

# GaaChing Ziibi Daawaa Anishinaabek

## Little River Band of Ottawa Indians

### 2023 Strategic Plan



#### Meaning of Seal:

The winding river and pine tree depicted on the Seal of Tribe honor the riverine and woodland traditions and history of the Little River Ottawa people. The two (2) adult eagles represent the balance and different strengths brought to the Tribe's families and community by the male and female, as well as ones who bring our people's prayers to the Creator. The circle with the four sacred colors represents the balance of life: the four races of people, the four periods of our lifetimes, the four seasons of nature, etc. The nine feathers represent the nine historic Grand River Ottawa Bands, from whom the members of the Tribe descend.

# GaaChing Ziibi Daawaa Anishinaabek Little River Band of Ottawa Indians 2023 Strategic Plan

The Budget and Appropriations Act of 2013 requires the Tribal Council to develop a five-year Strategic Plan. The Strategic Plan shall include the mission statement and long-term results-oriented goals and objectives covering the major functions of each branch of government.

## Little River Band Mission Statement:

To exercise our sovereign powers, organize for our common good, govern ourselves under our own laws, maintain and foster our Anishinaabe culture, provide for the welfare, prosperity, and protection of our Gdinwindaadanaannik. (All My Relations: All Life)

## Organizational History:

The Little River Band of Ottawa Indians was federally reaffirmed on September 21, 1994, Public law 103-324108 statute 2156 and adopted its Constitution on May 27, 1998, as amended on May 13, 2004, and as amended on August 4, 2016. The Tribe currently has approximately 3987 members.

The Government of the Little River Band of Ottawa Indians is a tripartite government consisting of three co-equal branches of governance. The Legislative powers of the Little River Band shall be invested in the Tribal Council (Legislative Branch); The Executive powers of the Little River Band shall be invested in the Tribal Ogema (Executive Branch) and the Judicial Powers of the Little River Band shall be invested in the Tribal Courts (Judicial Branch).

Each Branches Major functions are listed in the Constitution under

### Legislative, Tribal Council

- Consistent with LRBOI Constitution (Article 4, Section 7 Constitution a-j)

### Executive, Tribal Ogema

- Consistent with LRBOI Constitution (Article 5, Section 5 Constitution a-c)

### Judicial, Tribal Courts

- Consistent with LRBOI Constitution (Article 6 section 8 Constitution a-j)

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#### Legislative History:

The Legislative Branch of Little River Band of Ottawa Indians Tribal Council is comprised of nine (9) enrolled members of the band. The adult members of the LRBOI elect members of the Tribal Council for four-year terms. Once elected by the membership, Tribal Council selects a Speaker and a Recorder. Tribal Council also oversees several Tribal Legislative Commissions, Communications and the Office of Business and Accounting Departments.

#### Little River Band Legislative Branch Vision Statement:

The Little River Band of Ottawa Indians (LRBOI) Legislative Vision is to strengthen and revitalize our tribal existence by exercising our sovereignty while enhancing the wellbeing of our tribal members. Create sustainable and diverse economic growth for our nation to improve the lives of our tribal members.

#### Guiding Principles~ 7 Grandfather Teachings

Wisdom~ Nbwaakaawin To know of these is to know truth.

Love~ Zaagidwin To know love is to know peace.

Respect~ Mnaadendimowin To honor all of creation is to have respect.

Bravery~ Aakwade'ewin To face life with courage is to know bravery.

Honesty/Generosity~ Gwekwaadiziwin /Gizhewaadizi To walk through life with Integrity is to know honesty. Help others around you.

Humility~ Dbaadendiziwin To accept yourself as a sacred part of creation is to know humility.

Truth~ Debwewin To know of these things is to know truth.

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#### Legislative Priorities

##### Exercise Sovereignty

- Uphold the Tribe's Constitution.
- Review and amended existing and development of new Tribal Regulations and Ordinances.
- Acquire and exercise jurisdiction over all our land and waterways.
- Exercise all 1836-treaty rights for hunting/fishing/trapping/gathering and conserve our resources for we are the stewards of Mother Earth.
- Represent the Little River Band of Ottawa Indians at Tribal/National/State events.
- Support and encourage cultural teachings and traditions that strengthen our tribal identity.

##### Fiscal Responsibility

- Approve the Tribes annual budgets.
- Approve changes to budgets.
- Approve contracts.
- Review budgeted expenditures to ensure stability of government operations and ensure expenditures are for the benefit of the membership.
- Establish Economic Development to diversify Tribal investing strategies.

#### Legislative and Executive Shared Priorities

- Express Culture  
Participate and Promote annual Tribal Cultural activities i.e., Jiingtamok, Language Camp, Round Dance, Spring and Fall Fires.
- Strengthen Programs and Services for Membership  
Evaluate current programs and services to ensure that tribal members' needs are provided to advance the health, wellbeing and general welfare of our Tribal Members.

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#### Executive Priorities

- Review and recommend uses for the Muskegon Property/Casino Plans and discuss how we can move forward.
- Ensure the Constitution and Regulations are being followed on a regular basis.
- Revamp the Organizational Chart to ensure every position is needed and every need for a position is filled. In doing so, we also want to evaluate the wage scales and duties of each position to ensure each employee is being paid fairly.
- Reopen the day care portion of the Next Generation Learning Center. There is a tremendous need by tribal members and employees for a day care service. We understand that it may be better to separate the childcare from the learning portion, as we then will not need to employ as many teacher level staff and can do the cultural learning separately.
- Longer term,
- Long Term Plan for keeping IT /Face book up to date, a larger more inclusive plan to assist the three branches.
- Look at the forming documents of the EDC LRH to ensure they comply with our Constitution.
- Look at the best way to utilize tribal dollars to assist the most TMs along with TC, ARPA, Grant and Tribal dollars.
- Work to Complete the Cemetery Project
- Continue to protect sovereignty and treaty rights.

#### Judicial Priorities

- Continue to uphold the Constitution and exercise sovereignty to the greatest extent through membership-based jurisdiction.
- Strengthen Peacemaking department.
- Speaking Anishinaabe language in Court proceedings.
- Continue to represent Little River at the Tribal, State, Federal Judicial Forum, and continue building good working relationships with state and other tribal Courts.
- Prepare for and implement jurisdiction under the Violence Against Women Act.
- Resume Summit meetings.

#### Shared Priorities:

- Express Culture, as listed within document as to shared priorities with Council and Ogema.
- Establish a guideline for case timeline disposition where not already established.

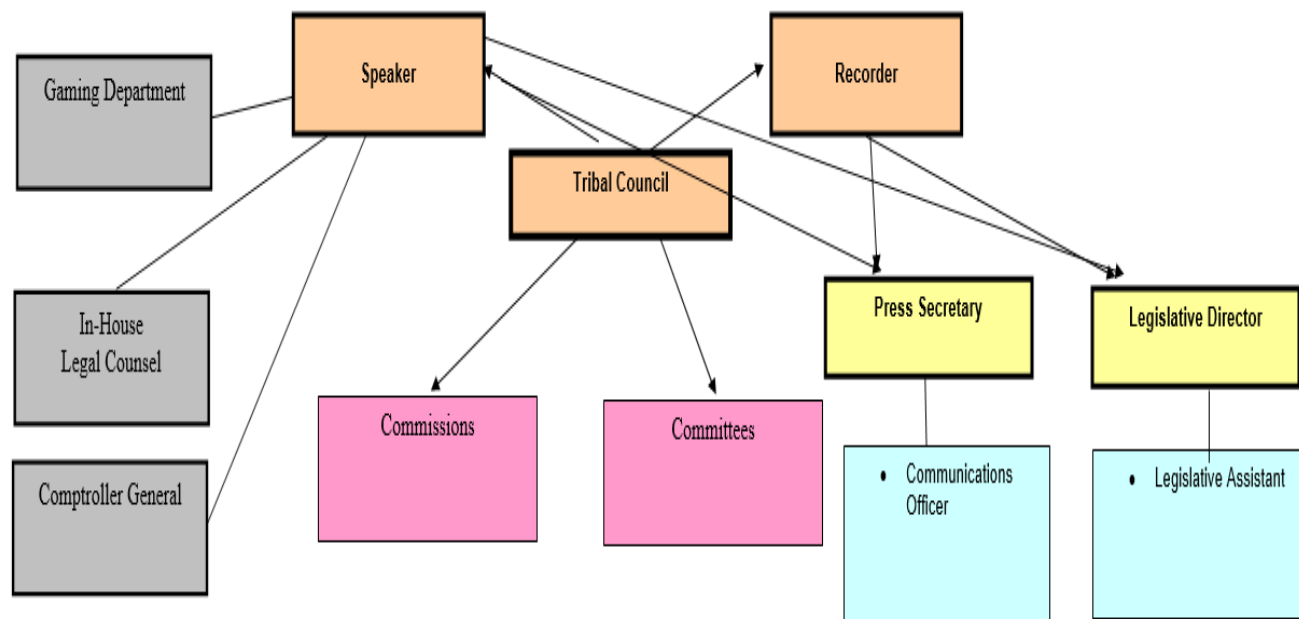
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## Little River Band of Ottawa Indians

### 2023 Strategic Plan

#### Legislative Organizational Chart

Little River Band of Ottawa Indians Tribal Council Organizational Chart 2023

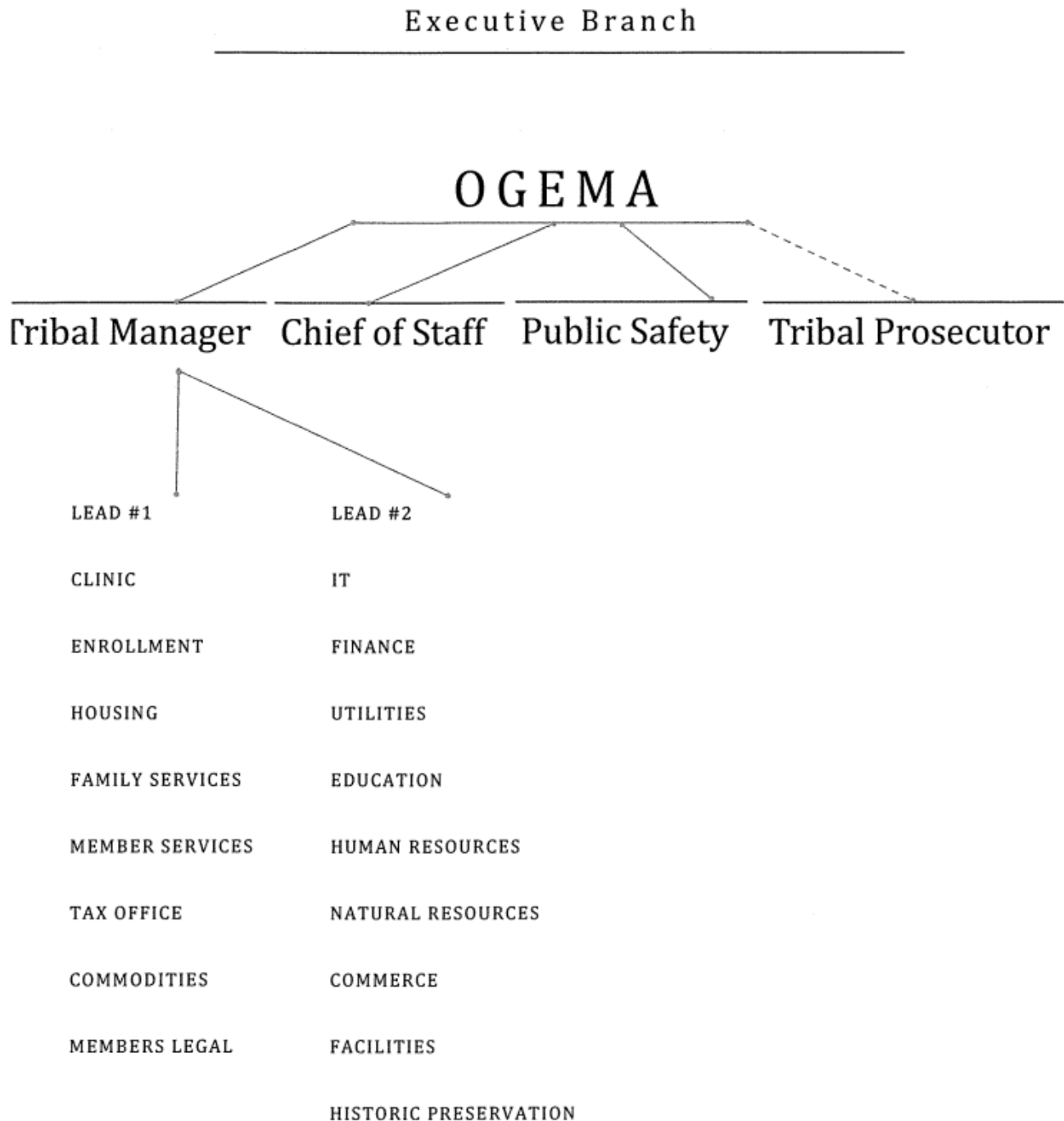


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## Little River Band of Ottawa Indians

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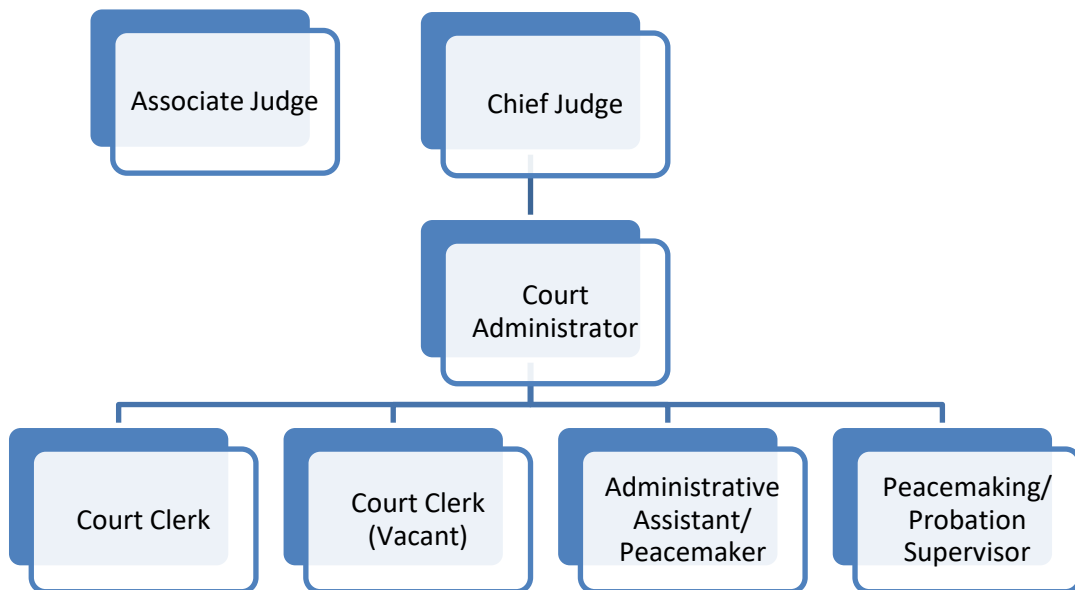
#### Executive Organizational Chart



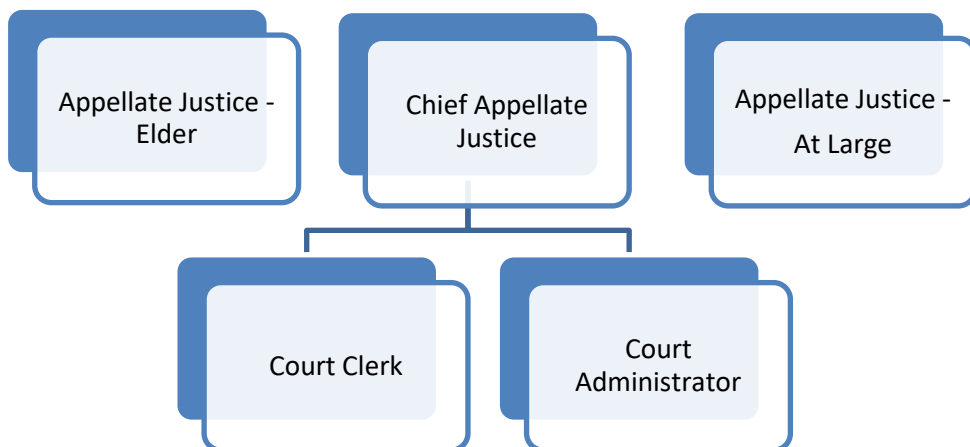
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## Judicial Organizational Chart

### TRIBAL COURT – TRIAL COURT



### TRIBAL COURT – APPELLATE COURT



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## Tribal Five (5) Years Plan (5.02a)

Projected Strategic Legislative Objectives Include:

By December 31<sup>st</sup>, 2023,

Manage ARPA Funding

Maximize America Rescue Plan Act ARPA funding to ensure the best use of ARPA dollars to support government operations and membership services.

Improve Membership Service Programs

Maximize grant and tribal dollars to expand membership programs and services to tribal membership.

Improve Communications

The Tribal Council implements a fully functioning Communication Department that is responsive to membership issues and fosters innovative communication throughout the Tribe.

Land Acquisition

The Tribal Council will work on a Land Acquisition Ordinance that will set goals and boundaries for the purchase and management of land acquired by the Tribe, to expand Reservation lands, using Online Gaming Tax Reimbursement funds.

Tribal Cemetery

Establish the opening of our Tribal Biimadiiziwin Cemetery on Little River Band of Ottawa Indians Trust Lands in Custer, MI, designate a Biimadiiziwin Cemetery representative govern and manage the operations by the allotment of burial rights in a plot, burial eligibility, and the maintenance of the grounds.

Monitor and Evaluate Casino Sport Book Betting

The LRCR has operated Sports book betting for a few years. Tribal Council will review sustainability of Sports Book betting.

Muskegon Health Clinic

Maximize grant and clinic revenue to continue to expand tribal health services at our Muskegon facilities funded by revenues generated by the Muskegon Health clinic. Promote the pharmacy services to Muskegon and outlying areas to tribal membership.

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## Develop Farmers Market

The Council is considering developing open air market in conjunction with Education Department in Manistee County. Giving opportunity for entrepreneurship and arts/crafts

## Improve Economic Opportunities

Continue to seek viability of Muskegon Gaming after the non-approval by the State in Winter of 2022.

## Three Branch Summit Meeting

Re-establish meetings between Legislative, Executive and Judicial Branches.

By December 31<sup>st</sup>, 2024,

Expand Health services to include dental services provided the following conditions are met. A detailed business plan and start -up expenses are budget approved by Tribal Council. Dental services shall be funded by revenues generated by the dental practice, pharmacy revenues and grant funds.

Develop feasibility study of “Brick and Mortar” and Online Gaming.

Diversify investments to offset financial dependence on Gaming.

Improve cultural opportunities and Anishnabemowin revitalization thru expanding cultural, ceremonial and languages teachings. Increase language staff.

Conduct a Food Sovereignty Needs Assessment and Implement Sustainable Food Sovereignty Program rooted in Traditional Anisnishnabek food systems with at least one full time staff member.

Develop a survey for Tribal Members to determine their needs are being met by our current program and services to improve our community’s health and resiliency.

2025 and beyond,

Continue representing Little River Band of Ottawa Indians Tribal interests at National Indian Gaming Commission (NIGC), National Congress of American Indians (NCAI), Indians Gaming Association (IGA) Chippewa Ottawa Resource Authority (CORA), Midwest Alliance of Sovereign Tribes (MAST) and United Tribes of Michigan (UTM).

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Work with Executive Branch and Housing department to expand housing at Aki maadiziwin and further identify, plan and develop housing for tribal membership to increase affordable family housing units and tribal member home ownership.

Review and approve tribal budgets and crucial activities tasked to the Legislative branch. The Tribal Council will work to improve multiyear financials and allocate funds based on needs.

Ensure weekly regular session Tribal Council meetings include Public Comment period for membership input.

Improve Membership Service Programs

Maximize grants and tribal dollars to expand tribal members' services. This may include optometry program, temporary housing services, fire and rescue services, etc.

Purchase or commit land for a community farm to support the Food Sovereignty Program.

Conduct a Tribal Census

Projected Strategic Executive Objectives Include:

By June 21, 2023,

Review and recommend uses for the Muskegon Property/Casino Plans and discuss how we can move forward.

By June 30, 2023,

Look at the forming documents of the EDC LRH to ensure they comply with our Constitution.

By August 6, 2023,

Revamp the Organizational Chart to ensure every position is needed and every need for a position is filled. In doing so, we also want to evaluate the wage scales and duties of each position to ensure each employee is being paid fairly.

By September 1, 2023,

Reopen the day care portion of the Next Generation Learning Center. There is a tremendous need by tribal members and employees for a day care service. We understand that it may be better to separate the childcare from the leaning portion, as we then will not need to employ as many teacher level staff and can do the cultural learning separately.

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Ensure the Constitution and Regulations are being followed on a regular basis.

Establish (5) Temporary Housing Units.

2024 and beyond,

Ongoing, to keep IT /Face book up to date, a larger more inclusive plan to assist the three branches.

Ongoing, look at the best way to utilize tribal dollars to assist the most TMs along with TC, ARPA, Grant and Tribal dollars.

Ongoing, work to complete the Cemetery Project

Ongoing, continue to protect sovereignty and treaty rights.

Ongoing, Continue Annual Three Branch Summits

## Projected Strategic Judicial Objectives Include:

By September 21, 2023,

### Summit Meetings:

Continued for full 5 years. Resume meetings with Council and Ogema to discuss needs of Court, including laws and policy determinations.

2024 and beyond,

### Jurisdiction:

Ongoing. Continue to express sovereignty through membership-based jurisdiction and continuation of accepting transfer from State Courts in Indian Child Welfare Act cases.

### Peacemaking:

Strengthen Peacemaking department through:  
Training Peacemakers, ongoing

Becoming more visible to the community on services offered.

Resume National Conferences

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## Language:

- Continue to work with the language department for translations to open court and commonly used terms.
- Review to decide if more is needed.

## Implementation of Violence Against Women Act Jurisdiction:

- Prepare Court rules to ensure compliance with the requirements of VAWA.

  - Jury rules

  - Court Appointed Attorneys

  - Records -keeping and access.

- Ongoing to end of 2028 - Prepare space for requirements of VAWA.

  - Witness area, Attorney/Client area

  - Safety protocols for Court staff and Court room

## Establish a guideline for case timeline disposition where not already established:

- Review ordinances and rules to create timeline chart for Court use. -

- Establish guidelines for cases where there is no current rule or provision on disposition, including conclusion for court use.

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## Legislative Performance Plans (5.02c)

The Speaker or their designee will prepare performance plans for the Legislative branch.

### Legislative Performance Goals and Objective for upcoming budget year.

- a. Hold Tribal Council (TC) Meetings.
- b. Hold TC Work Sessions.
- c. Reviews of Government Finances.
- d. Reviews of Casino Finances.

### Office of Business & Accounting Performance Goals and Objective for upcoming budget year.

- a. Maintain monthly Objective Worklist/Checklist.
- b. Maintain monthly Internal Audit Schedules.

### Tribal Communications Performance Goals and Objective for upcoming budget year.

- a. Publish monthly digital “Currents” newsletter.
- b. Publish events and activities to Tribal social media websites.

### Legislative Goals and Objective will be met by.

- a. Weekly Schedules will ensure TC weekly meetings.
- b. Daily/Weekly Schedules will ensure TC work sessions are held.
- c. Monthly Financial Reviews with Executive/Government Staff.
- d. Monthly Financial Reviews with Casino Staff.

### Office of Business & Accounting Goals and Objective will be met by.

- a. Updating the Objective Worklist Daily/Weekly to ensure completion of Objectives.
- b. Updating Internal Audit Schedule monthly as part of Objective Worklist.

### Tribal Communications Goals and Objective will be met by.

- a. Publishing monthly digital “Currents” newsletter.
- b. Publishing events and activities to Tribal social media

### Legislative Performance Goals and Objectives are measured and verified by.

- a. TC Weekly meeting will be held on record and posted for membership. Membership input will be considered, and follow-up will be handled, case by case.
- b. TC Weekly work sessions will be held as scheduled, as requested.
- c. TC will hold monthly reviews with Executive/Government Staff to review the financial status of Tribal Operations
- d. TC will hold monthly reviews with Casino Staff to review the financial status of Casino Operations.

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Office of Business & Accounting Performance Goals and Objectives are measured and verified by.

- a. A department monthly Objective Worklist is turned into TC Monthly for review by Speaker/TC; they will give direction, as needed.
- b. Internal Audit Schedule is turned in monthly to TC/Speaker, they will give direction, as needed.

Tribal Communications Performance Goals and Objectives are measured and verified by.

- a. Published monthly digital “Currents” newsletter will be evaluated by Tribal Council and input from membership will be maintained, feedback will be handled on a case-by-case basis.
- b. Published events and activities to Tribal social media websites will be evaluated by Tribal Council and input from membership will be maintained, feedback will be handled on a case-by-case basis.

This Legislative Performance Plan will be submitted to Tribal Council with its annual draft budgets.

## Performance Reports (5.02c)

By April 15<sup>th</sup>, the Speaker or their designee will prepare and submit to Tribal Council a performance report that reviews Legislative branches success and failures in meeting their performance goals and objectives from previous years.

## Essential Services (5.02d)

The Tribal Council Speaker has prepared an essential services list of services provided by the Legislative branch. In case of budget shortfall, this list will be maintained in priority order.

1. Tribal Council Weekly Meetings
2. Tribal Council Work Sessions
3. Ensure communications to membership via LRBOI Website and tribal digital newsletter “Currents”.
4. Annual External Audit of LRBOI financial activities.
5. Ensure Tribal Activities create cultural education and opportunities to membership. Jinnptomak, Round Dance, Feast Fires and Ceremony, etc.

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The Ogema has prepared an essential services list of services provided by the Executive branch. In case of budget shortfall, this list will be maintained in priority order.

1. Keeping all service department running to provide services to membership.
2. Processing checks to Employees
3. Processing checks to Membership
4. Processing checks to Vendors

The Chief Judge has prepared an essential services list of services provided by the Judicial branch. In case of budget shortfall, this list will be maintained in priority order.

1. Criminal jurisdiction/court of LR ordinances and laws.
2. Civil jurisdiction/court for LR ordinances and laws (this includes traffic violations and civil infractions at the LR Casino/Resort)
3. Child Welfare cases.
4. Personal Protection Order issuance and enforcement.
5. Child support foreign judgment enforcement.

All Branches of essential services list will be submitted as required to LRBOI “Currents” by the publishing deadline for the annual January issue.