

Osage Nation

25-YEAR VISION & STRATEGIC PLAN SUMMARY REPORT



SEPTEMBER 2007

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STRATEGIC PLANNING TASK FORCE

CHIEF JIM GRAY

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The 25-year vision
FOR THE NATION

CORE PURPOSE

“TO STRENGTHEN OUR GOVERNMENT
AND SOCIETY IN ORDER TO
PRESERVE AND PERPETUATE A FULL
AND ABUNDANT OSAGE WAY OF LIFE
THAT BENEFITS ALL OSAGES, LIVING
AND AS YET UNBORN.”

-- OSAGE NATION CONSTITUTION

CORE VALUES

- ◆ Spiritual Strength
- ◆ Pride for Our Heritage
- ◆ Justice
- ◆ Fairness
- ◆ Compassion
- ◆ Respect for and Protection of Child, Elder, All Fellow Beings and Self

25-YEAR VISION

We will be a strong, proud, resilient, and enduring sovereign nation as demonstrated by:

- ◆ A viable and sustainable economy driven by Osage Nation enterprises with which the income derived from is responsibly reinvested and reserved for future generations;
- ◆ A flourishing Osage culture, a revitalized Osage language spoken at a basic level by a vast majority of Osage citizens and a unique and vibrant Osage history taught to Osage children and fostered, promoted and memorialized throughout our homelands;
- ◆ Conservation and responsible stewardship of natural resources balanced with sound management practices and efficient production of the mineral estate within our established territory;
- ◆ Highly educated Osage citizens supported and promoted by the Nation at the pre-school level continuing through the post-secondary level and beyond;
- ◆ Physical, mental and spiritual vitality evident amongst our Osage people complemented by the ongoing development of health and wellness services;
- ◆ A self-determining civically engaged society with ethically responsible government leaders who faithfully serve our Constitution and are accountable for their actions to Osage citizens.

This is the will of the Osage people.

Overview of the STRATEGIC PLANNING PROCESS

◆ THE PURPOSE OF STRATEGIC PLANNING

The Osage Strategic Planning effort is a nationwide initiative to identify needs and goals to formulate a 25-year plan for the Osage Nation. The Strategic Plan is a map that outlines the goals set forth by the Osage People to guide elected leaders as they move the Nation forward. The Osage Nation is committed to building, with input of all the Osage people, a plan that will guide the Nation for the next quarter century.

◆ THE APPROACH: THE WILL OF THE PEOPLE

With ratification of the Osage Nation Constitution in 2006 and the newly formed three-branch government system of the Osage Nation in its infancy, the Osage Nation Strategic Planning Task Force (ONSPTF) was created to assist the Nation's leadership in understanding and working toward the interests of the Osage people through the development of a 25-year strategic plan.

The first step – where is the organization going (i.e. Vision) – can be answered in several different ways. One common way is to have a small number of people or experts study the situation and decide where the organization ought to go, or what the priorities should be. This is the “expert” model. A second, less common way is to ask the people where the Nation ought to go and what the priorities should be. This is the “citizen driven” model.



The ONSPTF chose the “citizen driven” model. While the model maximizes the involvement of the organization's members, it is far more time consuming and can seem at times less focused and professional. Citizens are likely to suggest ideas without the benefit of knowing what the government can realistically do or what the government already does. Despite these difficulties, the ONSPTF decided that the newly reformed Osage Nation government needed to hear where the Osage people wanted to go and what their priorities should be. The process involved extensive community meetings in which ideas were sought, followed by a survey of registered members asking which of the most realistic ideas put forth in the meetings should receive priority. In this way, Osage citizens are responsible for determining the road map.

It remains to the Osage Nation leadership, the Executive and Congressional branches to determine how to get to where the people have said they want to go. This is step two of the strategic planning process, when a plan is developed for implementing the ideas identified as priorities.

PLAN	OUTCOME
Community Visioning & Team of Teams Process <i>(Get General Picture of Community Needs and Desires)</i>	Major themes (qualitative data) in the 6 key "areas of focus" identified in community Team of Teams meetings and Strategy Summit
Expert "Delphi" Meetings and Community-Wide Survey	Lists of the most important ideas/priorities endorsed by the people ranked (quantitatively) by survey respondents from the community and experts
Strategic Plan Development	Strategic Plan Report
Presentation to Congress	
Initiative and Project Planning	Feasibility (Cost-Benefit) Analysis/Project Charters/Detailed Work Plans and Timelines/ Budgets developed by assigned department/ teams
Execution and Progress Review	Tracking Reports and Adjustments
Implementation	Results and Progress towards 25-Year Vision

With the will of the People serving as the driving force, the ONSPTF was charged with integrating the key outcomes from the community meetings (including the March 2007 Strategy Summit) and the priorities of the constituents (based on the June 2007 survey results) into a comprehensive plan. Using input from both, the ONSPTF sought to identify the top strategic priorities for the Nation across the six key areas of focus:

- ◆ Economic Development
- ◆ Cultural Preservation
- ◆ Education
- ◆ Health
- ◆ Minerals and Natural Resources
- ◆ Governance and Justice

YEARS 1-3	YEARS 4-6	YEARS 7-25
"Building the Foundation and Momentum from First Accomplishments"	"Realization of Key Components of the Vision"	"New Horizons"

The strategies and initiatives were identified based on the following:

- ◆ Benefits to the entire Nation
- ◆ Potential for broad and wide-reaching support
- ◆ Feasibility
- ◆ Impact (Cost/Benefit)
- ◆ Ability to leverage or build upon existing programs and initiatives
- ◆ Innovation
- ◆ Balance and alignment across the six key areas of focus

OSAGE NATION

Governance		Economic Vitality	
I. A Strong Sovereign Nation	II. A Viable Sustainable Economy	III. A Restored Reservation	
A. Transparent, Ethical Governance	A. Diversified Revenue Base	A. Natural Resource Stewardship	
• Leadership with Integrity • Professional Osage Workforce • Frequent Nationwide Communication	• Oil and Gas Revenues • Alternate Energy Production • Agribusiness • Gaming, Tourism and Recreation	• Mineral Estate Preservation and Enhanced Returns • Natural Resource Preservation and Management • Scenic Preservation	
B. Accountable to Citizens	B. Vibrant Entrepreneurial Class	B. Environmental Protections	
• Responsive Tribal Services • Effectively Utilized Technology • Strong Youth Involvement	• Revitalized Local Economics • Variety of Small Businesses and Services • Training and Apprenticeships for Entrepreneurs • Investment Capital	• Wildlife Management • Remediation of Industrial Land Damage • Protected Water Supply	
C. Laws and Enforcement	C. Supportive Infrastructure	C. Ties to the Land	
• Fair Judicial Decisions • Commercial Codes and Tax Incentives • Law Enforcement	• Financial Services • Communications and Technology • Transportation • Permanent Fund	• Reservation Land Acquisition • Beautiful Osage Government Campus • Access to Osage Property	

The outcomes, as presented in the following report, will be used to engage in further discussion and refinement of the strategic priorities prior to formally becoming initiatives for action planning and eventual implementation.

The strategic planning process for the Osage Nation allowed all citizens the opportunity to express their will and, with their own voice, provide meaningful input into the direction the Nation takes for the next generation.

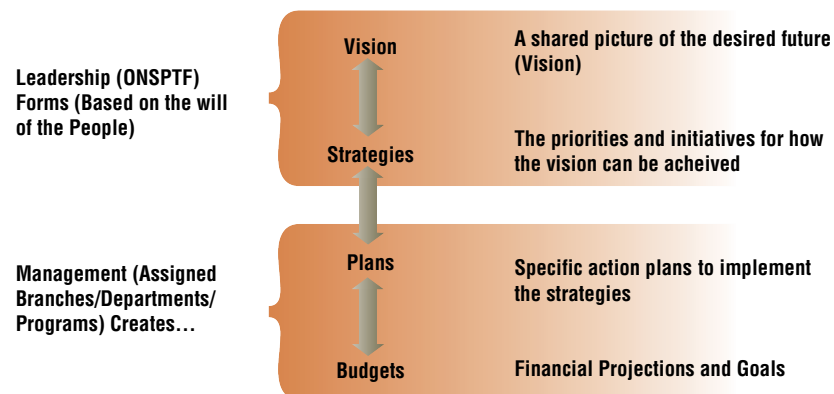
In March 2007, more than 300 Osage Representatives engaged in the Strategy Summit for the Nation. The following summary chart provides additional detail related to the shared picture of the desired future (Source: CERT Summit Results Report).

SHARED VISION

Social and Cultural Base		
IV. Thriving Osage Culture	V. Well-Educated Osages	VI. Osage Health and Vitality
A. Language Fluency	A. National Education Plan	A. Access to Quality Health
•National Language Program •Use of Osage in Cultural Events •Osage Spoken Daily •Online Language Classics	•Osage Relevant School System •Incentives for Needed Professionals •Diverse Educational Agenda •Support for Student Achievement •Educational Alternatives, K-12, Vo-Tech, Higher -Ed •High Quality Educators	•Emergency Medical Services •State-of-the-Art Facilities •Prevention and Treatment for top tribal Health Issues •Fitness Centers
B. Handing Down Osage Ways	B. Educational Funding Options	B. Affordable Health Care
•Preserve Cultural Arts •Osage History and Cultural Curriculum •Tradition woven into modern day life •Off-Reservation Learning Opportunities	•Scholarships and Loans •Work Study •Internships	•Multiple Options Insurance Plans •Local Clinics and Home Health •Access to Specialized Care •Behavioral Science Support
C. Spiritual Revival		C. Comprehensive Health Care
•In Lon Shka •Welcoming District Arbors •Evident Osage Identity •Expanded Museum Campus and Cultural Center		•Medical Continuum of Care •Retirement and Assisted Living •Nursing Home and Hospice Care •Specialized Services

The Track for SUCCESSFUL IMPLEMENTATION

After presenting (and further refining) the strategic priorities to the citizens, the ONSPTF will charge specific teams made up of Osage Nation departments and program leaders to prepare project charters (goals and timelines), work plans, and budgets. This action planning will help foster proper “ownership” for timely and successful execution of the initiatives.

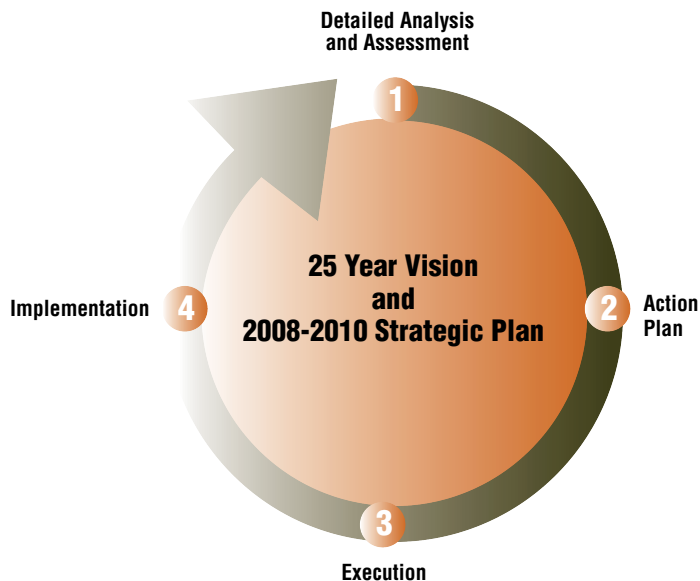


FORMAT OF THE NEXT SIX SECTIONS (Section V. – Section X.)

Strategic Priorities have been identified in each of the six areas of focus. To ensure that the will of the People is accurately captured, each of the sections includes:



As strategic “priorities” become “initiatives”, assigned project teams will engage in a process that includes the high level phases of 1) Detailed Analysis and Assessment, 2) Design and Action Planning, 3) Execution, and 4) Implementation. Responsibilities will also include regular and routine progress reporting.



- 1.) Key outcomes of the community meetings and the March 2007 Strategy Summit (Source: CERT Strategy Summit Results Report),
- 2.) Ranked outcomes of the June 2007 community survey (Source: Paradox Survey Summary Report), and
- 3.) Top Strategies and Priorities/Initiatives (as formed by the ONSPTF using the above two sources, as well as the comprehensive planning process in its entirety, as its input).

Area of Focus #1
ECONOMIC DEVELOPMENT



STRENGTHS, WEAKNESSES AND STRATEGIES

(Key Outcomes of the Community Meetings and the Strategy Summit)

Strengths

- Gaming revenue
- Civic engagement in government
- Entrepreneurial mentors
- Historical revenue base
- Land base
- Natural resources

Weaknesses

- Size and capabilities of workforce
- Lack of IT infrastructure
- Lack of adequate public infrastructure
- Transportation
- Lack of housing/hotel
- Resistance to change

Opportunities

- Natural resource capacity
- Tourism
- Partnerships – other industries
- Save and invest
- Real estate – invest & develop
- Water
- Bank/Credit Union

Threats

- Other states legalizing gaming (competition)
- Predators/third party (gaming)
- Terrorism
- External political change
- Natural disasters
- OPEC
- Competition

TOP STRATEGIES AND

STRATEGY: CREATE A STABLE AND ROBUST BUSINESS ENVIRONMENT

PRIORITIES / INITIATIVES

- Establish a corporation structure to house tribal enterprises in order to better separate business from politics and limit liability while creating tax advantages.
- Adopt legislative acts and streamline regulation that favors business.

STRATEGY: ENHANCE INDIVIDUAL AND NATIONAL FINANCIAL SECURITY

PRIORITIES / INITIATIVES

- Provide individuals access to a tribal IRA (or similar retirement account).
- Establish a “rainy day” fund (Permanent Fund) from tribal revenues.

STRATEGY: DIVERSIFY AND EXPAND THE ECONOMIC BASE

PRIORITIES / INITIATIVES

- Establish an Osage Development Corporation to focus on diversification and establishing partnerships/relationships with outside industry.
- Attract or sponsor a tribal financial institution.
- Engage in residential and commercial real estate development.
- Identify and target the highest potential tourism opportunities for the reservation (e.g. cultural and outdoor tourism activities).
- Establish an incubator to support more local, Osage-owned small businesses.
- Resort casinos on Kaw Lake for Wichita market and Skiatook Lake for the Tulsa market.

STRATEGY: IMPROVE/BUILD THE LOCAL INFRASTRUCTURE AND REVITALIZE COMMUNITIES ON THE RESERVATION

PRIORITIES / INITIATIVES

- Establish a Commerce Department responsible for infrastructure development (information technology, roads, utilities, transportation, etc.).
- Support the restoration of dilapidated buildings and sidewalks.
- Support the clean-up and beautification of reservation towns and country side.
- Build more amenities to enhance the quality of life (e.g. entertainment venues, recreational facilities, etc.).
- Create “skills” database of Osages.

PRIORITIES/INITIATIVES

(Based on Outcomes of the Comprehensive Planning Process)

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
✓		

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
	✓	
✓		

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
	✓	
		✓
✓		
	✓	
	✓	

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
	✓	
	✓	
	✓	
✓		



PRIORITIES/INITIATIVES AS
RANKED BY THE CONSTITUENTS
(Outcomes of the June 2007 Community Survey)

1. Support the clean-up and beautification of reservation towns and countryside.
2. Help develop a tribal IRA or other retirement account.
3. Support the restoration of old buildings and sidewalks on the reservation.
4. Develop a tribal rainy day or permanent fund from gaming dollars.
5. Help develop tribal financial institution.
6. Establish a corporation structure to house tribal enterprises in order to better separate business from politics and limit liability.
7. Support, enhance and develop more cultural tourism activities for reservation visitors.
8. Develop camping, recreation and boating facilities on reservation lakes.
9. Start residential and commercial real estate developments.
10. Diversify tribal economy by partnering with outside industries.

ROLES AND RESPONSIBILITIES FOR ACTION PLANNING

ECONOMIC DEVELOPMENT

Branches/Departments/Programs

	Establish corporate structure	Adopt regs favorable to business	Provide tribal IRA	Establish permanent fund	Establish Osage Development Corp	Attract tribal financial institution	Engage in real estate development	Target tourism	Establish incubator for small biz	Establish Commerce Department	Support restoration	Support clean-up and beautification	Create amenities for quality of life	Resort casino Kaw and Skiatook	Database of citizens
Archives															
Boys and Girls Club															
Burial Assistance/Constituent Services															
CDIB Membership															
Child Support Services															
Childcare Program															
CHR Program															
Communications															
Community Health															
Congress - Legislative Branch															
Counseling Center															
Cultural Center															
Diabetes Health Program															
Drug Free Communities															
Early Learning Center															
Education Department															
Environmental & Natural Resources															
Fitness Center															
Food Distribution Center															
Gaming Commission															
Gaming Enterprise Board															
Headstart Program															
Home Health Care / ONE															
Housing Department															
Human Resources Department															
Information Technologies															
Judicial Branch															
Language Department															
Law Enforcement Department															
Mail															
Mineral Council															
Museum															
Office of the Chiefs															
Osage Business Enterprise															
Osage Data Center															
Palace Grocery Store															
Planning Department Grants Management															
Properties / Maintenance / Janitorial															
Senior Housing															
Social Services Agency															
TANF Program															
Tax Commission															
Title VI Department															
Tobacco Program															
Tourism Department															
Transportation Improvement Program															
Treasury / Accounting															
Tribal Historic Preservation															
WIC Department															

KEY ■ = Champion/Lead
■ = Support

Area of Focus #2
CULTURAL PRESERVATION



STRENGTHS, WEAKNESSES AND STRATEGIES

(Key Outcomes of the Community Meetings and the Strategy Summit)

Strengths

- *In Lon Shka Dances*
- *Our People*
- *Spirituality*

Weaknesses

- *Politics vs. culture, exclusivity vs. inclusivity (regarding dances)*
- *Loss of clan identity and process to be included*
- *Loss of traditions by death of elders (not documented)*
- *Osage Regalia very expensive*
- *Lack of safe keeping of cultural artifacts*

Opportunities

- *Language*
- *Elders to learn from*
- *Classes: ribbonwork, beadwork, fingerweaving; printmaking, painting, drawing, etc.*

Threats

- *Osage culture not being handed down*
- *Loss of language*
- *Loss and care of traditional materials (artifacts)*

TOP STRATEGIES AND

STRATEGY: PROMOTE AND ENCOURAGE CULTURAL LEARNING FOR CITIZENS

PRIORITIES / INITIATIVES

- Invest in children's cultural programs so they can learn Osage values.
- Support a more comprehensive culturally relevant curriculum for students geared toward non-academic areas such as music, dance, arts and language.
- Integrate cultural elements into the historic scenic byway initiative.
- Launch a specialized Cultural Scholarships Returned in Service Program.
- Promote an active NAGPRA Awareness and Enforcement Program.
- Welcome all citizens to participate in cultural activities.
- Support and expand teaching of language to young children in school.
- Cultural outreach to Osages living off-reservation.

STRATEGY: RECORD INVENTORY OF CULTURAL/HISTORICAL ASSETS AND RESOURCES

PRIORITIES / INITIATIVES

- Establish an Osage Artists Association Registry.
- Initiate a history and genealogy research library project to focus on correcting the written Osage history, documenting clan knowledge, and preserving intellectual property.

STRATEGY: ENHANCE ACCESS TO CULTURAL RESOURCES THROUGH THE UTILIZATION OF MULTIPLE MEDIUMS

PRIORITIES / INITIATIVES

- Run articles on different aspects of Osage history and culture on a regular basis in the Osage News.
- Support dissemination of Osage history in books, DVDs, etc.
- Make cultural education materials available on the internet.
- Offer on-line language classes and language DVD's and CDs.

STRATEGY: EXPAND AND BUILD CULTURAL COMPLEXES TO PROMOTE AND PRESERVE THE OSAGE HERITAGE

PRIORITIES / INITIATIVES

- Expand the Osage Nation Museum and make historical material easily available.
- Build a new campus with satellite locations to house a museum, language institute, and cultural center.

PRIORITIES/INITIATIVES

(Based on Outcomes of the Comprehensive Planning Process)

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
	✓	
✓		
✓		
✓		
✓		
✓		
✓		

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
	✓	
	✓	

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
✓		
✓		
	✓	

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
	✓	
	✓	

PRIORITIES/INITIATIVES AS RANKED BY
THE CONSTITUENTS
(Outcomes of the June 2007 Community Survey)

1. Invest in children and children's programs so they can learn Osage values.
2. Expand Osage Nation Museum and make viewing historical collections more accessible to all.
3. Run articles on different aspects of Osage history and culture on a regular and consistent basis in the Osage News.
4. Support publication of Osage history books and articles.
5. Make cultural education materials available on the internet.
6. Make historical material easily available at the Osage Nation Museum.
7. Encourage all Osages to participate in cultural activities.
8. Provide on-line language classes.
9. Support and expand teaching of language to young children in school.

CULTURAL PRESERVATION

- Invest in youth cultural programs
- Support cultural curriculum
- Integrate Scenic Byway initiative
- Launch cultural scholarships
- Promote NAGPRA
- Establish Artists' Registry
- Initiate history/geneology project
- Run articles
- Support dissemination of history
- Make materials available on internet
- Offer on-line language classes
- Expand Nation Museum
- Build new cultural campus
- Welcome all Osage to participate
- Teaching of language in schools
- Cultural outreach to off reservation

[illegible]

KEY = Champion/Lead
 = Support

Area of Focus #3

EDUCATION

Osage Grammar

Handwritten notes on lined paper:

A-Fin-Pa i-Fin-Ba-We eat
A-Fin-Pa A-Ba - We eat - plural
Si-M-Pa Pa-Sa - You all eat - plural
Fin-Pa A-Pa - They eat

To Want Plural
A-Ba-Fin A-Fin-Ba - We want - plural
A-Ba-Fin A-Ba - We want - plural
Si-Ba-Sa Pa-Sa - You all want - plural
Si-Fin A-Pa - They want

To Do
A-Fin-Pa i-Fin-Ba - We
A-Fin-Pa A-Ba - We
Si-M-Pa Pa-Sa - You
Si-M-Pa A-Pa - They

STRENGTHS, WEAKNESSES AND STRATEGIES

(Key Outcomes of the Community Meetings and the Strategy Summit)

Strengths

- *Our people-diverse backgrounds in education, location, experience, elder's wisdom*
- *Growing economy allows for funding our education goals*
- *The fact that we value education in all its forms from pre-k to lifelong learning*

Weaknesses

- *Standards too low: purpose, scores, goals not clear*
- *Not enough early reinforcements*
- *Low self-esteem: lack of known role models*
- *Not using all of our potential resources, fail to communicate with each other through Osage Nation*
- *There is not a personal grant writer for education*

Opportunities

- *To get our ideas implemented into the 25- year plan now: UN and partnerships with other nations, state, US, and corporations, NGOs, intertribal organizations/cultural organizations*
- *To participate through getting our voices heard and utilizing Osage people*
- *To create financial resources through industry and grants when they align with our Osage values.*

Threats

- *Not making education top priority*
- *"No Child Left Behind" creates generalized education*
- *Under-funding; budget cuts*
- *Failure to practice tribal sovereignty in education*

TOP STRATEGIES AND

STRATEGY: MAKE A TRIBAL INVESTMENT TO INCREASING ACCESS TO EDUCATIONAL RESOURCE FOR OUR STUDENTS

PRIORITIES / INITIATIVES
• Provide financial assistance for Osage college students pursuing degrees needed by the Osage Nation. • Support required education on mental health and drug abuse. • Offer and support ACT and SAT preparation for high school students. • Attract a Sylvan Learning Center to the reservation with a special emphasis on reading skills. • Fund tutoring for students in K-12. • Partner with colleges and universities to provide advance placement classes to college bound students through televised distance learning. • Provide more Osage access to financial resources for education. Including scholarships for citizenson and off reservation. • Offer tribal internships and externships for Osage college students. • Provide more support for pre-school and headstart education. • Create a tribal school. • Support local career tech schools.

STRATEGY: ENCOURAGE AND ENABLE THE DEVELOPMENT OF OUR EDUCATORS

PRIORITIES / INITIATIVES
• Develop an incentive program and scholarships for teachers.

STRATEGY: DEVELOP AN EDUCATIONAL GOVERNANCE SYSTEM

PRIORITIES / INITIATIVES
• Establish an Osage Nation Education Board to establish higher, uniform standards for educational accomplishment and excellence. • Set Osage Nation educational goals to raise expectations for educational accomplishment and excellence.

PRIORITIES/INITIATIVES

(Based on Outcomes of the Comprehensive Planning Process)

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
✓		
	✓	
	✓	
✓		
	✓	
✓		
	✓	
✓		
		✓
✓		

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
	✓	

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
✓		

PRIORITIES/INITIATIVES AS RANKED
BY THE CONSTITUENTS
(Outcomes of the June 2007 Community Survey)

1. Set Osage Nation educational goals to raise expectations for educational accomplishment and excellence.
2. Provide educational assistance for Osage college students who are pursuing degrees needed by the Osage Nation.
3. Provide education on mental health and drug abuse.
4. Offer and support ACT and SAT (college entrance exam) preparation for Osage high school students.
5. Support or provide Sylvan Learning Center on the reservation with special emphasis on reading skills.
6. Fund tutoring for Osage students in the public schools.
7. Provide advance placement classes to college bound citizens on the reservation through televised distance learning offered by colleges and universities.
8. Provide tribal internships and externships for Osage college students on the reservation.
9. Provide more support for pre-school and headstart education.

ROLES AND RESPONSIBILITIES FOR ACTION PLANNING

EDUCATION

Branches/Departments/Programs

	Provide financial assistance	Support mental health/abused	Offer ACT/SAT support	Attract Sylvan Center	Fund tutoring	Partner to provide distance learning	Provide financial resources	Offer internships	Offer pre-school support	Create tribal school	Develop educator incentive	Establish Osage Education Board	Set goals for Education	Support career tech schools
Archives														
Boys and Girls Club														
Burial Assistance/Constituent Services														
CDIB Membership														
Child Support Services														
Childcare Program														
CHR Program														
Communications														
Community Health														
Congress - Legislative Branch														
Counseling Center														
Cultural Center														
Diabetes Health Program														
Drug Free Communities														
Early Learning Center														
Education Department														
Environmental & Natural Resources														
Fitness Center														
Food Distribution Center														
Gaming Commission														
Gaming Enterprise Board														
Headstart Program														
Home Health Care / ONE														
Housing Department														
Human Resources Department														
Information Technologies														
Judicial Branch														
Language Department														
Law Enforcement Department														
Mail														
Mineral Council														
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TANF Program														
Tax Commission														
Title VI Department														
Tobacco Program														
Tourism Department														
Transportation Improvement Program														
Treasury / Accounting														
Tribal Historic Preservation														
WIC Department														

KEY
 = Champion/Lead
 = Support

Area of Focus #4
HEALTH



STRENGTHS, WEAKNESSES AND STRATEGIES

(Key Outcomes of the Community Meetings and the Strategy Summit)

Strengths

- *Osages taking care of Osages*
- *Acknowledgement of the problems and the current lack of healthcare*
- *Skilled/experienced practitioners*
- *Understanding of risks associated with lack of care if left unaddressed*
- *Elements from which to build*
- *Availability to develop collaborative efforts to expand and develop current/future services*

Weaknesses

- *Communication: NO feedback*
- *Funding*
- *Accountability*

Opportunities

- *Providing service pay back scholarship programs—we have the people*
- *Existing clinic facility we can improve and build upon—state of the art and customized—Pawhuska centrally located*
- *Non-IHS facilities across the nation with which we can partner/contract for specialty care*
- *EMS and fire services in Osage County*
- *Developing PPO/HMO (customized) run by tribe*
- *Utilizing trained citizens in programs*

Threats

- *Lack of funding/resources/staff*
- *Unprepared for a growing aging population*
- *Government infighting/red tape and multiple jurisdictions, federal rules dictate eligibility*

TOP STRATEGIES

STRATEGY: ENSURE ALL OSAGES HAVE ACCESS TO THE HIGHEST QUALITY, COMPREHENSIVE HEALTH CARE

PRIORITIES / INITIATIVES	
Partner with insurance providers to offer affordable, complete, and comprehensive coverage (i.e. medical, behavioral, dental, vision, and prescription coverage).	
Establish a Department of Health to oversee and execute a strong, overall health plan.	
Enhance and support comprehensive behavioral health services (e.g. mental health and substance abuse).	
Provide a continuum of care for elders and the disabled (e.g. assisted living centers on the reservation, hospice, etc.).	
Enhance the Emergency Services System to include reservation-wide ambulance service.	
Update or build a state-of-the-art medical facility and support specialty services on the reservation.	
Offer low-cost prescription drugs or prescription drug insurance for all Osage citizens.	
Offer low-cost general and Medicare supplemental health insurance for all Osage citizens.	
Provide routine screening, education and treatment for diabetes and cardiovascular problems.	
Make transportation for healthcare available.	
Create access to more medical specialists.	

STRATEGY: DEVELOP A WELLNESS SYSTEM FOR THE NATION

PRIORITIES / INITIATIVES	
Create programs that educate on and promote prevention, proper nutrition, exercise, routine screening, etc., in particular for diseases rampant in the nation.	
Increase support for well baby clinics, provision of childhood immunizations, and parenting skills classes.	
Provide well women clinics on the reservation.	
Provide a mobile health screening van on the reservation.	
Provide exercise, nutrition and recreation programs at well-staffed wellness centers in all reservation communities.	

AND PRIORITIES/INITIATIVES

(Based on Outcomes of the Comprehensive Planning Process)

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
✓		
✓		
	✓	
	✓	
		✓
✓		
		✓
	✓	
✓		
✓		

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
	✓	
	✓	
✓		
	✓	



PRIORITIES/INITIATIVES AS RANKED BY THE CONSTITUENTS **(Outcomes of the June 2007 Community Survey)**

1. Offer group health, PPO or HMO insurance plan for all Osage citizens.
2. Offer low-cost prescription drugs or prescription drug insurance for all Osage citizens.
3. Offer low-cost general and Medicare supplemental health insurance for all Osage citizens.
4. Provide continuum of care for elders and disabled, including assisted living center and nursing home on the reservation.
5. Update and/or build a new Indian health clinic to stay up with the need.
6. Provide routine screening, education and treatment for diabetes and cardiovascular problems.
7. Increase support for well baby clinics on the reservation, including provision for childhood immunizations.
8. Increase dental and optical services on reservation.
9. Provide state-of-the-art mental health and substance abuse care on the reservation.
10. Provide parenting skills classes.
11. Provide exercise, nutrition & recreation programs at well-staffed wellness centers in all reservation communities.
12. Provide well-women clinics on the reservation.
13. Provide a mobile health screening van on the reservation.

ROLES AND RESPONSIBILITIES FOR ACTION PLANNING

HEALTH

Branches/Departments/Programs

[illegible]

KEY = Champion/Lead
 = Support

Area of Focus #5

MINERALS AND NATURAL RESOURCES



STRENGTHS, WEAKNESSES AND STRATEGIES

(Key Outcomes of the Community Meetings and the Strategy Summit)

Strengths

- Tax incentives for entrepreneurs
- Oil and gas reserve
- Tribal membership
- DOI trust status – minerals
- Finite reserve
- Tribal lease
- Mineral Council
- BIA accounting mineral sales
- Financial – one nation as a whole
- Education tuition – Indian programs
- Desire to improve
- Individual talents – tribal people
- Low cost labor force
- Highest posted price oil
- More market for oil sales
- Capable reformed government – minerals
- Reservation status reaffirmed

Weaknesses

- Nation scattered
- Limited land base in restriction
- Inadequate royalty evaluation
- Finite oil reserve
- Poor reporting standards
- BIA accounting and sales
- Too few gaugers
- Not all shares in mineral estate belong to Osages
- Remote widely dispersed
- Lack of business/education experience
- In-fighting – battles within tribe
- Limited workforce age/numbers
- Housing (unacceptable)
- Bad outdated pipelines

- Slow permitting
- Bureaucratic delays BIA
- Passive attitude among royalty holder
- Tragic history of shareholders and mineral estate

Opportunities

- Good relations with drillers and companies
- Communication technology
- Land acquisition – using revenue
- Business expertise
- Educational opportunities
- Solar technology
- Wind energy
- New tech for drilling and comp.
- Better extraction
- Nat'l policy to obtain 100% royalty in 25 years
- Exercise self determination
- Self-governance over oil production
- Model for other government and tribes for restoring environment

Threats

- Natural resources – finite
- Impacts from industry
- Federal dependency
- BIA management of minerals and natural resources
- Non-Osages oppose trust status
- Non-Osage landowners disrupting production
- Lack of accounting/budget controls
- Foreign markets determine pricing

TOP STRATEGIES AND

STRATEGY: ENFORCE THE LAWFUL OWNERSHIP AND COMPLIANT PRODUCTION OF OIL AND GAS

PRIORITIES / INITIATIVES

- Pass enforceable laws to prevent fraud in reporting oil production.
- Monitor and ensure that oil and gas are gauged correctly and accurately.

STRATEGY: BALANCE THE CONSERVATION AND RESPONSIBLE UTILIZATION OF OUR NATURAL RESOURCES

PRIORITIES / INITIATIVES

- Pass and implement air and water quality standards for the reservation that parallel the Clean Water Act and environmental protections.
- Develop an inventory of natural resources on the reservation.
- Develop a comprehensive, tribal water and land use policy to promote preservation and conservation.
- Identify, document and preserve traditional Osage natural resource usage practices.
- Develop tribal land use policy.
- Promote environmentally friendly industry and business on the reservation.
- Hold oil and gas producers accountable for damage to the environment.
- Clean-up the reservation – penalize littering and trash dumping.

STRATEGY: BE OPPORTUNISTIC IN IDENTIFYING EXPANDED OR NEW WAYS TO LEVERAGE OUR NATURAL RESOURCES

PRIORITIES / INITIATIVES

- Support research and development of renewable, alternative energy resources (i.e. solar, wind, gas, and hydroelectric).
- Encourage new oil and gas production technologies.
- Purchase land to increase the reservation land base.
- Establish a national oil production and/or tribal transport company.
- Establish ownership of water rights to preserve and develop the use of Osage water resources.
- Institute self-management of natural resources.

PRIORITIES/INITIATIVES

(Based on Outcomes of the Comprehensive Planning Process)

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
✓		

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
✓		
✓		

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
		✓
	✓	
✓		
	✓	
		✓
		✓



PRIORITIES/INITIATIVES AS RANKED BY THE CONSTITUENTS

(Outcomes of the June 2007 Community Survey)

1. Pass enforceable laws to prevent fraud in reporting oil production on the reservation.
2. Monitor and ensure that oil and gas are gauged correctly and accurately.
3. Support research and development of renewable alternative energy sources including wind energy.
4. Pass environmental laws to protect natural resources, including land and water, on the reservation.
5. Encourage new oil and gas production technologies.
6. Promote environmentally friendly industry and business on the reservation.
7. Develop comprehensive energy plan to include alternatives to oil and gas.
8. Develop comprehensive inventory of natural resources on the reservation.
9. Develop, own and operate tribal oil/gas transport company.
10. Purchase land to increase reservation land base.
11. Create comprehensive water resource policy.
12. Identify, document and preserve traditional Osage natural resource usage practices.
13. Develop tribal land use policy.
14. Oil producers accountable for damage.
15. Penalize littering and trash dumping.
16. Nation manage own resources.

ROLES AND RESPONSIBILITIES FOR ACTION PLANNING

MINERALS AND NATURAL RESOURCES

Branches/Departments/Programs

[illegible]

KEY = Champion/Lead
 = Support

Area of Focus #6
GOVERNANCE AND JUSTICE



STRENGTHS, WEAKNESSES AND STRATEGIES

(Key Outcomes of the Community Meetings and the Strategy Summit)

Strengths

- *Sovereign Nation (nation to nation basis)*
- *Perseverance with our leadership*
- *Ease of communication for all levels of government*

Weaknesses

- *Lack of clear and direct communication*
- *Lack of incentive for youth leadership skills*
- *Lack of tribal codes*

Opportunities

- *Retirement centers for Osage under Osage leadership*
- *Three branch government unified and work with minerals council*
- *Ethics codes and update all codes*

Threats

- *Oil theft (now) oil gougers*
- *Negative feelings from the outside*
- *Non-qualified individuals in workplace*

TOP STRATEGIES AND

STRATEGY: GOVERN THROUGH SERVANT AND ETHICAL LEADERSHIP WITH CLEAR AND OPEN COMMUNICATION WORTHY OF ALL CITIZENS' TRUST

PRIORITIES / INITIATIVES

- Protect the current individual head right system.
- Enact enforceable ethics policy and enforce accountability in the Osage Nation government and its employees.
- Enable the timely and successful implementation of the strategic plan and the will of the People, with particular attention to economic development.
- Insure all Osage are welcome to participate in their government and provide customer service for Osage employees.
- Support and enhance law enforcement.
- Enhance the web site to include up-to-date information about programs, resources, services, and congressional sessions.
- Pass laws to regulate nepotism.
- Develop policies to improve relations with federal, state, county, city governments that share jurisdiction with the Osage Nation on the reservation.
- Develop Osage civic education workshops for citizens.
- Make protection of tribal sovereignty a high government policy.
- Make civility a hallmark of Osage governance by showing fairness and respect for others and expecting the same in return.
- Provide childcare at Osage Nation work sites.
- Represent all Osages no matter where they live.
- Prosecute Osage government corruption.
- Offer free or low-cost legal assistance.

PRIORITIES/INITIATIVES

(Based on Outcomes of the Comprehensive Planning Process)

PROJECTED TIMEFRAME FOR COMPLETION		
IMMEDIATE (YEAR 1-3)	INTERMEDIATE (YEAR 4-6)	LONGER TERM (YEAR 7-25)
✓		
✓		
✓		
✓		
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	✓	
✓		
✓		
	✓	



PRIORITIES/INITIATIVES AS RANKED BY THE CONSTITUENTS

(Outcomes of the June 2007 Community Survey)

1. Protect the current individual head right system.
2. Develop and enact enforceable ethics policy that applies to elected officials and employees of the Osage Nation.
3. Make policy and pass laws to attract new business to the reservation and encourage current businesses to expand.'
4. Enact policies to ensure general accountability in the Osage Nation government.
5. Insure all Osages are welcome to participate in their government.
6. Make protection of tribal sovereignty a high government policy.
7. Make policies that build citizens' trust in the Osage Nation government.
8. Support and enhance quality law enforcement.
9. Make civility a hallmark of Osage governance by showing fairness and respect for others and expecting the same in return.
10. Develop and enhance current web site to include up to date information about programs, resources, services and web cast Congressional sessions.
11. Pass law to regulate nepotism.
12. Post full agendas and keep complete and up to date minutes of public meetings.
13. Develop policies to improve relations with federal, state, county, and city government that share jurisdiction with the Osage Nation on the reservation.
14. Provide childcare at Osage Nation work-sites.
15. Provide customer service training for Osage employees.
16. Develop Osage civic education workshops and classes for Osage citizens.

ROLES AND RESPONSIBILITIES FOR ACTION PLANNING

GOVERNANCE AND JUSTICE

Branches/Departments/Programs

	Protect head right	Enact Ethics Policy	Enable implementation of plan	Insure all are welcome	Enhance law enforcement	Enhance website	Regulate nepotism	Improve relations with fed/state/loc	Develop civic educ workshops	Protection of sovereignty	Childcare at work-site	Represent all Osages	Prosecute government corruption	Free or low cost legal assistance
Archives														
Boys and Girls Club														
Burial Assistance/Constituent Services														
CDIB Membership														
Child Support Services														
Childcare Program														
CHR Program														
Communications														
Community Health														
Congress - Legislative Branch														
Counseling Center														
Cultural Center														
Diabetes Health Program														
Drug Free Communities														
Early Learning Center														
Education Department														
Environmental & Natural Resources														
Fitness Center														
Food Distribution Center														
Gaming Commission														
Gaming Enterprise Board														
Headstart Program														
Home Health Care / ONE														
Housing Department														
Human Resources Department														
Information Technologies														
Judicial Branch														
Language Department														
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Tobacco Program														
Tourism Department														
Transportation Improvement Program														
Treasury / Accounting														
Tribal Historic Preservation														
WIC Department														

Key Champion/Lead
 Support

VOICES OF THE PEOPLE

If you have comments or want to become more involved with the strategic plan implementation, please contact:

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