



Chitimacha Tribe of Louisiana

2009 - 2011 Strategic Plan

As of July 31, 2009

Prepared by M3 Planning

This document is intended for the benefit of Chitimacha Tribal Members. Your cooperation in maintaining this intent is appreciated.

TABLE OF CONTENTS

<i>EXECUTIVE SUMMARY</i>	3
WHAT IS A STRATEGIC PLAN?	3
THE PROCESS	3
WHO WAS INVOLVED?	3
IMPLEMENTATION	4
STRATEGIC PLANNING CALENDAR	4
<i>MISSION STATEMENT</i>	5
<i>COMPETITIVE ADVANTAGES</i>	6
<i>2008 ACCOMPLISHMENTS</i>	6
<i>SERVICE LEVEL FUNDING BREAKDOWN</i>	6
<i>2009 - 2011 STRATEGIC PLAN AT-A-GLANCE</i>	7
<i>2009 - 2011 STRATEGIC PLAN - DETAIL</i>	8
<i>APPENDIX A: 2009 – 2011 PRIORITIES, ORGANIZATIONAL GOALS, DEPT GOALS AND TEAM GOALS</i>	14
<i>APPENDIX B: 5 YEAR KEY PERFORMANCE INDICATORS</i>	21
<i>APPENDIX C: INTERNAL AND EXTERNAL ASSESSMENT</i>	25
<i>APPENDIX D: SURVEY SUMMARIES</i>	26
<i>APPENDIX E: ECONOMIC DEVELOPMENT PHILOSOPHY</i>	29
<i>APPENDIX F: CHITIMACHA TRIBAL COUNCIL RESOLUTION</i>	32

EXECUTIVE SUMMARY

WHAT IS A STRATEGIC PLAN?

Simply put, a *strategic plan* is the formalized roadmap that describes how an organization executes the chosen strategy. A plan spells out where the organization is going over the coming years and how it is going to get there. The strategic plan is a highly regarded management tool. It serves the purpose of helping an organization improve performance, because a plan focuses the energy, resources, and time of everyone in the same direction.

The strategic planning effort has been designed to chart that course, provide direction and focus, and also serve as a means to assess Chitimacha Tribe's current and future services and program offerings and how they advance the strategic direction.

This executive summary provides an overview of the output resulting from a highly participatory strategic planning process with a specific purpose to solicit participant involvement, feedback, and ideas. The strategic planning effort was designed to result in the following:

- A clearly defined approach and process that will ensure an output of a focused strategic direction.
- A discussion focused on refreshing the current plan and creation of high-level priorities.
- Enhanced planning efforts and alignment of initiatives.
- Tribal membership input into the plan development.

THE PROCESS

First, a thorough analysis of strengths, weaknesses, opportunities and threats was performed through online surveys. These internal and external assessments were given to members of the planning team and staff and could be taken anonymously in order to encourage participation and guarantee confidentiality. The results of these assessments are summarized in the SWOT report included with the deliverables of the strategic plan.

Additional data from the following sources were included in the SWOT process:

- 2001 Strategic Plan
- One-on-One Interviews with Tribal Government Directors
- General Council Survey – all members 18 years and older
- One-on-One interviews with elders and youth
- Interviews with the Tribal Council

Strategic planning is a continuous process, resulting in a living breathing document. To develop the plan, the Tribal Council analyzed the information provided via the above sources. With this information, the Tribal Council participated in a two-day planning workshop to develop the goals and objectives to guide the direction of the Tribe over the next two years. This strategic plan was presented to the General Council in June 2009. The plan now moves into the implementation process which is further explained in the calendar on the follow page.

WHO WAS INVOLVED?

This strategic planning effort was a mutually coordinated effort between Chitimacha Tribe and M3 Planning. The retreat involved both internal and external constituents. Participants included: Chairman Lonnie Martin, Vice-Chairman Tricia Mora, Secretary-Treasurer Tasia Burgess, Councilmember Jules Darden, Councilmember Nikina Vilcan, Development Director Brian Headley, Chief Financial Officer Patty Perry, Chief Administrative Officer Peggy Gaddy, Planning Director Patty LeBlanc, Robert Carroll and Guy Michaels, Legal Counsel, and Erica and Howard Olsen from M3Planning.

IMPLEMENTATION

Execution is one of the most important parts of the strategic planning process. The end goal is to have a long-term strategic plan that is being implemented and becomes part of the organizational culture. Initially we recommend monthly strategy meetings, reporting, and updating/modifying the strategic plan. A clear schedule and expectations of monitoring, adapting and reporting is critical to a successful implementation process.

STRATEGIC PLANNING CALENDAR

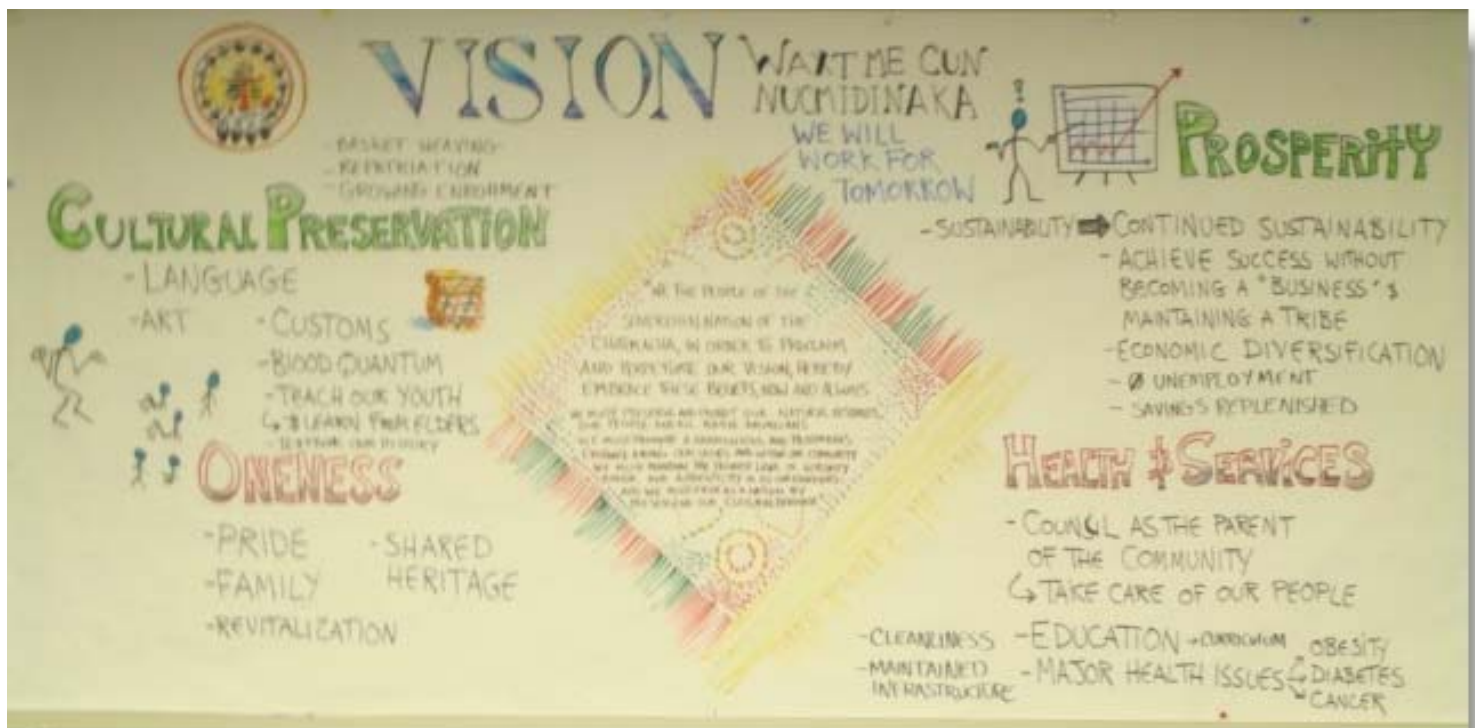
Meeting Type / Deliverable	Date	Purpose	Who's Involved
Department Q4 Reports	Oct 2009	Report on the status of goals each department is responsible for.	Each Department Administrator
Q4 Presentation to Tribal Council	Oct 2009	Presentation of each of the department reports and made to the council.	Council and Department Administrators
Department Q1 Reports	Jan 2010	Report on the status of goals each department is responsible for.	Each Department Administrator
Q1 Presentation to Tribal Council	Jan 2010	Presentation of each of the department reports and made to the council.	Council and Department Administrators
Department Q2 Reports	Apr 2010	Report on the status of goals each department is responsible for.	Each Department Administrator
Q2 Presentation to Tribal Council	Apr 2010	Presentation of each of the department reports and made to the council.	Council and Department Administrators
Annual Strategic Planning Retreat	Mar 2010	Offsite retreat to reconfirm mission and strategic priorities/goals for the planning period.	Council, Department Administrators, Planning Facilitator
Department Q3 Reports	July 2010	Report on the status of goals each department is responsible for.	Each Department Administrator
Q3 Presentation to Tribal Council	July 2010	Presentation of each of the department reports and made to the council.	Council and Department Administrators
Department Q4 Reports	Oct 2010	Report on the status of goals each department is responsible for.	Each Department Administrator
Q4 Presentation to Tribal Council	Oct 2010	Presentation of each of the department reports and made to the council.	Council and Department Administrators

MISSION STATEMENT

The mission statement of the Chitimacha Tribal Council is:

“We the people of the Sovereign Nation of the Chitimacha, in order to proclaim and perpetuate our vision, hereby embrace these beliefs, now and always – Waxt me cun nucmidinaka (we will work for tomorrow)”

- We must preserve and protect our natural resources, our people and all Native Americans;
- We must promote a harmonious and prosperous existence among ourselves and within our community;
- We must maintain the highest level of integrity, honor and authenticity in all our endeavors, and
- We must always exist as a Nation by preserving our cultural heritage.”



COMPETITIVE ADVANTAGES

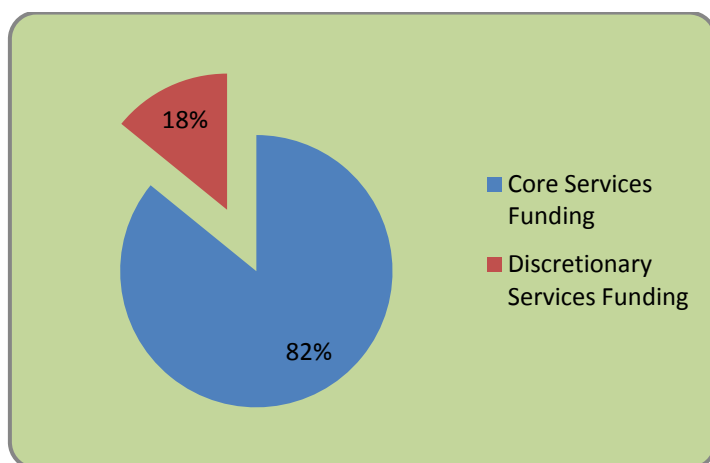
- Sovereign nation status
- Current land holdings between 2 larger towns
- Close to port (New Orleans) for international shipping
- Enterprise zone designation

2008 ACCOMPLISHMENTS

- Formation of economic development committee
- Trimmed costs
- KETA – assessment and evaluation
- Renewal of compact - no mandatory State/Parish contribution
- Assessment and evaluation of Casino operations and expenditures
- Expanded financial reporting from Casino
- Better flow of information organization wide
- Engaged new auditing firm
- Good council teamwork
- Constitutional amendment (pending)
- Hotel & supermarket project evaluation and development
- Community input and opinion in strategic planning process
- Rosetta Stone
- Tribal school – excellent performance
- Tribally funded scholarships
- Yaamahana – 4 star quality rating

SERVICE LEVEL FUNDING BREAKDOWN

The following chart explains how the budget is broken down between core and discretionary services:



See Appendix C for a full explanation of the Economic Development Philosophy that supports the funding of services.

SOCIAL IMPACT STRATEGIC PRIORITIES & ORGANIZATION GOALS

1 ACCELERATE THE PRESERVATION OF OUR HERITAGE, LANGUAGE AND CULTURE AND INVEST IN OUR FUTURE BY SUPPORTING AND EDUCATING OUR YOUTH

- 1.1 Tribal Schools: To shape the future of the Chitimacha Tribe through the exceptional education of its youth.
- 1.2 Scholarships: To raise the socio-economic makeup of the Tribe by providing funds and services to meet the post-secondary needs of eligible tribal members.
- 1.3 Enrollment: Propose a Constitutional amendment that would expand the blood quantum requirements for tribal enrollment.
- 1.4 Culture: Institute and grow community-based programs that are vital to cultural preservation.

OPERATIONAL EXCELLENCE STRATEGIC PRIORITIES & ORGANIZATION GOALS

2 EFFECTIVELY AND EFFICIENTLY OPERATE THE TRIBAL GOVERNMENT.

- 2.1 Tribal Government: Improve internal and external communication – throughout the Tribe and with our Partners.
- 2.2 Continue to streamline the operations and run the Tribe in a fiscally accountable and responsible manner.
- 2.3 Continue to train and develop our experienced and knowledgeable workforce.

PROGRAMS & SERVICES STRATEGIC PRIORITIES & ORGANIZATION GOALS

3 EFFECTIVELY AND EFFICIENTLY PROVIDE TRIBAL SERVICES.

- 3.1 Core Services: Continue to provide essential core services.
- 3.2 Ancillary/Support Services: Monitor, evaluate and operate as funding permits.

FINANCIAL RESOURCES STRATEGIC PRIORITIES & ORGANIZATION GOALS

4 MAXIMIZE OUR PROSPERITY THROUGH ECONOMIC DEVELOPMENT.

- 4.1 Increase casino revenues through effective and proactive casino management, including improved marketing and accountability to the Tribe.
- 4.2 Diversify our investments by being strategic with our resources. Establish new, non-gaming revenue sources to offset governmental expenditures.

(Goals in RED are High Priority items for the planning period.)

2009 - 2011 STRATEGIC PLAN - DETAIL

SOCIAL IMPACT STRATEGIC PRIORITIES & ORGANIZATION GOALS

1 ACCELERATE THE PRESERVATION OF OUR HERITAGE, LANGUAGE AND CULTURE AND INVEST IN OUR FUTURE BY SUPPORTING AND EDUCATING OUR YOUTH

1.1 Tribal Schools: To shape the future of the Chitimacha Tribe through the exceptional education of its youth. (9-30-2011)

Measure: Acquire AYP (adequate yearly progress) status Target: 100%

Surpass State School Performance Score 105 (State's target)

Percentage of teachers and paraprofessionals certified 100%

Department Goals	Who	Start Date	End Date
1.1.1 School Board: Conduct an in-house feasibility study of the establishment of a private/charter high school.	School Board	1-1-2010	9-30-2011
1.1.2 Tribal School: Facilitate the completion of all Safe and Drug Free requirements.	Tribal School	1-1-2009	9-30-2011
1.1.3 Tribal School: Plan and facilitate a professional development plan for all CTS staff, lesson plans, observations, professional development plan, student assessments.	Tribal School	1-1-2009	9-30-2010
1.1.4 Tribal School: Facilitate on-going curriculum development and alignment with state standards so that students are prepared for the required testing.	Tribal School	1-1-2009	9-30-2011

1.2 Yaamahana: Provide outstanding education as evidenced by maintaining our rank as one of the top child development centers.

Measure: No. of children enrolled Target: 60

Maintain quality rating 5*

Percentage of staff certified 100%

No. of children on the waiting list 0

1.2.1 Yaamahana: Continue to evaluate child development rates and adjust as feasible.	Yaamahana	1-1-2009	9-30-2011
1.2.2 Yaamahana: Maintain student/teacher ratio.	Yaamahana	1-1-2009	9-30-2011
1.2.3 Yaamahana: Pursue advanced training/education for staff (All Lead Child care providers and assistant child care providers).	Yaamahana	1-1-2009	9-30-2011
1.2.4 Yaamahana: Receive a 5-Star Quality Star Rating for Yaamahana.	Yaamahana	1-1-2009	9-30-2011
1.2.5 Yaamahana: Obtain pay scale based on education level.	Yaamahana	1-10-2009	9-30-2011

1.3 Scholarships: To raise the socio-economic makeup of the Tribe by providing funds and services to meet the post-secondary needs of eligible tribal members. (6-30-2009) Measure: Percentage of Scholarships students participating in Community Involvement Program Target: 100%

Department Goals	Who	Start Date	End Date
1.3.1 To Implement Community Involvement Program in accordance with April 9, 2009 Guideline Amendment.	Scholarship	1-1-2009	9-30-2010
1.3.2 To close out all archived student records.	Scholarship	1-1-2009	6-30-2009
1.3.3 Promote participation in the Student Aid Program.	Scholarship	1-1-2009	6-30-2009

1.4 Enrollment: Propose a Constitutional amendment that would expand the blood quantum requirements for tribal enrollment. (6-30-2009) (Tribal Council) Measure: Number of tribal members whose children will not be enrolled tribal members Target:

Department Goals	Who	Start Date	End Date
1.4.1 Provide Tribal community with consistent communication and education about the enrollment/blood quantum facts.	Tribal Council	1-1-2009	6-30-2010
1.4.2 Place the blood quantum referendum on ballot (June 2010) – a single question	Tribal Council	1-1-2009	6-1-2010
1.4.3 To maintain and update the enrollment records as needed.	Enrollment	1-1-2009	9-30-2009
1.4.4 Audit Enrollment Files for accuracy.	Enrollment	1-1-2009	9-30-2009
1.4.5 Promote understanding of Enrollment in relation to Per Capita.	Enrollment	1-1-2009	9-30-2009

1.5 Culture: Institute and grow community-based programs that are vital to cultural preservation. (9-30-2009) Measure: Number of Cultural activities sponsored Target: 6
Active users of Rosetta Stone Chitimacha Language program 350
Number of tribal members with basketry knowledge 10

Department Goals	Who	Start Date	End Date
1.5.1 Increase community-based activities.	Cultural	1-1-2009	9-30-2011
1.5.2 Publish a Chitimacha history book and curriculum.	Cultural	1-1-2009	9-30-2011
1.5.3 Reinstate language classes at Yaamahana.	Cultural	1-1-2009	9-30-2009
1.5.4 Maintain regular hours for the museum of Mon-Fri, 9-5.	Cultural	1-1-2009	9-30-2011
1.5.5 Implement marketing plan to increase museum visitation.	Cultural	1-1-2009	9-30-2011
1.5.6 Execute Rosetta Stone implementation plan.	Cultural	1-1-2009	9-30-2011
1.5.7 Hire a cultural resource specialist to expand and respond to Section 106 responsibilities.	Cultural	1-1-2009	9-30-2011
1.5.8 Research feasibility of expanding or building a new museum.	Cultural	1-1-2009	9-30-2011

2 EFFECTIVELY AND EFFICIENTLY OPERATE THE TRIBAL GOVERNMENT

2.1 Tribal Government: Improve internal and external communication – throughout the Tribe and with our Partners. (9-30-2011)

Measure: Number of newsletters published annually Target: 12

6

Represent the Chitimacha Tribe on local, regional, and national level

Number of meet and greets with local leaders 2

Number of strategic planning retreats per year 2

Department Goals	Who	Start Date	End Date
2.1.1 Continue to uphold the Constitution and Bylaws of the Chitimacha Tribe of Louisiana.	Tribal Council	1-1-2009	9-30-2011
2.1.2 Strengthen the Tribe’s collaboration and partnerships with local, regional and national government and non-government entities.	Tribal Council	1-1-2009	9-30-2011
2.1.3 Revise Tribal newsletter to more fully communicate tribal news, activities, and programs.	Tribal Council	1-1-2009	9-30-2011

2.2 Continue to streamline the operations and run the Tribe in a fiscally accountable and responsible manner. (9-30-2011)

Measure: Maintain sufficient funding in Tribal "savings" account Target: \$10,000,000

Fund core service budgets \$8,172,225

New funding source 1

Department Goals	Who	Start Date	End Date
2.2.1 Finance: Maintain one year of tribal operational-level funding (above and beyond the historical and minors trust funds).	Finance	1-1-2009	9-30-2011
2.2.2 Reorganize A/P allocation between A/P Clerks.	Finance	1-1-2009	9-30-2009
2.2.3 Reorganize the physical filing system.	Finance	1-1-2009	9-30-2010
2.2.4 Cross-train Finance Positions.	Finance	1-1-2009	9-30-2011
2.2.5 Planning: Obtain additional funding through new sources of revenue, ultimately reducing the reliance on tribal funding.	Planning	1-1-2009	9-30-2011
2.2.6 Revise Tribal Newsletter to more fully communicate tribal news, activities, and programs.	Planning	1-1-2009	9-30-2010
2.2.7 Provide or obtain staff training in areas of '638, allowable cost principals, and funding agency practices and expectations.	Planning	1-1-2009	9-30-2011

2.3 Continue to train and develop our experienced and knowledgeable workforce. (9-30-2011)

Measure: Number of staff training sessions held per year Target: 5

Department Goals	Who	Start Date	End Date
2.3.1 Reevaluate salary scales.	HR	1-1-2009	9-30-2011
2.3.2 Offer consistent training for employees across various departments.	HR	1-1-2009	9-30-2011
2.3.3 Training specific to Human Resources for all HR staff.	HR	1-1-2009	9-30-2011
2.3.4 Standardize HR application for online submission.	HR	1-1-2009	9-30-2011

3 EFFECTIVELY AND EFFICIENTLY PROVIDE TRIBAL SERVICES

3.1 Core Services: Continue to provide essential core services. (9-30-2011)

Measure:

Target:

Department Goals	Who	Start Date	End Date
3.1.1 Courts: Operate and maintain the Tribal Court, implement the rule of law in the preservation and enhancement of the Chitimacha Tribe while affording any person within its jurisdiction equal protection of its laws and ensuring them due process.	Courts	1-1-2009	9-30-2011
3.1.2 Social Services: To enhance the quality of life of Chitimacha families, reduce the occurrence of child abuse/neglect and domestic violence, and assist in areas requiring emergency assistance.	Human/Social Services	1-1-2009	9-30-2011
3.1.3 Public Works: Goal is to maintain the Chitimacha Reservation in a safe and clean environment, execute land assignments, leases and right-of-ways, and maintain roadways and sewer systems.	Public Works	1-1-2009	9-30-2011
3.1.4 Fire Department: To meet the fire protection and EMS needs of the Chitimacha Tribe..	Fire Department	1-1-2009	9-30-2011
3.1.5 Health: To improve the health status and well-being of the Chitimacha people.	Health	1-1-2009	9-30-2011
3.1.6 Housing: To provide safe and sanitary housing for tribal members.	Housing	1-1-2009	9-30-2011
3.1.7 Law Enforcement: To provide for the protection, enforcement, education and assistance needs of the community.	Law Enforcement	1-1-2009	9-30-2011
3.1.8 Gaming Commission: Continue to provide exceptional services and maintain high Federal and Compact regulatory compliance standards.	Gaming Commission	1-1-2009	9-30-2011
3.1.9 Information Systems: To secure and maintain the technology infrastructure of the Tribe.	Information Technology	1-1-2009	9-30-2011

3.2 Ancillary/Support Services: Monitor, evaluate and operate as funding permits. (9-30-2011)

Measure:

Target:

Department Goals	Who	Start Date	End Date
3.2.1 River Cane: To enhance the quality of life of the community elders through socialization and nutrition.	River Cane	1-1-2009	9-30-2011
3.2.2 Recreation Program: To contribute to the well being of the Chitimacha People by providing recreational facilities, programs and services that promote a healthy lifestyle among all who participate. Measures: Kid count participation, gym utilization, feedback.	Recreation Program	1-1-2009	9-30-2011
3.2.3 Land Management Program: To maintain the Chitimacha lands.	Land Management Program	1-1-2009	9-30-2009
3.2.4 RV Park O & M: To provide and maintain a quality facility for the RV visitors to the Reservation.	RV Park O & M	1-1-2009	6-30-2009
3.2.5 CECHP: To provide the best and most appropriate employee health insurance at the best cost, aiming at no premium increases.	CECHP	1-1-2009	9-30-2011

4 MAXIMIZE OUR PROSPERITY THROUGH ECONOMIC DEVELOPMENT

4.1 Increase casino revenues through effective and proactive casino management, including improved marketing and accountability to the Tribe. (9-30-2011)

Measure: Change in casino revenue over last year (from '07 to '08) Target: TBD

Change in customer visits to the casino over the last year (from '07-'08) TBD

Department Goals	Who	Start Date	End Date
4.1.1 Conduct an independent third-party analysis to assess the performance of the casino and a feasibility study for a tribally-owned hotel.	Economic Development	1-1-2009	9-30-2011
4.1.2 Casino Goals -- TBD			

4.2 Diversify our investments by being strategic with our resources. Establish new, non-gaming revenue sources to offset governmental expenditures. (9-30-2011)

Measure: Percentage of annual revenues generated by non-gaming sources Target: 50%

Department Goals	Who	Start Date	End Date
4.2.1 Develop sound investment and economic development policy and procedures.		1-1-2009	9-30-2011
4.2.2 Grocery store project time line and return on investment	Economic Development	1-1-2009	9-30-2011
4.2.3 Break ground on a tribally-owned hotel by 2011 if proven feasible.	Economic Development	1-1-2009	1-1-2011
4.2.4 Non-tribal hotel to be open by end of 2010 .	Economic Development	1-1-2009	12-31-2010
4.2.5 Continuation of evaluation and monitoring of Keta performance to determine continued ROI and profitability.	Economic Development	1-1-2009	12-31-2011
4.2.6 Further expand, develop, and enhance our existing assets by evaluating opportunities that are beneficial to the Tribe.	Economic Development	1-1-2009	9-30-2011
4.2.7 Progress with the planning, design and construction of Tribal Developments.	Economic Development	1-1-2009	
4.2.8 Maintain or even add to annual Indian Reservation Roads funding (Notes: Important factors are Highway Bill and the input from the Control Committee.)	Economic Development	1-1-2009	9-30-2011
4.2.9 Get the Home Owners Association in Silvercreek Subdivision established and functioning (Notes: Implement assessment fee and schedule recurring meetings so the Association can have a financial stake in the subdivision.)	Economic Development	1-1-2009	9-30-2009
4.2.10 Keta Goals -- TBD			
4.2.11 Trading Post Goals --TBD			

APPENDIX A: 2009 – 2011 PRIORITIES, ORGANIZATIONAL GOALS, DEPT GOALS AND TEAM GOALS

Strategic Priorities	Organization Goals	Department Goals	Team Member Goals
1 ACCELERATE THE PRESERVATION OF OUR HERITAGE, LANGUAGE AND CULTURE AND INVEST IN OUR FUTURE BY SUPPORTING AND EDUCATING OUR YOUTH	1.1 Tribal Schools: To shape the future of the Chitimacha Tribe through the exceptional education of its youth. (9-30-2011)	1.1.1 School Board: Conduct an in-house feasibility study of the establishment of a private/charter high school. (School Board) (9-30-2011)	
		1.1.2 Tribal School: Facilitate the completion of all Safe and Drug Free requirements. (Tribal School) (9-30-2011)	
		1.1.3 Tribal School: Plan and facilitate a professional development plan for all CTS staff, lesson plans, observations, professional development plan, student assessments. (Tribal School) (9-30-2010)	
		1.1.4 Tribal School: Facilitate on-going curriculum development and alignment with state standards so that students are prepared for the required testing. (Tribal School) (9-30-2011)	
		1.1.5 Yaamahana: Continue to evaluate child development rates and adjust as feasible. (Yaamahana) (9-30-2011)	
		1.1.6 Yaamahana: Maintain student/teacher ratio. (Yaamahana) (9-30-2011)	
		1.1.7 Yaamahana: Pursue advanced training/education for staff (All Lead Child care providers and assistant child care providers). (Yaamahana) (9-30-2011)	
		1.1.8 Yaamahana: Receive a 5-Star Quality Star Rating for Yaamahana. (Yaamahana) (9-30-2011)	
		1.1.9 Yaamahana: Obtain pay scale based on education level. (Yaamahana) (9-30-2011)	
		1.2 Scholarships: To raise the socio-economic makeup of the Tribe by providing funds and services to meet the post-secondary needs of eligible tribal members. (6-30-2009)	1.2.1 To Implement Community Involvement Program in accordance with April 9, 2009 Guideline Amendment. (Scholarship) (9-30-2010)
	1.2.1.2 Develop Implementation plan. (Notes: Once the program planning has been completed, prepare methodology for program. (Ardith Soprano)		
	1.2.1.3 Program Implementation. Notes: Have the program ready for implementation by Fall 2009. (Ardith Soprano)		
1.2.2 To close out all archived student records. (Scholarship) (6-30-2009)			1.2.2.1 Determine Issues: Review student records in order to determine any issues needing to be resolved. This may include any monetary payback yet unresolved. (Ardith Soprano)
			1.2.2.2 Resolve Issues: 1) Contact students to inform them of any issues needing to be resolved. 2) Provide student with resolution options and option deadlines. 3) Prepare documentation to Committee should student fail to respond to initial Communications. 4) Work with Committee to prepare documentation for Court Action in order to recover any money owed to the program. (Ardith Soprano)
			1.2.2.3 Close out records: Officially close out the student files by Fall of 2010. (Ardith Soprano)
1.2.3 Promote participation in the Student Aid Program. (Scholarship) (6-30-2009)		1.2.3.1 To educate Chitimacha Community on the program: 1) Develop information packet for high school students/parents designed to inform them of the program and of program guidelines. 2) Distribute information packets to 10th, 11th and 12 graders and their parents. 3) Open the lines of communications between students and this office. (Ardith Soprano)	
1.3 Enrollment: Propose a Constitutional amendment that would expand the blood quantum requirements for tribal enrollment. (Tribal	1.3.1 Provide Tribal community with consistent communication and education about the enrollment/blood quantum facts. (Tribal Council) (6-30-2010)		
		1.3.2 Place the blood quantum referendum on ballot (June 2010) – a single question (Tribal Council) (6-1-2010)	
			1.3.3.1 To provide enrollment information to all applicants: 1) Receive requests for

Council) (6-30-2009)	1.3.3 To maintain and update the enrollment records as needed. (Enrollment) (9-30-2009)	applications, 2) Send and received applications, 3) Research records, 4) Make recommendations to Council for approval/denial, 5) Follow up on Council decision, and 6) Issue certification of Degree of Indian Blood forms and requested. (TBD TBD) 1.3.3.2 Keep current All records pertaining to Tribal Members: 1) Enter enrollees into database, 2) Record and maintain all pertinent records, 3) Provide needed information to Council and Tribal departments.) Establish system to scan records into Doc Star (electronic filing system). (TBD TBD)
	1.3.4 Audit Enrollment Files for accuracy. (Enrollment) (9-30-2009)	1.3.4.1 Determine issues. Review enrollment records in order to determine any issues needing to be resolved. (TBD TBD) 1.3.4.2 Resolve issues. Contact Tribal members to inform them of any issues needing to be resolved. (TBD TBD)
	1.3.5 Promote understanding of Enrollment in relation to Per Capita. (Enrollment) (9-30-2009)	1.3.5.1 Educate Chitimacha Community on the program: 1) Develop information for New parents designed to inform them of the relation of Enrollment to Per Capita.,2) Distribute information to parents.3) Open the lines of communications between Tribal Members and this office. (TBD TBD)
1.4 Culture: Institute and grow community-based programs that are vital to cultural preservation. (9-30-2009)	1.4.1 Increase community-based activities. (Cultural) (9-30-2011)	1.4.1.1 Hold basket weaving classes. (2009/10)(Notes: Work with basket weavers to devise a plan to preserve and protect the basketry art. Continue work with NRCS to monitor and plant river cane.) 1.4.1.2 Develop a plan for reinstating dance. (2009/10) 1.4.1.3 Hold regular community gatherings such as the corn soup cook-off. 1.4.1.4 Use scholarship students and community volunteers to run and staff the community-based events.
	1.4.2 Publish a Chitimacha history book and curriculum. (Cultural) (9-30-2011)	1.4.2.1 Publish a Chitimacha history book and curriculum within the next 5 years. (Kimberly Walden)
	1.4.3 Reinstate language classes at Yaamahana. (Cultural) (9-30-2009)	
	1.4.4 Maintain regular business hours for the museum of Mon-Fri, 9-5. (Cultural) (9-30-2011)	
	1.4.5 Implement marketing plan to increase museum visitation. (Cultural) (9-30-2011)	
	1.4.6 Execute Rosetta Stone implementation plan. (Cultural) (9-30-2011)	1.4.6.1 Rollout Rosetta Stone: Execute Rosetta Stone Implementation Plan to utilize software, helping all tribal members use the program. 2) Revise Chitimacha Dictionary and Chitimacha Grammar Guide for supplemental materials. (Kimberly Walden)
	1.4.7 Hire a cultural resource specialist to expand and respond to Section 106 responsibilities. (Cultural) (9-30-2011)	
	1.4.8 Research feasibility of expanding or building a new museum. (Cultural) (9-30-2011)	
2 EFFECTIVELY AND EFFICIENTLY OPERATE THE TRIBAL GOVERNMENT.	2.1 Tribal Government: Improve internal and external communication – throughout the Tribe and with our Partners. (9-30-2011)	2.1.1 Continue to uphold the Constitution and Bylaws of the Chitimacha Tribe of Louisiana. (Tribal Council) (9-30-2011)
		2.1.2 Strengthen the Tribe’s collaboration and partnerships with local, regional and national government and non-government entities. (Tribal Council) (9-30-2011)
		2.1.3 Revise Tribal newsletter to more fully communicate tribal news, activities, and programs. (Tribal Council) (9-30-2011)
	2.2 Continue to streamline the operations and run the Tribe in a fiscally accountable and responsible manner. (9-30-2011)	2.2.1 Finance: Maintain one year of tribal operational-level funding (above and beyond the historical and minors trust funds). (Finance) (9-30-2011)
		2.2.2 Reorganize A/P allocation between A/P Clerks. (Finance) (9-30-2009)
		2.2.3 Reorganize the physical filing system. (Finance) (9-30-2010)
		2.2.4 Cross-train Finance Positions. (Finance) (9-30-2011)
		2.2.5 Planning: Obtain additional funding through new sources of revenue, ultimately reducing the reliance on tribal funding. (Planning) (9-30-2011)
		2.2.6 Revise Tribal Newsletter to more fully communicate tribal news, activities, and programs. (Planning) (9-30-2010)

		2.2.7 Provide or obtain staff training in areas of '638, allowable cost principals, and funding agency practices and expectations. (Planning) (9-30-2011)	
	2.3 Continue to train and develop our experienced and knowledgeable workforce. (9-30-2011)	2.3.1 Reevaluate salary scales. (HR) (9-30-2011) 2.3.2 Offer consistent training for employees across various departments. (HR) (9-30-2011) 2.3.3 Training specific to Human Resources for all HR staff. (HR) (9-30-2011) 2.3.4 Standardize HR application for online submission. (HR) (9-30-2011)	
3 EFFECTIVELY AND EFFICIENTLY PROVIDE TRIBAL SERVICES.	3.1 Core Services: Continue to provide essential core services. (9-30-2011)	3.1.1 Courts: Operate and maintain the Tribal Court, implement the rule of law in the preservation and enhancement of the Chitimacha Tribe while affording any person within its jurisdiction equal protection of its laws and ensuring them due process. (Courts) (9-30-2011)	3.1.1.1 Update tribal codes. Draft to be complete by March 2010. Final submitted by August 2010. (Notes: Revision of the Chitimacha Comprehensive Codes of Justice with online access to be provided on the Chitimacha website for purposes of assisting the Tribal community with legal research. 3.1.1.2 Complete software training. 3.1.1.3 Research establishing a drug court. (Carrie Saucier) 3.1.1.4 Provide online access to Tribal Court petitions and forms: Provide online access to Tribal Court petitions and forms with instructions for completion of same to be installed on the Chitimacha website for the benefit of the community. (TBD TBD)
		3.1.2 Social Services: To enhance the quality of life of Chitimacha families, reduce the occurrence of child abuse/neglect and domestic violence, and assist in areas requiring emergency assistance. (Human/Social Services) (9-30-2011)	3.1.2.1 Rehire a Human Service Specialist. (1) Dates conduct interviews in June 2009 and hire by July 2009. 2) Notes: a) Expect prior experience in Child Welfare or a related field of study. b) Ability to adapt to the policies, procedures and guidelines of the Tribe and Human Services Department. c) Six month Employee Performance Appraisal.) (Karen Matthews) 3.1.2.2 Develop an Anger Management Group for adults and children: This is both a short term and long term goal. Measure by 1) Reduction in the number of Referrals received from Tribal Courts and parents for Anger Management Counseling. 2) A reduction in the number of Child Abuse/Neglect Referrals. 3) A reduction in the number of Incident Reports filed with the Tribal Police Department regarding Exhibition Driving or other Domestic related issues on the Reservation. 4) A reduction in the number of Domestic Violence Reports filed with Human Services. (Karen Matthews) 3.1.2.3 Substance Abuse: 1) Hire an alcohol and substance abuse counselor. 2) Develop a substance abuse program on the Reservation. (Notes: Long-Term Goal. 1) Seek grant or other funding, 2) An increase in the number of Tribal Members (adults and children) who successfully complete substance abuse treatment. 3) A reduction in the number of Tribal Members relapsing. 4) A reduction in the number of children removed from their parents due to child abuse and/or neglect due to substance abuse. 5) A reduction in the number of Offenders appearing before the Tribal Courts in reference to crimes, which substance abuse is a factor. (Karen Matthews)
		3.1.3 Public Works: Goal is to maintain the Chitimacha Reservation in a safe and clean environment, execute land assignments, leases and right-of-ways, and maintain roadways and sewer systems. (Public Works) (9-30-2011)	3.1.3.1 Research and develop a cost/benefit of a tribally-owned service of sewer, trash, and recycling. (JD) 3.1.3.2 Hold an annual staff clean-up day. (Tony TBD) 3.1.3.3 Secure a new service provider for flower bed maintenance. (Tony TBD) 3.1.3.4 Research and develop a cost/benefit of providing reservation-wide broadband wireless service. (Greg TBD) 3.1.3.5 Develop and implement an annual maintenance schedule for facilities, infrastructure and equipment. (BH) 3.1.3.6 Continue issuing land assignments and leases: To continue issuing land assignments and assisting tribal members who live or want to move onto the reservation and to assist tribal members who need a land lease to secure a home mortgage. (TBD TBD) 3.1.3.7 Secure outside funding to purchase heavy equipment. Our goal is to find outside funding to purchase heavy equipment such as a street sweeper (priority),

		<p>backhoe, bobcat, drain cleaner machine and etc in order to maintain and protect our investment in our roadways.</p> <p>3.1.3.8 Update and maintain the sewer system: Update and maintain the sewer system on the reservation with most recent technology. Work closely with Indian Health Services and other federal agencies to seek funding. Install a computer monitoring program on all lift station/sewer plant to prevent costly repairs. Evaluate the cost/benefit of maintenance and operation fee for Reservation residents.</p> <p>3.1.3.9 Install hurricane shutters on all tribal buildings.</p> <p>3.1.3.10 Research and design a plan to start a recycling center here on the reservation.(3-year project)</p> <p>3.1.3.11 Keep abreast and adhere to all new federal laws which deal with Native Americans lands.</p>
	3.1.4 Fire Department: To meet the fire protection and EMS needs of the Chitimacha Tribe.. (Fire Department) (9-30-2011)	<p>3.1.4.1 Research the cost/benefit of 12 vs. 24 hour shifts. (Bethany TBD)</p> <p>3.1.4.2 Research the cost/benefit of necessary facility modifications to accommodate such a change.</p> <p>3.1.4.3 Enhance the department's capabilities to properly house personnel in the event that personnel are needed to remain at the fire department for emergency events. This would include providing sleeping quarters and a shower facility.</p> <p>3.1.4.4 Obtain grant monies to further update some of our aging equipment on our emergency response apparatus. (Rick Cook)</p> <p>3.1.4.5 Obtain grant monies to further train our personnel for career advancement. (Rick Cook)</p> <p>3.1.4.6 Evaluate need for an additional employee. (Rick Cook)</p> <p>3.1.4.7 Install an emergency notification system: Emergency notification process; this would include a method of advanced warning to the public in the event of severe weather. This would include an audible siren, and to be interacting with the existing All Call System. (Rick Cook)</p>
	3.1.5 Health: To improve the health status and well-being of the Chitimacha people. (Health) (9-30-2011)	<p>3.1.5.1 Explore third-party resources to assist in improving the business administration of the clinic.</p> <p>3.1.5.2 Research and acquire funding for electronic health records and attend training in July.</p> <p>3.1.5.3 Dental Clinic: Expand hours of operation: Dental Clinic: Expand hours of operation. Increase dentist, dental assistant & dental hygienist hours. Hygienist appointments scheduled into March next year. Review and potentially increase hygienist to 5 days per month.</p> <p>3.1.5.4 Pharmacy: Implement equitable co-pay for all prescriptions: 1) Develop stricter formulary &/or use two formularies, no fees, 2) Expand pharmacist hours from 4 hour to 5 or 6 hours to better serve/meet patient needs/ at least on Mondays.</p> <p>3.1.5.5 Janitorial: Need for more janitorial services for clinic sanitization.</p> <p>3.1.5.6 Staff Training: Continued training for CHS staff: Continued training for CHS staff. I have a specific need to cross-train in CHS department, it is important that more than one person is knowledgeable for operation of our RPMS/data specific to managing that system. Some of the training can be done on-site by staff currently responsible/CHS assistant & Health Director will participate in on-site training. Additional training for CHS staff will be required as upgrades occur. Usual continued training for other staff required to maintain certifications & keep current with other RPMS functions/ upgrades.</p> <p>3.1.5.7 Acquire computer for lab (clinic nurse). Acquire computer for lab (clinic nurse) to input data as medications/vaccines prepared for better management of RPMS immunization data & Links.</p> <p>3.1.5.8 Prime Clinic: Expand hours of operation for primary patient care: Expand hours of operation for primary patient care. Currently hours of operation approximately 24 hr per wk. Short/Long Term Goal: Increase Revenue.</p> <p>3.1.5.9 Bldg M & I: Remodel area to make suitable office space area for medical record coding/data entry: Remodel area to make suitable office space area for</p>

		<p>medical record coding/data entry, currently using small area in medical record room which is location for shredder & walk-thru for staff which does not allow for privacy in working in patient charts. Approval already obtained from Tricia to request an estimate from John Fontenot determination dependent on estimate/appropriate approval.</p> <p>3.1.5.10 Building/space: Remodel / Expand: 1) Long Term: Expand dental exam area/more work space, 2) Short Term: Bldg M & I/Add storage/ shelving.</p>
	3.1.6 Housing: To provide safe and sanitary housing for tribal members. (Housing) (9-30-2011)	<p>3.1.6.1 Build one new home per year.</p> <p>3.1.6.2 Enforce mortgage obligations. (Housing Authority)</p>
	3.1.7 Law Enforcement: To provide for the protection, enforcement, education and assistance needs of the community. (Law Enforcement) (9-30-2011)	<p>3.1.7.1 Institute an anonymous hotline for call-in of any issues or complaints.</p> <p>3.1.7.2 Actively work together with other law enforcement agencies, specifically to fight the drug problem.</p> <p>3.1.7.3 Community Policing:1) Improve relations between the Police Department and the Chitimacha Community. 2) Learn to be proactive. 3) Officer involvement with the community. Involvement with the school, social services, recreation department and courts. Success or failure can easily be monitored by the relationship between the community and the department (Blaise Smith)</p> <p>3.1.7.4 Training for ATV: The goal is 1) to save and protect lives and 2) community involvement. Two officers have recently completed 4 wheeler training. This training will be used to start a safety program and will include a revised code approved by the Tribal Council. We consider this to be a high priority on our short term goals. (1-year goal)</p> <p>3.1.7.5 Child Safety: All officers are encouraged to visit with or accompany Officer Breaux with the programs she will be beginning at the school. Goal is to build a relationship between officers and students encouraging two way dialogues. This will target all grades. Target date is the beginning of the next school year. (Blaise Smith)</p> <p>3.1.7.6 Officer Mentoring Program: Program involves Officers serving as mentors for young people in our community. The goal is to have more officers involved. (Blaise Smith)</p> <p>3.1.7.7 Business Security: Do a security survey of businesses to identify potential safety and security issues and other recommendations. Share information that the police are aware of with business owners concerning existing problems experienced by other business owners. (Blaise Smith)</p>
	3.1.8 Gaming Commission: Continue to provide exceptional services and maintain high Federal and Compact regulatory compliance standards. (Gaming Commission) (9-30-2011)	<p>3.1.8.1 Continuation of Regulatory oversight requiring full compliance with applicable provisions of the Indian Gaming Regulatory Act, Tribal/State Compact, Tribal Gaming Ordinance and Commission Regulations. The above goal is clearly both short and long term. To date, the Chitimacha Gaming Commission has a perfect regulatory record and will make every effort to maintain this high standard in all future endeavors. This performance will be measured by the NIGC compliance review and reports to Congress, as well as Commission internal methods and systems that measure compliance. This effort will be continuous. (Robert Carroll)</p> <p>3.1.8.2 Implementation of new NIGC Environmental, Health and Safety Regulations and Policies. The NIGC has recently mandated new environmental, health and safety regulations and policies which will require additional inspections and perhaps some operational modifications to insure federal compliance. Again, this is a short and long term compliance objective. Staff training by the NIGC has already been scheduled for approximately June 11, 2009. Measurement for achievement for this objective will be both through periodic NIGC inspections, as well as State and Commission oversight and annual Tribal and State inspections. (Robert Carroll)</p> <p>3.1.8.3 Improve Commission employee training and gaming system education. The gaming industry is currently undergoing significant evolution, particularly in the field of slot technology and new forms of electronic gaming. Commission employees will need supplemental training to properly perform oversight functions as new technology is added to the gaming floor. The Commission will endeavor to provide qualified training in these new areas. This is a short term goal with a long term</p>

			benefit. Measurement of performance will be conducted by the Commission and the State Police. (Robert Carroll)
		3.1.8.4 Acquire a full capability AFIS fingerprint system for the Chitimacha Police Department. Work with both the Tribal Council and Chitimacha Police Department in the future acquisition of a full capability AFIS fingerprint system for the Chitimacha Police Department. If both Tribal and casino related background inquiries are mandated by various applicable federal laws, coupled with the obvious utility of such system to a highly active police department, the Commission supports, if and when funds become available, the acquisition of such automated fingerprint device for the overall benefit of Tribal law enforcement and regulatory efforts. (Robert Carroll)	
		3.1.9 Information Systems: To secure and maintain the technology infrastructure of the Tribe. (Information Technology) (9-30-2011)	3.1.9.1 Pipe/Transmission: Fiber Optic Cable and Cat-5 installations: 1) Fiber optic cable from multi-purpose building to courts. 2) Fiber optic cable from courts to fire department and police department. 3) Cat-5 from school to recreation. (TBD TBD) 3.1.9.2 Software implementation: 1) Web filtering, 2) Virus and Spyware eliminations 3.1.9.3 Back-up system: Back-up system installed, tested and verified. (TBD TBD)
	3.2 Ancillary/Support Services: Monitor, evaluate and operate as funding permits. (9-30-2011)	3.2.1 River Cane: To enhance the quality of life of the community elders through socialization and nutrition. (River Cane) (9-30-2011)	3.2.1.1 Keep the facility fully occupied. (TBD TBD) 3.2.1.2 Enhance the quality of life of Elders: 1) Serve 1 meal per day M-F; 2) Take shopping 1x per week; 3) Night out at local restaurant; 4) Day trips; 5) Weeklong trip to visit other tribes; 6) Cultural activities via Culture Dept. (John Paul Darden) 3.2.1.3 Evaluate the feasibility of building a patio behind dining area and hosting activities. (John Paul Darden) 3.2.1.4 Evaluate the possibility and cost of building a covered walkway from parking lot to building with a gazebo over the fountain. (John Paul Darden) 3.2.1.5 Exercise: 1) Purchase equipment for building; 2) Set up pool program (with Jeri) and purchase exercise equipment and put in the television room for the elders at Rivercane that would like to exercise but are not comfortable leaving the building. (John Paul Darden)
		3.2.2 Recreation Program: To contribute to the well being of the Chitimacha People by providing recreational facilities, programs and services that promote a healthy lifestyle among all who participate. Measures: Kid count participation, gym utilization, feedback. (Recreation Program) (9-30-2011)	3.2.2.1 Continue to maintain existing facilities and utilization. 3.2.2.2 Efficiently promote and publicize recreation department activities, programs and events. Develop a flyer to be placed in newsletter to obtain email addresses and phone numbers to update our database. (Billy St. Blanc) 3.2.2.3 Provide diverse recreation and leisure time activities of various natures which appeal to the Chitimacha People of all ages: 1) Activity follow-up reports, 2) Surveys) (Billy St. Blanc)
		3.2.3 Land Management Program: To maintain the Chitimacha lands. (Land Management Program) (9-30-2009)	3.2.3.1 Explore feasibility of farming 200 acres East of the East Loop..
		3.2.4 RV Park O & M: To provide and maintain a quality facility for the RV visitors to the Reservation. (RV Park O & M) (6-30-2009)	3.2.4.1 Add amenities such as a shower facility and a sidewalk/bridge from the R.V. park to the recreation facility.
		3.2.5 CECHP: To provide the best and most appropriate employee health insurance at the best cost, aiming at no premium increases. (CECHP) (9-30-2011)	3.2.5.1 Provide the best and most appropriate insurance at the best cost, aiming at no premium increase. 3.2.5.2 Complete the successful migration to the new windows based Trizetto claims adjudication software successfully 3.2.5.3 Continue to keep the same or better contract discount structures we have with the Plan for the year 2010. 3.2.5.4 Work place environment.(Notes: An ongoing goal is to keep our team together, happy and productive in their jobs which as happened for the last 10+ years.
4 MAXIMIZE OUR PROSPERITY THROUGH ECONOMIC DEVELOPMENT.	4.1 Increase casino revenues through effective and proactive casino management, including improved marketing and accountability to the Tribe. (9-30-2011)	4.1.1 Conduct an independent third-party analysis to assess the performance of the casino and a feasibility study for a tribally-owned hotel. (Economic Development) (9-30-2011)	4.1.1.1 Maintain open lines of communication with other tribal entities with possible future development opportunities.
		4.1.2 Casino Goals -- TBD	
	4.2 Diversify our investments	4.2.1 Develop sound investment and economic development policy and procedures. (9-30-2011)	

by being strategic with our resources. Establish new, non-gaming revenue sources to offset governmental expenditures. (9-30-2011)	4.2.2 Grocery store project time line and return on investment (Economic Development) (9-30-2011)	
	4.2.3 Break ground on a tribally-owned hotel by 2011 if proven feasible. (Economic Development) (1-1-2011)	
	4.2.4 Non-tribal hotel to be open by end of 2010 . (Economic Development) (12-31-2010)	
	4.2.5 Continuation of evaluation and monitoring of Keta performance to determine continued ROI and profitability. (Economic Development) (12-31-2011)	4.2.5.1 Withdraw as feasible, tribal owner equity for other tribal needs.
	4.2.6 Further expand, develop, and enhance our existing assets by evaluating opportunities that are beneficial to the Tribe. (Economic Development) (9-30-2011)	
	4.2.7 Progress with the planning, design and construction of Tribal Developments. (Economic Development)	4.2.7.1 Grocery Market: Identify and secure funding required to complete these projects. 4.2.7.2 Hotel Project: Identify and secure funding required to complete these projects. 4.2.7.3 Marketing Project with State
	4.2.8 Maintain or even add to annual Indian Reservation Roads funding (Notes: Important factors are Highway Bill and the input from the Control Committee.) (Economic Development) (9-30-2011)	
	4.2.9 Get the Home Owners Association in Silvercreek Subdivision established and functioning (Notes: Implement assessment fee and schedule recurring meetings so the Association can have a financial stake in the subdivision.) (Economic Development) (9-30-2009)	
	4.2.10 Keta Goals -- TBD	
	4.2.11 Trading Post Goals --TBD	

APPENDIX B: 5 YEAR KEY PERFORMANCE INDICATORS

CHITIMACHA TRIBE OF LOUISIANA

Five Year Comparisons

Department	Activity	2004	2005	2006	2007	2008
Enrollment	Number of tribal members	1057	1086	1127	1149	1176
	Number of tribal members 1/16 degree	127	142	156	170	188
Scholarships	Number of students	78	79	65	60	67
	Number of graduates	17	15	7	13	4
	Graduates with Masters	0	6	1	1	1
	Graduates with Bachelors	9	5	4	4	1
	Graduates with Associates	1	3	0	1	1
	Graduates with Certificates	7	1	2	7	1
Social Services	Client related telephone contacts	2104	2393	2369	2362	2489
	Client assistance	418	399	632	618	994
	Counseling srvs/childrens groups	288	324	354	435	349
	Other activites	417	312	359	235	216
	Days in court	44	39	46	42	49
Tribal Court	Court actions	687	382	444	525	428
	Scheduled court sessions	256	274	662	543	428
	Traffic, civil & domestic cases	256	278	336	272	283
	Juvenile and criminal cases	11	17	37	44	22
	Probate, Mortgage/liens & misc.	420	94	71	210	35

Law Enforcement	Total # of incidents	2109	2011	2961	3061	3296
	# of felonies	5	12	8	9	13
	# of misdemeanors	223	266	372	372	327
	# of non-enforcement services	1763	1663	2458	2551	2576
	# of drug/alcohol related cases	32	27	58	53	38
	# of traffic cases	86	43	65	76	342
Fire Protection	Fire related incidents	56	49	53	62	68
	Medical service calls	260	256	271	254	245
	Cummulative training hours	3543	2309	3126	1745	1956
	Haz Mat, vehicular, automatic aide, public assistance investi-gations & alarms, prevention activities, etc.	63	56	61	70	83
	Community service activity hours	8200	8425	8653	8759	8954
Tribal School	Enrollment	73	75	87	87	84
	Attendance (must be at least 95%)	95	95.9	96.32	96.32	96.38
	Teachers/Paraprof. certified	100%	100%	100%	100%	100%
	AYP - Adequate Yearly Progress	Achieved	Achieved	Achieved	Achieved	Achieved
	School Performance Score (State of LA baseline score ranges from 84.5 to 87.4)	90.2	106.2	118.5	113.1	108.9
Health Clinic	# of total service encounters	7768	7126	7025	7178	7431
	# of patients served	607	613	591	596	618
	# of physician visits	1586	1624	1794	1768	1937

	# of dental/hygienist visits	479	682	667	718	871
	# of prescriptions filled at clinic	4869	4084	3891	3813	3831
Child Dev. Center	Enrollment	35	37	40	42	44
	Quality rating	0	0	Class A License	Class A Liscense	4 Star Rating & Class A Liscense
	Children on waiting list	0	0	0	2	15
Cultural Program	Language students w/in School System	79	115	110	129	130
	Tribal lands surveyed for cultural resources (in acres)	0	0	420.3	0	181
	Presidential award for historic preservation			ACHP award		
	Community art projects (murals)	0	0	0	1	1
RiverCane	Elders eligible for services	63	72	77	84	96
	# of apartments occupied	3	4	5	14	14
Gaming Comm.	Applicants	324	353	1022	485	497
	Hearings	28	39	66	19	21
	Casino Incident Reports	426	386	521	529	361
	Applicant/employee background investigations	356	721	747	894	930
	Vendor certification/registration	335	450	529	407	405
	Vendors prohibited	8	14	12	13	13
Recreation	Soccer participants	134	124	132	133	128

	# participating in swimming lessons/swim team	50/55	45/50	60/53	80/56	60/44
	Lifeguard training & CPR training	27	22	13	43	48
	Flag football participants	22	73	94	69	88
	Cross Country/Track	26	18	32	25	21
Housing	# of homes on the Reservation	161	167	196	230	242
	Number of Housing Authority homes on the Reservation	46	40	47	43	55
	# of families on waiting list	1	8	11	32	47
Public Works	Property use agreements	13	21	11	13	6
	Leases	6	8	3	9	2
	Acreage maintained (not including the "original" reservation)	505	479	472	471	470
	Miles of roadways maintained	5.4	5.6	13	13.1	13.4
	Miles of roadways on inventory	5.48	11	19.6	23.1	145.3
	Number of tribal buildings/ facilities maintained daily	15	15	13	13	13
	Responses to work requests	304	317	324	279	359
CECHP	Number of claims processed	8798	7953	7819	8351	8507

APPENDIX C: INTERNAL AND EXTERNAL ASSESSMENT

The following information is a summary of the data collected from the following sources: General Council Survey, Tribal Council/Staff Interviews, Elder and Youth interviews. The information is based on the perception of those responding to the questions.

Internal

Strengths

Economic Development

- Have reasonable capital for development projects (Council/Staff interviews)
- A number of current investments have untapped potential (Council/Staff interviews)
- Have a solid leadership team in place with capacity for planning and development (Council/Staff interviews)

Tribe and Tribal Operations

- Youth are our future (Elder interviews)
- Maintain our exceptional service levels (Tribal Member Survey)
- Feeling that acceptable change is good and exciting (Council/Staff interviews)
- Current Council will make tough decisions (but timing is an issue) (Council/Staff interviews)
- Award-winning educational operations (Fact)
- Solid desire to have information for decision-making through research (Council/Staff interviews)
- Outstanding departmental collaboration (Council/Staff interviews)
- Tribe is on the cutting edge and progressive (Council/Staff interviews)
- Depth of knowledge and history that is unparalleled to most organizations (Council/Staff interviews)
- Appetite, passion and desire to create the best future possible (Council/Staff interviews)
- Own well-maintained physical assets to support services (Fact)

Weaknesses

Economic Development

- Execution timetable could be faster, but still want to make good investment decisions (Council/Staff interviews)
- Lack of clearly stated ROI on investments (Council/Staff interviews)
- Lack of consistent communication regarding economic development to tribe (Tribal Member Survey)

Tribe and Tribal Operations

- More clarity of the Chitimacha vision (Council/Staff interviews)
- Potential to improve internal decision process (Council/Staff interviews)
- Need to have a greater sense of urgency and drive for innovation given the economic situation (Council/Staff interviews)
- Potential to improve accountability (Tribal Member Survey)
- Revisit mission for each service activity and deliver what was intended (Council/Staff interviews)
- Short terms for Council inhibits continuity in decision-making (Council/Staff interviews)
- The knowledge of Chitimacha "identity" and history could be understood more broadly by both tribal members and surrounding community (Tribal Member Survey and Council/Staff interviews)

External

Opportunities

Economic Development

- Maximize our gaming operations through an independent evaluation and feasibility study (Tribal Member Survey)
- Improved marketing for casino (Tribal Member Survey)
- Purchase of Amelia Belle casino (possible regulation issues) (Council/Staff interviews)
- Develop hotel in connection with current casino (Tribal Member Survey)
- Put the current investments to use (Council/Staff interviews)

Tribe and Tribal Operations

- Eliminate per capita. (not all agree) (Tribal Member Survey and Council/Staff interviews)
- Identify at least one additional source of funding for each service besides tribal funding (Council/Staff interviews)
- Tribal members moving back to reservation (Fact)
- Many services are over-staffed and have extra resources being consumed and can be re-deployed (Tribal Member Survey)
- Ability to invest in and realize the social return or ROI on all current operations (people, students, services, etc.) (Council/Staff interviews)

Threats

Economic Development

- Drawing patrons to the casino due to the current economic downturn and possible lower discretionary spending (Fact)
- Local parish relations are strained (Council/Staff interviews)
- Additional gaming establishments in driving area are impacting business (Council/Staff interviews)
- Available market is limited due to the small population (Fact)

Tribe and Tribal Operations

- Losing kids at secondary level (Elder interviews)
- Cultural identity being lost/diluted (Tribal Member Survey and Council/Staff interviews)
- Potential of sovereign nation status being challenged (Council/Staff interviews)
- Potential loss of basket weaving, dance, and arts (Tribal Member Survey and Council/Staff interviews)
- Avoid the creation of a tribal dependent state (Tribal Member Survey and Council/Staff interviews)

APPENDIX D: SURVEY SUMMARIES

SURVEY OF GENERAL MEMBERS

The *Chitimacha Tribe Community Input Survey* was direct mailed to approximately 650 tribal members who were 18 years of age or older. Members were invited to participate in the 28-question survey that included 21 quantitative questions and 7 qualitative (open-ended) questions developed by M3 Planning in conjunction with the Chitimacha Tribal Council.

RESEARCH METHOD

The survey was designed to collect primary data using a structured design. Formal statistical procedures were employed to analyze the data. Such procedures included data segmentation and frequency analysis. An online survey tool was created to facilitate the process, and while tribal members were allowed to also complete the survey by hand, all results were entered into the online survey for compilation.

TIME FRAME

The survey commenced the first week of December 2008, and the deadline was extended from December 19 to January 4, 2009, in order to encourage maximum participation. A total of 132 surveys were completed.

MAIN THEMES

- Respondents do not want a cut in services; they are satisfied with service levels. But they do not want to pay for it out of their per capita.
- We need to do something, but I'm not willing to give up too much.
- We need to do economic development.
- Efficiency cut from the tribal operations
- Suggestions from tribal members on how to accomplish this.

COUNCIL AND STAFF INTERVIEWS

All Tribal Council members and directors were interviewed to gain deeper insight into the past, present and future trends impacting the Tribe. The information collected was anonymous and used, in conjunction with the other survey information, to guide the development of the strategic plan.

TIME FRAME

The interviews were conducted in September 2008. A total of 30 interviews were conducted.

MAIN THEMES

Following are list of priorities based on staff interviews. The numbers in parentheses indicate the times this item was stated.

- **Generate a steady source of funding through economic development:** Expansion of revenue sources outside of gaming, more revenue coming in. Steady, consistent, planned progressive growth. Invest in the current operations. (16)
- **Continue to invest in education:** Long-term idea is to open a high school that would have to be paid through tribal dollars or a charter school. (12)
- **Maximize our gaming operations** through a casino management change, improved marketing, get people in the casino (10)
- **Take healthcare service to the next level.** (8)
- **Change our enrollment.** Education, open it 2 generations (6)
- **Accelerate preserving our culture.** (6)
- **Maintain our service levels.** Don't grow or add more. (6)

ELDER AND YOUTH INTERVIEWS

To provide a wide spectrum of ideas and perspective, tribal elders and youth were interviewed. Interviewees were selected randomly from a list of the general membership. The full interview summaries are below:

ELDERS

For you, what is the most important thing about being a Tribal member? Or being Chitimacha? What does it mean to you to be a Chitimacha?

- There is a lot of history and pride in being Chitimacha.
- Being a Chitimacha creates a great sense of pride.
- It is the center of who we are.
- Being a Chitimacha means knowing who we are—we don't have to search for an identity because it is already there.
- History and culture lumped together is who we are.
- Being a Chitimacha means working hard and not abusing the system.

What do you think is the most important thing impacting or could affect the future of our Tribe?

- It is very important that we look back at our history and focus on keeping our language alive – no one speaks the language anymore, so we need to keep it alive.
- We need to keep our youth busy and out of trouble by creating activities for them to do and focus on having families work together.
- The blood quantum issue is very important – We need to secure our bloodline.
- We need to focus on our finances and our infrastructure – to maintain the quality of life that exists at the present time

What are you most proud of about your heritage? Why is it important?

- It wasn't until I got older that I started looking into the history of our heritage – it's unique and a special something that makes me who I am.
- I am proud that our heritage is being carried on and thriving – it is important to know that it is being preserved.
- I proud of our heritage and that it's still here.

What would you like to see with the Tribe?

- We need to keep our language alive, as well as keeping up with our heritage and education.
- We need to keep our history alive through the museum—expand it.
- We need to educate our youth on our culture and heritage since they are so intricately tied together – it is what makes us who we are and is the basis of the funding that we get and the basis of the future of education.
- That we continue to exist – we need to become more motivated in the workforce and do well for the tribe.
- We need to unite together and accomplish more together as a tribe.
- We need to work on our educational and financial challenges/problems.
- Working on our unity among all tribal members (distance vs. local).

Does the blood quantum worry you or is it a concern to you?

- No—there is a lot of debate on this. I don't feel strongly one way or the other about it. I'm only a quantum – grandma is full, dad is half. I don't feel strongly—if I were voting I'd say leave it as is.
- Yes, very much. I think it should go to descendent of...otherwise we are running out of descendents and without that we don't get any funding or federal recognition, otherwise we will be extinct.
- I feel very strongly that we need to secure our bloodline
- No—I don't see this as an issue. I think it's fine
- Any amount on Indian blood makes you Indian, doesn't matter how much or how little.

What legacy do you want to leave behind?

- We need to focus on teach the youth how to basket weave and other old customs that the tribe is known for.
- A firm foundation as us as a people – that we have always been here as a people and that in itself lends to strength.
- Knowing who you are and where you came from.
- The way I have lived my life thus far is my legacy.
- Working hard is important and that we need not depend on outside sources.
- That our heritage will be carried on.

OTHER COMMENTS

- We need to stop relying on the government for money-- People need learn how to make their own money.
- Need to get more input from the people on major activities.
- Communication with the Membership is very important – staying involved with the community and putting things in the newsletter.
- Reevaluate having the newsletter on the web – it has become very public, rather than just in the tribe – anyone can access it.
- We need to look more towards the future in regards of our funding and cutting costs.

YOUTH

What do you think is the most important thing impacting or could affect the future of our Tribe?

- Our blood line
- Money and economics

For you, what is the most important thing about being a Tribal member? Or being Chitimacha? What does it mean to you to be a Chitimacha?

- That I am an American Indian and proud to be one.
- It is very important that we are all one
- The opportunities that we get are great, like scholarships, etc.
- I love being and Indian and living on a reservation because everyone knows each other—like a big family, which makes me very proud.

What are you most proud of about your heritage?

- I am most proud of my Native American heritage.
- We were here first, we are still here, and we will always be here --- I am proud of that.

Why is it important to you?

- It makes us who we are.

What would you like to see with the Tribe?

- For it to grow more.
- That things keep going well.
- We need to focus on our education and learning our language—our language is very unique, so we need to preserve it.

Does the blood quantum worry you or is it a concern to you?

- Not at the moment, but it could be a problem in the future.
- I am worried that my kids and grandchildren will not have the same opportunities that I have today.

Youth: What future do you want our tribe to have?

- I don't know, I haven't really thought about that.
- I think the tribe is doing good right now, continue the same and get better; always improvements to be made.

What kind of improvements, what would make it better?

- My generation needs to step up and do what they need to do to get it done. Like decisions with the casino, housing, keep the language good. I have enjoyed learning the language, something nobody else knows, unique special. I wish they would teach us basket weaving in school – make baskets-- that would be cool.

Other comments:

- Not really ... I think things are going well.
- Most important thing I guess is that we are all one and the opportunities we get are great; scholarships, etc.
- Scholarship program is important I'm planning to use that to the fullest as much as I can – school/education is really important. I hope they can keep getting the funding for that (scholarships).

APPENDIX E: ECONOMIC DEVELOPMENT PHILOSOPHY

Mission Statement

In order to expand and diversify Tribal economic opportunities, create new and stable revenue sources, create new employment opportunities and secure funding for future generations and governmental operations; our economic development strategy will center around stability and limitation of risk.

The Tribe has a set of “Core Services, which are essential to governmental operations and the provision of certain programs that are requested and required by the membership. In addition, these core services provide for the administration of the governmental entity and protection of its sovereignty. The funding of these Core Services, at present, is dependent upon the success of the Tribal Gaming operation and the Federal Government. Both of these funding sources and the amount of funding they provide are in a constant state of change. These Core Services are identified as follows:

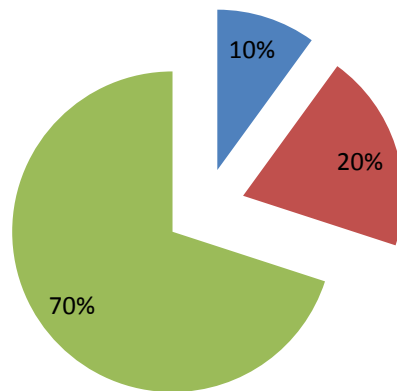
CORE SERVICES	SECONDARY SERVICES
Health	RiverCane
School	Recreation
Law Enforcement	Culture
Sheriff Services	Child Development Center
Courts	Land Management
Gaming Commission	RV Park
Election Board	Scholarships
Social Services	
Public Works	
Fire Protection	
Tribal Operations	
State Police	

Prior to any other allocation of funding, the financial requirements of the Core Services should be met. If other funds are available for distribution into secondary services and savings, the excess from the Core Service funding level can be utilized. It is the discretion of the Tribal Council to fund secondary services, and at what level, as well as to establish the minimum amount required for Tribal Savings and Economic Development efforts.

The funding for economic development activities, which is dependent on the excess from Core Services, Secondary services and Tribal Savings, will need to follow the same philosophy as Tribal Funding- Stability and Limitation of Risk. In order to limit our risks, while capturing, acquiring or creating new ventures, we will establish a portfolio of funding categories. An example is as follows:

Tribal Economic Development Portfolio

■ High Risk / High Return ■ Moderate Risk / Moderate Return ■ Low Risk / Low Return



The portfolio will accomplish several things towards creating new economic opportunities while protecting the Tribal funding and limiting our risks. By establishing several categories with varying risks and returns ratios, we can concentrate our efforts on stable, measured and conservative projects. 70% of the portfolio will be utilized for these types of projects. 20% of the portfolio will be utilized for projects that are deemed to be a moderate risk. Although this category assumes a higher risk / return ratio, the reduced amount of financial exposure from a budgetary standpoint will justify exploring and contributing to these types of projects. The remaining 10% of the portfolio will be oriented towards projects where the Tribe assumes the majority of the financial and exposure risks. It is also this category of projects in which we must diligently scrutinize the business model, viability of projections and overall structure of the proposal.

The balance in this portfolio might seem to be set up as a protectionist measure; however, protecting the governmental entity by minimizing our risk and exposure is in the best interest of the Tribe. If we were to act as a Corporation when it comes to management of risks, we would expect to see a portfolio leaning more toward the higher risk category. A corporation has differing slate of responsibilities to its Share Holders than the Tribe has to its Membership. If the corporation fails, the shareholders are out of their investment and the services provided by the corporation will cease along with numerous jobs. The Tribe has much more at stake and therefore, the majority of the portfolio is oriented towards the conservative or low risk categories of development.

Even with a diverse portfolio structure, our Economic Development efforts will need to be geared towards all viable markets and geographical areas. Being strategically positioned versus geographically isolated should help to increase our chances for successful project development.

METHODOLOGY

The Tribe has created an Economic Development Committee to facilitate proposal evaluation and recommendation. This committee reviews the proposals, meets with the parties, (if required) and conducts the due diligence required to make an informed recommendation to the Tribal Council.

The Committee utilizes the following procedures for project evaluation:

For Wholly Owned Tribal Ventures

- Project Evaluation
- Funding Requirements
- Risk level identification
- Identify anticipated Return on Investment
- Bankability
- Legal Review

For Tribal / Non-Tribal Partnership Entities

- Project Evaluation
- Thorough Background Check on Partners and / or Principles
- Funding Requirements
- Risk level identification
- Evaluate if Return on Investment is equitable to ownership and revenue percentage
- Bankability
- Legal Review
- Clear Exit Strategy



CHITIMACHA
TRIBE OF LOUISIANA

**CHITIMACHA TRIBAL COUNCIL
RESOLUTION**

CHI-TC #31-09

WHEREAS, the Chitimacha Tribe of Louisiana is a Native American Indian Tribe organized under the Indian Reorganization Act of 1934, and

WHEREAS, the Chitimacha Tribe is a sovereign Indian Nation and recognized as such by the United States of America, and

WHEREAS, the Chitimacha Tribal Council is the duly elected governing body of the Chitimacha Tribe as authorized by Article V, Section 1 of the Constitution and Bylaws adopted by the people of the Chitimacha Tribe and approved by the Secretary of the Interior, and

WHEREAS, the Tribal Council recognizes the importance of establishing a comprehensive strategic plan which identifies the needs and goals of the Chitimacha Tribe, and

WHEREAS, the Tribal Council entered into an agreement with M3 Planning in December 2008 in order to commence the strategic planning process in an effort to assist the Tribe in identifying and achieving its short term and long term goals by establishing the framework and milestones that need to be met for Tribal longevity, prosperity and preservation, and

WHEREAS, the Tribal Council, along with the assistance of M3 Planning and Tribal Administrative staff, facilitated anonymous Tribal Member surveys, conducted an intensive two-day planning retreat, performed random, anonymous surveys of Tribal youth and elders, and presented updates of the progress of the plan at the January and June 2009 General Meetings.


WHEREAS, the Tribal Council is now ready to adopt, implement and manage the strategic plan as well as establish a quarterly reporting schedule to ensure the goals and objectives contained herein are achieved, as this plan shall be a living document.

THEREFORE BE IT RESOLVED, that the Chitimacha Tribal Council hereby adopts and implements the 2009 – 2011 Strategic Plan in its entirety.

CERTIFICATION

I, the undersigned, as Secretary-Treasurer of the Chitimacha Tribal Council, certify that the Tribal Council is composed of 5 members of whom 5 were present at a meeting called, convened and held this 23rd day of July, 2009, and that the foregoing was duly adopted at such meeting by the affirmative vote of 4 members for, 0 members against and 0 members abstaining, pursuant to the authority contained under Article VII, Section I, our Tribal Constitution and Bylaws approved January 14, 1971.

ATTEST:


Tasia Burgess, Secretary-Treasurer

APPROVED:


Lonnie L. Martin, Chairman