

STRATEGIC
PLANNING
2018-2022
BAND OF THE POTAWATOMI
NOTTAWASEPPI HURON



HICKS | SMALL | LAMBERT | BLANKENSHIP
CHIEF STRATEGY GROUP, INC.



To me as a youth it is very important to be a member because I can have the **opportunity** to be different from everyone else, it tells me that I am different and that I come from a different background. I'm beyond blessed to know this, and have the opportunity to learn my **culture** and who I am and where I come from.

It's a cultural and ancestral **identity** that I treat with honor and pride. It's a history too and a connection to an extended family with a common goal for its people while protecting **sovereignty** and **preserving history, culture, languages, environment and arts.**

It means I want to **succeed** at all that I do and represent the NHBP well.

How important it is to carry on with are ancestors taught us. **Family**

It's who we are, our heritage. It's teaching our children **traditional ways** and history to keep our **culture** alive.

It means everything to me. I enjoy everything about the tribe. Along with **our community.**

It is an **honor** to be a member, to be able to learn the teachings and traditions, and be able to help our tribe grow into a **successful** nation.

That I need to do my part to give back to the **Tribe.**

Taking pride in our **culture** and nurturing of our members; and in our ancestors' historical **accomplishments** and for the subsequent **achievements** thereafter.

Community. Part of a larger family.

What does it mean to you to be a Member of the Nottawaseppi Huron Band of the Potawatomi?

To be a part of something I am **proud** of. To finally feel like part of a group that is bigger than myself or even my **family.**

To take the gifts given to us by our ancestors and use them to create a **brighter future** for our tribal **youth.**

It means that you are a part of something. Part of a group of people who share common **ancestry** that dates back to the first people of this country. It means not forgetting where we came from.

I am **proud** to be a member and I am proud of our **heritage.** It means the world to me to be a member of such a beautiful and amazing tribe.

Pride and heritage. A chance to make a difference.

It means a lot to me. It is a big part of my **identity.** I was always proud growing up to be Potawatomi.

One of the **greatest** things of my life

I am **proud** to be a member of the NHBP. It means that I will do my best to help others, be kind, and be **thankful.**

I'm proud to be a member and to me it means trying to learn more about the **traditions** and our **heritage** and sharing that with my **family.** I love all **opportunities** to be involved as much as we can which is hard because we are out of state.

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Tribal Structure

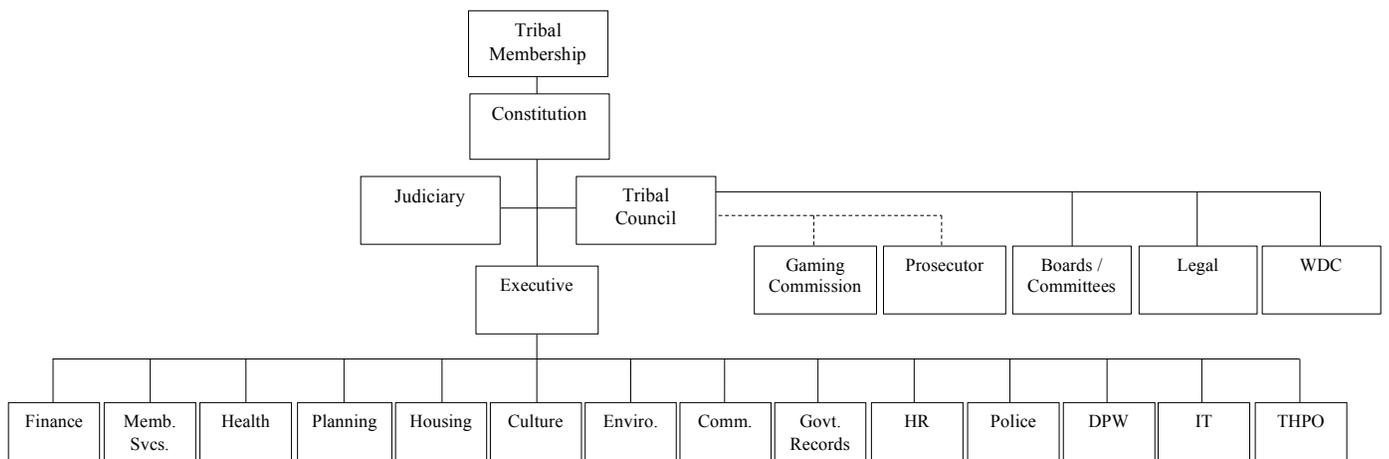
"To be a member of NHBP means many things. I am proud to be a NHBP member. I feel my family ties are stronger, and I have formed new and lasting relationships with extended family and tribal members as well. As an NHBP member, I have a sense of security knowing I have a group that will help me, and I can in return help them. In these uncertain times of the United States, I am relieved to know my children and grandchildren will have refuge with the peoples of the NHBP. I wish my ancestors were able to see the amazing accomplishments of the tribe."

- NHBP Tribal Member

The Nottawaseppi Huron Band of the Potawatomi (NHBP) was federally recognized on December 19, 1995 and currently has approximately 1600 members. The government of the NHBP is comprised of two independent branches of government. The Tribe is governed by a written constitution and an elected 5 member Tribal Council. The Tribal Council is responsible for establishing laws, oversight of the day to day operations and for long term strategic decisions that impact the tribe as a whole. Tribal Council is ultimately responsible for protecting the Tribe's sovereign status and overall the general well-being of tribal members. The administrative function and service delivery structure reports directly to the Tribal Council. The Tribal Court or Judiciary branch was established in 2006 and is overseen by the Tribal Chief Justice. The Judiciary oversees the Tribal Courts.

Organizational Chart

The Tribe's organizational chart for 2018 is below:



Boards: Election

Committees: Cemetery & Parks; Culture; Education; Elders; Enrollment; Tribal Environmental Advisory; Housing; Planning and Land Use Advisory; Tribal Emergency Preparedness; Veterans; Journey to Wellness

Tribal Council

Subject to Article VI of the Constitution the Tribal Council is vested with the sovereign powers of the NHBP (Band) and is responsible for promoting Bodéwadmi traditions and values in the laws governing the actions of the Band and in the Band's relations with its citizens and other persons within the jurisdiction of the Band. Such sovereign powers include the authority to adopt statutes or codes which are necessary and proper to carry out the sovereign powers of the Band and to promote the health, safety, education, and general welfare of the Band and its members. The jurisdiction of the Band and the sovereign powers of the Band shall extend and be exercised to the fullest extent consistent with tribal self-determination to all of the Band's territory and to all persons, including all activities and matters, within the Band's territory. The territory of the Band shall encompass the Band's historical land base known as the Pine Creek Potawatomi Reservation in Athens Township, all lands now held or acquired by the Band, and all lands held in trust by the United States in which rights have been reserved or never ceded by the Band in previous treaties, or as may be provided under federal law.

The Nottawaseppi Huron Band of the Potawatomi Tribal Council is comprised of five enrolled members of the band. Members of the Tribal Council are elected to four-year terms by the adult membership of the Band. Once elected by the membership, Tribal Council members select from within their ranks the officer positions of the Council including the Chair, Vice Chair, Secretary, Treasurer and Sergeant-at-Arms. The Tribal Council also oversees a number of committees including: Cemetery and Parks; Culture; Education; Elders; Enrollment; Housing; Journey to Wellness; Planning and Land Use; Tribal Emergency Preparedness; Tribal Environmental Advisory; and Veterans.

Tribal Courts

The Judicial Branch is an integral component of the Tribal Government that must balance participation in government-wide activities with the separation required for the Tribal Court to be independent, fair, efficient, and trusted.

The separation of powers is a concept that all agree is critical to the administration of justice, but is challenging to achieve in the day-to-day operations within the structure of a multi-branch government, especially with judicial systems primarily funded through legislative allocations. At

Nottawaseppi, we seek avenues for the branches to work in cooperation with each other while being vigilant in evaluating every action to ensure that this separation exists to avoid the actual or perceived exercise of authority by another branch over the Court or the appearance that another branch has undue influence on the Court. The strategic planning process is one such activity where we are working cooperatively, but separately, to protect the integrity of the Judicial Branch while advancing the best interests of the Tribe.

The Judicial Branch will be engaging in strategic planning that will be focused on the priorities and concerns of Tribal Citizens as expressed through the strategic planning surveys and community meetings within the unique parameters of our justice system including, but not limited to: the powers, responsibilities, and requirements in the Constitution; the protection and exercise of this Nation's sovereignty; the incorporation of the spirit of the Seven Grandfather Teachings into all aspects of the Court; the continuing development of avenues for meaningful access to Tribal Citizens, attorneys, and all those appearing in our Courts; avenues for and



accountability of the judiciary, staff, attorneys and parties for fulfilling requirements and ethical responsibilities pursuant to the Court Rules, policies, and procedures of the NHBP Tribal Court and the legal profession as a whole; and compliance with and accountability for the requirements for practicing law pursuant to the Rules and precedent of the Courts.

We look forward to serving NHBP Citizens through the continued development of a court system that is independent, fair, efficient, accessible, and trusted by all those seeking justice in the NHBP Tribal Court.

Gaming Commission

The Gaming Commission, consistent with the Tribe's traditions and customs, shall protect the assets of the Nottawaseppi Huron Band of the Potawatomi; by effectively, efficiently, and fairly performing the functions, tasks, and responsibilities delegated to the Commission by and through the Gaming Regulatory Act of 2010, its regulations, policies, and the people who serve the Gaming Commission in its purpose under the law. In carrying out the powers delegated, in a manner that promotes and preserves our Bodéwadmi values and traditions, the Commission strives to be guided by the Seven Grandfather Teachings. The Gaming Commission's role is defined by the Nottawaseppi Huron Band of the Potawatomi's Gaming Regulatory Act of 2010 which made gaming lawful within the Tribe's jurisdiction and delegated the primary regulatory role to the Commission. The Commission ensures that all gaming within the Tribe's jurisdiction is conducted in compliance with Tribal and Federal law and the agreement between the Tribe and the State of Michigan. In exercising its regulatory authority the Commission does not interfere with the managerial discretion of gaming operations.

The Commission's primary mission is to work within the framework created by the Tribe's Gaming Regulatory Act of 2010, the Federal Government's Indian Gaming Regulatory Act (IGRA), and the Compact between the Tribe and the State of Michigan. The confluence of the Tribe's gaming law, the Federal Government's gaming law and the Tribe-State compact is to:

- Promote Tribal economic development self-sufficiency and strong Tribal governments
- Maintain the integrity of Indian gaming
- Ensure that the Tribe is the primary beneficiary of its gaming activities

Waséyabek Development Company, LLC

Waséyabek Development Company, LLC (Waséyabek) is a 100% Tribally-owned holding company formed by the Nottawaseppi Huron Band of the Potawatomi (NHBP) to pursue non-gaming economic diversification activities. The need to diversify Tribal economies is well established, as are successful strategies. Nation building, Tribal community expansion, economic self-sufficiency, and employment opportunities will be supported by the profitable operation and revenue generated by Waséyabek's subsidiary companies - as part of a broader economic development commitment by the Tribe.

Waséyabek was organized in 2011 to pursue economic diversification, and Tribal Council began a search for qualified Waséyabek Board Members in 2013. In 2014, the Waséyabek Board was seated and started building a foundation of policies and procedures to bring to life the vision of Tribal Leadership and Membership. Waséyabek

operates as an independent arm of NHBP, and is governed by a Board of Directors, which is appointed by Tribal Council. Further, the company is modeled after the widely-accepted Harvard Business Project, which focuses on economic development in Indian Country.

In keeping with the Tribe's traditional values, Waséyabek's portfolio-building strategies center around providing for the Tribe's next seven generations. To that end, Waséyabek will:

1. Create a diversified business portfolio and build its asset base to protect against a downturn in gaming revenue. This includes acquiring, developing, and profitably operating companies across target industries such as manufacturing, renewable energy, logistics, distribution, income property, telecommunications, construction, and others that meet the criteria set forth in planning documents. These industries will be further diversified by markets and other factors such as commercial, Federal, real estate, geography, platform, and risk.
2. Once profitable, begin making distributions to the Tribe according to Waséyabek's Operating Agreement and policies, which are approved by the Waséyabek Board of Directors and NHBP Tribal Council.
3. Acquire, hold, and manage companies that produce acceptable net revenue and provide a stable job base from which Tribal members can become employed and build careers without geographic borders.

Vision Elements

"It means showing my girls what the future holds for them. I feel proud of what NHBP has done for their members and the community."

- NHBP Tribal Member

In order for a Tribal organization to move forward in a strategic manner, it is important to identify certain vision elements to guide the organization's progress. The vision, mission statement, and guiding principles laid out below illustrate the Nottawaseppi Huron Band of the Potawatomi's strategic intent for the next 5 years. Of particular focus are the Seven Grandfather Teachings, which have been identified and honored for generations and sets a strong foundation for strategic decision-making and action for the future.

Vision

A vision statement represents a public acknowledgement of where a community wants to be in the future but, more importantly; it states where the community can be based on its own setting and commitment. It is not a wish list of all the things that could come true under the best of circumstances, nor is it a collection of broad goals (e.g., create more employment opportunities for community members).

A vision statement focuses attention on the type of strategic choices that will assist the tribal community in achieving a desired future state and helps measure progress along the way. It is a guide to making informed decisions and strategic choices.

The Vision for the Nottawaseppi Huron Band of the Potawatomi reads:

Embodying the Seven Grandfather Teachings, NHBP will be recognized as a self-determined, sovereign nation. We will protect and promote the cultural, emotional, physical, and financial well-being of our Tribal community for the next Seven Generations.

Mission Statement

A mission statement identifies an organization's primary reason for being and its distinctive competence. A mission statement acts describes broadly how an organization will achieve its vision.

The mission statement of the Nottawaseppi Huron Band of the Potawatomi reads:

NHBP is a self-sustaining Sovereign Nation dedicated to achieving the shared vision of our community. We will preserve our culture and history, build a healthy community, provide essential services, and secure our financial future through strategic decision-making.

Guiding Principles

Seven Grandfather Teachings

Wisdom (Bwakawen)

The mixture of these teachings, combines with the experience of life, is what we refer to as Wisdom. We must remember to listen and use the Wisdom that has been provided by our Elders, tribal leaders, and spiritual leaders

Love (Debanawen)

Knowing Love is to know peace. Our love must be unconditional. We must accept it sincerely and give it freely.

Respect (Wdetanmowen)

A way to honor creation is by showing Respect. We demonstrate Respect by realizing the value of all people and things and by showing courteous consideration and appreciation.

Bravery (Wédaséwen)

Facing a problem with integrity is a true demonstration of Bravery. We do what is right even when the consequences may be unpleasant.

Honesty (Gwékwadsewen)

Facing a situation is to be brave, but having the courage to do the right thing and be truthful is Honesty. When we walk through life with integrity, it is then that we know Honesty.

Humility (Édbeséndowen)

Humility is to know that we are part of creation. We must always consider ourselves equal to one another. We must be aware of the balance and equality of all life, including humans, plants, and animals.

Truth (Débwéwen)

Truth is having the knowledge of our cultural teachings. Our emotional, physical, mental, and spiritual gifts will guide each one of us in our journey.

Strategic Priorities

"It seems that the tribal government thinks ahead and works with the best interests of the members at heart."

- NHBP Tribal Member

Throughout the community input sessions and surveys several theme areas emerged. It was evident that membership placed priority around these areas, and that individual objectives and initiatives congregated under these larger headings. The strategic priorities will serve as over-arching themes, allowing the alignment of goals and objectives with the needs identified by the membership.

Expressing Sovereignty

Sovereignty, the notion and practice of self-governance and self-rule, is vital to the NHBP government and membership. With this practice comes great and broad responsibilities, including but not limited to: sovereign rights of the Nation, protection of individual rights, jurisdictional authority, and the creation and enforcement of laws. Achieving sovereignty in action through the positive influence of tribal leadership in national, state, regional and local relationships that respect the sovereign status of the Tribe enhances the Tribe's ability to progress.

Perpetuating Culture

As a sovereign, the NHBP must express their culture and unique identity. Learning aspects of the culture knowing the history is not enough, as culture is active and alive and needs expressed. Respect for the elders and seeking their wisdom for guidance prolongs the teachings, stories, art, and traditions for future generations. Prioritizing the appropriate incorporation of the language and culture into aspects of daily life within the community and membership strengthens the relationships and bonds. Culture is the connection between our past, our present, and our future.

Building Wellness

To exercise sovereignty and perpetuate the culture, the NHBP must be strong – financially, physically, emotionally, environmentally, and legally. Taking care of financial resources on the Nation-level, as well as providing opportunity for self-sufficiency is key to the fiscal health and wellness of the NHBP. Likewise, the physical health of the membership and community is vital to prolonging the culture, and thereby the sovereignty. Having safe living spaces and assuring basic needs through comprehensive approaches helps individual members to lead fulfilled and productive lives.

Financial Prosperity

Blessed with a strong financial foundation, the NHBP government looks to expand its sovereign influence through sound fiscal management. Opportunities exist to prosper as individual members, as well as the membership as a whole. Additional prospects include career development and ventures for individuals, coupled with the development of pathways to diversify and secure future revenues. Capitalizing on financial prosperity enhances sovereignty and builds community financial wellness.

Organizational Excellence

Addressing the needs of a nation requires a robust system of delivery. NHBP members enjoy a vast array of services and deserve efficiency and effectiveness. Developing the conduit responsible for accomplishing the strategic goals and objectives for maximization is essential. Policy enhancement, advancing protocols, and integration of new systems, along with anticipating financial needs, cultivating

the labor force, seeking outcomes, and deploying a vigorous technology system support the organizational growth necessary to accomplish the vision.

SWOT Analysis

"To me as a youth it is very important to be a member because I can have the opportunity to be different from everyone else, it tells me that I am different and that I come from a different background. I'm beyond blessed to know this, and have the opportunity to learn my culture and who I am and where I come from."

- NHBP Tribal Member

SWOT Analysis is a planning tool used to evaluate the strengths, weaknesses, opportunities, and threats that face a Tribal organization. The analysis is valuable in identifying ways to leverage strengths, mitigate weaknesses, capture opportunities, and defend against threats.

SWOT

The chart below displays the strengths, weaknesses, opportunities, and threats of the tribe.



Analysis

Leveraging Strengths

It is clear that the organization has been able to attract high-quality personnel throughout the organization, and especially at the director level. The high-quality nature includes not only the qualifications of the staff, but also the passion for serving the community as well as the ability to adapt based on the situation. One way to ensure the staff stays energized is to provide additional positive feedback when a staff member goes above and beyond for a community member or another member of the staff. One organization we are familiar with provides opportunities for staff members to highlight exceptional service through a program called, "Caught You Caring." In this program, a staff member can provide another staff member's supervisor with a brief description of how the staff member provided extraordinary service. The supervisor then presents a certificate to the staff member and congratulates them on a job well done. This type of action is low-cost, but it can have tremendous value in encouraging staff. Any of these programs that are put into place should be coordinated through the Human Resources Department.

The Tribe has recently enjoyed financial stability, and a big part of that is due to the stability of the government structure. In order to continue the stability of the government, it is important to continue to engage the community in effective communication. This communication should be as transparent as possible for the benefit of the community. It is good policy for the Tribal Council to communicate broadly and comprehensively in order to present a clear message.

With regards to financial stability, it is vital that the Tribe continue to make the success of WDC a major priority. This can be accomplished by ensuring a healthy separation between the government function and the business function. We recommend allocating a set amount of money to WDC to manage. This will give them the ability to access funds on a timely basis and allows them to move quickly on potential business deals.

Mitigating Weaknesses

The Tribe has seen unbelievable growth over the past several years. In order to keep up with this growth, it is important that the organization continues to stay "right-sized." It is time to consider an overhaul of the departmental structure in order to align the organization properly with the strategic plan. This type of re-org will help address communication, space, technology, and staffing issues. It will also allow the organization to start moving in more of a proactive direction, rather than reacting to issues as they arise. Further, a re-org could examine policies and processes to ensure they are promoting service to the community in an efficient manner.

The first step in this re-org is to hire a CEO. We cannot recommend this priority highly enough. A CEO will allow the Tribal Council to focus on the strategic needs of the Tribe, while the CEO manages the administrative functions. Without a CEO, there will continue to be a reactive mindset throughout the organization.

It is also paramount that the Finance, Human Resources, and IT departments become more strategically involved in the Tribe's operations. The Tribal operations are growing extremely fast and these departments must be a vital part of the strategic process in the future. In fact, it is a best practice to empower the "support services" (Finance, Human Resources, IT, and Procurement) to become true business partners with each of the departments. As a business partner, the support services can understand fully the needs of the department and provide guidance as necessary.

Capturing Opportunities

Bolstering relationships with government agencies is an exercise of sovereignty. The stronger the relationship, the more likely there will be support if and when the Tribe needs it in the future. This is consistent with nation-building. Cultivating and strengthening partnerships with other tribes can lead to additional capabilities throughout the organization as well as increased business opportunities.

Partnerships with non-governmental organizations (NGOs) can lead to additional non-tribal funding sources. Although the long-term goal should be to establish and fully fund a sovereign wealth fund which affords the opportunity for flexibility in decision-making, non-tribal funding sources can provide relief from certain cost centers. Further, an expansion of non-tribal funds would free up additional funds for the sovereign wealth fund.

Defending against Threats

Most of the threats identified revolve around FireKeepers Casino Hotel (FireKeepers). Lower funding from FireKeepers whether that is from an economic downturn, increased competition, or a change in the regulatory environment – is a real cause for concern. It is integral to the long-term sustainability of the Tribe for there to be significant investment into diversifying the tribal economy. WDC is well-positioned as a vehicle for this type of economic diversification.

Evaluation and Reporting

"They are always looking towards the future and how we can help our tribe grow, tribal members to grow and that we all have the resources we need to succeed."

- NHBP Tribal Member

As a living document, this Strategic Plan will be evaluated annually to determine relevancy with current Tribal Membership priorities. If new or modified priorities are determined to be critical to the strategic direction of NHBP, appropriate revisions will be identified (i.e. objectives removed, goals revised, objectives added) and incorporated into the Plan as approved by Tribal Council.

Furthermore, Tribal Council is committed to a formal 5-year strategic planning process to identify and guide the initiatives of the NHBP Tribal Government with significant input from Tribal Membership. Therefore, in 2022, the NHBP will undergo a planning process in which a new 5-year strategic plan shall be developed for the period 2023 – 2027.

Evaluation will occur on an annual basis and may transpire prior to the budgeting process. Review of the progress of the strategic plan and any modifications prior to the budget process will allow more flexibility and autonomy to the directors in order to align the strategic plan and budget appropriately and ultimately provide the best possible service to the Tribal Membership.

Annual Strategic Plan reports will provide reporting on each strategic priority area, goal and objective within the Plan and shall be communicated to the Tribal Membership to achieve the goal of transparency.



Expressing Sovereignty

"It's a cultural and ancestral identity that I treat with honor and pride. It's a history too and a connection to an extended family with a common goal for its people while protecting sovereignty and preserving history, culture, languages, environment and arts."

- NHBP Tribal Member

Priority 1: Expressing Sovereignty
GOAL 1.A. Acquisition of new lands.

Objectives for Goal Achievement:

1. **By 2023, NHBP will acquire new lands consistent with the Land Acquisition Plan.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Additional acreage of land that contains key characteristics of those identified within the Land Acquisition Plan.

What are the potential obstacles/risks to accomplishing this goal?

- Availability of land for sale and/or that matches the Land Acquisition Plan Strategy.
- Cost of land.

What are the tools/resources/strategies necessary to achieve this goal?

- Land Acquisition Plan.
- Expertise in pre-acquisition due diligence.
- Staff and Committee Resources.

What are the measurements/assessments necessary to identify goal achievement?

- Adherence to Land Acquisition Plan.
- Level of pre-acquisition due diligence.
- Amount of acreage acquired that aligns with Land Acquisition Plan.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Purchase documentation (i.e. deeds, etc.).

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Pre-acquisition due diligence strategy training and communication.
- Communication of Land Acquisition Plan procedural strategy.

Who is the audience for this goal?

- Tribal Council, Key Departments, and Tribal Membership.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Land Acquisition Plan Updates.

Priority 1: Expressing Sovereignty

GOAL 1.B. Protection of Tribal Lands and Resources.

Objectives for Goal Achievement:

1. **By 2023, Integrated Resource Management Plans will be completed for all Tribal properties.**
2. **By 2023, NHBP will continue to conduct Section 106 reviews and repatriation.**
3. **By 2021, NHBP will implement the CWA Section 319 Program.**
4. **By 2023, NHBP will increase accessibility to culturally significant natural resources on Tribal lands.**
5. **By 2023, NHBP will improve its resiliency through climate adaptation and sustainability efforts including, but not limited to, flood resiliency, groundwater source assessment, watershed protection, and wildlife habitat restoration.**
6. **By 2019, NHBP will enter into additional cross deputation agreement with applicable jurisdictions.**
7. **By 2020, NHBP will develop a conservation officer program.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Comprehensive analysis of lands and completed IRMP.
- Approved CWA Section 319 Program.
- Tribal Membership accessing new lands and new resources.
- NHBP taking measures to prepare for flood risks.
- NHBP completing an assessment of groundwater source and its characteristics.
- Improved habitat restoration.
- Cross deputation agreements executed.
- Protection of Tribal lands through Conservation Officers.

What are the potential obstacles/risks to accomplishing this goal?

- Time, funding and staff.
- Changes to integrated resource management strategies.
- Changes in climate outpacing pre-disaster mitigation strategies.

What are the tools/resources/strategies necessary to achieve this goal?

- External expertise in land use, engineering, etc.

What are the measurements/assessments necessary to identify goal achievement?

- Number of completed IRMP's.
- CWA Section 319 Program implemented.
- Type of resources accessible and type of access.
- Amount of habitat restored.
- Type of pre-disaster mitigation plans and strategies implemented.
- Groundwater source report.
- Number of cross deputation agreements executed.
- Amount of acreage protected through Conservation Program.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Completed IRMP's and implementation of IRMP strategies.
- CWA Section 319 Program Implemented.
- Pre-disaster mitigation plans.
- Groundwater source report.
- Cross deputation agreements.
- Number of Conservation Officers.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- IRMP findings and strategies.
- CWA Section 319 Program staff training.
- Communication with County jurisdictions for cross deputation negotiation.
- Police Officer training for conservation officer program.

Who is the audience for this goal?

- Tribal Council, key Departments, Committees and Tribal Membership.
- County Sheriffs.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 1: Expressing Sovereignty

GOAL 1.C. Exercise jurisdictional rights of land use.

Objectives for Goal Achievement:

1. **By 2023, all current tribal lands will have been placed in Trust.**
2. **By 2023, NHBP will establish residential land-use designations at applicable off-site properties; Occupancy Agreements and/or MOU/MOA with local Authority Having Jurisdiction (AHJ) to establish and enforce limited Tribal jurisdiction (i.e. housing-related ordinances).**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Lands in trust and all necessary laws and resources needed to effectively regulate uses of properties in place.
- Designation of newly acquired properties (or acquisition of attractive parcels); project development; establishment of MOU/MOA.

What are the potential obstacles/risks to accomplishing this goal?

- Uncertainty regarding federal policy at present time both for adjacent parcels and non-adjacent (off-reservation lands). Inability to maintain/manage relations with local governments or adjacent landowners resulting in opposition to lands going into trust.
- Current off-site landholdings a poor fit for residential development; financial constraints (e.g. acquisition, infrastructure, management); reluctance of local AHJ's.

What are the tools/resources/strategies necessary to achieve this goal?

- Staff time in Legal, Environmental Dept., Housing, and Planning to prepare all documentation needed & to manage process. Commitment to engagement with local governments and neighboring landowners to manage/reduce possible opposition to trust transfer.
- Collaboration of relevant governmental departments and committees; sufficient budgetary allocation for acquisition (as necessary), infrastructure, development; relationship-building/liasing local AHJ's.

What are the measurements/assessments necessary to identify goal achievement?

- Acreage of land under tribal jurisdiction.
- Phased initiative; establish multi-year, stepped approach to complete.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Federal Register Publication of Final Decisions.
- Relevant reporting on initiative.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Identify sources of legal and political opposition to trust applications for each parcel and develop mitigation strategies.
- Regular reporting to government committees; public-input and reporting sessions.

Who is the audience for this goal?

- Tribal Council; Planning/Environment/Communications Departments; Local governments/adjacent property owners.
- Tribal Membership.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Increased coordination of communications/messaging by key "audience" groups.
- Schedule; budget.

Priority 1: Expressing Sovereignty
GOAL 1.D. Exercise Treaty Rights.

Objectives for Goal Achievement:

1. By 2023, NHBP is prepared to litigate/negotiate agreement to re-affirm Hunting Rights.
2. By 2023, NHBP is prepared to litigate/negotiate agreement to re-affirm Fishing Rights.
3. By 2023, NHBP is prepared to litigate/negotiate agreement to re-affirm Gathering Rights.

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Ability to leverage negotiation of Consent Decree with State or successfully defend assertion of rights.

What are the potential obstacles/risks to accomplishing this goal?

- Inability to manage timing due to NHBP Member political pressure. Lack of support to devote resources to effort. Loss of support for coordinated effort with other Tribes. Change in judiciary which increases risk.

What are the tools/resources/strategies necessary to achieve this goal?

- Staff time (Legal, Tribal Council, Environmental Department); financial resources for research/experts; Community support/engagement.

What are the measurements/assessments necessary to identify goal achievement?

- Incremental increase in activities which lead to legal confirmation of rights & implementation of treaty hunting, fishing and gathering activities.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Negotiated agreement or successful litigation decision. Adoption of regulatory codes.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Communicate strategy & need for patience to NHBP Membership; subtle/incremental messaging to non-tribal stakeholders to prepare for more direct assertion.

Who is the audience for this goal?

- Tribal Council/NHBP Membership; State government & stakeholders.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Need to plan for contingency in the event issues are driven by external risks.

Priority 1: Expressing Sovereignty

GOAL 1.E. Amendments to existing Tribal codes and development of new Tribal codes.

Objectives for Goal Achievement:

1. By 2023, NHBP will have adopted the following codes: Supplement Children’s Protection Code; Mental Health Code; Child Support, Paternity, Child Custody; and Marriage/Divorce; Probate Code.
2. By 2023, NHBP will have adopted comprehensive codes needed to promote economic development and entrepreneurship initiatives on NHBP Lands & by Tribal Membership.
3. By 2023, NHBP will adopt comprehensive Land Use, Zoning and Building Codes for Tribal Lands.
4. By 2023, NHBP will adopt comprehensive codes for environmental protection & resource use on Tribal lands.

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Adoption of Code.

What are the potential obstacles/risks to accomplishing this goal?

- Other demands on staff/Council time; lack of resources/facilities to support infrastructure needed to implement codes; Lack of community support; subject matter expertise lacking.

What are the tools/resources/strategies necessary to achieve this goal?

- Staff time in Legal, other Departments. Community support & time on Council agenda. Understanding of costs and other resources associated with implementing Codes/undertaking regulatory responsibilities.

What are the measurements/assessments necessary to identify goal achievement?

- Adoption and implementation via budgeting.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Code updated and published. Utilization of the code, permitting, etc.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Understanding Community need (how Codes can best serve NHBP Community & sovereignty promotion); prioritize Codes; develop administrative process/plans for development and implementation of Codes.

Who is the audience for this goal?

- Tribal Council; NHBP Membership; Other governments; Departments.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Plan for/build in process to evaluate effectiveness of implementation of Codes.



Perpetuating Culture

I've been told I was a member ever since I could understand. I was taught to be proud of my heritage.

- NHBP Tribal Member

Priority 2: Perpetuating Culture

GOAL 2.A. Public outreach to increase awareness of NHBP and Tribal culture.

Objectives for Goal Achievement:

- 1. By 2023, NHBP will continue public outreach to schools, universities, and other organizations to increase cultural awareness.**
- 2. By 2020, NHBP will outreach to State, Federal, and Local Agencies regarding education and awareness of Tribal law, Tribal history, cultural norms.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Increased cultural awareness among non-Tribal groups.
- Improved collaboration with State, Federal, and Local Agencies.

What are the potential obstacles/risks to accomplishing this goal?

- Lack of willingness to allow Tribal representatives to provide cultural awareness education and outreach.

What are the tools/resources/strategies necessary to achieve this goal?

- Staff.

What are the measurements/assessments necessary to identify goal achievement?

- Improved cultural awareness.
- Improved collaboration.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- N/A

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Communication to non-Tribal groups.

Who is the audience for this goal?

- Non-Tribal groups.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 2: Perpetuating Culture

GOAL 2.B. Revitalize the Bodéwadmí language.

Objectives for Goal Achievement:

1. **By 2023, NHBP will expand language, culture, ceremonial, and historical teaching to the Grand Rapids and Grand Haven area.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Increased understanding of language, culture, ceremonial, and historical teachings in the Grand Rapids and Grand Haven area.

What are the potential obstacles/risks to accomplishing this goal?

- Lack of participation, staff to outreach, funding.

What are the tools/resources/strategies necessary to achieve this goal?

- Staff, facilities.

What are the measurements/assessments necessary to identify goal achievement?

- Amount of increased knowledge in these areas.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- N/A

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Communication of expansion of program area.

Who is the audience for this goal?

- Tribal Membership.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 2: Perpetuating Culture

GOAL 2.C. Increase the knowledge of the NHBP culture, history, language, and traditions.

Objectives for Goal Achievement:

1. **By 2022, NHBP will successfully host the 2021 Potawatomi Gathering.**
2. **By 2023, NHBP will promote the understanding of Tribal history, historical trauma and cultural norms.**
3. **By 2021, NHBP will conduct community outreach regarding Tribal history.**
4. **By 2023, provide a marketplace for Native American made arts and crafts.**
5. **By 2021, collaborate with the Culture Department to allow Tribal Members to develop artisan skills.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- High participation and positive response from those attending the Gathering.
- Excellent facilities and resources made available to the Gathering participants.
- Increase sales and increase number of Native vendors.
- Increase in number of Artists selling arts and crafts at Bkedé O Mshiké.
- Increase in number attending classes AND increase in skill level.

What are the potential obstacles/risks to accomplishing this goal?

- Participation level.
- Shrinking customer demand/economy.
- Lack of entrepreneurial drive .
- Stay up-to-date on ecommerce technology; online marketing; and visiting Artisans.
- Funding for training, supplies, and tools; Qualified trainers.

What are the tools/resources/strategies necessary to achieve this goal?

- Key Departments.
- Committees.
- Facility upgrades.
- Stay up-to-date on ecommerce technology; online marketing; and visiting Artisans.
- Funding for training, supplies, and tools; Qualified trainers.

What are the measurements/assessments necessary to identify goal achievement?

- Participant feedback.
- Internal assessment post-Gathering.
- Sales and Number of vendors.
- Sales and Number of Tribal Members as vendors.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Sales and Number of vendors.
- Sales and Number of Tribal Members as vendors.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Marketing of Gathering to all Potawatomi Nations.
- Social media; local media; Turtle Press; Outreach to Tribal events.
- Social media; Turtle Press; Outreach to Tribal events.

Who is the audience for this goal?

- Potawatomi Nations.
- Tribal Members, Other Tribes, and non-Native.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Changes to website and other technologies involved in procurement; shipping and receiving.



Financial Prosperity

NHBP seems to diversify their holdings and invests wisely. NHBP seemed to be very financially savvy with the opening of the casino and quick repayment of loans.

- NHBP Tribal Member

There's two ways to go about this for economic development. You can think about it being short term and invest in everything else – youth, culture, education, health, etc. Or you can go long-term and invest more in economic development because sooner or later it's gonna come back around and towards you and help you out long-term.

- NHBP Tribal Youth

Priority 3: Financial Prosperity

GOAL 3.A. Increase economic diversification to offset the financial dependence on gaming.

Objectives for Goal Achievement:

1. **By 2023, WDC will continue to pursue economic development opportunities under the guidance of the Board of Directors and adherence to the Board and Tribal Council-approved Strategic Plan for the company.**
2. **By 2023, NHBP HHS will increase revenue generation thereby reducing reliance on General Funds.**
3. **By 2023, NHBP will continue to evaluate per capita distributions to Tribal Membership.**
4. **By 2023, NHBP will continue to evaluate the Revenue Allocation Plan.**
5. **By 2023, NHBP will increase the level of financial literacy among Tribal Membership.**
6. **By 2023, NHBP will evaluate revenue generating opportunities through the Section 106 process.**
7. **By 2023, Federal, State, and Local grants will be secured to benefit Tribal Government activities.**
8. **By 2023, NHBP will continue to manage the Tribe's short-and long-term investments consistent with approved policies to ensure financial stability. At least annually, The CFO will review the Tribe's investment policy statements and make recommendations for updates as necessary.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Reduction of use of General Funds.
- Increased financial literacy among Tribal Membership.
- Grants that strategically complement Department goals, and assist in achieving Department goals.

What are the potential obstacles/risks to accomplishing this goal?

- Legislative changes, decreased utilization of services, staff turnover, space, software, training, approval process for contracts, Legal Dept., Financial Dept., market change, grant awards.
- Difficulty incorporating financial literacy program requirements into program requirements.
- Funding unknowns.

What are the tools/resources/strategies necessary to achieve this goal?

- Contracts, staffing, marketing, software, space, grant awards.

What are the measurements/assessments necessary to identify goal achievement?

- Financial Statements.
- Financial literacy program completion (program has built-in evaluation of literacy level).
- Percentage of grant awards to General Fund allocation.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Financial Statements.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Policies.
- Software.

Who is the audience for this goal?

- Tribal Council, Tribal Membership.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Grant awards.
- Change in literacy program.

Priority 3: Financial Prosperity

GOAL 3.B. Increase the number of successful NHBP Tribal Membership entrepreneurial start-ups.

Objectives for Goal Achievement:

1. By 2021, NHBP will provide small business preparation classes.
2. By 2019, Bkedé O Mshiké will provide an outlet for Tribal Members to sell their arts and crafts.
3. By 2022, NHBP will have established a small business loan program and provide small business loans to the NHBP Tribal Membership.

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Number of Tribal Members successfully completing small business preparation class and successfully completing business plan.
- Multiple Tribal Members selling their arts and crafts.
- Small business financial assistance provided to Tribal Membership.

What are the potential obstacles/risks to accomplishing this goal?

- Lack of need/interest from Tribal Membership in this program.
- Artisan supply.

What are the tools/resources/strategies necessary to achieve this goal?

- Outside small business development expertise.
- Bkedé O Mshiké physical space to provide product placement.

What are the measurements/assessments necessary to identify goal achievement?

- Number of Tribal Members successfully completing small business preparation class and successfully completing business plan.
- Number of Tribal Members selling arts and crafts at Bkedé O Mshiké.
- Number of small business loans.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Class completion and business plans.
- Sales.
- Small business loan amounts.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- New program communication to Tribal Membership.

Who is the audience for this goal?

- Tribal Membership.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?



Building Wellness

It means so very much to me and has greatly enriched my life and the lives of my family. The spiritual enrichment alone has given me a comfort I was lacking and helped me find what I was looking for. The community health services and financial aid has been appreciated beyond words. I feel I belong and take great comfort in that.

- NHBP Tribal Member

Priority 4: Building Wellness

GOAL 4.A. Improve communication and transparency to the Tribal Membership.

Objectives for Goal Achievement:

1. By 2020, NHBP will revise the content and frequency of the Turtle Press to meet the needs of the Tribal Membership.
2. By 2023, NHBP will implement community outreach communication media that meet the needs of the Tribal Membership.

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Tribal Membership informed through the Turtle Press publication.
- Multiple media strategies implemented to meet the needs of all Tribal Membership.
- Successful use of livestream.

What are the potential obstacles/risks to accomplishing this goal?

- Tribal Membership needs change in method of and frequency of Turtle Press publication.
- Funding.
- Utility.
- Network connectivity.

What are the tools/resources/strategies necessary to achieve this goal?

- Revised publication strategy.
- In-house printing ability.
- Technology, internet connectivity.

What are the measurements/assessments necessary to identify goal achievement?

- Increased Tribal Membership satisfaction in Turtle Press content and frequency.
- How user-friendly are the various media.
- Frequency of use.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Percentage of Tribal Membership use.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Outreach to Tribal Membership.

Who is the audience for this goal?

- Tribal Membership.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Revise Turtle Press publication and content strategy if necessary.
- Revise media types based on needs.

Priority 4: Building Wellness

GOAL 4.B. Increase NHBP community engagement.

Objectives for Goal Achievement:

1. By 2023, the NHBP HHS will increase our community engagement.

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- More community involvement in decision making and programming.

What are the potential obstacles/risks to accomplishing this goal?

- Historical trauma, trust, transportation, communication, collaboration with other departments, time, staffing, relationships, silos, event policy, evidenced-based practices, space, hiring process, staffing turn over.

What are the tools/resources/strategies necessary to achieve this goal?

- Funding, food, space, coordination/collaboration, time, incentives, communication, culture, staffing.

What are the measurements/assessments necessary to identify goal achievement?

- Baseline program and participation data.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Attendance/sign-in sheets.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Attendance/sign-in sheets.

Who is the audience for this goal?

- Tribal Membership.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 4: Building Wellness

GOAL 4.C. Enhance/expand programs and services to the Tribal Membership.

Objectives for Goal Achievement:

1. **By 2019, NHBP HHS will develop and implement a CHIP to address the chronic health and social needs of the NHBP members.**
2. **By 2020, NHBP HHS will align and expand services available as identified by the community data.**
3. **By 2023, NHBP will continue to evaluate the Healthcare Program.**
4. **By 2019, NHBP will evaluate a Tribal Member Benefit Program in compliance with the General Welfare Exclusion Act.**
5. **By 2020, NHBP will survey Tribal Members age 18 – 49 to determine their program needs.**
6. **By 2020, NHBP will expand services that holistically address young child wellness ages 0-8.**
7. **By 2020, NHBP will offer hunter safety, firearm safety, and Rape Aggression Defense (RAD) trainings.**
8. **By 2023, NHBP will provide high speed internet service to residents of the Pine Creek Reservation.**
9. **By 2023, NHBP will provide new housing-related services: (a.) Off-site (semi-local) 'Homeownership' programming; (b.) Off-site (semi-local) rental housing (mixed income, fair market).**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Development and implementation of Community Health Improvement Plan.
- Services and programs aligning with identified community needs.
- Funding, staffing, time, data, space, software, relationships, engagement, collaboration with other departments.
- Understanding of program needs of Tribal Membership age 18 – 49.
- Programs for youth ages 5 – 8 successfully implemented to meet the needs of the Tribal Membership.
- Pine Creek residents have access to high speed internet.
- Approval of new and expanded housing services (program scope, policy/procedure); administration of programs.
- Foster families licensed and available.

What are the potential obstacles/risks to accomplishing this goal?

- Software, Government-wide understanding of health determinants and each department's contributions, capacity, technology, community engagement, collaboration with other departments, data integrity,
- Survey participation.
- Lack of financial resources to address needs of surveyed age group.
- Participation.
- 'Logistical' (i.e. inter-state delivery of benefits); unfamiliar codes and other restrictions; difficulty in establishing lien interest (DPAP, RRAP).
- Availability of licensed families.

What are the tools/resources/strategies necessary to achieve this goal?

- Software, training, CHNA, HIM, method to ensure data integrity, CHIP, Service data, QIPM plan metrics.
- Survey.
- Staff, program supplies, facilities.
- Fiber optic expansion for high speed internet.
- Budgetary, legal consultation.
- Training and licensure of foster families.

What are the measurements/assessments necessary to identify goal achievement?

- Community Health Needs Assessment, Community Health Improvement Plan, service data, QIPM plan metrics.

10. By 2023, NHBP will expand housing-related services: (a.) Out-of-state major program assistance (i.e. Down Payment Assistance, Home Repair/Renovation Assistance); (b.) Out-of-state strategic services (i.e. direct assistance, emergency services).

11. By 2023, NHBP will increase the number of Tribal foster families.

- Community Health Needs Assessment, Satisfaction Surveys, OPS reports.
- Survey results and analysis.
- Program evaluation of 5 – 8 year old Tribal Membership.
- Expansion of high speed internet service area.
- Establish and track operation of new and expanded programming.
- Number of foster families licensed.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Community Health Needs Assessment, Community Health Improvement Plan, service data, QIPM plan metrics.
- Annual Service Plan, Community Health Needs Assessment, Satisfaction Surveys, OPS reports, Annual Report.
- Survey reports.
- 5 – 8 year old program satisfaction surveys.
- Internet service mapping.
- Track operation of new and expanded programming.
- Track number of licensed families and placements.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Communicate findings to Tribal Membership via multiple media.
- Announce program opportunities.
- Special communication to Tribal Membership regarding operation of new and expanded programming.

Who is the audience for this goal?

- NHBP Membership, staff, community.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Needs adequately considered; scope of services.

Priority 4: Building Wellness

GOAL 4.D. NHBP will become a leader in the area of environmental sustainability and climate adaptation.

Objectives for Goal Achievement:

1. **By 2023, NHBP will have adopted a Sustainable and Green Building Code.**
2. **By 2020, NHBP will convert a minimum of 25% of its GSA fleet to hybrid or PHEV.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Code developed.
- Conversion of 25% of NHBP GSA fleet.

What are the potential obstacles/risks to accomplishing this goal?

- Code research may be outdated due to today's constant change in environmental codes.
- Available vehicles at reasonable cost for lease.

What are the tools/resources/strategies necessary to achieve this goal?

- Outside expertise/resources in the area of sustainable codes.
- Fleet supply.

What are the measurements/assessments necessary to identify goal achievement?

- Code completion and content assessment for utility.
- Number of hybrid/PHEV vehicles compared to total fleet.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Code.
- Number of hybrid/PHEV vehicles.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Code orientation to NHBP staff.

Who is the audience for this goal?

- NHBP Tribal Government.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 4: Building Wellness

GOAL 4.E. Increase the level of NHBP Tribal Member employment within the NHBP Tribal Government.

Objectives for Goal Achievement:

1. **By 2023, Tribal Member graduation rates will increase in fields that prepare them for NHBP employment.**
2. **By 2021, NHBP will develop a career track program within the NHBP Tribal Government.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Increased graduation rates (2018 compared to 2022).
- Increased employment of NHBP Tribal Members in NHBP Government.
- Career track program developed and utilized.

What are the potential obstacles/risks to accomplishing this goal?

- Funding for financial assistance.

What are the tools/resources/strategies necessary to achieve this goal?

- Financial assistance, staff.

What are the measurements/assessments necessary to identify goal achievement?

- Number of students that graduate.
- Types of majors, minors, etc.
- Number of career track program participants.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Graduation rates.
- Tribal Membership employment.
- Career track program participants.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Outreach to Tribal membership in education assistance programming, employment, and career track program.

Who is the audience for this goal?

- Tribal Membership.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 4: Building Wellness

GOAL 4.F. Enhance existing and add new NHBP facilities to meet the needs of Tribal Government operations.

Objectives for Goal Achievement:

1. **By 2023, NHBP will have completed capital improvement projects as defined within the Capital Improvement Plan.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- New and renovated Government facilities completed that meet the needs of NHBP programs.

What are the potential obstacles/risks to accomplishing this goal?

- Funding, land, time.

What are the tools/resources/strategies necessary to achieve this goal?

- Outside expertise (architects, engineers, etc.).

What are the measurements/assessments necessary to identify goal achievement?

- Number of new facilities and square footage added.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Staff transparency on timing of construction completion and program design within the facilities.
- Tribal Membership on timing of construction completion and program design within the facilities.

Who is the audience for this goal?

- Tribal Membership and NHBP staff.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 4: Building Wellness

GOAL 4.G. Enhance the protections of Tribal Membership, facilities, data, and other assets.

Objectives for Goal Achievement:

1. By 2021, NHBP will have adopted comprehensive Tribal emergency preparedness plans.
2. By 2021, NHBP will implement an emergency alert notification system for proper notification to Tribal Membership.
3. By 2021, NHBP will implement a data disaster recovery plan.

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Plans completed to protect the NHBP facilities, staff, and Membership.
- Alert notification system established with high utility.
- Data disaster recovery plan completed and functioning.

What are the potential obstacles/risks to accomplishing this goal?

- Funding for outside expertise.
- Federal review of Plans that require Federal authorization.
- Funding.

What are the tools/resources/strategies necessary to achieve this goal?

- Emergency Management consultant.
- Funding.
- Federal technical assistance in Plan preparation and review.
- Research into emergency alert systems.
- Staff time to develop recovery plan.

What are the measurements/assessments necessary to identify goal achievement?

- Plan completion.
- Usefulness and functionality of the system.
- Capacity to implement data disaster plan.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Plans.
- Alert system enrollment rate of Tribal Membership and Employees.
- Data disaster recovery testing and reports.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Staff training on roles, responsibilities, etc.
- Training to Tribal Membership.

Who is the audience for this goal?

- Tribal Council, and Tribal Employees.
- Tribal Membership and Employees.
- Employees.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?



Organizational Excellence

Increase transparency of financial information. Review the organizational structure of NHBP and adjust the staffing ratios to make sense for the size of the membership. We seem to have some over-staffing in some departments and understaffing in others.

- NHBP Tribal Member

Priority 5: Organizational Excellence

GOAL 5.A. Improve and maintain policies, procedures, best practices, and quality control to be an efficient and effective Tribal Government.

Objectives for Goal Achievement:

1. **By 2023, NHBP will establish streamlined and standardized purchasing practices.**
2. **By 2023, NHBP will maintain appropriate financial internal controls to safeguard the Tribe's assets and ensure clean audits through 2022 and beyond.**
3. **By 2023, NHBP will revise HR Policies & Procedures to change employee culture and welcome millennials.**
4. **By 2023, NHBP will complete a comprehensive review and update of policies and procedures.**
5. **By 2021, NHBP Police Department will strive to achieve full BIA compliance within their program reviews.**
6. **By 2021, NHBP will improve inter-Governmental communication and collaboration strategies.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Efficiency and cost-savings realized in purchasing. Reduction in staff time devoted to purchasing/contract review & approval. Frees up staff time to be devoted to program management/development.
- Clean audits.
- All HR Policies & Procedures are updated.
- Full compliance.

What are the potential obstacles/risks to accomplishing this goal?

- Institutional/personnel resistance. Insufficient resources in purchasing.
- Internal controls prohibitive to efficient Department operations.
- Non-approval of policies.
- Time constraints.
- Funding, compliance changes.

What are the tools/resources/strategies necessary to achieve this goal?

- Understanding of specific goods and services needed across all departments. Inventory goods/services and current vendors. Develop standardized documents to guide procurement process and procedures which utilize standard contract forms/terms.
- Review of Tribal Fair Practices Employment Code.
- Current HR Policies & Procedures.
- Time.
- Staff resources, management systems, facility improvements.

What are the measurements/assessments necessary to identify goal achievement?

- Increase in the amount of overall purchasing that is completed utilizing NHBP Contract forms/terms. Reduction in program staff and Tribal Council time devoted to procurement/contracting.
- Ongoing clean audits achieved.
- Completed revised HR Policies & Procedures.
- Team Members have been trained on new policies.
- Compliance report.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Signed acknowledgements by employees that they have reviewed the revised policies.
- BIA compliance report.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Department manager buy-in on the benefits of moving in this direction. Tribal Council buy-in on benefits of delegating authority under a streamlined purchasing system.
- Training staff of internal controls if these controls affect the management of their Departments.
- All Staff Meetings to update employees on new policies.
- Police Department staff training on compliance measures.

Who is the audience for this goal?

- Tribal Council; Finance Department Leadership; Leadership.
- HR Team and all employees.
- Police Department.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Change in culture that fears loss of control over purchasing authority.
- Research by HR Manager/Director.
- Revised HR Policies and Procedures.
- Training of Leadership and rest of employees on policies and procedures.
- Compliance findings are corrected.

Priority 5: Organizational Excellence

GOAL 5.B. Implement comprehensive recruitment and retention strategies that maintain a high quality workforce.

Objectives for Goal Achievement:

- 1. By 2019, NHBP will collect and monitor employee satisfaction and make adjustments as needed to maintain a high level of satisfaction.**
- 2. By 2019, NHBP will develop an orientation/on-boarding program.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Employee Satisfaction Surveys conducted twice a year.
- New Hires have an understanding of the organization as a whole and have met the Leadership Team. They also leave with an understanding of the HR Policies & Procedures and have the beginning tools to be successful in their positions.

What are the potential obstacles/risks to accomplishing this goal?

- Monetary resources to hire a TPA to administer the surveys.
- Employees fear lack of guaranteed anonymity in participating in Surveys.
- Resistance by managers to develop action items to address areas needing improvement.
- Time constraints for development of program.
- Time constraints for departmental leaders to participate in Orientation/Onboarding of new team member.
- New Hires will come in on pre-designated dates.
- Limitations on training abilities of those departmental members participating in the program.

What are the tools/resources/strategies necessary to achieve this goal?

- Selection of TPA.
- Setup of computers in HR Training Room for team members to participate in survey.
- Documents from surveys to review employee feedback.
- Completed PowerPoint Presentation.
- Participating departmental team members.
- Training of mentors/job coaches for new hires.
- Follow up with team members after hire date at 1 week, 2 weeks, 30 days, 60 days, and 90 days, 6 months.

What are the measurements/assessments necessary to identify goal achievement?

- Survey scores and statements to guide leadership in increased employee satisfaction.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Completed assessments.
- Surveys at the designated intervals.
- Engaged new hires.
- Completed surveys by new hires.
- Completed orientation Power Point presentation.
- Orientation evaluations completed.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Communication and encouragement to employees by leadership team to participate in employee satisfaction survey and be honest.
- Power Point Presentation Program for New hires.
- Trained participants.
- Trained Mentors.

Who is the audience for this goal?

- Employees.
- New hire employees.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Approval of funds for outside TPA.
- Completely revised orientation program.
- Development of Program Surveys.

Priority 5: Organizational Excellence

GOAL 5.C. Implement a comprehensive workforce development program.

Objectives for Goal Achievement:

1. **By 2023, NHBP HHS will have an established Workforce Development Plan.**
2. **By 2020, NHBP will have developed a culture apprenticeship program.**
3. **By 2023, NHBP will have a training curriculum developed for Team Members that supports leadership & promotes employee engagement and incorporates the Seven Grandfather Teachings.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Plan developed and implemented.
- A training curriculum for leadership to assist them in performing their responsibilities to the team members such as disciplinary action, evaluation of job performance, coaching and development of team members based on Seven Grandfather Teachings. The end result would be a consistent approach to leading our team members and an engaged workforce.

What are the potential obstacles/risks to accomplishing this goal?

- Capacity, staffing, funding, collaboration with other depts., policies, Codes, location, multiple sites, licensing/regulations, time.
- Addition of training to Employee Relations Specialist job description.
- Time constraints and other responsibilities that are present.
- Level of technical knowledge within HR Department.
- Level of knowledge for development of training curriculum within the HR Department.

What are the tools/resources/strategies necessary to achieve this goal?

- Training, collaboration with other depts., funding, time, policies, Codes, expertise.
- Training of Employee Relations Specialist to be able to develop the Leadership Curriculum.
- Monetary resources for the development of training guides.
- Revision of duties to create time for the Employee Relations Specialist to develop curriculum.

What are the measurements/assessments necessary to identify goal achievement?

- Adoption and implementation of plan.
- Course Curriculum for Leadership Team Members.
- Enrolled team members in courses.
- Knowledgeable trainers.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Completed plan.
- On-line course catalog for team members to enroll in courses.
- Training certificates issued to team members designating completion of courses.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Communication to managers, employees, etc.
- Training seminars for Employee Relations Specialist to assist in development of curriculum.

Who is the audience for this goal?

- Staff, NHBP Members.
- HR Team. Ultimately, the leadership team and other team members.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Addition of responsibilities to Employee Relations Specialist job description.
- Training seminars – “Train the Trainer”.
- Knowledge of subject matter and ability to develop the course subject matter.

Priority 5: Organizational Excellence

GOAL 5.D. To provide high functioning and safe facilities to the NHBP Membership and employees.

Objectives for Goal Achievement:

1. By 2023, NHBP will continue to optimize the useful life of facility assets.
2. By 2023, NHBP will expand water/sewer infrastructure as needed with land acquisition and new residential development.
3. By 2023, NHBP will keep NHBP roadways safe through proper repairs and maintenance.
4. By 2023, NHBP will complete property maintenance of newly acquired lands.
5. By 2021, NHBP will enhance the DPW facility to include an automatic carwash.
6. By 2023, NHBP will continue to provide preventative maintenance for fleet.
7. By 2023, NHBP will continue to provide preventative maintenance for facility large/small equipment, generators, HVAC, etc.
8. By 2021, NHBP will establish internet connectivity speeds that match the needs of the Departments.

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Facility assets utilized up to and beyond their life expectancy.
- Expansion of water/sewer properly planned and installed.
- Timely road repairs.
- Internet connectivity supports high functioning Department activities with no delays or lack of connectivity.

What are the potential obstacles/risks to accomplishing this goal?

- Funding for maintenance, repairs, and unforeseeable asset faults.
- Distance from centralized systems may be cost prohibitive.
- Funding for system expansions.
- Equipment and funding.
- Service provider.

What are the tools/resources/strategies necessary to achieve this goal?

- Training, outside expertise.
- Road repair equipment.
- Funding.

What are the measurements/assessments necessary to identify goal achievement?

- Asset useful life achieved.
- Feasibility study and expansion documentation.
- Safe environment.
- Connectivity speed tests.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Asset replacement inventory.
- As-built drawings and system basis of design.
- Connectivity speed tests.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Staff training.

Who is the audience for this goal?

- Key Department Staff.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 5: Organizational Excellence

GOAL 5.E. To provide quality and fully responsive support services to NHBP Departments.

Objectives for Goal Achievement:

- 1. By 2023, NHBP will fully develop and cross-train the Human Resources team capable of responding to the needs of the Tribal Government.**
- 2. By 2023, NHBP Communications will increase capacity to meet the needs of the Tribal Government initiatives.**
- 3. By 2023, NHBP will evaluate the scope of services being provided to Tribal members each year through 2023, and right-size the Finance Department to keep pace with the Tribe's financial responsibilities.**
- 4. By 2020, NHBP will develop a robust Human Resource Information System (HRIS) to support strategic decisions and the ability to store employee information on-line.**
- 5. By 2020, NHBP will add additional skilled facility staff to meet the needs of the Tribal Government.**
- 6. By 2023, Bkedé O Mshiké will act in a support service role to other NHBP Departments in providing: Native gifts, apparel, and other one of a kind procurement.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- A fully educated and cross-trained HR team able to assist any team member and meet the needs of the organization.
- Finance staff increased to support Departments.
- Ability to view and retrieve employee data on-line and to run reports to support strategic decisions.
- Bkedé O Mshiké increases sales due to Department demand.

What are the potential obstacles/risks to accomplishing this goal?

- Day to day work load of present HR Team Members.
- Limited knowledge in some areas.
- Unable to pursue the organization of HR Department from HR Specialists to HR Generalists.
- Limitation on being able to hire the right individuals for the right positions due to Preference Policy. May present limitations in hiring the best individual for the position as you do not know whether or not they are committed and their interest level.
- Resistance to change.
- Funding.
- Time constraints for HR Team to train on software.
- Selection of the right software.
- Willingness of HR Team to embrace new methods of retrieving data.
- Department budgets may have decrease in giveaways, etc.

What are the tools/resources/strategies necessary to achieve this goal?

- Rewrite job descriptions for positions of HR Generalist I & II.
- Develop Employee Relations Specialist – Enhanced in the area of Training.
- Education/Seminars and pursuit of HR Certifications such as PHR, SPHR, SHRM – SCP, and SHRM- CP.
- Recruitment of varying levels of knowledgeable, skilled HR team members in the discipline of Human Resources.
- Cross-train team members.
- Encourage pursuit of higher education and certifications.
- Recruitment of finance staff.
- Monetary resources to purchase/lease HRIS.
- Selection of HRIS.

- Time to train HR Team Members and populate with employee data.
- Training of employees on how to use the self-service module to submit information into the software.
- Procurement.

What are the measurements/assessments necessary to identify goal achievement?

- HR Team Members are able to assist any team member with most of their concerns despite the position.
- All HR Team Members are fully certified with national certifications.
- All HR Team Members have a higher level education.
- Each higher level within the HR department has a person trained to replace him/her when they leave their position.
- Qualified finance staff hired.
- Running reports on demand from the HRIS.
- Employees submitting data directly into HR/Payroll from Self-Service module.
- Ability to view documents and employee information on-line.
- Increase in sales.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Certificates of achievement, diplomas/transcripts.
- Ability to produce documentation on demand by HR team members.
- Assisting with strategic analysis of Human Capital for future consideration and development.
- New finance staff hired.
- Running reports on demand.
- Sales.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Development of job descriptions for revised positions.
- Enrollment in higher education.
- Enrollment in study groups for certifications.
- Seminars/Webinars.
- Software training.
- Communication and training to all employees on self-service module.
- Procurement and inter-department customer service.

Who is the audience for this goal?

- HR Team and ultimately the servicing of team members and Tribal Council.
- HR Team and Employees of NHBP.
- NHBP Departments and Committees.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Approval of revised HR Organizational Chart and ability to repost positions.
- Additional positions added to the HR Team to allow for the training education time necessary to reach this goal.
- Support & cooperation of HR team members.
- Monetary resources approved in Budget 2018 and in going forward.
- New software.

Priority 5: Organizational Excellence

GOAL 5.F. Enhance partnerships with Tribal, Federal, State, and other jurisdictions.

Objectives for Goal Achievement:

1. **By 2023, NHBP will connect with partners that have a shared vision of NHBP.**
2. **By 2020, NHBP will continue to implement the School Resource Officer Program within the Athens Area Schools.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Strategic partnerships established that move the NHBP mission forward.
- School Resource Officer program accepted within the Athens Area Schools.

What are the potential obstacles/risks to accomplishing this goal?

- Lack of partner assessments to determine if they do align.
- Lack of support for the program.

What are the tools/resources/strategies necessary to achieve this goal?

- Contacts and resources within the community to identify partners.
- Sustainable funding beyond grant funding.

What are the measurements/assessments necessary to identify goal achievement?

- Internal assessment to understand if the partners do align with the NHBP mission.
- Support from the Athens Area Schools leadership.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Memorandum of Agreement.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- School Resource Officer program communicated to parents and students.

Who is the audience for this goal?

- Tribal Council and Departments.
- Athens Area Schools.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

Priority 5: Organizational Excellence

GOAL 5.G. Establish program evaluation to measure program effectiveness.

Objectives for Goal Achievement:

1. **By 2023, NHBP HHS will establish and implement a quality improvement plan.**
2. **By 2021, NHBP will have an established evaluation plan to measure grant project compliance and effectiveness.**
3. **By 2020, NHBP will complete organizational assessments and evaluations of Tribal Governmental Departments and areas as identified and prioritized by Tribal Council through the Chief Executive Officer or designee.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Creation of a defined standardized quality improvement plan.

What are the potential obstacles/risks to accomplishing this goal?

- Time, software, expertise.

What are the tools/resources/strategies necessary to achieve this goal?

- Training, expertise/consultation.

What are the measurements/assessments necessary to identify goal achievement?

- Defined within the plan.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- Quality Improvement Performance Measurement Plan.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Staff education, choosing auditing tools, specific accreditation training.

Who is the audience for this goal?

- Staff, patients, community, partners.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Continuous Quality Improvement cycles targeting performance measures.

Priority 5: Organizational Excellence

GOAL 5.H. Establishing and maintain culturally-relevant best practices.

Objectives for Goal Achievement:

1. **By 2022, NHBP Health & Human Services will be at Level VI integration according to the SAMHSA Integration Scale.**

Evidence/Outcomes for Goal Achievement:

What does success look like for accomplishing this goal?

- Full collaboration in a transformed/merged practice.

What are the potential obstacles/risks to accomplishing this goal?

- Space, funding, staffing, supplies/materials, software system, time, resistance, outcome expectations not yet established.

What are the tools/resources/strategies necessary to achieve this goal?

- Space, funding, staffing, supplies/materials, trainings.

What are the measurements/assessments necessary to identify goal achievement?

- Completion of the SAMHSA Integration Assessment Toolkit.

Results/Analysis for Goal Achievement:

What outcome documentation is necessary to demonstrate goal achievement?

- SAMHSA Integration Assessment Toolkit, South Central Foundation's (SCF) Plan for integration.

Utilization/Transparency for Goal Achievement:

What communication/training tools are necessary to implement this goal?

- Integrated Care Team Training, Core Concepts.

Who is the audience for this goal?

- Staff and community.

What changes or updates based on results/analysis are necessary for successful implementation of this goal?

- Implementation schedule, targeted training and improvement planning identified by SAMHSA Integration Assessment Toolkit, Implementation of recommendations based on South Central Foundation's plan for integration.