

2015-2025



A *D*ecade in Review

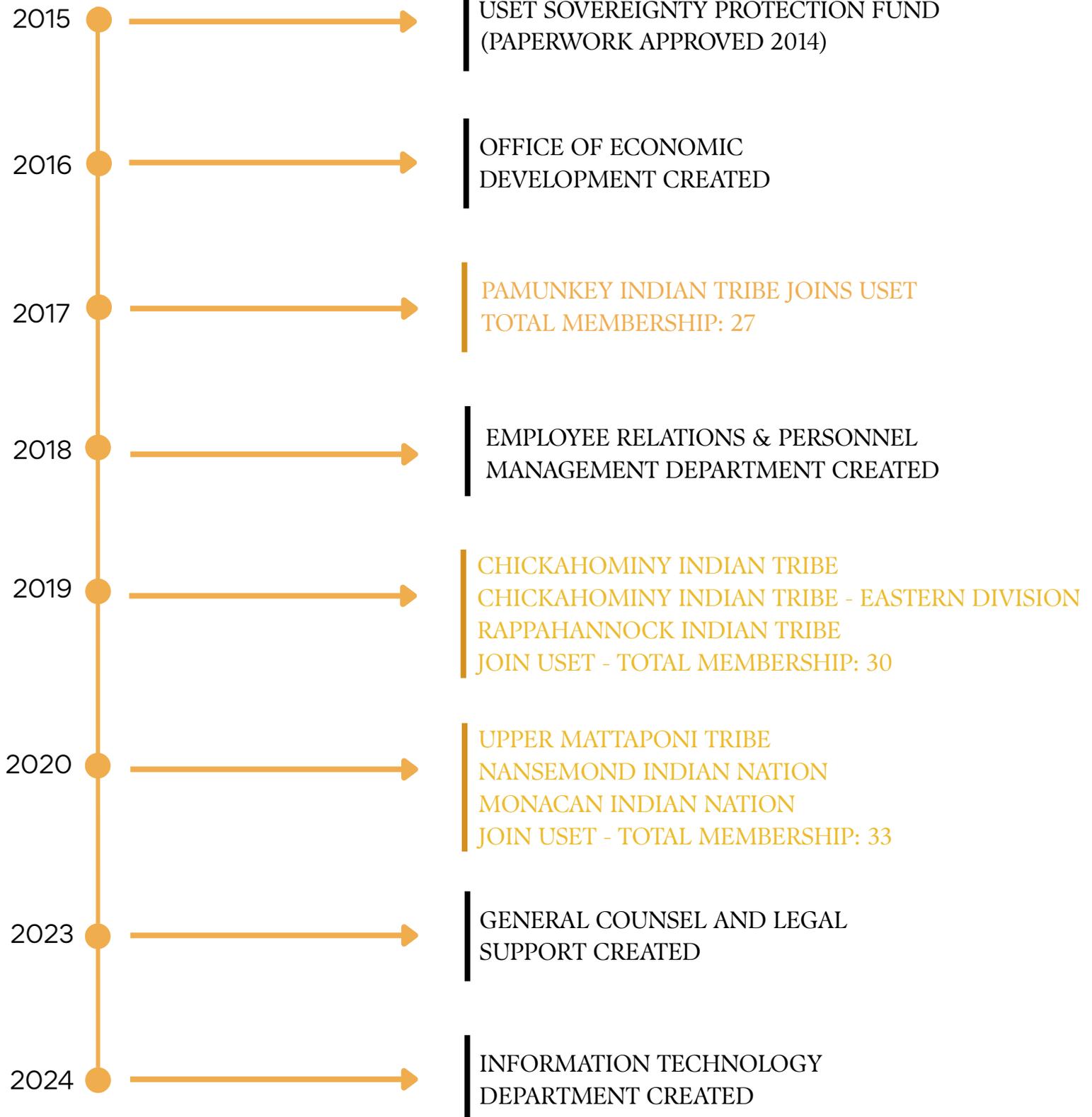
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From Mission to Action

*IMPACT WEEK*  
*MARCH 9-12, 2026*

# A Decade of Growth

USET's structural growth is measured in membership, staff numbers, and the addition of departments, programs, and competencies - each working together to provide increased services and support to our member Tribal Nations.



# Long Term Strategic Roadmap

2024-2028

The growth that USET and USET SPF have experienced over the last decade are a direct reflection of our previous long-term planning efforts. Below is our current plan and focus.

## Strategic Pillars and Goals



### INDIGENOUS TRUTH

**DEFINITION:** Recognizing the devastating impacts and effects that colonization has had within our families, communities, and Nations, the erosion of proper and respectful diplomatic Tribal Nation-U.S. relations, and the often incomplete and untruthful narrative about our story, we will unapologetically and assertively work to change the narrative and decolonize our language, methods, and processes by leading with an indigenous perspective.

#### GOALS

- Operationalize internal branding.
- Increase visibility through intentional outreach and messaging.



### ORGANIZATIONAL DEVELOPMENT

**DEFINITION:** Develop the most effective and impactful inter-Tribal organization throughout Indian Country by securing diverse financial resources, attracting the highest quality talent, establishing organization systems to support program growth and efficiency, and building networks of partners with resources to achieve USET's goals and objectives.

#### GOALS

- Diversify our revenue portfolio to more proactively respond to member needs.
- Create, assess, and refine governance and guidance documents.
- Expand and establish operational infrastructure competencies.
- Recruit and retain talent.
- Build networks and partnerships.



### NATION REBUILDING AND ADVANCEMENT

**DEFINITION:** Support Nation rebuilding that leads to strong Tribal governments, a healthy society, rich cultural practices, an educated populous, abundant natural resources, capital investment, and economic and social sustainability.

#### GOALS

- Provide innovative support services.
- Advocate for fulfillment of trust and treaty obligations.
- Continue to expand strategic litigation.
- Provide advocacy tools, trainings, and resources to help Tribal Nations uphold and advance sovereignty.



### LEADERSHIP DEVELOPMENT

**DEFINITION:** Develop strong, competent, and passionate leaders, especially generational leadership, who represent Tribal Nations' interests as board members, Tribally selected officials, and committee chairpersons, as well as leaders in organizations and communities, to deliver a strong voice and ensure the health, wellbeing, and self-determination of future generations.

#### GOALS

- Provide increased educational opportunities.
- Establish mentorship opportunities.



# 2015-2025

# D

## epartments

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### ORGANIZATIONAL SUPPORT:

- DEVELOPMENT
- FINANCE
- EMPLOYEE RELATIONS & PERSONNEL MANAGEMENT
- INFORMATION TECHNOLOGY
- GENERAL COUNSEL

### PROGRAMMATIC COMPETENCIES:

- OFFICE OF TRIBAL PUBLIC HEALTH
- OFFICE OF ENVIRONMENTAL RESOURCE MANAGEMENT
- OFFICE OF ECONOMIC DEVELOPMENT

### USET SPF:

- SOVEREIGNTY PROTECTION FUND

### OTHER:

- TRIBAL HEALTH INNOVATIONS

# Development

Established in 2013, the USET Development Department works to secure and steward philanthropic, corporate, and institutional resources that support programs and initiatives. Development includes grants, compliance, and communications focuses.

## Revenue Growth & Expansion:

### Office of Environmental Resource Management (OERM)

#### FUNDERS:

BIA | PPG | OCS ACF |  
NRCS | USDA | EPA |  
SARE

\$19.9+  
Million

#### USED FOR:

NATURAL RESOURCES  
CLIMATE  
WATER TESTING

### Office of Tribal Public Health (OTPH)

#### FUNDERS:

IHS | CDC | OMH | NIH |  
NLM | ONC | SAMHSA |  
USDA

\$95.5+  
Million

#### USED FOR:

PUBLIC HEALTH  
EPIDEMIOLOGY  
CLINICAL SUPPORT

### Office of Economic Development (OECD)

#### FUNDERS:

USDA | EDA  
CDC | DOE

\$1.2+  
Million

#### USED FOR:

TRIBAL ENTERPRISE  
PROMOTION AND  
DEVELOPMENT

### Philanthropic Funding

#### FUNDERS:

CHRISTENSEN | WINDWARD | DORIS  
DUKE | NAP | HENRY LUCE |  
ILLUMINATIVE | NPT | MACARTHUR  
| MARGUERITE CASEY

\$2.25+  
Million

#### USED FOR:

UNRESTRICTED FUNDS  
CTS  
USET SPF

### Member Tribal Nation Donations

#### USET MEMBER

#### TRIBAL

#### NATIONS

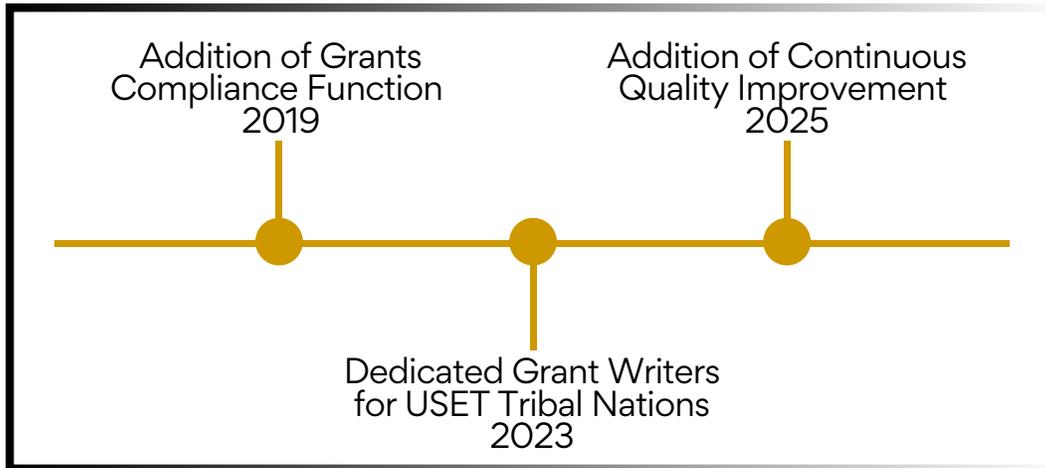
\$700k

#### USED FOR:

UNRESTRICTED FUNDS  
LITIGATION SUPPORT

# Development

Established in 2013, the USET Development Department works to secure and steward philanthropic, corporate, and institutional resources that support programs and initiatives. Development includes grants, compliance, continuous quality improvement and communications focuses.



## DEPARTMENT HIGHLIGHTS

\* Since its creation, the Development Department has helped strengthen USET's capacity to respond to Tribal priorities by building **strategic partnerships**, expanding **funding opportunities**, and cultivating **meaningful relationships** with funders and supporters.

**200+**  
**Hours**

of Grant-Led Technical Assistance & Funding Opportunity Research



**5-7**  
**Trainings**

Per Year for Grants and Grants Compliance



**\$45**  
**Million**

To membership via Subrecipient or Contractual agreements



\* Through grant development, donor engagement, and coordinated fundraising efforts, the Department supports programs that advance **Tribal self-determination**, public health, environmental protection, education, and **community resilience**. In close collaboration with program staff and Tribal Leadership, the Development Department ensures that resources are aligned with the needs and priorities of USET member Tribal Nations and are stewarded with integrity, accountability, and **respect for Tribal sovereignty**.

\* The creation of the Communications Team improved USET's organizational messaging and brought design in-house for faster, more polished materials.

\* With the Grants Compliance Team, the department implemented centralized contract workflow & monitoring protocols.

# Finance

The Finance Department ensures the overall financial health and wellness of the organization through strong and mature processes, including proper checks and balances, ultimately providing a critical foundation to the organization's broad portfolio.



**Rainy Day Fund**

\$1.23 M - \$3.90 M

**105L** Procured and Implemented 105L Program

**161%**

**Increase in the Scholarship Fund Balance**

**\$23M**  
Million

**2025 Total Budget**

## Department Growth & Achievements

**21 Years of Clean Audits**

21

\$156K

**Average Yearly Unrestricted Revenue from THI**

**Full Time Employee Team Growth From 4**

6

617 out of 640

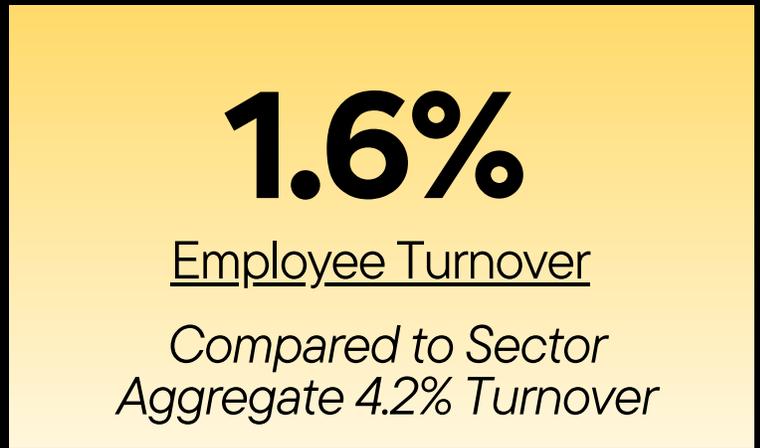
**D&B Delinquency Score: Class 1**  
*(Lowest Risk of Delinquency)*

**Hours of Member Finance Support**

2200

# Employee Relations & Personnel Management

ERPM fulfills our human resource function, including traditional personnel management, but also staff development, retention, and recognition activities, in addition to supporting a strong overall organizational culture.

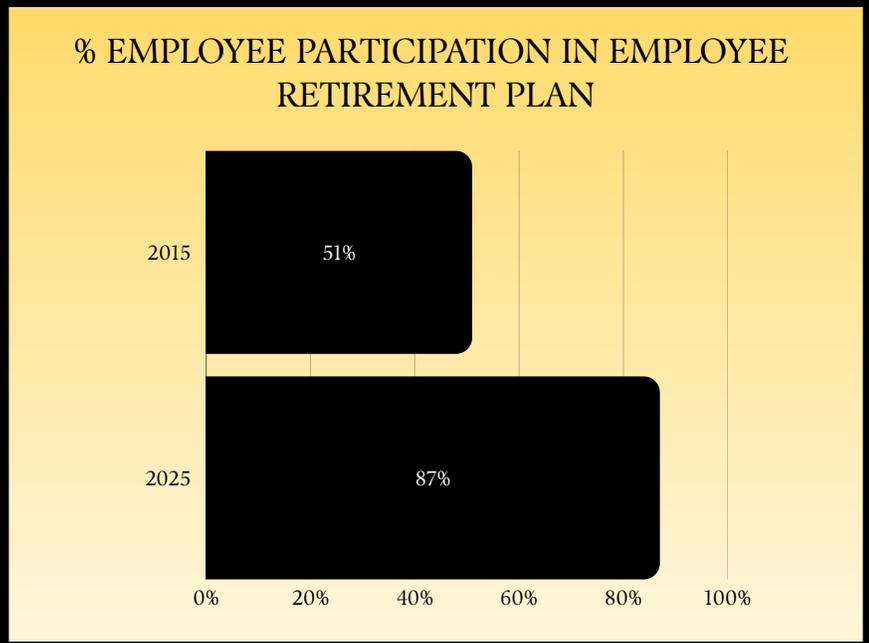


## New Employee Onboarding

Onboarding with Intro to Indian Country, Member Tribal Nations, and Native American History Overview

**32%**  
American Indian / Alaska Native Workforce

## Indigenous Holiday Calendar



# Information Technology

As the organization's staff and services have grown and evolved, Information Technology has also expanded, requiring the formation of a separate department specializing in software management, cyber security, and technical support.

## Updated Security & Protections

### Cybersecurity Training

To Combat Phishing, and Social Engineering Scams Conducted for All Employees

### IT Staff Certifications

Advanced Technical Trainings Provided for IT Staff

### Multi-Factor Authentication

& End-Point Security Deployed on All Systems

### Migrated 80% of Servers

To the Cloud for Scalability and Cost Efficiency



**TARGETED  
QUARTERLY  
CYBERSECURITY  
AUDITS**



**Cost Reduction**  
*in USET / USET SPF  
Meeting A/V Expenses*



**Decreased IT  
Resolution Time**  
*By Implementing Self-  
Service Ticketing  
System for Issues*

## IMPROVED ASSET MANAGEMENT

Implemented centralized system to manage and track equipment efficiently.

**133**

Mobile Devices Utilizing  
Geolocation Technology

**858**

Total Devices Inventoried in  
Asset Management

# General Counsel

Established in 2023, USET's General Counsel Office provides the legal guidance and support for both internal operational needs and external legal advocacy.

Improved Contract Risk Reduction

First Summer Law Clerk 2025

Staff Attorney Added 2025

Roadmap Creation for Legal Arguments

Internalize & Control Resource Efficiency

Audit of USET & USET SPF Licenses

- \* USET's General Counsel has worked hard to create strong, **COLLABORATIVE RELATIONSHIPS** with other organizations that litigate on behalf of Indian Country (NARF, NCAI, DOJ, and more).
- \* USET's General Counsel **TRACK AND REPORT** out on approximately 90 cases important to federal Indian Law and approximately 98 cases that measure impacts of actions by the Trump Administration.

18

Litigation Alerts



## Amicus Brief Activity



Note: All prediction markets-related (i.e., Kalshi-type) cases are counted as 1 for purposes of this tracker.

## DEPARTMENT HIGHLIGHTS

- \* USET's General Counsel is changing how to make legal arguments on behalf of Indian Country because much of federal Indian law is based on inherently unfair rules, leading to cyclical deficiencies. USET created **A NEW TRIBAL ROADMAP** for making legal arguments. The road map sets forth the following: the **Two** legal pillars, which are 1) inherent Tribal sovereignty, and 2) debt-based trust and treaty obligations; the current federal Indian law **Rule** applicable to the case; the historical context for why **It's** a bad rule, and why it must not be allowed to erode further towards injustice; **But** acknowledges that we must apply that rule for now; **Applies** the rule to the facts of the case; and sets for the **Legal** conclusion that the rule is met.

# Office of Tribal Public Health

USET's Office of Tribal Public Health provides up-to-date public health information, advocacy tools, policy analysis, and health promotion and disease prevention programming.

## Areas of Focus



Public Health Infrastructure



ISDEAA PL93-638 Support



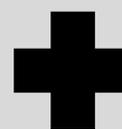
Indigenous Evaluation Approaches



Behavioral Health



Clinical Health Data Systems



Tribal Epidemiology



Chronic Disease Prevention & Education



Emergency & Pandemic Preparedness

## OTPH Impact Snapshot

### COVID RESPONSE

800+ Surveillance Reports

PPE Distribution

31 Funding Agreements

**101** Partnerships

**1,191** Trainings Delivered

**56** Technical Publications

**300** Site Visits

**1,160**

Technical Assistance Requests Fulfilled

# Office of Environmental Resource Management

USET's Office of Environmental Resource Management provides technical assistance, training, certification programs, and more in areas of conservation, climate, environment, food sovereignty, and more.

## Areas of Focus



Tribal Utilities Support



USET Operator Certification Board (Trially Lead)



Indigenous Food Sovereignty



Lead Reduction & Mitigation



Community Resilience Planning & Adaptation



Federal Coordination

**52**

**Certified Water/Wastewater Operators Since Project Inception**

**100+**

**Resilience**

**Documents Supported**

*Vulnerability Assessments, Adaptation Plans, Forest Cover Analysis, GIS Reporting*

**27**

**Tribal Child-Serving Facilities Sampled for Lead**

**20+**

**Projects Strengthening Indigenous Food Systems Funded**

## PUBLICATIONS CO-AUTHORED BY STAFF:

- 5<sup>th</sup> National Climate Assessment (Northeast Chapter)
- Status of Tribes & Climate Change Report V2



## HOSTED 3 TRIBAL COMMUNITY RESILIENCE CAMPS

- 106 Total Attendees
- 29 Tribal Nations Served



# Office of Economic Development

Established in 2016, USET's Office of Economic supports the growth of healthy and vibrant Tribal economies through training, technical assistance, resource brokering, and research and data appraisals.

## RESEARCH AND PROJECTS:



Economic Data Research and Evaluation



Chris Thompson Economic Development Professional Excellence Award



Community Financial Lending Examination



Strategic Planning and Comprehensive Economic Development Strategy (CEDs)



### Comprehensive Economic Development Strategy



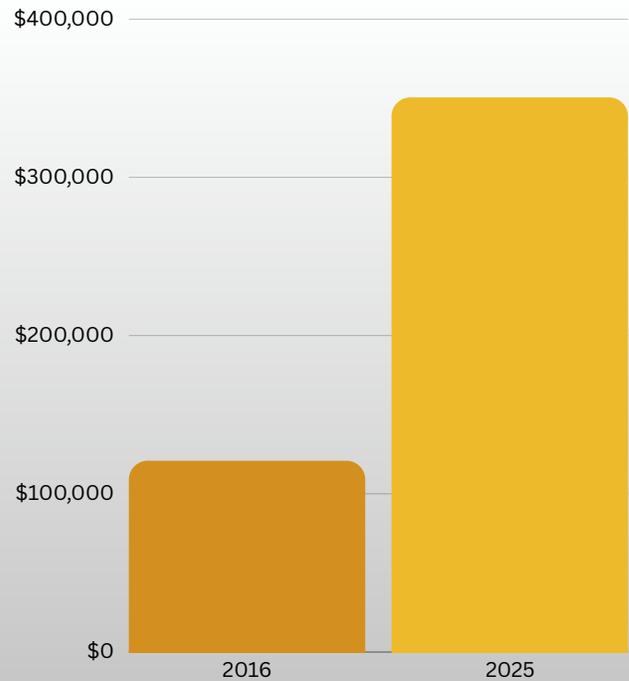
January 1, 2024 – December 31, 2028

Approved by the USET Board of Directors during the 2025 USET/USEP Impact Week Meeting in Arlington, VA

## TRIBAL ENTERPRISE DIRECTORY

Listing of **600+** Tribal Business Operations across **20** industries spanning entire USET membership

## BUDGET GROWTH



## 2025 SNAPSHOT

This single-year view highlights a broader trend of consistently expanding opportunities, reducing barriers, and delivering measurable value to USET member Tribal Nations.

# \$6,500

Education, Networking, Resource Access Savings per USET Member

# 45 Hours

of Technical Support Given

# Sovereignty Protection Fund

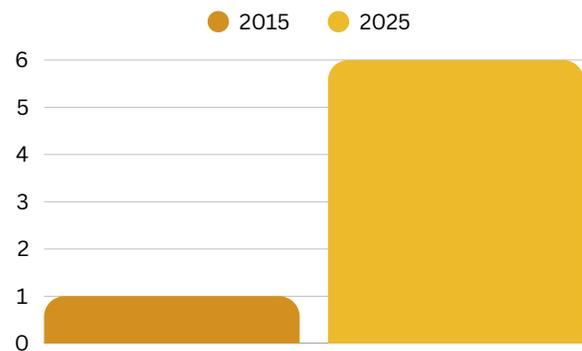
In 2014, USET formed its 501(c)(4) not-for-profit sister organization—the USET Sovereignty Protection Fund (SPF). With its permanent Washington, DC presence, USET SPF strives to protect, promote, and advance the ability of Tribal Nations to exercise inherent sovereign rights and authorities, working to elevate the voices of Tribal Nations to ensure the United States delivers on its trust and treaty obligations.

**40+** Invitations to Testify Before Congress

**50+** Comments Submitted Annually to Federal Agencies

**20+** Amicus Briefs Supporting Tribal Sovereignty and Indian Law Principles

## Team Growth: Full Time Employees



## Key Publications

Marshall Plan for Tribal Nations | Toward a New Era Document | Tax Reform Platform | Consultation Principles

## Federal Advisory Committee Support

- DOI STAC
- HHS STAC
- Tribal Interior Budget Council
- IHS Budget Formulation
- TTAC
- DOJ Tribal Nations Leadership Council

## ADVOCACY FOR THE LONG-TERM

\* SPF is a leading voice among Tribal organizations promoting forward-thinking, visionary, and long-term policy change and an improved diplomatic relationship between Tribal Nations and the United States. We work within existing institutions to fight today's battles, and we simultaneously work to change the foundations of federal Indian law and policy to create long lasting impacts for Indian Country.

**Guided the creation and development of the Coalition for Tribal Sovereignty**

**REGULARLY QUOTED IN MAJOR NEWS OUTLETS**



**NATIVE NEWS ONLINE**

Roll **Call**

**Bloomberg**



**INDIAN COUNTRY TODAY**  
Digital. Indigenous. News.



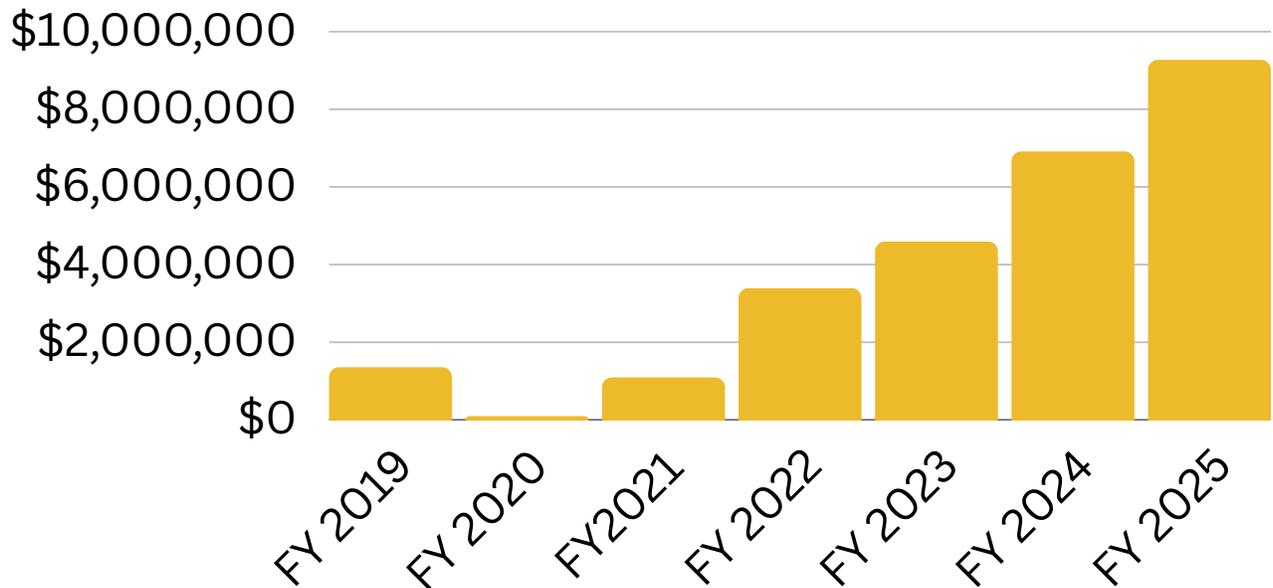
**CBS**

**The New York Times**

# Tribal Health Innovations

Tribal Health Innovations (THI) provides Indian Health Service / Tribal / Urban Healthcare facilities with tools and technical expertise to enhance revenue cycle efficiency and increase revenue overall.

## INCREASED REVENUE FOR THI CLIENTS



Total Increased Revenue: \$26+ Million

## 2025 HIGHLIGHTS

New Client Proposals  
**14 Prepared**



Added  
**106 Contacts / Leads**

