictive (inferential)	3
3 Case Study	0
4 Multivariate	0
5 Comparative case studies	0
<b>Areas of Focus</b>	
1 Economy	6
2 Income	3
3 Work	1
4 Childhood	3
5 Education	4
6 Environment	0
7 Community	0
8 Housing	3

9 Transportation	0
10 Food	0
11 Behaviors	1
12 Health services	4
<b>Equity Framework</b>	
<b>Explanatory Factors Inequities?</b>	
0 No Mention	8
1 Access to Power	2
2 Access to Opportunity	3
3 Access to Resources	3
<b>Principles of Health Equity</b>	
1 Accessibility	8
2 Accountability	4
3 Affordability	7
4 Appropriateness	0
5 Availability	3
6 Comprehensiveness	0
7 Equity	3
8 Participation	1
9 Social Justice	1
10 Sustainability	2
<b>Characterization</b>	
Demographic	0
Collaboration	0

## APPENDIX B - ORGANIZATIONAL SURVEY

### Survey Instrument and Results

Q1. What percentage of your organization's overall research portfolio is dedicated to **public policy analysis** specific to New Mexico?

	Absolute Frequency	Relative Frequency
0%	0	0%
1-10%	4	18%
11-25%	3	14%
26-50%	4	18%
51-75%	3	14%
76-100%	8	36%
<b>Total</b>	<b>22</b>	<b>100%</b>

Q2. What percentage of your organization's overall research portfolio is dedicated specifically to **tax and budget policy** analysis specific to New Mexico?

	Absolute Frequency	Relative Frequency
0%	5	23%
1-10%	8	36%
11-25%	5	23%
26-50%	1	5%
51-75%	1	5%
76-100%	2	9%
<b>Total</b>	<b>22</b>	<b>100%</b>

Q3. What percentage of your organization's overall research portfolio is dedicated to **public policy analysis specific to Native American communities** in New Mexico?

	Absolute Frequency	Relative Frequency
0%	4	20%
1-10%	7	35%
11-25%	5	25%
26-50%	2	10%
51-75%	2	10%
76-100%	0	0%
<b>Total</b>	<b>20</b>	<b>100%</b>

Q4. What percentage of your organization's overall research portfolio is dedicated to tax and budget analysis specific to Native American communities in New Mexico?

	<b>Absolute Frequency</b>	<b>Relative Frequency</b>
0%	7	35%
1-10%	6	30%
11-25%	6	30%
26-50%	1	5%
51-75%	0	0%
76-100%	0	0%
<b>Total</b>	<b>20</b>	<b>100%</b>

Q5. Does your organization have any Native American researchers on staff?

	<b>Absolute Frequency</b>	<b>Relative Frequency</b>
Yes	7	35%
No	11	55%
Don't know	2	10%
<b>Total</b>	<b>20</b>	<b>100%</b>

Q6. [If Q5 yes] What percentage of your research workforce is Native American?

	<b>Absolute Frequency</b>	<b>Relative Frequency</b>
0%	0	0%
1-10%	1	14%
11-25%	4	57%
26-50%	0	0%
51-75%	0	0%
76-100%	2	29%
<b>Total</b>	<b>7</b>	<b>100%</b>

Q7. Has your organization conducted any research directly or indirectly focused on the Native American population in New Mexico in the past two years?

	<b>Absolute Frequency</b>	<b>Relative Frequency</b>
Yes	13	65%
No	4	20%
Don't know	3	15%
<b>Total</b>	<b>20</b>	<b>100%</b>

Q8. Has your organization conducted any research directly or indirectly focused on tax and budget policy specific to New Mexico's Native American

population?

	Absolute Frequency	Relative Frequency
Yes	8	40%
No	9	45%
Don't know	3	15%
Total	20	100%

Q9. [If Q7 or Q8 yes] What percentage of your organization's overall work is focused on the Native American population?

	Absolute Frequency	Relative Frequency
0%	0	0%
1-10%	4	33%
11-25%	4	33%
26-50%	2	17%
51-75%		0%
76-100%	2	17%
Total	12	100%

Q10. [If Q7 or Q8 yes; open-ended] If relevant, please describe the type of work you are engaged in specific to New Mexico's Native American population (i.e. advocacy, public policy research, direct service, etc.).

- *We are currently conducting this study for WKKF focused on developing a concept for a new institute to increase capacity in this area. We are also conducting a social determinants of health study that will include focus groups with Native Americans here in NM, as well as research on civic engagement among Native Americans across several states.*
- *This project to create a concept paper for enhanced capacity in this area. Several projects focused on political participation of Native Americans, and a study of social determinants of health in NM that will include focus groups of Native Americans.*
- *advocacy, research*
- *Home visiting on tribal lands, advocacy on Land Grant Fund and ECE for wall children including native, advocacy to keep food tax free.*
- *Public policy research and advocacy.*
- *We are building an active and informed Native American electorate that deals with policies that impact the quality of life for Native American people.*
- *Both public policy research and advocacy.*

- *Harm reduction, reducing Hep C transmission, drug overdose prevention, medical cannabis access, marijuana policy*

Q11. Do you perceive that there is a need for enhanced capacity in NM to conduct budget and policy analysis specific to our Native American communities?

	Absolute Frequency	Relative Frequency
Yes	16	84%
No		0%
Don't know	3	16%
Total	19	100%

Q12. [If Q11 yes; open-ended] Can you provide any specific examples of the work you would suggest is needed most in this general research area?

- **Budget analysis to track the flow of money invested from the state, county and local governments, and if possible federal funds.**
- **Analysis focused on following the flow of resources for NA communities spent by state, local, and federal governments.**
- **Impact of tax incentive bills passed on the Native American community; basic access needs -- water, roads.**
- **Early Childhood programs**
- **Analysis that identifies how much revenue can be attributed to Native Americans, program expenditures that specifically benefit Native people, gaps in services, infrastructure needs and funding gaps.**
- **We do not know how much money Native Americans contribute to the NM economy. This should include everything from gaming revenues to tourism, as well as conferences that bring Native people from all over the nation to NM. The amount of Federal dollars via Indian offices (BIA, BIE, Interior, etc.)**
- **We know very little about how state government spending benefits or supports Native people whether in health care, education or economic security. We also know very little about the economic contributions Native people make to state or local government.**
- **Health impacts, enviro impacts on communities, current policy impacts on communities**

Q13. Would your organization engage in more Native American specific research if you had funding to do so?

	Absolute Frequency	Relative Frequency
Yes	13	68%
No	1	5%
Don't know	5	26%
Total	19	100%

Q14. Does your organization have the in-house expertise needed to expand your organization's focus on budget and policy analysis focused on the state's Native American communities?

	Absolute Frequency	Relative Frequency
Yes	7	37%
No	7	37%
Don't know	5	26%
Total	19	100%

Q15. If funding were made available to your organization to hire additional researchers to focus on public policy analysis specific to New Mexico's Native American population, would your organization be able to accommodate additional personnel at this time?

	Absolute Frequency	Relative Frequency
Yes	8	42%
No	2	11%
Don't know	9	47%
Total	19	100%

Q16. [If Q15 yes; open-ended] What is the typical salary of early career/junior level researchers in your organization? Please include any fringe/benefits associated with this position in your organization. (While criterion for early career research staff varies by organization, we are interested in researchers with an MA or less with 5-10 years of experience)

- **50K plus 30% fringe**
- **\$45k salary, \$55k with benefits.**
- **Don't know what our national (DC) researchers make -- in NM our researchers are usually on contract at about \$40 per hour.**
- **Our research is a partnership with UNM. Our staff entry pay is \$35k and goes up to \$70k**
- **Salary 50,000 Benefits 17, 500**
- **65000**
- **Salary \$50,000 Benefits \$17,500 @ 35%**

Q17. [If Q15 yes; open-ended] What is the typical salary of senior level researchers in your organization? Please include any fringe/benefits associated with this position in your organization. (While criterion for senior level research staff varies by organization, we are interested in researchers with at least an MA/ideally PhD and more than 10 years of experience)

- **70-100K plus 30% fringe**
- **\$60-70k salary, \$70-\$80 including benefits.**
- **Same as before but probably a bit higher on hourly rate.**
- **\$70k**
- **Salary 75,000 Benefits 26,500**
- **80000**
- **Salary \$75,000 Benefits \$26,250 @ 35%**

Q18. Are there any other financial costs associated with adding additional research staff within your organization we should include in our cost projections? This might include office space, computer and software needs etc.

	<b>Absolute Frequency</b>	<b>Relative Frequency</b>
<b>Yes</b>	5	83%
<b>No</b>	0	0%
<b>Don't know</b>	1	17%
<b>Total</b>	6	100%

Q19. [If Q18 yes; open-ended] Please specify how much additional funds would be needed and for what purpose these funds would be used.

- **We would likely need 10K to support computer and software costs, office set-up etc. These costs are typically supported by the FA percentage on grants and contracts, but if this is a low amount we would need to write this into the funding to support the staff member.**
- **Office space: \$300/month Computer & software: \$1,500**
- **Office space; benefits; computer; travel. \$10K additional.**
- **\$250k for each satellite where we could add additional services which percipient will be enrolled in our 19 year longitudinal study.**
- **Approximately \$10,000 for travel, computer, office supplies, etc.**

Q20. Does your organization receive financial support currently to conduct tax and budget research that impacts Native American communities in New Mexico?

	Absolute Frequency	Relative Frequency
Yes	2	13%
No	12	75%
Don't know	2	13%
Total	16	100%

Q21. One of the tasks of our research is to provide a model for an advisory board that would provide input on the structure for a Native American Policy Institute here in New Mexico. In the event that a Native American Policy Institute Advisory Board is formed, would you be interested in serving on the board?

	Absolute Frequency	Relative Frequency
Yes	10	63%
No	4	25%
Don't know	2	13%
Total	16	100%

Q22. In the event a Native American Policy Institute advisory board is formed, do you have recommendations for potential board members?

	Absolute Frequency	Relative Frequency
Yes	10	63%
No	2	13%
Don't know	4	25%
Total	16	100%

Q23. [If Q22 yes; open-ended] Please provide names, association and contact information

- |  |
|--|
| <ul style="list-style-type: none"> <li>• <i>Regis Pecos Ken Lucero</i></li> </ul>  |
| <ul style="list-style-type: none"> <li>• <i>Laurie Weahkee: ED, Native American Voters Alliance Carmen Lopez, ED, College Horizons, Inc.</i></li> </ul>  |
| <ul style="list-style-type: none"> <li>• <i>Regis Pecos Dianne Wagamen</i></li> </ul>  |
| <ul style="list-style-type: none"> <li>• <i>Christine Zuni Cruz, UNM School of Law Glorica Valencia Weber, UNM School of Law Barbara Creel, UNM School of Law Jeannette Wolfely, UNM School of Law Kip Bobroff, UNM School of Law</i></li> </ul> |
| <ul style="list-style-type: none"> <li>• <i>Ted Jojola, Regis Pecos, Nadine Padilla, Marvin Ginn, Conroy Chino, Carolyn Abeita, Georgene Louis</i></li> </ul>  |
| <ul style="list-style-type: none"> <li>• <i>At another time, I can provide recommendations.</i></li> </ul>   |
| <ul style="list-style-type: none"> <li>• <i>Yaseen Archuletta, yaseenarchuletta@gmail.com, El Rito Library</i></li> </ul>  |
| <ul style="list-style-type: none"> <li>• <i>Theresa Pasqual</i></li> </ul>   |

Q24. And finally, our research team is tasked with identifying organizational

structures for a New Mexico focused Native American Policy Institute based on our research of models from other states. Although we have yet to finalize these models, we would love to get your input on which of the following general approaches for enhancing our state’s capacity you believe would be most successful.

	<b>Absolute Frequency</b>	<b>Relative Frequency</b>
<b>Adding researchers to existing organizations/agencies who are working in this general research area with a program manager to help coordinate greater collaboration</b>	12	75%
<b>Creating a new organization with full time research and support staff dedicated to this research area that would live outside of an academic institution but connect to academic institutions informally to ensure that students are connected to this work</b>	2	13%
<b>Creating a new organization with full time research and support staff dedicated to this research area that would live within an academic institution to ensure students are connected to this work</b>	2	13%
<b>Total</b>	16	100%

- 
- <sup>i</sup> U.S. Census. 2010. Current Population Survey: Voting Supplement, November 2010.
- <sup>ii</sup> Cacari-Stone and Deborah Boldt. 2006. "Closing the Health Disparity Gap in New Mexico: A Roadmap for Grant Making," last modified May 2006, Accessed at [http://www.borderhealth.org/files/res\\_798.pdf](http://www.borderhealth.org/files/res_798.pdf).
- <sup>iii</sup> [Graduation](#) Rates 2012-2013, New Mexico Public Education Department.
- <sup>iv</sup> KIDS Count. 2013. "2013 Data Book. State Trends in Child Well Being," Annie E Casey Foundation, Accessed March 10, 2014, <http://datacenter.kidscount.org/files/2013kidscountdatabook.pdf>.
- <sup>v</sup> N.M. Voices for Children. 2010. "Making Sure ALL KIDS COUNT: Disparities Among New Mexico's Children: A new Mexico KIDS COUNT Special Report," Accessed April 5, 2014 at <http://www.nmvoices.org/attachments/nmkc-disparity-rpt-12-10.pdf>.