



OSAGE NATION STRATEGIC UPDATE

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(Planning for the Osage)

The Next 5 Years: 2020-2025



December 2020

OSAGE NATION

STRATEGIC UPDATE

The Next 5 Years: 2020-2025



osagenation-nsn.gov

Layout and design by Jessica Harjo

Photos by Osage News, Addie Roanhorse, Jessica Harjo, and Erica Moore

Osage orthography and translations by Chris Cote



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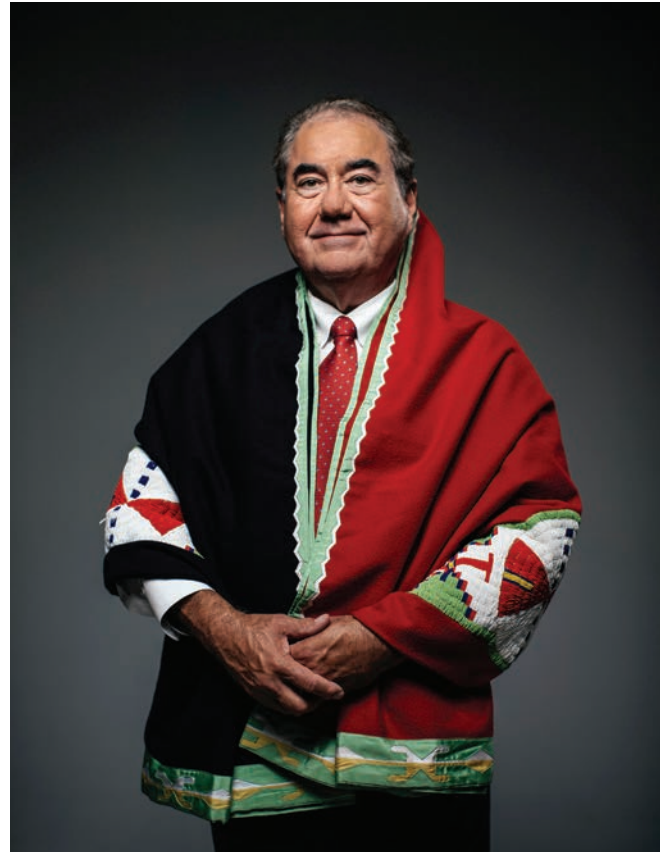
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EXECUTIVE SUMMARY

In 2007, the Osage Nation completed its 25 year strategic plan. The plan, titled *25-Year Vision & Strategic Plan Summary Report*, was the Nation's effort to conduct a broad-reaching and comprehensive survey of its people and their priorities for the direction of the Nation.

The purpose of the 2020-2025 Strategic Plan Update is to refine and renew the strategies, priorities, and desires of the Nation's tribal members first solicited and laid out in 2007, as well as include the many voices that have joined the Nation since 2007.

It is past time to update the Plan based on the changes in technology, the business and government environments and for the new generations that follow us. Membership enrollment has increased from 9,748 at the end of December 2007 to 22,457 Osage tribal members in June 2020. The current financial and public health crises are putting significant strain on sovereign governments. The publication of this plan will cover the next five years, 2020-2025, at which time the Nation will undertake another effort to hear from its people and update its priorities.



Portrait of Chief Standing Bear. Photo by: Addie Roanhorse

CORE VALUES

The process of preparing this update for the Osage Nation has been one of reaffirming the core tenants of our government and what makes our people one Osage family, near or far. These Core Values and 25-Year vision are still representative of the Osage people, whether living in Oklahoma or far from home.

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



Osage Nation Heritage Trail outside of Bartlesville, OK. Photo by: Cody Hammer, Osage News



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 Nation members 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 Nation members supported and promoted by the Nation at the pre-school level continuing through the postsecondary 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 Nation members.

THIS IS THE WILL OF THE OSAGE PEOPLE.



Osage Nation Inauguration 2018. Photo by: Addie Roanhorse



ACCOMPLISHMENTS

The success of the Osage Nation's use of the *25-Year Vision & Strategic Plan Summary Report* as a guiding document is evident in just how much the Nation has accomplished since the adoption of the plan. Robust programs have been established in that time including Health Benefit Card, Osage Nation Higher Education Program, and Burial Assistance.

Here are some highlights of the successes achieved from the *25-Year Vision & Strategic Plan Summary Report*:

- » Membership enrollment increased from 9,748 at the end of December 2007 to 22,457 Osage Nation members in June 2020.
- » Implementation of the Wah-Zha-Zhi Early Learning Academy for children from 18 months to 4th grade to be immersed in the language and culture of the Osage.
- » Completion of the Osage Veterans War Memorial and installation of additional statues of Osage Chiefs Bigheart and Claremore on the Osage Nation Campus.
- » Completion of two new energy efficient office structures as Phase I of the Campus Master Plan.
- » Development of Bird Creek Farms to be an agricultural base to produce healthy food for Osage Nation members with a future goal towards commercial markets.
- » Purchased a 43,000 acre ranch, reclaiming a massive tract of land within the heart of the original reservation boundaries and expanding our land base. Osage Ranch operates a successful cattle business on the ranch land, which is also home to 85 bison.

Photo Left: Osage War Veterans Memorial. *Photo by: Jessica Harjo*

Photo Right: Osage Nation Princess Leigha Easley stands for a photo at the reception for the ON Heritage Trail Scenic Byway on September 5, 2019. *Photo by Cody Hammer, Osage News*





Photo Left: Grayhorse Arbor.
Photo by: Osage News



Photo Middle: Hominy Arbor
Ground Breaking. Photo by:
Osage News



Photo Right: Pawhuska Arbor.
Photo by: Osage News

- » Dedication of the Osage Nation Heritage Trail Oklahoma Scenic Byway which tells the story of the Osage Nation with scenic turn-outs and kiosks along the byway on Highway 60 from Bartlesville to Ponca City.
- » Establishment of a Tribal Osage Historic Preservation Office to take back our historical territory by providing academic resources and consulting with federal and state partners on all matters relating to our graves, sacred sites in the wake of construction, and to provide an avenue for the responsible repatriation of our traditional items.
- » Replaced 3 traditional dance arbors and two community centers with new and larger structures for our villages.
- » Preliminary planning for the expansion of the Osage Nation Museum.
- » Establishment of 7 tribal gaming casinos, which provide the main source of revenue for Osage Nation government and program operations including the Health Benefit Card, Scholarships and Burial Assistance.
- » Compacted with Indian Health Service and took over management of the Osage Nation Wah-Zha-Zhi Health Center, which has added additional services such as dental, optometry and mammograms.
- » Expansion of Bird Creek Farm, which includes construction of a 44,000 square foot general use building and a 40,000 square foot greenhouse.
- » Construction of a meat processing plant that will be able to process bison, swine and bovine with a seasonal venison harvest from the Osage Nation Ranch.
- » Design and construction for an integrated broadband service expansion in the Pawhuska area.



OVERVIEW

Purpose

The *25-Year Vision & Strategic Plan Summary Report* is an important tool in guiding the Nation's operations. The Nation consults the current strategic plan year after year to develop program goals. These goals determine plans and program budgets for each department, which are presented to the Osage Nation Congress for appropriations. Having a document to reference which accurately represents the needs and desires of the Osage Nation members ensures that the members can be represented in every aspect of how the Nation operates on a daily and yearly basis, as well as plan for the future.

Process

This update to the 2007 strategic plan used the same methodology, with outreach tools updated for the contemporary world. From November 2019 through January of 2020, the Office of Self-Governance and Strategic Planning and its partners hosted community meetings for tribal members of the Nation throughout the United States. The meetings included 16 face to face meetings around Oklahoma and the states with the largest populations of Osages, as well as webinars across the U.S. including one for college students. A total of 22 meetings including webinars were hosted, and over 800 Osages participated in providing input.

The meetings were a broad solicitation for feedback, a place for important dialogue on core strategic areas and a means for the Office of Self-Governance and Strategic Planning to develop survey questions that get to the heart of important matters for the Nation. Surveys were made available to all Osage Nation members 18 and over in age. The survey was developed and executed in collaboration with the University of Southern California's Center for Economic and Social Research.

The Osage Nation Office of Self-Governance and Strategic Planning and its partners have collected the data and analyzed the responses. The results provide a valuable level of insight into the Nation's current priorities, with responses from Osages across the



Eagle Feather. Photo by: Erica Moore

STRATEGIC UPDATE REPORT PROCESS



Nationwide Community Input meetings



Developed survey questions



Surveys sent out



Responses received and analyzed



Report produced



country. The Office of Self-Governance and Strategic Planning has used both the data and the discussions which took place at the input meetings to develop this plan for the next five years. It is important to note that this plan builds upon the original priorities of the *25-Year Vision & Strategic Plan Summary Report*, including:

1. Economic Development
2. Cultural Preservation
3. Education
4. Health
5. Minerals and Natural Resources
6. Governance and Justice

In light of our changing world and feedback from the input meetings, this updated plan includes these additional categories as well:

1. Communication
2. Connection
3. Accessibility to Services and Programs
4. Sovereignty



Osage Nation Museum. Photo by: Jessica Harjo



OVERVIEW

COVID-19 Note

The 2020-2025 Strategic Plan Update was developed and marketed before the coronavirus outbreak became a global pandemic, one that has disrupted the lives of millions of people and left Osage Nation members, businesses and governments struggling to adapt to a new reality.

There is little doubt that some of the survey questions asked and answered would have been different if the effects of COVID-19 had been obvious at the time the survey was developed. That being said, both the Strategic Planning Task Force and its partners are confident that this plan is still valuable in shaping the direction of the Nation. The Osage Nation's leadership will be guided by this document in concert with their understanding of the current realities presented by the pandemic. There is value in having the input meetings prior to the pandemic, insofar as it establishes what an ideal COVID recovery might look like. The Nation is working hard to insulate its people from the impacts of the virus, and having this document, with its goalposts established before the pandemic, will provide a roadmap to using this crisis as an opportunity.



Chief Standing Bear issued a mandatory Executive Order to wear mask. Photo By: Office of the Chiefs





TOP PRIORITIES AND RECOMMENDATIONS

Osage Nation members determined the following top priorities and recommendations that may help the Osage Nation bridge the gap between where it currently stands, and full implementation of the priorities listed in the preceding pages. They represent potential pathways, not mandates. They have been constructed using information about desired direction for the Nation both from the survey and robust conversations which took place at the community meetings.

Areas of Focus

The following section refers to the initiatives and priorities from the 2007 Strategic Plan. These six areas of focus are ranked in importance from most important (1) to least important (6).

Topics	Ranked 1	Ranked 2	Ranked 3	Ranked 4	Ranked 5	Ranked 6
Economic Development	137	104	118	130	121	55
Cultural Preservation	128	109	150	121	85	71
Education	94	159	148	118	87	57
Health	194	179	107	98	50	37
Minerals and Natural Resources	78	76	94	97	150	171
Governance and Justice	36	37	48	100	171	272

Area of Focus	Rank
Health	1
Education	2
Cultural Preservation	3
Economic Development	4
Minerals and Natural Resources	5
Governance and Justice	6



ECONOMIC DEVELOPMENT

ῥαζα ςηλ λδοῖρα

(Watching over the money)



ECONOMIC DEVELOPMENT

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(Watching over the money)

25-Year Vision of Economic Development: A viable and sustainable economy driven by Osage Nation enterprises with which the income derived from is responsibly reinvested and reserved for future generations.

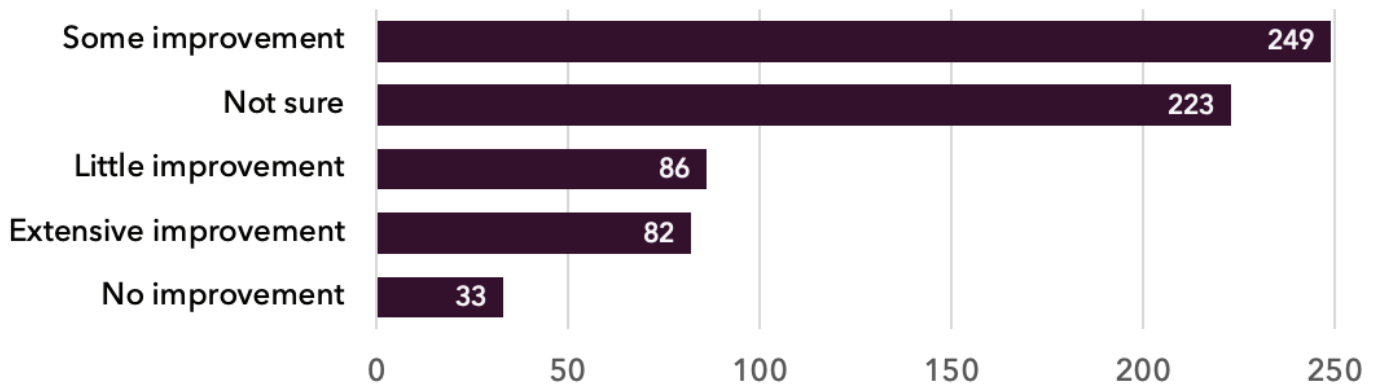
Top priorities for economic development include:

- » Provide start-up funding and services to establish successful individual Osage-owned businesses.
- » Start an Osage-owned financial institution, such as a bank or credit union.
- » Develop tourism on the Osage Reservation.
- » Explore expanding Osage Nation agriculture to generate food and revenue.
- » Develop internal structures capable of managing the many different economic development opportunities that face the Nation, through a Department of Commerce or Economic Development. Such a department could provide oversight of the business regulatory environment, manage projects and new investments, and continue to look for new opportunities to broaden the Nation's economic horizons.
- » Develop of a Comprehensive Economic Development Strategy (CEDS). A CEDS would provide an opportunity to organize all of the potential strategies for developing and diversifying the Nation's revenue streams, as well as opening the opportunity for funding from the Economic Development Agency (EDA), which can provide grants and other investments for economic development projects.
- » Grow and process food produced at the Osage's Ranches and Farms, and vertically integrate the supply chain (i.e. own cattle, meatpacking facility, and distribution).

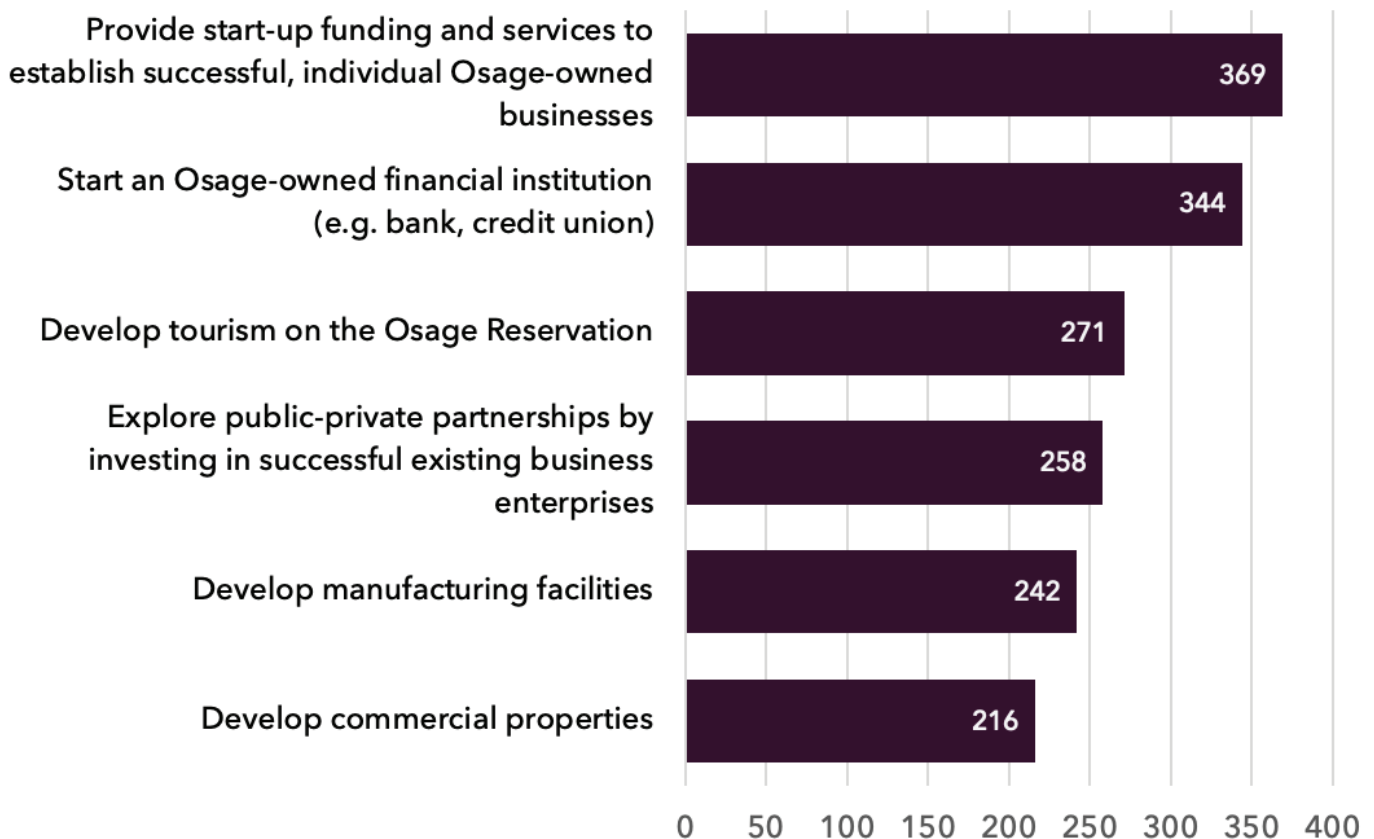


Economic Development - Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2007 Strategic Plan?

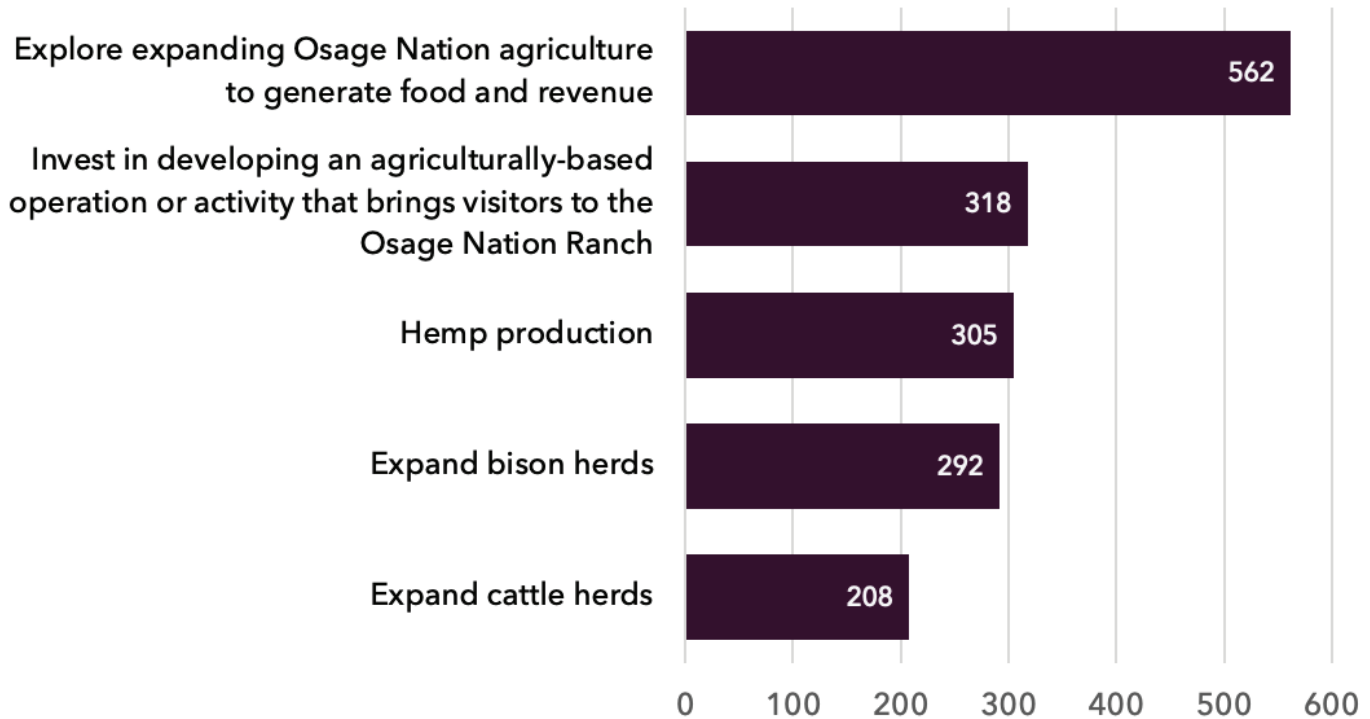


Which of the following initiatives should be Osage Nation's highest priority for addressing economic development needs over the next five years?



Economic Development - Survey Responses

Which of the following initiatives should be the Osage Nation's highest priority for addressing best uses of Osage lands over the next five years?



Osage Ranch calves. Photo by: Faren Anderson



Osage Ranch cowboy. Photo by: Cody Hammer, Osage News





CULTURAL PRESERVATION

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(Treasure Osage ways)



CULTURAL PRESERVATION

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(Treasure Osage ways)

25-Year Vision of Cultural Preservation: A flourishing Osage culture, a revitalized Osage language spoken at a basic level by a vast majority of Osage Nation members and a unique and vibrant Osage history taught to Osage children and fostered, promoted and memorialized throughout our homelands.

Top priorities for cultural preservation include:

- » Expand programs and facilities for Osage Nation Cultural Center, Language Department, and Osage Nation Museum topped that list, as did creating an online curriculum for Osage protocols, ceremonies, and other cultural content.
- » Create an online platform that would include recordings of elders and tribal historians, protocol videos and the aforementioned curriculum, and provide a place to find and gain access to the many resources that the Nation already has. A central Osage Culture website may provide both a way to publicize this information and avoid the pitfalls of third party websites to host sensitive information.
- » Digitize Osage historical materials and preserve family photos, memorabilia, and stories.

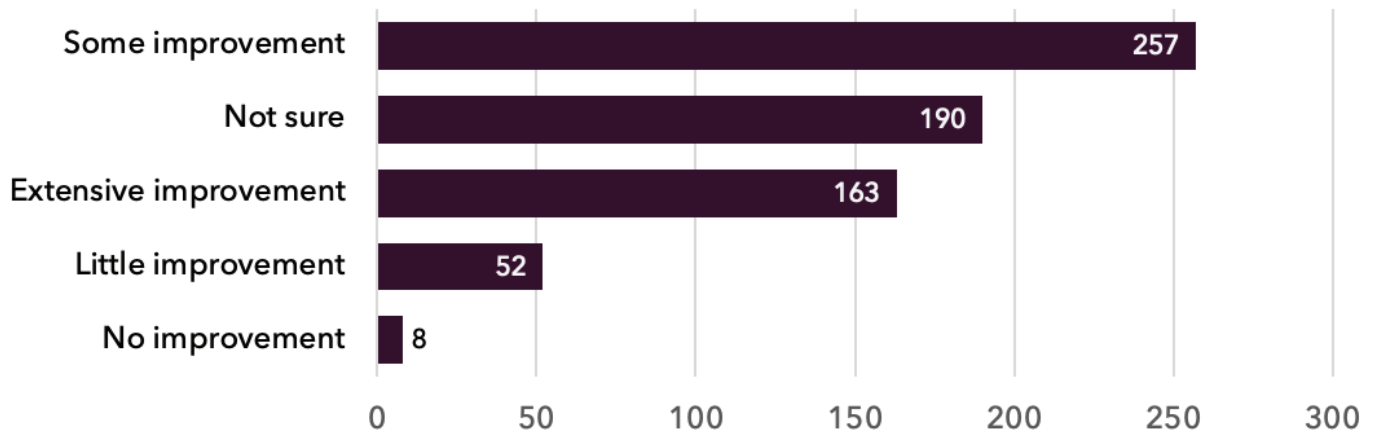


John Horsechief with group of children, teaching cultural heritage. Photo by Cody Hammer, Osage News



Cultural Preservation - Survey responses

How much improvement, if any, resulted from initiatives undertaken under the 2007 Strategic Plan in the area of cultural preservation?

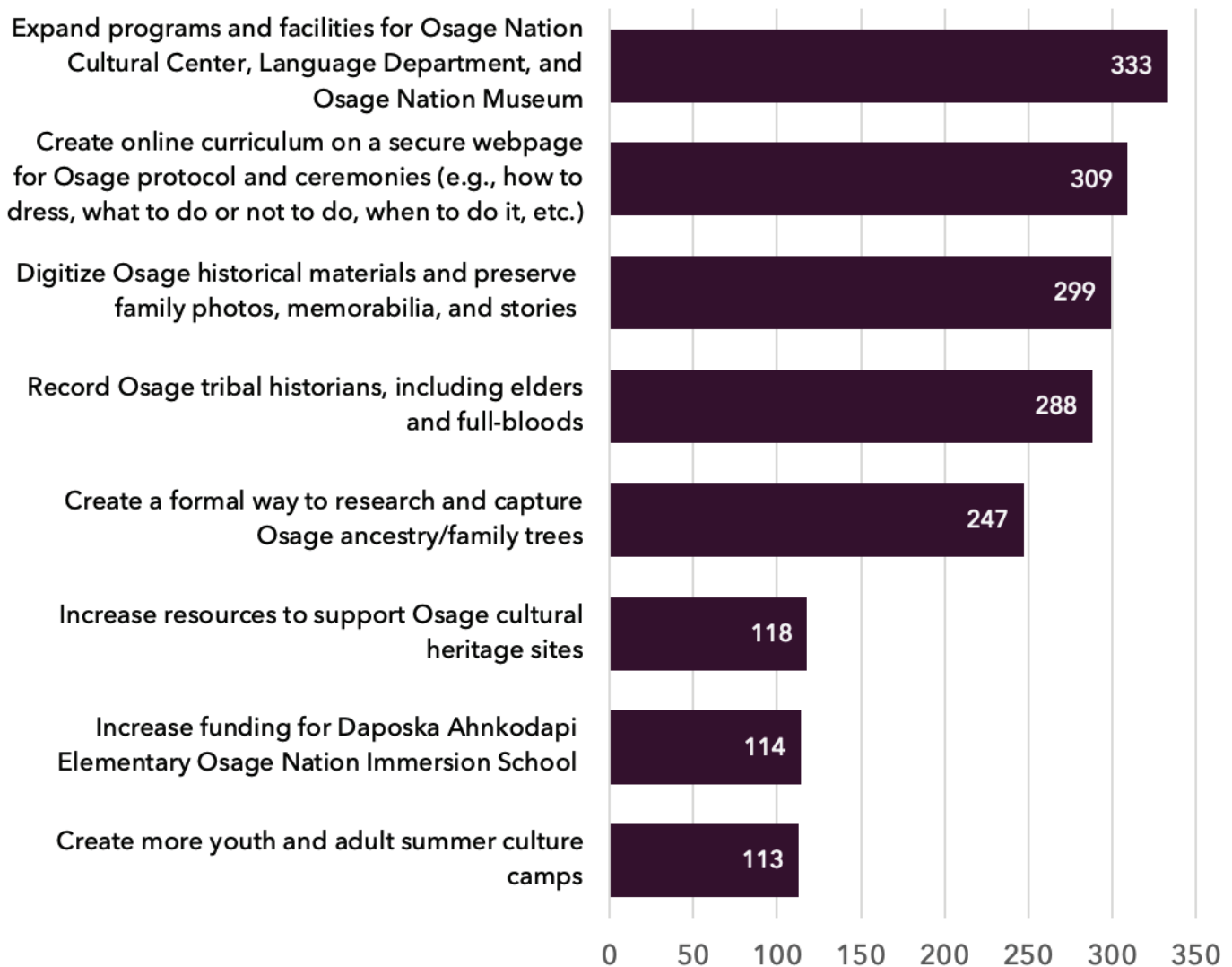


Daposka Ahnkodapi 2nd grade class poses with their medals and trophies at the 2019 Oklahoma Native American Youth Language Fair. Photo by: Cody Hammer, Osage News



Cultural Preservation - Survey responses

Which of the following initiatives should be the Osage Nation's highest priority for addressing cultural preservation needs over the next five years?





EDUCATION

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(Learning books)



EDUCATION

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(Learning books)

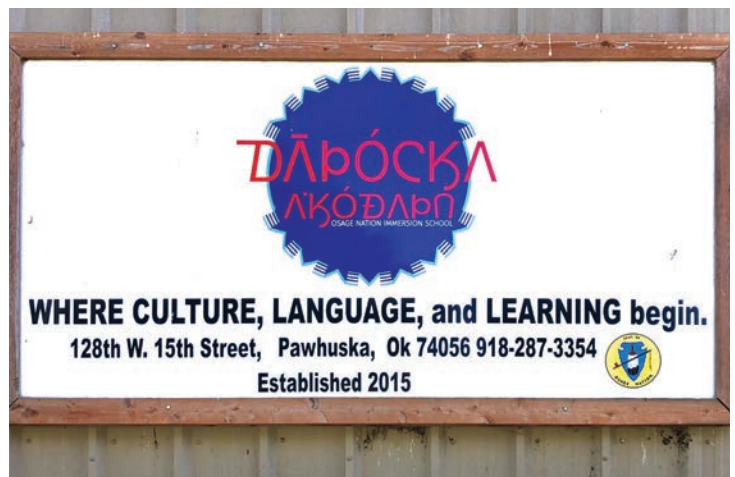
25-Year Vision of Education: Highly educated Osage Nation members supported and promoted by the Nation at the preschool level continuing through the post-secondary level and beyond.

Top priorities for education include:

- » Develop financial literacy and life skills programs for Osages of all ages.
- » Emphasize the availability of career tech and trade school opportunities.
- » Support Osage Nation workforce needs with funding and guidance for students, tribal services, and teachers that are connected to priorities outlined in the strategic plan.
- » Modify Osage Nation Higher Education Program to be more merit based, making eligibility for the program require higher than the current 2.0 GPA, and having higher GPA qualify for more funding.
- » Provide opportunities for scholarship recipients to work for the Nation upon completion of their education.

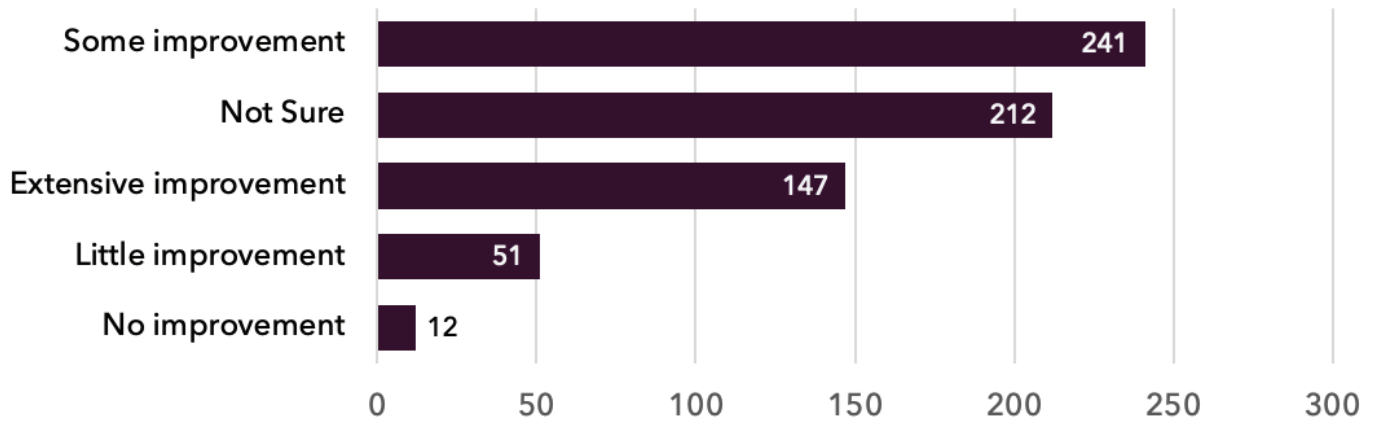


Photo by: Osage Nation



Education - Survey responses

How much improvement, if any, resulted from initiatives undertaken under the 2007 Strategic Plan in the area of education?

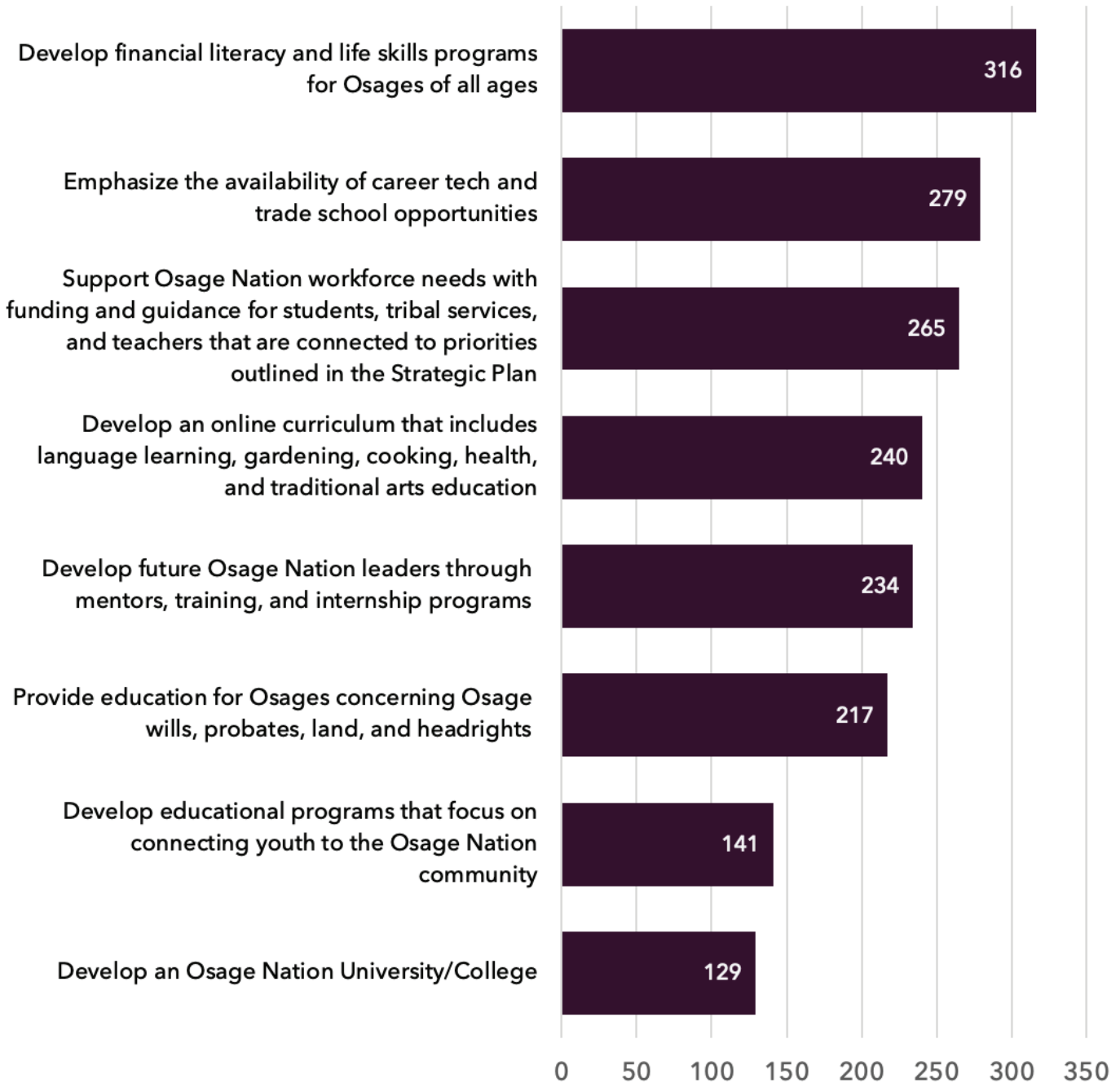


Students participate in activities for the Osage Nation STEAM Children's Gathering. Photo by: Cody Hammer, Osage News



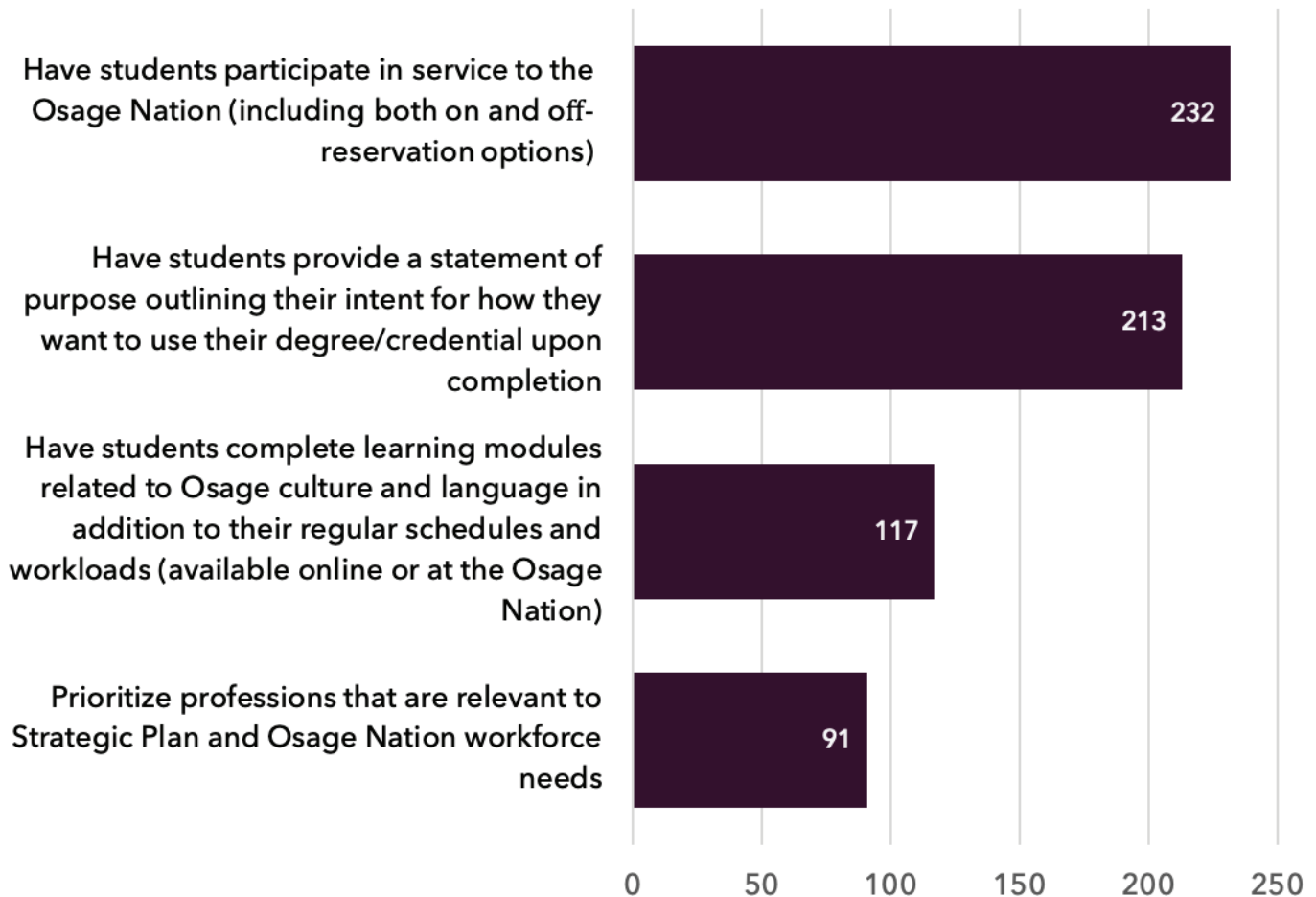
Education - Survey responses

Which of the following initiatives should be Osage Nation's highest priority for addressing educational needs over the next five years?



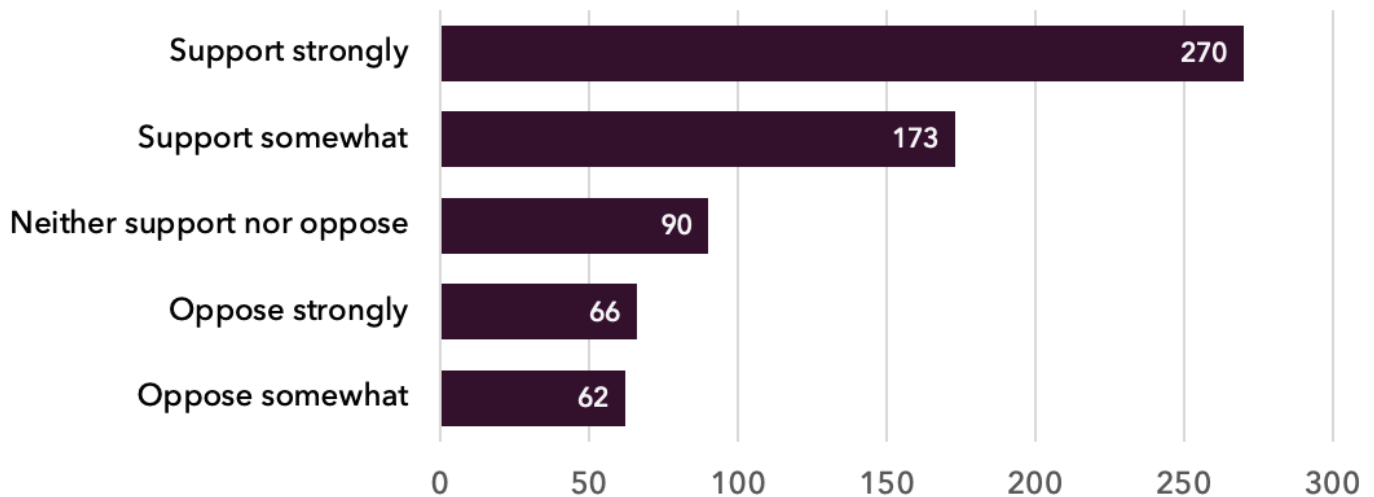
Scholarship - Survey responses

If Osage Nation leadership were to make changes to the scholarship funding outside of using GPA to determine funding levels, which of the following would you prefer?

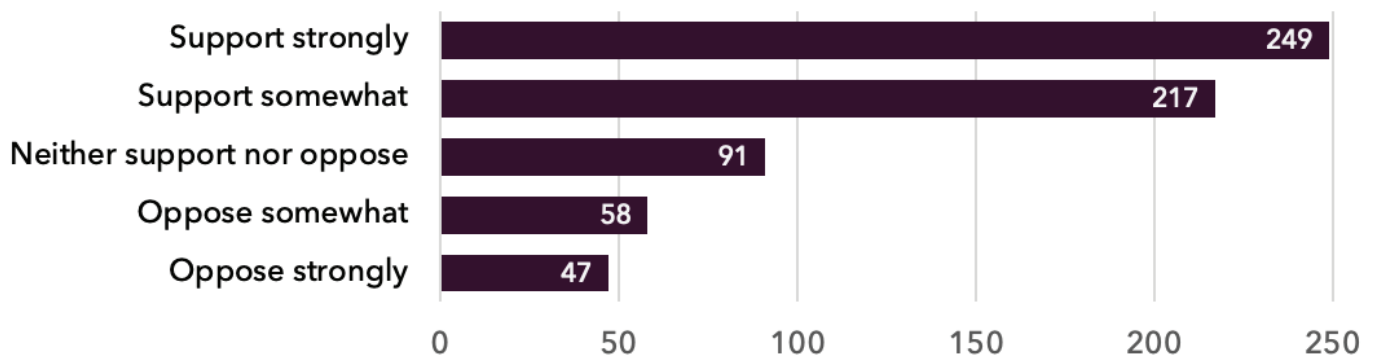


Scholarship - Survey responses

Do you support or oppose increasing the grade point average (GPA) for scholarship eligibility from a 2.0 to a higher GPA?

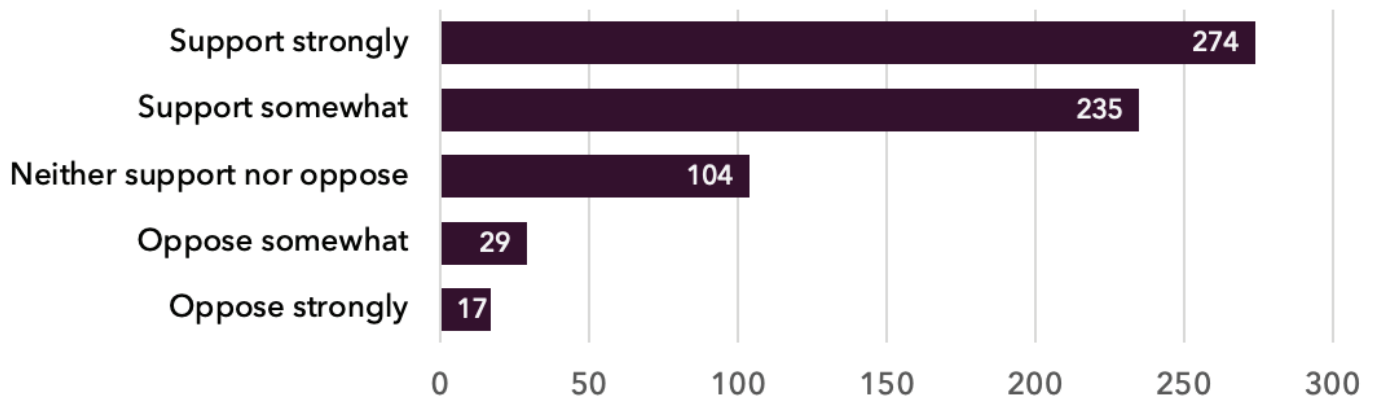


Do you support or oppose awarding scholarship amounts based on how well students learn in courses, as measured by GPA (e.g., higher GPA can qualify for increased funding)?



Scholarship - Survey responses

Do you support or oppose the Osage Nation developing programs to encourage scholarship students to participate in services to the Osage Nation (on and off the Reservation) after they graduate?



Osage Nation Educational Leadership Academy Graduates. Photo by: Osage News





HEALTH

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(Make one another healthy)



HEALTH

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(Make one another healthy)

25-Year Vision of Health: Physical, mental, and spiritual vitality evident amongst our Osage people complemented by the ongoing development of health and wellness services.

Top priorities for health include:

- » Increase funding for mental health services.
- » Increase access to medical services in rural areas within Osage Nation jurisdiction.
- » Expand substance abuse rehabilitation programs and facilities.
- » Promote holistic health and healthy lifestyle habits.
- » Increase access to healthy foods by supporting local grocery stores, food hubs, or Farmer's Markets.
- » Develop telemedicine outreach to increase promotion of education and options for preventable diseases.
- » Support making eldercare services available to Osage Nation members, including assisted living facilities, skilled nursing facilities, transportation services, senior housing, and hospice care.

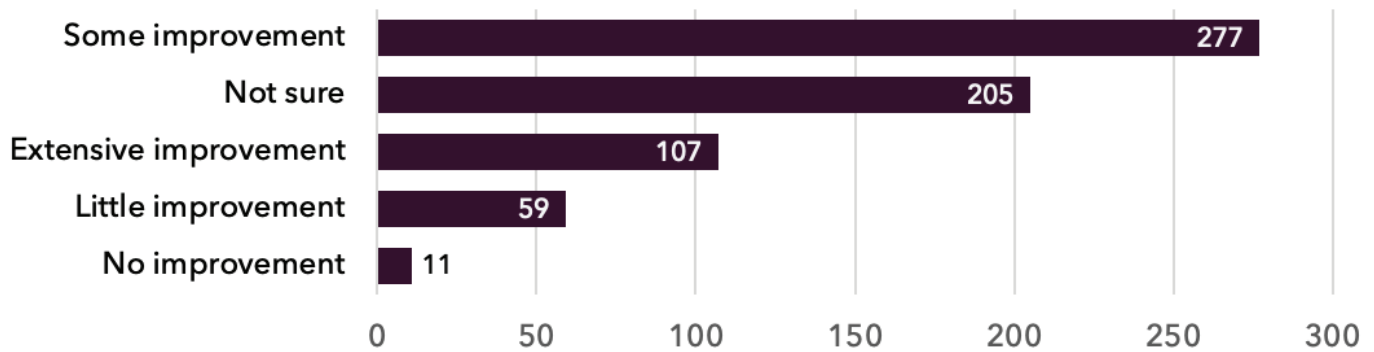


Students, instructors and parent volunteers from Daposka Ahnkodapi Cross Country pose for a group photo just outside Fairfax Lake after a meet against Woodland Public Schools on Sept. 24, 2019. Photo by Shannon Shaw Duty, Osage News



Health - Survey responses

How much improvement, if any, resulted from initiatives undertaken under the 2007 Strategic Plan in the area of health?

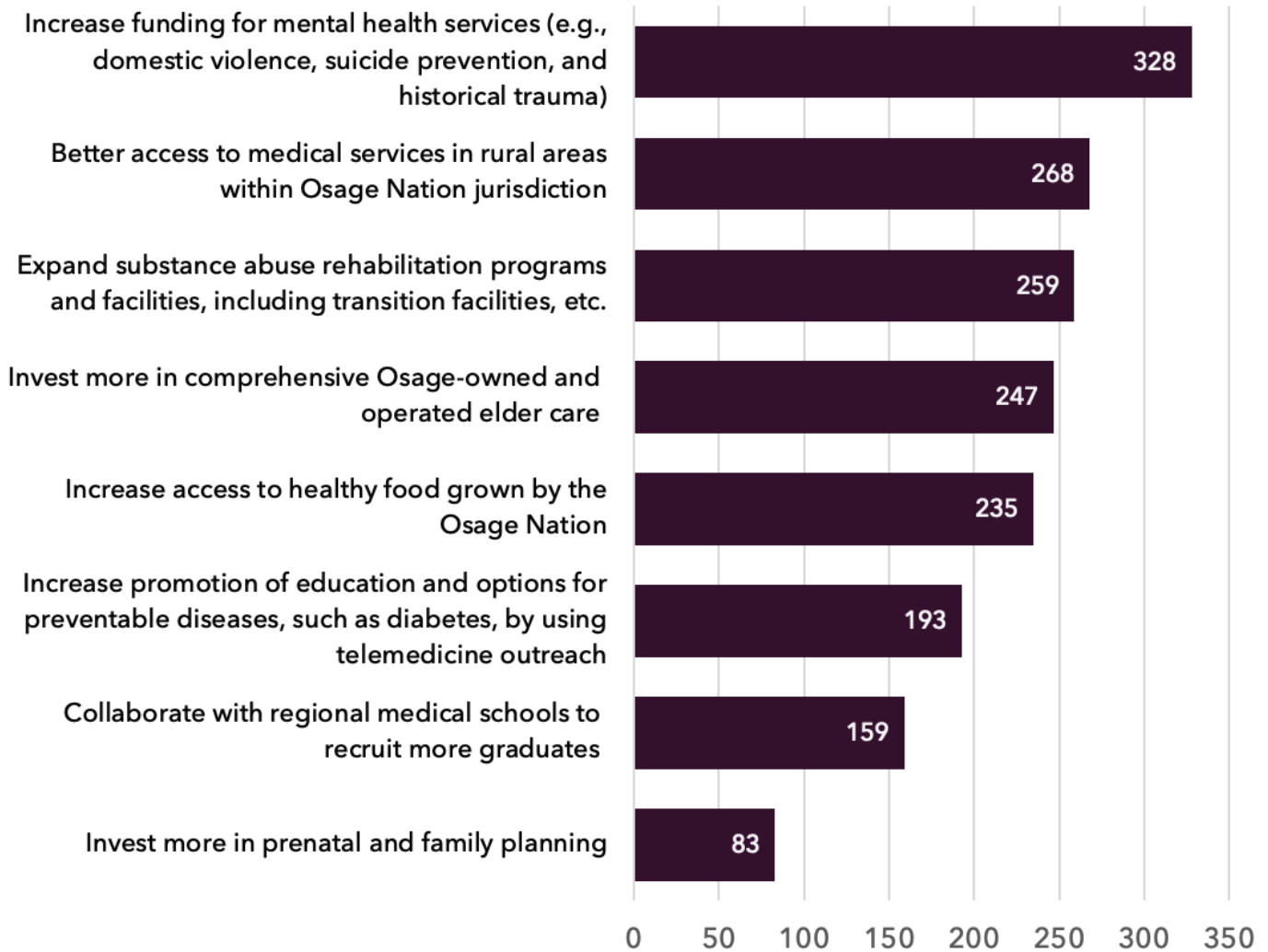


The Dental Department from the Wah-Zha-Zhi Health Center gave mini exams to students at the Osage Nation WIC Health Fair. Photo by: Cody Hammer, Osage News



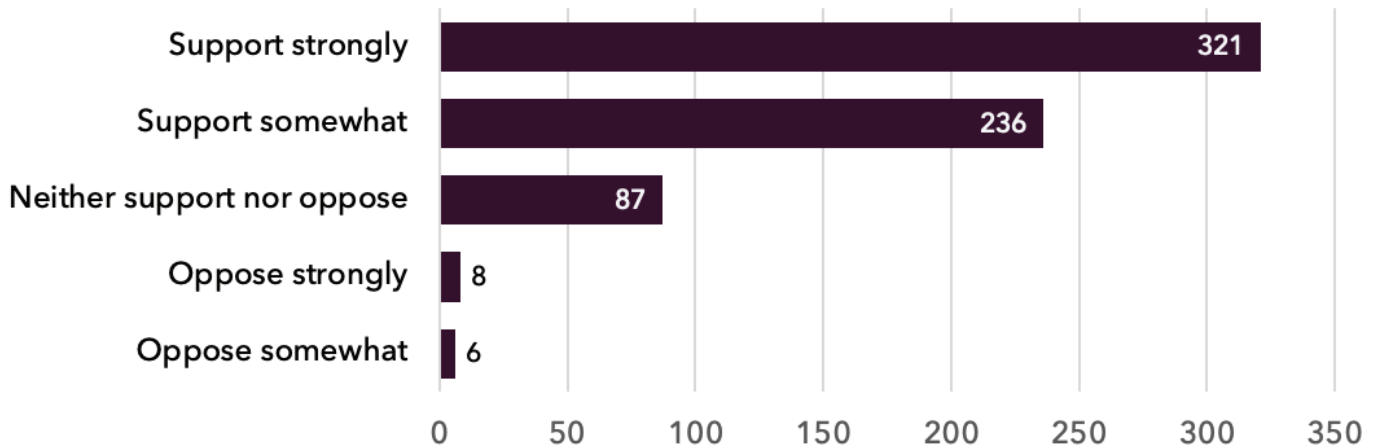
Health - Survey responses

Which of the following initiatives should be Osage Nation's highest priority for addressing health needs over the next five years?

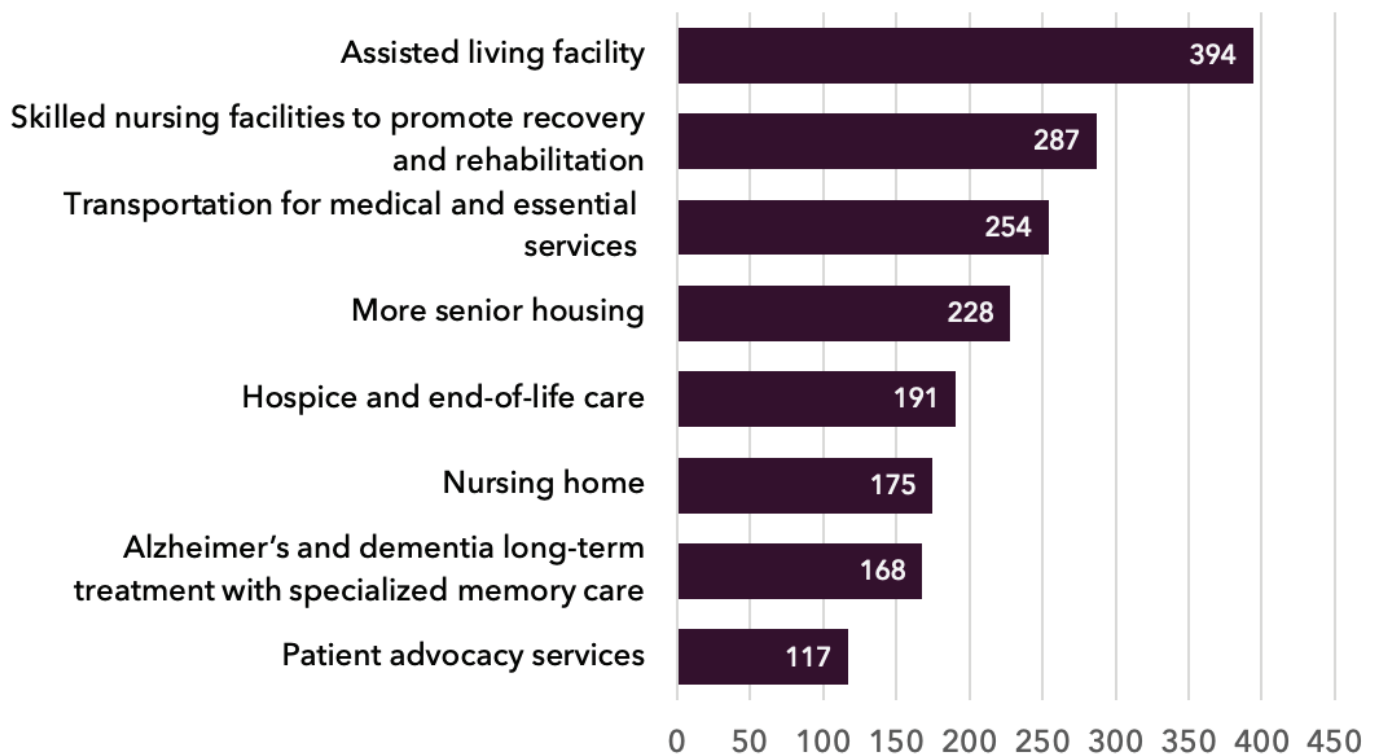


Health - Survey responses

Do you support or oppose the Osage Nation increasing investment in comprehensive Osage-owned and operated eldercare?



To increase investment in comprehensive Osage-owned and operated elder care, which of the following should be top priorities?





MINERALS AND NATURAL RESOURCES

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(oil, earth, and water)



MINERALS AND NATURAL RESOURCES

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(oil, earth, and water)

25-Year Vision of Minerals and Natural Resources: Conservation and responsible stewardship of natural resources balanced with sound management practices and efficient production of the mineral estate within our established territory.

Top priorities for minerals and natural resources include:

- » Invest in alternative energy sources and explore other opportunities the natural resources sector offers, outside of oil and gas.
- » Develop programs that support revitalization of traditional Osage approaches to land and wildlife management.
- » Increase transparency and communication between the Osage Nation Minerals Council and shareholders. Osage Nation members consistently requested more information and communication.
- » Provide more information and education to Osage Nation members about probates, headrights, and other such topics.
- » Develop Osage-owned businesses relating to the oil industry.

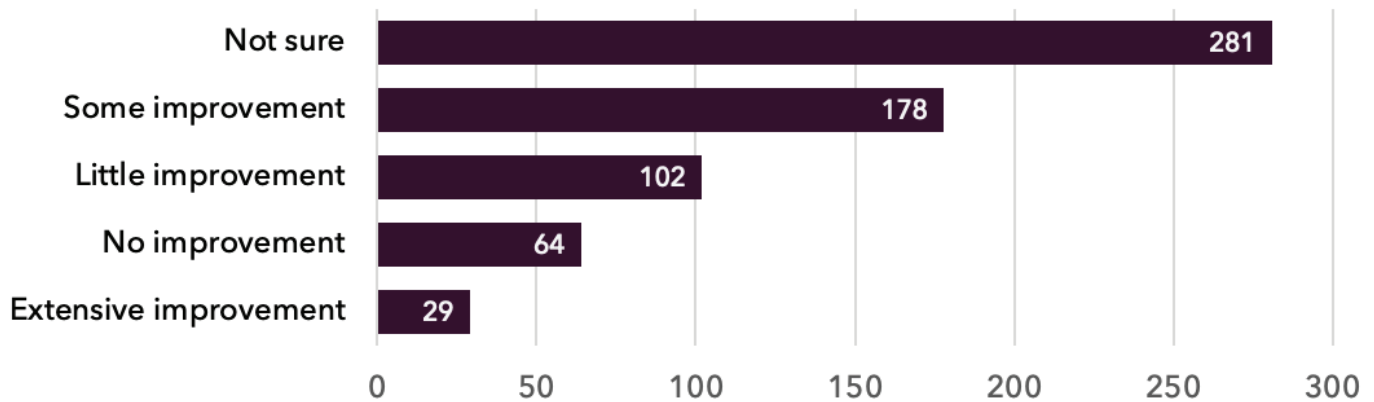


Osage Nation Wildland Fire Department. Photo by Addie Roanhorse

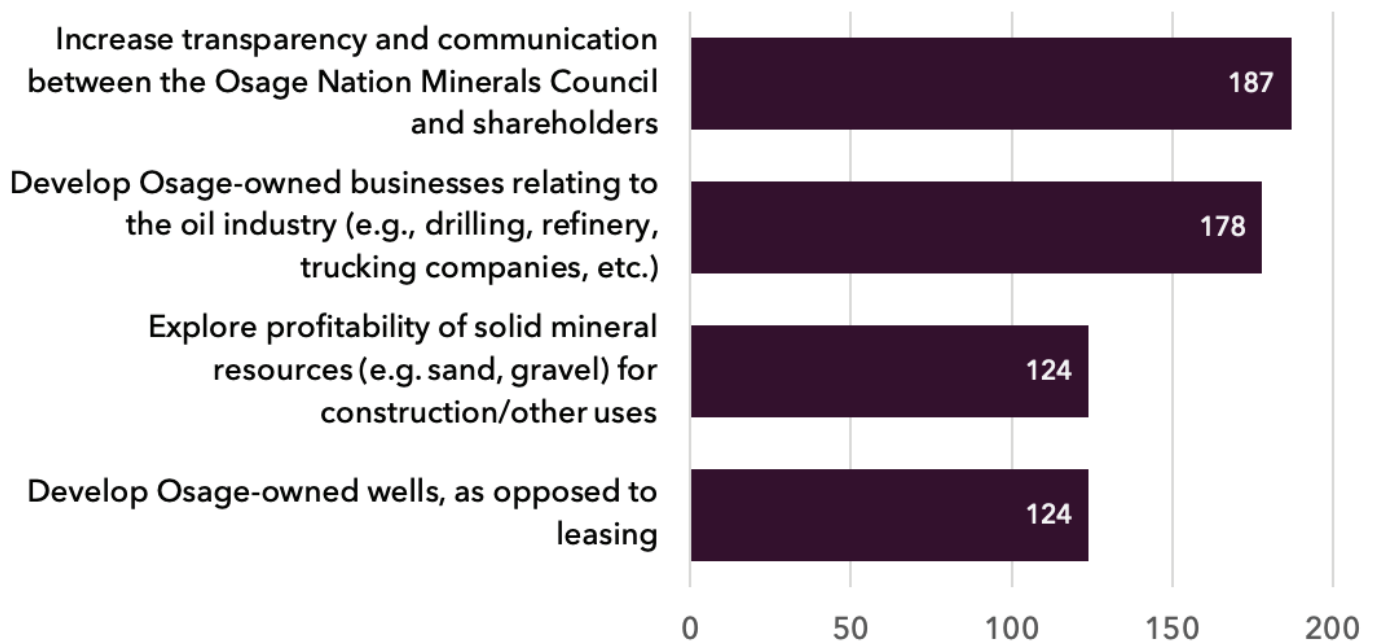


Minerals and Natural Resources - Survey responses

How much improvement, if any, resulted from initiatives undertaken under the 2007 Strategic Plan in the area of minerals and natural resources?

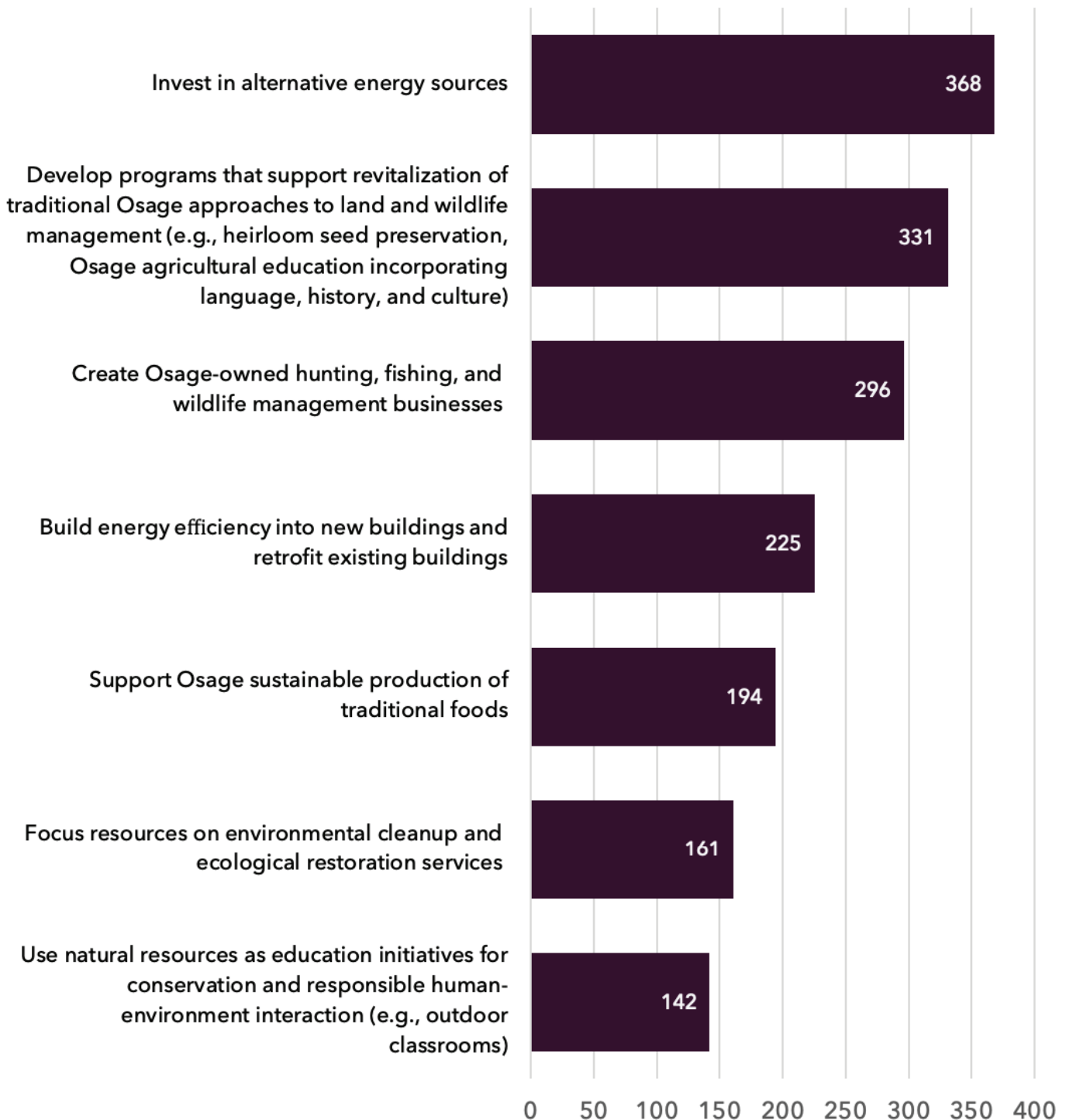


Which of the following initiatives should be Osage Nation's highest priority for addressing mineral needs over the next five years?



Minerals and Natural Resources - Survey responses

Which of the following initiatives should be Osage Nation's highest priority for addressing natural resource needs over the next five years?





GOVERNANCE AND JUSTICE

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(Osage governance and the justice)



GOVERNANCE AND JUSTICE

ԿԱԶՄԱԿՈՇԾՈ ՔԱՆԿԱՆՈՒԹՅԱՆ ԶԻՅՈՒՄ

(Osage governance and the justice)

25-Year Vision for Governance and Justice: A self-determining civically engaged society with ethically responsible government leaders who faithfully serve our Constitution and are accountable for their actions to Osage Nation members.

Top priorities for governance and justice include:

- » Increase regular communication from Osage Nation Leadership, by making them more accessible to Osage Nation members.
- » Increase voter participation, specifically the younger generation.
- » Review and approve Osage Nation laws on crimes against Osage Nation members.

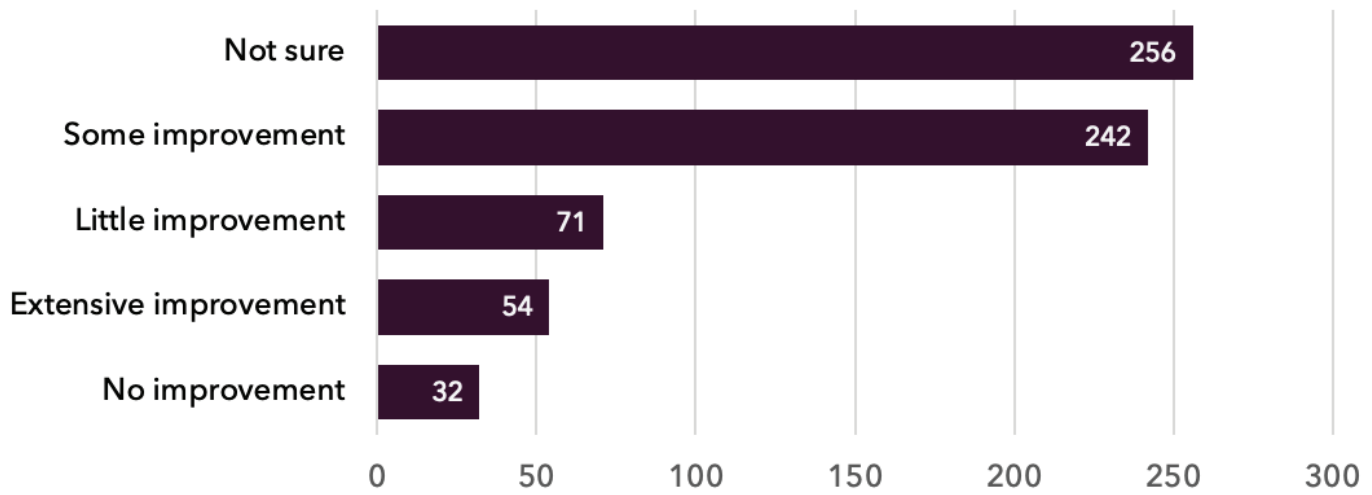


Clint Patterson was sworn in as the new Osage Nation Attorney General by Trial Court Judge William Oldfield in Pawhuska on Oct. 7, 2019. Photo by Cody Hammer, Osage News



Governance and Justice - Survey responses

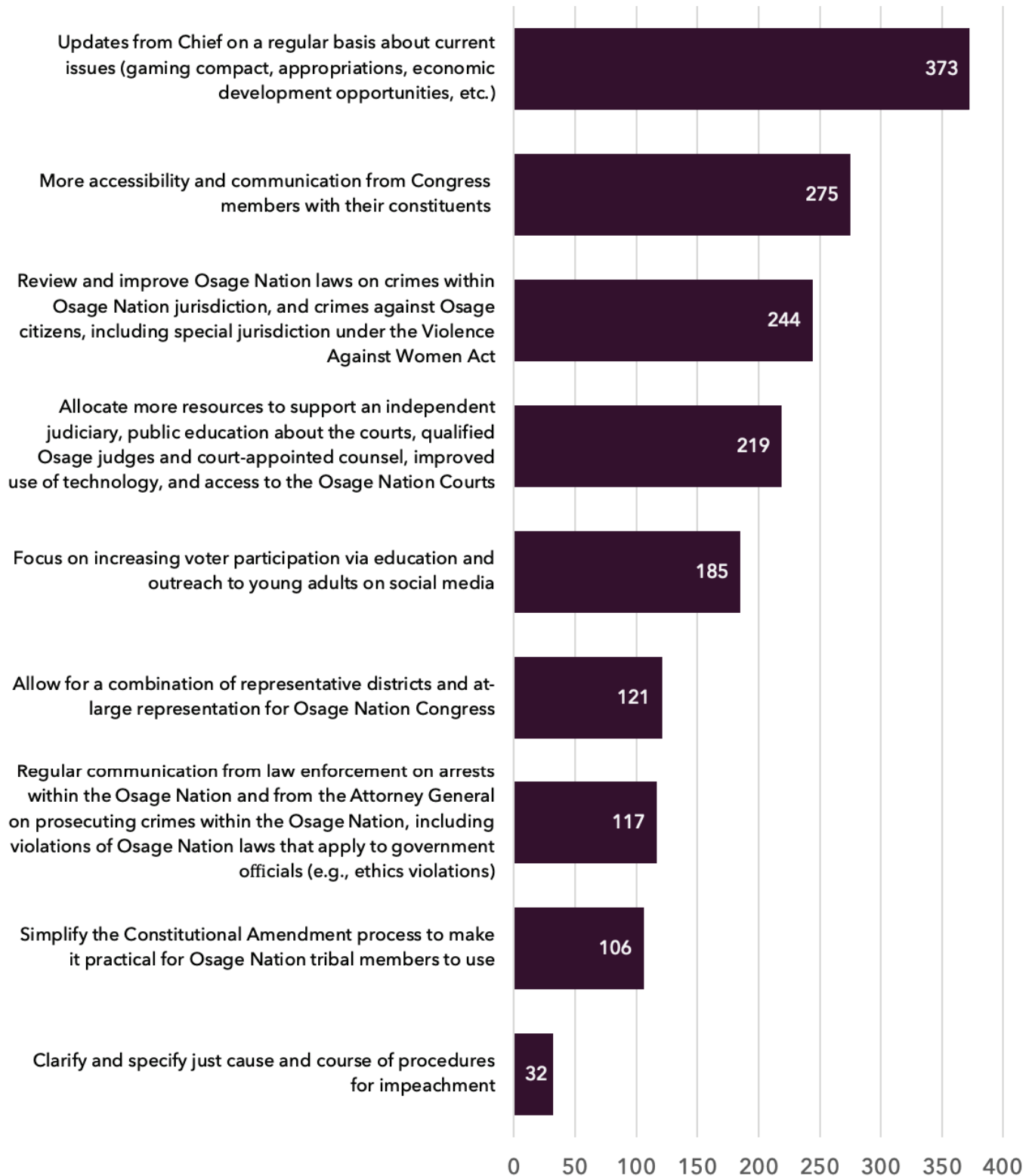
How much improvement, if any, resulted from initiatives undertaken under the 2007 Strategic Plan in the area of Governance and Justice?



Osage Minerals Council. Photo by: Osage Nation Communications Department



Which of the following initiatives should be Osage Nation's highest priority for addressing governance and justice needs over the next five years?





COMMUNICATION

οἰκῆνα

(communicating)



COMMUNICATION

οἰκονομία

(communicating)

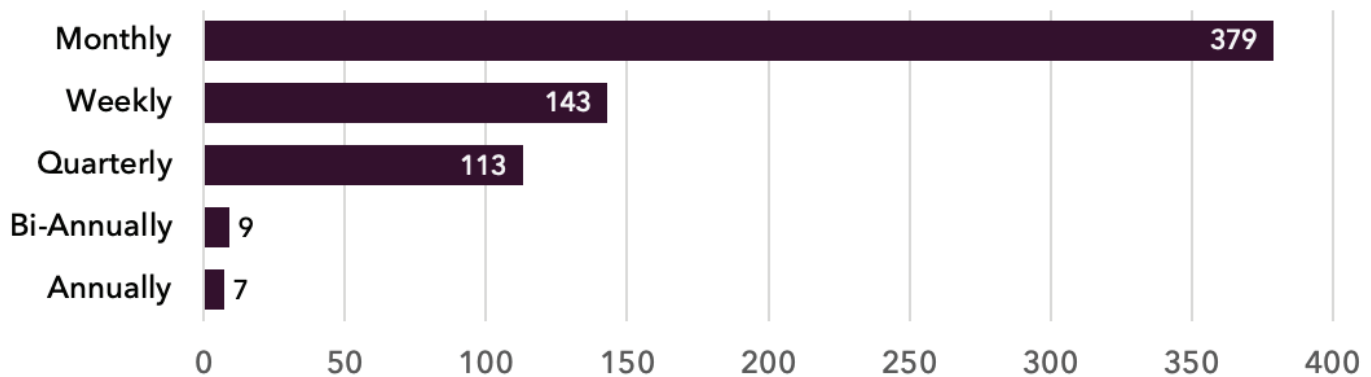
Communication is a way of providing information and knowledge that advises and educates Osage Nation members.

Top priorities for communication include:

- » Increase communication, preferably monthly, from the Nation, through email/ mail or the Osage News.
- » Publicize the services that the Nation already offers.
- » Increase communication about Osage Nation services, events, congressional legislation updates, Minerals Council plans and updates, and financial reporting.

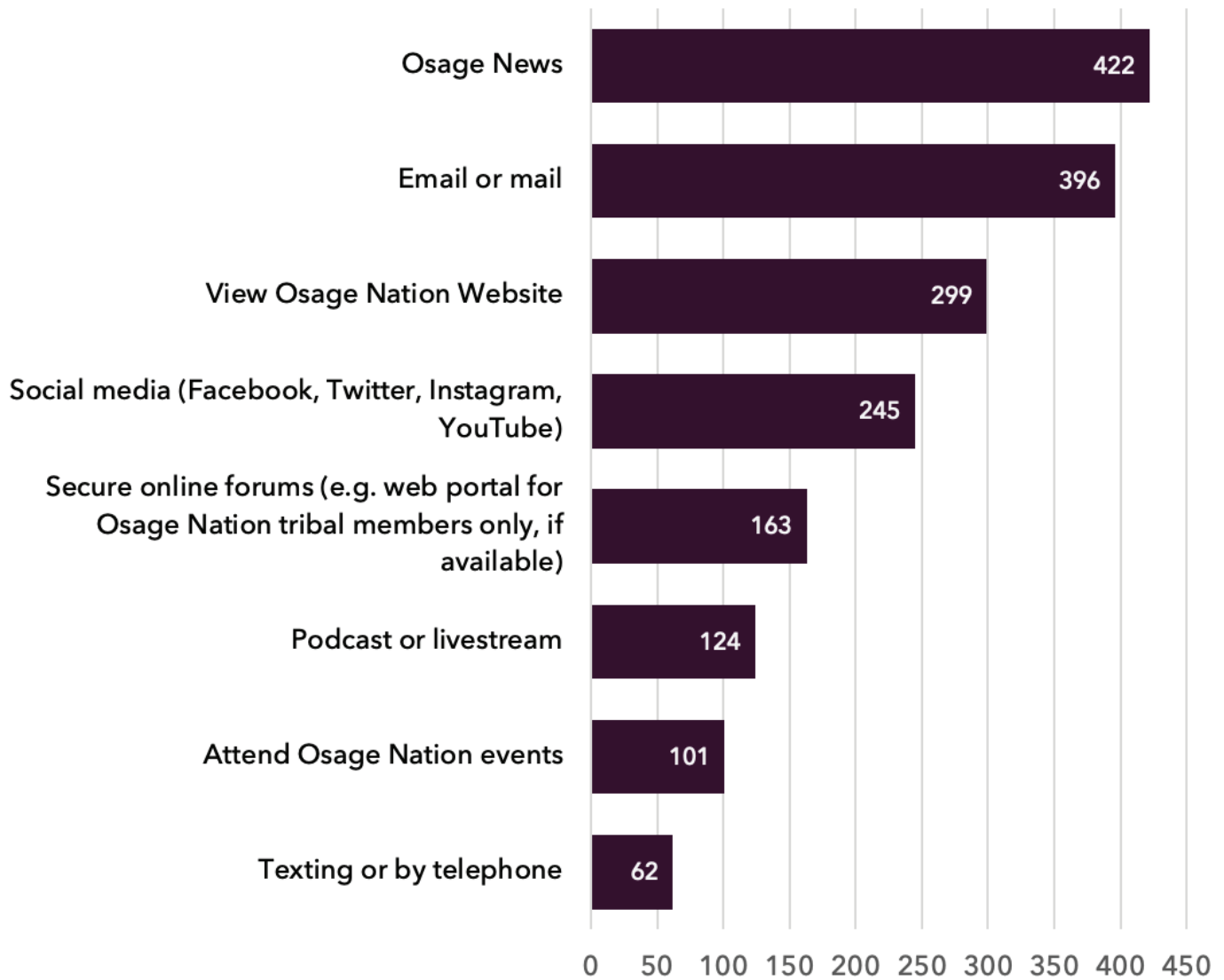
Communication - Survey responses

How often do you want to receive information from the Osage Nation?



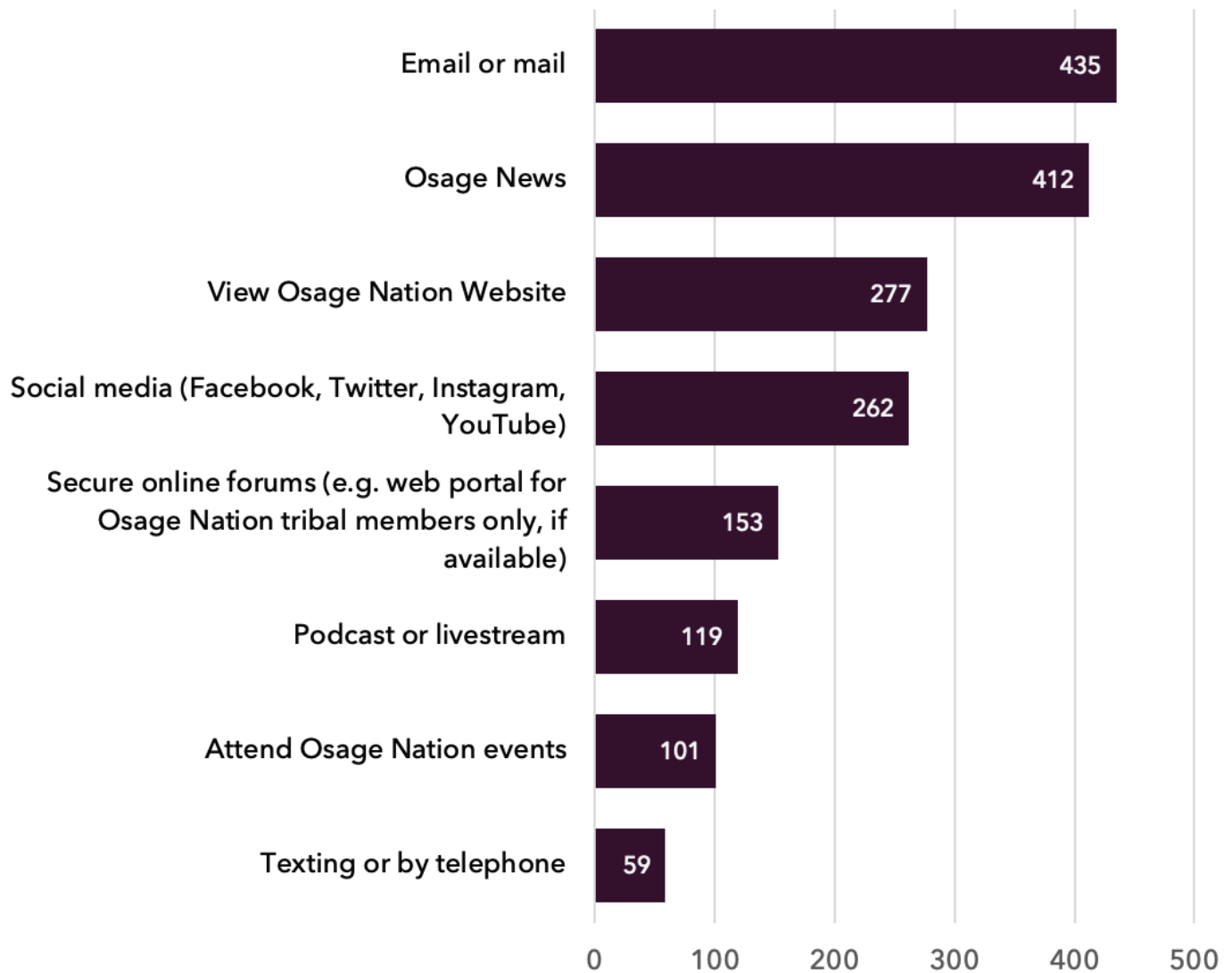
Communication - Survey responses

Which of the following would you use to obtain information about Osage Nation governance and leadership?



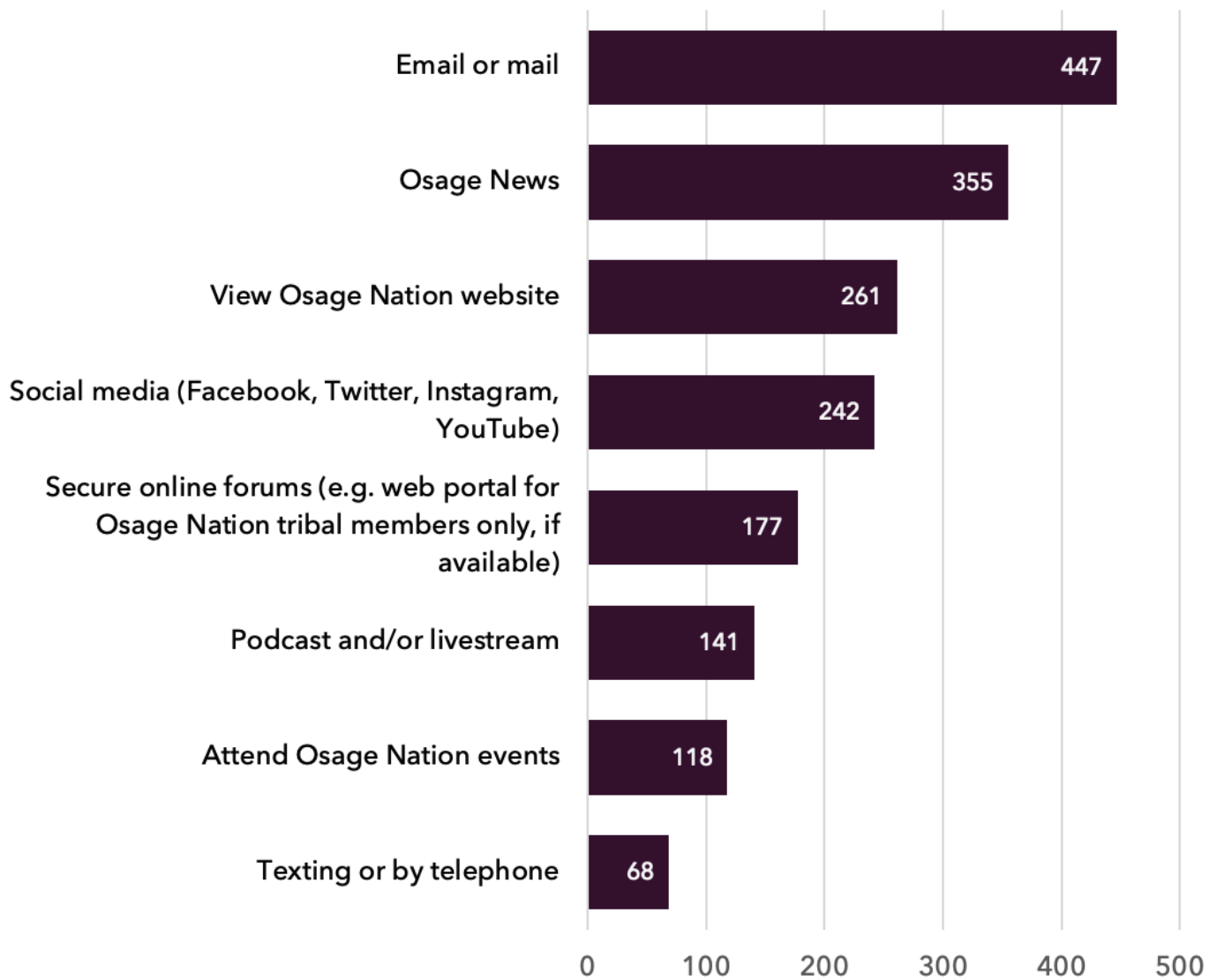
Communication - Survey responses

Which of the following would you use to communicate or obtain information about Osage Nation issues?



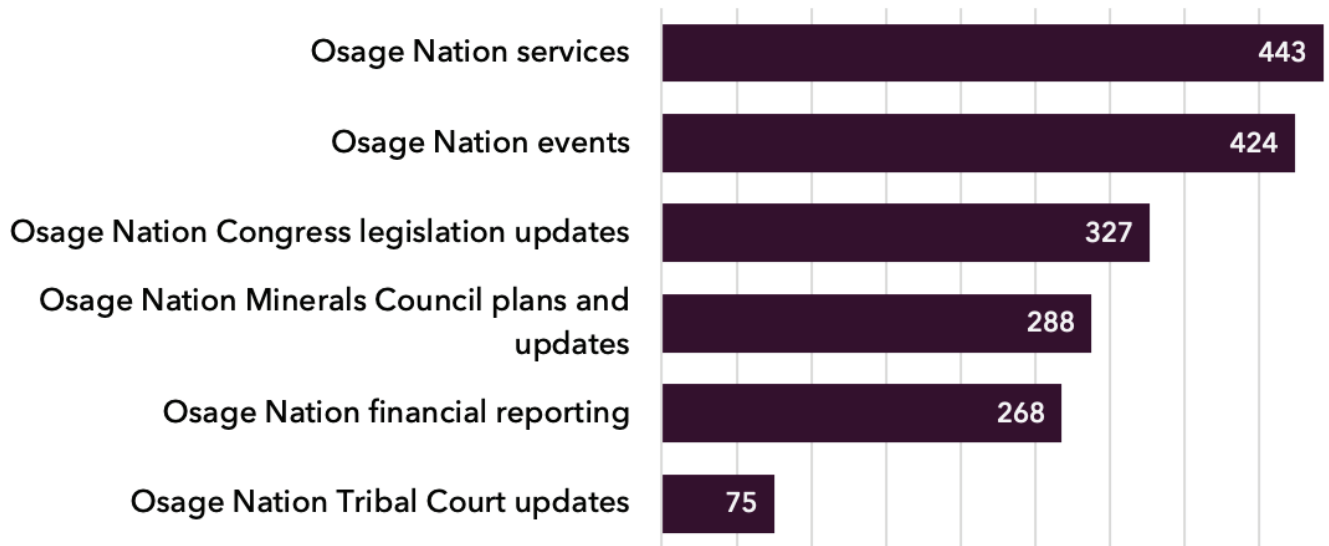
Communication - Survey responses

How would you prefer Osage Nation governance and leadership communicate with Osage Nation tribal members?



Communication - Survey responses

What types of information are you most interested in learning about?



Osage Nation Principal Chief Geoffrey Standing Bear (left) and Congressman Speaker Joe Tillman (middle) visit with attendee at the United Osages of Southern California. Photo by: Cody Hammer, Osage News





CONNECTION

Οηλκα κηηα

(telling information to each other)



CONNECTION

Οηλκα κηηα

(telling information to each other)

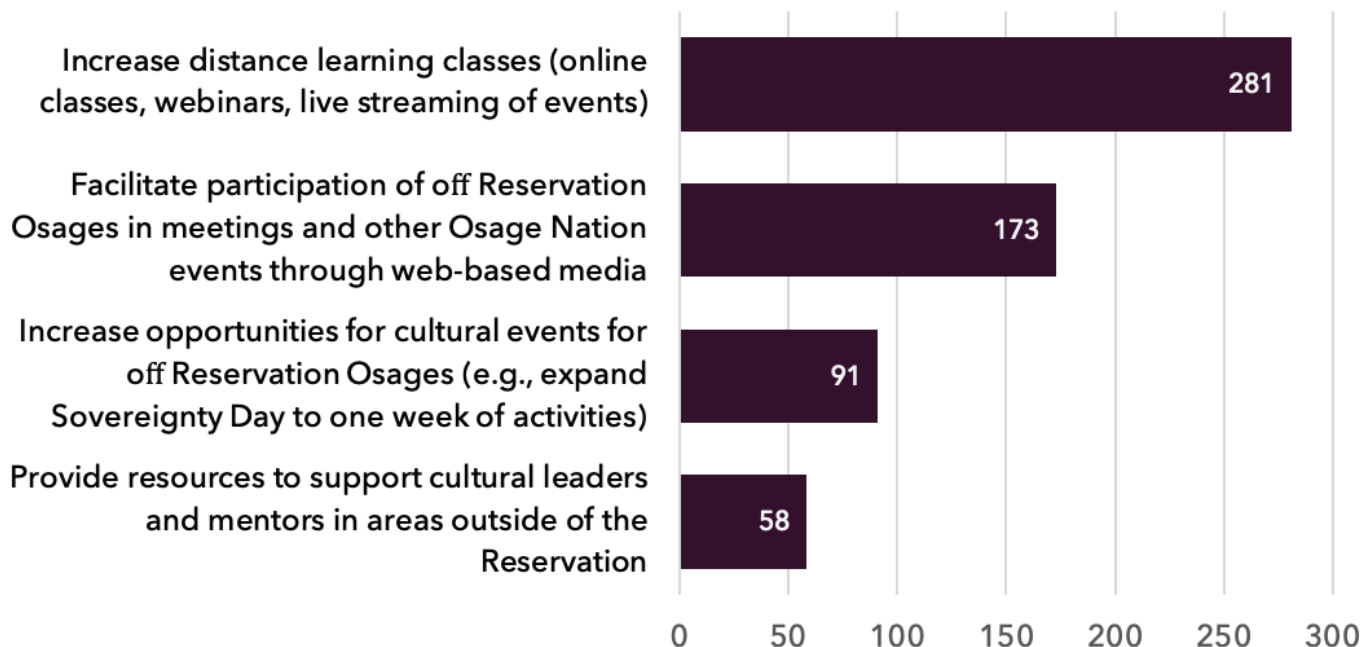
Connection is about things that connect people and places, for example culture, community, history, and traditions.

Opportunities for connection include:

- » Increase distance-learning classes (online classes, webinars, livestreaming of events).
- » Facilitate participation of off reservation Osages in meetings and other Osage Nation events through web-based media.

Connection - Survey responses

In which of the following areas should the Osage Nation invest resources to better connect Osages from a distance?





ACCESSIBILITY TO SERVICES AND PROGRAMS

ՀԱՅՀԱԶ ԿԱՑՈՒՐ ՕՂՈՒՆԱ ԿԼԵՂԱ

(easy to communicate with Osage employees)



ACCESSIBILITY TO SERVICES AND PROGRAMS

ՀԱՅԱՅԻ ՀԱՏՈՐՈ ՕՖՈՒՆԱ ՀԱՔՂԱԿԱ

(easy to communicate with Osage employees)

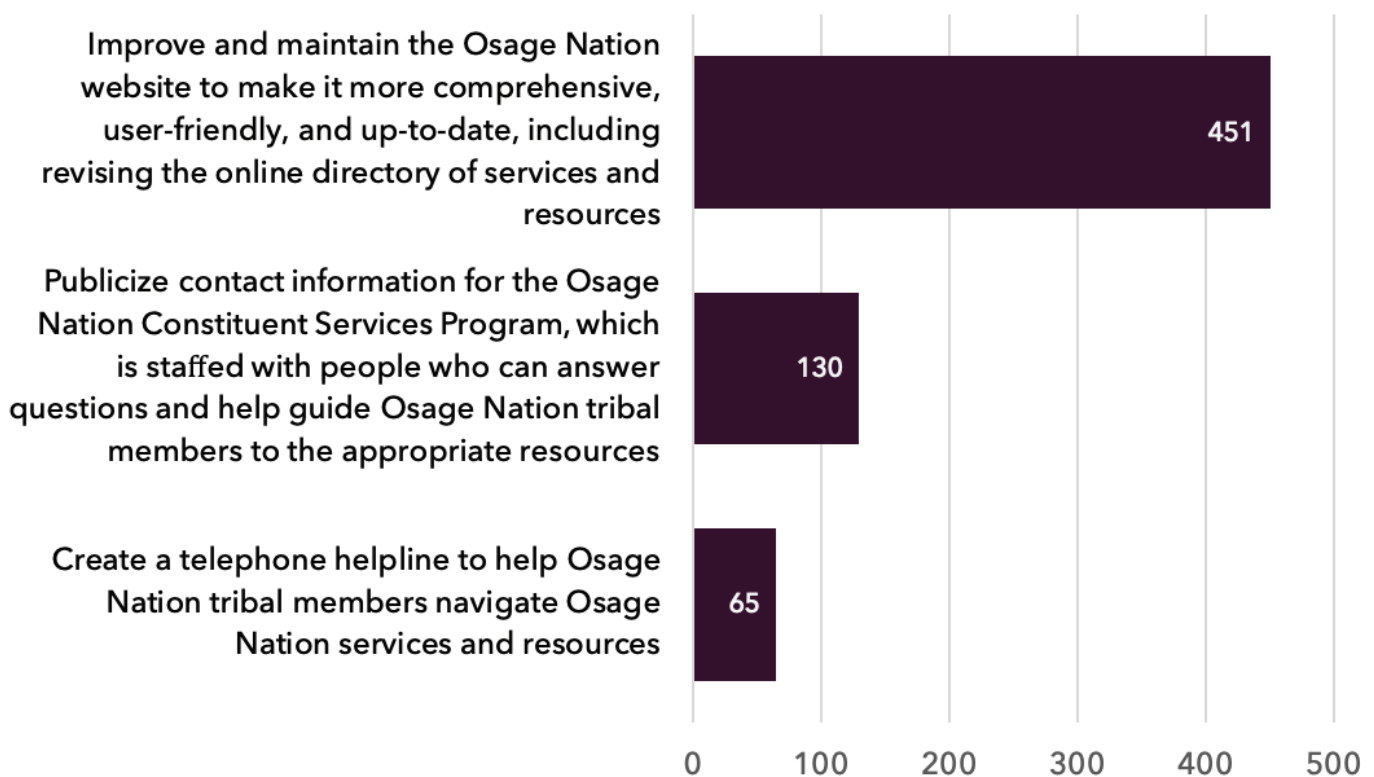
Accessibility is about how we can improve availability of information about services and programs for Osage Nation members.

Top priorities for accessibility to services and programs include:

- » Improve and maintain the Osage Nation website to make services and programs more accessible.

Accessibility to Services and Programs - Survey responses

If the Osage Nation could make only one change to improve access to Osage Nation services and resources, which one of the following do you feel would be the most effective?





OSAGE NATION

BIRD CREEK FARMS



BUILDERS UNLIMITED, INC.
GENERAL CONTRACTOR



blueriver
ARCHITECTS

A Native American Owned Firm

wallace



MPW



SOVEREIGNTY

ԿԱՀԱՀԱ ԱՆՈՒՅԱԾՈՒՅԱ ԻՅԱ

(We are Osage people)



SOVEREIGNTY

ՀԱՅՀԱԶԻ ԱՆՈՒՆԱԾՈՒՄ ԻՅԱ

(We are Osage people)

Sovereignty is about how the Osage Nation must continue to control its destiny through self-governance and management of its own affairs.

Top priorities for sovereignty include:

- » Enhance sovereignty by managing the Nation's own resources.
- » Develop food sovereignty initiatives in order to contribute to priorities in health, economic development, natural resources and cultural preservation.
- » Continue land acquisition to expand the Osage Nation land base.
- » Continue to support the preservation and growth of language, history, and culture.
- » Expand Osage Nation water rights.

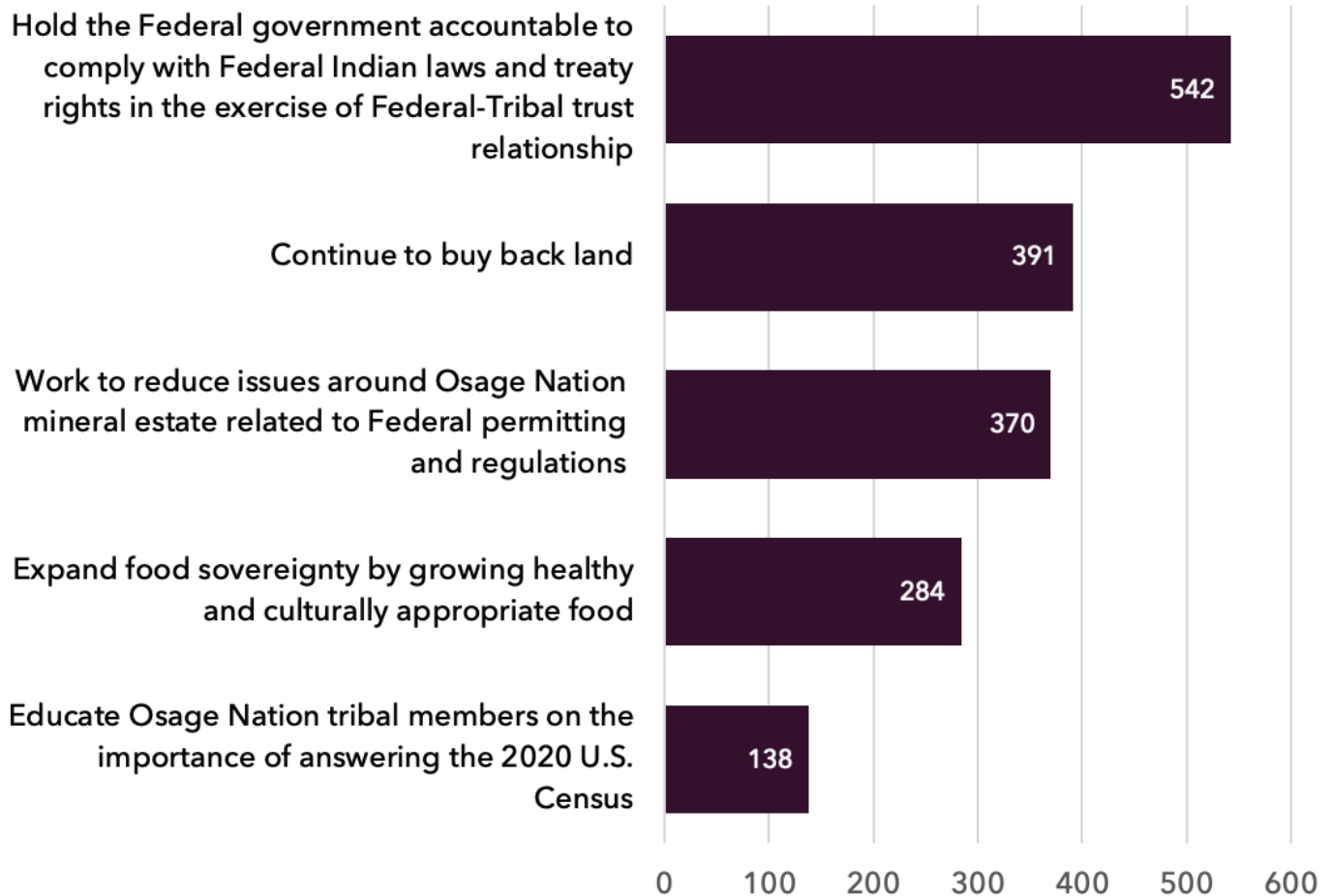


Wahzhazhe Cultural Center in Pawhuska, OK. Photo by: Cody Hammer, Osage News



Sovereignty - Survey responses

Which of the following do you think are the three most important ways for the Osage Nation to protect its sovereignty?



SURVEY PROCESS

Background

A national on-line and paper survey for the Osage Nation explored Osage Nation member priorities, connections, attitudes, and knowledge relating to the Osage Nation Strategic Plan. Any member of the Osage Nation, 18 years of age or older who supplied their membership enrollment number was eligible to take the survey. The survey's primary goals were to elicit Osage Nation member opinions on what priorities and initiatives leadership should be focused on throughout the next five years. Information provided can also help Osage Nation leadership evaluate the need for internal quality improvements.

Before embarking on the survey, the Osage Nation Office of Self-Governance and Strategic Planning conducted 16 group sessions in regions with high concentrations of Osage Nation members. The ensuing analysis, which identified key opinions, values and beliefs contributed greatly to the current understanding of Osage Nation member attitudes and to the crafting of survey questions. The national survey was conducted from May 4, 2020 to May 24, 2020.

Out of 16,354 eligible Osage Nation members, 725 completed the survey. This response rate for the 2020 Strategic Plan Survey Update survey is 4.5 %. This participation rate is largely consistent with the results from the other surveys the University of Southern California's Center for Economic and Social Research (USC) has administered during the COVID-19 pandemic. USC confirmed that a random sample of 725 Osages can be projected to the entire membership.

In addition to getting first-hand Osage Nation member feedback, this survey provided a unique opportunity to educate Osages about the importance of what the Osage Nation leadership is trying to accomplish. Between 16 face-to-face listening sessions, 6 webinars, 2 employee meetings and on-line events, over 800 Osage Nation members and staff were directly



Strategic Planning Input Sessions, Tulsa, OK Event



Strategic Planning Input Sessions, Oklahoma City, OK Event



Strategic Planning Input Sessions, All Employee Event



SURVEY PROCESS

engaged. USC estimates that for every person who directly participated, an additional 9 people read or heard about the survey. This means that 50% of the Nation's membership has some awareness of the effort being made.

This report includes question by question responses, including the level of Osage Nation member support for each strategic priority and a preliminary summary of the key findings drawn from survey responses.

How the Survey Was Conducted

Input from these sessions, which were held from November 2019 through January 2020, was used to guide the development of almost three dozen questions in three essential areas. Questions were grouped by the following categories: Outreach Methods, Areas of Focus, and New Areas of Focus. General demographic information was also collected.

The survey questions were developed through listening sessions input and vetted by Osage Nation Principal Chief Geoffrey Standing Bear, the Osage Nation Office of Self-Governance and Strategic Planning, and the volunteer Strategic Planning Steering Committee. Questions were developed so that they could be clear to all respondents and leading language was avoided to produce more accurate results.

The survey was administered by the University of Southern California's Center for Economic and Social Research and was available on-line from Monday May 4, 2020 – Sunday May 24, 2020. Paper surveys were mailed on Monday May 4, 2020 and needed to be postmarked no later than Saturday May 23, 2020 to be counted.

Principal Chief Standing Bear recorded an invitation to participate in the survey, which was posted to the Osage Nation website. A comprehensive marketing and communication campaign, including social media ads, webinars, Facebook events, and banners in the Osage News was implemented to encourage participation and notify all Osage Nation members about the survey.



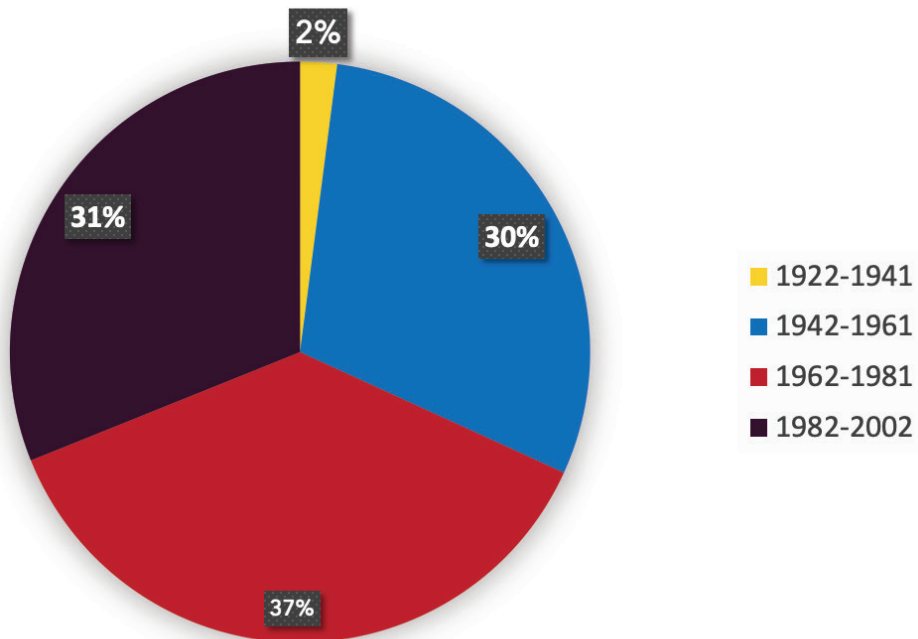
Strategic Planning Input Sessions, Houston Event



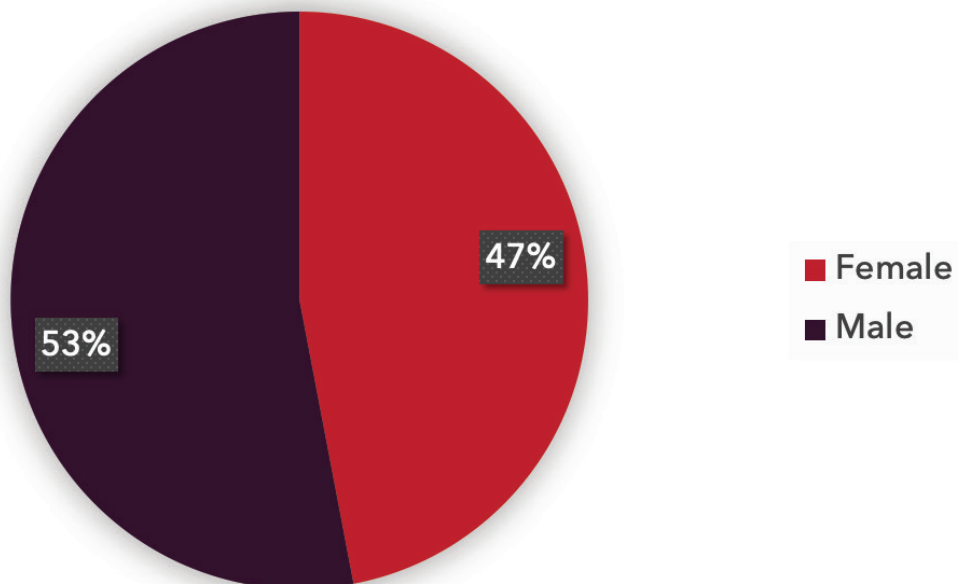
ADDITIONAL SURVEY RESULTS

Demographic data

Age of Participants



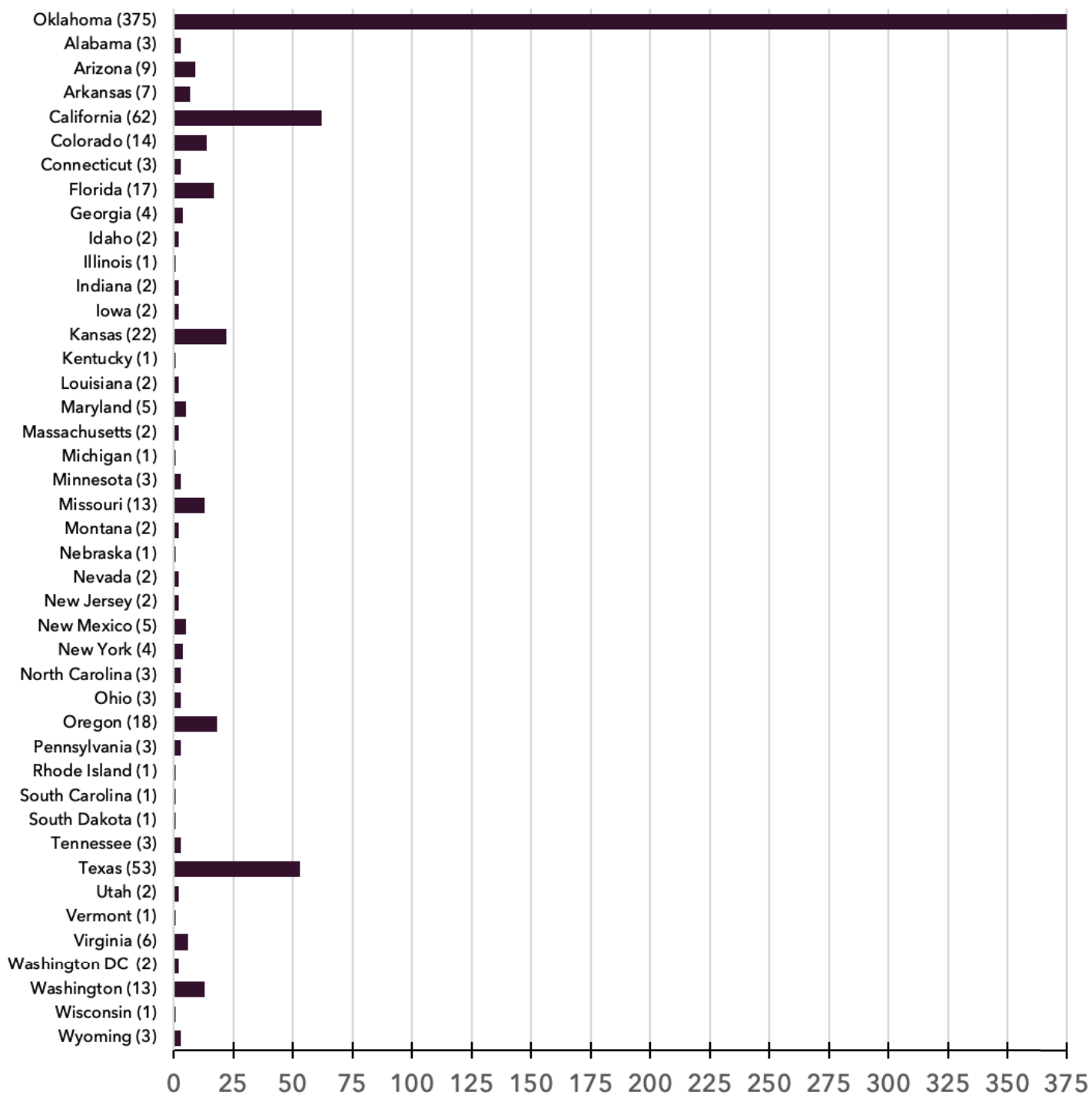
Gender



ADDITIONAL SURVEY RESULTS

Demographic data

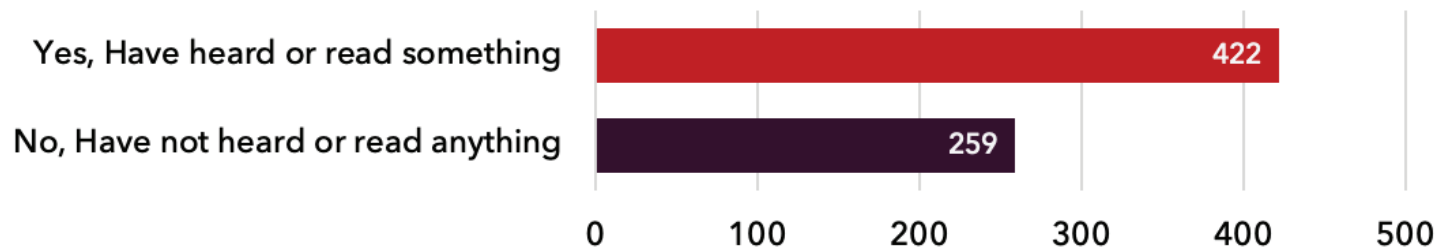
State of Residence



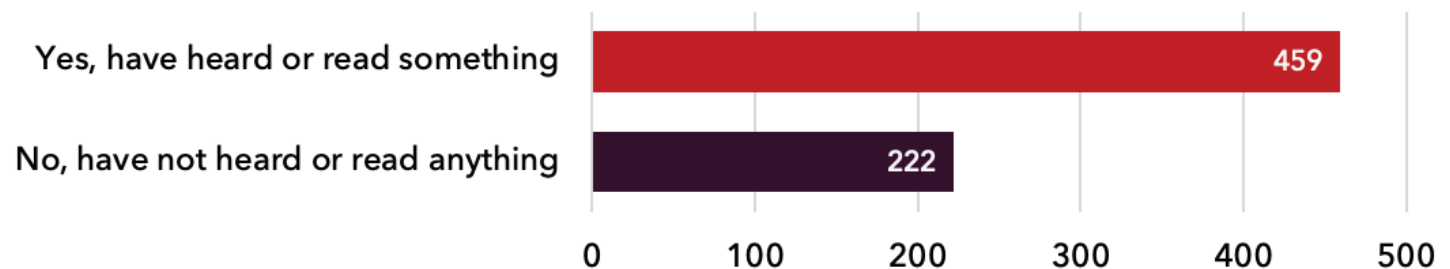
ADDITIONAL SURVEY RESULTS

Outreach Methods

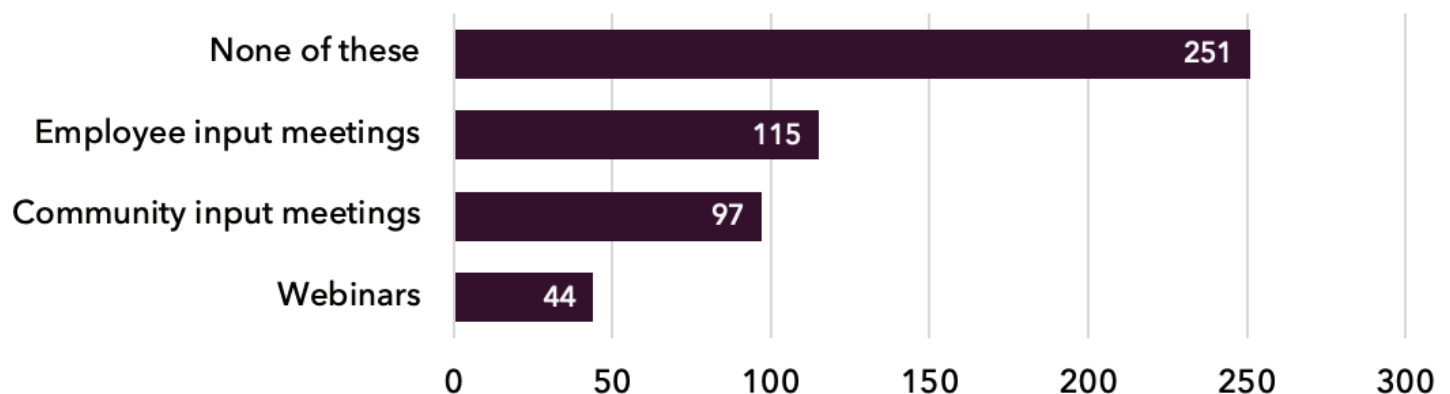
Have you heard or read anything about the 2018 Strategic Plan Comprehensive Update?



Regardless of whether you participated, have you heard or read about any meetings or events intended to obtain input on priorities for the Osage Nation Strategic Update: The Next 5 Years 2020-2025?



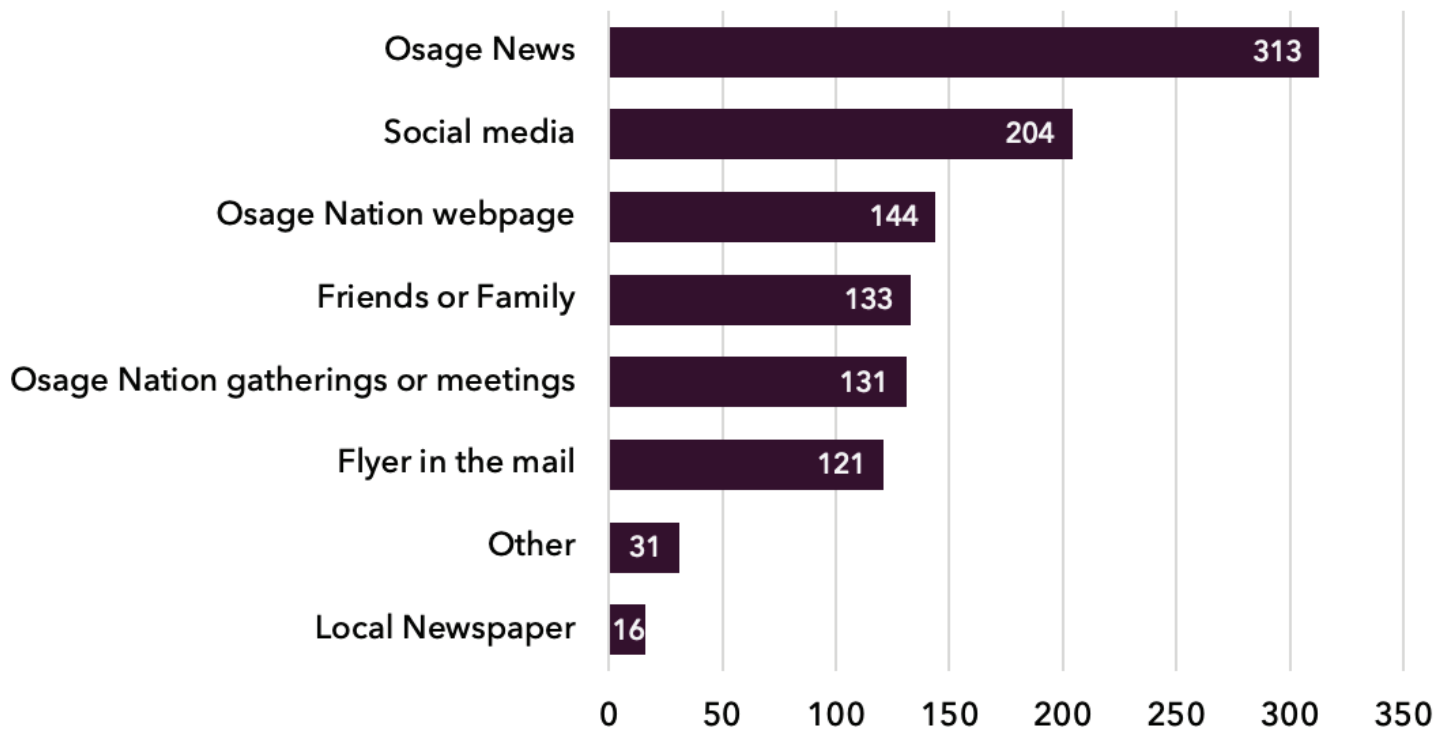
Were you able to attend, watch, or participate in any of the following events?



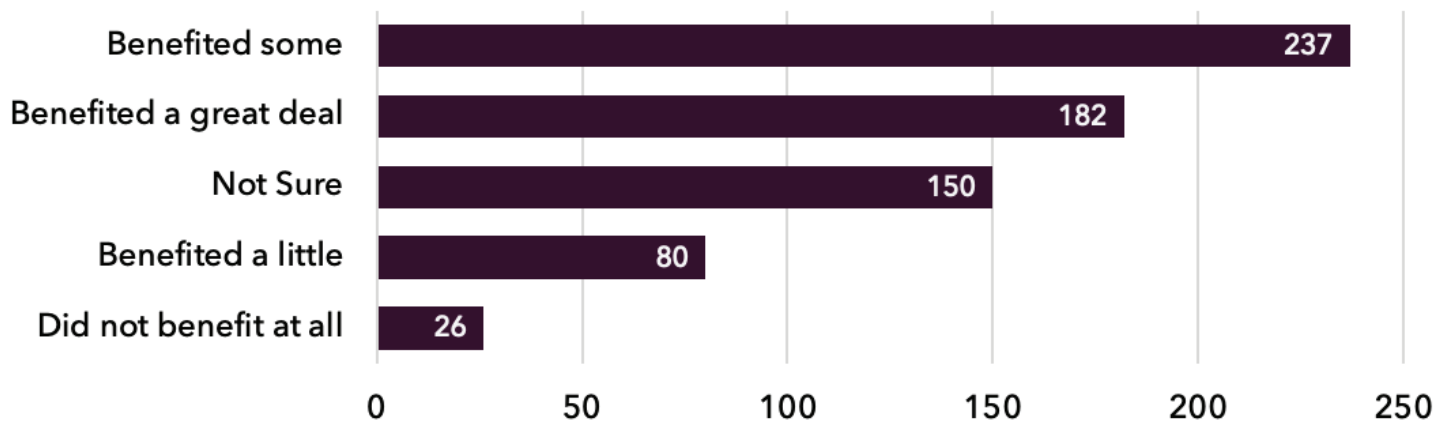
ADDITIONAL SURVEY RESULTS

Outreach Methods

How did you hear or read about the Osage Nation Strategic Update: The Next 5 Years 2020-2025 input meetings?



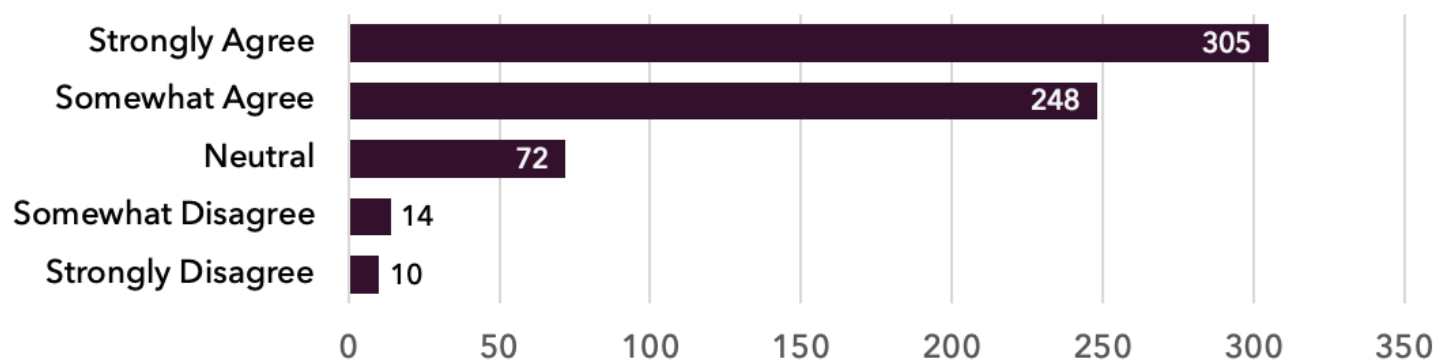
Since 2007, do you feel you have personally benefited from program initiatives brought about by the Strategic Plan?



ADDITIONAL SURVEY RESULTS

Final Question

As our final question, please let us know the extent to which you agree or disagree with this statement: This survey was helpful in addressing priorities for the Osage Nation for the next 5 years.



OSAGE NATION
STRATEGIC UPDATE

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(In the future this road is going to benefit you.)



ACKNOWLEDGMENTS

Office of the Chiefs

- » Geoffrey Standing Bear, Principal Chief
- » Raymond Redcorn, Assistant Principal Chief
- » Sheryl Decker, Chief Executive Advisor to the Principal Chief

Office of Self-Governance and Strategic Planning

- » Candy Thomas, Director of Self-Governance and Strategic Planning
- » Susan Bayro, Strategic Planning Business Analyst
- » Amy Easley, Self-Governance Financial Analyst

COTA Holdings, LLC

- » Roger Fragua, President and CEO
- » Leslie Elgood, Senior Strategist
- » Wendy Sandidge, Director of Operations
- » Atherton Phleger, Technical Writer

Consultants

- » USC Center for Economic and Social Research, Survey Design and Data Collection
- » Jessica Harjo, Weomepe Designs, Community Outreach, Marketing, and Design
- » Kambiz "Kamy" Akhavan, Social Media Marketing
- » Erica Moore, Pretty Eagle Designs, Social Media Marketing

The Osage Nation would like to give special thanks to the following people. This plan would not have been possible without their volunteer efforts.

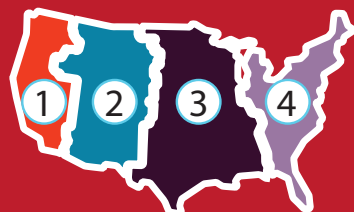
Steering Committee and Input Session Volunteers

- | | |
|----------------------|--------------------|
| » Jacque Canady | » Keir Johnson |
| » Greg Clavier | » Derek Kwan |
| » Joseph Clote | » Tara Manthey |
| » Melissa Daily | » Cherise Miller |
| » Jean Dennison | » Melissa Peterson |
| » Meredith Drent | » Alex Redcorn |
| » Christy Finsel | » Jodie Revard |
| » Karen Goering | » Jim Ryan |
| » Margo Gray | » Anthea Scouffas |
| » Genie Herren | » Hank Stevens |
| » Rebecca Horsechief | » Hallie Winter |

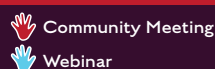


We would also like to thank all of the Osage Nation members who attended the following input sessions and webinars. Your input was crucial to the development of this plan.

OSAGE NATION STRATEGIC UPDATE - INPUT SURVEY SCHEDULE



Webinar
Timezones



Facilitated Community Meetings

November 17, 2019	St. Louis, MO
December 1, 2019	Pawhuska, OK
December 2, 2019	Fairfax, OK
December 3, 2019	Hominy, OK
December 7, 2019	Carlsbad, CA
December 8, 2019	Woodland, CA
December 15, 2019	Denver, CO
January 4, 2020	Wichita, KS
January 5, 2020	Lawrence, KS
January 11, 2020	Houston, TX
January 12, 2020	Dallas, TX
January 13, 2020	Tulsa, OK
January 14, 2020	OKC, OK

All Osage Nation Employee Input Sessions

December 4, 2019	Pawhuska, OK
January 31, 2020	Pawhuska, OK

Input Survey Webinars - By Timezone

① January 6, 2020	Pacific
② January 7, 2020	Mountain
③ January 8, 2020	Central
④ January 22, 2020	Eastern

Input Survey Webinars

January 16, 2020	Washington Oregon Idaho
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Osage Nation College Student Input Webinar

January 27, 2020	All Colleges
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Osage Nation High School Student Input Meeting

January 30, 2020	Hominy, OK
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Thali'n
Wazho'e

Thali'n Wazho'e
Thank You



OSAGE NATION

STRATEGIC UPDATE: The Next 5 Years 2020-2025