



# Reimagining Secondary Markets: Indigenous Finance and Access to Capital



Supported by Indigenous Impact Co.



# Presenters



Moderator: Jael Kampfe  
President, Indigenous Impact Co.



Panelist: Angie Main  
Executive Director  
NACDC Financial Services Inc.



Panelist: Tommy Robinson  
Regional Revolving Loan Fund Manager  
Four Bands Community Fund



Panelist: Laura McRae  
Loan Compliance & Development Specialist,  
Native American Development Corporation



Panelist: Brett Simmons  
Senior Consultant  
Scale Link

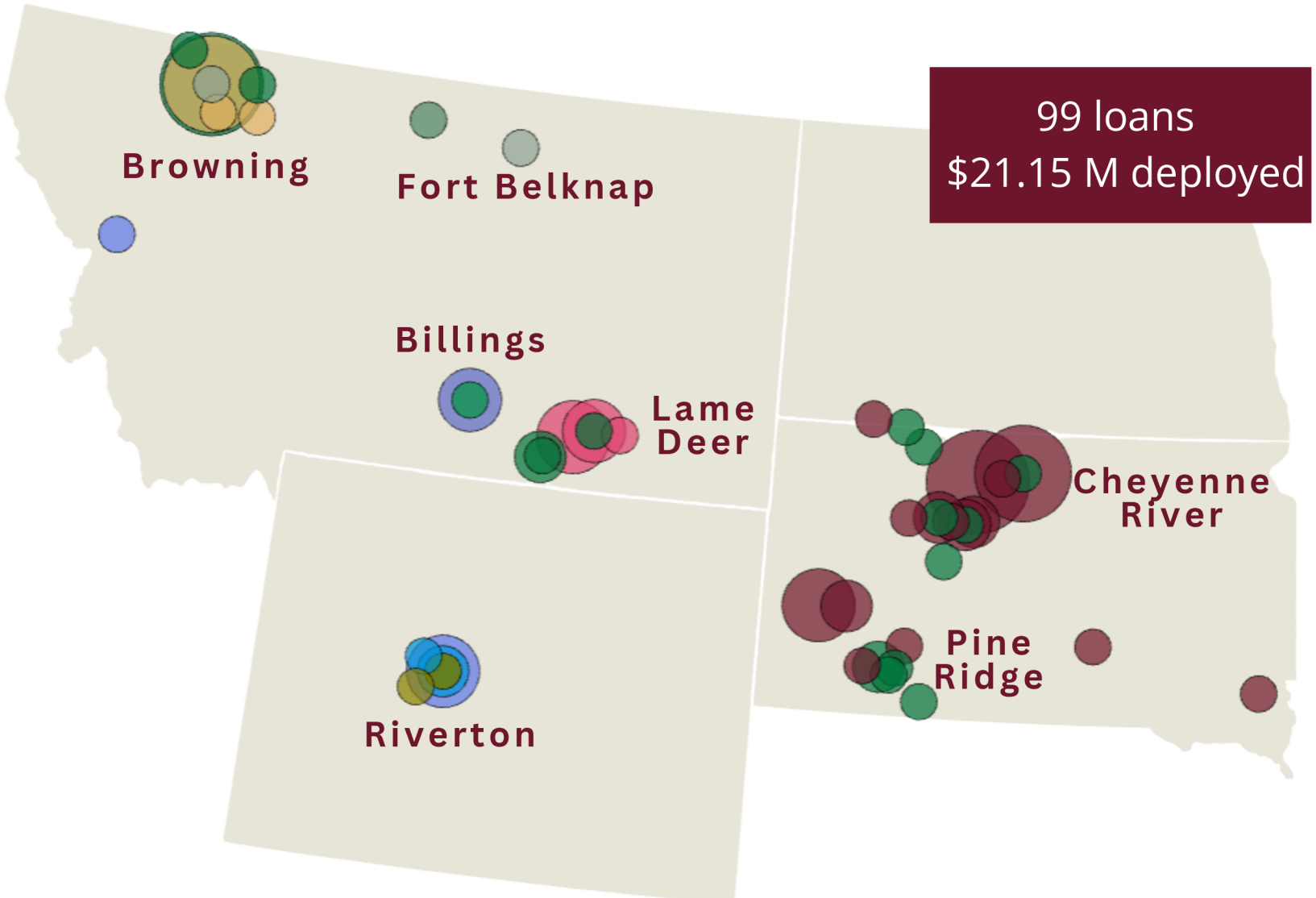


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# Mountain | Plains Regional Native CDFI Coalition | Serving MT, ND, SD, WY

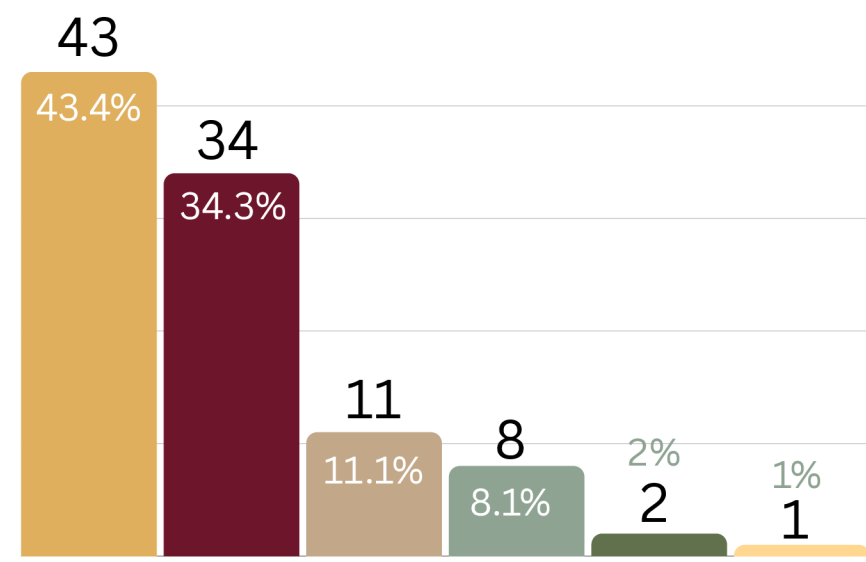
## Regional Revolving Loan Fund



- Akiptan
- Four Bands
- MNGF
- NACDC
- NADC
- Plenty Doors
- PPCD
- WRDF
- WRDF + NACDC Financial Services Inc. Partnership Loan

## Number of EDA RLF Loans Deployed Per Industry

- Agriculture
- Service
- Retail
- Transportation
- Other
- Tourism



99 Total Loans Deployed | 4.15.2026

**\$15,677**  
AVERAGE LOAN SIZE PRIOR TO RLF (before 2023)

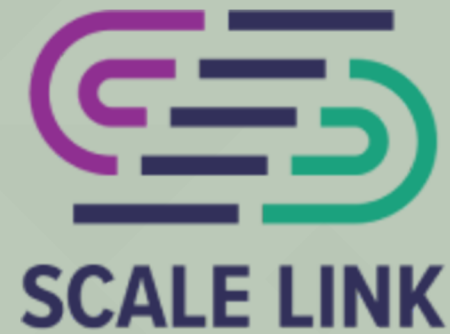
**\$214,667**  
AVERAGE EDA RLF LOAN SIZE

**1262%**  
INCREASE AVERAGE LOAN SIZE

**78.8%**  
RURAL MARKETS SERVED BY RLF



# Scale Link



Scale Link purchases small business loans directly from CDFIs when they need liquidity. When banks need to acquire CRA eligible loans, we supply qualifying loans in their assessment area through a simple, reliable process.

Our streamlined approach for buying and selling small business loans enables CDFIs to significantly increase the flow of liquidity to entrepreneurs.

<b>25+</b> <i>bank partners</i>	<b>40+</b> <i>CDFI partners</i>
<b>\$50M</b> <i>microloans sold</i>	<b>\$75M</b> <i>loans purchased</i>
<b>17,000</b> <i>microloans available</i>	<b>\$14M</b> <i>cash benefits to CDFIs</i>



Mauro Leija, Study Hall Daycare Center.  
Photo courtesy of LiftFund.



Rosa Funes, Paradise Flowers and Gifts.  
Photo courtesy of Brenton Gieser from Opportunity Fund.



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# Secondary Markets

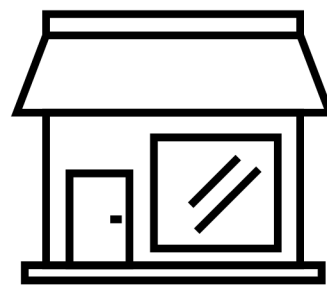
## What Does “Secondary” Really Mean?

- Trading one type of asset (a loan receivable) for cash and its flexibility
  - **Loan Participations**
  - **Selling Loans**
- Most financial markets are “secondary”

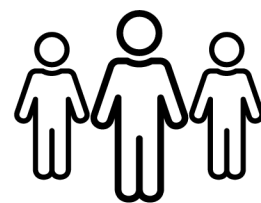


## What Does “Secondary” NOT have to mean?

Native CDFI



Borrowers



- Loss of **Control**
- Loss of **Relationship**
- Betrayal of **Trust**
- Selling **Data**



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# Scale Link Values



We work to eradicate systemic inequities. We believe that everyone deserves access to the resources needed to develop opportunities for a prosperous life.

We build a community of trust by providing comprehensive information and tailored guidance in a manner that is professional, honest, and understanding.

We intentionally cultivate a relaxed and flexible environment where everyone can be their authentic selves because it makes our team and work stronger.

We are humble yet confident that we can challenge convention to objectively add value for our partners.

We embrace the hard work of collaboration to provide reliable, dynamic solutions for all stakeholders.



# Aligning Governing Documents with Community

## Guiding Principles



1. **Know the ways of the ones who take care of you**, so that you can take care of them.
2. Never take the first one. Never take the last.
3. Never take more than half. Leave some for others.
4. Harvest in a way that minimizes harm.
5. **Give a gift in reciprocity** for what you have taken.
6. Sustain the ones who sustain you.



# Aligning Governing Documents with Community

## Reimagining a Memorandum of Understanding (MOU)

By explicitly replacing common underlying financial values such as transactional, efficiency, maximum profit, with **reciprocity, relational, and resilience**, one in fact **re-imagines new systems of capital flow.**

**MOU PROVISION**  
*Site Visit*  
*"Before an initial purchase, Scale Link will meet with up to 5 additional representatives appointed by Four Bands, in order to better understand the Community the Lender serves. Meetings will be conducted in person when possible or via video"*

**BENEFIT TO TRANSACTION**  
*Face-to-face meeting and trust building*

**CONSEQUENCES TO CDFIs**  
*Show community and context.*

**VALUES**

- Know the ways of the ones who take care of you, so that you can take care of them.*

**MOU PROVISION**  
*Donations*  
*"Gains from Third-Party donations made to Scale Link will be shared with Four Bands at a rate up to 75% of the amount but never less than 50%. The amount will be paid as a transaction fee to the Lender for work supporting the sale to the Third-Party."*

**BENEFIT TO TRANSACTION**  
*Scale Link negotiates additional donations from banks to increase the CRA value of the sale.*

**CONSEQUENCES TO CDFIs**  
*Ensure parts of proceeds from Scale Link's pricing success are shared.*

**VALUES**

- Never take more than half.*
- Leave some for others.*
- Give a gift in reciprocity for what you have taken (since we are likely giving you more than half).*



# Financial Implications



## Revenue

Lose **interest income** but gain **premiums** and **servicing fees**



## Expense

May reduce **client acquisition** cost.  
Reduces **interest expense** and **loss expense**



## Mission Aligned

You choose who to buy from or sell to and how to do servicing so you can maintain the customer relationship in the manner that suits your community.



## Balance Sheet

Assets under management (AUM) goes up but total on balance sheet portfolio may decline, PAR may increase, can't borrow based on AUM.



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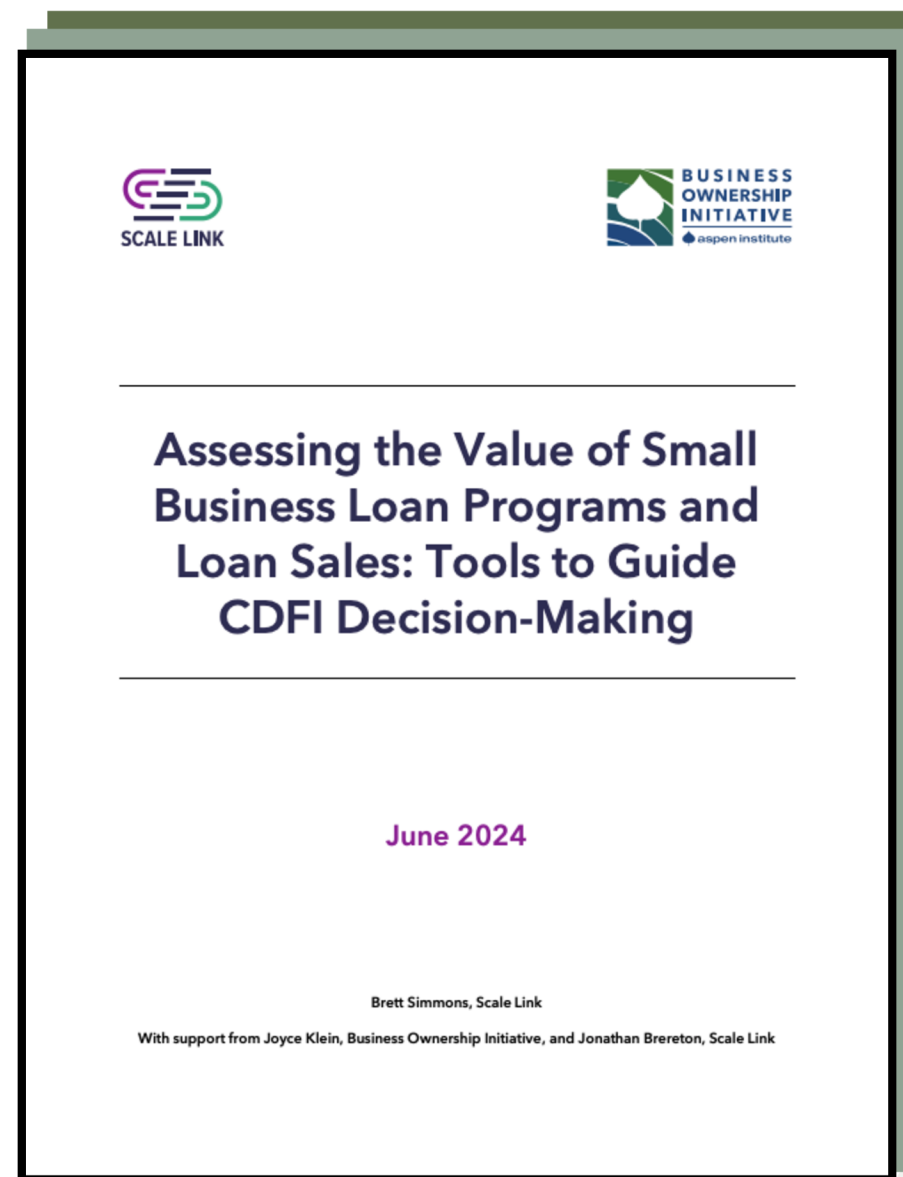


# Financial Tools & Resources

## Lending Product Analysis Tool

Scale Link's [PRODUCT ANALYSIS TOOL](#), guides and empowers CDFIs and potential funders to analyze and compare new lending programs to current operations, with mission at the center. This tool can be used to assess lending programs such as:

- Guarantee
- Capital access
- Participation programs offered through the State or Tribal Small Business Credit Initiative or the Small Business Administration
- Privately sponsored “originate-to-sell” programs in which CDFIs can make loans to be sold to a special purpose vehicle or a fund owned by another entity
- Programs focused on a specific target population or purpose (such as a disaster relief program), in which the funder sets some or all of the product parameters.



[Scale Link Published Article](#)



# Stay in Touch!



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