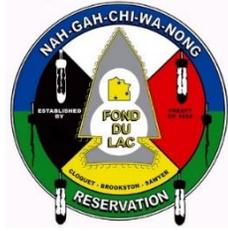


Fond du Lac Band of Lake Superior Chippewa





Fond du Lac Band of Lake Superior Chippewa
2019-2025
Reservation Strategic Plan

Prepared for:

The Fond du Lac Band of Lake Superior Chippewa

Adopted by the Fond du Lac Band of Lake Superior Chippewa
Reservation Business Committee

by

Resolution May 21, 2019

Facilitated by:

Millennia Consulting LLC

Fond du Lac Band of Lake Superior Chippewa Reservation Business Committee

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RESOLUTION # 1144/19

Resolution to Adopt the Fond du Lac Reservation Strategic Plan



Chairman
Kevin R. Dupuis, Sr.

Secretary/Treasurer
Ferdinand Martineau, Jr.

Dist. I Representative
Wally J. Dupuis

Dist. II Representative
Bruce M. Savage

Dist. III Representative
Roger M. Smith, Sr.

Executive Director,
Tribal Programs
Miyah M. Danielson

Executive Director,
Tribal Enterprises
Terry Savage

The Fond du Lac Reservation Business Committee, on behalf of the Fond du Lac Band of Lake Superior Chippewa, hereby enact the following Resolution:

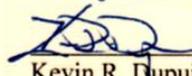
WHEREAS, the Fond du Lac Band of Lake Superior Chippewa are a sovereign people, who occupy the Fond du Lac Reservation and retain their aboriginal rights of self-government and self-determination pursuant to the Treaty of LaPointe of September 30, 1854, 10 Stat. 1109; the Indian Reorganization Act of 1934, 25 U.S.C. § 461 et seq.; the common law of the United States; and as recognized by the United Nations Declaration on the Rights of Indigenous Peoples of September 13, 2007; and

WHEREAS, it is the sovereign obligation of the Fond du Lac Reservation Business Committee, as the duly-constituted governing body of the Fond du Lac Band, to exercise the responsibilities of self-government and management over the Band's affairs; and

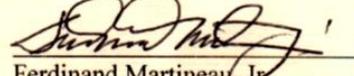
WHEREAS, the Fond du Lac Reservation Business Committee has updated the Fond du Lac Reservation 10 Year Strategic Plan that will provide a framework to move the Fond du Lac Band of Lake Superior Chippewa in a forward direction; and

WHEREAS, NOW THEREFORE BE IT RESOLVED, that the Fond du Lac Reservation Business Committee hereby adopts the "Fond du Lac Band of Lake Superior Chippewa – 2019-2025 Reservation Strategic Plan" as a long-term development guide for the Fond du Lac Reservation

We do hereby certify that the foregoing Resolution was duly presented and acted upon by vote of 4 for, 0 against, 0 silent, with a quorum of 5 being present at a Special Meeting of the Fond du Lac Reservation Business Committee held on May 21, 2019, on the Fond du Lac Reservation.



Kevin R. Dupuis, Sr.
Chairman



Ferdinand Martineau, Jr.
Secretary/Treasurer

Table of Contents



A. Plan OVERVIEW	3
B. Reservation MISSION	5
C. 2025 VISION	6
D. Priority STRATEGIES	7
<u>Direction I</u> : Build COMMUNITY VITALITY.....	7
<u>Direction II</u> : Support INDIVIDUAL SELF-RELIANCE.....	10
<u>Direction III</u> : Structure SUSTAINABLE RESERVATION DEVELOPMENT.....	13
E. Plan Update RESOURCES	17
<input type="checkbox"/> <u>Appendix A</u> : Input on OPERATIONAL IMPROVEMENTS	17
<input type="checkbox"/> <u>Appendix B</u> : Strategic SITUATION ASSESSMENT.....	19
<input type="checkbox"/> <u>Appendix C</u> : Strategic Plan IMPLEMENTATION EVALUATION	24
<input type="checkbox"/> <u>Appendix D</u> : Strategic Plan Update PROCESS	27

Plan Overview



The Fond du Lac Reservation Business Committee initiated a **participative planning process** in May 2018 to update the current strategic plan and identify directions to guide the next phase of development and delivery of Reservation programs and initiatives:

- A. **Evaluate** progress made on the 2010-2010 Strategic Plan and identify future needs and directions.
- B. **Develop** a 2019 – 2025 Strategic Plan based on the findings and conclusions of the Reservation stakeholders.

Strategic Plan Update PROCESS

See details in Appendix D (p.27)

Phase I: *Assessing plan progress and future needs*

August 2018 – January 2019

Community and staff members were engaged in a series of 35 Division meetings and 5 community meetings to *evaluate* the existing strategic plan, *assess* the current Reservation status and *identify* needed directions for implementing the Reservation mission, vision and goals. In the meetings, participants responded to the following strategic questions:

- ✚ The Past: What **progress** has been achieved in strategic plan implementation?
- ✚ The Present: What current **challenges** need attention in order to fulfill the Reservation mission?
- ✚ The Future: What are needed **directions** for the next phase of growth and development?

Phase II: *Identifying Future Priorities*

February - March 2019

The compiled assessment input was presented to community, staff and Reservation Business Committee and advice was sought regarding priorities for the 2019 – 2025 FDLR Strategic Plan. A draft plan was shared at the 2019 State of the Band.

Phase III: *Launching the Strategic Implementation*

March – May 2019

A draft 2019 – 2025 Strategic Plan was developed for Reservation Business Committee review, approval and initiation by staff and community:

- ❑ Step A: *Assign* implementation LEADERSHIP for each priority strategy:
Designate individuals, departments or other groups to take responsibility for driving implementation on the strategic priorities and operational improvements
- ❑ Step B: *Develop* implementation ACTION PLANS for each strategic priority:
Identify staff and community stakeholders that need to be part of the initiative and work together to build a road map for implementation including goals, success measures, initiatives already completed and short/long term action steps.
- ❑ Step C: *Set up* review and accountability mechanisms for ongoing PROGRESS EVALUATION:
Identify meaningful and supportive processes for reporting, tracking and steering implementation of the plan all involved – action leaders and teams, divisions, programs, communities and the Tribal Council.

Plan Update CONCLUSIONS

The Past: PROGRESS Evaluation:

See Appendix B (pp. 19-23) | Appendix C (pp. 24-26)

- ❑ The collective assessment revealed that about 60% of the **action steps identified** in 2010 were implemented or underway. Progress was enhanced by **added action initiatives** undertaken to support the strategies.
- ❑ The updated 2019 – 2025 Strategic Plan will **stay the course** in implementing the three major directions and priority strategies set in 2010 but proceed with **new action initiatives**.
- ❑ Responsibility for plan implementation was not explicitly assigned in 2010 so **progress was attributed to the proactive leadership** of individuals and teams within divisions, programs or communities.

The Present: Current CHALLENGES:

See Appendix B (pp. 19-23)

- ❑ Reservation services, initiatives, operations and infrastructure have **grown significantly in the past two decades**.
- ❑ As a result of the tremendous growth, **a key challenge is to upgrade, reinvent and develop internal systems and initiatives** in all areas of Reservation life - community vitality, individual self-reliance and sustainable development.

The Future: Key DIRECTIONS

- ❑ To address the major challenges and continue work in the three strategic key directions, the planning input and discussions recommended **two types of action for the next phase** of Reservation development:
 - **Strategic Priorities**: See 2019-2025 Strategic Priorities (pp. 7-16)
Major system-change efforts to support the next phase of growth
 - **Operational Improvements**: See Appendix A: Operational Improvements (pp. 17-18)
Action items to be considered and implemented within divisions, programs and enterprises



STRATEGIC PRIORITIES At-A-Glance

Direction I: **Build COMMUNITY VITALITY**

Strategy A: Enhance CULTURAL VALUES, PRIDE, PRACTICES AND LANGUAGE See details p. 7

- Priority A.1: Expand LANGUAGE SATURATION
- Priority A.2: Broaden and deepen CULTURAL ORIENTATION for all employees and leaders at every level
- Priority A.3: Add key CULTURAL FACILITIES

Strategy B: Unify & expand RESERVATION COOPERATION AND COMMUNICATION See details p. 8

- Priority B.1: Coordinate RESERVATION COMMUNICATION
- Priority B.2: Launch proactive PUBLIC RELATIONS
- Priority B.3: Enhance Band Member SERVICE DELIVERY

Strategy C: Assure COMMUNITY SAFETY AND ACCOUNTABILITY FOR BEHAVIOR See details p. 8

- Priority C.1: Address the DRUG ISSUE as a whole community

Strategy D: Evolve CONSISTENT and PARTICIPATIVE GOVERNANCE See details p. 9

- Priority D.1: Determine effective GOVERNANCE ROLES
- Priority D.2: Incorporate STRATEGIC MANAGEMENT at all levels
- Priority D.3: Build a long-term BAND SELF-RELIANCE PLAN

Direction II: **Support INDIVIDUAL SELF-RELIANCE**

Strategy A: Focus and Solidify SUPPORT and CARE for the EMERGING GENERATION See details p. 10

- Priority A.1: Prioritize and expand YOUTH DEVELOPMENT

Strategy B: Support INDIVIDUAL ECONOMIC SELF-SUFFICIENCY See details p. 10

- Priority B.1: Increase FAMILY SUPPORT
- Priority B.2: Promote and support LIFE-LONG LEARNING

Strategy C: Develop DIVERSE MULTI-GENERATIONAL HOUSING OPTIONS See details p. 11

- Priority C.1: Implement holistic and aggressive HOUSING DEVELOPMENT

Strategy D: Promote and expand HEALTHY LIFESTYLES AND CARE OPTIONS See details p. 12

- Priority D.1: Expand LOCAL FOOD Initiatives

Direction III: **Structure SUSTAINABLE RESERVATION DEVELOPMENT**

Strategy A: Diversify RESERVATION BUSINESSES and SERVICES See details pp. 13-14

- Priority A.1: Develop and mobilize a COMPREHENSIVE ECONOMIC PLAN
- Priority A.2: Assure EXISTING ENTERPRISE SUCCESS
- Priority A.3: Identify and develop profitable NEW ENTERPRISES
- Priority A.4: Unify and fortify ENTERPRISE MARKETING
- Priority A.5: Provide Operational ENTERPRISE SUPPORT

Strategy B: Enhance WORKFORCE DEVELOPMENT AND EMPLOYMENT PRACTICES See details p. 15

- Priority B.1: Institute JOB READINESS TRAINING and employee support
- Priority B.2: Develop and implement a comprehensive WORKFORCE PLAN

Strategy C: Proactive LAND USE, PUBLIC INFRASTRUCTURE and NATURAL RESOURCES MANAGEMENT See details p. 16

- Priority C.1: Centralize management of CONSTRUCTION and MAINTENANCE
- Priority C.2: Accelerate BROADBAND as critical infrastructure
- Priority C.3: Develop Information Technologies (IT) SYSTEMS to support expanded Tribal operations
- Priority C.4: Develop a COMPREHENSIVE PLAN for public space and infrastructure
- Priority C.5: Establish RECYCLING Reservation -wide



Fond du Lac Reservation MISSION STATEMENT

The Fond du Lac Reservation Business Committee, through a continuing dialogue with the people, shall develop ways to improve the health and well-being of the people of Fond du Lac Reservation by insuring the quality delivery of services, maintaining a continuing commitment to quality education, striving for economic development that will be both financially sound and provide long term employment, ensuring safe and affordable housing, and providing an environment for the people that reflects professionalism and encourages and supports training and career development opportunities.

We shall protect and defend our sovereign rights as a Tribe, protect and promote Tribal self-determination, enhancement of individual opportunities of its members and participate with its members in promoting and preserving Ojibwe tradition while being fiscally responsible and accountable.

The mission statement developed and approved in April 1990 by The Reservation Business Committee.



2025 Vision

What are hopes and aspirations for the future of the Reservation and Band?

Planning participants shared the following images of a desired future in 2010 and 2019 planning meetings:

Direction I: Build COMMUNITY VITALITY A vibrant, safe, culturally-grounded, supportive and collectively governed community.

Related images from community meetings in 2010 and 2018-19:

- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> <i>Make it a community again</i> <input type="checkbox"/> <i>An environment that attracts people and they want to live here</i> <input type="checkbox"/> <i>Develop and implement a new model for how we uplift ourselves and take responsibility for our behaviors and future</i> <input type="checkbox"/> <i>Be able to visit a District Representative and have conversation in Ojibwe language</i> <input type="checkbox"/> <i>Everyone can do an Ojibwe self-introduction</i> <input type="checkbox"/> <i>Addressing issues in a culturally appropriate way</i> <input type="checkbox"/> <i>More Ojibwe signage</i> <input type="checkbox"/> <i>Active and engaged language immersion program</i> <input type="checkbox"/> <i>More avenues for local artist sales</i> | <ul style="list-style-type: none"> <input type="checkbox"/> <i>Active communication and dissemination of information to Band Members</i> <input type="checkbox"/> <i>Working as one Reservation and start ending the competition between communities.</i> <input type="checkbox"/> <i>Kids live, walk and play in a community that is drug-free, alcohol-free and safe.</i> <input type="checkbox"/> <i>Maintain and enhance Tribal sovereignty</i> <input type="checkbox"/> <i>Respect for the past and a focus on the future</i> |
|---|---|

Direction II: Support INDIVIDUAL SELF-RELIANCE Empowered, self-confident, self-sufficient Band Members as a result of Tribal interdependence and individual independence

Related images from community meetings in 2010 and 2018-19:

- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> <i>Caring for our youth and children as a community</i> <input type="checkbox"/> <i>Strong and healthy families</i> <input type="checkbox"/> <i>Commitment to life-long learning and individual development</i> <input type="checkbox"/> <i>Individual financial literacy and career planning</i> <input type="checkbox"/> <i>Shift from a culture of entitlement to a culture of empowerment</i> | <ul style="list-style-type: none"> <input type="checkbox"/> <i>Housing for all needs and generations</i> <input type="checkbox"/> <i>More mixed-use housing development</i> <input type="checkbox"/> <i>Physical, mental and spiritual health</i> <input type="checkbox"/> <i>Increased reliance on local food, local producers and farmers markets</i> |
|--|---|

Direction III: Structure SUSTAINABLE RESERVATION DEVELOPMENT Sustainable natural, economic, land and infrastructure resources that support a quality livelihood for individuals and the community

Related images from community meetings in 2010 and 2018-19:

- | | |
|---|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> <i>FDL businesses not losing money but making money and thriving</i> <input type="checkbox"/> <i>Economic stability for the community and individuals</i> <input type="checkbox"/> <i>More money circulating within the Reservation</i> <input type="checkbox"/> <i>Growing enterprises with income and 5% profits</i> <input type="checkbox"/> <i>FDLR enterprises services expanded to outside community (e.g. with Broadband)</i> <input type="checkbox"/> <i>Well-managed programs not relying solely on FDLR revenues</i> <input type="checkbox"/> <i>A Tribe cognizant of the natural beauty and committed to its enjoyment and preservation</i> | <ul style="list-style-type: none"> <input type="checkbox"/> <i>Strong employment base essential to starting and maintaining strong families</i> <input type="checkbox"/> <i>Jobs that are non-gaming and improve the work climate</i> <input type="checkbox"/> <i>Job training for Band Members to develop basic job skills</i> <input type="checkbox"/> <i>Better infrastructure of roads, water and sewer, trails system, transportation and more</i> <input type="checkbox"/> <i>Children to live in a community where there aren't land use issues for housing and businesses</i> <input type="checkbox"/> <i>A trail connecting community centers and other trails</i> |
|---|---|



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction I: Build COMMUNITY VITALITY

Strategy A: Enhance CULTURAL VALUES, PRIDE, PRACTICES AND LANGUAGE

<p>Priority A.1</p> <p>Expand LANGUAGE SATURATION</p>	<p>A.1(a) Expand the use of <u>Ojibwe language locally and nationally</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none">• Increase department staffing and facilities to make it self-supporting• Intensify department role in advising language protocols and programming in divisions and programs• Expand the language program implementation at all community centers• Increase language promotion on the Reservation and in the nation• More radio spots related to language; expanded Ojibwe signage; and use of mass/social media• Develop a speakers' bureau for Ojibwe language• Provide language training for families
<p>Priority A.2</p> <p>Broaden and deepen CULTURAL ORIENTATION</p>	<p>A.2 (a) Establish substantive <u>cultural orientation to all employees and Band Members</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none">• Acknowledge that the Band lives as bi-cultural people• Create pride in being Indian• Expand the cultural orientation to all employees – substantive training of a week or more• Cultural orientation and competence for all Band Members and Reservation employees• Deepen and implement native curriculum at Ojibwe school• Continue and enhance efforts to teach native ways to youth and adults <p>A.2 (b) Provide <u>cultural and leadership training to leaders at every level</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none">• Train all supervisors, managers, directors and Tribal Council Members• Train all in governance and background on sovereignty
<p>Priority A.3</p> <p>Add key CULTURAL FACILITIES</p>	<p>A.3 (a) Expand and improve the <u>museum facility and functions</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none">• Build a climate-controlled exhibit space• Additional staff space• Enhance ways to better engage the community• Respond to new interest in native culture <p>A.3 (b) Add cultural facilities for <u>pow-wows and burials</u></p>



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction I: Build COMMUNITY VITALITY

Continued

Strategy B: Unify & expand RESERVATION COOPERATION AND COMMUNICATION

Priority B.1

**Coordinate
RESERVATION
COMMUNICATION**

B.1 (a) Develop a coordinated internal communication process and unit using all existing media

Recommended elements or actions in planning discussions:

- Develop a system of internal and external messaging and communication accessible to all Band Members and the Reservation
- Provide communication about what is going on in the community, government and Reservation
- Maximize the use of social media and involve youth in the process
- Establish collaboration between the newspaper, radios, website, bulletin boards etc.
- Consider moving all FDL media operations to one building to better access one another and share information better

B.1 (b) Publish a handbook of all Band Member services, activities, policies and activities

Recommended element or action in planning discussions:

- Provide print and electronic versions

Priority B.2

**Launch
proactive
PUBLIC RELATIONS**

B.2 (a) Coordinate and collaborate for Reservation marketing and public relations

Recommended elements or actions in planning discussions:

- Enhance marketing of the Reservation that benefits all enterprises and builds relationships
- Engage in external outreach to build positive perceptions of the Reservation and casinos
- Create pride in being Indian
- Find ways for WKLK to collaborate more closely with FDL in advertising, news, sports, and promotions
- Expand FDL-driven promotional events in the broader community
- Expand WKLK reach into Duluth market and region (e.g. acquiring other news media etc.)
- Show ourselves to be part of the community and build better relationships

B.2 (b) Set up a proactive public relations and community affairs function to promote FDLR externally

Priority B.3

**Enhance
Band Member
SERVICE DELIVERY**

B.3 (a) Increase Band Member participation and responsibilities

Recommended elements or actions in planning discussions:

- Educate for responsible participation in governance by Band Members
- Focus on increasing individual initiative and responsibility vs. a “they should do” mindset

B.3 (b) Establish legal aid services for Band Members

B.3 (c) Create a one-stop window for Enrollee services

Strategy C: Assure COMMUNITY SAFETY AND ACCOUNTABILITY FOR BEHAVIOR

Priority C.1

**Address
the DRUG ISSUE
as a whole
community**

C.1 (a) Launch a community-wide effort to address the drug issue as a Reservation and Band

Recommended elements or actions in planning discussions:

- Address drug dependency as a culture with the will and goal to eliminate the drug issue
- Build law enforcement partnerships with other departments in substance abuse and youth development
- Encourage grassroots efforts and build more community support to fight the drug problem
- Identify ways to increase counselors, administrators and facilities for community-based chemical dependency treatment
- Build a restorative plan for displacement of families due to drug addiction and sales



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction I: Build COMMUNITY VITALITY

Continued

Strategy D: Evolve CONSISTENT and PARTICIPATIVE GOVERNANCE

Priority D.1

Determine effective GOVERNANCE ROLES

D.1(a) Examine, clarify and revise Tribal governance processes and leadership roles

Recommended elements or actions in planning discussions:

- Decentralize decision-making to achieve Tribal government efficiency and consistency
 - The Band invests in competent government professionals
 - Staff expertise is underutilized as RBC makes many operational decisions
- Assure fairness and consistency in meeting individual Enrollee needs by implementing policies and minimizing waivers
- Review and update RBC by-laws through a public process to adjust to current realities and needs
- Review the areas of responsibility within the RBC to better oversee the complex FDLR operation
- Revisit the creation of a Gaming Commission separate from the Tribal Council

Priority D.2

Incorporate STRATEGIC MANAGEMENT at all levels

D.2(a) Adopt a different way of operating overall – with performance management and clear leadership

Recommended elements or actions in planning discussions:

- Set up accountability, monitoring and follow-through for all programs and projects
- Consider quality assurance, communication and marketing functions
- Define goals, success measures, follow through and evaluation of all programs and enterprises vs. grant-based management systems

D.2(b) Build strategic plan buy-in and use as a decision-making guide

Recommended elements or actions in planning discussions:

- Make all staff and Band Members aware of the strategic plan
- Create common will and buy-in to implement the Reservation strategic plan
- Identify clear responsibilities, accountability, success measures for strategic plan implementation

D.2(c) Develop strategic plans in each division and enterprise in order to constantly improve services and align with the Reservation goals

D.2(d) Use data to identify the current status, track progress and make decisions

Recommended elements or actions in planning discussions:

- Decide what Reservation data needs to be gathered in order to make projections and guide development
- Make decisions to start, continue and discontinue programs based on data and needs assessment

D.2(e) Identify productive methods for inter-division/department communication and coordination

Recommended elements or actions in planning discussions:

- Evaluate the role and use of Monthly Division Directors meeting
- Identify best ways to coordinate and communicate across divisions

Priority D.3

Build a long-term BAND SELF-RELIANCE PLAN

D.3(a) Build a long-term plan for Tribal sovereignty and sustainability driven by Ojibwe cultural values

Recommended elements or actions in planning discussions:

- Develop 50-year, multi-generational plan for cultural practices, and environmental practices
- Build Reservation autonomy and self-reliance in food, energy, education, economy (that is not based primarily on grants)
- Protect the land, mineral rights and other natural resources for future generations
- Adopt Ojibwe values-based business development planning and investment
- Build a strong “core” of cultural identity to continue healing as a starting point for all other community improvement efforts
- Consider having an FDL Band Constitution versus being under the Chippewa Tribe Constitution
- Undertake process to look at per cap and enrollee criteria
- Build Band Member incentives for work and self-support; decrease reliance on monthly per cap and free housing



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction II: Support INDIVIDUAL SELF-RELIANCE

Strategy A: Focus and Solidify SUPPORT and CARE for the EMERGING GENERATION.

Priority A.1

Prioritize and expand YOUTH DEVELOPMENT

A.1(a) Fortify youth development from birth to adulthood

Recommended elements or actions in planning discussions:

- Continue inter-divisional youth camps programming
 - Continue good changes with youth programming to keep them away from drugs etc.
 - Continue inter-departmental cooperation to sponsor youth camps
 - Get youth more involved in government and other areas – e.g. Internships in forestry etc.
 - Increase youth involvement and education in the environment and water awareness
 - Promote healthy lifestyles with team sports and life-long, affordable sports - hiking, biking, camping, etc.
- Strategize to expand Reservation-wide care responsibility
 - Prioritize the care for children and youth as a Reservation village
 - Make data-based decisions regarding the status and needs for all youth
 - Focus on addressing impacts of childhood trauma
 - Implement needed action in all divisions, departments, programs and services
- Pass on cultural values and practices to youth and young adult
 - Train children to learn Tribal practices (e.g. how to process rice) and be able to pass it on
 - Remodel recently purchased cabin to connect youth with nature and traditional practices such as hunting, medicine, fishing, trapping, berries, deer, etc.
- Build financial literacy and life skills through effective, learner-friendly means
 - Help youth get trained on how to use money and especially their per cap
 - Provide further education at Ojibwe School for transitioning successfully to adulthood
 - Educate youth for life; train youth in financial literacy and other skills for living effectively
 - Set up training and pathways to jobs for kids and youth
- Train all adults to work effectively with youth
 - Develop staff skills to work with youth
 - Train more people in all divisions and communities in understanding trauma and helping kids
- Reach out to youth using social media and seek youth leadership in expanding social media outreach

Strategy B: Support INDIVIDUAL ECONOMIC SELF-SUFFICIENCY

Priority B.1

Increase FAMILY SUPPORT

B.1(a) Increase supportive social and human services for families and individuals

Recommended elements or actions in planning discussions:

- Improve the truancy court
- Increase responsiveness of social services and develop partnerships to care for children
- Increase proactive Reservation/court approaches to child custody that favors supporting families vs. sending children away
- Establish more support for domestic violence victims

Priority B.2

Promote and support LIFE-LONG LEARNING

B.2(a) Offer financial literacy training for adults

Recommended elements or actions in planning discussions:

- Provide training in how to manage money and personal finances for youth and adults
- Educate everyone in job readiness, financial literacy, customer service – especially children

B.2(b) Provide technical training for Band Members

Recommended elements or actions in planning discussions:

- Provide Band Members with training and certificate programs in all areas of need
- Develop access to practical and relevant vocational training with an emphasis on the trades
- Promote technical college options for developing skills in food service, transport, trades, etc.

B.2(c) Consider an education department to coordinate lifelong education and training functions

Recommended elements or actions in planning discussions:

- Increase support and systems for continuing education
- Consider setting up a Tribal education department with all education functions under one roof



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction II: Support INDIVIDUAL SELF-RELIANCE Continued

Strategy C: Develop DIVERSE MULTI-GENERATIONAL HOUSING OPTIONS

Priority C.1

Implement holistic and aggressive HOUSING DEVELOPMENT

C.1(a) Develop a comprehensive plan for Reservation housing

Recommended elements or actions in planning discussions:

- Data-based approach to identifying housing status and needs
 - Institute a more systemic, data-based planning for housing
 - Housing for all Band Members is an ongoing and serious issue
 - So many houses sit empty and boarded up while the homeless population grows
 - Address family homelessness
 - Address Tribal Elder homelessness

- Rehabilitation and construction plan
 - Increase housing availability by addressing abandoned properties problem
 - Tweak and clarify the exclusion ordinance

- Assure needed housing stock
 - Increase available affordable housing options for young and aging populations
 - Keep up quality housing stock; annual housing inspection for rentals and owned homes; modernization on certain units
 - Make larger homes available – more three-bedroom housing
 - More duplex for singles and Elders
 - Housing for single-parent families

- Research new options and innovations and consider ideas such as:
 - A model for a farm-based communal housing to promote self-sufficiency
 - Looking beyond current infrastructure to build housing (e.g. buy Central High School in Duluth for new housing and Casino)
 - Explore tiny homes and mobile homes

- Policies for linking people with housing
 - Provide all generations with housing
 - Direct people to the housing option that meets their needs and abilities – ownership and rental
 - Establish sustainable paths to home ownership with rental as an option for those who are not ready
 - Don't return people to bad housing situations after treatment

- Homeowner and tenant education in caring for housing
 - Provide homeowner and renter education to support responsible residency

- Increase Elder housing and services
 - Expand assisted living on the Reservation so Elders don't need to move away
 - Put up a high-rise for Elders
 - Better and affordable housing for Elders
 - Attend to Elder housing needs for repair and /refreshing

- Supportive housing improvements in facilities and operations
 - Need to secure supportive housing premises to deter trespassers/trouble-makers coming in from the woods
 - Review and revisit supportive housing goals and directions



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction II: Support INDIVIDUAL SELF-RELIANCE Continued

Strategy D: Promote and expand HEALTHY LIFESTYLES AND CARE OPTIONS

Priority D.1

Expand LOCAL FOOD Initiatives

D.1 (a) Support healthy eating by **growing food and expanding food sovereignty initiatives**

Recommended elements or actions in planning discussions:

- Build up and expand the operations and infrastructure of the Food Sovereignty Initiative (FSI)
 - Use the findings of the community assessment about food security needs and solutions
 - Improve food and nutrition offerings and practices as a way to improve health of youth and adults
 - Expand the community gardens initiative
 - (The current scale of Reservation agriculture is good for wellness but not yet for an enterprise)
 - The Food Sovereignty Initiative needs to become a self-supporting program
 - The Cary Road property needs a final vision in order to focus and mobilize implementation efforts including:
 - A plan for acquisition of equipment and facilities for Cary Road operations
 - Development of a water source and access for the property – well; pump house; rain barrels etc.

- Provide support for gatherers of tea, berries, etc.
 - Provide a natural resource map to guide gatherers (of tea, berries, etc.)
 - Protect wild rice

- Consider setting up an agriculture division to coordinate food and other related initiatives
 - Need designated staff for FSI and agricultural division to keep it going
 - Need to have centralized coordination so the left hand knows what the right hand is doing

- Research possible ventures for commercial food or agricultural products
 - Conduct benchmarking for agricultural initiatives and Food Sovereignty Initiative (FSI)
 - Consider pursuing self-governance on food codes
 - Explore establishing agriculture enterprises on the Reservation
 - Consider possibilities for a sturgeon farm (caviar sold to Europe), wild rice, elk farm, hemp and other enterprises



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction III: Structure SUSTAINABLE RESERVATION DEVELOPMENT

Strategy A: Diversify RESERVATION BUSINESSES and SERVICES

Priority A.1

Develop and mobilize a COMPREHENSIVE ECONOMIC PLAN

A.1(a) Develop a long-range income, investment and economic plan for a strong and sustainable Reservation economy not based solely on gaming

Recommended elements or actions in planning discussions:

- Set Reservation goals for revenues and expenditures and build a short and long-term plan
 - In operating \$100 million in enterprises, FDLR has had momentous growth but going forward, growth is more difficult
 - Focus on the urgency to develop new revenues; new generations have less interest in gaming
 - Need to add revenue-generating enterprises and decrease reliance on gaming
 - Build a Reservation Business Plan with 2, 5- and 10-year goals, objectives and measures
 - Make objective, long-range decision-making about Reservation revenues ...
 - ... for a sustainable economy, and
 - ... for continuing to support and sustain the Tribal government and Band Member services
 - Increase cash flow for the Reservation and reduce dependency on grants
 - Cut some programs we don't need
 - Identify ways to increase local funds circulating within the Reservation and provide for ourselves
- Designate leadership for economic plan development and implementation
 - Build on the work of the Economic Development Committee
 - Hire a Director of Enterprises
 - Assure accountability and follow-through on Reservation enterprises and initiatives
 - Have our own Chamber of Commerce
 - Need people with a business background who can run a business to make choices about feasible business investments and enterprises

Priority A.2

Assure EXISTING ENTERPRISE SUCCESS

A.2(a) Increase competitiveness and success of existing enterprises

Recommended elements or actions in planning discussions:

- Black Bear and Fond-du-luth Casinos
 - Invest in casino enhancements in order to continue making money
 - Develop a masterplan for Fond-du-Luth Casino expansions and new amenities
 - Invest in both sides of the Black Bear enterprise -facilities and people
 - Diversify businesses beyond gaming with compatible ventures in the HART District of Duluth
 - Add new services at casinos
- Black Bear Golf Course
 - Continue to make the course more player friendly; complete projects within capital expense limits
 - Re-evaluate golf course equipment leasing vs. purchasing to save money in the long term
 - Develop a golf course preventative maintenance plan
- Resort Hotels
 - Invest to attract guests (e.g. remove the old hotel, remodel Black Bear tower; add hotel to Fond-du-Luth, etc.)
 - Upgrade amenities in the hotel to meet customer expectations
- C-Store
 - Add a unique "draw" to the C-Store to bring business in (e.g. pizza franchise, coffee house, etc.)
 - Find ways for the store to turn the corner on monthly losses and staff turnover
 - Address C-Store wasted space and identify how it can compete in the right areas (with B&B)
- WKLK Radio
 - Clarify the goals and value of WKLK for FDL to determine level of investment and business support
 - Build tower to improve reliable broadcasting for both radio stations
 - Invest in major upgrading of WKLK systems to stay on the air and bring in revenues for the Band



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction III: Structure SUSTAINABLE RESERVATION DEVELOPMENT Continued

Strategy A: Diversify RESERVATION BUSINESSES and SERVICES Continued

<p>Priority A.3</p> <p>Identify and develop profitable NEW ENTERPRISES</p>	<p>A.3(a) Establish an effective <u>process for selecting and developing profitable businesses</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Accelerate a proactive process to identify <u>enterprises for development and investment</u> <ul style="list-style-type: none"> • Gather potential business ideas gathered by the Economic Development Committee and the Strategic Plan Update Process • Establish a process for regularly evaluating and vetting enterprise opportunities <input type="checkbox"/> Establish criteria and disciplined due-diligence process for investing in profitable enterprises <ul style="list-style-type: none"> • Need to diversify and increase revenues with viable enterprises • New enterprise investments need to be with good, profitable businesses • Proactive business planning vs. reactive approach that results in unprofitable ventures • Increase diversity of viable, justifiable businesses and prioritize the abundance of ideas • Identify criteria for investing in new enterprises including: <ul style="list-style-type: none"> ○ Adopting Ojibwe values-based development planning and investment ○ Considering strong external market forces affecting Reservation enterprises ○ Identifying what existing things to build on ○ Buy established businesses outside the Reservation, go with the winners and make money ○ Add current and new businesses that serve Reservation needs and can serve markets off-Reservation such as broadband, our own bank, vehicle maintenance facility, storage units, manufactured homes business, etc. <input type="checkbox"/> Establish clear <u>roles and process for making decisions</u> about enterprise investments
<p>Priority A.4</p> <p>Unify and fortify ENTERPRISE MARKETING</p>	<p>A.4 (a) Establish a <u>proactive marketing and communication function to promote FDLR enterprises externally</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Coordinate and collaborate for Reservation marketing of enterprises <input type="checkbox"/> Prioritize ongoing, cooperative marketing for both casino resorts <ul style="list-style-type: none"> • Establish a new casino guest retention and capture policy • Work with the Casino and Marketing to build synergy between golfing and gaming • Promote the entire Black Bear facility as a destination Resort by tapping into the Twin Cities, Iron Range and Canadian markets
<p>Priority A.5</p> <p>Provide Operational ENTERPRISE SUPPORT</p>	<p>A.5(a) Provide a centralized, <u>responsive administrative support for existing enterprises</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Set up a timelier and more user-friendly internal FDL support for basic business operations and transactions <p>A.5(b) Expand <u>entrepreneur training and support</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue entrepreneur training <input type="checkbox"/> Provide business support and/or connect people to organizations that provide small business services: <ul style="list-style-type: none"> • Legal planning, loan program, business planning, a CDFI to support businesses, etc. <input type="checkbox"/> Connect people to Federal contractor opportunities for local, state, and national projects <input type="checkbox"/> Support entrepreneurs by enabling web-based business transaction and services



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction III: Structure SUSTAINABLE RESERVATION DEVELOPMENT Continued

Strategy B: Enhance WORKFORCE DEVELOPMENT AND EMPLOYMENT PRACTICES

Priority B.1

**Institute
JOB READINESS
TRAINING and
employee
support**

B.1(a) Build and institute Reservation-wide plan for employee training and support

Recommended elements or actions in planning discussions:

- Set up job training for Band Members in order to meet qualifications for jobs on the Reservation
 - Hire FDL Band Members who have expertise and training; don't set people up for failure
 - Build incentives for people to work and take responsibility for their livelihood
 - Offer basic and extensive Band Member job training prior to employment:
 - Employment retention skills; understanding of business and program operations
 - understanding; customer service; writing skills
- Build-in a rigorous on-the-job training process in every division or department
 - Have managers set up field training with clear goals and objectives and a probationary phase
 - Provide an opportunity to learn and grow
 - Keep files to document progress
 - Find ways to follow through with support for their whole career or job life
- Provide employee support such as:
 - Enhancing transportation for employees
 - Acknowledging and recognizing frontline employees more regularly

Priority B.2

**Develop and
implement a
comprehensive
WORKFORCE
PLAN**

B.2(a) Facilitate and coordinate a comprehensive workforce and human resources plan

Recommended elements or actions in planning discussions:

- Proactive workforce development
 - Address the critical shortage of workers in all programs, divisions and enterprises
 - Continue to provide employment opportunities for FDL Enrollees
 - Establish a proactive workforce development strategy and system the Band and Reservation
 - Recruit, train and prepare current and new staff that are qualified, knowledgeable and ready to serve
 - Look into internship programs as a hiring strategy in all divisions of the Reservation (e.g. replicating the successful IT internship process)
- Proactive employee development and succession planning
 - Institutionalize expertise and knowledge that currently resides in employee heads and experience
 - Assure succession planning and job shadowing to keep institutional knowledge within the Reservation as employees retire in all areas
 - Replace baby boomers in the workforce without losing institutional knowledge
 - Make it a priority is to get the younger generation on board, prepared to work and groomed for upper level work
- Proactive compensation management
 - Assure a living wage needed for cultural and community workers
 - Re-evaluate job descriptions and make adjustments to maximize efficiency of wages
- Proactive recruitment and hiring processes
 - Innovate and improve outreach and recruitment of employees
 - Streamline and speed-up the hiring process - add more flexibility, responsiveness, manager discretion and online practices
 - Work with RBC to streamline the process for making hiring decisions



2019 -2025 Strategic Priorities

Major systems change efforts needed to support the next phase of growth

Direction III: Structure SUSTAINABLE RESERVATION DEVELOPMENT Continued

Strategy C: Proactive LAND USE and PUBLIC INFRASTRUCTURE and NATURAL RESOURCES MANAGEMENT

<p>Priority C.1</p> <p>Centralize management of CONSTRUCTION and MAINTENANCE</p>	<p>C.1(a) Centralize and coordinate <u>facilities construction and maintenance</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Facilities director is needed to manage all buildings and facilities in a planful and sustainable way <input type="checkbox"/> Establish a central electronic repository for all construction documents <input type="checkbox"/> Address current/future space needs that hinder effective service delivery. Specific issues identified include: <ul style="list-style-type: none"> • A need for a larger police department building • Co-located facilities for emergency and public safety functions and divisions • Limited facilities will not allow growing of the language program • Community radio WGZS is unable to bring in outside volunteers due to school security restrictions • Space, space and more space to expand staff and archives are the major need for human resources • Need adequate space for IT staff to do their work; establish a separate IT services building • Utilize existing facilities better and more fully (e.g. Headstart kitchen used for caterers, etc.)
<p>Priority C.2</p> <p>Accelerate BROADBAND as critical infrastructure</p>	<p>C.2(a) Accelerate <u>broadband development</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> <i>Affirm</i> the powerful impact broadband will have for supporting Band Members and the Reservation as a whole - in education, entrepreneurship, communications, business, information-sharing etc. <ul style="list-style-type: none"> • Complete the broadband network access for all residents as soon as possible • Consider the opportunity for serving the northland and other reservations in the future
<p>Priority C.3</p> <p>Develop IT SYSTEMS to support expanded Tribal operations</p>	<p>C.3(a) Update and improve <u>technology support to divisions and enterprises</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Identify current and future needs for a growing Tribal services and operations <ul style="list-style-type: none"> • Technology is behind the times and hinders good government service and operations in many areas • Capitalize, leverage and maximize use of existing IT systems and upgrade outdated systems <input type="checkbox"/> Plan for a comprehensive technology system planning with all divisions involved <ul style="list-style-type: none"> • Involve IT at the ground level of division projects to save money, time and result in effective outcomes • Increase customer understanding and cooperation for effectively interfacing with IT and systems <input type="checkbox"/> Establish an IT systems security team
<p>Priority C.4</p> <p>Develop a COMPREHENSIVE PLAN for public space and infrastructure</p>	<p>C.4(a) Comprehensive planning is a process that determines <u>community goals for community development encompassing a large geographical area over a long-term time horizon</u>. It expresses and regulates public policies on transportation, utilities, land use, recreation, and housing and covers a broad range of topics. Specific FDLR plan elements include (but are not limited to) the following: <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Public infrastructure – sewer and water in all communities to assure fire protection; expansion of public works department services and operations <input type="checkbox"/> Trails and roadways <input type="checkbox"/> Land and natural resources <input type="checkbox"/> Water - assure quality water on the Reservation; water-based conservation alongside land use planning <input type="checkbox"/> Alternative energy sources <ul style="list-style-type: none"> • Expand McKnight Foundation renewable energy initiative - solar, clean energy, agriculture, renewables etc. • Expand solar and biomass pilots; identify new sources – wind, water (Hydro-electric dam on St. Louis River)
<p>Priority C.5</p> <p>Establish RECYCLING Reservation-wide</p>	<p>C.5(a) Implement a <u>Reservation-wide system to decrease waste by reusing, reducing and recycling processes</u> <i>Recommended elements or actions in planning discussions:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Eliminate waste due to using disposable paper/plastic and other reusable, recyclable materials <ul style="list-style-type: none"> ○ Set up a recycling system - improve individual compliance with recycling practices; retrieving useable items destined for the dump, etc. <input type="checkbox"/> Establish a thrift store



Appendix A: Operational Improvements

Action items to be considered and implemented within divisions, programs or enterprises

<p>ECONOMIC Services</p> <ol style="list-style-type: none"> 1. Black Bear Casino 2. Fond-du-Luth Casino 3. Surveillance 4. Black Bear Golf Course 5. Black Bear Hotel 6. Radio WKLK 7. Economic Development Committee 	<p>(See Strategic Priorities)</p>
<p>EDUCATION services</p> <ol style="list-style-type: none"> 8. Head Start 9. Scholarships 10. Ojibwe School 11. Tribal College 	<p>Continue progress in supporting a fair and consistent scholarship process</p> <ul style="list-style-type: none"> <input type="checkbox"/> Consistency in Band Members following the application and appeals process <input type="checkbox"/> Respect the process in order to assure consistency in scholarship awards and student aid
<p>CULTURAL Services</p> <ol style="list-style-type: none"> 12. Community Services 13. Language Department 14. Museum 15. Newspaper 16. Radio WGZS 17. Elders Program 	<p>Set up a local musician clearinghouse</p> <ul style="list-style-type: none"> <input type="checkbox"/> Set up a musician clearing house <p>Support cultural ceremonies with money and resources</p> <ul style="list-style-type: none"> <input type="checkbox"/> Traditional healing and ceremonies <input type="checkbox"/> Talking circles <input type="checkbox"/> Unity in clothing FDL Drummers as they represent our Tribe <p>Build more care connections and relations between Elders and community members</p> <ul style="list-style-type: none"> <input type="checkbox"/> Coordinate connections between Elders and other community members; care for people living alone and build ownership in community <p>Continue to provide similar opportunities at the community centers</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue to minimize ways that community centers divide vs. unify the Reservation community; pow wow grounds and the school are more of a whole community center <input type="checkbox"/> Consider having one center for all youth so they have the same opportunities and a common identity <p>Bring on staff position to generate and coordinate funds to support non-commercial radio</p>
<p>PUBLIC SAFETY Services</p> <ol style="list-style-type: none"> 18. Law Enforcement 19. Emergency Services 20. Tribal Court 	<p>Develop a new system for animal control and address shirking of owner responsibility for pet care</p> <ul style="list-style-type: none"> <input type="checkbox"/> Owner policies exist but not enforced because of staff shortages <input type="checkbox"/> Reduce animal control problem by recovering our values about care of all living things including animals <p>Further develop and upgrade water and sewer to provide fire protection in every part of the Reservation</p> <p>Expand police department staffing, capacity and facilities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Increase law enforcement staffing in order to cover all critical bases <input type="checkbox"/> Continue emphasis on community policing <input type="checkbox"/> Consider more full-service public safety and law enforcement - our own jail and dispatch service <p>Increase jurisdiction and Band services of an independent Tribal court</p>



Appendix A: Operational Improvements Continued

Action items to be considered and implemented within divisions, programs and enterprises

SOCIAL Services 21. Human Services 22. Housing 23. Supportive Housing 24. Food Sovereignty Initiative	Continue efforts to <u>promote health life styles for all</u> <ul style="list-style-type: none"><input type="checkbox"/> Increase more exercise and better nutrition practices for all<input type="checkbox"/> Build more consistency in annual Community Health Assessment in order to make it a useful, relevant management tool Introduce and increase <u>native healing practices</u> alongside mainstream medical care
ENVIRONMENT and INFRASTRUCTURE Services 25. Natural Resources 26. Construction 27. Operations 28. Public Works 29. School Transportation 30. Transit	Continue to <u>improve transit efficiency</u> <ul style="list-style-type: none"><input type="checkbox"/> Increase reliability and good route information<input type="checkbox"/> Add additional routes and service, especially for the elderly – Duluth, mall, etc.<input type="checkbox"/> Transit operations management; need service for all in all locations and dispatcher training<input type="checkbox"/> Need monthly bus service to the mall – especially for Elders<input type="checkbox"/> Increase efficiency in service responsiveness and address frustrations of Elders not being accommodated or dropped off in wrong locations<input type="checkbox"/> Need up-to-date technology for transit and people trained to use it Centralize Reservation vehicle use and maintenance <ul style="list-style-type: none"><input type="checkbox"/> Kids are the most precious part of the Reservation and deserve investment; improve bus safety with facilities for an inspection pit that could be used for all FDLR vehicles<input type="checkbox"/> Pool all resources to create a motor pool for all Reservation vehicles<input type="checkbox"/> Need to secure a building for buses and administration Move <u>septic systems forward</u> <ul style="list-style-type: none"><input type="checkbox"/> Maintaining them after installing them correctly<input type="checkbox"/> Educate homeowners and renters Assure <u>sustainable natural resources</u> on the Reservation and continue proactive, long-term maintenance of our resource Provide more information about <u>accessibility to gathering agate</u> and getting permits to the gravel pit
ADMINISTRATIVE Services 31. Financial Accounting 32. Purchasing 33. Human Resources 34. Internal Auditor 35. Information Technology 36. Legal 37. Planning	Continue to <u>streamline and update administrative processes</u> to support enterprises and programs <ul style="list-style-type: none"><input type="checkbox"/> Fully utilize all the capacities of the JD Edwards system to streamline and improve administrative functions and reducing paper-based transactions – in purchasing, recording capital assets, tracking equity balances, entering medical claims etc.<input type="checkbox"/> Continue regular financial reporting and budgeting across all programs and enterprises<input type="checkbox"/> Continue to streamline auditing process<input type="checkbox"/> Improve enterprise accounting, business planning, payroll and benefits<input type="checkbox"/> Implement Finance Pay Scale for all employees and employee/manager self-service in payroll processes<input type="checkbox"/> Continue proving excellent customer finance/accounting service to our suppliers, customers (internal and external), the RBC, and our fellow staff



Appendix B: Strategic Situation Assessment

Summary of staff and community input in strategic plan update meetings

Notes in parentheses indicate the number of times comments related to the theme were mentioned in planning meetings.

Direction I: Build COMMUNITY VITALITY

Strategy I-A: Enhance CULTURAL VALUES, PRIDE AND PRACTICES

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> <u>Nationally recognized language program</u> developed with a staffed department (16 mentions) <input type="checkbox"/> <u>Ojibwe language Incorporated into many areas</u> of Reservation life - radio, golf course, police squads, etc. (4 mentions) <input type="checkbox"/> <u>Dual language street signage</u> (4 mentions) <input type="checkbox"/> <u>Cultural building construction</u> in process (9 mentions) <input type="checkbox"/> Successful <u>language and culture camp</u> with over 400 attendees in 2018 (5 mentions) <input type="checkbox"/> <u>Community outreach and cultural promotion</u> by divisions and enterprises (8 mentions) <input type="checkbox"/> <u>Support for Tribal artists</u> with website and other business support (2 mentions) <input type="checkbox"/> Seeking funds for a climate-controlled <u>museum facility</u> (1 mention) <input type="checkbox"/> Put values into practice with the <u>Food Sovereignty Initiative</u> launch (1 mention) 	<ul style="list-style-type: none"> <input type="checkbox"/> Adding additional <u>cultural facilities for pow-wows, burials and functional museum</u> (2 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Expand</u> the language program and cultural initiatives (11 mentions) <ul style="list-style-type: none"> • Enliven the Ojibwe language further (27) • Increase department staffing and facilities • Intensify department role in advising language protocols and programming in Divisions and programs • Increase language promotion on the Reservation and the nation • Provide language training for families <input type="checkbox"/> <u>Set up a local musician clearinghouse</u> (1 mention) <input type="checkbox"/> <u>Support cultural ceremonies</u> with money and resources (5 mentions) <input type="checkbox"/> <u>Expand and improve museum facility</u> (2 mentions)

Strategy I-B: Celebrate ONE NATION and UNIQUE DIFFERENCES between districts

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> <u>Functioning Community Centers</u> (5 mentions) <input type="checkbox"/> <u>Communication improvements</u> through radio, newspaper, social media and website (8 mentions) <input type="checkbox"/> Human Resources <u>handbook of services</u> (2 mentions) <input type="checkbox"/> Individual employee <u>commitment to care for the whole Band as family</u> (2 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Competition between communities</u> continues to hamper Reservation unity (4 mentions) <input type="checkbox"/> <u>Gaps in communication and information-sharing</u> within the Reservation (8 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Coordinate and increase Band communication and information-sharing</u> (4 mentions) <input type="checkbox"/> <u>Create a one-stop window for Enrollee services</u> (2 mentions) <input type="checkbox"/> <u>Build care connections and relations between Elders and community members</u> (1 mention)

Strategy I-C: Assure COMMUNITY SAFETY AND ACCOUNTABILITY FOR BEHAVIOR

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> Community focus on <u>substance abuse prevention</u> (4 mentions) <input type="checkbox"/> <u>Establishing and integrating the Tribal court</u> into the Reservation (5 mentions) <input type="checkbox"/> Developed effective <u>emergency management plan and operations</u> network (2 mentions) <input type="checkbox"/> Significant <u>reduction in gang activity</u> (3 mentions) <input type="checkbox"/> Grant-based <u>addition of law enforcement equipment and cooperation with City, County, BCA</u> (1 mention) <input type="checkbox"/> <u>Community policing</u> initiatives implemented (4 mentions) <input type="checkbox"/> Strides in <u>curbing truancy and implementing Restorative Justice</u> practices (2 mentions) <input type="checkbox"/> <u>Animal wellness</u> clinic (1 mention) 	<ul style="list-style-type: none"> <input type="checkbox"/> Loss of animal control and shirking <u>owner responsibility to care for pets</u> (3 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Expand and enhance Reservation public safety, law enforcement and legal services</u> (16 mentions) <ul style="list-style-type: none"> • Increase jurisdiction and Band services of an independent Tribal court • Establish Enrollee legal aid services • Expand police department staffing, capacity and facilities • Co-locate public safety and law enforcement • MIS security • Reservation fire protection emergency services <input type="checkbox"/> <u>Address the drug issue head on</u> as a community in partnership with law enforcement (7 mentions) <input type="checkbox"/> <u>Recover and practice native values for care of animals</u> and all loving all living things (1 mention)



Appendix B: Strategic Situation Assessment Continued

Summary of staff and community input in strategic plan update meetings

Notes in parentheses indicate the number of times comments related to the theme were mentioned in planning meetings.

Direction I: Build COMMUNITY VITALITY

Continued

Strategy I-D: Evolve CONSISTENT and PARTICIPATIVE GOVERNANCE

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> ❑ Clarified <u>role of the RBC and independent court</u> (1 mention) ❑ <u>Committees advise the RBC</u> and receive compensation (1 mention) ❑ Have <u>received good help from the RBC</u> (1 mention) ❑ <u>Progress made in developing policies and supporting divisions</u> in implementing them (4 mentions) ❑ <u>Increased RBC transparency</u> with open meetings and information-sharing (2 mentions) 	<ul style="list-style-type: none"> ❑ Band <u>reserves and revenues decreasing</u> with gaming still the primary source of funds (10 mentions) ❑ Short-term <u>decision-making about funding divisions and programs</u> (2 mentions) ❑ Inconsistency in the <u>RBC meeting individual needs vs. following and enforcing FDLR policies</u> (8 mentions) ❑ Creating increased <u>Band Member dependence</u> on the system (1 mention) ❑ <u>All governments move too slow to make needed changes</u> in Band direction – Tribal, State and Federal (2 mentions) ❑ <u>Community resistance to any change in per cap policy</u> (3 mentions) ❑ Lack of proactive planning and <u>responsibility for follow-through</u> on program plans, projects and initiatives (7 mentions) ❑ Weak communication, relationships and <u>collaboration with the surrounding communities</u> (7 mentions) ❑ Need to shift from competition and/or <u>minimal collaboration and synergies between divisions and functions</u> (8 mentions) 	<ul style="list-style-type: none"> ❑ <u>Increase effectiveness of Band and Tribal government polity</u> – shared responsibility and clear accountability (29 mentions) <ul style="list-style-type: none"> • Band Member participation and responsibilities • Strategic plan buy-in and use as a decision-making guide • Assure goals, plans, success measures, follow through and evaluation in every division, program and enterprise • Examine and clarify governance leadership roles - RBC, committees, policy implementation by staff ❑ <u>Build a long-term plan for Tribal sovereignty and sustainability driven by our cultural values</u> (11 mentions) ❑ <u>Undertake process to look at per cap and Enrollee criteria</u> (3 mentions) ❑ <u>Build Band Member incentives for work and self-support</u> (1 mention)



Appendix B: Strategic Situation Assessment Continued

Summary of staff and community input in strategic plan update meetings

Notes in parentheses indicate the number of times comments related to the theme were mentioned in planning meetings.

Direction II: Support INDIVIDUAL SELF-RELIANCE

Strategy II-A: Focus and Solidify SUPPORT and CARE for the EMERGING GENERATION

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> <u>Opportunities for youth have expanded</u> since “the old days” (4 mentions) <input type="checkbox"/> Many <u>youth camps and training programs</u> (20 mentions) <input type="checkbox"/> <u>School-based support</u> for youth and families (3 mentions) <input type="checkbox"/> School <u>transportation safety a priority</u> (2 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Addressing underlying issues</u> preventing healthy youth, families and individuals (18 mentions) <ul style="list-style-type: none"> • Childhood trauma and behavior challenges • Breakdown of traditional family units • Chronic mental illness • Drug use • Poverty and homelessness • Violence and abuse of women <input type="checkbox"/> Youth not <u>prepared for responsible adulthood</u> (7 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Fortify youth development</u> from birth to adulthood (30 mentions) <ul style="list-style-type: none"> • Reservation-wide care responsibility • Continue and increase youth programming • Pass on cultural value and practices • Training in financial literacy and life skills • All adults trained to work with youth <input type="checkbox"/> <u>Increase supportive social and human services</u> for families and individuals (6 mentions)

Strategy II-B: Support INDIVIDUAL ECONOMIC SELF-SUFFICIENCY

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> Strong working <u>relationship with Fond du Lac Tribal and Community College</u> (1 mention) <input type="checkbox"/> <u>Broadband project launched to support life of Band Members</u> in many ways (6 mentions) <input type="checkbox"/> Youth programs to <u>develop future employees</u> (1 mention) <input type="checkbox"/> <u>Scholarship access and success of recipients</u> at many education levels across the country (7 mentions) <input type="checkbox"/> Free <u>transportation for college students</u> (1 mention) 		<ul style="list-style-type: none"> <input type="checkbox"/> Provide <u>financial literacy training</u> for adults and youth (1 mention) <input type="checkbox"/> Provide <u>technical training and on-the-job training</u> for Band Members (4 mentions) <input type="checkbox"/> Set-up an <u>education department</u> to coordinate lifelong education and training functions (2 mentions)

Strategy II-C: Develop DIVERSE MULTI-GENERATIONAL HOUSING OPTIONS

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> Recently <u>began proactive home construction and renovation</u> (6 mentions) <input type="checkbox"/> Moving <u>property management in-house</u> <u>has improved</u> responsible residency (3 mentions) <input type="checkbox"/> Housing <u>policies are starting to be consistently followed</u> (1 mention) <input type="checkbox"/> <u>Supportive housing is helping people succeed</u> and take responsibility for their lives (4 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Supportive housing facilities continue to have serious drug and safety challenges</u> (3 mentions) <input type="checkbox"/> Affordable <u>housing shortages</u> (6 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Develop a comprehensive plan for Reservation housing</u> (22 mentions) <input type="checkbox"/> <u>Increase Elder housing and services</u> (7 mentions)

Strategy II-D: Promote and expand HEALTHY LIFESTYLES AND CARE OPTIONS

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> <u>Mostly smoke free facilities is a reality</u> (2 mentions) <input type="checkbox"/> Exemplary <u>clinic and human resources services</u> promote healthy life styles (6 mentions) <input type="checkbox"/> <u>Exercise, nutrition and recovery resources</u> and initiatives in progress (7 mentions) <ul style="list-style-type: none"> • Walking trails • Growing and eating healthy food 		<ul style="list-style-type: none"> <input type="checkbox"/> Increase efforts to <u>promote health life styles for all</u> (1 mentions) <input type="checkbox"/> Support healthy eating by <u>growing food and expanding food sovereignty initiatives</u> (6 mentions)



Appendix B: Strategic Situation Assessment Continued

Summary of staff and community input in strategic plan update meetings

Notes in parentheses indicate the number of times comments related to the theme were mentioned in planning meetings.

Direction III: Structure SUSTAINABLE RESERVATION DEVELOPMENT

Strategy III-A: Diversify RESERVATION BUSINESSES and SERVICES

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> Committee-led business research, evaluation and decision-making about enterprise support (11 mentions) <input type="checkbox"/> Building <u>working relationships with surrounding communities</u> and markets (8 mentions) <input type="checkbox"/> Investments in <u>existing businesses and some new economic ventures</u> (19 mentions) <ul style="list-style-type: none"> • Gaming continues to support the livelihood of the Band • Black Bear enhancements • Fond-du-Luth remodeling • Profitable motel purchase • Purchased commercial radio station • Broadband business launched • C-Store • Pipeline construction jobs • Golf course increasing in popularity and revenues <input type="checkbox"/> <u>Useful entrepreneurship training</u> for Band Members held (4 mentions) <input type="checkbox"/> Have <u>some self-sustaining programs</u> (8 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> Strong <u>external market forces significantly affecting enterprise</u> and Reservation profitability (8 mentions) <input type="checkbox"/> Increasing <u>competition in the gaming industry</u> (7 mentions) <input type="checkbox"/> Need for improved criteria and <u>due diligence to develop and manage enterprises</u> (6 mentions) <input type="checkbox"/> <u>Some enterprises competing</u> with each other (3 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Build alternative energy sources</u> (4 mentions) <input type="checkbox"/> <u>Increase competitiveness and success of existing enterprises</u> (19 mentions) <input type="checkbox"/> <u>Establish a disciplined process and roles decision-making about Reservation revenues and sustainable economy</u> (22 mentions) <input type="checkbox"/> <u>Pursue a range of enterprise development ideas</u> (27 mentions) <input type="checkbox"/> <u>Coordinate and collaborate for Reservation marketing and public relations</u> (14 mentions) <input type="checkbox"/> <u>Provide a centralized, responsive administrative support for enterprise</u> (4 mentions) <input type="checkbox"/> <u>Expand entrepreneur training</u> (3 mentions)

Strategy III-B: Enhance WORKFORCE DEVELOPMENT AND EMPLOYMENT PRACTICES

PROGRESS	CHALLENGES	DIRECTIONS
<ul style="list-style-type: none"> <input type="checkbox"/> Significant <u>administrative process improvements</u> (14 mentions) <input type="checkbox"/> <u>Human resources assessment</u> conducted (1 mention) <input type="checkbox"/> Improved <u>internal communication</u> and cooperation between divisions (4 mentions) <input type="checkbox"/> <u>Band Member hiring and/or cultural competency</u> is an important criterion in hiring (2 mentions) <input type="checkbox"/> Divisions implementing <u>employee cross-training and development</u> (6 mentions) <input type="checkbox"/> <u>Staff teamwork and employee recognition</u> credited for effective divisions, program and business services (5 mentions) <input type="checkbox"/> <u>Competitive employment compensation</u> that includes benefits and work flexibility (1 mention) <input type="checkbox"/> <u>Attending to occupational safety</u> practices (2 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> Outdated <u>technology and IT overload hinders internal operational effectiveness</u> (10 mentions) <input type="checkbox"/> Significant and <u>serious funding and staff shortages</u> in enterprises and programs (19 mentions) <input type="checkbox"/> Attracting and <u>recruiting new generations of internal and external employees</u> to work at FDLR (8 mentions) <input type="checkbox"/> Employee training and development and preventing <u>loss of institutional knowledge as veteran employees retire</u> (6 mentions) <input type="checkbox"/> <u>Need for in-depth job training</u> in all aspects of work (8 mentions) <input type="checkbox"/> <u>Cumbersome and inflexible hiring process</u> (6 mentions) 	<ul style="list-style-type: none"> <input type="checkbox"/> <u>Update and improve technology support to Divisions</u> (3 mentions) <input type="checkbox"/> <u>Continue to streamline and update administrative processes</u> to support enterprises and programs (10 mentions) <input type="checkbox"/> <u>Facilitate and coordinate a comprehensive and human resources plan</u> (26 mentions) <ul style="list-style-type: none"> • Workforce development • Job training • Employee development and succession planning • Compensation management • Recruitment and hiring • Employee support



Appendix B: Strategic Situation Assessment Continued

Summary of staff and community input in strategic plan update meetings

Notes in parentheses indicate the number of times comments related to the theme were mentioned in planning meetings.

Direction III: Structure SUSTAINABLE RESERVATION DEVELOPMENT Continued

Strategy III-C: Proactive LAND USE, INFRASTRUCTURE, NATURAL RESOURCES MANAGEMENT

PROGRESS	CHALLENGES	DIRECTIONS
<p>Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ongoing <u>expansion of government facilities</u> in two decades (2 mentions) <input type="checkbox"/> <u>Physical plant improvements</u> at radio stations, golf course, etc. (3 mentions) <input type="checkbox"/> Established the <u>public works department</u> (7 mentions) <input type="checkbox"/> <u>Fire protection agreements</u> with Cloquet and Carlton County (2 mentions) <input type="checkbox"/> <u>Transit and school transportation expansion</u> and improvements (11 mentions) <p>Natural Resources and Land Use</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Resource management scope and environmental practices</u> expanded (7 mentions) <input type="checkbox"/> <u>Alternative energy pilot projects</u> in solar and biomass (4 mentions) <input type="checkbox"/> Free <u>garbage dumping</u> (1 mention) <input type="checkbox"/> Expanded <u>trails system</u> (4 mentions) 	<p>Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> Need for <u>additional office space</u> (6 mentions) <input type="checkbox"/> New <u>infrastructure needs for food sovereignty</u> initiative (2 mentions) <input type="checkbox"/> <u>Lacking a comprehensive maintenance</u> plan and system for our physical infrastructure (5 mentions) <input type="checkbox"/> Lack of needed <u>office space inhibiting effective service</u> delivery (7 mentions) <p>Natural Resources and Land Use</p> <ul style="list-style-type: none"> <input type="checkbox"/> Assuring <u>sustainable natural resources</u> on the Reservation (1 mention) 	<p>Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Centralize and coordinate facilities construction and maintenance</u> (10 mentions) <input type="checkbox"/> <u>Continue to improve transit</u> (4 mentions) <p>Natural Resources and Land Use</p> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Provide support for gatherers</u> of tea, berries, etc. (2 mentions) <input type="checkbox"/> <u>Assure quality water on the Reservation</u> (4 mentions) <input type="checkbox"/> <u>Protect wild rice</u> (1 mention) <input type="checkbox"/> <u>Reduce waste through reuse and recycling processes</u> (5 mentions) <input type="checkbox"/> <u>Continue a proactive land use and acquisition</u> (2 mentions)



Appendix C: Evaluation of 2010 Strategic Plan Implementation

The collective assessment revealed that about 60% of the **action steps identified** in 2010 were implemented or underway. Progress was enhanced by **added action initiatives** undertaken in support of the strategies.

STRATEGY	Completed	Underway	Limited Implementation
Direction I – Build COMMUNITY VITALITY			
Strategy A: <i>Enhance CULTURAL VALUES, PRIDE, PRACTICES AND LANGUAGE</i>	<p>A-2. <i>Integrate</i> culture and language into Tribal functions and workplaces</p> <p>A-6. <i>Declare</i> resolution to have Ojibwe be the primary language of FDL – 13 Moons</p> <p>A-3. <i>Promote and support</i> Tribal art and Band artists</p> <p><i>Added action initiative:</i></p> <ul style="list-style-type: none"> Put values into practice with the Food Sovereignty Initiative launch 	<p>A-1. <i>Create and implement a plan</i> to preserve and revitalize our culture and language in schools, homes, workplaces and the community</p> <p>A-4. <i>Build</i> on the museum and/or build a prominent cultural facility for internal and external uses</p> <p>A-5. <i>Preserve</i> hunting experience for future generations in developing land use plans</p>	
Strategy B: <i>Unify & expand RESERVATION COOPERATION AND COMMUNICATION</i>	<p><i>Added action initiative:</i></p> <ul style="list-style-type: none"> Human Service handbook of Band Member services 	<p>B-1. <i>Develop</i> ways to be One Nation that celebrates the unique differences of the district communities and individualism of all Band Members.</p> <p>B-4. <i>Diversify</i> methods and technologies to communicate and disseminate information</p> <p><i>Added action initiative:</i></p> <ul style="list-style-type: none"> Functioning Community Centers Communication improvements through radio, newspaper, social media and website 	<p>B-2. <i>Establish</i> a proactive communication strategy and systems</p> <p>B-3. <i>Create</i> a guide of services and programs available to Band Members and director</p> <p>B-5. <i>Eliminate</i> inter-community competition for resources</p> <p>B-6. <i>Broadcast</i> RBC Meetings and <i>publish</i> minutes on the web</p>
Strategy C: <i>Assure COMMUNITY SAFETY AND ACCOUNTABILITY FOR BEHAVIOR</i>	<p>C-1: <i>Work together</i> as a Band to reduce gang activity</p> <p>C-6. <i>Assure</i> an independent judicial and law enforcement system</p> <p><i>Added action initiative:</i></p> <ul style="list-style-type: none"> Community focus on substance abuse prevention 	<p>C-2. <i>Improve</i> the truancy court to teach ethics, work habits and encourage school attendance</p> <p>C-3. <i>Implement</i> Restorative Justice to help youth to take responsibility for actions</p> <p>C-4. <i>Assure</i> consistent and confidential law enforcement and public safety program</p> <p>C-5. <i>Develop</i> animal control strategies (work with Friends of Animals Human Society)</p> <p>C-5. <i>Lead</i> the way in prioritizing and addressing youth violence, gang activity and crime as a Reservation community</p> <p><i>Added action initiatives:</i></p> <ul style="list-style-type: none"> Proactive community policing Emergency management plan and operations 	
Strategy D: <i>Evolve CONSISTENT and PARTICIPATIVE GOVERNANCE</i>		<p>D-1. <i>Increase</i> community information and involvement in Tribal decision-making</p> <p>D-2. <i>Create</i> equitable opportunities for off-Reservation Band Members</p> <p>D-3. <i>Assure</i> data-driven, proactive program planning effectiveness, follow-through and development</p> <p>D-5. <i>Assure</i> objective, consistent leadership roles and decision-making</p> <p><i>Added action initiatives:</i></p> <ul style="list-style-type: none"> Progress made in developing policies and supporting divisions in implementing them Increased RBC transparency with open meetings and information-sharing 	<p>D-4. <i>Assure</i> strategic plan effectiveness and follow-through</p> <p>D-6. <i>Develop</i> a plan for Band succession and continued sovereignty</p>



Appendix C: Evaluation of 2010 Strategic Plan Implementation Continued

The collective assessment revealed that about 60% of the **action steps identified** in 2010 were implemented or underway. Progress was enhanced by **added action initiatives** that were undertaken in support of the strategies.

STRATEGY	Completed	Underway	Limited Implementation
Direction II – Support INDIVIDUAL SELF-RELIANCE			
<p>Strategy A: <i>Focus and Solidify SUPPORT and CARE for the EMERGING GENERATION.</i></p>	<p>A-1. <i>Set up</i> a Youth Advisory Group and clarify their role</p> <p><i>Added action initiatives:</i></p> <ul style="list-style-type: none"> • Opportunities for youth have expanded since “the old days” • Many youth camps and training programs • School-based support for youth and families • School transportation safety a priority 	<p>A- 2. Initiate or increase programs to support families in caring for their children</p> <p>A-4. <i>Provide</i> more opportunities, activities and jobs for children and youth</p> <p>A-5. <i>Develop</i> indoor and outdoor recreational spaces and activities</p>	<p>A-3. <i>Provide</i> transitional programs for teens to adults</p> <p>A -6. <i>Develop</i> and implement a plan to address youth issues systemically as a “village;” underscore, promote, and support parents’ primary responsibility for their children; combine public programs with grassroots participation and leadership; involve Community Centers actively.</p> <p>A-7. <i>Change</i> the per capita process to support positive growth, pursuit of education/career development and relate effectively to scholarships</p>
<p>Strategy B: <i>Support INDIVIDUAL ECONOMIC SELF-SUFFICIENCY</i></p>	<p><i>Added action initiatives:</i></p> <ul style="list-style-type: none"> • Strong working relationship with Fond du Lac Tribal and Community College • Broadband project launched to support life of Band Members in many ways • Scholarship access and success of recipients at many education levels 	<p>B-2. <i>Enhance</i> the standards, quality and expectation of the school system and curriculum</p> <p>B-3. <i>Provide</i> community education at community centers</p> <p>B-4. <i>Utilize</i> distance learning and other new technologies for education and upgrade education facilities as needed</p> <p><i>Added action initiative:</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Free transportation for college students 	<p>B-1. <i>Unite and organize</i> to encourage, model and develop life-long training and career development</p>
<p>Strategy C: <i>Develop DIVERSE MULTI-GENERATIONAL HOUSING OPTIONS</i></p>	<p>C-3. <i>Develop/update</i> the 5-Year Indian Housing Plan to create a comprehensive and innovative housing strategy to provide diverse options</p>	<p>C-2. <i>Offer</i> homeownership training and support</p> <p><i>Added action initiatives:</i></p> <ul style="list-style-type: none"> • Recently began proactive home construction and renovation • Moving property management in-house has improved responsible residency • Housing policies are starting to be consistently followed • Supportive housing is helping some people succeed and take responsibility for their lives 	<p>C-1. <i>Provide emergency</i> shelter and support for the homeless – especially women and families</p> <p>C-4. <i>Develop</i> clear standards and equitable assistance for housing</p>
<p>Strategy D: <i>Promote and expand HEALTHY LIFESTYLES AND CARE OPTIONS</i></p>	<p>D-1. <i>Unite and organize</i> a strong effort to promote and practice preventative health care</p> <p>D-4. <i>Make</i> all facilities smoke-free in the future (except some casino spaces)</p> <p>D-5. <i>Develop</i> health care policies as needed to support the health care plan regarding prioritizing care for Band Members etc.</p>	<p>D-2. <i>Develop</i> a long-term plan to increase and innovate health care services to meet current and future Reservation needs</p> <p>D-3. <i>Complete</i> walking trails and benches between C-Store and the school</p>	



Appendix C: Evaluation of 2010 Strategic Plan Implementation Continued

The collective assessment revealed that about 60% of the **action steps identified** in 2010 were implemented or underway. Progress was enhanced by **added action initiatives** that were undertaken in support of the strategies.

STRATEGY	Completed	Underway	Limited Implementation
Direction III – Structure SUSTAINABLE RESERVATION DEVELOPMENT			
Strategy A: <i>Diversify</i> RESERVATION BUSINESSES and SERVICES		A-1. <i>Expand</i> existing Tribal businesses <ul style="list-style-type: none"> • Build onto the current store • Expand our pit and gravel business • Develop the construction business • Enhance casino services and amenities • RV Park A-2. <i>Set up</i> support systems for starting and growing local businesses A-3. <i>Diversify</i> and increase a critical core of Reservation businesses to meet needs A-5. Seek and coordinate additional funding sources for all Reservation programs and initiatives	A-4. <i>Develop</i> a business district, mall, “main street” and/or industrial park hub and access to services in all communities A-6. <i>Develop</i> a long-range income, investment and economic plan for a sustainable and strong Reservation economy not based on gaming
Strategy B: <i>Enhance</i> WORKFORCE DEVELOPMENT AND EMPLOYMENT PRACTICES	<i>Added action initiative:</i> Significant improvements in internal administrative systems		B-1. <i>Build and implement</i> a plan for creating jobs, developing the work force and providing job training B-2. <i>Provide</i> customer service and other employee training to assure effective workplaces B-3. <i>Establish</i> systems to assure trained and qualified Reservation employees
Strategy C: <i>Proactive</i> LAND USE, PUBLIC INFRASTRUCTURE AND NATURAL RESOURCES MANAGEMENT	C-1. <i>Establish</i> a public works department to maintain, manage and develop the basic community infrastructure and land use C-2. <i>Establish</i> service agreements to assure Reservation fire protection C-3. <i>Identify and develop</i> adequate land and locations for needed and diverse development - business, residential, natural habitat, recreational etc. C-4. <i>Increase, improve and interconnect</i> Reservation transportation system and services - implement, update and revise transportation plans –20-Year Transportation Plan (2005), Trail Connections Plan (2006) and Safe Routes to School Plan (2009) C-5. <i>Manage</i> Reservation natural resources by implementing and revising the Integrated Resources Management Plan (2008)	C-6. <i>Create and follow</i> a long-term land acquisition strategy	



Appendix D: Strategic Plan Update PROCESS

Phase I: Assessing plan progress and future needs

August 2018 – January 2019

Community and staff members were engaged in a series of planning meetings to evaluate the existing strategic plan and identify what is needed to continue effective implementation of the Reservation mission, vision and goals. Millennia Consulting LLC was retained to coordinate and facilitate the planning process. In the planning meetings, participants responded to the following strategic plan update questions:

- ✦ The Past: What **progress** has been achieved in strategic plan implementation?
- ✦ The Present: What current **challenges** need attention in order to fulfill the Reservation mission?
- ✦ The Future: What are needed **directions** for the next phase of growth and development?

Division Input Meetings:

- A. **ECONOMIC Services**
Black Bear Casino | Fond-du-Luth Casino Surveillance | Black Bear Golf Course | Black Bear Hotel | Radio WKLK | Economic Development Committee
- B. **EDUCATION Services**
Head Start | Scholarships | Ojibwe School | Tribal College
- C. **CULTURAL Services**
Community Services | Language Department | Museum | Newspaper | Radio WGZS
- D. **PUBLIC SAFETY Services**
Law Enforcement | Tribal Court Emergency Services
- E. **SOCIAL Services**
Housing | Supportive Housing | Human Services | Food Sovereignty Initiative
- F. **ENVIRONMENT and INFRASTRUCTURE Services**
Natural Resources | Construction | Operations | Public Works | School Transportation | Transit
- G. **ADMINISTRATIVE Services**
Financial Accounting | Purchasing Human Resources | Internal Auditor | IT | Legal | Planning

Community Input Meetings:

- A. **CLOQUET** Planning Meeting
- B. **SAWYER** Planning Meeting
- C. **BROOKSTON** Planning Meeting
- D. **ELDERS** Planning Meeting
- E. **ENROLLEE** Day Input

Phase II: Identifying Future Priorities

February - March 2019

The assessment input was compiled and presented to the community, staff and Reservation Business Committee for review, comment and advice for identifying priorities to include in the 2019 – 2025 FDLR Strategic Plan.

A. Plan Drafting: Input Review and Priorities Discussion

Community Meeting	January 14, 2019
Tribal Council Meeting	January 31, 2019
Division Directors Meeting	February 1 2019

B. State of the Band: Draft Plan Overview

February 21, 2019

C. Plan Approval: Launch Implementation

April – May 2019

Phase III: Launching the Strategic Implementation

March – May 2019

A draft 2019 – 2025 Strategic Plan was developed for Reservation Business Committee review and approval. Launching implementation will include assigning leadership for priority strategies, developing action plans and identifying mechanisms for progress accountability and ongoing evaluation.