Introduction and Recommendations

This feasibility study lived the question: Is it feasible to develop a Boys & Girls Club facility in Riverton managed by the Boys & Girls Club of the Northern Arapaho Tribe that is coordinated with updated facilities in Arapahoe and Ethete?

Study guides were:
- Identify and employ assets
- Evaluate and engage capacity
- Portray requisite conditions and possibility

This innovation proposes to serve youth without borders in recreation, mentoring, and after school activities. Elegant in its directness, it is challenging in its suggestion to take another step to eliminate old habits and separations between people in town and the reservation and between Northern Arapaho People and non-Native People.

As the study proceeded, it identified assets, contributed to needed capacities for subsequent steps and developed recommendations for next steps. One of the considerations for the study was would it serve as the launching project for a recreation center? This was part of the early effort to engage the recreation center committee. While important discussions and information were gathered, the committee as a focused place for public enthusiasm for the club has not yet caught on within the committee.

So, the next step for the study was to look at bridge building capacity and needs assessments to the public. That is just what the study accomplished. Now, policy makers and citizens from the city and reservation have experience with the diversity leadership skills training through Building Bridges: Leadership Skills for Success in Diverse Communities (Appendix 1 for evaluation results and booklet). This local affordable, replicable resource can build capacity for trust and cooperation.

Nearly completed in a collaborative effort between the feasibility study and the Recreation Coordinator’s office, is a broad, informative survey that provides considerable reliability because of the high response rate of 20% for this mailed survey. This is particularly crucial for funding options. Funders will want to see strong citizen support for this collaboration between the Northern Arapaho People and the largely non-Native population of Riverton. The resounding support in the survey for after school activities coupled with the community response to having the Boys & Girls Club fosters the option for strong grant proposals. The large response to the survey, 500 received of the 2500 four-page survey, takes time to tabulate. Completing tabulation is essential for the funding option suggested (Appendix 2 for raw numbers of the 200 surveys tabulated, correlations with existing club activities and Analysis Notes).
The challenge continues to rest in building of strong, trusting, dependable working relationships between people than in physical structures to host the clubs in Riverton and Arapahoe. It is here that progress has been made with further focus warranted. The city and club have strong assets, reliable capacity and conditions for next steps that can make it a success:

- Working relationships
  - Improved familiarity and coordination between staff for the club and city
  - Acquaintance between members of the Recreation Center Committee and club supporters and locations
- Community support is demonstrated in
  - Successful diversity leadership skills training
  - Recent club and city surveys

Employing and augmenting these assets and capacities, a strong working team is possible to engage the next step to plan, build, operate, fund, learn and play at the clubs. Giving the support and time to building this team is essential and is well grounded through this study and its recommendations. The suggestion for a Joint Powers Board is noted as a governing option, this still rests upon good working relationships and trust recommended by this study.

Survey Results

The study cultivated opportunities to utilize existing resources for two important surveys. These opportunities were access to procure broad public input in a cost effective manner. Because surveys afford a level of anonymity that was trusted, they helped overcome issues of time, volunteer fatigue for meetings, and cross cultural challenges.

The Boys & Girls Club of the Northern Arapahoe Tribe AmeriCorps Members and the City of Riverton each conducted surveys which provide policy makers with important insights. AmeriCorps Members are engaged at the Club through a recent grant for 2005-2006. The Riverton Recreation Survey was conducted through the coordinator's office. In both cases, design and analysis collaboration with the feasibility study consultant resulted in information for policy makers regarding the Boys & Girls Clubs. The Riverton survey had an outstanding return rate of 20%. Tabulation for this survey is still underway. This report has access to 200 of the 500 responses. It is strongly urged that resources continue to be made available for the completion of this tabulation and analysis.

In the AmeriCorps survey, there is a positive feeling about the programs and activities of the Boys & Girls Club. There is interest and an available level of commitment for the involvement of children in programs and their parents and family members volunteering their time. A majority of the 137 respondents or 77% live in or near Arapahoe or Riverton.

The AmeriCorps community survey inquiry on level of involvement with a Riverton club resulted in the following based on the total respondents of 137, many selecting more than one form of involvement:
• 76 or 55% wanted to learn more about the club programs.
• 34 or 25% would enroll children in the family.
• 35 or 25% would volunteer time for club programs.
• 17 or 12% would serve on the board.

With over a third of respondents indicating they would contribute time to the club, there is a significant willingness to draw upon for a successful Riverton club. This means that the club will benefit from the significant number of community members who have positive experience in participating in the existing clubs at Arapahoe and Ethete.

The Riverton Recreation Survey preliminary results show solid interest and support for a Riverton Boys & Girls Club as an extension of the existing club sites. Also, the survey provides levels of community support for after school activities which the club offers and insight on volunteer and enrollment interest for the club.

The sample available for this report shows respondents rank city financial support for after school activities in the fifth priority. This is particularly notable since just under half of the respondents do not have children in their household. The Boys & Girls Club after school activities, mentoring and tutoring support is a significant resource that could be applied to this level of support.

The survey included the following question:

The City of Riverton and the Boys & Girls Club of the Northern Arapaho Tribe are engaged in a feasibility study. The Boys & Girls Club supervises activities and after school programs for all children ages 6 through 19 (if still enrolled in high school) at the Ethete and Arapaho club sites as well as programming in Riverton. If the Boys & Girls Club built and operated a club in Riverton to serve children of all backgrounds, I would: (check all that apply)

1) want to learn more about the club programs
2) enroll my children in activities
3) volunteer my time for club programs
4) serve on the committee of the Riverton Club

In this sample, no more than 173 responded to this question, so percentages are based on this response total. Nearly half of the respondents said they would volunteer time for the club (27%) or serve on the board (22%). One quarter of the respondents would enroll their children. Similar to the AmeriCorps survey results, 57% wanted more information on the club activities.

**Recommended Action Plan**

- Riverton Recreation Survey
  - Complete tabulation and basic analysis
  - Determine cost effectiveness of more in-depth survey analysis for correlations
• Engage USDA Rural Development office for a facilitated discussion with area lenders
  o Written request from the City to Billie Kirkham, Rural Development Manager, 508 North Broadway, Riverton, WY 82501.
  o Dates available in the next two months in Ms. Kirkham’s calendar include, January 17, February 7, 17, 15 or 16, 2006.

• Send the letters with the final survey results to
  o Recreation Center Committee members (list is with Riverton Administrative Secretary, Deanne Holloway, with updates from the study)
  o Area contacts (i.e. Northern Arapaho Business Council, legislators, Boys & Girls Club located in Shoshoni, Wyoming, see Appendix 3)

• Funding Options and Financial Costs
  o Using accompanying CD containing contact information and letter text, write to suggested funders to engage them in the recommendations of this study as well as capital outlay options (see Appendix 4 for sample letter and address, also in the CD)
  o Consider funding with the 1% sales tax based on the strong support evidenced in the survey
  o Facilitated meeting request to the Rural Development Manager, Billie Kirkham
  o When available, receive a copy of the operating budget for the Arapahoe and Ethete Boys & Girls Clubs
  o Cost for club structures have considerable plan and information assets with Boys & Girls Clubs of American and Indian Country (this can be accessed with the leadership team is ready for that step)

• Recommendations in developing long-term successful team
  o Identify issues of volunteer fatigue for club and city committees
  o Build or support capacity of the club to extend its community information and public relations to help parents and children know what programs are offered
  o Continue to develop leaders with the understanding of bridging communities by connecting with strengths and concerns.
    • Support additional and on-going training with NCBI
    • Regular meetings in the context of club activities and city recreation focus groups
  o This team would be in a position to recommend building specifications and management parameters.

• The Recreation Coordinator’s office is engaged in specific work to optimize volunteer involvement, resources and services to the city. This is consistent with the intent of the Boys & Girls Club proposal. As such, direct the Recreation Coordinator’s office to provide city leadership by
  o Completing the Riverton Recreation Survey tabulation and analysis
  o Conduct community information campaign on the results of the survey and ask the anonymous respondents supporting the Boys & Girls Club to contact his office to be on the leadership team
After the report letter is sent, meet with members of the Recreation Center Committee

- Identify with members, the amount of time they can committee for the next six months
- Ask for their vision of the first step for the center
- Identify with members what support would be useful to them
- If these suggestions are not accomplished, it is not recommended that the recreation center be a home for the club

CONSULTANT NOTE: This committee typifies the challenges and rewards of community volunteers. People have many time demands which can strain their ability to be the volunteers they want to be and are needed to be in their community. The city’s move to hire a recreation coordinator, a collaborative boon to the feasibility study and building a relationship with the Boys & Girls Club, can be a significant help to this committee and others.

With the Boys & Girls Club Director and staff identify and coordinate existing recreation and after school activities to serve children in the city

The consultant would be interested in assisting from this office because of the collegial work accomplished on the survey

Community assets, capacity and possibility

Lez West Consulting (LWC) working with its principal subcontractor, Wind River Country National Coalition Building Institute provided techniques and skills training to stakeholders in their effort to gather citizen input and assess support for the Boys & Girls Club proposal. LWC and willing stakeholder groups sought public input fundamental to the innovation. This feasibility study examined whether the Greater Riverton Area residents, both in the town limits and nearby portion of the Wind River Indian Reservation, are energized by the collaboration of combining programs and resources to serve all children and youth of the wider community.

The feasibility rests in both developing skills that support the leadership of the several stakeholders and assessing community readiness. This means the stakeholders in the proposal, namely, the Riverton Recreation Committee, the mayor, city council and city staff, the NABGC board and staff, and Greater Riverton youth and families have the unique opportunity to learn skills that assist in navigating the range and innovation of this proposal. The stakeholder team is still under development from its focused beginning in August through the October skills training and the November community surveys. Status reports on community input and assessment, the action plan, and fund development follow.

Time Line

Over the nine-month period, LWC implemented the study — offering skills training for stakeholders, developing and implementing community input through surveys while the stakeholder team is still developing. Phases II and III components — developing a business plan, funding streams and building needs were managed parallel to community input gathering.

Overall, study timing used early autumn as the optimal period for gathering citizen input. Given this as a pivotal period, the time line was adjusted to develop the surveys in
collaboration with the Boys & Girls Club AmeriCorps Members and the Riverton Recreation Coordinator. In fact, the study helped to support the mailing and development of the recreation survey in less than three weeks and assisted in the tabulation of the full survey.

City, Club and Community Assets

This study highlights assets and challenges. Following are the assets. They have either been essential to this study and/or will be essential in the next steps. It is the consultant’s position that this project must continue to have focus on cross cultural understanding and respect. It cannot be underestimated how the fixture of difference contributes to misunderstanding and uncertainty. As is noted later, the single day workshop on diversity opened possibilities and understanding that surprised all participants. Employing these skills daily can improve the chances of success for the club in Riverton and improved club in Arapahoe.

Assets that can be employed or were used in this study include:

- **City of Riverton**
  - Staff, including the Recreation Coordinator and administration representatives for community coordination and fiscal management
  - Facilities for training 35 people in successful diversity leadership skills
  - Combination of resources for development, implementation and analysis of Riverton Recreation Survey
  - Strengthened relationship between club and city staff through people working together, including work with recreation coordinator in last three months
  - Recreation Center Committee members who participated in key meetings to connect with club staff and youth. These meetings represented what is possible given increased participation and attendance

- **Boys & Girls Club of the Northern Arapahoe Tribe**
  - Club youth members, board, director and staff and AmeriCorps Members for 2005/2006
  - Experience in Boys & Girls Clubs of American Indian Country Programs
  - Facilities and transportation for meetings and coordination
  - Community survey and outreach with AmeriCorps Members
  - Team development through diversity leadership skills training

- **Locally accessible resources through**
  - The consultant knowledge and experience
    - Information and outreach brochure circulated from club and meeting functions
    - Information conveyed to the Northern Arapahoe Business Council, Riverton City Council and Recreation Center Committee members
  - Local facilitators for diversity leadership skills with demonstrable results in cross cultural training and collaboration workshop
  - Rural Development office
Governor’s office staff contacts on philanthropy and Senator Enzi’s office staff contacts on foundations

The assets are in place or replicable for subsequent action. The assets listed here strive to pinpoint those that can be used for subsequent steps in developing capacity.

**Capacity and Possibility**

This section begins to reveal the potential for a club in Riverton networked with club upgrades in Arapahoe and Ethete. It also points out areas where adjustment or steps for success are necessary.

As noted in the 7 November 2005 Report:

> A key value guiding this study is that collaboration between groups with a history of conflict requires person-to-person relationships and trust. Without trust, assumptions and needs around finances, management and responsibility do not have sure footing to take on inevitable conflict. For the people of the city and the people of the reservation experience demonstrates that land and money can be access for action, what has been in short supply is trust gained in working together.

The feasibility study for a Boys & Girls Club in Riverton operated by the Boys & Girls Clubs of the Northern Arapahoe Tribe evolved in dynamic context. The observations from this study rest in that context as well as in the responses from the public in Riverton, Ethete, St. Stephens and Arapahoe. The parents and adult family members interested in knowing more, enrolling their children or volunteering time can be tapped for their leadership and skill. There are also responses that range from antagonistic to anxious to apathy. The hope and possibilities co-exist with unwillingness. This report recommends techniques to help public policy leaders, concerned community members and club and city staff in grappling with these challenges.

Community capacity is not yet sufficient to take on the necessary development work for the club network of Riverton and Arapahoe. The interest is there from the community members as evidenced in the surveys. Tapping into that pool of respondents can augment the Recreation Center Committee. As recommended in the summary this can help reduce volunteer fatigue, share the tasks and access more skills.

The developing community capacity is reflected in this portion of the final report addressing funding options and financial estimates. Funding options are served via the recommended letters with survey information to foundations as well as the facilitation with Rural Development. Also, along with the many other considerations, how can a cost-sharing consideration be made around the 1% tax? The strong support for this tax for recreation needs could be the city’s contribution to the blended funding often sought by foundations for collaborative projects.
Financial estimates are not possible to provide in the face of the need to build the capacity of the team to identify what the club structure would be. Without a collaborative, cross cultural team defining the club programming and structure, financial issues could not be determined. The operating budget from the Boys & Girls Clubs at Arapahoe and Ethete will be made available by Kathleen Brannan, Executive Director. It is under revision and not yet available.

**Conclusion**

In addition to the listed recommendations, this consultant wants to emphasize that broadcasting the survey results for public information and consideration will help policy makers, city and club staff and volunteers advance this proposal. Based on stretched time demands for volunteers, replicating the diversity communication skills in the volunteer/staff committees can build the collaborative, cross cultural team. Reaching to the Recreation Center Committee, survey respondents and interested participants from the diversity workshop, many of whom are from Riverton, St. Stephens, Arapahoe and Ethete, is key for this project.
Wind River Country NCBI
Board of Directors

Anita Wilson,
President
Leslie van Barselaar,
Secretary/Treasurer
Debra East,
Chapter Director

National Coalition NCBI
Building Institute

INTERNATIONAL
Send your registration to:
Wind River Country NCBI
P.O. Box 1414
Lander, WY 82520

Questions?
Call: 307.332.2890
Email: WindRiverNCBI@yahoo.com

About NCBI
The National Coalition Building Institute is a nonprofit leadership training organization. Founded in 1984, NCBI has been working to eliminate intergroup conflict and prejudice in communities throughout the world. NCBI has worked with numerous federal and state agencies as well as companies and communities ranging from DuPont to Dubois and the Los Angeles Police Department to Fremont County Sheriff’s Department.

Special Offer to October Participants
Participants in this workshop interested in becoming a local trainer with Wind River Country NCBI can avail themselves of a reduced rate for the November 9 to 13, 2005 NCBI Leadership Institute in Silver Spring, Maryland. The regular tuition of $825 is $412.50. Meet people from USA and the world. Contact chapter for information on lodging, travel, experience of local folks and a welcome from NCBI Executive Director, Cherie Brown, Latino/a Constituency Leader, Monica Palacio, and many national leaders.

Underwriting
This workshop is sponsored by funds or in-kind support by the City of Riverton, the Wyoming Business Council, Boys & Girls Club of the Northern Arapaho Tribe and registered participants. To give financial support to this workshop, please contact the chapter. Underwriting registration scholarships, monetary contributions or in-kind services are tax-deductible or can help serve as matching contribution for grants or projects.

Wind River Country NCBI Chapter
P.O. Box 1414, Lander, Wyoming 82520
307.332.2890, WindRiverNCBI@yahoo.com

The Workshop

The National Coalition Building Institute Building Bridges workshop is an experiential, participatory workshop to empower people of all ages and backgrounds. Founded by local citizens in January 2001, the Wind River NCBI Chapter merges local know-how with proven skills. Participants develop leadership skills to help our communities build inclusive environments. In the one-day workshop participants gain tools to:

- **Identify** and work through stereotypes and misinformation about other groups;
- **Heal** from the scars of internalized oppression;
- **Reclaim** pride in one's own background while at the same time building bridges with other groups;
- **Hear** personal stories about the various ways different groups experience discrimination and increase commitment to be allies for those groups; and
- **Learn** effective ways to interrupt when confronted with prejudicial jokes, remarks, and slurs.

NCBI Philosophy

*Born innocent, we learn prejudice.* Awareness of prejudice does not erase it. The workshop demonstrates skills that treating participants with dignity, respect, and generosity brings about change faster than use of confrontational methods.

*Every issue counts.* Every individual matters. We address a wide range of diversity issues: race, gender, class, age, sexual orientation, religion, physical ability, job and life circumstance. We teach through our work that the tent of diversity must include everyone.

*To shift attitudes, hear stories.* The workshop shows the power of hearing personal stories of discrimination. As stories are shared, participants gain understanding. They learn to be effective allies.

*Skill training leads to empowerment.* Participants leave the workshop with additional skills for handling prejudice, within ourselves and while connecting with others.

Workshop Opportunity

This October leadership workshop, inspired through a joint venture of the City of Riverton and the Boys and Girls Club of the Northern Arapaho Tribe (BGCNAT), is open to community members building bridges in many ways. The club and city mutual effort is examining the feasibility of a club site in Riverton, managed by the experienced staff of the BGCNAT. Consider the work you or your organization engage in to build community. Make the experience worthwhile, apply your bridge building aspirations and learn more.

Workshop Registration

Registration is $50, lunch included. Fee for participants with continuing education credits is $100. Credits offered are Wyoming State Bar and Peace Officers Standards and Training. Inquire for credit hours awarded. If you have other suggestions for CEU, please advise. Space limited. register by 10/13.

Organization: __________________________

________________________

Primary contact person if more than one person from organization attending:

________________________

Phone ____________________________

Special Needs
[I] sign language interpreter
[I] assistive listening device
[I] wheelchair access
[I] special food needs
[I] alternative format materials

large print __ text disk __ Braille

[ ] other: __________________________

An assistant accompanies me:[ ]Yes [ ]No

Note: Make your needs known well in advance of your attendance so that we may adequately meet your needs. If you request specific accommodation and need to cancel your participation, please notify us at least 72 hours in advance.

**Wind River Country NCBI is dedicated to building community and creating dignity for all by healing cycles of oppression.**
Financial Support

Wind River Country NCBI Chapter is supported through workshop fees, donations and foundation grants. Your financial support aids sustainability and trains local leaders of all life walks. Donations are tax-deductible.

NCBI is growing in the intermountain west with chapters in Missoula, MT which hosts a chapter with an affiliate at the University of Montana. Wind River Country NCBI is in west central Wyoming. With NCBI Colorado based in Colorado Springs and Denver.

For more information on the NCBI welcoming diversity workshops, controversial issue processing techniques, to speak to the chapter director, facilitators and empowerment team members or how you can sponsor a workshop, contact the chapter using the information below.

Wind River Country
NCBI Chapter
484 North Third Street
Lander, Wyoming 82520

307/332-2890
WindRiverNCBI@yahoo.com

Building Bridges: Leadership Skills
for Success in Diverse Communities
Monday, October 17, 2005
City Hall, Council Chambers
Riverton, Wyoming

NCBI Philosophy

- Guilt is the glue that holds prejudice in place
- Every issue counts; the tent of diversity includes everyone
- To shift attitudes, hear stories; the power of personal stories
- Skill training leads to empowerment

Hosted by the City of Riverton and
the Boys & Girls Club of the Northern Arapaho Tribe

Thank you to underwriters for training funds and scholarships including funds from the Wyoming Business Council, Division of Investment-Ready Communities grant for the Boys & Girls Club feasibility study, Baldwin & Crocker Law Firm, Highland Landscaping and Construction, the Corporation for National Service under AmeriCorps Grant No. 05-AC-055393 and fees paid by participants or their sponsoring governmental entity, agency or business.
Workshop Sequence

Morning Session

- Introductions 9:10
- Up/Down 9:30
- Pairs 10:00
- Theory 10:10
- Expectations 10:20
- First Thoughts 10:30
- Break 11:00
- Internalized Oppression/Pride 11:15
- It's Great To Be 12:00
- Lunch 12:15

Afternoon Session

- Caucuses 1:15 to 2:05 with a 10 minute break
- Speak-Outs 2:15
- Shifting Attitudes 3:15
- Closing 4:15

Wind River Country NCBI is dedicated to building communities and creating dignity for all by healing cycles of oppression.
The workshop is over, what is next?

You brought ingredients to the workshop—your experience, wisdom and vision. You gained new skills to take with you. Share them with family and friends, coworkers, employees and managers. The NCBI local chapter is here to assist, if you have questions or want some support. We can provide information about NCBI workshops to employers, civic and service groups, churches, professional organizations, programs, projects and state, tribal and federal government departments. Contact us at WindRiverNCBI@yahoo.com or 332-2890.

Next Wind River Country NCBI Meeting, 10/24/05

Workshop participants are invited to the next meeting of the Wind River Country NCBI Chapter. Community Room, Riverton Public Library, Monday, 10/24, 7 to 9 PM. Join us!

Special Offer to October Participants

Participants in this workshop interested in becoming a local trainer with Wind River Country NCBI can avail themselves of a reduced rate for the November 9 to 13, 2005 NCBI Leadership Institute in Silver Spring, Maryland. The regular tuition of $825 is $412.50. Meet people from USA and the world. Contact the chapter for information on lodging, travel, experience of local folks and a welcome from NCBI Executive Director, Cherie Brown, Latino/a Constituency Leader, Monica Palacio, and many national leaders. Act now to make plans that will work for you to attend in November. The next institute is in April.

To contact the international office only:
NCBI International
1120 Connecticut Ave, N.W., Suite 450
Washington, DC 20036
202/785-9400

WELCOME TO NCBI & THE WORKSHOP

Since 1984, the National Coalition Building Institute has dedicated itself to eliminating prejudice and intergroup conflict throughout the world. NCBI provides prevention-oriented programs and the skills and tools needed to implement diversity initiatives. NCBI training programs enable leaders to take principled courageous stands, enter the heat of emotional group conflict to build bridges, and act as stalwart allies for all groups.

Reaching communities and organizations — DuPont to Dubois, Los Angeles Police Department to the Fremont County Sheriff’s Office, Philadelphia to Arapahoe in the USA and throughout the world — NCBI commitment draws upon the experience and care of people in their own communities and organizations. Based in Washington, D.C., NCBI has chapters in over 50 cities worldwide and 70 affiliates in corporations and universities.

The Wind River Country NCBI Chapter, one of the 50 worldwide chapters, meets regularly to hone facilitations skills, prepare workshops, build teams and support leadership. We apply the skills in our own life walks. Sharing the commitment of all NCBI chapters, the local chapter provides an opportunity for people of differing ages, heritage, experience and resources to get to know one another and build trust one person at a time, the foundation of community. The work of the chapter strives to model our vision for a cooperation, understanding and accountability to reach common goals in community, organizations and families.
Skills To Take With You

1. **Identify** and work through stereotypes and misinformation about other groups;
2. **Heal** from the scars of internalized oppression;
3. **Reclaim** pride in one’s own background while at the same time building bridges with other groups;
4. **Hear** personal stories about the various ways different groups experience discrimination and to increase a commitment to be allies for those groups; and
5. **Learn** effective interventions when confronted with prejudicial jokes, remarks, and slurs.

Skill Summaries

**Up/Down:** Identify the groups shared with others.
**Pairs:** Introduce yourself to a person new to you.
**Theory:**
1. Guilt is the glue that holds prejudice in place.
2. Every issue counts.
3. To shift attitudes...hear stories.
4. Skill training leads to empowerment.
5. Leadership oppression needs to end
6. Teams are necessary for institutional change.
**First Thoughts:** Examine our learned stereotypes of other groups.
**Internalized Oppression:** Notice what stereotypes we’ve absorbed about our own groups.
**Pride:** Take another look at the groups to which we belong.
**It’s Great To Be:** Celebrate our groups.
**Caucuses:** Participants form groups that will report on shared experiences.
**Speak-Outs:** Hear personal stories from volunteers on experiences of discrimination and learn to be an ally.
**Shift attitudes:** Learn to hear the “ouch” behind a person’s position and move from encountering stereotypical thinking on race, gender, sexual orientation, religion, ability and other differences. Practice these skills.
Skills for Building Bridges Workshop: Leadership Skills for Success in Diverse Communities
October 17, 2005

<table>
<thead>
<tr>
<th>My understanding</th>
<th>BEFORE WORKSHOP</th>
<th>My understanding</th>
<th>AFTER WORKSHOP</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
<td>Poor</td>
<td>Fair</td>
</tr>
</tbody>
</table>

Please rate your understanding of the following items by marking the appropriate circle:

1. The importance of valuing diversity in all forms and not leaving any group out.
2. How stereotypes (records) impact our actions and attitudes.
3. How stereotypes (records) affect others.
4. How I can change the stereotypes (records) I have of others.
5. The impacts of Internalized Oppression on ourselves and other groups.
6. The difference between chauvinism and pride.
7. How I can be an ally to other groups in my school, community or organization.
8. How different types of discrimination affect individuals.
9. How to prevent and interrupt prejudicial jokes and remarks.
10. Did you learn anything new about other groups through the training today?  ○ YES  ○ NO
    If YES, please provide an example.

11. Is there anything you will do differently now to create a welcoming and safe environment for all groups in your school, community or organization?  ○ YES  ○ NO  Please explain.

12. What was the most useful part of this workshop?

13. Do you have any suggestions about how we can improve this workshop?

Over, please
My role (s) in the community can best be described as (check as many as apply):

<table>
<thead>
<tr>
<th>Role</th>
<th>Selection Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth</td>
<td>Medical Professional</td>
</tr>
<tr>
<td>Non-profit employee</td>
<td>Food service worker</td>
</tr>
<tr>
<td>School administrator</td>
<td>Rancher</td>
</tr>
<tr>
<td>Mental health advocate</td>
<td>Teacher</td>
</tr>
<tr>
<td>Law enforcement</td>
<td>Substance/alcohol abuse counselor</td>
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<tr>
<td>Sales staff</td>
<td>Tribal administrator</td>
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<tr>
<td>Federal worker</td>
<td>Youth mentor</td>
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<tr>
<td>Community activist</td>
<td>Member of church/religious organization</td>
</tr>
<tr>
<td>Social worker</td>
<td>Business person</td>
</tr>
<tr>
<td>Other</td>
<td>Parent</td>
</tr>
</tbody>
</table>

To protect respondent confidentiality, information from this evaluation is released as demographic, raw and tabulated data and commentary. Roles and data are not correlated. Evaluations remain the confidential property of Wind River Country NCBI!
Thanks to the workshop participants for completing their surveys and providing feedback. Thanks, too, to each person and the groups they call their own for sharing information that helps to end oppression. All the work is a gift.

RESPONDENTS' ROLES - WORKSHOP GROUP'S DEMOGRAPHICS / DIVERSITY

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<th>Frequency</th>
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<tbody>
<tr>
<td>Law Enforcement</td>
<td>1</td>
</tr>
<tr>
<td>School administrator</td>
<td>0</td>
</tr>
<tr>
<td>Mental health advocate</td>
<td>7</td>
</tr>
<tr>
<td>Tribal administrator</td>
<td>1</td>
</tr>
<tr>
<td>Youth mentor</td>
<td>7</td>
</tr>
<tr>
<td>Member of church / clergy</td>
<td>5</td>
</tr>
<tr>
<td>Advocate for Disability awareness</td>
<td>0</td>
</tr>
<tr>
<td>Student (h.s./college/alternative)</td>
<td>0</td>
</tr>
<tr>
<td>Legal professional</td>
<td>0</td>
</tr>
<tr>
<td>Rancher</td>
<td>1</td>
</tr>
<tr>
<td>Teacher</td>
<td>3</td>
</tr>
<tr>
<td>Substance / alcohol abuse counselor</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVERSITY OF GROUP</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency of total # of roles identified by respondents</td>
<td>7</td>
<td>3</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
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</tbody>
</table>

(Note: Actual workshop had 35 participants, not all submitted surveys. Observed demographics included 17 non-Native and 18 Native American participants. Twelve men and 23 women participated, including 4 high school students.)
Building Bridges: Leadership Skills for Success in Diverse Communities
WORKSHOP EVALUATION REPORT

Riverton City Hall, Council Chambers • October 17, 2005 • Riverton, WY

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Participants were asked: Please rate your understanding of the following items (raw data follows).

<table>
<thead>
<tr>
<th>QUANTITATIVE DATA TABULATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEFORE WORKSHOP</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Total</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>None</td>
<td>Poor</td>
<td>Fair</td>
<td>Good</td>
<td>Excellent</td>
<td>Values</td>
<td></td>
</tr>
<tr>
<td>1. The importance of valuing diversity in all forms and not leaving any group out.</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>13</td>
<td>5</td>
<td>68 (+23)</td>
<td>2.95</td>
</tr>
<tr>
<td>2. How stereotypes (records) impact our actions and attitudes.</td>
<td>0</td>
<td>1</td>
<td>6</td>
<td>10</td>
<td>6</td>
<td>67 (+23)</td>
<td>2.91</td>
</tr>
<tr>
<td>3. How stereotypes (records) affect others.</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>8</td>
<td>8</td>
<td>67 (+22)</td>
<td>3.40</td>
</tr>
<tr>
<td>4. How I can change the stereotypes (records) I have of others.</td>
<td>0</td>
<td>1</td>
<td>13</td>
<td>8</td>
<td>1</td>
<td>55 (+23)</td>
<td>2.39</td>
</tr>
<tr>
<td>5. The impacts of internalized oppression on ourselves and other groups.</td>
<td>2</td>
<td>6</td>
<td>8</td>
<td>6</td>
<td>0</td>
<td>40 (+22)</td>
<td>1.81</td>
</tr>
<tr>
<td>6. The difference between chauvinism and pride.</td>
<td>2</td>
<td>2</td>
<td>11</td>
<td>7</td>
<td>1</td>
<td>49 (+23)</td>
<td>2.13</td>
</tr>
<tr>
<td>7. How I can be an ally to other groups in my school, community, organization.</td>
<td>0</td>
<td>4</td>
<td>10</td>
<td>7</td>
<td>2</td>
<td>53 (+23)</td>
<td>2.30</td>
</tr>
<tr>
<td>8. How different types of discrimination affect individuals.</td>
<td>0</td>
<td>2</td>
<td>6</td>
<td>9</td>
<td>6</td>
<td>65 (+23)</td>
<td>2.82</td>
</tr>
<tr>
<td>9. How to prevent and interrupt prejudicial jokes and remarks.</td>
<td>2</td>
<td>3</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>50 (+23)</td>
<td>2.17</td>
</tr>
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</table>

FREQUENCY OF RANKINGS:

<table>
<thead>
<tr>
<th>(205 total responses)</th>
<th>6</th>
<th>21</th>
<th>72</th>
<th>77</th>
<th>29</th>
</tr>
</thead>
<tbody>
<tr>
<td>(3%)</td>
<td>(10%)</td>
<td>(35%)</td>
<td>(38%)</td>
<td>(14%)</td>
<td></td>
</tr>
</tbody>
</table>
Building Bridges: Leadership Skills for Success in Diverse Communities
WORKSHOP EVALUATION REPORT

Riverton City Hall, Council Chambers • October 17, 2005 • Riverton, WY

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My understanding Before the Workshop (by respondent)

| Question Number | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 |
|-----------------|---|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| 1               | 2 | 2 | 4 | 3 | 3 | 3 | 4 | 3 | 2 | 3 | 4 | 3 | 3 | 1 | 4 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 2 |
| 2               | 2 | 2 | 2 | 4 | 3 | 3 | 4 | 3 | 3 | 3 | 2 | 4 | 4 | 2 | 2 | 3 | 3 | 3 | 2 | 3 | 3 | 3 | 3 | 3 |
| 3               | 2 | 0 | 3 | 3 | 3 | 3 | 2 | 2 | 1 | 1 | 2 | 0 | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 2 | 3 | 3 | 2 | 2 |
| 4               | 2 | 2 | 2 | 2 | 3 | 2 | 2 | 0 | 2 | 1 | 2 | 0 | 2 | 2 | 2 | 3 | 4 | 4 | 4 | 3 | 2 | 2 | 3 | 2 |
| 5               | 2 | 2 | 0 | 3 | 3 | 3 | 3 | 2 | 2 | 1 | 1 | 2 | 0 | 1 | 1 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 3 | 3 |
| 6               | 2 | 2 | 2 | 2 | 3 | 0 | 0 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 2 |
| 7               | 2 | 4 | 4 | 2 | 2 | 2 | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 1 | 2 | 3 | 3 | 3 | 3 | 3 |
| 8               | 2 | 5 | 6 | 4 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 2 | 2 | 2 | 2 | 1 | 2 | 2 | 2 | 2 |
| 9               | 2 | 0 | 2 | 3 | 0 | 2 | 2 | 3 | 1 | 3 | 3 | 2 | 2 | 2 | 3 | 2 | 2 | 2 | 1 | 2 | 3 | 3 | 3 | 3 |

Ø – Indicates no reply.
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Participants were asked: Please rate your understanding of the following items (raw data follows).

<table>
<thead>
<tr>
<th>QUANTITATIVE DATA TABULATION</th>
<th>AFTER WORKSHOP</th>
<th>0 None</th>
<th>1 Poor</th>
<th>2 Fair</th>
<th>3 Good</th>
<th>4 Excellent</th>
<th>Total Values</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The importance of valuing diversity in all forms and not leaving any group out.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>12</td>
<td>75 (+21)</td>
<td>3.57</td>
<td></td>
</tr>
<tr>
<td>2. How stereotypes (records) impact our actions and attitudes.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>5</td>
<td>14</td>
<td>75 (+21)</td>
<td>3.57</td>
<td></td>
</tr>
<tr>
<td>3. How stereotypes (records) affect others.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>15</td>
<td>78 (+21)</td>
<td>3.71</td>
<td></td>
</tr>
<tr>
<td>4. How I can change the stereotypes (records) I have of others.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>11</td>
<td>74 (+21)</td>
<td>3.52</td>
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</tr>
<tr>
<td>5. The impacts of internalized oppression on ourselves and other groups.</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>9</td>
<td>9</td>
<td>69 (+21)</td>
<td>3.29</td>
<td></td>
</tr>
<tr>
<td>6. The difference between chauvinism and pride.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>14</td>
<td>77 (+21)</td>
<td>3.66</td>
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</tr>
<tr>
<td>7. How I can be an ally to other groups in my school, community, organization.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>7</td>
<td>13</td>
<td>75 (+21)</td>
<td>3.57</td>
<td></td>
</tr>
<tr>
<td>8. How different types of discrimination affect individuals.</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>16</td>
<td>79 (+21)</td>
<td>3.76</td>
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</tr>
<tr>
<td>9. How to prevent and interrupt prejudicial jokes and remarks.</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>10</td>
<td>9</td>
<td>70 (+21)</td>
<td>3.33</td>
<td></td>
</tr>
</tbody>
</table>

FREQUENCY OF RANKINGS:

- (189 total responses)

- (0%) (0%) (4%) (36%) (60%)
Thanks to the workshop participants for completing their surveys and providing feedback. Thanks, too, to each person and the groups they call their own for sharing information that helps to end oppression. All the work is a gift.

### My understanding After the Workshop (by respondent)

<table>
<thead>
<tr>
<th>Question Number</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<th>19</th>
<th>20</th>
<th>21</th>
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</thead>
<tbody>
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</tr>
</tbody>
</table>
## RAW QUALITATIVE DATA

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Did you learn anything new about other groups through the training today?</th>
<th>Is there anything you will do differently now to create a welcoming and safe environment for all groups in your school, organization or community?</th>
<th>What was the most useful part of this workshop?</th>
<th>Do you have any suggestions about how we can improve this workshop?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Y Resolve prejudices</td>
<td>Y Accept everyone and not judge quickly</td>
<td>Skills</td>
<td>No</td>
</tr>
<tr>
<td>2</td>
<td>Y Being a widow is a disability</td>
<td>Y Confront situations</td>
<td>Everything!</td>
<td>Ø</td>
</tr>
<tr>
<td>3</td>
<td>Y Natives are not the only people that are prejudice</td>
<td>Ø I hope to welcome the opportunity to observe or be a part of taking action against stereotypes</td>
<td>Role playing technique -- affirm my feelings to be courageous to take action in my own life &amp; interaction in my community.</td>
<td>Ø</td>
</tr>
<tr>
<td>4</td>
<td>Y Even more empathetic to ethnic problems. Native Am. face every week in our community</td>
<td>Y How other cultures view whites</td>
<td>Preventing jokes &amp; remarks</td>
<td>Ø</td>
</tr>
<tr>
<td>5</td>
<td>Y Better communication</td>
<td>N Find posters on prejudice</td>
<td>Awareness</td>
<td>Good trng</td>
</tr>
<tr>
<td>6</td>
<td>Y I learned that not all white people, blacks, etc are not all prejudice</td>
<td>Y Address it calmly</td>
<td>How to handle many different situations</td>
<td>More food</td>
</tr>
<tr>
<td>7</td>
<td>N Stories &amp; role playing for skills</td>
<td>Ø</td>
<td>Stories &amp; role playing for skills</td>
<td>Ø</td>
</tr>
</tbody>
</table>
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</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Y</td>
<td>Stereotypes &amp; racism is from every culture, not just Native Americans</td>
<td>Not be judgmental</td>
<td>Experiencing stereotypes &amp; racism from different cultures</td>
</tr>
<tr>
<td>13</td>
<td>Y</td>
<td></td>
<td></td>
<td>Aoki</td>
</tr>
<tr>
<td>14</td>
<td>N</td>
<td></td>
<td></td>
<td>O</td>
</tr>
<tr>
<td>15</td>
<td>Y</td>
<td></td>
<td>Learning there is something I can do</td>
<td>O</td>
</tr>
<tr>
<td>16</td>
<td>Y</td>
<td>Not new but more depth</td>
<td>Be responsible for speaking up</td>
<td>Stories</td>
</tr>
<tr>
<td>17</td>
<td>Y</td>
<td></td>
<td></td>
<td>Explain guilt &amp; glue</td>
</tr>
<tr>
<td>18</td>
<td>Y</td>
<td>Reminded that we all have the same goals</td>
<td></td>
<td>Hearing stories, concrete examples</td>
</tr>
<tr>
<td>19</td>
<td>Y</td>
<td>The difficulties of widowhood; the extent of prejudice Native Americans face daily</td>
<td>I'm not sure yet but I will be working on it!</td>
<td>Networking and having individual stories</td>
</tr>
<tr>
<td>20</td>
<td>O</td>
<td></td>
<td>Groups speak out</td>
<td>O</td>
</tr>
<tr>
<td>21</td>
<td>Y</td>
<td>How to handle people stereotypes</td>
<td>Letting everybody know nobody's the same</td>
<td>We need to have more workshops about stereotypes</td>
</tr>
</tbody>
</table>

8 Wind River Country Chapter of the National Coalition Building Institute
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<th>Do you have any suggestions about how we can improve this workshop?</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>Yes/No: 0</td>
<td>Yes/No: 0</td>
<td>Yes/No: 0</td>
<td>Coach’s of other races, ethnic groups, divide group by counting off groups, 1,2,3,4; give topics to each group for discussion and handling situations.</td>
</tr>
<tr>
<td>23</td>
<td>Yes Internalized oppression</td>
<td>Yes Self-change</td>
<td>Instructors &amp; activities</td>
<td>No</td>
</tr>
</tbody>
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Boys & Girls Club of the Northern Arapaho Tribe Motto — “A Positive Place for Kids.”

Boys & Girls Club of the Northern Arapaho Tribe and City of Riverton: Partners in Youth and Community Recreation Study

Innovation to Serve Children, Youth & Community

The City of Riverton and Boys and Girls Club of the Northern Arapaho Tribe have joined in a feasibility study to help meet recreation needs of children and youth. BGCNAT, part of the Boys & Girls Clubs of America, serves children and youth ages 5 to 19. Offering a first in the nation innovation, BGCNAT and Riverton propose to serve Indian and non-Indian youth through enhanced services and dedicated facilities in Riverton, Arapahoe Great Plains Hall and Ethete Yellowcalf clubs. The first Boys and Girls Club in Riverton extends BGCNAT record of serving children of different backgrounds in Arapahoe and Ethete. Over the years, education, banking, shopping and services have expanded from towns to rural areas of the county and reservation. This proposal is a bridge for youth, families and community members for recreation to:

√ Strengthen all children through play & learning;
√ Use resources collaboratively and effectively to serve the greatest number of people in recreation opportunities.

The Vision Behind the Feasibility Study

The collaboration between Riverton and BGCNAT recognizes children’s needs without borders. Partnering for the first Boys & Girls Club in Riverton and supporting replacement of the Arapahoe facility provides consistent, coordinated supervised programming for all children. With an eight minute drive between the two communities, the facilities are accessible with private, public or club transportation. With these two facilities and Yellowcalf at Ethete, scheduling events has greater flexibility; occurring one after the other or at the same time.

The Riverton Boys & Girls Club could help launch the Riverton multi-use community recreation facility. Dedicated physical space for the club in a recreation development can help to share underwriting costs for the community facility.

Advocates and interested people hope cooperation between BGCNAT and Riverton residents can anchor the larger recreation project in three ways:

√ Leverage start-up and operating funds;
√ Serve children, families and individuals equitably;
√ Extend to Riverton the Boys & Girls Club of the Northern Arapaho Tribe best practices children’s programming from Boys & Girls Clubs of America.

Boys & Girls Clubs of America

Riverton Motto — “Excellence in service to the Rendezvous City.”

Please give us referral contacts for other interested children, youth and adults:
Boys & Girls Clubs of America — Northern Arapaho, an Indian Country Program

Boys & Girls Club of the Northern Arapaho Tribe operates two of the 184 clubs of Boys & Girls Clubs of America in Indian Country. Programming is structured to serve five core areas:

- Leadership
- Academics
- Physical fitness
- Life skills
- Arts

Trying new activities, like golf, regular programming at BGCNAT includes:
- Baseball
- Computer skills
- Basketball
- Tutoring
- Tennis
- Games
- Swimming

Developing a new program with local youth services, the club hopes to operate a satellite transition program for youth who have completed drug and alcohol treatment programs. It seeks to help Indian and non-Indian youth to increase success in re-entering their community and home.

BGCNAT seeks to operate the first club in Riverton to serve Indian and non-Indian children and youth and follow the mission of Indian Country Programs, "[to] inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens."

Economic and Community Development

Collaborative economic and community development ranges from routine to innovation. Often the routine is not so easily seen. For example, the 4.3 million dollar reservation monthly payroll from tribal and federal employees circulates in the county and reservation. An example of innovation in economic and community development is this collaboration toward recreation services; as such, the Wyoming Business Council provided a grant for this feasibility study.

Another example of bridge building that brings people and funds to the community is the successful proposal from the Boys & Girls Club of the Northern Arapaho Tribe to AmeriCorps for $124,000 to fund support staff in training.

Community Feedback

The Boys & Girls Club of the Northern Arapaho Tribe and the City of Riverton ask for your ideas, suggestions, questions and commitment. Before the focused community comment period in the fall of 2005, we want to hear from:

- BGCNAT participants, parents, grandparents, family members and supporters
- Recreation enthusiasts in Riverton, Arapaho, rural reservation and rural county areas
- Children, youth and parents wanting to know more about BGCNAT
- Public policy makers from city and tribal governments, schools and recreation programs or services
- Businesses involved in recreation and fitness

Leadership Team

Many have been involved in this project to date including the board of directors and staff of the Northern Arapaho Boys & Girls Club, Riverton mayor, city council and manager and recreation committee. You can be part of the leadership team that moves this process in its next steps. You will get as good as you give.

What you get:

- Community leadership training with the National Coalition Building Institute, an international grassroots leadership organization, experienced in building community relations through effective listening, decision sharing and innovation;
- A prosperous & healthy community;
- Recreation opportunities for you and the children in your life.

What you give:

- Neighboring attention to children, youth and adult recreation needs;
- Time to listen;
- Teach our children that cooperation helps all of the county and reservation;
- Willingness to support collaborative leadership as modeled by the Boys & Girls Club of the Northern Arapaho Tribe and the City of Riverton.

Use the next section of the brochure to give us your contact information, availability, questions or suggestions.

For more information contact Feasibility Study Consultant
Debra East, Consultant
Lee West Enterprises
307.332.2998 (phone) or 307.349.1353 (cell)

Leadership Team Contact Form & Workshop Registration

We want to know how you want to be involved on the team. To help you decide, this portion of the project concludes in December. Meetings will be held in Riverton and Arapahoe. Monday, October 17, an all day workshop will be held at Riverton City Hall to enhance leadership skills. The skills aim at building community between youth and adults, Indian and non-Indian people and citizens from all life walks.

The workshop is Monday, 10/17, 8:30 AM to 4:45 PM. Please fill out the contact information below: SPACE IS LIMITED, SIGN UP NOW!

☐ I want to know more, have the facilitator call me
☐ I am an AI attorney or law enforcement officer interested in education credit. Advise if you have suggestion for other continuing education credit.

Comments (more room on reverse):

For your completed form, comments or questions to:
Debra East, Consultant
Lee West Enterprises
461 North Third Street
Lander, WY 82520
TO: Riverton Recreation Committee members and Interested Citizens  
FROM: Debra East, Feasibility Study Consultant  
RE: Boys & Girls Club of the Northern Arapaho Tribe and City of Riverton Youth and Community Recreation Study

Opportunities and information gathering continue for the feasibility study for Riverton's first Boys & Girls Club. This update is being made available to you, interested citizens and groups.

- You are invited to visit two sites of the Boys & Girls Club of the Northern Arapaho Tribe: Great Plains Hall Arapahoe or Yellowcalf in Ethete. The enclosed activities calendar for August shows a range of supervised programming offered to children ages 5 to 19. You are welcome to participate in the events. The Northern Arapaho Pow-wow is the weekend of August 26 and promises to be fun for everyone; or, check out the dances, swimming and tutoring. Just call Kathleen Brannan at 856-3227 to make arrangements to attend and for details on the activity or items you may need to bring. If a group of committee members want to come together, all the merrier!

- Are you a member of a community, service, academic, business or recreation organization? We welcome an invitation to make a presentation on the study, its purpose and to gather comment. Please call me at 349-1351 or write to me at my email address, debra@lezwest.com.

- Enclosed is a copy of the informational brochure for the feasibility study. Share this brochure with family, friends and groups (you are welcome to photocopy this brochure).

- Save the date on your calendar for the next Recreation Committee Meeting, Wednesday, August 31st at 3:30 PM and again at 6:30 PM. The split times are to accommodate your schedules. Each meeting will be an hour and a half long and held at Great Plains Hall, Arapahoe. Buses will pick you up at City Hall at 3:15 PM and 6:15 PM, respectively. If you want to drive yourself, the hall is 5.5 miles from the HWY 789 turn off to St. Stephens. Look for the sign “Northern Arapaho Nation,” turn right, then take the third left hand parking lot entrance and look for the Boys & Girls Club clasped hands emblem. Please call 349.1351 or write debra@lezwest.com to RSVP.

- Your ideas, questions and comments are welcome in helping determine how the proposal can work for all in serving recreation needs for youth and adults in the diverse area of Riverton, Arapahoe and surrounding rural areas of the county and reservation.

Riverton Motto — “Excellence in service to the Rendezvous City.”

Contact: Debra East, Feasibility Study Consultant, Lez West Consulting, 404 N 3rd, Lander, WY 82520 
307.332.2890 or 307.349.1351 • debra@lezwest.com
TO: Members of the Northern Arapaho Business Council  
FROM: Debra East, Feasibility Study Consultant, Lez West Consulting  
RE: Boys & Girls Club of the Northern Arapaho Tribe and City of Riverton Youth and Community Recreation Study

This memorandum serves two purposes. First, to update council members on the Feasibility Study for a Boys & Girls Club serving all children to be operated in Riverton by the Boys & Girls Club of the Northern Arapaho Tribe. Second, to request that you consider providing funds for a training designed to strengthen the skills of collaboration between Indian and non-Indian leaders.

Update

The Wyoming Business Council grant awarded in June 2004 underwrote the consultant feasibility study for the Boys & Girls Club of the Northern Arapaho Tribe through a collaborative agreement with the City of Riverton. In early August 2005, sufficient progress had occurred for the Riverton City Council to approve the consultant agreement and the consultant’s details to conduct the study. The vision of this joint venture seeks to build a bridge between non-Indian children, youth and their families and Northern Arapaho children, youth and their families. Riverton conducted a feasibility study in 2003 with Global Vantage to determine the feasibility of a recreation center to serve the area in and around Riverton. Since Boys & Girls Clubs of America have considerable experience in cooperative ventures in recreation centers with cities and towns, the leaders of the Boys & Girls Club of the Northern Arapaho Tribe see this as an opportunity to assess whether the programming and staffing skills of the club could be extended to a Riverton club to serve all children.

Cooperation started with the WBC Community Block Grant process supported by the Boys & Girls Club Director, Kathleen Brannan, board and staff and Riverton Mayor, John Vincent, and staff. The Riverton Recreation Committee has discussed this proposal for some time. The committee includes representatives of the city, the club, Central Wyoming College, children service programs, business, educators and individual citizens. Many people have expressed support of the concept. As with many collaborations, whether it is feasible to enact, depends on the skills and relationship of the people and groups involved. Much good work has been accomplished to arrive at this point; much good work remains to be undertaken. We are now at the point where leaders in diverse communities, organizations, city and tribal government, and youth groups can improve their skills in working together that offers a chance at keeping all at the table and hearing all voices. This brings us to the second purpose of this memorandum, funds for a training.

Contact: Debra East, Feasibility Study Consultant, Lez West Consulting, 404 N 3rd, Lander, WY 82520  
307.332.2896 or 307.349.1351 • debra@lewest.com
The study consultant, Lez West Consulting, brings the skills of the National Coalition Building Institute (www.ncbi.org) through the international organization and the local chapter, Wind River Country NCBI. NCBI brings rich competencies in working with people serving in governing capacities whether as boards, elected officials or staff. In conducting community input opportunities, LWC and NCBI hold the following values:

- Differences among individuals need not lead to division and discrimination.
- Differences among groups can be a community asset.
- Differences on issues need not divide communities.

NCBI enacts these values through vigorous commitment to increase community capacity by teaching skills sets to empower teams to find local solutions. These skills augment experience and commitment already in place for individuals and groups.

The training, not originally envisioned when the proposal was written and approved by the Wyoming Business Council, is key to intervening in the pattern of failure in the good intentions between Indian and non-Indian people. The training occurs in three basic parts. First, a one-day diversity training for all interested parties. This training is similar to the one sponsored by the NABC in February 2003 in response to the white supremacy group. Second, separate training for Indian and non-Indian people to allow for environments to talk and recognize the difficulties of having learned and experienced discrimination. Third, bringing people back together after the trainings, to experience what has been learned and how to proceed with the feasibility study public input and decisions for the proposal of a Boys & Girls Club in Riverton operated by the Boys & Girls Club of the Northern Arapaho Tribe.

Now in Phase I of the feasibility study, Wind River Country NCBI proposes to train current leaders in effective techniques to address controversial issues, combat discrimination and build bridges. Leaders will be selected from Riverton community youth and adults, city staff, Northern Arapaho community and Boys & Girls Club staff and consumers. This Core Leadership Team working with the LWC/NCBI team will increase understanding and reliable results when:

- Conducting community input opportunities through small and large public meetings, interviewing community leaders, stakeholders — children, youth, adults — and recreation consumers.
- Assessing present capabilities for facilities and programming by utilizing existing studies, Boys & Girls Clubs of America experienced resources and buy-in from community input.

The value of the broad, diverse community input is essential in the feasibility study. Confidence in the Core Leadership Team will enhance credibility for:

- Compilation and analysis of public input and capabilities research.
- Developing concepts for facility options and potential programming.

Funding request

The training is slated for September in order to gather community input in October. The full study must be completed in December 2005. Funding at the level of $12,220 will allow the work to go forward immediately in establishing the training schedule. The training budget on the following page shows an estimate of the number of registrants and fees.
We seek a focus group of people interested in the recreation proposal. Still, we propose that these trainings be open to all interested people since the training can assist in many venues in addition to the feasibility study. Because these trainings strive to support individuals serving in leadership roles, members of the NABC are invited to participate in the trainings. Registrations in excess of the estimated 20 can be accommodated up to a total of 50 participants. NABC advice on the amount of funding it can provide along with suggestions or letters of support to other funders would be most appreciated by August 31st.

Budget

Training Core Leadership Team (estimated 20 local members [more can be accommodated with additional registration fees provided] + 6 trainers for 3 days)

Income (a principle value is that we do not want to turn anyone away for lack of funds)

- Ten $50 registration fees for first one-day workshop: $500
- Ten $10 reduced registration fees for first one-day workshop: $100
- Subtotal: $600

Expenses

- Wind River Country NCBI (at least 3 skilled local trainers for this training plus post-training support): $2,600
- NCBI International trainers fee and travel (3 trainers are likely to come from Seattle, WA, Missoula, MT or in Canada from Sudbury, ON): $8,000
- Reproduction of training manuals: $225
- Mileage reimbursement Greater Riverton area ($0.35/mile, 3 rd trips): $945
- Meals (three days - snacks, mid-day meal $10/person/day): $1,050
- Subtotal: $12,020
- Total funds requested: $12,220
Attachments

This memorandum provides the following attachments:

- ✔ Feasibility Study Informational Brochure
- ✔ Description of One-day Workshop (offered as the first training in the series)
- ✔ “Principles into Practice” postcard referring to on-line book about NCBI
- ✔ List of Wind River Country NCBI funders, workshop recipients and accreditations
Client List — Organizations receiving and/or sponsoring workshops or participants

Baldwin & Crocker Law Practice
Casper College
Central Wyoming College
Community Entry Services — staff and consumers
Creative Training Accelerating Talent
Fremont County Counseling Services
Fremont County Juvenile Drug Court
Fremont County Public Health Nurses
Fremont County Sheriff's Department
Interagency Coordinating Council of the Wind River Reservation
Lander Chamber of Commerce
Lander Children's Museum
Lander Rotary Club
Lander Valley High School, 2002 Juniors
National Outdoor Leadership School
Northern Arapahoe Business Council
Pathfinder High School
RARE Conservation of Washington, DC & Cancun, Quintana Roo, Mexico
Riverton Chamber of Commerce
University of Wyoming — Summer Research Apprentice Program
University of Wyoming — U-Doc
Wyoming Chambers of Commerce Executives
Wyoming Department of Education
Wyoming Economic Development Association
Wyoming Health Council
Wyoming Statewide HIV/AIDS Planning and Prevention Group

Accreditations (provide professional continuing education credit)

Wyoming Peace Officers Standards and Training
Wyoming Professional Teaching Standards Board
Wyoming State Bar
Boys & Girls Club of the Northern Arapaho Tribe Motto — “A Positive Place for Kids.”

Leadership and bridge building contributed to this memo and September meeting are dedicated to people of all heritages in parishes, counties and reservations of the Gulf Coast.

8 September 2005

TO: Riverton Recreation Committee members, Boys & Girls Club Board of Directors, Mayor Vincent, Riverton City & Arapaho Business Councils and Interested Citizens

FROM: Kathleen Brannan, Crystal C'Bearing, Dallas Littlefield, Al McClelland, Millard Meredith, and Carter Napier

PREPARED BY: Debra East, Feasibility Study Consultant

RE: Boys & Girls Club of the Northern Arapaho Tribe and City of Riverton Youth and Community Recreation Study

Having participated in the August feasibility study meeting, we invite you to the next meeting, Wednesday, 21 September, 3 to 5 PM in Boys & Girls Club, Great Plains Hall at Arapahoe. Meeting Highlights show solid steps of understanding were made. We look forward to the September meeting to advance the feasibility study, public input planning and new developments in concept options for siting. With you there we can make more headway in assessing the best fit for partnerships. Following are the August meeting summary, directions to the club and meeting tips.

Report: Wednesday, 31 August, 2005 Meeting

Meeting highlights:

✓ Getting to know each other better as individuals and as leaders
✓ Understanding the goal Boys & Girls Club of the Northern Arapaho Tribe managing a club in Riverton to expand programming and serve all children more efficiently
✓ Club tour of administrative offices, computer lab and game room
✓ Introduction to Great Plains Hall, the Arapahoe Community Center
✓ Description of six programs or agencies based in Arapahoe, offering dozens of services to families, children, elders as well as economic development projects

Challenges and Successes as Leaders:

August’s partnered conversations are summed up here. Do these comments resonate with your experience as a leader?

✓ Challenges:
  * Balance management with pleasing everyone
  * Establish mutual respect and good communication with people in Riverton and in the reservation
  * Public buy-in for actions that are not “how it was when I was growing up.”
  * A catastrophic service loss to a community that had to be replaced in 48 hours
  * Communication
  * Being a positive role model; staying true to my word for myself and youth

Riverton Motto — “Excellence in service to the Rendezvous City.”
Successes:
* Working together, the City of Riverton and Boys & Girls Club, achieved the feasibility study
* Learning to “climb the stairway” to strategic success in providing community services
* Creating support and opportunity for people, adults and children, to reach their potential
* Providing leadership that results in positive change makes the effort worth it
* Taking the time to listen to a young person and being thanked for the support
* Parents, children and grandparents helping together to make a long distance team trip possible

Envision yourself in the team that provides leadership for gathering community input and options for siting a Boys & Girls Club in Riverton. Providing recreation services without borders to community and youth is an undertaking that can share and save resources, improve community relations and build bridges. Service and programming of the Boys & Girls Clubs of the Northern Arapaho Tribe are offered as a vehicle to serve children and community well.

**Agenda: Wednesday, 21 September 2005, 3 to 5 PM**

As in previous meetings, this seeks leadership contributions from many people in Riverton and the Wind River Reservation. In addition to the people this memo is being sent to, we hope you will invite interested youth and adults in your circle. This meeting will engage in leadership sharing and team building to support development of options and implementation in the long-run. Focus upon leadership and team building now helps assess commitment and supplemental training for the feasibility study. Here is the agenda and map, call study consultant, Debra East, with questions or additions:

- Welcome and Blessing by an Arapaho elder
- Introductions
- Tour of Club, Great Plains Hall
- Leadership Sharing & Team Building
- Current Developments & Information
- Highlights and Closing

Call Debra East to confirm you are attending and who is coming with you so we have a large enough meeting room and supplies. If you want to travel to the meeting in a Boys & Girls Club bus, please let us know. If we receive even one request, a bus will be at Riverton City Hall at 2:30 PM. Directions for individual or carpool travel: take the Arapahoe exit off WY 789 south of Riverton, the club is 5.5 miles from there (note map, not to scale). You are on 17 Mile Road, on your left you will pass St. Stephens and the old highway turn off. Look for the “Northern Arapaho Nation” sign on your right, turn right. Take the third left into the parking lot, note the Boys & Girls Club insignia of clasped hands painted in blue on the building, you have arrived at the meeting site. Come in the blue door and follow the signs.

We look forward to seeing you!

If commitments prevent you from attending, please call the study consultant to give feedback or ask questions. We hope this notice helps you schedule this meeting. Don’t let Community Meeting Myths keep you away, here are the antidotes:

- Your insights are unique.
- You are missed when absent.
- Your presence at the beginning makes the conclusion.
- Your experience helps problem-solving.
- Your suggestion is one from which we can learn.

Contact: Debra East, Feasibility Study Consultant, Lee West Consulting, 484 N 3rd, Lander, WY 82520
307.332.2890 or 307.349.1351 • debra@leewest.com
October 4, 2005

TO: Mayor and City Council of Riverton
FROM: Debra East, Feasibility Study Consultant
RE: Leadership Skills for Success in Diverse Communities & Study Update

Keeping an eye on today's weather, I did not wait a turn in temperature or precipitation to delay your receipt of this information. I appreciate that Dee Holway is including it in Communications from the Floor.

WORKSHOP INVITATION

Save this date or consider adjusting your calendar for Monday, October 11, 8:30 AM to 4:45 PM. An essential component of the feasibility study will take place, the Building Bridges Workshop: Leadership Skills for Success in Diverse Communities. The attached brochure describes the workshop and gives you a chance to register for the event in council chambers. The feasibility study brochure is updated to describe the workshop. There are Wyoming State Bar and POST CEUs.

As the consultant for this feasibility study, I see this workshop as key to assessing community buy-in for the Boys & Girls Club of the Northern Arapaho Tribe building and managing a third club site located in Riverton. Club plans to build a new structure in Arapaho and upgrade the Ethete club dovetail into the larger vision of serving all children well. Giving a hand to support innovative leadership such as this being explored by the club and the city deserves adding tools to the toolboxes that people bring to building of this idea. The experiential workshop has a way of condensing learning new awareness and skills that can take a lifetime to attain.

UPDATE

The last two meetings of club staff and participants along with Riverton City Government staff and recreation committee members have provided crucial understandings and working relationships. At the last meeting, a dozen youth participants in the Ethete and Arapahoe clubs voiced their reasons for a club in Riverton. Because their lives — schooling, shopping, services, socializing — and the lives of their families and friends include the broad geographic sweep of Riverton, Ethete and Arapahoe, they have keen insight to recreation without borders. Their observations for all youth needing engaging, supervised, accessible recreation and mentoring options were endorsed by all gathered, non-Indian and Indian. These agreements are the first foundation for a club site in Riverton. They yield the connection for the possibility of anchoring or launching recreation facilities that serve the full community.

The next step is to have the workshop contribute to a critical mass of understanding to move forward with assessing broad community buy-in and options for a Boys & Girls Club of the Northern Arapaho Tribe serving all children ages 5 to 19 (if still enrolled in high school). We hope you can join us at the workshop for skills building toward this end.

Riverton Motto — "Excellence in service to the Rendezvous City."
TO: Youth and Mentor Stakeholders in Riverton, surrounding county and Wind River Indian Reservation
FROM: Debra East, Feasibility Study Consultant
RE: Workshop Opportunity & Update on Boys & Girls Club Feasibility Study

INTRODUCTION

The next two months of October and November offer a chance for community members in Riverton, the surrounding county, Arapahoe, Ethete and the surrounding area of the reservation to examine further their interest in supporting a Boys & Girls Club in Riverton. The collaborative offer between the City of Riverton and the Boys & Girls Club of the Northern Arapaho Tribe is undergoing a feasibility review supported by a grant from the Wyoming Business Council. This brief summary offers a workshop invitation to community members, an update and a timetable.

WORKSHOP INVITATION

Save this date or consider adjusting your calendar for Monday, October 17, 8:30 AM to 4:45 PM. An essential component of the feasibility study will take place, Building Bridges Workshop: Leadership Skills for Success in Diverse Communities. The attached brochure describes the workshop and gives you a chance to register for the event in council chambers. The feasibility study brochure describes the vision. There are Wyoming State Bar and POST CEUs.

As the consultant for this feasibility study, I see this workshop as key to assessing community buy-in for the Boys & Girls Club of the Northern Arapaho Tribe building and managing a third club site located in Riverton. Club plans to build a new structure in Arapahoe and upgrade the Ethete club dovetail into the larger vision of serving all children well. Giving a hand to thoughtfully examine the innovative leadership being explored by the club and the city deserves adding tools to the toolboxes people bring to community problem-solving. The experiential workshop condenses learning and skills that can take a lifetime to learn and use. This workshop provides support for people leadership roles to do community service.

UPDATE

Meetings of club staff and participants with Riverton City Government staff and recreation committee members have begun developing crucial understanding and working relationships. At one meeting, a dozen youth participants in the Ethete and Arapahoe clubs voiced their reasons for a club in Riverton. Because their lives — schooling, shopping, socializing, services — and the lives of their families and friends include the broad geographic sweep of Riverton, Ethete and Arapahoe, they have keen insight to recreation without borders. Their observations for all youth needing engaging, supervised, accessible recreation and mentoring options were endorsed by all gathered, non-Indian and Indian. These agreements are the first foundation for a club site in Riverton. They yield the connection to anchor or launch recreation facilities that serve the full community.

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The next step is to have the workshop contribute to a critical mass of understanding to move forward with assessing broad community buy-in and options for a Boys & Girls Club of the Northern Arapaho Tribe serving all children ages 5 to 19 (if still enrolled in high school). We hope you can join us at the workshop for skills building toward this end.

TIMETABLE — October and November

Everyone's time is limited and valuable. Your time may be devoted to working, raising family, looking for work, traveling to take care of family members, schooling and doing the daily chores. This project has focused time for public input: October and November. The input contributes to the final report. When you consider your schedule, consider that there is a specific conclusion to this study. You will have made a difference by commenting now.

Include your thoughts and comments by:

1. Reading the informational brochure about the feasibility study.
2. Contacting the Study Consultant, Debra East, Lez West Consulting at 332-2890 or at debra@lezwest.com or schedule an in-person conversation.
3. Speaking with members of the Riverton City Council, Mayor or City Manager, members of the Northern Arapaho Business Council or Riverton Recreation Committee.
4. Stopping by or call the Boys & Girls Club of the Northern Arapaho Tribe.
5. Coming to one of the public events to be announced for Riverton and Arapahoe.
6. Attending the Leadership Skills workshop on Monday, October 17, beginning at 8:30 AM, Riverton City Hall
7. Drawing pictures of how you would like recreation and youth mentoring services to be in Riverton, Arapahoe or Ethete.
8. Letting your teachers know how tutoring might help you after school.
9. Writing down your name, address and phone number to be contacted by the consultant or volunteers to hear what you think.

Now is the time to contribute your suggestions for the construction and management of a Boys & Girls Club of the Arapaho Tribe sited in Riverton to serve all children.
TO: Mayor and City Council of Riverton  
FROM: Debra East, Feasibility Study Consultant  
RE: Leadership Skills for Success in Diverse Communities & Study Update

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The next step is to have the workshop contribute to a critical mass of understanding to move forward with assessing broad community buy-in and options for a Boys & Girls Club of the Northern Arapaho Tribe serving all children ages 5 to 19 (if still enrolled in high school). We hope you can join us at the workshop for skills building toward this end.
October 7, 2005

TO: Members of the Recreation Committee  
FROM: Debra East, Feasibility Study Consultant, Lez West Consulting  
RE: Boys & Girls Club of the Northern Arapaho Tribe and City of Riverton Youth and Community Recreation Study

This memorandum serves to update members on the Feasibility Study for a Boys & Girls Club serving all children to be operated in Riverton by the Boys & Girls Club of the Northern Arapaho Tribe.

UPDATE

Meetings of club staff and participants with Riverton City Government staff and recreation committee members have begun developing crucial understanding and working relationships. At one meeting, a dozen youth participants in the Ethete and Arapahoe clubs voiced their reasons for a club in Riverton. Because their lives — schooling, shopping, socializing, services — and the lives of their families and friends include the broad geographic sweep of Riverton, Ethete and Arapahoe, they have keen insight to recreation without borders. Their observations for all youth needing engaging, supervised, accessible recreation and mentoring options were endorsed by all gathered, non-Indian and Indian. These agreements are the first foundation for a club site in Riverton. They yield the connection to anchor or launch recreation facilities that serve the full community.

The next step is to have the Bridge Building Workshop: Leadership Skills for Success in Diverse Communities contribute to a critical mass of understanding to move forward with assessing broad community buy-in and options for a Boys & Girls Club of the Northern Arapaho Tribe serving all children ages 5 to 19 (if still enrolled in high school). We hope you can join us at the workshop for skills building toward this end.

As the consultant for this feasibility study, I see this workshop as key to assessing community buy-in for the Boys & Girls Club of the Northern Arapaho Tribe building and managing a third club site located in Riverton. The innovative leadership being explored by the club and the city deserves adding tools to the toolboxes people bring to community problem-solving. The experiential workshop condenses learning and skills that can take a lifetime to learn and use. This workshop provides support for people leadership roles to do community service.

Contact: Debra East, Feasibility Study Consultant, Lez West Consulting, 484 N 3rd, Lander, WY 82520  
307.332.2890 or 307.349.1351 • debra@lezwest.com
Roberta Behan, Yellowcalf Site Coordinator  
Boys & Girls Club of the Northern Arapaho Tribe  
PO Box 1960  
Riverton, WY 82501

RE: Leadership Workshop Opportunity for Youth age 14 to 19 and Adults

Dear Roberta,

Thank you for extending an invitation to youth and adults to the Building Bridges Workshop: Leadership Skills for Success in Diverse Communities. As you know the workshop is a key step for the feasibility study to build a third club and locate it in Riverton. The club feasibility work also examines updating the clubs in Arapahoe and Ethete. In the case of Riverton, the city and the Boys & Girls Club are trying to assess community interest and commitment for supporting a club in that city. The vision for this club as for Ethete and Arapahoe is to serve children of all backgrounds. The September 21st meeting for the study included several Yellowcalf club participants. They provided keen insights and personal experience to convey their support for a club in Riverton.

Hearing from youth stakeholders in the club and the adults who support them is essential. Also important is to include them in the bridge-building skills workshop offered on October 17. It is an all-day workshop and I am hopeful that the enclosed information — a workshop registration brochure, workshop booklet and a brochure on the feasibility study itself — will help school officials, parents and young people between the ages of 14 to 19 consider involvement in the workshop. The workshop would be enriched by the participation of youth and adult Yellowcalf site supporters. NCBI, the local chapter and the international organization, seek to support leadership of young people as partners on the workshop facilitation team. If young people participating in the workshop would like to pursue becoming trainers, we would welcome the opportunity to help explore their options.

As with many efforts, funds are limited. We hope to have full or partial scholarships for all wishing to attend. If school officials or others have access to funds to help with the youth registrations, it would stretch our scholarship budget.

Sincerely,

Debra East, Consultant  
Boys & Girls Club Feasibility Study
TO: Members of the Northern Arapaho Business Council  
FROM: Debra East, Feasibility Study Consultant, Le7 West Consulting  
RE: Boys & Girls Club of the Northern Arapaho Tribe and City of Riverton Youth and Community Recreation Study

This memorandum serves two purposes. First, to update council members on the Feasibility Study for a Boys & Girls Club serving all children to be operated in Riverton by the Boys & Girls Club of the Northern Arapaho Tribe. Second, invite the council to contribute to the diversity workshop by participating and by providing funds. This memorandum also follows up on the August 16, 2005 correspondence and background documents.

UPDATE

Meetings of club staff and participants with Riverton City Government staff and recreation committee members have begun developing crucial understanding and working relationships. At one meeting, a dozen youth participants in the Ethete and Arapahoe clubs voiced their reasons for a club in Riverton. Because their lives — schooling, shopping, socializing, services — and the lives of their families and friends include the broad geographic sweep of Riverton, Ethete and Arapahoe, they have keen insight to recreation without borders. Their observations for all youth needing engaging, supervised, accessible recreation and mentoring options were endorsed by all gathered, non-Indian and Indian. These agreements are the first foundation for a club site in Riverton. They yield the connection to anchor or launch recreation facilities that serve the full community.

The next step is to have the workshop contribute to a critical mass of understanding to move forward with assessing broad community buy-in and options for a Boys & Girls Club of the Northern Arapaho Tribe serving all children ages 5 to 19 (if still enrolled in high school). We hope you can join us at the workshop for skills building toward this end.

WORKSHOP INVITATION

Save this date or consider adjusting your calendar for Monday, October 17, 8:30 AM to 4:45 PM. An essential component of the feasibility study will take place, Building Bridges Workshop: Leadership Skills for Success in Diverse Communities. The attached brochure describes the workshop and gives you a chance to register for the event in council chambers. The feasibility study brochure describes the vision. There are Wyoming State Bar and POST CEUs.

As the consultant for this feasibility study, I see this workshop as key to assessing community buy-in for the Boys & Girls Club of the Northern Arapaho Tribe building and managing a third club site located in Riverton. The innovative leadership being explored by the club and the city deserves adding tools to the toolboxes people bring to community problem-solving. The experiential workshop condenses learning and skills that can take a lifetime to learn and use. This workshop provides support for people leadership roles to do community service.

Riverton Motto — “Excellence in service to the Rendezvous City.”

Contact: Debra East, Feasibility Study Consultant, Le7 West Consulting, 484 N 3rd, Lander, WY 82520  
307.332.2890 or 307.349.1354 • debra@le7west.com
The following budget information has been revised from the proposal you received in August. Due to timetables and limited funding, we adjusted the budget to be sure we could have this workshop. We may need follow up workshop practicum and coaching. If we do we will submit another proposal to you.

We are working with several funding options at one time so do not have definite information at this writing. You will receive updates on funding as it is awarded. Time is limited since the workshop is Monday, October 17, 2000 at Riverton City Hall.

**Budget**

**Income (a principle value is that we do not want to turn anyone away for lack of funds)**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated ten $50 registration fees for first one-day workshop (we are reaching out to specific organizations, businesses and programs such as Baldwin and Crocker Law Firm, Wyoming Legal Services, Riverton City Government officials &amp; staff, Pathfinder High School, AmeriCorps and Vista volunteers, St. Stephens Mission, Riverton Recreation Committee members, Boys &amp; Girls Club staff, parents, youth, the Northern Arapaho Business Council, the Eastern Shoshone Business Council, Social Service programs for both tribes and in Riverton. PLEASE SUGGEST ANY OTHER GROUPS/INDIVIDUALS NEEDING AN INVITATION TO PARTICIPATE)</td>
<td>$1000</td>
</tr>
<tr>
<td>Estimated Five $100 continuing education credit registrations</td>
<td>$500</td>
</tr>
</tbody>
</table>

**Subtotal** $1500

**Expenses**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wind River Country NCBI customized workshop (at least 3 skilled local trainers for this training plus post-training support, printed materials, workshop supplies)</td>
<td>$2,900</td>
</tr>
<tr>
<td>Local mileage</td>
<td>$225</td>
</tr>
<tr>
<td>Lunch and snacks for no more than 47 participants and training team</td>
<td>$987</td>
</tr>
</tbody>
</table>

**Subtotal** $4112

**Total funds requested (Please advise at earliest opportunity, October 11th would be very helpful)** $2612
TO: Members of the Northern Arapaho Business Council  
FROM: Debra East, Feasibility Study Consultant, LeT West Consulting  
RE: Updated request for funds for October 17, 2005 workshop

Workshop registration has been very successful for the Building Bridges Workshop: Leadership Skills for Success in Diverse Communities. Brochures are attached to this letter. Many people have registered for the workshop including elected officials and employed staff for the city, staff, youth and volunteers of the Boys & Girls Club of the Northern Arapaho Tribe, AmeriCorps Members in training, private citizens, Lander Charter School advocates, With Eagles’s Wings, and Riverton Recreation Committee members. The workshop space can accommodate up to 43 people and we have a waiting list. Well over half of the people registered are Northern Arapaho Tribal members. If any of you are able to attend, please contact me right away.

In the October 5, 2005 update (also attached for your convenience) an update is provided on the purpose of the workshop. This memo is to update you on the financial need and the support received thus far. It would be helpful to know what the council can provide for this opportunity that is demonstrating success just by the registration interest.

FINANCIAL NEED

The $50 registration fee does not cover all the workshop per person costs for 43 participants, the actual cost is $96. We tried to keep registration at an affordable rate as well as providing scholarships and grant underwriting. Now our request to the council is to underwrite the remaining workshop costs, $2662. Please see the reverse of this page for a budget.

The workshop has received support from a law firm sponsoring two scholarships, $100. The AmeriCorps members grant can pay for four of the 10 members registered for the workshop, leaving the need for six registrations to be covered. The feasibility study for the City of Riverton and Boys & Girls Club for the Northern Arapaho Tribe is underwriting four of the ten club participants, staff, youth and volunteers. In addition to supporting the feasibility study and offering the fiscal accounting for it, the City of Riverton is providing the City Council Chambers and two additional rooms for luncheon as an in-kind contribution to the workshop. It is also sending three to four officials and staff.

Funds for the Council’s underwriting of this workshop should be sent to Wind River Country NCBI, PO Box 1414, Lander, WY 82520. Please call me at 332-2890 with questions or to advise of your decision. Your help is most gratefully appreciated.

Contact: Debra East, Feasibility Study Consultant, LeT West Consulting, 484 N 3rd, Lander, WY 82520  
307.332.2890 or 307.349.1351 • debra@letwest.com
**Budget**

Income (a principle value is that we do not want to turn anyone away for lack of funds and we wanted to keep the workshop fee affordable at $50 rather than the actual $96 per person)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$50 registration fees for first one-day workshop (23 actual private, AmeriCorps, feasibility study or agency paid registrations)</td>
<td>$1,150</td>
</tr>
<tr>
<td>$100 continuing education credit registrations (two actual registrations)</td>
<td>$200</td>
</tr>
<tr>
<td>$100 youth scholarships (two actual registrations)</td>
<td>$100</td>
</tr>
<tr>
<td><strong>Subtotal (actual funds received or invoiced)</strong></td>
<td><strong>$1,450</strong></td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th>Description</th>
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<tbody>
<tr>
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<tr>
<td>Local mileage</td>
<td>$225</td>
</tr>
<tr>
<td>Lunch and snacks for no more than 47 participants and training team</td>
<td>$987</td>
</tr>
<tr>
<td><strong>Subtotal ($96/registrant for 43 registrations)</strong></td>
<td><strong>$4,112</strong></td>
</tr>
<tr>
<td><strong>Total funds requested (Please advise at earliest opportunity, October 14th would be very helpful)</strong></td>
<td><strong>$2,662</strong></td>
</tr>
</tbody>
</table>

10/24/05 update on costs
$2,900 Wind River Country NCBI
$100 local mileage
$475 for food
$3475 total

Funds rec’d or billed $1450

Billed to Feasibility study Assistant Line Item $2025
Appendix 4

This Appendix provides a draft letter to funders and addresses to foundations which have a particular interest or record of interest in serving youth and reservation communities. These letters should be sent when the tabulation and analysis of the Riverton Recreation Survey is complete. The consultant would be available for brief pro-bono conversations to tailor these letters to the analysis.

Letter text follows (italic is for emphasis here only):

For the past several months, the City of Riverton and the Boys & Girls Club of the Northern Arapaho Tribe examined the development of a club in Riverton. Already, BGCNAT serves youth from clubs in Ethete and Arapahoe. Activities in Riverton are also conducted but do not have a physical hosting site. We are seeking to build a third club in a cross-cultural setting that will be unique in this community. We have arrived at this commitment through considerable community input and process.

For example, we have completed two surveys, one in Riverton and one covering the communities on the reservation just to the west and south of Riverton. These communities, Ethete, Arapahoe, and St. Stephens, have families service at the existing clubs. However, because of the proximity, family relationships and business in Riverton, a club in Riverton would serve more and all children more fully. Three clubs as local hubs could serve the community through networked recreation facilities for tournaments, simultaneous activities and community building.

The survey results show support for the actual club in Riverton with ____ of the respondents. The activities offered by the clubs can be found in the top ten ranking of activities that people would support in the city (provide a graph showing the support rankings). Finally, for cost-sharing, citizen support for the optional 1% tax would provide for funds that can be offered by the city to blend with foundation, reservation governance funds and club resources. This blending of financial assets is itself an innovation for Riverton, Arapahoe, St. Stephens and Ethete. We arrived at this by building strong relationships in a leadership team.

We are looking for $_________ funds to underwrite the next steps in our process (see the recommendation listing in the final report). We are familiar with your funding cycles and requirements. This letter is an introduction to you of our community achievements. The Riverton Recreation Coordinator, Andrew Mrakovich, will be contacting you in a couple of weeks to discuss your thoughts and answer questions. We hope to work with you in developing this innovation to provide recreation without borders to youth in our community.

Signers of the letter should include representatives of BGCNAT, the city and the citizens from the reservation and city.
Funding Option Resources

Foundations

Wyoming Community Foundation (www.wycf.org) and
Wyoming Women's Foundation (www.wywf.org)
(Note: Foundations are co-located with shared focus for Wyoming communities and
different emphasis)
221 Ivinson Avenue
Suite 202
Laramie, WY 82070-3038

1-866-70-T-R-U-S-T
Phone: (307) 721-8300
Fax: (307) 721-8333

Email Wyoming Community Foundation: wcf@wycf.org
Email Wyoming Women's Foundation: info@wywf.org

Burlington Northern Santa Fe Foundation
(formerly Santa Fe Pacific Foundation) (Note: Please see attached printed document in final
report for funding directory information. Be sure to discuss with Kathleen Brannan for her
insights in applying to this foundation)
5601 W. 26th St.
Cicero, IL 60804
Telephone: (708) 924-5615
Contact: Richard A. Russack, Pres.
FAX: (708) 924-5657

First Interstate BancSystem Foundation
(Note: Please see attached printed document in final report for funding guidelines and
criteria. Be sure to discuss with Kathleen Brannan for her insights in applying to this
foundation. Also, Ms. Bruggeman can give the local contact people or those folks working
with Native American applications )
Ms. Kelly K Bruggeman, Executive Director
490 North 31st Street, Suite 300
P.O. Box 7113
Billings, MT 59103-7113
(406) 255-5396 (voice)
(406) 255-5311 (fax)
kbruggeman@fib.com
Burlington Northern Santa Fe Foundation
(formerly Santa Fe Pacific Foundation)
5601 W. 26th St.
Cicero, IL 60804
Telephone: (708) 924-5615
Contact: Richard A. Russack, Pres.
FAX: (708) 924-5657

Donor(s): Santa Fe Pacific Corp.; Burlington Northern Santa Fe Corp.

Type of grantmaker: Company-sponsored foundation.

Background: Incorporated in 1953 in IL.

Purpose and activities: The foundation supports organizations involved with arts and culture, education, health, mental health, hunger, human services, public policy research, civic affairs, senior citizens, Native Americans, women, and homeless people.

Program area(s): The grantmaker has identified the following area(s) of interest:

Civic and Community Affairs: Contributions are made to good citizenship, legal aid, and minority assistance organizations and to research and educational programs addressing public policy issues. The foundation also supports organizations dedicated to the preservation of the private enterprise system and the principles of economic freedom. On a selective basis, the foundation provides financial support to organizations that foster effective community-wide initiatives to solve common problems involving the public and private sector.

Culture: The foundation enriches community life by supporting the performing arts, art centers, theater, dance, museums, and other cultural organizations and activities.

Education: The foundation's aid to education program consists primarily of grants to privately-supported, fully-accredited four-year colleges and universities either directly or through state associations of independent colleges and universities. Through the National Merit Scholarship Corporation and scholarship program administrators, scholarships are provided to high school seniors, including children of company employees. Support is also given for scholarship funds administered by the Hispanic College Fund, the American Indian Science and Engineering Society, and Future Farmers of America and other private educational efforts that inform students about the American political and business systems.

Employee Matching Gifts: The foundation matches gifts of full-time active employees with a minimum of 12 months continuous service to private K-12 schools, junior colleges, community colleges, four-year colleges and universities, graduate and professional schools, seminaries and theological schools, art museums, performing arts groups, historical museums, humanities councils, arts groups, and hospitals. Gifts range from $25 to $10,000 per employee, per year. Gifts are matched on a one-to-one ratio.

Future Farmers of America: The foundation provides ten $5,000 scholarships per state for members of Future Farmers of America (FFA) in California, Illinois, Iowa, Kansas, Minnesota, Montana, Nebraska, North Dakota, South Dakota, and Texas. Active members of FFA are eligible to apply during their senior year of high school. Recipients are required to attend a land-grant college within their home state and to major in an agriculture-related course.

Health and Human Services: A substantial portion of giving goes to United Way and American Red Cross campaigns in the company's service area. Preference is given to health and human service organizations that serve a broad segment of society. Among the programs funded are: youth training and development, food distribution, mental and physical health education, self-help training for the mentally and physically handicapped, job training and employment assistance, and crisis aid for abused women and children. Particular focus is on programs concerned with the homeless, the hungry, and the elderly.

Native American Scholarship Program: The foundation awards five four-year college scholarships annually to outstanding Native American high school seniors. Two awards are provided exclusively to members of the Navajo tribe, and the other 3 awards are available to any...
Native American high school student residing in Arizona, Colorado, Kansas, Minnesota, Montana, New Mexico, North Dakota, Oklahoma, Oregon, South Dakota, Washington, and California. Scholarships range from $1,000 to $2,500 annually. Scholarship winners may attend any accredited college or university in the U.S. The program is administered by the American Indian Science and Engineering Society (AISES) and all winners are selected by this organization. Award preference is given in the areas of medicine, engineering, natural and physical sciences, business, education, and health administration.

**Fields of interest:** Adult education—literacy, basic skills & GED; Aging; Arts; Children/youth, services; Education; Education, reading; Food services; Health care; Higher education; Homeless; Hospitals (general); Human services; Medical care, rehabilitation; Mental health/crisis services; Museums; Native Americans/American Indians; Performing arts; Performing arts, theater; Public affairs; Public policy, research; Women.

**Geographic focus:** National

**Types of support:** Annual campaigns, Building/renovation, Continuing support, Employee matching gifts, Employee-related scholarships, General/operating support, Program development, Scholarship funds, Scholarships—to individuals.

**Limitations:** Giving limited to areas of company operations in the Midwest, North, Northwest, Southeast, Southwest, and West. No support for religious organizations not of direct benefit to the entire community, public educational institutions or preschool, primary, or secondary educational institutions, political, fraternal, or veterans’ organizations, national health or cultural organizations, or community and other grantmaking foundations. No grants to individuals (except for scholarships), or for conferences, seminars, travel expenses, testimonial dinners, endowments, capital campaigns, salary wages, administrative expenses, computer-related projects, or television or film production.

**Publications:** Application guidelines.

**Application information:** Application form required. Applicants should submit the following:

1) detailed description of project and amount of funding requested

**Initial approach:** Letter of inquiry for application form

**Copies of proposal:** 1

**Board meeting date(s):** Monthly

**Deadline(s):** None

**Final notification:** Varies

**Officers:** Richard A. Russack, *Pres.; S.E. Forsberg, V.P.; P.D. Hiatte, V.P.; Sharon M. Heft, Secy.; Linda J. Hurt, Treas.

**Directors:** Thomas N. Hund; Jeffrey Moreland; Matt Rose.

**Number of staff:** 2 full-time professional.

**Financial data:** (yr. ended 12/31/04): Assets, $2,232,794 (M); gifts received, $4,502,110; expenditures, $4,275,844; total giving, $4,270,644; qualifying distributions, $4,275,500; giving activities include $3,987,451 for 550 grants (high: $500,000; low: $100) and $283,193 for 333 employee matching gifts.

**EIN:** 366051896

**Most Recent IRS filings:** PDF

**Sponsoring company information:**

**Burlington Northern Santa Fe Corporation**

Fort Worth, TX

**Company URL:** http://www.bnsf.com

**Business activities:** Operates holding company; provides railroad transportation services; mines coal.

**Financial profile for 2004:** Number of employees, 38,189; assets, $28,925,000,000; sales volume, $10,946,000,000

Fortune 500 ranking: 2004-200th in revenues, 175th in profits, and 122nd in assets

Forbes 2000 ranking: 2004-502nd in sales, 391st in profits, and 429th in assets

**Corporate officers:** Matthew K. Rose, Chair., Pres., C.E.O., and C.O.O.; Thomas N. Hund, Sr. V.P., Cont., and C.F.O.; Patrick J. Ottensmeyer, V.P., Finance, and Treas.

**Giving statement:** Giving through a foundation.
First Interstate Foundation is the charitable affiliate of First Interstate Bank. We strive to make a better place to live and work by providing resources to IRS 501(c) (3) organizations located within our Montana and Wyoming communities.

The Mission of First Interstate Foundation is to assist the First Interstate Bank in being a leading corporate citizen in the communities we serve. The Foundation will carry out First Interstate's Commitment to Community through Leadership efforts to provide resources and leadership to community development efforts for moderate income communities and individuals as well as neighborhood activities.

Community Development:

Community Development Investments/Grants – Provide Foundation donation dollars to nonprofit organizations which have community development primary purpose.

Primary community development purpose:

1. Affordable Housing for low or moderate income individuals
2. Services targeted to low or moderate income individuals
3. Activities that revitalize or stabilize low or moderate income geographic areas
4. Activities that promote economic development

Commitment to Community through Leadership:

Leadership Grants – The Foundation and local branches will work to provide resources and leadership to meet community needs through neighborhood activities. The Foundation will rely on local branch management to review grant requests.

The following areas are evaluated for each grant request:

http://www.firstinterstatebank.com/foundation/
• Organizational background
• Community benefits
• Community support
• Strength of organization leadership
• Financial stability
• IRS Tax-Exempt status
• Expected outcomes

Click here for application process.

First Interstate Foundation only considers projects that have a significant impact on the communities First Interstate BancSystem serves in Montana and Wyoming.

The local First Interstate Bank branches will recommend projects to the Foundation in order to seek matching funds for their donations to the Foundation. Unsolicited grant applications will be referred to branches.

Requests are reviewed continually.

Please review the steps of our application process:

**Step 1** - Make sure your organization falls within First Interstate BancSystem Foundation Guidelines. (click here for guidelines)

**Step 2** - Send a one to two page Letter of Inquiry (LOI) to the local First Interstate Bank. (click here for branch locations) Please do not submit unsolicited grant applications to the Foundation!

- Your LOI should be no longer than two pages and must contain the following information.

- Name, address, e-mail address and telephone number for your organization and for the primary contact.

- The mission or a brief background statement of the organization.

- Project description and outcomes.

- The amount requested and project budget.

- Please do not submit additional items such as binders, brochures, material, etc.

**Step 3** - Additional information such as: Board list, staff list, current budget, two most recent 990's (tax returns), copy of 501(c) may be submitted.

depending on the project.

**Step 4** - The local First Interstate Bank branch will review your LO will send you an award or declination letter. The local FIB Branch First Interstate BancSystem Foundation for possible matching func

**Step 5** - The FIB Foundation will review the proposal along with th recommendations. If any additional information is required, you will contacted. After complete review, an award letter or declination is sent by the Foundation.
Grant Guidelines:
First Interstate BancSystem Foundation can give grants and contributions to organizations that have tax exempt status from federal income tax under (c) (3) of the Internal Revenue Code. Or qualifies as a publicly supported organization as described in Section 509 (a) of the Code, or evidence applicant is a legally established unit of government.

First Interstate Foundation only considers projects that have a significant impact within the communities First Interstate BancSystem serve in Montana and Wyoming.

Areas deemed to be less appropriate for our funding:

- Individuals.
- Those projects that do not have a significant impact within the communities First Interstate BancSystem serves in Montana or Wyoming.
- Projects designed to influence legislation or elect candidates to public office.
- Projects of sectarian or religious organizations whose services are limited to members of any one religious group.
- Normal ongoing operating expenses for existing organizations.
- Any project which clearly represents a duplication of effort.
- Day-to-day operating expenses for any public or private educational institution. This does not preclude requests for special events or other such institutions.
- Any project that in any manner implies restriction of services based on race, age, and religious affiliation.
- Endowments.

If you need help in interpreting the guidelines, please feel free to call us.

http://www.firstinterstatebank.com/foundation/grant_guideliness.html

1/3/2006
406-255-5393. We will make every effort to work with you to ensure the completeness of your application.

Click here for grant application.