

The Bois Forte Reservation Tribal Government

Strategic Plan 2018 – 2023

Approved:2/21/2018

BOIS FORTE BAND OF CHIPPEWA
STRATEGIC PLAN
2018-2023

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Executive Summary

The Bois Forte Reservation Tribal Council Strategic Plan will cover the period from 2018 to 2023. The Strategic Plan will be reviewed on an annual basis, and updated every five years. The Strategic Plan contained within this document consists of the departments providing services for the community at large.

The four-phase process includes Plan, Develop, Implement, and Review.

- 1) The Plan phase includes a review of existing goals, objectives, and strategies: identification, analysis, and prioritization of key organizational factors.
- 2) The Develop phase includes identification and prioritization of strategic goals, development of objectives and strategies.
- 3) Communication of strategies to staff and the development of detailed action plans complete the implementation phase.
- 4) An annual review will be conducted to ensure strategies remain current with organizational, Tribal Council and Band member needs and changing requirements.

For the basis of viewing this document, the goals, objectives, and action plan for each department are in sections. The goals will be bold. The objectives will be in bulleted in regular print under the goal. The activities associated with the objective will also be bulleted.

A number of individuals have contributed to the goals and objectives of this plan.

WHY STRATEGIC PLANNING?

Strategic planning is the process that supports the joint efforts between the Bois Forte Tribal Council, the senior management and the staff. No single force working alone can accomplish everything needed to improve and expand the services to the Bois Forte band members.

In coordination with the Bois Forte Tribal Government staff, the Bois Forte Tribal Council took a collaborative approach to develop the *Bois Forte Tribal Government Strategic Plan 2016-2020*. The plan is designed to be a framework to strengthen the Bois Forte Band to achieve one vision.

Strategic planning is a tool that provides a pathway for an organization to fulfill its vision. The Bois Forte Tribal Council provides a voice for all Band members that we serve.

Bois Forte Reservation Tribal Government Mission Statement

The Bois Forte Band will use all available resources to promote the well-being of its members. The Band will prepare for the future by being a wise steward of our resources and by preserving our sovereignty, cultural identity, and heritage. The Band's relationships with members will be characterized by honesty, integrity, and accountability; adherence to these values will strengthen the Band, enhance its stature and ensure its future.

SWOT Analysis

Planning participants voiced their thoughts about strengths and weaknesses and external opportunities and threats. Strengths are areas in which the organization can leverage and use as a foundation in which to build upon. Weaknesses are areas in which must be improved or eliminated. Opportunities must be acted upon as deemed necessary and in the best interest of the organization. The organization will explore threats and implement a contingency plan when needed.

MISSION STATEMENT

The mission statement is the overall guiding statement that defines our purpose. It serves to remind the Tribal Council and staff why we hold our positions and it provides guidance for our actions and decisions in carrying out our duties and obligations to the Band.

SWOT

Identifying the strengths, weaknesses, opportunities and threats helps establish a base line for future actions.

STRENGTHS

Strong cultural values, cultural awareness and involvement
Sovereignty & self-governance
Multi-tasking, cross-trained staff
Tribal Council refers issues to senior management
Long range planning
Problem solvers
Ability to disagree, open-mindedness
Education level of workforce
Resilience and perseverance
Humor
Organizational structure
Ability to obtain Federal funds
Adaptable/flexible
Elders input and advice
Land base
Natural resources
Economic base (Fortune Bay)
Cautious/deliberate decision-making
Increased autonomy for Commissioners
Advanced/mature leaders
Sense of partnership among workforce
Employee commitment
Good Health Services / new clinics
Open communication at management level
Work/life balance
Conscious of future generations' interests
Creativity and innovation
Strong sense of stewardship
Leadership/staff support
Transit program
Ability to ask for input
Pride
Staff accountability and accessibility
Tribal Code of Ethics

STRENGTHS

Strengths are those attributes that give the Tribal Government the capability and resilience to meet future challenges facing the Band.

WEAKNESSES

Lack of skilled workforce
Judicial/enforcement infrastructure
– lack of codes, code enforcement, follow through on prosecutions, lack of probation officer, etc.
Hiring process – takes too long, lack of transfer and promotion policies
Job descriptions not up-to-date. Qualifications requirements need to be matched to the actual job requirements.
No education incentive for employees
Internal communications
Lack of funding
Lack of grant application training across departments
Inconsistent policy interpretation
Lack of accountability and follow-through
Not utilizing youth and elders
Lack of volunteers
Lack of policy support from management
Too much politics in decision-making
Lack of buildable land
Lack of housing, especially for workforce
Isolation – impacts business development
Perception of management by fear
Lack of updated equipment
Abuse of programs – attitudes of entitlement
Lack of planning & organization
Accessibility of staff
Council conflict, in-fighting, lost focus
Lack of public understanding of policies and program requirements
Communication between youth and elders
Poor broadband access in Nett Lake
High cost of food and lack of fresh produce at C-Store
Mistrust
Use of cell phones during meetings
Unprofessional, unskilled supervisors
Higher Education not a priority in hiring
Feds not meeting trust responsibilities
Lack of training
Being part of MCT
Inability to compromise
Lack of work ethic
Understaffed in some areas
Mismanagement of grant resources
Insufficient fire protection at Palmquist
Nett Lake and Vermilion have only one road in and out
Understanding the motivators of different generations
Lack of adequate maintenance facilities at Nett Lake and Vermilion
Reluctance to utilize technology
Recycling of employees
Inconsistent opportunities for employee participation in children's' extra-curricular school activities
Upkeep of houses

WEAKNESSES

Weaknesses are those attributes of the organization that can hinder progress. By identifying weaknesses, we can take steps to improve upon them.

Lack of affordable housing in area.
Lack of Tribal Government social media policy

OPPORTUNITIES

Increase the land base
Expand services, housing and employment opportunities
(one specific suggestion: develop a Community Resources Booklet for Band members)
Planning & Community Development programs, relationships with grantors
On-site training
College & distance learning on Reservation, Scholarship and training programs
Education incentive program
Develop new water/sewer infrastructure at Nett Lake and Palmquist
Improve financial success of clinics
Improve judicial infrastructure to support tribal policies
Broadband development on Reservation to provide better internet access to residents and businesses
External relations with State, Federal, and local governments
Enhance cultural understanding
Life skills training
Community education programs
Make creative changes to address drug and alcohol usage
Stability in Government to ensure continued growth
Increase awareness of job and career opportunities at Bois Forte
Update the job application process – make available on-line
Recruitment incentive program
Student loan forgiveness program
Institute a promotions and transfer policy
Home ownership through Credit union programs
Small business development
Ability to lobby
Networking
Review and evaluate all contracts
Transitional support program for elementary to middle school

OPPORTUNITIES

Opportunities help us to identify actions and decisions that can help us meet the goals of the mission statement and improve the lives of Band members.

THREATS

Abuse of drugs and alcohol

Funding cuts

- Including sequestration

Gangs and violence

The overall economy

State gaming

Natural disasters

- Nett Lake and Vermilion only have one road in and out

Loss of MCT blood for enrollment

Local utility monopolies

Reliance on gaming revenue if gaming declines

Lack of skilled workers

Isolated location

Loss of cultural understanding and erosion of cultural heritage

Misunderstanding that spirituality, religion, culture and language are separate and different.

Loss of respect for the environment

Community divisiveness

Misinformation, misrepresentation of Tribal Government and businesses on social media

Lack of respect for tribal property

Loss of values/morals

Generational trauma

Understanding motivators for each generation

Loss of land base in 1854 ceded territory to mining projects

Bullying and harassment

Lack of economic opportunity

Insufficient law enforcement, jurisdiction, and adjudication of criminals

Disease outbreak

Declining academic performance at junior/senior high level

ISD 2142 elimination of cultural programming/space

THREATS

Identifying threats helps to direct the allocation of resources to avoid or mitigate the impacts of those threats. It helps provide focus for future actions.

ADMINISTRATION

The Tribal government will initiate the development and implementation of policies and procedures for all departments: This is completed except for updates as needed.

Develop position procedure manuals for all accounting department jobs: we can develop a position procedure manual for all Accounting jobs – and once that has been developed, we can assist in the development of manuals for the other departments.

INTERNAL COMPLIANCE

Develop an internal audit program that meets and exceeds the requirements set forth by the tribal MICS

- Undergo audit training to develop an audit calendar and audit objectives. This is essentially complete. While training is an ongoing function and the audit schedule is always changing, the foundation of the audit program is in place.
 - Work with the auditors as they develop their audit plan, create workpaper examples, provide follow-up methods for business issues, and develop management responses

Bring casino employee gaming licenses up to date. This is completed, and will be maintained on an on-going basis.

- Change the procedure for Annual Gaming License review
 - Renew licenses on a monthly basis commencing with the employee's hire date rather than once per year
- Develop a concrete list of compact positions for licensing purposes
 - Determine licenses positions as compact, key, primary management, non-gaming management, and non-gaming non-management

Develop a governmental compliance program

- Develop policies and procedures for all governmental programs

COMMUNICATIONS

Inform members about RTG programs and services, Band businesses, and Band events

- **Website**
 - Provide RTG contacts, program applications and forms
 - Post new information at least five times per week regarding upcoming events, announcements, surveys and messages as requested by RTG and RTC
- **Bois Forte News**
 - Provide stories and resources on Tribal, National and State news; celebrate and promote activities involving Tribal Government, Tribal Council actions, Nett Lake, Vermilion, Urban

- Office, Culture, Elders, Education and Youth, Development Corp, community news and personal announcements
- Support senior management and RTG staff in promoting programs and services
- Coordinate outside advertising and public service announcements requests directed at Band members from non-Band members
- **Annual Report to the People**
 - Summarize previous year's overall programs and activities highlights
 - Utilize graphs, charts and copy to summarize RTG and BFDC previous fiscal year finances
- **Urban Office**
 - Create and mail monthly meeting, Elder and family activity invitations
 - Plan and assist with annual picnic and Elder quarterly activity events
 - Provide communication support in promoting UO activities
 - Communicate regularly with UO Director and provide support as requested
 - Open urban office in Duluth
- **State of the Band**
 - Assist Senior Coordinator in planning, invitations, etc. as requested
 - Review past years' progress
 - Outline agenda for the future
 - Prepare speeches
 - Coordinate photography and media coverage

Provide avenues for Band members to communicate with the Tribal Government

- **Quarterly community meetings**
 - Create face-to-face opportunities for dialogue and questions
 - Rotate through geographic areas with strong concentrations of Band member populations
- **Surveys**
 - Conduct communications surveys as directed by Executive Director
 - Assist with surveys of Urban Band members as requested by RTG staff
 - Create and summarize SOTB follow-up survey
- **Website**
 - Post main Tribal Government contact information such as addresses, phone, fax and email.
 - Post Tribal Government and Community events, notices, surveys, and announcements.

Educate Band members about local, state and national news, and issue calls to action as necessary

- **Web site**
 - Update with breaking news (e.g., candidate forums, cultural events, emergency situations)
- **Bois Forte News**
 - Explain how local, state and national events and issues affect Band members
 - Insert last-minute news updates as needed
- **Speaking engagements**
 - Coordinate RTG speaking engagements as requested: media interviews, conference keynote and panel requests, etc.
 - Coordinate with Band lobbyist on political requests at local, state and national level

Connect Band members to each other

- **Bois Forte News**
 - Celebrate Band members' lives, businesses, interests, accomplishments and milestones
 - Share a significant number of photos
- **Events**
 - State of the Band, Groundbreakings and Ceremonies
 - Grand openings
 - Urban Office annual picnic, quarterly and holiday events
- **Support Social Media outreach as requested**

Educate those outside the Band about Indian history, culture, businesses, initiatives and achievements.

- **Administrative**
 - Manage newspaper mailing list, database and new subscriber requests
 - Coordinate with Accounting staff on non-Band member subscription requests and advertising ad placement and invoicing
- **Media**
 - Develop relationships with members of the media who cover northeastern Minnesota, Twin Cities or Indian Country
 - Identify effective story angles and provide reporters with information
 - Prepare Band spokespeople for interviews
 - Facilitate interviews and steer them in favorable directions
 - Distribute press releases on a regular basis (e.g., new programs and services) and for breaking news
- **Government**
 - Assist the government relations team with:
 - Press releases
 - Letters to the editor
 - Guest columns from the Tribal Chair
 - Legislative and Congressional testimony
 - State and national addresses
- **General public**
 - Post general information and history on website
 - Provide graphics as requested
 - Provide background information about Bois Forte to publications and organizations (e.g., Minnesota Indian Affairs Council, Minnesota Historical Society)
 - Help Band businesses reach non-Indian customers
 - Organize speaking engagements for Band spokespeople (e.g., high school graduations)
 - Prepare comments or remarks requested from other Tribes

EDUCATION & TRAINING

STUDENT SUPPORT SERVICES

The Bois Forte Band will work to improve school success and personal growth of today's youth by developing a program designed to improve achievement levels and graduation rates amongst Bois Forte Band members

- Seek funding to hire a youth development coordinator.
- The Bois Forte Band will work to increase school retention at local high schools
 - Education will meet with local high schools, human services, judicial services, home school liaisons, and Indian education tutors/advisors, to determine factors contributing to school dropouts and/or failures.
- The Bois Forte Band will work to develop the skills necessary for school success
 - Seek funding to implement the Career Exploration Program that explores preferred learning styles, study skills, organization and time management, life skills, college preparation and career exploration activities.
- The Bois Forte Band will work to develop personal growth of its youth
 - Education will collaborate with human services, and judicial services to determine factors inhibiting personal growth
 - Education will meet with the local youth to determine needs and possible barriers
 - Education will provide training and information sessions for goal setting, planning, personality inventories, interest inventories, and leadership skill development using the Career Exploration Program developed by the Bois Forte Education Department.

The Bois Forte Band will increase support services offered to current and potential students

- Education will compile a resource library of outside scholarships and grants for higher education students
- Education will develop a student handbook that will provide useful information for students and their families and will take them from college preparation in high school through graduation
- Education will meet with public relations in publishing the handbook
- Education will become more visible by increasing communications with students regarding education activities, helpful tips, announcements, etc. with students through available media, including, but not limited to phone calls, mailings, emails, the Bois Forte News, and Band website
- Education will develop a Bois Forte Department of Education website that will incorporate all communication activities for the Education Department as it relates to Higher Education and Youth Development.

The Bois Forte Band will search for innovative ways to help band member students

- Education will increase networks with other education departments around Indian country by attending National Indian Education Conferences
- Education will continue to work with local colleges to bring higher education opportunities to the reservation not only in the form of on-site instruction, but utilizing computer technologies including, but not limited to internet classes and hybrid type cohorts.

TRAINING & WORKFORCE DEVELOPMENT

The Bois Forte Band will revise the Workforce Investment Act (WIA) to become a workforce training and development center

- Bois Forte will transfer the status of the WIA program to P.L. 477
- Bois Forte will contract with consultant to redesign the WIA services and operations to a more comprehensive and pro-active employment support program
- Bois Forte will hire additional staff to assist in the implementation of the new goals and services of the P.L. 477 program

The Bois Forte Band will work to enhance the employability and promote the independence of its Band Members

- Education will increase job search services
 - Education will develop a job search/employment brochure informing Band Members of job search services, tips, and skills.
 - Education will meet with IT to discuss transferring brochure content to the Band's web site
 - Education will submit at least one article quarterly in the Bois Forte News discussing job search and training issues and programs
- Education will develop a life skills training program for unemployed Band Members.
 - Education will meet with Fortune Bay's Training Director, Human Resources Director (Corporate and Government) and Human Services to develop a life skills training program for unemployed and newly employed Band Members
 - Education will write a proposal budget justification for funding of a life skills training program
 - Education will solicit funding for the life skills training program from all appropriate agencies and the RTG
 - The Counselor will develop and implement training seminars on life skills
 - Education will collaborate with Judicial Services to develop criteria for identifying offenders sentenced to community service who might benefit from being required to attend life skills training seminars

- Collaborate with local employment workforce programs to establish a Bois Forte Workforce Center that will include: career interest assessments, career explorations, resume writing skills, interview techniques, networking skills, and self-marketing strategies.

The Bois Forte Band will prepare for the future employment needs and growth of the Reservation through recruitment efforts targeting today's youth and young adults.

- Education will work with department heads and Human Resources to identify critical career areas of the corporate and government sectors of the Tribal Government.
- Education will propose a scholarship program that will assist in higher education opportunities targeting the critical career areas identified
- Education will work with key departments, including but not limited to Human Resources for both corporate and government to establish a succession and career development program designed to meet the critical career areas
- Education will collaborate with human resources to compile a book of RTC job descriptions that will be used to promote interest in careers available at the RTG and the required education and skills

Bois Forte Band will work to promote interest in culturally relevant activities.

- Develop youth interest in outdoor sportsman activities through collaborations with the Bois Forte Department of Natural Resources, Bois Forte Culture Committee, elders, and local community volunteers.
 - Promote interest through mentoring, teachings and hands on instruction in the activities of, but not limited to, hunting, trapping and fishing
 - Teach the ethical responsibilities and proper handling and processing for game for food and storage
 - Promote interest in the culturally relevant activities such as skinning, tanning, stretching of the hides and fur of the game
 - Establish a drum and dance group as an effort to promote interest in this part of our culture

Bois Forte will work to empower our youth.

- Establish a Youth Council to develop leadership skills, civic responsibilities, self-awareness, accountability, and independence. This group will be a permanent addition to the RTG agenda to address the needs of the youth of our reservations
- Seek funding sources to carryout Youth Council activities.

HEAD START

To continue to provide improved mental health screening and services for children and families that will be more accurate and provided more quickly

- Continue the implementation of the ASQ-SE as a screening tool that will be combined with other assessments, teachers input, behavior checklists, parent and staff observations, and Mental Health consultant observations.
- The training needs of parents and staff will be evaluated , and trainings will be set based upon this assessment.
- The trainings needs of parents and staff will be set in the mental health area.

To continue the Head Start obesity education reduction plan for the prevention of diabetes and other related health issues for Head Start children and families.

- Menus will be monitored by the nutritionist.
 - Work with Diabetic Educator to obtain a licensed nutritionist to help monitor menus.
- Continue using the BMI versus traditional height/weight charts to monitor children for obesity.
 - Continue tracking BMI for each child twice during school year.
 - Communicating via letters to parents notifying them of outcomes and recommendations, if any.
 - Request a consultation with parent/caregiver when individual child BMI score is higher than normal range to establish a risk reduction plan, which includes, but not limited to, nutrition services, exercise suggestions, monitoring, etc.
- A children's exercise plan will be developed and staff trained in implementing the plan. The children of the Head Start program will have lowered BMI scores and will have a regular exercise program for school and home.
- Parents and staff will receive training so they will have better knowledge of nutrition, exercise and diabetes prevention.
- Continue to working with nutrition educator to make weekly visits to classrooms to introduce children to new foods.
- Overall lower BMI scores.

To continue to provide parent and staff training so they will have better knowledge of nutrition, exercise and diabetes prevention.

- Parents have on-going nutritional education.
- Children will participate in "I Am Learning" and SMART physical activity curriculum.
- Health Manager will educate families on diabetes prevention through newsletters and bulletin boards.

To ensure that all areas are covered, concise, and organized for easier access by parents and staff.

- Update program policies and procedures, ensuring they have been properly approved.

- Updating all service plans and program regulations are covered.
- Provide all staff a copy of completed format.

To continuously research opportunities to provide program improvements that are otherwise not allowable under existing funding guidelines and allowances.

- To continue to seek quality improvement and one-time funding when available.
- To seek innovative grants from funding agency when available.
- To seek private and outside granting opportunities.

To have at the minimum 1 teacher in each classroom with an AA degree in ECH and at a minimum 1 teacher in each classroom with an BA degree in ECH.

- Education Manager will continue to work with staff on professional development plans and tracking their progress.
- Education Manager is working with local colleges to develop a cohort.
- One-time funding was made available that will be used to pay for those expenses up to funded amount. Bois Forte Education Scholarship will also be assisting for band member employee tuition expenses and books.

To develop and implement a new observation tool called CLASS for staff that better reflects on the classroom entity as a whole (lesson plans classroom, classroom structure, teacher attitudes, teacher preparedness)

- The training on CLASS will be provided by the Education & Disabilities Manager to all staff as group training, with additional one to one training provided monthly
- Begin to implement the CLASS as an observation tool immediately. Results of the CLASS assessment will be shared with staff after observation. The object of CLASS is to help the teacher excel in overall job performance
- The tool will be implemented and evaluated monthly to see how it can be best used to fit our on-going needs at Bois Forte Head Start

To further develop and implement the Creative Curriculum.Net for the teachers and parents.

- A child's education plan will be further developed from the information from Creative Curriculum.Net.
- Individual child observations will be increased by staff and parents will have the opportunity to share their own personal observations on their child.
- The training needs of the staff and parents will be based upon individual need.
- The tool will be evaluated on an on-going basis.

To provide increased educational opportunities for staff and families regarding developmental disabilities.

- Include in the enrollment process developmental screenings as a requirement for completed enrollment.
- To continue working with the Head Start Education Manager and Learning Readiness Coordinator to monitor developmental screenings.

To enhance the Ojibwe Curriculum by adding various components that provides exposure in areas currently not being reached.

- To increase the exposure to culturally relevant activities.
 - Provide weekly Ojibwe language lessons to children utilizing elders from the community.
 - Teach staff to speak the Native language.
 - Utilize Ojibwe label for common classroom items.
 - Increase usage of culturally relevant activities and incorporate toys into classroom.
- To begin weekly music activities from the Nett Lake School music instructor.

Develop a Bois Forte Early Childhood Program Website.

- To increase communications with families and community.
- To assist in recruitment efforts for the program.

Establish Family Night Collaborations with both Nett Lake and Vermilion Centers

Develop and implement “Mentor Families”

- Recruit families to participate.
- Provide training to mentor family volunteers at parent meetings.

Radio Station

Maintain KBFT Broadcast License.

- KBFT will maintain a high level of standards to keep its operational plant on par with the latest broadcasting technology to meet if not exceed the services being offered in comparable size markets to satisfy its listeners and potential listeners.
- KBFT will insure all Tribal, Federal, & State regulatory obligations and standards are met to maintain its broadcast license.

Garner Member support.

- KBFT will seek community listener support to offset a portion of its operational costs on a quarterly basis.
- KBFT will seek to have payroll deduction added for member support.

Increase Awareness of Services.

- KBFT wants to position itself as an invaluable communications hub for Community Events & Emergencies.

- KBFT wants to be the communication source for the residence of Nett Lake and surrounding communities.

Involvement of Bois Forte Youth.

- KBFT intends to have significant involvement from Bois Forte Youth in all aspects of Radio operations through partnership with the Boys & Girls Club of Nett Lake, The Nett Lake School, and The North Woods School.

Incorporation of Anishinaabe Culture & Language.

- KBFT will incorporate Anishinaabe Language in its daily programming, which will be dependent on community involvement.
- KBFT will develop a Cultural component to its daily programming.
- KBFT will create cultural audio pieces that will serve in providing positive self-image for the community of Nett Lake.

Increase Listenership.

- KBFT will seek to create the most widely acceptable programming format to garner as much local listener support.
- KBFT will conduct timely survey through various media channels to keep it informed on any community changes in musical taste that needs to be reflected in our programming.
- KBFT will create a community advisory board to provide a listener input from different areas of Bois Forte. KBFT seeks to provide a forum that is inclusive, respectful, and positive in striving to meet its mission.

Observe Retention Levels.

- KBFT will strive to maintain steady underwriting involvement from its membership year after year.
- KBFT will strive to maintain a steady team of community volunteers to support its operations

Increase Underwriting.

- KBFT will seek to increase moderate underwriting levels through the first 5 years of operations.

Fundraising/Seek Grant Funding.

- KBFT will seek funding through grant agencies in the area of Healthcare, Social Services, Youth Services/Development to support KBFT funding.
- KBFT will seek funds to hire a Development Director/Manager to oversee all aspects of fundraising and compliance with the associated grant programs

Arts.

- KBFT strives to be a source to feature Native American arts, literature, and cultural history.
- KBFT will host community events and partnering with organizations and tribal programs with similar goals.

HEALTH & HUMAN SERVICES

MEDICAL:

Increase Patient Appointments Availability

- Make sure patients are seen within an acceptable amount of time.
- Ensure appointments available daily for acute/emergent situations.

Increase Pharmacy Support

- Set up, staff & open Vermilion pharmacy 3-5 days a week for patients.
- Grant for Tele-Medicine – implement between Nett Lake & Vermilion.

Increase Patient Care

- Implement EPIC EMR system.
 - Automate recall visits reminders – pap, mammograms, hypertensive, diabetic
 - E-scribe RX's
 - Faster availability of patients records from other facilities
 - Faster charting & billing process
- Implement patient surveys for Medical, Dental, Pharmacy and Lab.
 - Consolidate results and communicate to staff
- Send out Lab results to patients and call if necessary.
- Streamline Lab & Xray forms to ensure correctness.

Prenatal Care

- Increase community knowledge regarding clinic and community prenatal care availability and recommended routine prenatal care
- Promote maternal health with screening and early referral to WIC and community health nursing for prenatal/pregnancy and postpartum support, including lactation counseling and support
- Promote and increase early prenatal care starting at 8-12 weeks
- Increase regularly scheduled interval visits with gestation appropriate screening and exams
- Collaborative care with local OB/GYNs to facilitate care of complicated pregnancies and for smooth transition of late gestation prenatal care and delivery

Women's Health

- Increase community rates of recommended routine women's health exams and screening for cervical cancer, breast cancer, heart disease, diabetes and colon cancer

- Provide increased services for women's health concerns including colposcopy, endometrial biopsy, as well as counseling for and placement of implantable contraceptive devices including nexplanon and IUDs.

Third Party Billing

- Get all billing Services provided by Health billing department – Medical and Ambulance

Hypertension

- Send out reminder cards to patients for annual follow up visits.

DENTAL CLINIC

Reduce the amount of untreated caries in patients 19 and under

- The earlier caries are treated the smaller the restoration
- The younger the patient the fewer the complications

Increase the number of patients of all ages receiving preventative dental care

- The sooner caries are diagnosed and the quicker they are addressed, the more successful the restoration
- Good dental hygiene contributes to overall good health. This starts with regular preventative care (e.g. exam &/or prophylaxis every 6 months)
- People with dentures also need preventative care. In general, if people have dentures that are more than three years old there is a good chance they will need an adjustment to make them fit correctly.

Increase the number of elder patients who have completed all their dental treatment

- Studies have shown a connection between periodontal disease and heart disease
- Patients with other health problems (e.g. diabetes, high blood pressure) are far more susceptible to caries and periodontal disease, as well as the complications resulting from untreated dental diseases

Increase the number of preventative care visits for children 18 and under

Dentists are to obtain 50 hours of continuing education every two years

Assistants and Hygienists are to obtain 25 hours of continuing education every two

MENTAL HEALTH PROGRAM

- 1. Bois Forte Mental Health program will provide user-friendly mental health services.**
 - a. Bois Forte Mental Health program will provide outpatient counseling to 50 clients annually via direct services to include individual, group, and family therapy.
 - b. Bois Forte Mental Health program will provide emergency and crisis mental health services to 30 clients annually.
 - c. Bois Forte Mental Health Team members will facilitate client's access to related mental health services, including telemental health and case management.

- 2. Along with the use of evidence-based practices adapted for Native people, Bois Forte Mental Health program will offer a broader range of traditional and holistic approaches that bolster clients' overall well-being, reduce stigma, and improve community perception of mental health issues.**
 - a. Bois Forte Mental Health program will continue to explore more traditional resources such as sweat lodges, story-telling, smudging with clients, and referrals to traditional healers.
 - b. Bois Forte Mental Health program will promote a positive image of good mental health maintenance through the use of public media, informational materials, and client resource materials.

- 3. Bois Forte Mental Health program will provide educational opportunities for clients, their families, community members, Bois Forte employees, and the general public.**
 - a. Educational materials that promote recovery and positive change will be made available.
 - b. Educational materials and presentations that reduce the stigma connected with mental health issues will be available.
 - c. Mental Health program staff will ensure that family members and friends of program participants have opportunities to learn about mental health conditions, treatments, recovery plans, and reducing stigma.
 - d. Mental Health program staff will provide materials and presentations to students at area schools addressing issues such as reducing stigma, problem-solving, suicide prevention, and stress management.

- 4. Bois Forte Mental Health program will follow diagnostic and treatment protocol.**
 - a. Mental Health program participants will be involved in treatment planning to their fullest extent possible.
 - b. Assessments and treatment planning will be completed for each program participant within 30 days of initial intake.
 - c. Client referrals will be made within two weeks of initial intake, as needed and as appropriate.

- d. Adult Rehabilitative Mental Health Services will be provided to as many eligible recipients as possible, and will follow state of Minnesota Department of Human Services regulations and guidelines. ARMHS certification will be maintained.
5. **Bois Forte Mental Health program will increase collaborative activities with other agencies.**
 - a. Bois Forte Mental Health program staff will attend intra-agency and inter-agency meetings on a regular and consistent basis, such as quarterly meetings with tribal-county-corrections collaborative; American Indian Mental Health Advisory council in Minnesota; Region Three Adult Mental Health Initiative; Iron Range Mental Health Task Force; Bois Forte Health and Human Services departments; Range Mental Health Center; and other collaboratives and agencies with similar goals.
 - b. Bois Forte Mental Health program staff will exchange information on a timely basis with appropriate agencies and appropriate authorizations.
 - c. Bois Forte Mental Health program will provide field placement opportunities to baccalaureate and graduate level students.
 6. **Bois Forte Mental Health program will provide mental health staff with opportunities to maintain and enhance their personal well-being.**
 - a. Mental Health program staff will attend two to four retreats annually to review, renew and refresh; will learn and practice healthful self-care techniques; will be mindful of the effects of secondary trauma and how to deal with these.
 - b. Mental Health program staff will hold debriefing meetings as needed to process incidents and share skills and concerns.
 - c. Mental Health program staff will have opportunities to participate in training opportunities in order to fulfill CEU requirements and/or to improve their skills.
 7. **Bois Forte Mental Health program will continue to seek opportunities to support the program through various revenue sources.**
 - a. Bois Forte Mental Health program staff will search for and identify one to three potential program funders by the end of 2020.
 - b. Bois Forte Mental Health will apply for one grant annually, either as an individual program or in collaboration with other agencies and/or programs as appropriate, such as Range Mental Health Center.
 - c. Bois Forte Mental Health program will submit mental health billing on an efficient and timely basis; billings will be submitted within two weeks of providing a service; and, accurate records of billings will be maintained within the department by the unit supervisor.
 - d. Revenues generated by outside funding sources or through service reimbursement, when possible, will be used to purchase mental health-specific materials suitable for therapeutic activities for youth and adults, such as therapeutic games, posters, and education materials.

BOIS FORTE PURCHASED REFERRED CARE (FORMERLY CONTRACT HEALTH)

The Bois Forte Purchased Referred Care Program will improve the quality of care by ensuring healthcare coverage through various methods:

- Bois Forte Purchased Referred Care program will hire two (2) full-time Patient Benefits Case Managers to assist uninsured patients that utilize the Bois Forte clinics in Nett Lake and Vermilion. One position will be in Nett Lake and one in Vermilion.
- Patient Benefit Coordinators will also become assisters/navigators with the state of Minnesota for the MNSure program.
- PRC/Patient Benefit Supervisor will up-date all policies and procedures for the program on two year basis or if there are significant changes to the program to warrant sooner up-dates.
- PRC/Patient Benefits Supervisor will pursue a PRC program not under the RPMS system that can be utilized with clinic E.H.R. program if possible.
- PRC/Patient Benefits Supervisor will evaluate staffing and workload annually to determine if additional staffing is needed.
- PRC/Patient Benefits Supervisor will work with current IT staff on locating and implementing an electronic billing system for the PRC program.
- All PRC staff will have on-going training either on a local, area or national level to keep up-dated on the program changes. This should be done yearly.
- Expand current tribal membership medical coverage program in the following areas to ensure more medical coverage and increase revenue for increased services with the clinic:
 - 1) Medicare
 - 2) Tribal Sponsorship

ELDER SERVICES

Provide Elders (age 55 and over) with opportunities to socialize, stay connected to their cultural roots, and provide services to enhance their overall well-being.

- Provide nutritional meals to Elders living on the reservation: Mon-Fri 10:30 am in both Nett Lake and Vermilion.
- Deliver nutritional meals to homebound Elders living on the reservation (M-F).
- Provide opportunities for retired elders through the SCSEP program.
- Provide assistance to Bois Forte DNR in Elder/Disabled Firewood survey and policy.
- Provide monthly Elder's Newsletter.

FOOD DISTRIBUTION

Provide Food support to low income participants who qualify under USDA guidelines.

- Provide service to all American Indians in the local area: Must reside near a town with a population of 10,000 or less.

DIABETES PROGRAM

Diabetes preventions services:

- Provide diabetes education and awareness through: conferences, tribal newspaper, tribal web page and all bois forte email.
- Provide diabetes and blood pressure screenings at all health or public events.
- Participate in school events to provide diabetes awareness and education at an early age.
- Provide annual acanthosis nigricans screenings at the Nett Lake School.

Diabetes Case Management Services

- Assist patients to better manage their disease through diabetes education, monitor medical treatment and assist as needed, home health care as needed, ensure patient understanding of treatment orders, accompany patients to off reservation medical appointments as needed.
- Work closely with medical providers and resources in the care of the diabetic patient.
- Monitor patient charts and perform annual chart audits to ensure compliance with the Diabetes Standards of Care and measure the quality of care provided at the Bois Forte Clinics.

Increase resources for the diabetic patient in the next 5 years:

- Part time Dietician
- Part time Podiatrist
- Part time Optometrist
- A second full time Diabetes Case Manager/Clinic Nurse
- A third full time RN to develop a Cardiovascular Program.
- Development of a Produce Food Program for eligible diabetic patients.
- Handicap van with driver and wheel chair lift to transport patients to dialysis units.

Wisdom Steps

- Assist the Wisdom Steps Board Member to organize a Wisdom Steps Program on the Bois Forte Reservation including: physical activities, health education, and health screenings.

NATIVE HEARTS FITNESS AND VERMILION WELLNESS CENTER

- The overall health of fitness users will be improved and diseases prevented or delayed through exercise and physical activity.
- State of the art cardio and strengthening equipment will be made available to the communities at the fitness facilities.

- Data on weight loss, blood pressure and blood sugar will be kept on file and an annual report provided to the Tribal Government to document progress.
- Education and obesity prevention activities will be provided for all ages and will include emphasis on the youth to make them aware of disease prevention at a young age and impact the cycle of poor health among Native American Indians.
- Within 5 years the NHFC will be expanded to make room for the already crowded exercise room and equipment.
- Within 5 years the Fitness Centers will be expanded to include space for a physical therapy program and part time Physical Therapist.

COMMUNITY HEALTH

Staffing

- Hire a full time Community Health Nurse (RN) for Vermilion to provide Elder Services, to include home visits and medication management.
- To be paid out of billing revenue from CHN billing, potential to be self-funded from services they provide.

Programs

- Research feasibility of Adult Day Services in Nett Lake
- This would be a billable service from MA
- Would provide activity for elders who aren't safe at home during the day
- Cook currently offers service, visit Cook to see how it's run
- Implement Program in Nett Lake if found to be feasible
- Hire Full time staff, qualifications to be determined, to implement and run program
- Evaluate program ongoing for feasibility.
- Expand services to Vermilion if feasible.
- Research the possibility of having CHR's provide billable services.
- Research getting reimbursement for transportation provided by CHR's.

MATERNAL CHILD HEALTH

Implement MCH block grant work plan; update every 2 years with grant renewal

- Improve pregnancy outcomes by increased prenatal education
 - Increase number of families utilizing Family Spirits curriculum
- Increase rate of breastfed infants
 - Advertise and promote WIC
- Increase breast and cervical cancer awareness and screenings
 - Mobile mammogram truck
- Decrease teen pregnancy rates
 - Strategize on getting youth involved; building more youth programs
- Increase immunization rate through chart audits
 - Collaborate with clinic on frequency and compliance of chart audits

AMBULANCE

- Following up on EMT recertification and New EMT's coming on board. Five recertification and three completing the Exams.
- Continue to recertify Ambulance Drivers and First Responders.
- Invest in youth interests in EMS programs and build relationship in the community
- Invest in Ambulance apparel to look professional in community events and on incidents.
- Sponsor an activity to educate and witness our capabilities in patient transfer.
- Seek opportunity to fund a new Ambulance.

CHEMICAL DEPENDENCY

Prevention Goals- The goal of Prevention is to delay the first use of alcohol or drugs.

- Improve the bonding of youth to their community, family & peers
- Decrease the risk associated with community laws & norms favorable to drug use
- Decrease the risk associated with early initiation of alcohol and other drugs

Treatment Goals- The goal of Treatment is to improve social functioning through complete abstinence of alcohol and drugs for individuals diagnosed with Chemical Dependency.

- Increase admissions to treatment – *more treatment, better treatment, beyond treatment*
- Increase pregnant and parenting women admissions to substance abuse treatment services
- Increase the percentage of individuals receiving services in the Mental Health Plan who are also admitted to Chemical Dependency Services
- Increase Professional Development for Chemical Dependency Professionals

HOMELESSNESS

Homelessness Goals- The goal of Homelessness is to end homelessness by promoting affordable housing, prevent homelessness and assist people who are homeless.

- Maintain the 20-unit New Moon Supportive Housing Complex in Vermilion
- Assist Bois Forte Housing with four (4) Long Term Homeless units in the Nett Lake Duplexes
- Increase Homelessness Prevention funding opportunities
- Utilize 3rd Party Revenue to increase staff
- Work collaboratively with Bois Forte Housing to request funding for four(4) additional Long Term Homeless Units
- Increase the use of Section 8 vouchers

INDIAN CHILD WELFARE

To protect and support the best interest of Indian Children and their families as well as the community by the procedures and practices with the Indian Child welfare Act, Minnesota Preservation Act, Tribal State Agreement and Bois Forte Children's Code

- The Indian Child Welfare Unit will develop and maintain case plans for the high risk families
- The Indian Child Welfare Unit will provide supportive services by conducting home visits, phone calls, court advocacy, supervising parent/child interaction, transporting clients, making referrals to providing services as needed
- The Indian Child Welfare Unit will continue to develop a good working relationship with non-Indian agencies involved with high-risk families

Coordinate and assist in the investigation of child abuse and neglect cases with the local police department on the Bois Forte Reservation when requested

- In the best interest of the child(ren) the Indian Child Welfare Unit will assist with finding appropriate family, when child(ren) need to be placed out of home

To improve the level of services to high-risk families that is provided by the Indian Child Welfare Unit

- The Indian Child Welfare Unit will receive 24 hours of training in 12 months
- The Indian Child Welfare Unit will meet monthly for case management meetings
- The Indian Child Welfare Unit will meet with the Bois Forte Child Protection Team

Foster care homes are needed on the Bois Forte Reservation and throughout the state of Minnesota

- The Indian Child Welfare Unit will recruit quality foster care homes for children needing placement by recruiting of one foster home per quarter
- The Indian Child Welfare Unit will provide training to foster care parents to increase their proficiency for placement of foster care children
- The Indian Child Welfare Unit will provide monthly home visits for the foster care home providers

FAMILY BASE

Bois Forte Families and Children will be born healthy, live a life free from abuse, neglect, and chemical dependency issues. Families and children will have a permanent living arrangement. Parents will be emotionally and financially able to provide for their children

- Children receiving child protection services will not experience subsequent abuse in their living environment
- Children in foster care will be reunified with parents or guardian as quickly as possible
- Children will receive adequate financial support from both parents
- Parents will be legally accountable for providing adequately for their children
- Parents will live in the least restrictive living arrangement that meets their health and safety needs

Strengthen Parenting & Management Skills, provide a more stable and safe home environment, children will remain in the community and intervene with families

- Family Base evaluation will provide the family with an evaluation of the program. Services to the families will improve; by developing, a family needs assessment, providing 6-8 weeks of in home services with families
- Family Base will provide parenting education, life skills, home management, supportive services, transportation, budgeting, distributing curriculum material, supervising parent/child interaction, make the necessary referrals if needed

AGE-TO-AGE INITIATIVE

To provide activities to help bring all generations together for the two years contract with the Northland Foundation

- Short Range Goals: Collaboration with the community with how to implement the activities; provide small monthly activities, like community garden, sewing, bead week, and dream catchers
- Long Range Goals: Collaborate with the community to implementing the Culture Camp Language/Cultural Mentoring program and the Wild Ride Camp. Monthly meeting shall take place for these activities to take place

HERITAGE MUSEUM/THPO

Include cultural resources in tribal government operations to make certain that historic properties are taken into consideration at all levels of planning and development

- Ensure the Bois Forte Band cultural resources code is available to all departments and agencies with resource management responsibilities
- Attend project update, pre-construction, planning, and zoning meetings

Consult with appropriate Federal agencies in accordance with the National Historic Preservation Act

Regarding:

- Federal undertakings that may affect historical properties
- The content and sufficiency of any plans developed to protect, manage, or to reduce or mitigate harm to such properties

Achieve effective operation of facilities and management of resources to advance the Heritage Museum's mission

- Collect and maintain visitation data
- Employ data to demonstrate relevance and institutional value
- Utilize visitation data in long term planning and decision-making
- Develop written policies that guide the management of Heritage Museum resources
- Generate policies and plans consistent with the Heritage Museum and revise policies as the institution matures and standards in the museum field evolve

Involve all staff in planning and implementation process

- Heritage Museum Executive Director will conduct staff meetings to discuss plans and assess implementation

- Executive Director will assign responsibilities to staff for implementation based on interest and expertise

Prepare and implement a comprehensive Band Historic Preservation Plan

- In cooperation with other Band Departments, Tribal Governments, Federal and State agencies, local governments, and private organizations and individuals, direct and conduct a comprehensive survey of historic properties and maintain the inventories of these properties
- Obtain grant(s) to fund reservation-wide cultural resource inventories and National Register evaluations of Farm Point, Everett Bay Goldmine, Nett Lake CCC-ID camp and Nett Lake Fire Towers

Cooperate with the Secretary of the Interior, the Advisory Council on Historic Preservation, the State Historic Preservation Officer, other Federal and State agencies, local governments, and organizations and individuals, to ensure regulatory compliance

- Hire historic preservation staff position

Develop and support state of the art facilities

- Staff will evaluate current and future use of each facility in conjunction with the preparation of management plans
- Staff will analyze museum operations and facility to determine future development and equipment needs

Museum Executive Director and staff will devise a strategy to initiate operational changes and/or secure funds for development and facility requirements

- Maintain an effective computerized collections management system
- Staff will analyze current hardware and software and update when necessary
- Staff will attend appropriate software training and offer basic training to new collections staff
- Continue cataloging and data entry for all collections

Initiate and continue conservation, preservation, and restoration of the archives and collections

Through research, oral history, and program development, the Heritage Center will develop and present interactive and dynamic educational programming that engages and inspires visitors

- Develop and coordinate arts and humanities programs to present to the public
- Establish outreach programs to the school systems by presenting programs in schools and providing interpretive materials to teachers
- Invite school groups to the Heritage Center and provide information and tours along with curriculum-based activities
- Hire education coordinator

Provide information, education, training, and technical assistance in historic preservation to interested parties, and relevant Bois Forte historic preservation information to Band membership and others.

- Offer internships to college students and Band members interested in historic preservation and cultural resource management
- Allow access to collections by the appropriate parties along museum policy guidelines

Provide heritage based recreational experiences

- Encourage exploration of natural and cultural resources through interpretive materials
- Where appropriate, encourage hands-on experiences
- Coordinate interpretive efforts with other agencies and organizations

The Heritage Center will maintain a professional staff through recognition, ongoing training programs and empowerment will maintain the staff's professionalism, morale, and commitment

- Sufficient funds will be provided in the budget for travel and registration fees to attend workshops and conferences
- Staff involved in training or conference opportunities will make the information available to other staff through written summaries or training sessions

Empower Staff

- Provide staff with the authority for making decisions within their area of responsibility
- Provide opportunities for staff members to help define and clarify their role, authority and areas of responsibility

Staffing needs

- Fund Education Coordinator position through allocation and grant writing
- Obtain grant to fund historic preservation staff position

The Heritage Center will actively Market itself through dynamic promotion efforts, word of mouth and community outreach

- Work with the Bois Forte Band public information office to promote the Heritage Museum
- Promote the Heritage Museum through writing articles for local publications, giving interviews and providing talks to local groups and civic organizations
- Work with heritage tourism bureaus in planning joint activities and publicizing heritage Museum activities

Advise and assist, as appropriate, other tribal, federal, and state agencies and local governments in carrying out their historic preservation responsibilities

HOUSING

The need for housing in Bois Forte is well in excess of the number of housing units within the community. The Bois Forte Band will increase housing opportunities within the community using a number of different strategies.

The Bois Forte Band will increase the number of affordable housing units through the development of Multi Family Housing Units (Duplexes/Town homes/Four plexes, etc.)

- Secure funding for the development of additional units in the Cedar Grove and Pineview East, areas previously identified for multi-family development where the Bois Forte Band invested in and built the necessary infrastructure.
- Identify additional sites for Multi-Family Housing units
- Determine the size, number of units and the bedroom sizes.
- Ensure land and/or site designated through survey and lots marked for the project, etc.
- Work with Public Works Department to insure the development of infrastructure of the land designated for multi-family housing.

The Bois Forte Band will increase Band Member Home Ownership.

- Housing will produce a comprehensive brochure detailing regional home ownership financing opportunities available for all income levels.
 - The Housing Director will meet with staff and designate responsibility for developing comprehensive list of regional home financing opportunities, including program descriptions, income eligibility.
 - Staff will hold a production meeting, consolidating their information into one document.
 - The Housing Director will designate one staff person or contractor to consolidate all information into one formatted brochure.
 - Housing will print and distribute the brochure to Band Members, keeping it available on disk for future editing/reprint.

The Bois Forte Band will create safe and healthy communities through home ownership.

- Housing will increase the number of educational opportunities available to Band Members regarding home maintenance.
 - The Housing Director will schedule four “home maintenance” seminars per year.
 - Housing will adopt a policy requiring attendance at one home maintenance seminar as a pre-requisite to obtaining government backed loans.
 - Housing will institute and advertise about minor repairs and a resource list with handy-man contacts.

Housing for Singles residing on Bois Forte

- Research and apply for funding for Singles (Apartments/units) on Nett Lake and Vermilion.
- Ensure land and/or site designated for apartment buildings: survey and lots marked for the project, etc.
- Work with Public Works Department on Infrastructure of the land designated for the apartments.
- Determine the size, number of units needed for singles (One bedroom sizes).

Elderly Units for Bois Forte

- Research and apply for funding.
- Ensure land and/or site designated: survey and lots marked for the project, etc.
- Work with Public Works Department on Infrastructure of the land designated for the apartments.
- Determine the size, number of units and the bedroom sizes.

Single Family Units for Bois Forte

- Research and apply for funding.

- Ensure land and/or site designated: survey and lots marked for the project, etc.
- Work with Public Works Department on Infrastructure of the land designated for the apartments.
- Determine the size, number of units and the bedroom sizes.

New Housing Building and Garage

- Determine size of office space, garage and number of offices needed/required.
- Research and apply for funding.
- Establish relocation plan for the staff during the building/construction of new office (Office will or should go on current site of old housing building)
- Determine the garage or workshop needs for the Force Account crew.

Home Ownership Center with Counselors

- Determine location and space needed for the center.
- Increase staff/hire staff to become counselors.
- Develop Brochure/policies, etc for the center.
- Attend and become certified through Pathways or program for homeownership counseling.
- Advertise the program to the community and public.

Increase Staff

- Need for more office staff, maintenance staff and force account to assist the Housing Department in obtaining and reaching the goals and objectives set forth in the Strategic Plan. More staff in all three areas would assist in the existing goals (Construction Company and Homeownership Center, etc.).
- Need to research and secure funding to hire more staff.
- Need to build or make more room for the additional staff.
- Need to train additional staff in the areas they are hired in (office, Maintenance or carpentry).

Develop Incentive Program

- Staff to meet and develop a program that would reward the tenants that pay their rent every month.
- Develop a policy for the program.
Advertise the new program.

HUMAN RESOURCES

The Bois Forte Band will increase efficiency and effectiveness of tribal government

- The Human Resources Department will publish an on-going article in the Bois Forte News to educate Band Members on Enrollment policies through various communications methods.
- The Human Resources Department will keep Band Members, employees, and community members informed by implementing a Community Education newsletter and calendar.
- Educate employees and supervisors of the HR functions (FMLA, W/C, Leave Share, etc.).
- Bring a kid to work.

- HR will educate employees on how to properly fill out benefits paperwork (disability and death claims, etc.).

The Bois Forte Band will ensure that Personnel Policies are followed uniformly throughout the RTC

- Educate the employees and supervisors on the personnel policy.
- Human Resources will coordinate monthly training for employees on a different section of the Personnel Policy each month for one year.

The Bois Forte Band will ensure that employee health and wellness is protected

- Employee Benefit and Insurance policies will be reviewed annually to ensure effectiveness and sent out for RFPs tri-annually.
HR will provide health and wellness activities and incentives throughout the year to educate employees on health and wellness.

I.T. (INFORMATION TECHNOLOGY)

Objectives for the Information Technology Department are to provide secure, effective information systems that support efficient, streamlined and consistent business applications that provide high-quality information for the Bois Forte Tribal Government and its programs.

Information Technology 5 Year Goals

- Virtualize all Bois Forte Tribal Government Servers
- Create a remote access portal for staff to access work related programs and data from any location that has internet access
- Develop a Universal web access portal for Patients of HealthCare to access their specific medical information online
- Implement EPIC EHR throughout all tribal government health and human services departments providing direct communications to all EPIC run Hospitals and Clinics throughout the country.
- Establish a unified phone system for all tribal government buildings and programs
- Design and Install a Fiber to the home program to provide Data and Phone service to band members in Nett Lake, Palmquist, Indian point and Vermilion
- Contract with Cellular carriers to expand coverage and provide alternative carrier options for Nett Lake and Vermilion. Verizon and Sprint will be looked upon for possible cellular expansion
- Develop a training lab and curriculum for all programs and staff

GIS Department 5 Year Goals

- Create an internet-based GIS interface for both internal and external internet users with the goal to assist other departments and personnel to perform their daily activities more efficiently with a geospatial context.
- Attend and participate in educational and conference activities that are of mutual interest for the Band and the GIS Department.
- Increase knowledge and information sharing of geospatial data within the Band in order to avoid duplication of effort.
- Develop, design and implement basic geospatial data, and table, standards that requires data to be provided in a way that can be easily used by other departments.
- Provide and maintain reservation-wide geodatasets.
- Serve as the “go-to” resource for information relating to geospatial products and services for the Band.
- Digitize and scan in all legal plats, engineered land drawings, or utility plat drawings for the entire reservation.
- Create a cadastral layer for the entire reservation.
- Create an updated landbase map layer for the entire reservation.
- Locate and record the location of utilities (above and underground) within the entire reservation.

JUDICIAL SERVICES

The Bureau of Indian Affairs, Office of Justice Services completed an assessment of the Bois Forte Tribal Court System in January 2016. This was an in-depth comprehensive assessment of the Tribal Court system, using the Tribal Court Performance Standards model. The report identifies six critical need areas of the court.

- This is an established tribal court that has been exercising criminal and civil jurisdiction on a rural northern Minnesota reservation for 40 years. But, funding is insufficient to meet Band’s current needs.
- The two members of Court Administration staff have significant institutional knowledge but badly need additional training, a policies-and-procedures manual, and another clerk to assist in order to address administrative challenges.
- Another major challenge for the Court relates to delays and processing of filings, but these are problems than can be solved with additional help in Court Administration, Code updates, and a manual.
- The Court needs to meet at least one more day per month. The docket is simply too busy to continue to meet only two days a month for criminal matters and one to two days for civil matters.
- There is a serious need for Code revision in a number of areas, and overall codification of all substantive laws.
- Strategic planning for a new courthouse is imperative. This is the key to sustaining the Court’s development and improvement, and to addressing the Courts’s security, accessibility, and overall administrative needs.

The assessment includes 45 strategic action recommendations which are hereby incorporated by reference into this Strategic Plan.

LAW ENFORCEMENT

BOIS FORTE POLICE DEPARTMENT STRATEGIC PLAN 2016 -2021

DOI/OJS/BIA POLICE DEPARTMENT

MISSION STATEMENT

To provide justice services and technical assistance to federally recognized Indian tribes and communities, and to respect and protect sovereignty through promotion of self-determination.

GUIDING PRINCIPLES

- Protect life and property
- Maintain order and justice
- Prevent crimes
- Reduce recidivism
- Support tribal justice systems
- Provide safe, secure, human correctional services.

DOI/OJS/BIA Law Enforcement – Nett Lake Agency

Bureau of Indian Affairs-Office of Justice Services is responsible for the protection of lives, resources, and property that lies at the heart of the BIA's law enforcement effort. Its main goal is to uphold the constitutional sovereignty of the Federally recognized Tribes and preserve peace within Indian Country. The Nett Lake Agency serves the Bois Forte Reservation boundaries that covers over 800 square miles and includes the populated villages of Nett Lake and Vermilion that are situated more than 60 miles apart.

POLICE DEPARTMENT STRATEGY

The Bois Forte Police Department will take a proactive approach to engage in community policing: For example:

INFRASTRUCTURE –

- Increase availability of grants and alternative funding sources for upgrading existing holding cells, and/or establishing law enforcement detention facility, and enhancing existing law enforcement center.
- Comprehensive equipment replacement program for patrol vehicles, and transportation for inmates.

RECRUITMENT AND TRAINING –

- Increase the number of trained law enforcement officers to enhance officer presence in communities.
- Discuss and engage the community and schools of the importance of law enforcement and educated on careers in law enforcement.
- Teach safety awareness and other programs to local schools.
- Obtain status as state accredited law enforcement.
- Maintain acceptable workload for police officers.

UPDATE TRIBAL COURT CRIMINAL CODES –

- Current codes in Bois Forte jurisdiction are outdated, and must be reviewed and revised to ensure uniform application of the law.
- Work with Bois Forte Human Services to establish Domestic Abuse codes that have harsher penalties.

COLLABORATION WITH KEY STAKEHOLDERS –

- Continue to collaborate with Bois Forte Tribal Leaders, the Bois Forte Judicial Services system, Bois Forte Human Services, other law enforcement entities, federal agencies, and community members.
- On-going communication improvement with other law enforcement agencies, tribal departments, and other State and local offices.
- Maintain the existing Mutual Aid Agreements, and continue to seek Mutual Agreements with other surrounding law enforcement agencies.
- Coordinate with St. Louis County, Pennington County, Sherburne County and other agencies to establish Adult Detention Agreements for housing inmates when necessary.

INCREASE VISIBILITY AND ACCESSIBILITY OF LAW ENFORCEMENT OFFICIALS IN THE COMMUNITY AT LARGE –

- Establish trust and confidence with the community; ensure accessibility and responsiveness; and reinforce the image that law enforcement is a positive force.
- Enhance and promote the following programs within the jurisdiction of the reservation:
 - The Crime Stoppers Program
 - The D.A.R.E program at the local elementary
 - The Neighborhood Watch program
 - The Boundary Waters Drug Task Force.
- Increase quality of service and customer satisfaction
- Participate and sponsor community events like Donut Dash 5K Walk/Run, DUI Awareness clinics.

NATURAL RESOURCES

Ensure that Natural Resources Management, protection and regulatory compliance are an important consideration in all aspects of tribal government operations

- Implementation of the Authorized Lead Based Paint Renovation and Repair Program (ENVIRO).
- Update the Conservation Code to include new innovative ideas and clarification of resources and programs to address resources (CONS ENF).
- Create and improve internal Conservation policies; Leash Law/Animal Control, spay/neuter services Uniform, Firearm, increase field technology and monitoring (CONS ENF).

The DNR will improve education and awareness of natural resources management programs

- Seek funding sources for a Wildlife and/or Aquatic Biologist, and another Conservation Officer to employ within department.
- Continue to enhance resources for fire protection and forest management.
- Will consider establishing a deer and big game harvest registration program.

The Bois Forte DNR will improve economic gain for Band members who harvest wild rice through short-term jobs

- Improve economic gain for band members by hiring people for parching, rice buying and through the purchase of wild rice
- The DNR will work with the Economic Development Corporation to develop new wild rice markets

Expand Department Infrastructure to improve services offered

- Work with Planning Department on securing funds for new DNR Building and garage
- New DNR equipment, updated firearms and training, animal control and spay/neuter mobile unit coordination, improve road and trail signage within reservation boundaries
 - Apply for grants
- Nett Lake Restoration Project
 - Seek additional funding for additional weed clearing equipment/Storage/pave parking lot/additional airboat/additional crews
 - Seek additional contract work for lake clearing outside of reservation

Identify and Develop Snowmobile and ATV trails for residents

- Map, GPS and signage for additional road trail systems on reservation

The Bois Forte DNR will continue to protect and enhance Wild rice restoration and management activities

- Continue implementing wild rice management plan and Nett Lake Restoration Project

The Bois Forte DNR will improve economic gain for Band members who harvest wild rice by development of new and existing markets

- Develop necessary infrastructure (equipment, buildings, etc.) for the harvesting, processing, storage, and marketing of wild rice
 - Develop wild rice business plan and wild rice marketing plan

PLANNING AND COMMUNITY DEVELOPMENT

Develop a comprehensive community development plan for all sectors of the Reservation, and update that plan on a regular basis.

- Land use plan and zoning ordinance
 - Update of Land Use Plan and Zoning Ordinance
- Building/Development permitting process
 - Approval and adoption of Permitting Process – Done. Process is administered through Realty.
- Infrastructure Plan
 - Meet with IHS, BIA, Bois Forte Public Works, Housing, and other Departments to strategize future infrastructure development needs (streets, sewer, water, power)

Develop increased grant writing capacity, financing, and support services to other departments.

- P&CD will provide grant writing support services to other departments on as as-needed basis, based upon overall strategic objectives.

- P&CD will track all grant applications and will monitor the grant approval process.
- P&CD will work with the accounting department and project/program managers to ensure compliance with grant administration requirements.
- Explore options to acquire additional personnel in order to more effectively provide assistance to the Tribal Government and staff with grant writing.
- Facilitate the delivery of additional training for individual departments to become more effective at grant writing.

FACILITIES & CONSTRUCTION MANAGEMENT

Provide project and construction management services for the Bois Forte Tribal Government on an as-needed basis, and to the Bois Forte Development Corporation as requested. Current and potential future projects include:

- New Courts addition
- New DNR Building
- Wild Rice Storage Building (could be included in new DNR building)
- Low Income Housing Project (Tax Credit 3)
- Senior Housing
- Vermilion Maintenance Facility
- Nett Lake Maintenance and storage facility
- Head Start Garages
- Fleet Maintenance Facility / Bus Garage
- Nett Lake Beach/Picnic Area
- Boat Landings and Fishing Piers - Vermilion
- New Reservation Signs
- Assisted Living Facility-Vermilion
- Campground/Shower Facilities
- Further Improvements at Ball Field
- Install Card access and Camera System at Public Safety Building
- Emergency back-up generators for Nett Lake clinic and Vermilion Wellness Center
- Others to be determined

Ensure sufficient staffing levels for Facilities Management and Provide Training for all Maintenance and Facilities Staff

- Evaluate staffing needs on regular basis – Ongoing
- Evaluate Training needs and develop Individualized Training and Professional Development Plans for each member of the Facilities Management staff.

Develop and Implement an Inspection schedule and a preventative maintenance schedule for Government Managed Buildings

- Set up quarterly and annual rotation schedule based on needs and requirements and regulations.
- Maintain all necessary service contracts, such as elevator, generator, sprinkler systems, etc.
- Complete ADA compliance review on all Government managed buildings.

Perform analysis of each Government managed building for planning and budgeting purposes

- Identify operating costs
- Identify maintenance costs
- Identify products being used
- Coordinate dispenser and product type use to establish uniformity throughout buildings

Renovation of ENP Center (Old Community Center)

- Flooring, Kitchen
- Obtain cost estimates
- Research, Identify, and secure funding

Identify and acquire necessary equipment for efficient building maintenance

- Portable Radios for Maintenance Staff

EMERGENCY PREPAREDNESS

Fire Department

- Assist the Nett Lake Fire Department with organizational support, recruitment, training, budgeting, reporting, equipment acquisition, and other overall support.
- Increased recruiting effort.
- Install water reservoirs and/or dry hydrant at Palmquist.

Emergency Preparedness

- Get helipad location at Nett Lake painted, permanently lit.
- Complete and submit Bois Forte Hazard Mitigation Plan (making us eligible for State and Federal Hazard Mitigation funds).
- Hold 60 hr First Responder certification training for our EMS crews, recruit new First Responders.
- Hold 1 hr. Employee Compliance training course for all Band employees: including Right-To-Know/haz mat, evacuation and fire extinguisher use.
- Finish outfitting Band with equip and supplies for Mass Sheltering (pillows, blankets, food & water)- Keep inventory updated.
- Supervise project to install backup generators at Clinic and Vermilion Wellness Center.
- Get our Bois Forte TERC group meeting regularly to revise/update plans, design drills, trainings and exercises, plan projects, and hold hotwashes after incidents.
- Revise current Emergency Operations Plan (EOP) for the Band with our TERC group.
- Continue helping Teri Morrison with our State Emergency Preparedness grant, planning exercises, outfitting mass casualty trailer and obtaining mass sheltering supplies.
- Perform safety inspections of all of the Band's govt. and commercial buildings.
- Develop Community education campaign for disaster awareness.
- Conduct community education training and emergency warning drills.
- Purchase all-terrain Vehicle for search and rescue efforts.

Ambulance

- Increase recruitment and training.
- Purchase new ambulance.

- Purchase fully equipped rescue vehicle.
- Construct Ambulance garage at PD.

TRANSIT

- Bus garage and maintenance facility for Transit program
- Buses and vehicles for transit program
- Purchase small van for STS Certified Medical transports
- Funding for operations

ENERGY ASSISTANCE PROGRAM, MCAG, CSBG, & REGISTRAR

Energy Assistance

- Reduce client reliance on program. Increase self-awareness among clients to be self-sufficient and utilize the program only on an as-needed basis rather than rely on the program year after year.
- Create awareness and outreach program to inform clients of process and provide self-sufficiency activities to help to wean reliance on the program- set up booths at various community events
- Create a way to help alleviate any confusion as to how the process works.
- Create information program
- Bring back the ERR Program (Furnace Program) to assist in house with repair of furnace issues- right now the issues are referred out to AEOA.

CSBG & MCAG Program

- Assist reservation departments with funding of projects by utilizing funding through these programs.
- Increase funding for these programs.

Registrar

- Train for backup.
- Develop a mail in system for convenience to customers.

REALTY

Short Term Goals:

- Assure the Reservation Proclamation that was submitted to the Bureau of Indian Affairs on December 4, 2013 for approval is completed. Bois Forte is attempting to proclaim 1,146.17 acres as Reservation. Once this is approved by the BIA/ASIA office the boundary of the Lake Vermilion sector will be extended. These (23) parcels were placed into trust status between the years of 2004-2008.
- Clean-up lease lots that have abandoned structures.
- Updating the lease lot database. Cleaning up the abandoned lots and cancelling those lessee's who are not compliant with their leases.
- Continue to move parcels into trust is always a goal and will continue to be one of the higher priorities.
- Continue to pass all OST Realty Audits.
- Assist other RTC programs with Realty issues and engage the membership with educating them what their rights are with respect to Real Estate.

- Prepare for the upcoming Cobell Land Buy-Back program. The Band Application was approved by DOI and Bois Forte received confirmation that we have been accepted into the program for FY 2018. We are still waiting to hear what allotments have been identified for purchase.

Long Term Goals:

- Purchase more parcels within the exterior boundaries of Bois Forte and eventually place into trust status.
- Complete the Right-of-way for the entire Nett Lake Village so future projects may be considered for funding and grants per local, state, and national organizations.

Other future project priorities. The Planning and Community Development Department will provide grant writing, project management and construction management services to other departments, with emphasis on the top priorities as identified in the Strategic Plan or as directed by the Reservation Tribal Council.

PUBLIC WORKS

The Bois Forte Band will develop a comprehensive infrastructure development plan for all of the reservation

- Public Works Director will locate and identify all residents and businesses that are not part of the community sewer and water.
 - Public Works Director will network all resources of the Band to help identify good, rough costs to construct the infrastructure for all identified areas for development.
- Public Works will develop projects that execute the development plans for the residential and enterprise zones.
 - Public Works will utilize all programs for project funding to execute construction of infrastructure developments.
 - Nett Lake water system (USDA grant)
 - Treatment ponds in Nett Lake need refurbishing or replacing some minor leaking into low lands for about 35 years.
 - Ponds in Vermilion are near the maximum capacity, will need expansion.
 - Nett lake Radium levels are high, will need treatment system.
 - Vermilion Water Tower refurbished
 - Increased collections for 3rd party billing

Comprehensive Maintenance and Operation Program for all Public Works Infrastructure Components

- The Public Works Director will help identify all deficiencies within the infrastructure components
 - Public Works Director will utilize the W&S system deficiency report from Indian Health Service and the report provided for deferred maintenance to the BIA to determine a scope of work for a yearly work plan
 - Implement W/WW maintenance program for work plan created and that complies with budget constraints
- Public Works Director and W/WW staff will identify major expenditures for outsourced work items to target training needs
- Continue to purchase the equipment needed to do repairs on our own water and sewer system, and teach Employees along the way

Develop pavement management system that will maximize the life of our road system

- The Public Works Director will continue to repair our worn equipment when possible and share the teaching of this knowledge with Road Department Employees, saving an average of \$75,000.00 annually
- Continue to update equipment when it is not fiscally responsible to repair
- Teach employees the safety aspects of operating and maintaining equipment
- Continue to update roads as per the long –range roads plan
- The Public Works Director will set up a maintenance plan for existing bituminous road
- Continue to overlay all back roads with class 5

TERO

To ensure that we are keeping current & up to date policies & procedures, the Bois Forte TERO Program will do the following:

- Revisit the TERO Ordinance on a yearly basis to make necessary changes that will benefit and protect the rights of the Band and its members, both tribally and federally. Any changes will be approved by the TERO Commission and brought forward to the Reservation Tribal Council for their approval.
- Revisit the following applications annually and make necessary changes to benefit the Band Members and/or the TERO Program. Availability of these funds are dependent on construction projects from year to year.
 - Employment Application
 - Indian Preference Certification
 - Supportive Services Application
 - Reinstatement Fee Application

URBAN OFFICE

Provide ongoing service to Bois Forte tribal citizens residing in and around the twin cities metro area, including the seven counties (Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington) through the following goals and objectives.

Facilitate regularly scheduled Metro Meetings for Bois Forte tribal citizens and their households

- Complete a survey every two years with the seven county tribal citizens to ensure the Urban Office is meeting the needs/desires of the Metro Citizens as much as possible
- Coordinate presentations by Bois Forte senior management and local service providers with a target audience of 6-10% of the Bois Forte tribally enrolled citizens
- Develop a pool of local tribal citizens as presenters to encourage modeling and support within our Metro Bois Forte community
- Display a bulletin board containing: Job Postings both local and Bois Forte Reservation, Bois Forte Tribal Citizens promoting their businesses and Community and Bois Forte Reservation Events
- Maintain local Facebook page for those tribal members that cannot make it into the Urban Office. To ensure increased communication of postings and events

Work with our (approximately 75) tribal Elders on an ongoing basis

- Facilitate two meetings to begin communication with Elders in the metro area; one on a week day evening and one on a weekend day until a core group is established and the best time are determined
- Meet monthly with 6-10% of our local elders to build community, trust and communication
- Complete an assessment of all (approximately 75) metro Elders to assess their needs, their willingness to participate and possible
- Advocate for Elders with local service providers as needed.
- Provide transportation to local service providers including medical when no other available

Develop a Genealogy Project

- Identify a tool to use as a guide in developing a family's genealogy that will enable our local members to find connections within our metro community as well as back to our home reservation
- Develop a core group of interested tribal citizens that are interested in leading this project - a minimum of four members
- Facilitate training for the core group and begin setting up research pods with interested families

Provide activities that incorporate Cultural/Tribal Sustainability for Metro tribal citizens and their households

- Establish a working group of Elders and all generations to develop a plan that will involve the establishment or re-establishment of our cultural practices
- Researching our reservations decision making practices and incorporating them into our daily lives

Coordinate participation of our tribal citizens in Metro Events

- A minimum of 15 Bois Forte tribal citizens will participate in local events within the metro area such as the Indian Month kick off
- A minimum of 25 tribal citizens will volunteer for events/activities within the metro area to promote civic involvement and develop public relations

Continue to Coordinate Bois Forte and local Services for all age groups

- Keep applications for Bois Forte reservation funded programs on hand to assist with coordination of service to tribal citizens
- Keep an ongoing list of local service providers for information and referral to a minimum of 100 tribal families per year
- Assess for tribal citizens that are in a routine of assistance utilizing to encourage long-term change to this pattern and make appropriate referral and advocacy
- Continue to promote Bois Forte through activities, events, and with volunteers

DULUTH URBAN OFFICE

Provide ongoing service to Bois Forte tribal citizens residing in and around the Duluth area, including the five counties (St. Louis, Carlton, Lake, Pine, and Douglas) through the following goals and objectives.

Facilitate regularly scheduled Community Meetings for Bois Forte tribal citizens and their households

- Conduct a survey every two years with the five county tribal citizens to ensure the Urban Office is meeting the needs/desires of the Duluth Area Citizens as much as possible
- Coordinate presentations by Bois Forte senior management and local service providers with a target audience of 6-10% of the Bois Forte tribally enrolled citizens
- Develop a pool of local tribal citizens as presenters to encourage modeling and support within our Duluth Area Bois Forte community
- Display a bulletin board containing: Job Postings both local and Bois Forte Reservation, Bois Forte Tribal Citizens promoting their businesses and Community and Bois Forte Reservation Events.
- Maintain local Facebook page for those tribal members that cannot make it into the Urban Office. To ensure increased communication of postings and events

Work with our tribal Elders on an ongoing basis

- Facilitate two meetings to begin communication with Elders in the Duluth area; one on a week day evening and one on a weekend day until a core group is established and the best times are determined
- Meet monthly with 6-10% of our local elders to build community, trust and communication
- Complete an assessment of all Duluth Elders to assess their needs, their willingness to participate and possible
- Advocate for Elders with local service providers as needed.
- Provide transportation to local service providers including medical when no other available

Develop a Genealogy Project

- Identify a tool to use as a guide in developing a family's genealogy that will enable our local members to find connections within our Duluth community as well as back to our home reservation
- Develop a core group of interested tribal citizens that are interested in leading this project - a minimum of two members
- Facilitate training for the core group and begin setting up research pods with interested families

Provide activities that incorporate Cultural/Tribal Sustainability for Duluth Area tribal citizens and their households

- Establish a working group of Elders and all generations to develop a plan that will involve the establishment or re-establishment of our cultural practices
- Researching our reservations decision making practices and incorporating them into our daily lives

Coordinate participation of our tribal citizens in Duluth Events

- A minimum of 25 Bois Forte tribal citizens will participate in local events within the Duluth area
- A minimum of 15 tribal citizens will volunteer for events/activities within the Duluth area to promote civic involvement and develop public relations

Continue to Coordinate Bois Forte and Local Services for all age groups

- Keep applications for Bois Forte reservation funded programs on hand to assist with coordination of service to tribal citizens
- Keep an ongoing list of local service providers for information and referral to a minimum of 50 tribal families per year
- Assess for tribal citizens that are in a routine of assistance utilizing to encourage long-term change to this pattern and make appropriate referral and advocacy
- Continue to promote Bois Forte through activities, events, and with volunteers

2018 - 2023 Strategic Plan Projects List - By type

Administration / Communications/ Governance/IT

Bois Forte Constitution

GIS Position

Comprehensive community assessment

Electronic record keeping system

Update department and tribal policies

Centralized office supply purchasing

File sharing system

Motor pool maint shop for gov't vehicles

Update tribal policies

Urban offices - Bemidji, Virginia, I-Falls

Re-design website-more functional

Implement new wild rice website with e-commerce

Office space in Vermilion

Community Improvements / Recreation

Broadband services to residents

Youth/teen center

Beach improvements - NL & Vermilion

Boat landings & Fishing Piers

ATV/snowmobile trails

Shooting Range

Basketball courts - IP & Vermilion

Bike/pedestrian trail extension -Vermilion

Broadband services to residences

Campground/shower facilities at NL and Vermilion pow wow grounds

Picnic pavilion - NL

Renovation of ENP (old Community Center)

Swimming pools - NL & Vermilion

Cultural Resources

Language preservation

Survey/Document historic property in all res, off res and ceded territory

Ceremony building/roundhouse

Language/culture immersion center

Create virtual tour of museum

Economic & Business Development

Small business loan program position (BF)

Cell phone service company

Broadband Service Company

Alternative energy projects

Small business incubator

Storage unit rental facility

Education / Training / Workforce Development

Skilled Trades/Professions Training

Internship programs w/school credit (mentorships)

Critical Professions investment program

Life skills program

Training Officer Position

Head Start Bus Garages

Career Explorations Program

College courses on Rez (on-line?)

Workforce training and development center

Fund permanent Language/Culture position

Youth Development Coordinator / Youth Centers

Establish a permanent Ojibwe language curriculum program

Van for Boys & Girls Club - Vermilion

Entrepreneurial Training

Health & Human Services

CD Rehab Facility-extended care / Opioid Treatment

Expand pharmacy and medical svc to non-tribal members

Case managers @ Urban offices

Additional Office Space @ Family Health Bldg

Assisted living facility

AAA in Healthcare (Accreditation Association in Ambulatory health care)

Expand services-PT, ortho, dietician, other
specialists

Storage facility/Garage

Urgent Care

Health care services for Band members outside of primary service area

Mental health counselling facility

Nursing home

Telemedicine program

Alternate funding for fitness centers

Housing

Elder housing

Singles housing (Multi-family
housing)

Private homeowners owners rehab funding

Provide on-going housing alternative info sessions

Future development sites

New Moon become self-managed

Transitional housing unit

Natural Resources/Realty/Planning

Expand and develop burial grounds @ NL and Vermilion

New DNR building

Wildlife/Aquatic Biologist position

Explore imposing fee upon non-native owned lands within Res boundaries

Create Forest Management plan with community input

Update/revisit wild rice restoration plan

Invasive Species identification and management

Wild Rice storage facility

Implement new wild rice packaging

Increase communication with land owners within Res boundaries

Land acquisition plan

Hunting area for Vermilion

Animal Control Officer

Public Safety / Law Enforcement / Judicial / Fire / Emergency Planning

Alternate emergency route out of Nett Lake village

Emergency shelters

New ambulance - NL

Helipads - NL

New courts facility

Regional detention facility

Update tribal codes

Water reservoir or dry hydrant at Palmquist for fire protection

Public Works / Utilities / Facilities / Infrastructure

Water/Sewer Improvements (New Ponds @ NL & Vermilion)

Backroads maintenance and improvement

Secure area for motor pool vehicles

Maintenance facility - Vermilion

Maintenance/Storage facility NL

Road improvements

street/sidewalk lighting

Transit facility/bus garage

Community Water softening/filtration system
