



Building Bridges of Opportunity

RES2020

RESERVATION ECONOMIC SUMMIT

MARCH 1-5, 2020 | LAS VEGAS, NEVADA

COMMUNITY IMPACTS

A CONVERSATION WITH LIZ GAMBOA OF NEW MEXICO COMMUNITY CAPITAL



New Mexico Community Capital offers a range of business services for tribes, Pueblos, and Native entrepreneurs. NMCC has long been a strong partner with the National Center and has been at RES for the last five years. This year, NMCC will present a course at RES called *An Indigenous Entrepreneurial Model: Harnessing the Cloud to Grow Regenerative Economies*.

We recently sat down with NMCC's Managing Director Liz Gamboa to learn more about NMCC and how they assist entrepreneurs. We hope you meet Liz and the NMCC team at RES 2020!

Tell us a little bit about New Mexico Community Capital?

New Mexico Community Capital (NMCC) is a 501(c)3 non-profit organization located in Albuquerque, NM. Our organization offers a continuum of business services, all of which support a larger, regenerative ecosystem that is based on mentorship

and guidance. We are an Indigenous-led organization.

NMCC has been in business for fifteen years and started our journey as a venture capital firm focused on social impact investments located in New Mexico. In 2013, we realized that we not only wanted to support our fund but also wanted to support Native businesses as an accelerator and incubator so kicked off the Native Entrepreneur in Residence (NEIR) program in 2014. Over the course of the past five years we've graduated 46 businesses from our program, resulting in 265 new jobs, 70% of those being Native hires. In addition, almost \$14 million dollars in revenue has been generated by these business owners located in seven states from 27 different tribes and Pueblos.

We also run a program called Financial Business Basics (FBB) which supports those who want to understand more about financial literacy and digital cloud-based skills, and also want the building blocks

for starting their own small business. This two-week immersive course takes place on Pueblos or tribes and has been incredibly successful. We'll continue next year with FBB classes in Michigan, Santo Domingo Pueblo, Zuni Pueblo, and a course at the Indian Pueblo Cultural Center focused on artists and makers.

In addition, we have a division focused on Growing Tribal Businesses, a consulting arm that supports the economic development mission of tribes and tribal economic development groups throughout the country.

Tell us a bit about the relationship between NCAIED and NMCC?

We've been attending RES for the past five years at both the national conference and at the more regional state level. We've been honored to lead several sessions over the past few years and did a breakout session at the conference last year called, *The Path of the Native Entrepreneur*.

As an organization that supports entrepreneurs and business development in Indian Country, it's critical that we maintain a connection to NCAIED and participate in these events. There is power in the type of support we have under the NCAIED umbrella, and even more important that we keep up to date with the best business practices and business trends.

What aspect of NMCC gives you the most pride?

NMCC believes in the power of our continuum of services, which we call, "Root, Rise, and Thrive," a system that builds on itself and supports a thriving, sustainable, and regenerative business ecosystem. This begins with teaching financial literacy and sharing the knowledge needed to open a small business through our FBB program. It continues with a six-month entrepreneurial journey with the NEIR program and a supportive community of peers with a Community of Practice, and a comprehensive look working with tribal governments and economic development groups with Growing Tribal Businesses, which supports the infrastructure of keeping Indian Country moving. Together we see these all working together for healthy systems and processes which can be replicated among many tribes and Pueblos.

Being able to manage and support all points on this journey for the Native entrepreneur gives us immense pride as we watch our participants blossom as they're empowered by a toolkit that supports their mission and purpose whether it's big or small.

Do you have any advice for aspiring entrepreneurs?

Find a mentor! There are so many people that want to see you succeed. It's hard to do it by yourself so find a champion (individual or organization) to support you and your journey. I've sent emails to people I didn't know and didn't think they'd respond, but they did and offered great advice. We have a list of entrepreneur resources on our site, nmccap.org.

In addition, I'd offer four additional tips for entrepreneurs:

- Be passionate and stay focused. This process will fuel you as you move forward. What is your vision for your business? Print it, or have it handy so everything you do supports this.
- Make or offer something people want. You may think you have the best idea in the world but if there's no market for your product or services, your business is not going to go far.
- Keep refining your pitch. You'll have hundreds of opportunities to present yourself and your business. Do you have 10 seconds or a few minutes to talk about your business? Have your pitch ready because you'll never know who may be able to help.
- You're walking your own path, not someone else's path. We've seen all sizes of business come through the door. Yes, you need to generate income but there is not a "one size fits all" business model.

Tell us why you're excited about attending RES next year and how NMCC will be helping other RES attendees.

We love the inspiration we feel after attending RES. In the past, we've returned to work with renewed purpose.

This year we'll be presenting a course called: An Indigenous Entrepreneurial Model: Harnessing the Cloud to Grow Regenerative Economies. In the course, we'll demonstrate the way we offer our courses using Indigenous methodologies. We've tailored the material in a way that speaks to aspiring Native business owners, with peer to peer mentorship and taught in a way that is interactive. There is so much potential in cloud-based technology. We're a Google Partner and find there is a lot of power in creating resources online that can be shared with business partners, customers, and consultants. Google has made it pretty simple by including a huge library of trainings and templates and we're excited to share our process with you and demonstrate how it can inspire others.

Anything else you want to add or share?

There is so much potential in our communities to use cloud-based technologies to build our nations and teach/reach our tribal membership. How do we inspire our people and move their visions to a business reality? Our mission is to give rise to a more equitable future by providing tools for success to emerging Native American companies, tribal enterprises, and individuals. With this skill set, we envision more regenerative and sustainable business models and more engaged people.

SPOTLIGHT ON TRIBAL ECONOMIC DEVELOPMENT

Wehay QuisQuis and the San Pasqual
Economic Development Corporation



In our latest spotlight on Native businesses and economic development entities, we sat down with Wehay QuisQuis, the President and CEO of the San Pasqual Economic Development Corporation, located in San Diego County, California. Mr. QuisQuis attended our recent “N2N: Building the Native-to-Native Economy” event in San Diego, which we hosted in partnership with the National Indian Gaming Association. We hope you enjoy learning about Mr. QuisQuis and his work with SPEDC.

Tell us a little bit about yourself and the San Pasqual Economic Development Corporation?

Our mission, at the San Pasqual Economic Development Corporation, is to create a strong foundation based on a cornerstone of truth, integrity, and dedication. Our vision at SPEDC reflects the wisdom that has been passed down from generation to generation to preserve and safeguard

our culture and traditions, by creating a long term economic development structure ensuring the prosperity of the next seven generations of the IPAI People.

As President and CEO, my primary vision is to create a successful and sustainable economic foundation for the IPAI people. The word IPAI in my language means the people and throughout generations it has been passed down that everything we do is always for the people and with this vision, I have been able to create and build a successful and dedicated team to preserve and safeguard our culture and traditions for the next seven generations.

How long have you been involved?

I have been directly involved with San Pasqual Economic Development Corporation for six years. However, my commitment with the tribe has spanned my entire life.

Tell us a bit about the relationship between NCAIED and SPEDC.

The relationship between NCAIED and SPEDC is a powerful blend between two leading entities establishing unprecedented collaborations to expand economic development unification between Indian Country.

How was your experience at Native-to-Native in San Diego?

As a first time attendee at Native 2 Native, I found the experience to be very informative and innovative. The event was the first of its kind and instrumental in bridging Indian Country and Native Businesses on an economic development level.

What aspect of SPEDC gives you the most pride?

As President and CEO of SPEDC, it prides me most to represent not only the San Pasqual Band of Mission Indians, but all of the IPAI Nation throughout Indian Country and internationally.



***Do you have advice for
aspiring entrepreneurs?***

My advice for aspiring entrepreneurs would be to always focus on your people. Never give up and never get comfortable being comfortable. Have a clear vision in mind and be relentless in the pursuit of your goals.

***Anything else you want to add
or share?***

If I could leave anybody with a final thought it would be this: In the words of my friend Henry Cagey, Councilman at Lummi Nation "Never underestimate the power of networking and make sure that you always stay hungry." To elaborate on a personal story of his: Whenever his people would head out fishing, they would always head out hungry. This way, they would never return to shore without a catch.

Remember, everything you do is for the betterment of your people and the generations to come...So, stay hungry!

AIPTAC SUCCESS STORY: MISSION SUPPORT SERVICES, LLC.

Mission Support Services (MS2) is a Native American, tribally-owned, SBA-certified 8(a), small disadvantaged business, and a wholly-owned company of Oneida ESC Group, which is owned by the Oneida Nation of Wisconsin. The Oneida ESC Group mission is "to preserve, restore, and enhance the natural and constructed environment for future generations through successful project delivery for our customers." The Oneida ESC Group remains committed to this mission by providing design-build construction management, sustainment and restoration, and safety consulting services through its subsidiary MS2, which was established in 2012. MS2 has provided these services to nationwide clients, including the US Army, US Navy, US Air Force, and other federal, regional, and local agencies and private corporations.

MS2 has experienced tremendous success throughout the years, while maintaining a commitment to the Oneida Nation of Wisconsin. Support to the Oneida Nation by MS2 comes in the form of scholarships, internships, youth engineering camps, sponsoring community events such as the Woodland Indian Art Show, and providing exercise programs through the Oneida Elder Services Program. As part of this vision of giving back, MS2 started a "Giving Fund," which is used to provide new flags for the Oneida Veterans Chapter, a Code Talkers Day Golf Outing, and much more.

MS2 recently won a significant contract at Fort Benning, GA for Construction Infrastructure Services Support to the Network Enterprise Command (NEC). The award is significant for MS2 in that it is the first award the company has received at Fort Benning; the first contract the organization

has won in a NAICS code for Communications Infrastructure Support Services; and a large contract win in collaboration with other Native-owned firms. MS2 will build an impressive performance history for future success with our Native-owned partners.

"With this win we have been able to forge a new strategic partnership with Mission Control Solutions (MCS) -- a very high quality and reputable firm that will open new doors



of opportunity for us," said MS2 Director of Operations Daryll Long. "Simply put, this win serves as a platform for us to offer this new line of service to our customers," added Jeffrey House, Oneida ESC Group CEO and enrolled member of The Oneida Nation.

MS2 is a client of the National Center's American Indian Procurement Technical Assistance Center. MS2's success is particularly gratifying for our own George Williams. In 2001, The Oneida Nation of Wisconsin was the first reservation George was assigned to as a procurement specialist, and his experience

with the Oneida set a course for the work he continues today. In fact, the person who picked him up from the airport was Marge Stevens – the mother of our own Board Member Chairman Ernie Stevens, Jr.

"It is particularly gratifying to follow the success of MS2 and how it's benefitted the people of the Oneida Nation," said Williams. "The contract with Fort Benning is going to a well-qualified and deserving recipient that will perform exemplary work for the Army."

Congratulations to Mission Support Services on their big award and long track record of success!



CLIENT UPDATE: ARROWHEAD GLOBAL HITS NEW MILESTONE

Jun 27, 2019
NCAIED.org Newsletter



Less than a year ago, we shared the story of how the National Center's Procurement Technical Assistance Center (PTAC) helped Arrowhead Global secure its first 8(a) contract. Arrowhead specializes in aerospace manufacturing, military hardware manufacturing, construction, power solutions, professional services, and distribution. Now, the company is reaching new heights in federal procurement. Learn more about Arrowhead's latest success in the update below.

Arrowhead Global, LLC, which has been a PTAC client since 2013, was recently awarded an indefinite-delivery/indefinite-quantity (IDIQ) multiple award to generate first article tests and produce F-16 avionics panels and face plates with a maximum dollar value of \$34,200,000. While this is a big accomplishment in and of itself, Chad Hill, CEO of Arrowhead, has informed the National Center's PTAC

that the company has been tapped by the United States Air Force to participate in an Other Transaction Agreement (OTA) effort and will submit their proposal shortly. The OTA covers:

Part Reverse Engineering/
Repair Development
New Sustainment Technology (artificial intelligence, alternative manufacturing, machine learning, robotic process automation, etc.)
Business Process Re-engineering
Rapid Problem Solving (i.e. hackathons)

This invite is just another example of the complex programs in which our PTAC clients are being asked to participate. As our clients continue to expand their advanced procurement opportunities with the federal agencies, the PTAC continues to be a vital resource for them. We are very happy for Chad and the entire team at Arrowhead Global on their recent success, and look

forward to working with them in the future as they strive for and meet new milestones.

ABOUT OTAs

Federal agencies use a variety of acquisition and financial assistance mechanisms, such as contracts, grants, and cooperative agreements, to help meet their missions. Congress has authorized 11 federal agencies to use Other Transaction Agreements (or Authority)—which generally do not follow a standard format or include terms and conditions required in traditional mechanisms, such as contracts or grants—to help meet project requirements and mission needs.

OTAs are legally binding instruments that may be used to engage industry and academia for a broad range of research and prototyping activities. OTAs are typically defined by what they are not: they are not standard procurement contracts, grants, or cooperative agreements.



As such, they are generally not subject to the federal laws and regulations that apply to government procurement contracts (e.g., FAR/DFARS). An "other transaction" agreement comes in a variety of forms and is typically distinguished according to whether its purpose is for research or a prototype.

An OTA can allow for much greater speed, flexibility, and accessibility in performing research and prototyping activities. It can also be used to design and implement innovative business models within the government that would otherwise not be feasible. Any commercial or academic institution is eligible to receive an OTA award. However, OTAs may only be executed in the following circumstances:

The awardee is a non-traditional defense contractor. Non-traditional contractors are defined by statute as those entities that are not currently performing and has not performed for at least one-year prior to an OTA solicitation: 1) any contract or subcontract subject to full coverage under the Cost Accounting Standards (CAS); or 2) any other contract in excess of \$700,000 under which the contractor is required to submit certified cost or pricing data. The awardee is a traditional defense contractor, but at least one of the following apply: A non-traditional sub-contractor is participating to a "significant" extent. "Significant" participation can refer to any of the following: Supplying a new key technology or product; Accomplishing a significant amount of the effort; Causing

a material reduction in cost or schedule; and/or Causing an increase in performance. The awardee provides a financial or in-kind cost share – typically, a 1/3 cost share is required. The Service Acquisition Executive makes a written determination that exceptional circumstances justify use of OTA for the purpose of executing innovative business models or structures that would not be feasible or appropriate with a FAR-based contract.

Given how quickly technologies are growing and evolving, OTAs will be a needed and increasingly important tool to swiftly transition technology from private industry to the government.

SPOTLIGHT ON ONE OF OUR PTAC CLIENTS: ZOAR FULWILDER AND MAVID CONSTRUCTION

Jul 25, 2019
NCAIED.org Newsletter



We recently sat down with one of our many successful PTAC clients, Zoar Fulwilder, Managing Member of Mavid Construction Services, LLC. Mavid is a Native American-owned and union company that performs a wide variety of construction services and installations. Notably, Mavid has been involved in every major renovation and addition at historic Lambeau Field, home of Mavid's hometown Green Bay Packers. Learn more about Zoar and Mavid, and why a consultation with the National Center should be any Native American or Alaska Native entrepreneur's first stop in his or her business journey.

Tell us a bit about Mavid and its work?

Mavid Construction Services, LLC (MCS) is a Native American-owned (Salt River Pima-Maricopa) union company that furnishes and installs:

Metal Stud and Drywall
Glass and Glazing
Flooring
Acoustical Ceilings
Doors and Hardware
Millwork and Fixtures

How long have you been at the company?

I founded MCS with my uncle, David Montiel, in February of 2008. My current title is Managing Member. I purchased Mr. Montiel's interest in 2012.

Do you have any interesting new initiatives or contracts?

MCS has been involved in every major renovation and addition at Lambeau Field (home of the Green Bay Packers) since 2011, completing more than \$25M in contracts.

Recently, we were awarded our largest project to date, which is a large hospital located in Sheboygan, Wis. This project requires us to work closely with plumbing and mechanical subcontractors to prefab the bulk of the interior wall systems and to utilize a new "block" scheduling system. In addition

to the wall system contract, we were awarded contracts for glass, glazing, and flooring.

How has the National Center helped Mavid reach its goals?

The National Center has been integral to Mavid's success from the very beginning by providing educational resources and helping with navigating the world of contracting. For example, we were provided vital information regarding financing, insurance and bonding through conferences and your representative, [Senior Procurement Specialist] JoAn Notah.

Personally, the National Center helped me understand what it took to start and maintain a business. When I was 20 years old, I made an appointment with a representative to discuss starting a dry-cleaning business. I didn't pursue the dry-cleaning business, but that consultation helped me understand what it would take to be successful in business.



What aspect of your work at Mavid gives you the most pride?

I actually have two. The first being the work we do on Native American facilities. I grew up on two reservations: The Salt River Pima-Maricopa Indian Community and the Menominee Nation of Wisconsin. Both communities struggled to find the resources to have decent schools, clinics, and housing. Tribes have come a long way and now have the resources to build amazing facilities. I take pride that I can help provide a place where Natives can learn, get medical care, and live.

The second is helping people get into a construction career. We take on a lot of folks that have very little training and/or have been marginally employed. It is great to see these employees achieve financial stability, buy homes, and provide for their families.

Do you have advice for aspiring entrepreneurs or other businesses in Indian Country?

Get a consultation with the National Center. It is a great resource and its representatives will help you learn from others' successes and struggles. It also can provide you with contacts for teaming and joint ventures.

Second, talk to a banker you trust. They are a resource you will be tapping throughout your company's lifespan – not just for funding, but for advice and insight. Most bankers have seen it all.

SPOTLIGHT ON A NATIVE AMERICAN-OWNED BUSINESS: IRON WOMAN'S 20-YEAR MISSION OF SUSTAINABLE DEVELOPMENT

Sep 20, 2019
NCAIED.org Newsletter

In our latest spotlight, we focus on Iron Woman Construction and Environmental Services. Over the last two decades, co-founders Shaun and Phyllis Egan have grown the company to the success it is today. Today, the mission of Iron Woman is stronger than ever, recently celebrating being named the "Corporation of the year" by the American Indian Chamber of Commerce. Read below to find out more about how Iron Woman continues "building today for a sustainable tomorrow."

Iron Woman Construction & Environmental Services, a 100% percent Native American-owned company based in Denver, is celebrating its twenty-year anniversary this year. Iron Woman was first established with the pledge "Building Today for a Sustainable Tomorrow." Shaun and Phyllis Egan, Iron Woman's co-founders, built the company

with sustainable development as its cornerstone; a central theme that has persisted over time. Thanks to this history, Iron Woman has become an integral part of the sustainable development movement throughout Colorado. The name "Iron Woman" was selected in honor of Shaun's great-great-great-grandmother, who was Blackfeet – a true Iron Woman of her time.

Iron Woman began operations in March 1999 when it signed its first contract to perform trucking services in support of the redevelopment of the former Stapleton International Airport in Denver. Iron Woman committed itself to providing sustainable solutions for this project, which included transporting more than six million tons of concrete and asphalt rubble to an onsite recycling center for processing into usable aggregates for the redevelopment of the former airport. Its expertise helped to

ensure that old materials found new life through recycling and contributed to a sustainable future for the Airport.

Since then, Iron Woman has added civil and utilities, environmental, mining support, and pipe inspection and rehabilitation as key service lines that have contributed to record growth over the past ten years. Throughout years of growth and new developments, Iron Woman has stayed true to its pledge by executing sustainable solutions that last.

The company has benefited greatly from its association with the National Center and its staff in Colorado and New Mexico. This was done primarily through networking and expert guidance that helped Iron Woman navigate the business world as a Native American owned company. In 2018, Iron Woman was honored by the American Indian Chamber of Commerce



as Corporation of the Year. President Shaun Egan was also honored with the Dee St. Cyr/ Colleen Honomichl Legacy of Service Award, given to those who truly exemplify the spirit of giving, standing for the underserved, and contributing to improvements across Indian communities. This marked the first time that a recipient won both awards in the same year.

Iron Woman announced an employee ownership program earlier this year with the formation of Iron Woman Partners, LLC. This development furthers Iron Woman's commitment to using the tools of today to build a better tomorrow.

Congratulations to Iron Woman and founders Shaun and Phyllis Egan for their success and recognition in Indian Country and beyond!