

RED FEATHER
2021 Annual Report
EMERGENCE



RED FEATHER

2021 Annual Report

MISSION • VALUES • VISION

MISSION

We partner with American Indian nations to develop and implement sustainable solutions to the housing needs within their communities.

VALUES

EMPOWERING TRIBAL
COMMUNITIES

HEALTHY HOMES

LISTENING

SUSTAINABILITY

VISION

We envision a world where healthy and safe housing is available to all and we are all inspired to work collectively to create self-sustaining communities.

EMERGENCE

EMERGENCE



LETTER FROM THE EXECUTIVE DIRECTOR

COVID has brought death, division, and disruption across the entire world. It has left a deep and lasting wound that will not quickly go away, especially for those who have lost loved ones, struggled with long-lasting physical ailments, or suffered economically. If you have followed our work and national media coverage, you know how deeply the pandemic has affected our partner communities. Sadly, this is another chapter in the centuries of hardships they have endured. Without a lengthy narration about the impacts of colonialism and the vastitudes of continued oppression, one may ask when their suffering will be enough. However, if we maintain such a perspective, we miss our chance to highlight the Hopi and Navajo people's incredible innovation, fortitude, and spirit. Call it cliché, but without sadness, we cannot know happiness; without darkness, we cannot know light. That is why we have chosen emergence as the theme for this year's annual report. Since the pandemic's beginning, we have witnessed the emergence of governments, community groups, nonprofits, and individuals delivering millions of dollars in supplies and services to those in need across our partner communities. We have witnessed the emergence of the human spirit and collective action that said we would not stand idly by and allow hardship to tear us down. At Red Feather, we have witnessed the emergence of our programs, which now reach more people than in any years past. Increased financial support has allowed us to invest in organizational systems to improve the effectiveness of our programs and ensure we are making sound investments in our work. We are also leveraging our growing reputation of integrity and expertise to gather in solidarity with partners to collectively develop and deploy strategies for resolving locally identified housing needs. As we look to the future, we remain optimistic and hopeful that our partner communities and organizations will continue to emerge from the challenges that weigh us down. We continue to uphold Red Feather's vision of a healthy world as an emerging model for others to follow--a world where affordable and safe housing is available to all and where we are all inspired to work collectively to create self-sustaining communities. We hope you enjoy reading about the success of our efforts and extend our sincerest appreciation for the continued trust and support in our work.

From our house to yours,

A handwritten signature in black ink, appearing to read "Joe Seidenberg". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Joe Seidenberg
Executive Director

EDUCATION AND OUTREACH

Homeowner and community education remains a vital pillar of Red Feather’s work, imparting the knowledge needed by individuals to maintain their own homes and healthy indoor environments. Highlighting the connection between housing conditions and occupant health strengthens students’ skills to be better stewards of their own wellbeing, increasing community resilience.

Red Feather’s Education and Outreach programs had to employ creativity and adapt to a world defined by pandemic-related lockdowns and social isolation. Dedicated Red Feather staff continued to tackle the project of moving Healthy Home education to an online platform in 2021, creating multiple videos ranging from energy efficiency tips to detailed instructions for maintaining a healthy home environment. Housed on the Red Feather website (www.redfeather.org) and YouTube channel, (Red Feather Development Group) these educational resources broadened the reach of Red Feather’s work, allowing global access to healthy home education. We also continued to provide free DIY materials associated with each learning curriculum, so that clients can have additional resources for taking actionable steps, such as building an indoor air filter or cleaning a chimney. Items were dispersed either through the mail, picked up by the clients directly, or dropped off at the homes of elders and others that are isolated and lack personal transportation. Additionally, program staff dedicate numerous hours to providing 1-1 education and home repair case management to clients across the Hopi and Navajo Nations. The ability to sit down at the kitchen table with individuals and families, build a personal connection, and collaboratively discuss strategies for creating a healthy home environment lies at the heart of our work.

Thanks to a generous donor of the Arizona Community Foundation Donor-Advised Funds program, Red Feather is also piloting a new scholarship for residential contractor licensing. Economic development spurred by increased education and employability addresses the structural issues leading to poverty and poor housing conditions, and a lack of licensed contractors remains a barrier to addressing home repair needs on the Hopi and Navajo Reservations. We look forward to seeing this program blossom in 2022 and to further supporting Native contractors and builders.

As we emerge from the depths of the pandemic, we are looking forward to the possibility of holding in-person educational series and workshops again. Red Feather’s core value of Listening guides the development of our education series, and community demand for popular workshops like Women’s DIY remain strong.

EDUCATION AND OUTREACH

	2020	2021
Handwashing workshops held	32	20
Number of online Healthy Home education videos produced	1	8
Number of clients receiving in-home education	98	212
Healthy Home Kits dispersed	170	210*

*Inclusive of general healthy home supplies



Healthy heating education



Three generations working together to learn DIY home repair skills

"Education is the first step of everything we do, and it will also have the longest lasting impact, because education has a multi-generational legacy."

*-Program Coordinator
Elizabeth Freeman*



Filming for online education videos



NATIVE HOME RESOURCE NETWORK

The Native Home Resource Network (NHRN) is the hub of all Red Feather Services, and the center of our collaborative process. When clients reach out to us for help, they are connected with a case manager who listens to their needs and works jointly with the client to identify resources that can be used in providing housing solutions. Doing so helps ensure that individuals and families are key drivers in their projects. Under the NHRN program we aim to provide any client with a full home assessment to identify needs, 1-1 education to build awareness, home repair action plan development to set a course forward, and assignment of any known resources to directly resolve needs.

Some of those needs can be solved with our Direct Solutions program, which is aimed at providing small investments for client-led projects, whether that be for obtaining healthy home supplies (HEPA filters, Aging in Place items, smoke and carbon monoxide alarms) to construction materials, to appliances such as water heaters and cooking stoves. Our clients are resilient and capable of implementing many of their own repairs independently, and this program allows us to maximize limited resources and reach a broader number of people in need.

Red Feather has continued to witness an unprecedented demand for emergency firewood deliveries. The loss of coal for heating is still being felt in our partner communities, and while wood is the preferred alternative, many lack the ability to secure adequate supplies to heat their homes during the long winter season across the Navajo and Hopi Nations. Fortunately, Red Feather's partnership with the Northern Arizona Council of Governments and other funders allowed us to support a total of 230 homes this heating season.

Over the course of the pandemic, Red Feather delivered over 1000 handwashing stations to families without running water. Based on this experience and assessment of need, we are now expanding our efforts to provide additional Water Access, Sanitation and Hygiene (WASH) services to those in need. In 2021 we delivered 50 275-gallon water storage devices, thanks to the Water is Life fund, a program of Dig Deep's Navajo Water Project.

At the end of 2021, Red Feather hired two new field-based positions to help us expand our NHRN case management services to more families, thanks to generous grants from the Coconino County Health Department and the Federal Home Loan Bank of San Francisco's AHEAD program. Alfred Lomahquahu serves the Hopi Nation and Brian McNeal the Navajo Nation. Elizabeth Freeman also joined the team as a Program Coordinator, expanding Red Feather's reach and capacity.

NATIVE HOME RESOURCE NETWORK 2021

	2020	2021
Households receiving case management	211	306
Home Inspections	98	212
Total individuals served	844	1224
Elders receiving Aging in Place services and supplies	0	33
Handwashing Stations Delivered	560	520
Water Storage Tanks Delivered	0	52
Volunteers leveraged	102	500
Number of Families receiving emergency firewood deliveries	107	154 NACOG 76 Red Feather Vendors
HEPA Filters delivered	150	70

"Because of the pandemic, the many very remote homes on the reservations without plumbing, running water, electricity or internet became even more isolated. Those without cars struggled to get water or firewood to heat their homes through the winter. Unsafe living conditions became even harder to fix.

2021 was a year of careful, cautious return to our work. Our NHRN program is one of the powerful ways we have begun to chip away at this isolation..."

-Program Manager, Shannon Maho



HEALTHY HOME ENERGY AND SAFETY IMPROVEMENTS

Red Feather’s founders, Robert and Anita Young, were moved to build the first Red Feather home for our namesake, Katherine Red Feather, in 1995 after seeing the dilapidated and unsafe trailer she called home. Today, our Healthy Home Energy and Safety Improvements program is the most direct result of this lineage, providing crucial home repairs for tribal members living on the Hopi and Navajo Nations. With the National Congress of American Indians estimating that 40% of houses in Indian Country are still below the federal standard for “adequate housing”, and that less than half are connected to public sewer systems, the demand for these services is immense.

Thanks to our ongoing partnerships with Arizona Public Service, Southern California Edison, USDA Rural Development, private foundations, and individual donors we have been able to consistently provide essential housing repairs for Hopi and Navajo families. We continue to strengthen and grow our relationships with valuable subcontractors, like CozyHome LLC and Hooghan Honeezili LLC, who provide the labor to complete many of our projects. With a majority of workers hired from local Hopi and Navajo communities, this work also provides job opportunities for local trades professionals. In 2021, a focus on heating system upgrades and efficient energy solutions emerged as a key focus. Requests for mini-split dual heat and cooling pumps skyrocketed. These energy-efficient systems offer an alternative to burning solid fuel (wood or coal), and also offer needed temperature control year-round. Combined with the large volume of stove swap-outs carried out by the 4-Corners program and overseen by 4-Corners Program Coordinator Roy Lee Hosteen, Red Feather’s expertise in heating system improvement continues to grow.

Red Feather was also a recipient of the Arizona Community Foundation’s inaugural Northern Arizona Housing Fund award, which along with matching funds will provide more substantial home repairs for an additional 8 families. Though demand always exceeds resources, Red Feather remains diligent in seeking out new fund sources and is grateful for the community support around these projects.

See the Red Feather website at www.redfeather.org for more information on all the projects and services provided under our Healthy Home Energy & Safety Improvements Program.

HEALTHY HOME ENERGY AND SAFETY IMPROVEMENTS 2021

	2020	2021
Accessibility Ramps	2	11
APS Homes Weatherized	30	51
Major Home Repairs or Renovations	52	70
Heating System Improvements and Stove Swap Outs	57	59
Solar Furnaces Installed	35	13
4-Corners Program Heating System Improvements, Stove Swap Outs, Weatherization	28	36



"I am very thankful for the work that has been done... The mini-split unit that was installed keeps my home nice and cool. I no longer get headaches from the heat, I feel a lot better"

- Eleanor, recipient of a mini-split and aging in place support



Solar furnaces provide safe supplementary heat from the power of the sun, reducing reliance on coal, firewood or dangerous propane heaters.



Thanks to ongoing partnerships with multiple accessibility focused organizations, Red Feather was able to increase the number of ramps we provided in 2021.



EMERGENCY



FISCAL EMERGENCE AND FINANCIAL AUDIT AS A RITE OF PASSAGE

The term “emergence” evokes a sense of growth, movement, illumination. I think of a butterfly leaving its chrysalis, or a seedling pushing through the soil. Along with so many families and communities, businesses and nations who’ve ventured forth from the “COVID Cocoon,” Red Feather, too, has awakened with a renewed sense of strength, maturity and optimism.

Red Feather’s path of emergence is illustrated well by the financial statements presented here. The optimistic growth in both revenue and expense over the past three years represents the expansion of our programs, the extension of our reach... butterfly wings unfurling, new leaves stretching toward the sun. The steady increase in our net assets is evidence of our financial strength and operational maturity. There is a quiet sense of achievement, a cautious sense of pride, having encountered many challenges and successfully resolved them along the way.

Inherent to this success is the demand for even greater accountability, transparency, and operational oversight. Fiscally speaking, this is represented by the completion of a financial audit. It was my responsibility to lead Red Feather successfully through this process. The experience was immersive, exhaustive, and exhilarating, pushing my professional capacity beyond current limits, and emerging afterwards with an expanded understanding of the organization and my role in its success. For both myself and the organization, it was no less than a rite of passage, bringing us to a place that is both an ending and a beginning. From here, we can see far, and the view is amazing!

Delisa deVargas, Director of Finance & Administration
July 7, 2022

ENDLESS POSSIBILITIES AND GROWING WAYS TO ADDRESS THE HOUSING NEEDS OF NATIVE COMMUNITIES

Our network of
donors, funders, and
community partners

Solid and adaptable
program design

Red Feather values
centering our work

The power within the
communities we serve

EMERGENCE

Red Feather Development Group Audited Financial Statements, Dec. 31st 2021

With Comparison to Restated Unaudited* Prior Years

STATEMENT OF FINANCIAL POSITION

ASSETS	2021	2020*	2019*
Current Assets			
Cash and Cash Equivalents	\$ 748,243	\$ 80,750	\$ 207,117
Grants Receivable	\$ 152,489	\$ 115,320	\$ 36,434
Contributions Receivable	\$ 225	\$ -	\$ -
Investment Securities	\$ 45,328	\$ 44,173	\$ 43,135
Prepaid Expenses	\$ 15,957	\$ 6,724	\$ 8,917
Total Current Assets	\$ 962,242	\$ 546,967	\$ 295,603
Other Assets			
Vehicles & Equipment, Net of Depreciation	\$ 1,768	\$ 200	\$ 339
Total Other Assets	\$ 1,768	\$ 200	\$ 339
TOTAL ASSETS	\$ 964,010	\$ 547,167	\$ 295,942
LIABILITIES & NET ASSETS			
Current Liabilities			
Accounts Payable	\$ 43,335	\$ 18,814	\$ 20,543
Accrued Liabilities	\$ 24,788	\$ 21,224	\$ 3,187
Short-Term Financing	\$ 6,913	\$ 4,650	\$ 4,650
Refundable Grant Advances (SBA PPP Loan)		\$ 48,600	
Total Liabilities	\$ 75,036	\$ 93,288	\$ 38,380
Net Assets			
Net Assets With Donor Restrictions	\$ 583,764	\$ 393,824	\$ 215,858
Net Assets Without Donor Restrictions	\$ 155,210	\$ (89,945)	\$ (108,297)
Net Assets With Board-Designated Restrictions	\$ 150,000	\$ 150,000	\$ 150,000
TOTAL NET ASSETS	\$ 888,974	\$ 453,879	\$ 257,561
TOTAL LIABILITIES & NET ASSETS	\$ 964,010	\$ 547,167	\$ 295,941

STATEMENT OF ACTIVITIES

REVENUE AND SUPPORT	2021	2020*	2019*
Individual Donations	\$ 339,705	\$ 311,032	\$ 87,471
Corporate Contributions & Sponsorships	\$ 720,573	\$ 394,638	\$ 467,327
Grant Revenue	\$ 661,231	\$ 658,978	\$ 117,966
In-Kind Goods and Services	\$ 5,761	\$ 30,929	\$ 10,252
Other Income	\$ 401	\$ 70	\$ 715
Total Revenue	\$ 1,727,671	\$ 1,395,647	\$ 683,731
EXPENSES			
Program Services			
Education & Outreach	\$ 199,407	\$ 228,591	\$ 67,561
Healthy Home Energy & Safety Improvements	\$ 799,437	\$ 766,286	\$ 397,547
Native Home Resource Network (NHRN)	\$ 78,521	\$ 36,450	\$ 36,827
Total Program Services	\$ 1,077,364	\$ 1,031,327	\$ 501,935
Management & General	\$ 158,597	\$ 129,574	\$ 91,233
Fundraising	\$ 56,615	\$ 38,428	\$ 31,049
Total Expenses	\$ 1,292,576	\$ 1,199,329	\$ 624,217
CHANGE in NET ASSETS (Net Income)	\$ 435,095	\$ 196,318	\$ 59,514
Net Assets, beginning of year	\$ 453,879	\$ 57,561	\$ 198,047
NET ASSETS, end of year	\$ 888,974	\$ 453,879	\$ 257,561



Chrystal Cornelius
Board President
Executive Director of First Nations Oweesta
*Oneida Nation
Turtle Mountain
Band of Chippewa Indians*



Mark Hall
Board Vice President
Past Executive Director of Red Feather

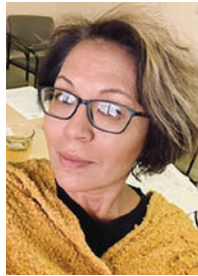


Victor Burrola
Board Treasurer
Founder and Principal Consultant, Communities for Prosperity

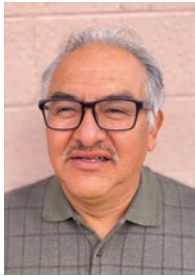


Meghan Raftery
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Marketing Consultant

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Senior Program & Projects Specialist with the Navajo Nation Division of Community Development
Navajo Nation



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Lead Faculty, Coconino Community College
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Joe Seidenberg
Executive Director



Delisa deVargas
Director of Finance and Administration



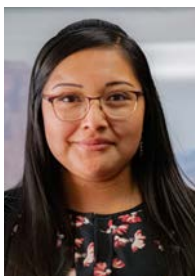
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Program Manager
Navajo and Hopi Nations



Roy Lee Hosteen
Four Corners Program Coordinator
Navajo Nation



Kiera Coughlan
Fund Development Manager



Elizabeth Freeman
Program Coordinator
Tohono O'odham, Hopi, Acoma, Navajo Nations



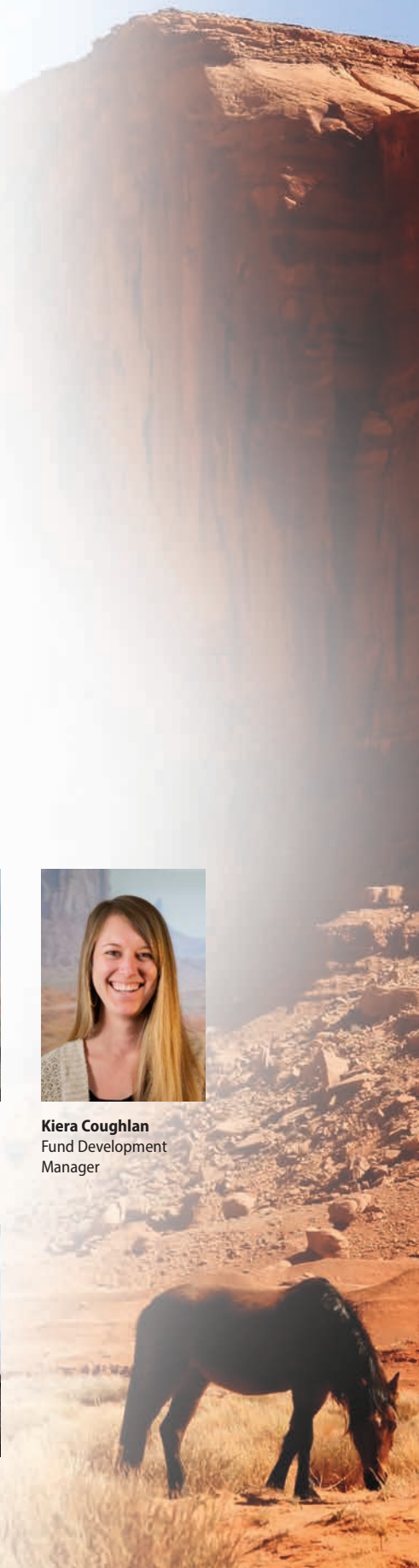
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Program Coordinator
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Alfred Lomahquahu
Community Coordinator
Hopi Nation



Brian McNeal
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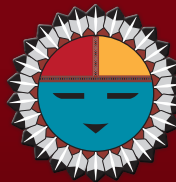
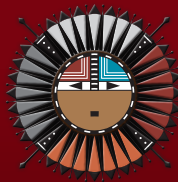
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