

Nottawaseppi Huron Band of the Potawatomi

# Strategic Plan

2023-2027



*Facilitated by Chief Strategy Group | The Strategic Partner for Indian Country*

It makes me **proud**. I wish my grandmother was still alive to see how amazing the tribe has become.

Being affiliated with the tribe means a lot to me and my family by keep our families together and being part of a tribe that cares about the well-being of its members and the **community**.

It means a lot. Knowing that I'm part of the tribe gives me a sense of **pride** for myself and for the tribe as a whole.

Being affiliated with the NHBP means to me that I'm honoring my **ancestors** who fought and sacrificed so much to get us to the point we're at today.

It means **everything** in my everyday life. As I wake up, I thank those who fought for us to get here. I think of all the struggles our families all went through, each our own problems. I'm appreciative of everything our elders have done for us and for the opportunity to work for our people. With everything that has happened since recognition on 12/19/1995, I'm truly grateful that we can focus on our culture and continue teaching our youth traditional ways and language. I love connecting with our great people and learning alongside them as one day I'll have the responsibility of being an Elder, which I will hold with great respect. Migwéch

## What does being affiliated with the Nottawaseppi Huron Band of the Potawatomi mean to you?

It means knowing what my roots are and to **honor** them as they would honor me.

It means a lot to me. It is where I am from and where I was raised. I was raised on the reservation and was instilled traditional **values** and beliefs by elders that have walked on. The reservation and the elders continue to raise me even though I am an adult. I have lived in other communities and have never been embraced except for Pine Creek reservation.

It gives me more opportunities to be more connected with my **culture** and to learn more about it. It also helps me befriend other people in our community.

It's great to know the history and **heritage** of where our families came from and how far our tribe has come today

It gives more meaning to my **identity**, and a stronger connection to my heritage.

The opportunity to build a stronger connection with **family** and share time learning about our ancestral background.

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# Tribal Structure

*"Being a member of the NHBP is a great honor. I also believe there is a responsibility to provide feedback to help shape our next 7 generations and beyond for our membership."*

- NHBP Tribal Member

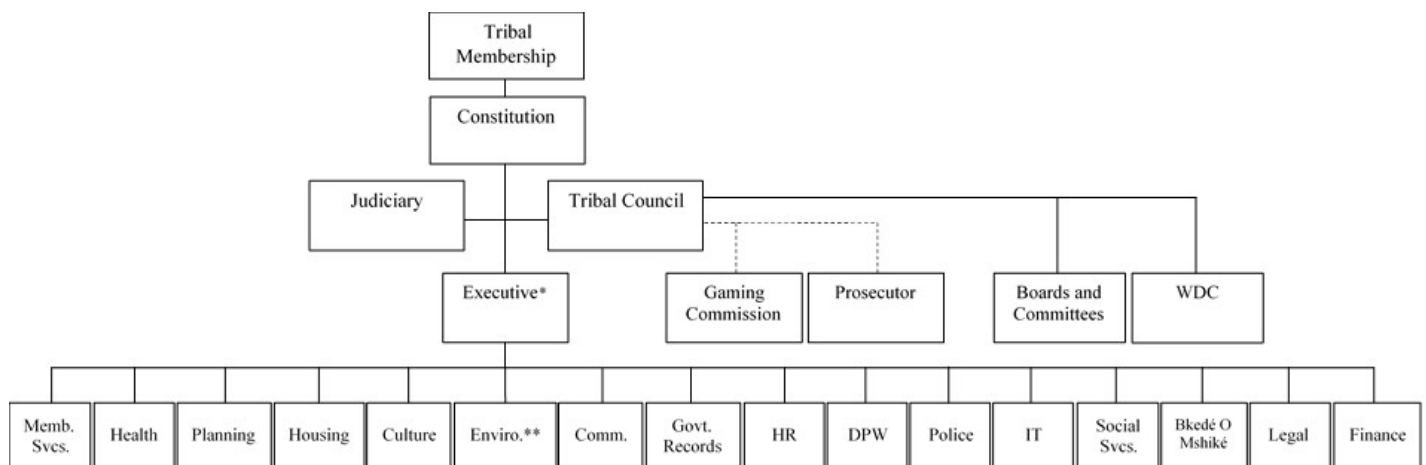
The Nottawaseppi Huron Band of the Potawatomi (NHBP) was federally reaffirmed on December 19, 1995. NHBP currently has approximately 1,600 members. The government of the NHBP is comprised of two independent branches of government – a Tribal Council and Tribal Court.

The Tribe is governed by a written constitution and an elected five-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 a Chief Executive Officer who 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 2022 is below:



**Boards and Committees:** Election Board; Cemetery & Parks; Culture; Education; Elders; Enrollment; Tribal Environmental Advisory; Housing; Planning and Land Use Advisory; Tribal Emergency Preparedness; Journey to Wellness; Indigenous Rights; Revenue Allocation Code Review; and Ogitchedaw Society

\* Includes Health & Safety

\*\* Includes Tribal Historic Preservation Office

## 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.

The Tribal Court has a responsibility to 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:

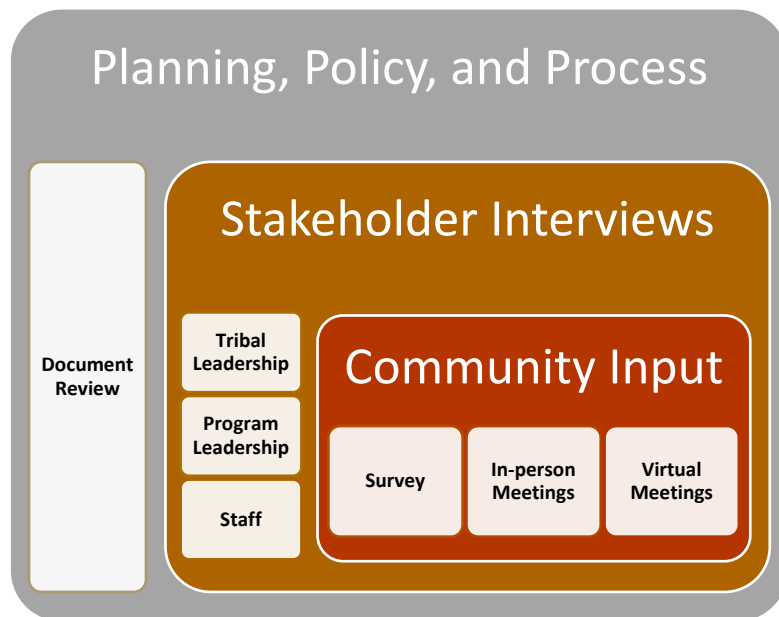
1. Create a diversified business portfolio and build its asset base to protect against a downturn in gaming revenue. This includes acquiring, developing, and profitably operating companies across target industries such as manufacturing, logistics, distribution, income property, telecommunications, and others that meet the criteria set forth in planning documents. These industries will be further diversified by markets and other factors such as defense, real estate, medical, 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.



## Data Collection

*"My affiliation with the NHBP means a lot of things. For example, it is part of my personal identity. It provides a community identification I can be associated with. This affiliation or association is crucial to my socialization, values, beliefs, and worldview. I am proud to be a member of the NHBP. And my affiliation with the NHBP allows me to be part of something greater, a family. A family that is working together to achieve a shared vision for our people."*

- NHBP Tribal Member



Understanding where a community is, who they are, and what matters to them is a critical starting point for comprehensive strategic planning. This can only be accomplished through a multiprong approach of collecting various types of data. It is important that qualitative and quantitative data be collected from a variety of stakeholders in a variety of means. This data must then be analyzed and evaluated in an objective manner. Objectivity is only maintained through confidentiality and building of trust with various stakeholder groups.

For collecting pertinent data for this initiative, a variety of stakeholders were sought: Tribal Membership, elected

leadership, program leadership, and program staff. Each of these groups provides a different perspective, not only on what they would like to see, but how to get there as well.

A variety of methods and approaches were utilized to reach these groups. For Tribal Membership, a confidential survey, multiple in-person community meetings, and virtual community meetings were conducted and facilitated. For program management, the interaction focused on in-person and virtual sessions with individuals and groups.

While survey data falls short of a statistical validity standard, it provides directional context that must be considered for the development of the strategic platform components.

### Existing Documents and Planning Efforts

When engaging in strategic planning, existing and current plans and initiatives provide a substantial amount of information. Additionally, working to achieve alignment with these is critical. Whether it is the work that is underway or completed, familiarity with the community and existing data sets often identify potential priorities, goals, and objectives. For this engagement, a number of current and past planning efforts were looked at, as well as various pieces of communication from the Tribal Government to membership. Several of these provided

significant guidance and information for the plan. Additional more focused plans and efforts were also evaluated for inclusion at various levels of the strategic platform.

Other initiatives that are important to align with the strategic plan include opportunities and funding from the American Rescue Plan Act of 2021 and the Infrastructure Investment and Jobs Act. These two opportunities should not influence the direction of NHBP's strategic initiatives; however, aligning those objectives with funding resources is an opportunity to capitalize on.

## Stakeholder and Leadership Interviews

It is important to consider implementation from the outset of a strategic planning initiative. Buy-in and ownership is critical for a successful plan, and that is best done through involvement in the process. For this reason, multiple stakeholders were identified for data collection.

Tribal Council members, program leadership, and other select staff were identified for the individual stakeholder interviews. These confidential conversations provided valuable insight into what was working well, processes, areas for improvement, concerns, and planned activities.

In addition to the individual time, group sessions were also held. This created a different dynamic and conversation, while also working to build consensus for implementation. Group sessions included time with the Tribal Council, consistent updates with the Tribal CEO and Chief Planning Officer, manager meetings, and sub-groups of managers arranged for development of the goals and objectives.

## Community Meetings and Engagement

The intent of the process was to be community-focused throughout the planning. Interaction and involvement with Tribal Members prove to be a key step in developing a plan that is meaningful and sustainable and produces better results during implementation. To that end, substantial efforts were made to provide community and membership input into what they desired from their Tribal Government over the next five years.

The thoughts from the community and membership varied from things that are working well to things that need to be improved as well as many additional items for consideration. As designed, the process captured both independent and group inputs in a manner that allowed priorities to emerge. These were then balanced against other aspects of data collection such as stakeholder interviews and document review. These thoughts and desires were then captured in the SWOT Analysis, Priority Areas, Goals, and Objectives.

More specifically, the following is a summary of the community engagement.

Confidential Community Survey – A community survey was utilized to obtain quantitative and qualitative data from membership in a confidential manner. Over 320 Tribal Members completed the Community Survey.

In-person Community Meetings – A key focus was in-person community meetings in Grand Haven, Grand Rapids and at FireKeepers Casino Hotel. These types of meetings allow for a richer interaction and more fluid conversation. Meetings were planned, communicated, and held at times of the day to allow attendance for Tribal Members.

Virtual Community Meetings – Understanding that Tribal Members reside across the United States, a series of virtual community meetings were held to provide another opportunity for input and understanding.

Community Confirmation Meeting – While hearing from the community on the frontend of the project is important, confirming what was heard from them and captured in the strategic plan is vital. Confirmation meetings were held within each community including Grand Haven, Grand Rapids, and Pine Creek.

## Comprehensive Strategic Planning

In addition to facilitating the 2023-2027 Strategic Plan, NHBP was interested in a comprehensive strategic planning approach. This approach included revising the Revenue Allocation Plan (RAP) as well as updating the Capital Improvement Plan (CIP) and the Land Acquisition Plan (LAP). Strategic advice and information was provided to the Revenue Allocation Code Committee in order to inform current trends and benchmarking throughout Indian Country. This advice and information was weighed by the Revenue Allocation Code Committee, and the Committee incorporated certain portions into the revisions of the Revenue Allocation Plan.

Community input through community meetings and the community survey informed the current needs and priorities of Tribal Members regarding both capital projects and land acquisition. Based on this input, the CIP and LAP were updated as needed. The LAP was also sent to the Planning and Land Use Committee (PLUC) for review and input.

The RAP, CIP, and LAP are standalone documents that are integral pieces to the overall comprehensive strategic planning approach NHBP has championed.



## Vision Elements

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*"The Seven Grandfather Teachings. Wisdom, Love, Respect, Bravery, Honesty, Humility and Truth."*

*- 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. It is important to mention that there is a particular focus on the Seven Grandfather Teachings, which have been identified and honored for generations and set a strong foundation for strategic decision-making and action for the future. Based on input from the Tribal Council, there were some slight changes that were made to both the vision and mission statement of NHBP, however the overall path was not significantly altered.

### 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 and tribal leadership in achieving a desired future state and helps measure progress along the way. It is a guide to making informed decisions and strategic choices to benefit the NHBP tribal community.

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

***As a sovereign nation, embodying the Seven Grandfather Teachings, NHBP 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 to attain a high level. 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 people. We will preserve our culture and history, promote health and healing, provide essential services, and secure our financial future through strategic decision-making for the benefit of all our members.***

## 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

*"Continue to carry generational teachings."*

- NHBP Tribal Member

From the community several key themes emerged. These themes were present in the community input sessions, as well as the membership survey. These theme areas were those that membership felt were important. In some instances, more specific strategies or initiatives were captured. This prioritization exercise led to five primary areas of groupings. 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 overarching themes, allowing the alignment of goals and objectives with the needs identified by the membership. It is important that the priority areas not be viewed as rigid, but as interdependent. Although goals will be assigned and organized under one priority area they likely will touch on multiple areas, thereby underscoring the true priority.

## Expanding Sovereignty

Sovereignty, the notion and practice of self-governance and self-rule, is vital tribal nations. This is specifically true with the NHBP membership, and the tribal government strives to embrace, exercise, and expand sovereignty at every opportunity. 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. Exercising sovereignty has been a longstanding practice of NHBP, and one they have advanced 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. Over the next five years sovereignty will not just be exercised, but truly expanded from the base that has been built.

## Strengthening Culture

Culture is the connection between our past, our present, and our future. It represents the unique beliefs, traditions, and practices of who we are. Preserving culture and language is not enough, it must be continually practiced, expanded, and passed on to future generations. 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. Strengthening culture will focus on connecting tribal members to one another through these shared beliefs and history.

## Health & Healing

An extension of sovereignty is encouraging and promoting a healthy membership. Health can take on many different forms such as financial, physical, mental, environmental, behavioral, and other. Each of these impacts the perpetuation of culture and future generations of NHBP. The COVID-19 Pandemic placed a new importance on health and that will continue to be of importance over the next five years. Additionally, we have a new understanding of the impacts of historical grief and trauma and how that manifests itself into our tribal membership. Healing individuals, healing our environment, and healing our community emerged as a key priority from the tribal membership.

## Financial Wellness

Financial wellness looks to build upon the success NHBP with an eye towards planning for the future use and protection of assets. This extends beyond the tribal government to ensuring that tribal members are also financially secure. Financial wellness begins with an appropriate stewardship of tribal financial resources, which includes planning, forecasting, and diversifying. In addition to this stewardship, the tribal government must look at robust financial planning that leverages current assets to protect and provide for future needs. Lastly, the membership of NHBP desires sustained benefits as well as opportunities to better understand, plan, and secure individual opportunities.

## Organizational Excellence

Too often a strategic plan looks at noble goals and priorities without consideration of how those will be delivered and accomplished. Developing, assessing, and revising the conduit responsible for accomplishing the strategic goals and objectives for maximization is essential. Addressing the needs of a nation requires a robust system of delivery as NHBP members enjoy a vast array of services and deserve efficiency and effectiveness. 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

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*"Being a part of the same cultural community as my ancestors and working to preserve the value, beliefs and traditions of our Potawatomi culture."*

*- NHBP Tribal Member*

SWOT Analysis is a commonly used planning tool utilized 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. Broadly, strengths and weaknesses consider internal characteristics, while opportunities and threats outline external forces.

### SWOT

The chart on the next page displays the strengths, weaknesses, opportunities, and threats of NHBP.



Organizational culture is generally favorable  
 Alignment with the Seven Grandfather Teachings  
 Open environment – organizationally  
 Agile and innovative organization – quick response to work environment for COVID  
 Interdepartmental collaboration is improving  
 Financial assistance to members – per capita, Member Benefit Program, education, housing, etc.  
 Recovery services, assistance and outreach  
 Health insurance and general health programming/services  
 Noticeable improvement in most departments through the lens of the prior organizational assessments  
 Morale within departments  
 Housing development expansion  
 Fiber-optic expansion through federal resources at Pine Creek

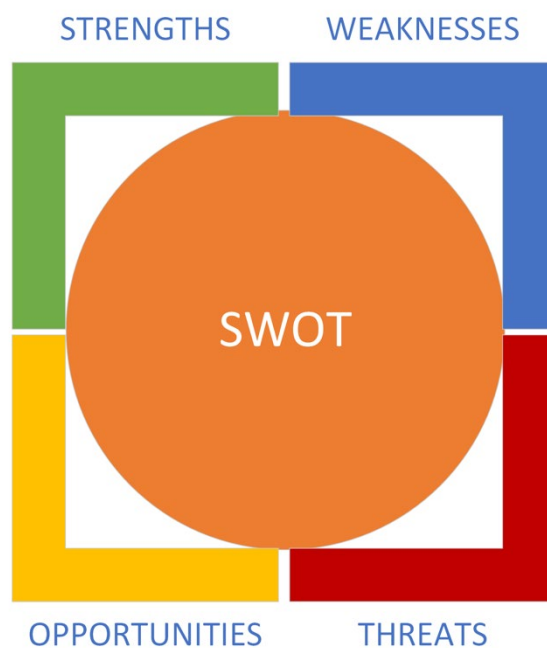
Fiscal outlook for tribal government operations is unclear  
 Interdepartmental morale is not optimal.  
 Comparable services, programming, and facilities to all population centers.  
 Transparency to membership  
 Buildings at Pine Creek need renovation, more space, more buildings, etc.  
 Addressing childcare needs and challenges  
 Need and opportunity for more community-based programs rather than government services.  
 Alignment of the tribal budget with the 5-year strategic plan  
 Spousal healthcare coverage  
 Systemic pay discrepancies that go unaddressed  
 Protocol and understanding of social services and ICWA – program audits, Child Protection Code  
 Alignment of the budget process with Tribal executive functions  
 Lack of clarity regarding governance and management oversight responsibilities from Tribal Council  
 Confusion of access and reporting regarding Tribal Council, CEO, and CFO  
 Need for sophistication of financial management systems due to ownership, risk mitigation, planning (contingency and long-term), and access  
 Capacity of tribal court to further expand sovereignty

Multiple processes are manual and do not capitalize on technological innovations or solutions  
 Data collection and analysis for decision making can be improved  
 Misalignment within support services  
 Loss of history and cultural knowledge due to elders passing  
 Focus on youth and elder programming

Federal regulations  
 State regulations  
 Gaming  
 Pandemics  
 Governance Structure and Model – geographic representation, etc.  
 Lack of access to history and culture – boarding schools, language, etc.

Succession planning for tribal programs  
 Business Development and investment  
 Initial moves towards food sovereignty  
 Positive relationships with local entities (fire, police, etc.)  
 Public Relations  
 Utilization and expansion of telehealth platforms  
 3<sup>rd</sup> party billing revenue for healthcare  
 One-time federal funding related to Pandemic (CARES, ARP, grants, etc.)  
 Land Acquisition opportunities  
 Desire for more defined agricultural strategies and opportunities  
 Community interest for more robust cultural initiatives – storage, archival, etc.

Cohesiveness of the community and membership  
 Treaty Rights – hunting, fishing, gathering, etc.  
 Impact of historical grief and trauma  
 General economic conditions, inflation, etc.  
 Long-term impact of COVID on employees, members, and systems



## Analysis

### Leveraging Strengths

The Tribal Government took quick and necessary steps to ensure continued operations during the COVID-19 pandemic. These steps included drafting new policies as well as amending old policies, designating essential personnel, and prioritizing health and wellness for the staff as well as Tribal Members. This response is representative of an agile and innovative organization. These characteristics should be encouraged and praised so as to move NHBP forward as a continuously improving organization that's ready to face any challenge that arises.

NHBP's response to the opioid epidemic has been more impactful than many of the Tribal nations' efforts we have seen. This response includes recovery services, assistance, and outreach. As Indian Country continues to grapple with the opioid epidemic, it is vital that NHBP continue to work hard to find solutions that fit the needs of its Tribal Members who are living with substance use disorder.

### Mitigating Weaknesses

Morale is a crucial piece to the success of any organization. Although employee morale within departments is high, interdepartmental morale within the Tribal government is low. Much of this deterioration of interdepartmental morale is due to the COVID-19 pandemic. Leadership should take an active role in bolstering morale between departments. Good interdepartmental morale promotes good collaboration and effective operations.

A common challenge that has emerged throughout Indian Country is wage compression. Unfortunately, it appears to be a challenge for NHBP as well. Wage compression within an organization often leads to employees leaving the organization. Human Resources should examine the pay structure for every department and develop a strategy to address wage compression. This will likely include multiple conversations with department managers, CEO, and Tribal Council.

### Capturing Opportunities

A major opportunity for NHBP is to expand food sovereignty efforts. This is something that is popular across Indian Country. NHBP should continue with the initial moves towards food sovereignty that have already taken place. This initiative has the highest chance of success if there is a deep cultural tie to food sovereignty efforts. It is appropriate to keep the food sovereignty efforts under the Environmental program as long as there is significant input and participation from the Cultural department. This collaboration could provide a positive example of interdepartmental work for the organization.

With the COVID-19 pandemic continuing, there is an opportunity to expand the use of telehealth platforms. This could provide high quality healthcare to all Tribal Members regardless of location. Two important considerations are access to reliable broadband services and familiarity with computer systems.

### Defending against Threats

The most immediate threat to NHBP is the general economic conditions currently. High inflation due to many factors is crippling purchasing power. This impact is felt at FireKeepers Casino Hotel where patrons feel a crunch on discretionary spending, and, more importantly, it is felt by Tribal Members as their dollar doesn't stretch as far at the grocery store. The investment in revenue and business diversification that NHBP has made continues to be the best defense against economic turmoil in the long run.

COVID-19 has been mentioned multiple times within the SWOT Analysis. The pandemic and the long-term impact of COVID-19 will continue to have an unknown effect on Tribal Members, employees, and systems. NHBP should continue to stay abreast of new developments regarding the pandemic and monitor other potential health threats as well.

## Evaluation and Reporting

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*"A sense of pride and belonging to something bigger than myself. Belonging to a beautiful culture."*

*- NHBP Tribal Member*

As a living document, this Strategic Plan will be evaluated at a minimum annually to determine relevancy with current and future 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 continues to be 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. The last several months in 2022, the NHBP has undergone an extensive planning process in which a new 5-year strategic plan has been developed for the period 2023 – 2027.

An evaluation process will occur on an annual basis and should transpire prior to the budgeting process. This is especially critical since the 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 outreach and services to the Tribal Membership.

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



# Expanding Sovereignty

*"Being an enrolled member has changed my life for the better, with not only the financial, healthcare, and educational benefits, but being part of a nation that still exists and is thriving despite federal and state efforts to erase sovereignty."*

*- NHBP Tribal Member*

	<b>EXPANDING SOVEREIGNTY</b>
ES1	Enhance natural and cultural resource stewardship
ES1.1	By the end of 2024, NHBP will provide annual updates to Tribal Membership to increase Tribal Member awareness, outreach & education access regarding land holdings and culturally significant resources.
ES1.2	By the end of 2027, NHBP will increase land base by 50 % with emphasis on culturally significant sites.
ES1.3	By the end of 2027, NHBP will expand conservation officer program to align with hunting & trapping code/treaty rights.
ES1.4	By the end of 2023, NHBP will provide a plan and schedule for submitting Trust applications with the Department of Interior for Tribally owned property to be put into trust.
ES2	Empower community engagement to restore traditional lifeways
ES2.1	By the end of 2025, NHBP will develop sustainable food systems.
ES2.2	By the end of 2023, NHBP will investigate climate resiliency planning through farm land conversion.
ES2.3	By the end of 2023, NHBP will create volunteer opportunities that will enhance and support the Tribal Community.
ES2.4	By the end of 2023, NHBP will assist in the development of Tribal Members to champion “peer to peer” opportunities.
ES2.5	By the end of 2027, NHBP will explore the JiJak or Ziibiwing model for feasibility.
ES3	Research, develop and refine existing and new Tribal codes
ES3.1	By the end of 2027, NHBP will reestablish Treaty Rights.
ES3.2	By the end of 2025, NHBP will inventory existing Tribal Codes, conduct a gap analysis, and develop a strategy to close the gaps identified in Tribal Codes.
ES3.3	By the end of 2027, NHBP will develop and update the codes identified through the gap analysis in ES3.2.
ES3.4	By the end of 2023, NHBP will maintain inter-Tribal networks for activism against current and potential negative impacts.
ES4	Enhance financial sovereignty and security
ES4.1	By the end of 2024, NHBP will evaluate financial planning resources for all Tribal Members.
ES4.2	By the end of 2027, NHBP will provide investment opportunities to promote generational wealth vs. debt-focused programs.
ES4.3	By the end of 2027, NHBP will explore alternative energy resources.
ES4.4	By the end of 2027, NHBP will conduct a feasibility study to establish a financial institution.
ES4.5	By the end of 2024, NHBP will perform a benefit/cost analysis to evaluate administering TMBP program in house vs. outsourcing.
ES4.6	By the end of 2023, NHBP will increase financial education requirements for Tribal Youth/Minors Trust fund via the Revenue Allocation Plan.





# Strengthening Culture

*"It is my heritage! Culture and language are the core of who we are!"*

*- NHBP Tribal Member*

	<b>STRENGTHENING CULTURE</b>
SC1	Improve access for Membership and families to NHBP culture, history, language, and traditions
SC1.1	By the end of 2024, NHBP will expand the selection of media available on Members Only site.
SC1.2	By the end of 2024, NHBP will survey Membership to identify barriers to accessing NHBP culture, history, language and traditions.
SC1.3	By the end of 2024, NHBP will coordinate cultural requests collaboratively through appropriate departments and committees.
SC1.4	By the end of 2025, NHBP will communicate treaty rights to Membership via appropriate communication channels.
SC1.5	By the end of 2025, NHBP will conduct a feasibility study for a NHBP Museum.
SC2	Enhance efforts to preserve NHBP culture
SC2.1	By the end of 2027, NHBP will increase Membership participation in the Pow Wow task forces and other events.
SC2.2	By the end of 2027, NHBP will evaluate and streamline processes for preservation of historical documents and artifacts.
SC2.3	By the end of 2027, NHBP will collect and document NHBP history from Membership and community members through various outreach methods.
SC2.4	By the end of 2027, NHBP will create a housing repository for documents and artifacts.
SC2.5	By the end of 2027, NHBP will offer culturally appropriate workshops during new hire orientation and all-staff meetings on a continuous basis.
SC3	Identify opportunities to strengthen cultural programming
SC3.1	By the end of 2027, NHBP will partner with both tribal and non-tribal organizations to improve and provide services and educational opportunities to Membership and the community as a whole.
SC3.2	By the end of 2027, NHBP will partner with other tribal organizations to improve and provide services and educational opportunities to Membership.
SC3.3	By the end of 2027, NHBP will ensure proper program alignment between departments that interface with NHBP Culture Department.
SC3.4	By the end of 2027, NHBP will continue to expand programs through electronic means and outreach initiatives in conjunction with the National Park Service.
SC4	Elevate the understanding of NHBP through proactive outreach and collaboration
SC4.1	By the end of 2024, NHBP will have an active role in school curriculum updates and promotion of the Maawndoongan Anishinaabe Resource Manual with area schools.
SC4.2	By the end of 2023, NHBP will successfully host the 2023 Potawatomi Gathering.
SC4.3	By the end of 2025, NHBP will bolster attendance at local events that align with the mission and vision.
SC4.4	By the end of 2027, NHBP will advocate for tribal entrepreneurs by providing an outlet to advertise business endeavors and educational support.
SC4.5	By the end of 2027, NHBP will explore partnerships with state, federal, and local agencies that share a similar mission and vision.
SC4.6	By the end of 2027, NHBP will be stewards of the Native American Heritage Fund.





# Financial Wellness

*"It means being part of something bigger and serving a greater purpose. I also take pride that I belong to a tribe that is future oriented and doesn't simply choose the easiest path (specifically in the areas of economic development)."*

*- NHBP Tribal Member*

	<b>FINANCIAL WELLNESS</b>
FW1	Provide financial stability for NHBP thru sound financial management practices
FW1.1	By the end of 2027, 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.
FW1.2	By the end of 2027, NHBP will increase revenue generation through current and potential third-party billing opportunities.
FW1.3	By the end of 2026, NHBP will secure additional federal, state, and local grants to sustain Tribal Government operations.
FW2	Increase long-term prosperity for NHBP for next the Seven Generations
FW2.1	By the end of 2027, NHBP will continue to manage the Tribe's short-and long-term investments consistent with approved policies moving toward endowing operations in order to ensure financial stability.
FW2.2	By the end of 2023, NHBP will develop an evaluation process, aligned with the budget process, to determine the need to expand or eliminate programs based on Tribal Member priorities and needs.
FW2.3	By the end of 2023, NHBP will update land acquisition / use plan to include organization's facility needs and prioritization.
FW3	Support financial prosperity and stability for Tribal Members and their families
FW3.1	By the end of 2023, NHBP will offer to Members short courses on specific, targeted financial literacy topics as part of a larger financial literacy curriculum.
FW3.2	By the end of 2024, NHBP will establish relationships with business incubator programs.
FW3.3	By the end of 2023, NHBP will offer Members guidance on purchasing health insurance through the marketplace to benefit family members not covered by the Tribe's health insurance plan.
FW4	Implement comprehensive workforce development strategies
FW4.1	By the end of 2023, NHBP will develop a plan to reach high school/college age Members to discuss job opportunities with Tribal entities and required skills to hold those jobs.
FW4.2	By the end of 2023, NHBP will develop a plan to assist Members and their families with job search skills, including resume building, interview workshops, and other related needs.
FW4.3	By the end of 2024, NHBP will develop a plan to create internship opportunities across Tribal entities.



# Health and Healing

*"Very proud to be a member of the Nottawaseppi Huron Band of the Potawatomi. They care about their members and are very generous with the numerous programs and teachings they offer. Very thankful for everything they provide to enhance the lives of its members, from the newborns to the elders."*

*- NHBP Tribal Member*

	HEALTH & HEALING
HH1	Increase community engagement by expanding culturally relevant programs and services focused on healing the person, environment and community with an awareness of the impacts of historical trauma and COVID-19 pandemic.
HH1.1	By the end of 2023, NHBP will define and start planning for “post COVID-19” recovery phase.
HH1.2	By the end of 2023, NHBP will track trends in health and identify BH needs and concerns post COVID-19 for all Tribal Members.
HH1.3	By the end of 2025, NHBP will assess programming and service needs identified by community visioning sessions during the strategic planning and Community Health Needs Assessment.
HH1.4	By the end of 2024, NHBP will prioritize the additional facilities and infrastructure identified by community visioning sessions during the strategic planning and Community Health Needs Assessment.
HH1.5	By the end of 2027, NHBP will conduct feasibility studies and consider collaborative opportunities for the facilities and infrastructure prioritized in HH1.4.
HH1.6	Throughout the 2023-2027 Strategic Plan, NHBP will infuse culture into all existing and new programs and services wherever appropriate.
HH1.7	Throughout the 2023-2027 Strategic Plan, NHBP will offer virtual options whenever possible and appropriate.
HH2	Determine the best environmental practices when improving and/or adding facilities.
HH2.1	By the end of 2027, NHBP will create a green initiative plan to reduce carbon emissions, mitigate noise pollution, and conserve energy.
HH2.2	By the end of 2024, NHBP will evaluate the traditional work structure for environmental impact based on Tribal Member needs, employee needs, building operations, and costs.
HH2.3	By the end of 2025, 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).
HH3	Expand the agricultural aspect of food sovereignty efforts to address healing of land and people.
HH3.1	Throughout the 2023-2027 Strategic Plan, NHBP will recognize and expand traditional ecological knowledge to Tribal Membership and broader community.
HH3.2	By the end of 2024, NHBP will create a plan for strategic land acquisitions for sustainable agricultural practices.
HH3.3	By the end of 2025, NHBP will study and/or test ways to heal our waterways both scientifically and spiritually.
HH3.4	By the end of 2026, NHBP will build capacity for a community grocery store using our own resources.



# Organizational Excellence

*"It means a connection to my heritage. Connection to the strength, wisdom, kindness, resourcefulness, bravery of my ancestors. Connection to reverence for the earth, animals, nature. It means representation of family, taking care of one another, strength in numbers, government accountability."*

*- NHBP Tribal Member*

	<b>ORGANIZATIONAL EXCELLENCE</b>
OE1	Maintain efficient and effective operations, supported by culturally appropriate policies and procedures and quality control
OE1.1	By the end of 2024, NHBP will assess critical policies and procedures required.
OE1.2	By the end of 2025, 25% of the critical organizational policies required will be developed or updated.
OE1.3	By the end of 2024, NHBP will research, evaluate, and implement a government-wide policy tracking system.
OE1.4	By the end of 2025, NHBP will develop a training and monitoring system for consistent policy administration.
OE1.5	By the end of 2026, NHBP will conduct a comprehensive review of operations to reduce redundancy and improve efficiencies for quality control.
OE2	Create an environment that attracts, retains, and equips team members to provide high quality services to Tribal Members
OE2.1	By the end of 2024, NHBP will assess current recruitment practices to support recruitment with competitive environment.
OE2.2	By the end of 2024, NHBP will develop a leadership development program to improve retention of team members.
OE2.3	By the end of 2025, NHBP will evaluate current training and development programs throughout the organization and update accordingly in order to support quality services and growth pathways for Tribal Members.
OE3	Provide a high functioning and safe environment that is responsive to the needs of Tribal Members and employees
OE3.1	By the end of 2024, NHBP will develop preventative maintenance and work order system.
OE3.2	By the end of 2024, NHBP will explore the expansion of remote work to reduce facility costs and address Tribal Member perspectives of remote work.
OE3.3	By the end of 2026, NHBP will evaluate access and location of forward-facing departments for the Membership.
OE3.4	By the end of 2026, NHBP will assess current facility deficits and complete facility improvement plan.
OE3.5	By the end of 2023, NHBP will develop and enforce robust policies to hold employees accountable for actions that create an unsafe or undesirable workplace environment.
OE4	Foster an atmosphere of collaboration among Tribal departments
OE4.1	By the end of 2025, NHBP will develop a database/directory of Tribal Membership that ensures privacy and access is only through a "need to know".
OE4.2	By the end of 2024, NHBP will research and implement technology tools to foster increased communication among the departments.
OE4.3	By the end of 2023, NHBP will empower support departments to be a strategic partner for all departments.
OE4.4	By the end of 2023, NHBP will evaluate and improve effectiveness of leadership gatherings.
OE5	Building trust within the Membership with improved communication and transparency.
OE5.1	By the end of 2024, NHBP will seek community input on the information wanted and how best to communicate this information to reach the various population targets.
OE5.2	By the end of 2025, NHBP will develop a variety of communication strategies that address Members' desires, literacy, and generational differences.

## Implementation and Next Steps

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*"I've always been a proud native. The path we're on as a tribe, far exceeds the expectations my father told me of as a child. The grandfathers are smiling down on us. The wisdom and strength they had laid the foundation for where we are today."*

- NHBP Tribal Member

The strategic planning effort goes beyond goals and objectives. Underneath each objective detailed approaches are developed to accomplish the objective by the date specified. Multiple options exist for how this can be drafted, utilized, monitored, and adjusted. This phase is often the most important as it lays out specific steps that will be completed, who is responsible for those actions, timeframes and expectations, necessary resources, and what success will look like. Best practices often encourage the use of outcome or performance measures within this phase.

Program leadership will be responsible for the development of next steps underneath the objectives. A general understanding and expectations will be communicated to Directors and their teams. Flexibility will be offered for these teams to best determine what approach works best. This encouragement of self-determination and innovation are central components of a strong organization and indicative of a living document, which represents the NHBP Strategic Plan.

Program leadership was involved throughout the strategic planning process in drafting goals and objectives that provide time-bound and measurable results underneath the priority areas. Additionally, under each objective, the identified activities that will be developed by the program leadership will align resources and feature an assignment of the appropriate personnel to act as a lead for that task. This identification of responsibility is a tool for accountability, ensuring that each area of responsibility will be carried out as designed. Overall, this approach of implementation will inherently raise the level of accountability for NHBP, encourage advancement of the goals and objectives, and serve as a management tool for annual plans and evaluations.

To encourage and promote transparency, regular reviews and reporting on progress will be encouraged. The community played a major role in guiding the priorities for NHBP that gave management an opportunity to build from the ideas of the community. The development of the well-defined strategic plan has been created over several months, and it is now time to create a process that demonstrates patience and consistent application of resources to assure NHBP that it will be implemented over a reasonable timeframe. Determining the appropriate amount of information to share with the community, and the regularity with which it will be shared, will be an important aspect moving forward.

Below is an example of an action planning tool that may be utilized in building out specific action plans.

Strategic Priority Area:	<b>Broad categories that capture the essence of vision and mission, while acting as guides for goal development</b>			
Goal:	<b>Broad intention directly linked to at least one strategic priority area</b>			
Objective:	<b>Intention directly linked to one goal</b>			
Outcome:	<b>Result that will occur once objective is complete</b>			
Activities	Success Measure	Lead	Resource Considerations	Completion Date
<b>Specific action item linked directly to one objective</b>	<b>Evidence that activity is complete</b>	<b>Position or department responsible for completion of activity</b>	<b>Assets that may be valuable in completing the activity</b>	<b>Quarter and year when activity is expected to be accomplished</b>