PATHWAYS

TO PROSPERITY

POVERTY REDUCTION STRATEGIES OF THE TURTLE MOUNTAIN BAND OF CHIPPEWA INDIANS
FINAL PLAN
PATHWAYS TO PROSPERITY

Poverty Reduction Strategies of the Turtle Mountain Band of Chippewa
Submitted to the Northwest Area Foundation
December 23, 2005
Mr. Karl Stauber  
President  
Northwest Area Foundation  
60 Plato Boulevard E.  
St. Paul, MN 55107

RE: Turtle Mountain Band of Chippewa Indians Poverty Reduction Plan

Dear Mr. Stauber:  

I am pleased to present to you the Turtle Mountain Ventures Program’s ten-year poverty reduction plan: “Pathways to Prosperity.”

The proposal is the result of over 18 months of hard work by community members drawn from all sectors of our reservation and community.

We again thank you for providing us the opportunity to work with your organization to combat poverty on the Turtle Mountain Indian Reservation. We hope that you find our proposal to be both practical and accomplishable and we look forward to your comments and recommendations.

If you have any questions, please don’t hesitate to contact my office.

Sincerely,

Ken W. Davis  
Chairman

Enclosure: “Pathways to Prosperity” TMBCI Poverty Reduction Plan Draft Proposal  

cc: Tony Gunia, Reservation Liaison
RESOLUTION NUMBER TMBC365-12-05 OF THE DULY ELECTED AND CERTIFIED GOVERNING BODY OF THE TURTLE MOUNTAIN BAND OF CHIPPEWA INDIANS

WHEREAS, the Turtle Mountain Band of Chippewa Indians, hereafter referred to as the Tribe, in an unincorporated Band of Indians acting under a revised Constitution and By-Laws approved by the Secretary of Interior of June 16th 1959 and amendments thereto approved; and

WHEREAS, Article IX (a) Section 1 of the Turtle Mountain Constitution and By-Laws empowers the Tribal Council with the authority to represent the Band and to negotiate with the Federal, State and local Governments and with private person(s); and

WHEREAS, a Memorandum of Agreement to prepare a ten (10) year poverty reduction plan exists between the Tribe and the Northwest Area Foundation to reduce poverty among Tribal members living on the Turtle Mountain Indian Reservation and in Rolette County; and

WHEREAS, The Turtle Mountain Ventures Program has been delegated by the Tribe to implement the poverty reduction plan; and

WHEREAS, the Turtle Mountain Ventures Program has worked with diverse individuals and groups to insure that those living in poverty were included in our eighteen (18) month planning process; and

WHEREAS, governance and implementation sections are included therein the poverty reduction plan to insure goal attainment; now

THEREFORE BE IT RESOLVED that the Tribe hereby approves the Turtle Mountain Poverty Reduction Plan entitled Pathways to Prosperity submitted to the Northwest Area Foundation of St. Paul, Minnesota; and

BE IT FINALLY RESOLVED that in accordance with the Poverty Reduction Plan, the Tribal Council agrees to consider the Turtle Mountain Ventures Program nominations for the Board of Directors once the Poverty Reduction Plan has been approved.

CERTIFICATION

I, the undersigned Tribal Secretary of the Turtle Mountain Band Chippewa Indians, do hereby certify that the Tribal Council is composed of nine (9) members of whom eight (8) constituting a quorum were present at a meeting duly called, convened and held on the 22nd day of December, 2005, that the foregoing resolution was adopted by an affirmative vote of seven (7) in favor – Councilmen Ron Trottier, Will Gray Troy DeCoteau, Elmer Davis Jr., David ‘Sandy’ Morin, Timmy Davis and Councilwoman Janice Azure; one (1) absent – Councilman Jim Baker; none (0) opposed; and the Chairman not voting.

[Signature]
Joleen Poitra, Tribal Secretary

( ) SIGNED INTO LAW/Dated this 22nd day of December, 2005
( ) VETOED/Dated this day of __________, 2005
( ) VETO OVERRIDDEN/Dated this __ day of __________, 2005

[Signature]
Ken W. Davis, Chairman
GUIDE TO CHANGES IN OUR PLAN

We have made substantive changes in the Pathways plan to respond to the advice we received from the leadership of the Northwest Area Foundation, following their review of our Draft plan. This section provides a quick overview of those changes and where they appear in this document.

1.) **We focused on fewer strategies.**

The Northwest Area Foundation leaders stated that our draft plan was overly ambitious. In response, the steering committee met for many hours to determine which strategies to focus on. Our decisions were guided by three criteria:

- The relevance of the strategy to our goal of poverty reduction.
- The degree to which the Pathways/NWAF partnership is essential to complete the strategy.
- The potential for leverage.

With these criteria in mind, we set aside strategies that had only a tangential relationship to poverty reduction, those that could be accomplished without our involvement, and those that offered less immediate potential for leverage. As a result, we eliminated seven strategies that appeared in the draft from our final plan. These strategies are included in Appendix D as potential future projects, or projects to be pursued by others. In addition, we reconfigured our selected strategies and reduced the number of Pathways to three: Inclusion, Economic Development, and Infrastructure. These changes appear in the description of the Pathways, beginning on page 45.

2.) **We adjusted the Work Plan to provide more realistic time frames during the first two years.**

These changes occur throughout the description of the Pathways and in the Implementation Plan which begins on page 143.

3.) **We reduced the budget to $10 million as requested.**
The changes are reflected in the budget summaries at the end of each Pathway, in the Budget Summary on page 137 and in the compact disc, which provides the full array of budget materials you have requested.

4.) We have substantially reduced the budget for administration.
   Our draft budget assigned all Pathways staff to the administrative cost center, when three of those positions (the Community Outreach Coordinator, the Economic Development Specialist and the Infrastructure Specialist) should have been included in the budgets of the Pathways strategies rather than administration. In this budget we have corrected that error. We have also eliminated one staff position and cut other administrative costs to bring the total for administration down to $1,771,339, or less than 18% of the total request.

5.) We have sharpened the focus on poverty.
   We believe the descriptions of our strategies in the final plan provide clearer explanations of the connections between the actions we propose and our ultimate goal of reducing poverty. These changes occur throughout the sections of the document that describe our strategies.

6.) We have improved our Outcome Statements and Indicators.
   We appreciate the advice of the Foundation staff in sharpening these elements of our plan. You will find the outcomes and indicators listed twice: once in the description of the strategies and again in the Implementation Plan, making it easy to compare the dates we have set as indicators with the timing of specific actions in our Work Plan.

7.) We have expanded and improved the plan for evaluation and learning.
   The final plan includes a detailed plan for conducting a series of community surveys at regular intervals as well as descriptions of the other evaluation methods we will use to measure our progress.

8.) We have added brief sections within the narrative describing each strategy (and some actions) which address key concerns of the Foundation.
   These new sections address three questions:
   - How will the Foundation’s funds be used?
This allows us to provide information that would normally appear in a budget narrative within the context of the strategy itself, providing a clearer link between the budget items are the purpose of those expenditures.

- **How will this strategy leverage other resources?**
  The answers to this question will provide the reader with a clear statement of the leverage we anticipate from each strategy.

- **How will this strategy be sustained?**
  The responses will provide our best thinking about how each strategy will continue after Foundation support ends.

9.) **We have budgeted conservatively, setting aside substantial amounts for the projects with the greatest potential leverage. We also have not requested funding for ongoing services unless we have a strategy to sustain them.**

We should also note that to avoid redundancy, we streamlined the description of actions which are closely linked as a part of our strategy to “Create New Enterprises” (Strategy 2.3). Our answers to the “President’s Questions,” the outcomes and indicators, and the answers to the three new questions regarding funding, leverage, and sustainability are provided for the entire strategy instead of after each action as they appear in other sections of the document. We believe this editorial choice makes the document more readable, while still providing the essential level of detail.

The sections of our plan which have significant changes appear in red in the Table of Contents.

Thank you for the thoughtful consideration of our Draft Plan, and for the advice and encouragement you have provided during this process.
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ACKNOWLEDGEMENTS

The Turtle Mountain Band of Chippewa wishes to thank the following individuals for their contributions to our Poverty Reduction Plan

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Jeremy Laducer, Program Manager  
David “Doc” Brien, Project Coordinator  
Alexis Baker, Administrative Assistant

**Steering Committee Members**

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### Community Meeting Participants

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### Community Meeting Participants - Continued

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Vanessa LaFountain
Verlin Dubois
Verna Hagler
Veronica Azure
Victor Demery
Victoria Dubois
Vine Blackfeather

Vinissa M. Keplin
Virginia Hileman
Virginia LaFountain
Vivian Charbonneau
Wally Swanson
Wanda LaFromboise
Wanda R. Poitras

Wanda Sims
Warren Anderson
Warren Anderson
Warren V. McBride
Wayne Martin
Wayne Thomas
Wilfred Berrier

William Chapman
William DeMontigny
William Houle
William Morin
William T. DeCoteau
Yvonne A. Graber
Yvonne LaRocque

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Jacques Seronde, Planning
Tom Byers, Cedar River Group, Writing and Graphic Presentation
Trang Tu, Cedar River Group, Research
Kristi Buck, Cedar River Group, Word Processing and Design

Northwest Area Foundation Team

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Michelle Grosz, Manager, Grants & Contracts
Isabel Chanslor, Associate Community Liaison
Paying Lyfoung, Associate Community Liaison
Ellery July, Director of Community Activities and Learning
Karl Stauber, President
Perry Horse, Consultant to the Foundation
Juan Sepulveda, Consultant to the Foundation
Photos and Graphics

The historical photographs and images of artifacts and artworks that in this report are presented through the generosity of:

- The individual artists that created them, whose names (when available) are listed with their work.

Contemporary photographs appear through the courtesy of Jeremy Ladwer and Alexis Baker of the Turtle Mountain Band of Chippewa, and Tom Byers, Cedar River Group.
GUIDE TO ABBREVIATIONS

BLA: Bureau of Indian Affairs
CEDS: Comprehensive Economic Development Strategy
EPSDT: Early and Periodic Screening, Diagnosis and Treatment Program
GAO: Government Accounting Office
IHS: Indian Health Service
MOA: Memorandum of Agreement
NWAF: Northwest Area Foundation
RFP: Request for Proposals
TMBC: Turtle Mountain Band of Chippewa Indians
TMCC: Turtle Mountain Community College
TMM: Turtle Mountain Manufacturing Company
WIC: Women, Infants and Children Nutrition Program
Pathways to Prosperity is the product of a partnership between the Turtle Mountain Band of Chippewa Indians and the Northwest Area Foundation. The partnership began in 2003, when staff of the Foundation visited the Reservation to determine whether our Tribe had the will and the potential to launch a major effort to reduce poverty on our Reservation and the adjacent Tribal lands. Since that time, we have worked together as a community with the goal of creating a plan to leverage the Foundation’s resources, and our own assets, to end the poverty that afflicts more than one-third of our Tribal members. This Plan is the culmination of those efforts.
THE MEANING OF PATHWAYS

"Pathways to Prosperity" is such an appropriate name for our poverty reduction plan because ‘paths’ have been historically the linkage of our Turtle Mountain Bank of Chippewa to our families, neighbors, traditions, culture, history, and commerce.

As a child, I grew up with paths. We had a path to the church, to our schools, to our hospital; to our grocery store; to the post office; to the cafe; to the berry patches; to Fish Lake and Father’s Lake; and to our grandparents’ home and each other’s homes. If you were to look for these paths today, you would find that they still exist and many new ones have been created. These paths are deeply ingrained because generations of families have walked the same paths. They were our connection and linkage to the world outside our homes.

As I look outside my upstairs window, I can see that these paths are still a part of our community and the people walking on these paths are families who are living in four housing sites east of us with pathways connecting them. These are families who live in poverty and they are without transportation. Their destination is the City of Belcourt to purchase groceries, get their mail, stop at the branch bank, stop for a bite to eat and visit. However, they are limited in what they can do and purchase because of not having enough money and because they can only purchase what they can carry in their arms.

We need to build on these paths and create ways to beautify them, to build bridges and stepping stones for the people living in poverty so that they can also realize their dreams for themselves, their children’s future and generations to come.”

~Phyllis A. Jollie
**EXEClUTIVE SUMMARY**

Pathfinding is deeply ingrained in the culture of the Turtle Mountain Band of Chippewa. The migration of our ancestors from the Atlantic Coast to the hills and plains of North Dakota is one of the great adventures of human history, a journey of more than fifteen hundred miles, lasting five centuries. Living in harmony with nature, they expanded their homelands to the north and west as their numbers increased, so they would not place too heavy a burden on the land. As they traveled, they adapted to changes in the environment, constantly inventing new ways to secure the essentials of life for themselves and their children.

Through historic events we shall not belabor, the Chippewa way of life was changed. Where once our heartland was measured in the millions of acres, it is now little more than two townships, surrounded by lands once ours, now occupied by others with different histories and traditions. So we must become pathfinders once again, not to find our way to new lands, but to find a way to provide for future generations on the land that is now our home.

The Northwest Area Foundation has become our partner in that exploration. With this help and encouragement, we have been able to search for new “Pathways to Prosperity” for our community. During the past eighteen months, more than 600 Tribal members have shared frustrations, values, ideas and aspirations. In more than fifty meetings and countless hours of planning, we have sifted through data, created strategies, and debated priorities.

In that process we recognized that we have many challenges: our poverty rate stands at thirty-eight percent; our employment base is eroding as some of our existing economic engines are faltering; our children are threatened by the scourge of methamphetamine; many of our people live in overcrowded and substandard housing because there are simply not enough homes to meet the needs of our steadily growing population. But our community also has extraordinary assets: our people are youthful, vigorous, imaginative, gifted in the arts, and increasingly well educated. They hold skills waiting to be employed for the common good. Our lands, though limited in scale, are unusually beautiful. They hold untapped resources, from their potential to attract tourists, to the possibility that we may soon capture the power of the wind and the geothermal power of the land itself.
This Plan is our effort to mobilize our assets to overcome poverty. It maps three Pathways to Prosperity:

- **The first Pathway is inclusion.** By mobilizing all of the energy and ideas of our community, especially those of the people who have been left out in the past, we will build a Pathways Organization with the capacity to achieve our goals. Through training and communications tools, we will sharpen our community organizing skills and use that new capacity in campaigns with direct benefits for the poor: by increasing use of Earned Income and Childcare Tax Credits, and by expanding third party health care coverage for those who qualify. We will reach out to include our youth by helping those most at risk to re-engage in our schools and our community, and by creating a Youth Council that will give our young people the chance to design and carry out their own Pathways projects.

- **The second Pathway is economic development.** Our strategies will determine why our dollars leave the Reservation so quickly; create new businesses to fill the gaps we identify; breathe new life into our existing Tribal Enterprises; create an Enterprise Center to provide help to new and emerging businesses; revitalize downtown Belcourt as a magnet for businesses; aggregate our financial power to win banking services and access to capital; and add the essential amenities to realize our potential for cultural and environmental tourism.

- **The third is building our community infrastructure.** We will adopt a new Comprehensive Land Use Plan to guide development and protect our natural resources; create a "green housing" strategy to employ our people in meeting the critical need for housing; create a Tribal Utility to gain sovereignty over our energy resources; expand access to the Internet; improve way finding to enhance mail delivery and emergency services; and create a resource recovery system to conserve our natural resources and improve living conditions on Tribal lands.

The steps that must be taken along these Pathways will be difficult, requiring a sustained effort during the next decade and beyond, but with the encouragement of our partners we know we will complete the journey.
HOW OUR PLAN WAS CREATED

This Poverty Reduction Plan was generated through the efforts of more than six hundred members of the Turtle Mountain Band of Chippewa who participated in more than fifty different meetings and workshops during the past twenty-one months. This section of our Plan provides a brief summary of that process.

The Northwest Area Foundation initiated the process by dedicating its resources to an exploration of the possibilities to reduce poverty on the 72 reservations within Washington, Oregon, Idaho, Montana, North Dakota, South Dakota, Iowa and Minnesota. The Foundation staff assembled data concerning the existing conditions on each reservation, and used that data to select three reservations to participate in the Ventures program. In making their selection, the staff had the difficult task of balancing the needs of the Reservations with their potential to succeed in reducing poverty
during a ten-year period. After a great deal of effort, the Turtle Mountain Band of Chippewa, the Cheyenne River Sioux and the Lummi Nation were selected. The selection of Turtle Mountain began an intensive planning project that is summarized in the timeline that follows:

**July 2003:** Northwest Area Foundation staff makes their first visit to the Turtle Mountain Reservation.

**November 2003:** The Tribal Chairman signs a letter of commitment and cooperation with the Foundation.

**December 2003:** The President of the Foundation, Karl Stauber, contacts our Tribal Chairman and invites the Turtle Mountain Band to participate in the Ventures Program.

**February 2004:** Foundation staff meets with the Tribe to discuss expectations.

**March 2004:** Representatives of the Tribe travel to St. Paul to meet with the Foundation and sign a Memorandum of Agreement.

**April 2004:** The Tribe receives the first planning grant from the Foundation.

**May 2004:** Our Tribe greets the Pathways Organization with a community celebration.

**July 2004:** The Tribal Chairman designates Jeremy Laducer as project manager for the Ventures Project Program. Mr. Laducer meets with Tony Genia, lead staff for the Foundation.

**August 2004:** Mr. Laducer begins to assemble a steering committee, and the committee launched a search for a neutral coalition builder.

**September 2004:** On September 2, 2004, five representatives of our fledgling Ventures Project travel to Bismarck, North Dakota to meet with Roxanne Bossert of the Community Coordination Associates, who is selected as our strategic planning consultant. In that meeting, an ambitious schedule of events is created with the goal of enlisting one entire community in the effort to create a solid plan. On
September 17, 2004, the initial meeting of the Ventures Planning Committee was held with 11 members present.

October 2004: The Planning Committee meets to map the planning, identify and review potential questions, and launch a community survey to determine which issues our people believe to be most central to reducing poverty.

November 2004: The Planning Committee meets with 13 members present to plan a Ventures Community Supper to promote the community survey and spark discussion about poverty reduction. On November 18, 2004, the Community Supper is held in conjunction with a Bush Dance and the turnout was magnificent. More than 400 people return survey forms. An outreach campaign with the students of Turtle Mountain Community College generates another 157 survey responses. Survey forms are also distributed at the inauguration ceremonies for the newly elected Tribal Chairman and council members generating 123 additional survey responses.

December 2004: Steering Committee meetings are held on December 7, 13, and 28 and attendance grows steadily from 13 to 28. Key informant interviews are conducted with representatives from County Social Services, Tribal Housing, Head Start, County Court, schools, the hospital and some of the local prevention programs. Planning begins for a Poverty Reduction Summit. Discussion is focused on the methods that are to be used to ensure the inclusion of individuals in poverty. Day care, transportation, meals and incentives are identified as important factors. After much discussion and suggestions from key informants, the committee decides to offer lunch and refreshments, to provide transportation from community housing projects and other key locations, and to provide gift certificates valued at $50 per day to individuals who state they need such assistance. The gift certificates offered can be redeemed for gasoline, clothing or child care.

January 2005: Planning Committee meetings are held on January 4 and 21, 2005, to finalize plans for the Summit.

The Poverty Reduction Summit is held at Turtle Mountain Community College on January 19, 20, and 21, 2005. In spite of bad weather, more than 400 people participate on each of the three days.
Working in groups facilitated by Tribal members, a broad cross section of our community takes part in creating the basic framework and much of the content of our Plan. The members present at the Summit vote to designate the Planning Committee as a formal Ventures Steering Committee to develop the poverty reduction plan to be submitted to the Northwest Area Foundation. They also recommend that all meetings be announced and open to the public.

February 2005: The Steering Committee meets on February 1, 2005, to discuss the results of the Poverty Reduction Summit, take account of lessons learned and plan the work ahead. Community meetings held on February 15 – 17, 2005, identify the primary areas of focus for the Plan as community infrastructure, economic development, land and zoning, tribal government, financial services, health, education, culture, social services and the environment.

March 2005: The Steering Committee meets on March 8, 2005, with 23 in attendance to continue developing the potential strategies to be included in the Plan.

April 2005: The Steering Committee meets on April 5, 2005, to plan for the community meeting the following week. The community meeting is held on April 12 – 13, 2005, to continue developing poverty reduction strategies. Working groups are formed in the following areas: education/social services, culture, health, community infrastructure, and economic development.

May 2005: The Steering Committee meets on May 3 and 17, 2005, to continue developing the Plan and prepare for a site visit by an evaluation team from the Northwest Area Foundation. The committee members’ efforts included the development of strategies, goals, objectives, identification of responsible parties, time lines and budgets.

June 2005: A meeting of the three Reservations is hosted by the Northwest Area Foundation in the Twin Cities on June 8 – 10, 2005.

The Steering Committee meets on June 10, 2005, to continue developing the Plan. Three subcommittees are designated to assist the staff and the writer with final components of the Plan.
The subcommittee members will assist with editing the strategies, work on the Implementation Plan, create indicators and finalize the ten-year budget.

**August 2005:** A Three Reservation meeting is held at Turtle Mountain on August 3 – 4, 2005, to clarify the Foundation’s expectations of the Plan submittals. Committees are formed to assist the writer with editing and to create the budget for the new “Pathways Organization”. The Steering Committee reviews a draft charter for the Pathways Organization and two drafts of the Poverty Reduction Strategies.

**September 2005:** Steering Committee meetings and subcommittee meetings are held to edit the strategies, develop the implementation plan, create indicators and outcomes, and reach final agreements on the budget. Meetings are held in the four districts of the Reservation September 26 – 29, 2005, to review a summary of the Draft Plan.

**October 2005:** The final draft of Pathways to Prosperity is submitted to the Northwest Area Foundation on October 5, 2005.

**November 2005:** Steering Committee receives a letter from Tony Genia summarizing the comments and concerns of the Northwest Area Foundation leadership regarding the draft Plan. The Steering Committee meets to formulate its response. Additional meetings and conference calls are held to gather additional information regarding the Foundation’s perspective.

**December 2005:** The Steering Committee holds several meetings to further refine the Plan. A final version of the Plan is reviewed and approved by the Tribal Council on December 21, 2005. The final version of Pathways to Progress is submitted to the Northwest Area Foundation on December 23, 2005.
The Creation of Turtle Island  
A traditional Chippewa Story

There was a time many years ago when the earth was covered with water, a great flood had enveloped the land and, other than creatures that were able to flourish in the water, there were no other signs of life.

There was a being, Sky Woman, who took pity and felt the lonesomeness of the Earth in its current state. She looked down upon the Earth and longed to see land and the life that could thrive upon it. She descended from the sky and asked for the help of the water animals to once again restore the land to its former state.

Many animals obliged to help Sky Woman, a great turtle offered his back as a place of comfort to Sky Woman to reside while the other water animals did her bidding. She asked the great swimmers and divers to submerge down to the very depth of the ocean and bring her a bit of original soil. With a small amount of soil she would be able to once again bring land upon the water.

The strongest and most deft of the swimming animals attempted to bring soil from the depth of the ocean, but all came up empty-handed, exhausted, and nearly drowned. Finally the muskrat volunteered to dive. The other animals were amused and laughed at his gallant effort - after all they were unable to gather soil. The muskrat ignored their taunts and submerged in the watery deepness. Many minutes past and the muskrat had not yet appeared. Sky Woman and the animals began to fear he might not ever emerge from the ocean. At long last he appeared limp and lifeless, yet in his paw was a small bit of soil.

Sky Woman lifted him from the water and took the soil from his hand. She placed the soil on the turtle's back and prayed to the Creator for mercy, she blew life into the dirt as well as the muskrat. From the small bit of soil grew the North American continent and once again life began for the Anishinabe people. The muskrat has always been remembered by our people for his bravery and sacrifice, so that once again the earth could foster life.
OUR HISTORY

Since the beginning, the Chippewa have been pathfinders.
The migration of our people is one of the great adventures of human history, a journey that covered thousands of miles and took more than five centuries to complete. Our elders teach us that our journey began with the vision of a prophet, who imagined our people living in plenty in a place where “food grew upon the waters.”
The people followed his vision, moving west with the sun until they found cranberries and wild rice growing in the lakes and marshes, just as the prophet had foretold.

The migrations led our ancestors into the woodland areas of Michigan, Wisconsin, Minnesota, and the Canadian shores of Lake Superior. In each of these places, they would settle for as many years as they needed to recover their strength and grow in numbers, building villages in which to live. As they moved farther west, they encountered the Sioux, and had many fierce battles over rich hunting grounds. As the Chippewas spread to the West and South, they formed small semi-independent bands. During the three centuries immediately following the discovery of America, the Chippewas occupied an extensive territory in the northeastern United States extending back from the Northern and Eastern shore of Lakes Superior and Huron.

The Chippewa gathered in large groups to fish, hunt wild duck eggs, plant corn and other vegetables and pick early berries. They built individual family summer homes (wigwams) as well as larger ceremonial structures called wakiigans. Newborn children were provided with naming ceremonies. Adolescents would go on vision quests and adult men and women conducted ceremonies in groups such as the Grand Medicine Society. In the summers, family groups would leave the lake area to make forays onto the Plains to hunt buffalo and other game. In the fall, families returned to harvest their gardens, pick cranberries (pembina) and do fall hunting. This lifestyle continued until contact with European traders and settlers began in the late 16th century.2

European Traders and Settlers

Over the next 100 years, our ways of life were dramatically affected by the advent of guns from French traders and horses from Spanish colonists in New Mexico. In the late 1500s, the first French explorers came to North America, in search of furs that could fetch premium prices from European upper class buyers. In exchange for furs, the French offered guns, ammunition, iron or copper kettles, beads and iron tools. The traders pushed up the St. Lawrence River, across the Great Lakes and into Minnesota, North Dakota and the Missouri basin. Since

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Belcourt, North Dakota, 1966.

2
our ancestors had previously used stone and bark tools for hunting, the new tools were welcome, and many Chippewa became active in commercial hunting and trapping for the fur trade industry.

During the next two centuries, French traders called “voyageurs” moved west, and many intermarried with Cree and Chippewa women. Their children and descendants became known as “Metis” meaning “mixed-blood.” In the Turtle Mountain region, “Michif” is the name specific to people of mixed Cree, Pembina Chippewa and French ancestry. Today, a majority of our population on the Turtle Mountain Reservation are of Michif heritage, giving us a unique cultural legacy that embraces both French and ancient Chippewa traditions. Some distinct features of that legacy are the strong roles of both Catholicism and traditional beliefs, and our musical and linguistic traditions, which are a blend of Chippewa, French, and Cree.

Ultimately, however, the coming of more European settlers and exploitation of the fur-bearing animals made it difficult for all of the woodland tribes to live in balance with nature. The Chippewa migrated farther west into the northern Great Plains where they became known as the “Plains Chippewa,” and began to hunt buffalo.

In the early 1700s, horses became prime tools for Native peoples in the Dakotas and Minnesota. With horses, the range and logistics of buffalo hunting on the Great Plains improved. With new opportunities opening up toward the west, people of the plains-woodlands transition area moved out full-time onto the plains. Among those who stepped into the buffalo-hunting lifestyle were the ancestors of the Turtle Mountain Band. Buffalo hides were used to make tipis. Penmican became a source of food. Not all of the “woodland” lifestyle was abandoned but new characteristics of the “plains” life were adopted.

In 1797, David Thompson, working for the Northwest Fur Company, made the first map of the Turtle Mountain region. In 1803, Alexander Henry, of the same company, established the first fur trading post in the Turtle Mountains. In 1812, a group of Scottish settlers became the first Europeans to settle in the Red River Valley near Pembina. In 1861, the Dakota Territory was established, including the Turtle Mountains. By 1863, many white settlers had moved to the area and were demanding legal title to the land they occupied. That same year, the Red Lake and other Pembina Chippewa bands were forced to cede to the U.S. government a strip of
land 35 miles wide on both sides of the Red River. After this, most of the Pembina Band moved west to join those of our ancestors who were already living in the Turtle Mountains.

During this time the last great herds of buffalo on the plains were destroyed and over-trapping had virtually eliminated fur-bearing mammals from the region, so the members of the Turtle Mountain Band found themselves deprived of their primary economic resources. As hunting, trapping, and lumbering resources declined and agricultural enterprises became more prominent, the Chippewas were left stranded.³

Dealings with the U.S. Government
By 1864, white settlers were demanding that the U.S. government move the Turtle Mountain Chippewa further west. In 1882, the U.S. government set aside a twenty-township area and designated this as the official Turtle Mountain Chippewa reservation. Two years later, by Presidential decree, the government reduced the reservation to just two townships. Government commissioners justified this land seizure on the basis that many of the Turtle Mountain Chippewa were not “full-bloods” due to their mixed French-Canadian origins and hence not entitled to reservation lands. Chief Red Thunder appealed to government officials, telling them:

“When you (the white man) first put your foot upon this land of ours you found no one but the red men, and the Indian women, by whom you have begotten a large family... these are the children and descendants of that woman. They must be recognized as members of this tribe...”

Red Thunder went on to say that his people had been waiting for many years for a just settlement for ceding their lands, and in all that time they had gone hungry. While he succeeded in defending the rights of the Metis to be recognized as members of the Band, his appeals for help in warding off hunger fell on deaf ears. The marginal nature of reservation farmland provided only bare subsistence farming. In 1888, 150 people starved to death on the Turtle Mountain Reservation. When the Chippewa attempted to cut and sell wood and raise

livestock on the lands fringing the reservation, the government officials tried to impose taxes on those activities despite the Indians’ status as legal wards of the government and not subject to taxation.\(^4\)

The government attempted to make a final settlement of the claims of the Turtle Mountain Band of Chippewa Indians in a treaty in 1892. By the terms of this treaty the Turtle Mountain Band was forced to cede all claims to 10,000,000 acres of territory, retaining just two townships within the Turtle Mountain area. The treaty further provided for a cash payment of $1,000,000 to the tribe for the land, equal to about ten cents an acre. This became known as the Ten Cent Treaty.

Chief Little Shell refused to sign the treaty, or to renounce the claims of his people to the 10,000,000 acres that had been theirs. In spite of his protests, the government pressed ahead with its plans, adopting the Treaty of 1892 with the signatures of thirty-two individuals who most believe had no authority to speak for the Turtle Mountain Band. Nevertheless, the Treaty was approved by Congress under the terms of the Burke Act of 1904. The Burke Act also included provisions for allotting other lands within the public domain for the members of the tribe who were unable to secure land within the designated reservation. The government ultimately made allotments totaling almost 70,000 acres 250 miles west of the Turtle Mountain Reservation. This land is called the Trenton Service Area and is located in western North Dakota and eastern Montana. Over the years, many allottees lost their landholdings because of their inability to pay the property taxes.\(^5\)

In the late 1880s, the federal government also attempted to enforce assimilation strategies on the Chippewa. Children were separated from their families and sent to distant boarding schools. The schools ruled that Indian

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languages and culture were to be discouraged in the interests of “civilizing” the “lowly savages” so that children would grow up to be models of Euro-American culture. By 1921, a more sympathetic federal administration sought to improve living conditions on the reservation and began building a school, a hospital and housing. The Bureau of Indian Affairs also provided a constitution and bylaws. 

In the 1950s, the government planned to terminate agreements identifying the Turtle Mountain Chippewa as a federally recognized tribe, in part because of the tribe’s rejection of the 1934 Indian Reorganization Act. This never took place, however, and in the 1970s, enhanced tribal sovereignty, along with federal help in building houses and attracting business investment, helped the tribe start to realize self-sufficiency. In 1972, the Tribe created its first Comprehensive Plan, which has guided our development for more than thirty years. That same year, Turtle Mountain Community College was created, and the Tribe established education as the preeminent priority for our people.

In 1975, the Indian Self-Determination and Education Assistance Act affirmed Indian sovereignty and allowed Indians a measure of autonomy in managing their own affairs. The Turtle Mountain Band of Chippewa was able to begin reclaiming their heritage and culture and to look toward a future of social, economic and political independence.

In the 1980s, the federal government acknowledged the unfairness of the Ten Cent Treaty and began a reparations process that has still not been completely resolved.

References:

http://www.fema.gov/regions/vii/tribal/turtlemountainbc.htm
http://www.fema.gov/regions/yii/tribal/turtlemountainbc.shtm
WHERE WE ARE TODAY

This section of our Plan provides a brief overview of key indicators that describe the state of our nation.

Our Band is comprised of nearly 30,000 enrolled members, about half of whom live on our Reservation or on Tribally-owned lands within Rolette County, North Dakota. The rest of our membership lives throughout the world and the United States with a high concentration in the upper Midwest. Many of our members migrated to work in the shipyards and related jobs during World War II. In later years, a large number of our members went on the Bureau of Indian Affairs Relocation and Adult Vocational Assistance Program, which was available during the 1950s through the 1970s.
Although our ancestral homelands once comprised hundreds of thousands of acres, our Reservation today consists of just two townships, six-by-twelve miles in dimension. In addition, our Tribe has secured a significant amount of Trust land surrounding the Reservation, and our members own approximately 200,000 acres of land allotted to them by the federal government in parcels near the Reservation, in the northwest corner of North Dakota, and in Montana.

Although our Tribal lands today are just a tiny fragment of those we once occupied, our land, together with our people, are our most precious resources. Our lands are among the most scenic landscapes in all of North Dakota, with low rolling hills covered with deciduous forests of poplar, birch, oak, willow and aspen, interspersed with lakes and marshlands that cover nearly 10% of our total acreage.

The most striking features of the Reservation, in comparison to the surrounding areas, are the relatively high population density, the rate of growth, and the youth of the population. The Turtle Mountain Chippewa Reservation is the most densely populated Reservation in the eight northwestern states. Rolette County (which includes the Reservation and most of the adjacent Tribally-owned lands) is one of only five counties in all of North Dakota to have had a net increase in population during the 1990s (2000 Census). Indeed, nearly all of that increase was accounted for by the increase in population within the Turtle Mountain Band, which has been growing at a rate of nearly 18% in each of the past three decades. At the present time, 42% of our population is under the age of 18.

These demographics represent our greatest assets and our greatest challenge: Our assets are the attraction of our Reservation as a place our members want to live and the relative youth and vigor of our population; and our most serious challenges are a severely limited land base, and a depressed local economy that is not creating family wage jobs at a rate that is equal to the growth of our population, let alone at a pace that would reduce the poverty rates.
**OUR PEOPLE**

It is difficult to reconcile varying data sources to determine the actual number of members of the Turtle Mountain Band of Chippewa who live on the Reservation and the Tribally-owned lands nearby. In 2005, the Tribe estimated the total number to be 16,000 (CEDS Report), while the 2000 U.S. Census counted only 8,009. Even with the Tribe's growth rate of 2% per annum, projections of the census data to 2005 would only increase to roughly 9,000. The Census Bureau has historically had great difficulty generating accurate data in communities of color generally and on reservations in particular. The Tribe's estimates of its own membership can reasonably be expected to be more accurate than the census in terms of the total population and so we have used those figures to estimate the number of people who will be affected by this Plan. However, since the census data contains more types of information, and provides the benchmark data for most public policy decisions, we have chosen to use census data to illustrate important trends, with the caveat that we strongly believe the census data significantly underestimates both our numbers and the magnitude of poverty within our community. Our decision in this regard was heavily influenced by the Northwest Area Foundation's use of census data to compare conditions within the many communities it serves.

We have supplemented Tribal data and census figures with very recent studies by the University of North Dakota regarding the health of our community, and by the Maxfield Research Company regarding housing conditions on our Reservation and in Rolette County.
**POPULATION GROWTH**

Although their numbers may differ, all data sources point to an undeniable trend – a steady and significant increase in our population at the rate of nearly 2% per year since 1980.

![American Indian population graph](image)

Although that rate of increase is slightly less than the average rate of increase on all U.S. Reservations, it is profoundly different than what is occurring in the rest of North Dakota, where the populations of nearly all other counties are declining. *(source: NWAF Indicators Web site).*

![Change in American Indian population graph](image)
AGE STRUCTURE

During the past 25 years a very slight shift has occurred in the composition of the Band in terms of the age of its residents, as illustrated below.

As our population has grown, the percentage of those over 65 years has remained relatively stable at about 5%, while the number of adults 18 – 64 has increased from 46 to 53%, and the percentage under 18 has declined from 48 to 42%. This shift is far less dramatic than the shift in the U.S. population, suggesting that we continue to have a young population relative to the nation as a whole. *(source: NWAF Indicators Web site)*. We believe the increase in the adult population, as a percentage of the total, is due in part to the fact that Tribal members who had left the Reservation over the years have been returning in significant numbers during the past decade.
HOUSEHOLD TYPES

The number of households on our Reservation more than doubled from 1980 - 2000 according to the census, while the average number of persons per household declined. Single women with children accounted for one of five households in our community in 2000. (source: NWAF Indicators Web site).

![American Indian households by type](image1)

HOUSEHOLD INCOME

The median household income on the Turtle Mountain Reservation in 1999 was $24,514. This is slightly higher than the average of all U.S. Reservations, which was $23,070. This reflects a significant gain from 1989, when Turtle Mountain households lagged well behind the average for all Reservations. (source: NWAF Indicators Web site).

![Median household income of American Indians](image2)
PER CAPITA INCOME

The average per capita income at Turtle Mountain in 1999 was $8,855, compared to $7,971 on all U.S. Reservations. (source: NWAF Indicators Web site).

POVERTY

The poverty rate on the Turtle Mountain Reservation and off-Reservation lands in 1999 was 38% - roughly equal to the average for all U.S. Reservations (39%), but more than 3.5 times the rates for North Dakota (10.2) and the U.S. (11.3). (source: NWAF Indicators Web site).
LABOR FORCE PARTICIPATION RATE

52% of the members of the Turtle Mountain Band living on or near the Reservation who were 16 years of age or older in 2000 were either working or looking for work, a percentage that has held constant since 1980 and is about equal to the average for all U.S. Reservations. *(source: NWAF Indicators Web site)*.

EDUCATIONAL ATTAINMENT

According to the Census Bureau, the Turtle Mountain Band of Chippewa has made significant strides in terms of the educational attainment of our members since 1980. The percentage of our members who are 25 or older who do not have high school diplomas has declined by nearly half (from 58% to 30%) while the percentage with some college education has doubled (18% to 36%) and the percentage of college graduates has more than tripled, from 3% to 10%.
These levels compare favorably with the rates for all U.S. Reservations, where just 6% of adults have graduated from college. Nevertheless, it is important to recognize that nearly one-third of our adult members still do not have a high school diploma. *(source: NWAF Indicators Web site).*

**TEENS AT RISK**

Teen-agers who are not in school and have no jobs are at very high risk of living the rest of their lives in poverty. On our Reservation, 21% of our youth ages 16 – 19 were in these circumstances in 2000, which equals the average for Reservations nationwide. Although this is an unacceptable number, it represents substantial progress from 1990, when 35% of our youth in that age group were out of school and unemployed. *(source: NWAF Indicators Web site).*
HEALTH INDICATORS: ACCESS

In 2004, the Center for Health Promotion at the University of North Dakota prepared an assessment of Behavioral Risk Factors and Health Status for the Turtle Mountain Band of Chippewa. The assessment compared residents of public housing on the Reservation with the general population of North Dakota. This section contains key excerpts of that report, highlighting the challenges we face in public health.

“Access to health care services was assessed on the basis of such factors as availability of health care coverage (e.g., health insurance, prepaid plans such as HMOs, or government plans such as Medicare), having a personal health care provider, and medical costs. As shown below, TMBC participants were less likely than participants in the ND sample to report having some kind of health care coverage, but there did not appear to be sample differences in having a personal physician or costs limiting access to health care.” (source: Center for Health Promotion, University of North Dakota).

![Health Care Access Chart](chart.png)
HEALTH INDICATORS: IMMUNIZATIONS AND PREVENTION OF SEXUALLY TRANSMITTED INFECTIONS

Equal proportions of TMBC participants and ND sample participants reported receiving a flu shot and similar proportions of TMBC and ND sample participants reported ever receiving a pneumonia shot as shown in figure below. However, a greater proportion of TMBC than ND sample participants reported speaking with a health care professional about condom use as a means of preventing sexually transmitted infections, and more TMBC than ND sample participants reported being tested for Human Immunodeficiency Virus (HIV) as shown below. (source: Center for Health Promotion, University of North Dakota).
HEALTH INDICATORS: OBESITY

To assess the level of health risks related to obesity, the survey used each individual’s height and weight to calculate the Body Mass Index (BMI) (calculated as weight in kilograms divided by height in meters squared). A person is considered overweight if his/her BMI is at least 25 but not more than 29.9. Those who have a BMI of 30 or more are considered obese. The mean BMI in the TMBC sample was 29.69, with a range from 18.6 to 53.1. As shown in the chart, substantially more TMBC participants were obese than were participants in the North Dakota sample (41.0% compared with 23.5%). (source: Center for Health Promotion, University of North Dakota).
HEALTH INDICATORS: TOBACCO USE

About three times as many participants in the TMBC sample (60%) as in the North Dakota sample (21.5%) reported being current smokers (defined as smoked at least 100 cigarettes in his/her lifetime and now smokes either every day or some days). The majority of current smokers in the TMBC sample (81.7%) reported smoking every day. Nearly half (44.3%) of current smokers also reported that a doctor, nurse or other health professional had advised them to quit smoking in the past year. On average, current and former smokers tried their first cigarette when they were 16 years old, and started smoking regularly with they were between 19 and 20 years old. (source: Center for Health Promotion, University of North Dakota).
HEALTH INDICATORS: ASTHMA

A greater percentage of the TMBC survey participants reported that they had been diagnosed with asthma than did participants from the general North Dakota population. Similarly, a greater percentage of TMBC participants had active asthma than did North Dakota participants. On average, the TMBC participants had been diagnosed with asthma at age 36. Five percent reported that one or more children in their household also had been diagnosed with asthma and still had it at the time of the interview. Of the TMBC participants with current asthma, 42.1 percent had had an asthma episode or attack in the last 30 days, and 36.8 percent were using asthma medication on a daily basis. (source: Center for Health Promotion, University of North Dakota).
HEALTH INDICATORS: CARDIOVASCULAR DISORDERS

Substantially larger proportions of TMBC participants than the participants in the general North Dakota sample reported that they had had a heart attack, had been diagnosed with angina or coronary heart disease, or had had a stroke. However, only 8 percent of TMBC participants correctly identified all the symptoms of a heart attack. Only 3 percent were able to identify correctly all the symptoms of a stroke. (source: Center for Health Promotion, University of North Dakota).
**HOUSING NEEDS**

In 2005, the Tribal Housing Authority Commissioned a study of housing demand in Rolette County. The results are summarized in the chart below. The study found that there is a strong demand for additional housing and no habitable vacant housing units available on the Reservation. The authors estimated that at least 20% of the households in rental housing are living in overcrowded conditions, and 25% of the existing rental stock is in need of replacement. The need for new rental units by 2010 is estimated at 366 to 390; for homeownership 245 to 270.

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</tr>
</tbody>
</table>

*Includes units needed to bring vacancy up to 5% (30 units), plus units needed to reduce overcrowding in existing units (20% of existing occupied rental units - or 115 units).

Source: Maxfield Research, Inc.
THE ECONOMY

The Job Service of North Dakota lists the leading employers in Rolette County as follows:

ROLETTE COUNTY LARGEST EMPLOYERS

<table>
<thead>
<tr>
<th></th>
<th>Employer</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Turtle Mountain Band of Chippewa</td>
<td>Tribal Government</td>
</tr>
<tr>
<td>2.</td>
<td>Turtle Mountain Corporation</td>
<td>Electronic Manufacturing</td>
</tr>
<tr>
<td>3.</td>
<td>Sky Dancer Casino</td>
<td>Tribal Government Casino</td>
</tr>
<tr>
<td>5.</td>
<td>Belcourt Public Schools</td>
<td>Local Government Education</td>
</tr>
<tr>
<td>6.</td>
<td>PHS Hospital – Indian Health Service</td>
<td>Federal Government Hospital</td>
</tr>
<tr>
<td>7.</td>
<td>Bureau of Indian Affairs – Conservation Services</td>
<td>Federal Government Conservation</td>
</tr>
<tr>
<td>8.</td>
<td>Dunseith School District</td>
<td>Local Government Education</td>
</tr>
<tr>
<td>9.</td>
<td>Turtle Mountain Community College</td>
<td>Local Government Education</td>
</tr>
<tr>
<td>10.</td>
<td>Presentation Medical Center</td>
<td>Hospital</td>
</tr>
</tbody>
</table>

With the exception of the Presentation Medical Center, all of the county’s leading employers are located on or adjacent to the Reservation. Seven of nine are government agencies. This suggests that our economy remains heavily reliant on government agencies for employment opportunities. The table below shows the results of a survey conducted in 2004, showing employment levels and total payroll at each of our Reservation’s major employment centers.
## ECONOMY: EMPLOYMENT AND PAYROLL - 2004

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>ENTERPRISE</th>
<th>TOTAL EMPLOYMENT</th>
<th>TOTAL PAYROLL COSTS</th>
<th>PAYROLL PER EMPLOYEE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Native</td>
<td>Non-Native</td>
<td></td>
</tr>
<tr>
<td>Government: General Services</td>
<td>TMBC Tribal Government</td>
<td>679</td>
<td>11</td>
<td>$12,596,067.00</td>
</tr>
<tr>
<td></td>
<td>Bureau of Indian Affairs – Belcourt</td>
<td>56</td>
<td>-</td>
<td>$2,431,969.00</td>
</tr>
<tr>
<td></td>
<td>Public Utilities</td>
<td>10</td>
<td>-</td>
<td>$382,611.00</td>
</tr>
<tr>
<td>Government: Health Services</td>
<td>Quentin Burdick IHS Health Center</td>
<td>220</td>
<td>41</td>
<td>$14,293,558.00</td>
</tr>
<tr>
<td>Government: Housing</td>
<td>Tribal Housing Authority</td>
<td>85</td>
<td>1</td>
<td>$2,626,234.00</td>
</tr>
<tr>
<td>Education:</td>
<td>Turtle Mountain Community College</td>
<td>90</td>
<td>21</td>
<td>$4,271,843.00</td>
</tr>
<tr>
<td></td>
<td>Belcourt School – District #7</td>
<td>152</td>
<td>77</td>
<td>$10,809,938.00</td>
</tr>
<tr>
<td></td>
<td>Dunseith Day School</td>
<td>33</td>
<td>6</td>
<td>$1,537,821.00</td>
</tr>
<tr>
<td></td>
<td>Ojibwa Indian School</td>
<td>98</td>
<td>20</td>
<td>$3,186,566.00</td>
</tr>
<tr>
<td>Manufacturing:</td>
<td>Turtle Mountain Manufacturing</td>
<td>84</td>
<td>6</td>
<td>$1,801,858.00</td>
</tr>
<tr>
<td>Commercial Services:</td>
<td>Uniband Enterprises</td>
<td>248</td>
<td>94</td>
<td>$8,763,672.00</td>
</tr>
<tr>
<td></td>
<td>Dynaband</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Gaming/Hospitality:</td>
<td>Sky Dancer Casino and Hotel</td>
<td>314</td>
<td>11</td>
<td>$6,980,000.00</td>
</tr>
<tr>
<td></td>
<td>Queen of Peace</td>
<td>3</td>
<td>-</td>
<td>$36,743.00</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>2,072</td>
<td>288</td>
<td>$69,718,880.00</td>
</tr>
</tbody>
</table>
At the time of the survey, these employers provided 2,360 jobs, with an average wage of $29,541.89 – seemingly a substantial base upon which to build. However, a closer examination reveals that almost all of our economic engines are in a precarious position:

- The Tribal Government and the Bureau of Indian Affairs are both dependent upon annual Congressional appropriations, which have not been keeping pace with increased costs. With the federal deficit growing, and mounting budget pressures from the war in Iraq and recent hurricanes, there is little expectation that appropriations for non-emergent domestic needs will grow.
- Quentin Burdick IHS Medical Center faces similar constraints, and has been feeling the effects of federal budgetary restrictions for many years. In 2004, these pressures resulted in the loss of a third of the hospital’s medical staff and several pharmacists. With little likelihood of larger appropriations, the Medical Center is becoming more dependent on third-party payments, but many eligible members of the community have thus far failed to register for coverage leaving the Medical Center with serious budget problems.
- The Turtle Mountain Community College remains the crown jewel of the Reservation, but even the college is in a challenging position because of its heavy reliance on grants to support its faculty and staff.
- Our school system appears to be holding its own, thanks in large part to the combined state and federal resources available to our schools.
- Turtle Mountain Manufacturing, Uniband, and Dynaband are all faltering at present, and have laid off employees since the survey was completed. Their difficulties are apparently caused by our remote location, distant from markets and population centers; the expiration of federal preference programs; and a critical need for marketing and management expertise and resources.
- The Sky Dancer Hotel and Casino is generating a positive return for the Tribe. The hotel is occasionally full, and attracts many visitors from Canada, as well as North Dakotan. Nevertheless, the casino is facing strong competition as other Tribes modernize and expand their casinos and add tourist amenities.

If our community is going to generate family wage jobs in sufficient numbers to reduce poverty and meet the needs of our growing population, we must reinvigorate our existing economic engines and diversify to create a stronger economy.
PUBLIC OPINION REGARDING POVERTY

In the fall of 2004, the Planning Committee conducted a community survey to determine which issues people believe are most important in the effort to reduce poverty. The Committee contracted with DH Research, a professional public opinion research organization, to conduct the survey. Questionnaires were distributed during a community dinner sponsored by the Planning Committee on November 18, 2004; during lunch breaks at the Turtle Mountain Community College; and at the Inauguration ceremonies of newly-elected Tribal officials on November 20, 2004. A total of 536 responses were tabulated. The results are as follows:

- 42% of the respondents believe that they live in poverty.
- 60% of respondents reported that they do not receive public assistance of any kind, while 15% received food stamps; 14% receive fuel assistance; 12% receive social security, 9% general assistance, 8% TANF, 8% commodities, 6% child care assistance, SSI 4%, and aid from the food pantry 1%.
The level of concern about the lack of available land as a factor contributing to poverty was very high, with an average response of 7.8 on scale of 1 - 9.

When asked which factors were necessary to improve their lives, the respondents rated “a job” first (8.39 on a scale of 1 – 9) followed by increased access to medical care (8.13), a house (8.07), more education (7.90), insurance (7.58), cars (7.53), culture (7.21), recreation (7.13), and more local shopping and restaurants (6.70).
When asked to rate the factors most needed to improve the community, respondents listed “job opportunities” first, followed by “more affordable housing”, “quality health care”, “retirement/nursing home”, “improved school system”, “better roads”, “community recreation center”, “bus service”, and “computer/Internet access”.

When asked to identify the three greatest problems facing the community, 48% identified methamphetamine among the top three, 46% the lack of jobs; 32% the shortage of decent and affordable housing; 27% alcohol abuse; 17% drug abuse other than methamphetamine; 14% tribal politics; 10% the need for health services; 10% law enforcement; 8% diabetes; 8% environmental concerns; 6% problems with the educational system; 3% the lack of educational facilities; and 2% the lack of public transportation.
VISION

We the people of the Turtle Mountain Band of Chippewa are keenly aware of our responsibility to future generations. We envision a prosperous, unified community, with reverence for the traditions of our past and a clear vision of our future in a global world. Through our efforts, we will create a greater and safer community, in which our families can live with pride, respect and dignity in a healthy environment, free from poverty.
The mission of the Pathways Organization is to work together with all interested parties to reduce poverty within the Turtle Mountain Band of Chippewa. We will strive to build upon the inherent strengths of individuals, and of our community as a whole, to improve the sense of inclusion, economic strength, community infrastructure, educational attainment, health status, and cultural assets of our people, to prepare our community to thrive in a diverse, multicultural society.
DEFINITION
OF POVERTY

The Turtle Mountain Band of Chippewa defines poverty as the denial of basic human needs. Poverty is reflected in the lack of opportunity to work, the lack of education, the shortage of decent housing, the lack of transportation, the unmet need for quality childcare, and in unfair hiring practices and discrimination. It blocks individual advancement, saps productivity and prevents the community from moving forward together. Poverty is a struggle for survival, with no clear path to prosperity.
OUR FIRST PATHWAY IS INCLUSION

The Pathways Organization will create opportunities for all members of the Turtle Mountain Band of Chippewa to participate in the poverty reduction strategies included in this plan.

On a cold January weekend, some four hundred members of the Turtle Mountain Band of Chippewa gathered to share ideas about how to reduce poverty within our community. The turnout was stunning, not only because of the high numbers, but because those who came reflected the full spectrum of our community, and included many individuals who are struggling with poverty. They brought their frustrations, but they also shared their hopes and their ideas, and for three days, they were full participants in shaping the future of our community. We are determined not to lose what was gained that weekend. We will embrace the participation of those members of our community who have been left out in the past, not only because it is the right thing to do, but because it is the only way this plan can be truly effective.
Many of the strategies we have forged rely upon inclusion. If we are to lower drop-out rates, we must work directly with the children at greatest risk. If we are to take full advantage of the benefits of the Earned Income and Child Care Tax Credits, and increase third-party payments to fund improvements in our health services, we must have an organization that has both the credibility and communication tools to reach all of the members who will need to be part of those initiatives. A strategy of inclusion is the foundation for everything we hope to achieve. Therefore:

**Strategy 1.1 BUILD AN INCLUSIVE ORGANIZATION**

The basic structure of the Pathways Organization will be designed to welcome the participation of all groups within our community. Special efforts will be made to include those who are isolated and/or struggling with poverty within our Governing Board, our general membership, and our Action Teams.

What will be done?

- The governance structure of the Pathways Organization will represent the full spectrum of our community. The Charter and Bylaws have been drafted to ensure that a substantial proportion (at least 30%) of the members of the governing board have recent personal experience with the struggle to overcome poverty. (Appendix B).
- The Pathways Organization will build a membership base comprised of Tribal members and representatives of partner agencies who share a commitment to reducing poverty.
- An Inclusion Action Team will be formed of Pathways Organization members who have skills, or potential skills, in outreach, communications and grassroots organizing. The Action Team will take the lead in implementing our community organizing strategies and use their skills to help the Pathways Organization achieve its broader goals.
- The Action Teams formed for each of our three Pathways will reach out to people who are struggling with poverty to encourage them to contribute their energy and ideas.
- Leadership training will be provided for members of the governing board, and leaders of the Action Teams and Youth Council to build our capacity to implement the Poverty Reduction Plan. (This training is described in greater detail in Strategy 1.2).
- Memoranda of Agreement will be developed with each key partner agency (Tribal Government, Tribal College, etc., to define its role in, and commitments to, meeting the goals in this poverty reduction plan.
To set the benchmarks to evaluate the success of our strategies, the Pathways Organization will conduct a Community Survey during the first three months following approval of our Plan. The study will be repeated at the end of Year Two and every two years thereafter. (The surveys are described in greater detail in the Evaluation and Learning Section).

To meet what needs?
This strategy will address:
- The need for those who are struggling with poverty to have "a voice and a vote" in determining the direction of the Pathways Organization.
- Our Organization’s need to have the participation of our entire community and its major institutions in carrying out our strategies.

To achieve what ends?
This strategy will sharpen the Pathways Organization’s focus on reducing poverty by including those who are struggling with poverty at all levels of our organization. It will also make our Organization more effective by aligning the resources of key partner organizations with our poverty reduction strategies.

For the benefit of whom?
Those in poverty will benefit from having a strong, inclusive organization working to reduce poverty in our community.

Outcomes:
- A broad spectrum of Tribal members and organization, including those struggling with poverty, will be active at every level of the Pathways Organization.
- The leadership of the organization will be more effective in moving us toward our goals as a result of the training they have received.
- Key partner agencies will be represented in our organization and contributing to their resources to the success of our strategies.
**Process Indicators:**

- By the end of February 2006, a Board of Directors will be in place comprised of a cross section of Tribal members of whom at least 30% will be representative of those living in poverty.
- By the end of April 2006, Action Teams will be in place for each of the three Pathways in this Poverty Reduction Plan, including at least 30% who are struggling with poverty.
- By the end of April 2006, Memoranda of Agreement will be in place with the Tribe, Tribal College, Housing Authority, School District, Indian Health Service and other key partner organizations.

**Outcome Indicators:**

- A Community Survey at the end of Year Two will ask whether Tribal members perceive that “people like me are active in the leadership of the Pathways Organization.” Success will be achieved if more than 60% of the respondents living in poverty answer affirmatively.

**How will the Foundation’s funds be used?**

- $547,687 is requested to employ a full-time Community Outreach Coordinator to lead our Inclusion Action Team and implement strategies 1.1 through 1.4.
- Our budget also includes $25,000 over the first three years to cover costs associated with developing the Organization and creating a membership database. $130,000 is requested to support the Action Teams with technical assistance for specific projects.

**How will this strategy leverage other resources?**

This strategy will leverage many thousands of hours of volunteer time over the life of the project from members of the Pathways Board and Action Teams. In addition, the strategy will leverage $32,000 from the Tribal Government, and $4,000 from other sources.

**How will these actions be sustained?**
This strategy will build a basic organizational structure for the Pathways Organization that will be sustainable through the voluntary participation of our members as long as it is seen as an effective vehicle for reducing poverty and achieving community goals.

**Strategy 1.2  BUILD COMMUNITY ORGANIZING CAPACITY**

The Pathsways Organization will develop the capacity to carry out grassroots organizing campaigns to implement strategies contained in the Poverty Reduction Plan and to achieve goals that are important to our people.

**What will be done?**

The Inclusion Action Team will plan and implement training programs and create communications tools to increase our community's ability to carry out effective grassroots organizing campaigns to engage Tribal members in specific poverty reduction activities. This strategy will lay the groundwork for grassroots organizing to:

- Increase the use of the Earned Income and Child Care Tax Credits. (Strategy 1.3)
- Increase enrollment in Medicaid and other forms of third-party coverage to provide additional resources to improve our health services system. (Strategy 1.3)
- Identify community members' hidden skills and assets. (Strategy 2.3)
- Document existing purchasing patterns for the development of new businesses on the Reservation. (Strategy 2.3)

**Action A: Conduct Training to Build Leadership and Organizing Skills**

With the help of the Northwest Area Foundation, the Inclusion Action Team will select a leadership training program to build the skills that will be needed to carry out our Poverty Reduction Plan. The training will include instruction in planning and leading effective meetings, building and maintaining effective teams, and planning and implementing specific projects. In addition, Pathways Organization leaders will participate in sensitivity training that will model the experience of an individual/family in poverty when applying for social services. This training will be provided by the University of North Dakota, which has conducted similar training for the North Dakota Legislature and state social service officials. Initially, these training programs will be provided for members of the Governing Board and the
leaders of the Action Teams and Youth Council. Over time, the training will be offered to other active Pathways Organization members to expand our cadre of leaders.

**Action B: Develop Effective Communication Tools**

The Pathways Organization will work with our local media to develop tools to communicate effectively with all segments of our community, and reduce the isolation of those who are struggling with poverty:

1. The Organization will develop Memoranda of Agreement with the Turtle Mountain newspapers and radio station to provide coverage of the Pathways Organization’s community organizing campaigns and Tribal Government deliberations regarding the issues and projects included in the Poverty Reduction Plan. Five copies of the Turtle Mountain newspaper will be distributed weekly at locations where people who are living in poverty gather, such as the WIC office, the college library, the Head Start parents’ room and the social service office.

2. To assure that all TMBC members who are struggling with poverty have access to news sources, we will identify those who do not have access to a radio and offer them one as an incentive to participate in Pathways Organization activities.

3. We will create an interactive website as a means to communicate with our members and reach out to those who live in remote locations. The site will also be used to share information with other Tribes and other communities who are working to address similar issues. The Memoranda of Agreement with the College, School District, and Tribal Government will include provisions to enable community members to gain access to the Web site free of charge and in convenient locations.

4. After the Pathways Organization is firmly established and we have accomplished the activities listed above, we will develop a plan to increase access to the Internet by those who are struggling with poverty. Our intention is to work with the Turtle Mountain Community College, the School District, and other partners to craft a plan to take better advantage of our community’s existing resources. (This plan will be described in greater detail in Strategy 3.4).

5. Communications workshops will be held annually to increase the skills of Pathways Organization members so that our written materials, graphic presentations, radio broadcasts, and use of the Internet become more effective.
To meet what needs?
This strategy will meet our organization’s need for the skills and tools to communicate effectively with our members, and to provide those who are poor and isolated with information that could improve their lives.

To achieve what ends?
1.) To build our capacity to mobilize the community to achieve poverty reduction.
2.) To reduce the isolation of those who are living in poverty.
3.) To provide more of our members with access to basic communications tools, such as radio, newspapers and the Internet.

For the benefit of whom?
The primary beneficiaries of this strategy will be those who are currently isolated and struggling with poverty.

Outcomes:
- More Tribal members have the skills to lead poverty reduction activities.
- The Pathways Organization will be able to disseminate information effectively to nearly all Tribal members’ households through at least one form of communication (radio, school letters to parents, Internet/website, print media, meetings, etc.).
- Fewer members of our community will be isolated and fail to receive information that could improve their lives.

Process Indicators:
- By the end of 2006, Memoranda of Agreement are in place with all major local media, spelling out their specific commitments.
- By the end of 2007, at least 80% of board members and action Team leaders will have participated in leadership and sensitivity training.
- By the end of 2009, at least twenty additional Pathways members will have completed the training.

Outcome Indicators:
• Annual self-assessments of Board and Action Team leaders will indicate increased confidence in their own leadership skills.
• When surveyed at the end of 2007, at least 60% of respondents who were poor in the initial Community Survey report that they have learned about opportunities to improve their lives through Pathways communications.

**How will the Foundation’s funds be used?**

• $35,000 is requested to pay the costs of leadership training for Board members and leaders of the Action Teams and Youth Council.
• $105,000 is requested in Years One through Seven to pay the costs of purchasing radios for those who do not have access, developing and maintaining the Pathways web site, and providing communications training for Pathways members.

**How will this strategy leverage other resources?**
The strategy will leverage $31,000 from the Tribe and an undetermined amount from local media through public service announcements for Pathways activities. The value of the media’s contribution will be established in the Memoranda of Agreement and reported to the Foundation.

**How will these actions be sustained?**
This strategy will provide our Organization with skills and communications tools that can be sustained as long as those who gained skills through the Pathways Organization are willing to teach others.

**Strategy 1.3 EXPAND ACCESS TO KEY ECONOMIC RESOURCES**
The Pathways Organization will use its community organizing capacity to reach out to those in poverty to include them in programs that can provide resources to overcome poverty.

**Action A: Organize the Community to take Full Advantage of Earned Income and Child Care Tax Credits**
The EITC and Child Care Tax Credits are the largest tools in the federal government's arsenal when it comes to reducing poverty. Low-income wage earners in communities throughout the nation have escaped poverty and built assets by using these tools. Yet many of the working poor in our community are not yet taking advantage of them. The Earned Income Tax Credit provides cash directly to families and individuals based upon a formula that takes into account income and family size. For example, a married worker with two children and an income of $22,000 in 2005 would be eligible to receive $3,200 in a lump sum payment (IRS website). The Child Care Tax Credit provides payments equal to 20% to 35% of the amount spent by eligible wage earners to obtain child care for their children (up to a limit of $6,000). Therefore, a parent of two children in child care could receive from $1,200 to $2,100 through this credit.

In addition, those who file for the Earned Income Tax Credit for the first time have the opportunity to claim retroactively for up to three years, providing a cash payment of sufficient size to help pay off loans, provide a down payment on a home, or begin a substantial savings account.

To help our members take advantage of these resources, the Action Team will create an organizing campaign to reach out to members of the TMBC who are eligible for the tax credits and other entitlements, encourage them to apply, and provide assistance to them in filling out the necessary forms. In year one, the campaign will be short and very basic because April 15th will come very quickly. The campaign will begin at the community celebration of the Pathways partnership. Information about the tax credits will be included in the program and volunteers will be recruited at that event. The volunteers will be trained to conduct targeted outreach, and those with the skills to provide assistance in filling out tax returns will be identified and trained for that critical role. At least one free workshop will be held and, if we have enough skilled volunteers, workshops will be held in each of the four Council Districts. We will also work through employers to reach workers in job classifications that provide wages at levels that may qualify for the credits. (Hotel workers, retail clerks, data entry workers, etc.).

After April 15th, the Inclusion Action Team will study models of more sophisticated campaigns in cities such as Philadelphia, Chicago and Seattle to draw lessons from those campaigns to incorporate in the
second annual EITC campaign. We will pay special attention to their methods to help families retain and build their assets through individual development accounts, and expand our campaign to include those services.

To achieve what ends?
1.) To provide working families who are struggling with poverty with more income.
2.) To bring additional dollars into the local economy.
3.) To help working families increase their assets through savings, home ownership and other methods.

For the benefit of whom?
Members of the TMBC who are working in jobs paying less than EITC limits, and families with child care expenses will be immediate beneficiaries of this strategy.

Outcomes:
- Tribal members will have more money to support themselves and build assets for their families.
- More dollars will enter our local economy.
- Families will begin to move out of poverty.

Process Indicators:
- The 2006 Community Survey will establish a benchmark for the percentage of eligible families who have used the EITC and CCTC in the past.
- The numbers of wage earners filing for the EITC and CCTC for the first time through the Pathways campaign will reach:
  - 200 in 2006
Outcome Indicators:
- The percentage of survey respondents who report using the tax credits increases in each biennial survey.
- The amount of tax credit payments to campaign participants exceeds $500,000 by 2007.

How will the Foundation’s funds be used?
$64,000 is requested to cover the costs of implementing the campaign to increase use of the Earned Income and Child Care Tax Credits. The majority of funds will be used during the first three years, with Foundation support tapering off as the outreach activities succeed and our members become familiar with the benefits of the tax credits and develop the skills to file on their own.

How will this strategy leverage other resources?
This strategy is designed to use the community organizing capacity of the Pathways Organization to leverage dollars for the poor and working poor. In other communities that have launched EITC campaigns, the average amount generated for each new family that files is $1,500 per year, and that continues every year the family files a return and remains eligible for the tax credit. If that experience holds true at Turtle Mountain, the leverage will be very substantial. For example, if we achieve the benchmarks we have established in the first two years alone, 700 additional families would file, generating $1,050,000 in new income. If those families remained eligible and continued to file until the end of the ten years, an additional $8.4 million would be generated.

How will these actions be sustained?
This strategy will bring hundreds of thousands of dollars into our community through direct payments to working families. The strategy will be sustained in two ways: 1.) Most of those who learn how to file for the EITC and CCTC will be able to file on their own in future years; and 2.) Experience in other cities shows that the economic benefits for merchants and others from these campaigns is sufficient to convince them that contributing to outreach is a wise
investment. The Pathways Organization will seek to build a base of private support to continue outreach and tax preparation services for those who need them after grant support has ended.

Action B: Increase Access to Third-Party Coverage
The Pathways Organization’s second community organizing campaign will focus on removing the barriers that prevent our people from securing Medicaid and Medicare so that our health care system has adequate revenue to meet the health care needs of our people.

Background
Since the first encounters with Europeans, Native Americans have struggled to overcome health problems resulting from those encounters. As treaties forced all the tribes onto reservations, the federal government assumed the responsibility to provide health care to tribal members. This responsibility was firmly embedded in federal law with passage of the Snyder Act of 1927.

The federal government’s performance in fulfilling this obligation has been open to harsh criticism for many years. The health status of Indian communities has consistently lagged behind that of most Americans. For example, in 2000:

- The infant death rate among American Indians and Alaska Natives was 70 percent higher than among Whites.
- The mortality rate from Sudden Infant Death Syndrome (“SIDS”) was 2.8 times the rate of non-Hispanic Whites.
- The incidence of diabetes was more than twice that of Whites.
- American Indians are three times more likely than Whites to have AIDS. (all data from the U.S. Department of Health and Human Services Web site).
In light of concerns about these health disparities, the General Accounting Office ("GAO") conducted a study of the funding levels provided by Congress for the care of three major categories of federal beneficiaries: military personnel, federal prisoners, and Native Americans. The GAO study revealed that per capita spending for federal prisoners was double the amount spent for Native Americans, and expenditures for military personnel were triple those for Native Americans - inversely proportional to the health care needs of the three groups as measured by accepted indicators of health status.

In response to this study, the Congress vowed to increase the financial resources for Indian health care. However, instead of increasing direct appropriations for the IHS, Congress passed legislation that simply authorized IHS facilities to bill Medicaid and Medicare for services provided to tribal members with coverage from those programs. This legislation seemed to open the door to new resources, but it also put the onus on Tribal members to establish eligibility for Medicaid and Medicare, and left the IHS hospitals and clinics with the burden of enrolling patients and implementing complex systems to bill for services.

In the years that followed, Congress has apparently assumed that IHS facilities (like Turtle Mountain’s Quentin Burdick Memorial Hospital) will make up for inadequate congressional appropriations by generating revenue from Medicaid and Medicare. On many reservations, including Turtle Mountain, that assumption has proven to be false. Our hospital has failed to generate the anticipated amounts of third-party revenue, for several reasons:

- Tribal members have been reluctant to sign up for Medicaid because they believe they have a treaty right to care without doing so.
- There are numerous barriers to registration. For example, TMBC members are unable to sign up for Medicaid at the hospital when they receive medical services. Instead, they must schedule an appointment and make a special trip to the State’s office in Rolla (seven miles from Belcourt) and present sufficient documentation to establish that their incomes fall below federal guidelines. Their documentation is evaluated by State officials who, according to local opinion, are often none too supportive. These practices stand in stark contrast to the practice on the Navaho Reservation, and at many other health care facilities across the country, where it is possible to register for Medicaid where and when care is received.
Rapid staff turnover, the loss of key professionals and deteriorating morale have left hospital staff overworked and unable to mount the level of effort required to overcome the barriers described above.

In the past twelve months, the hospital’s budget problems have led to the resignation of 5 of its 15 full-time physicians and nearly half of its pharmacists. Unless this crisis in funding can be overcome, the hospital’s services will deteriorate, along with the health status of the community, and especially the poor, who suffer disproportionately from most health care problems. Furthermore, the hospital is one of our major economic engines, offering a wide spectrum of employment opportunities ranging from entry level housekeeping jobs to highly skilled professional positions. The crisis the hospital is facing is reducing employment opportunities and preventing those who are poor from gaining access to training and employment in the health care system, as well as health services.

What will be done?
1.) The Action Team will work with hospital staff to launch an education campaign to inform TMBC members that they have the power to save the hospital and expand its services by enrolling in Medicaid, Medicare and other third-party programs.
2.) A delegation of Tribal and community leaders will meet with State and federal officials to negotiate improvements in registration procedures to make it less difficult to register for third-party coverage. We will keep our State legislators and congressional delegation informed of our progress and seek coverage of our campaign in media throughout the County and in the State capitol.
3.) The Quentin Burdick Hospital will improve its procedures for billing third parties to capture revenue from the services it provides to eligible patients.
4.) The Action Team will work with hospital officials to develop a Memorandum of Agreement outlining how those in poverty can gain access to training and employment opportunities created through the success of this campaign.

To meet what needs?
1.) The needs of those who struggling with poverty for health care coverage.
2.) The need for more reliable financial resources for our health care system.
3.) The need for expanded health services to improve the health status of our community.
4.) The need for employment and training opportunities in health care.

To accomplish what ends?
1.) To change policies and procedures that prevent our members from securing medical coverage to which they are entitled.
2.) To provide more of those who are struggling with health care coverage.
3.) To increase the level of funding for the health care of our community.
4.) To enhance the ability of our hospital to provide training and employment opportunities and access to family wage jobs.

For the benefit of whom?
- The poor will benefit from increased access to health care by virtue of being covered by insurance.
- The Reservation Health Care System will benefit from increased revenue.
- The community as a whole will benefit from the improvement of health care services.
- Individuals who are lacking jobs will benefit from targeted training and employment opportunities.

Outcomes:
- More of those in poverty will have health care coverage through third parties.
- Our Reservation Health Care System will have additional revenue to meet our community’s health care needs.
- Our hospital will be able to increase the training and employment opportunities it provides, including targeted job opportunities for those in poverty.

Process Indicators:
- Medicare and Medicaid registration procedures are streamlined to facilitate registration by June 2006.
- Improved third-party billing procedures are in place throughout the Reservation Health Care System by June 2006.
- A Memorandum of Agreement is in place by June 2006 specifying what health services will be improved, and what training and employment opportunities will be targeted to the poor as the campaign generates new revenue.
An enrollment benchmark is established in the initial Community Survey.

**Outcome Indicators:**
By the end of 2007:
- Enrollment in third-party coverage increases to meet benchmarks established by the Action Team.
- Third-party revenue increases to meet benchmarks established by the Action Team.
- New services and training and employment opportunities for the poor rise to meet the levels established in the Memorandum of Agreement.

**How will the Foundation’s funds be used?**
No funds are requested for the Medicaid Outreach campaign, other than the salary of our Community Outreach Specialist, because we are working with the Indian Health Service to secure resources for the campaign through Medicaid Administrative Matching Funds. In the event that additional funding is needed to meet our objectives, we will work with Foundation to redeploy funding from the Keystone Project (Strategy 2.4).

**How will this strategy leverage other resources?**
Leveraging will occur in our health care system as our members register for third-party coverage, allowing our hospital to reduce its uncompensated care, increase its revenues, and add services and employment opportunities.

**How will these actions be sustained?**
This strategy is intended to be the catalyst for important changes that will be sustained in two ways:
1.) The reforms in the enrollment process should be permanent improvements in policies and procedures that will remain in place over time.
2.) The outreach activities and billing improvements will be maintained by the Quentin Burdick Hospital, because it is in their financial interest to do so.
Strategy 1.4  REACH OUT TO YOUTH AT RISK

The Pathways Organization will make special efforts to reach out to young people who are at risk of dropping out of school, becoming involved in drug use, or engaged in the criminal justice systems and we will include the ideas and energy of our youth in our poverty reduction strategies.

Our traditions and our demographics demand that youth play leading roles in our poverty reduction strategies. The roles we have proposed must be viewed in the context of the significant progress we have made during the past thirty years in educating our youth. In 1972, the Turtle Mountain Band of Chippewa established education as the preeminent priority of our Tribe. The wisdom of that priority as a step toward reducing poverty is indisputable: The average lifetime earning potential of all Americans is directly proportional to educational attainment. A Census Bureau study released in 2004 found that Americans who do not finish high school or obtain a GED could expect to earn a total of $1 million (in 1999 dollars) during their entire lifetime. For high school graduates, earnings expectations rise to $1.2 million; for those with some college, earnings climb to $1.5 million. For those with an associate’s degree earnings increase to $1.6 million; with a baccalaureate degree $2.1 million. Those with advanced degrees can expect earnings of $2.5 to 4.4 million, depending on the degree they earn. (U.S. Census Bureau, “Back to School: More Education Means Greater Earnings” 2004).

The Turtle Mountain Band has made extraordinary efforts, and substantial investments, to fulfill our commitment to education. The Tribe’s Head Start Program is the largest in North Dakota with 345 students. The Turtle Mountain community school system is one of the largest in North Dakota. The school system is diverse in that it is comprised of public schools, a Bureau of Indian Affairs School and a Tribal Grant School.

“I’m one of the people who got off welfare by going to school. I remember borrowing ten dollars from my father to buy gas to drive to the University, and two dollars from someone else to buy a hamburger and a bottle of water. It was hard, and I felt like giving up sometimes, but I made it!” – TMBC member.
The Turtle Mountain Community College ("TMCC") is widely regarded as the "crown jewel" of the reservation, and with good reason: TMCC is acknowledged as one of the leading tribal colleges in America, and its new campus overlooking Fish Lake is among the finest facilities of its kind anywhere. The college offers a broad range of two-year programs, and a four-year degree program in elementary education that has trained many of the teachers who now educate our young children. The Tribe is continuing to invest in our schools: a new high school will soon be under construction in Belcourt, and new facilities for the Ojibwa School are in the bidding process. The Tribe's investments in education are yielding good returns. A growing number of Tribal members are finishing high school and going on to college. Our Tribal College graduated 83 students last year, the most ever. Ten percent of Tribal members 25 years and older now have a college degree, compared to six percent on all U.S. Reservations. Turtle Mountain ranks 18th among all 72 reservations in the Northwest Area Foundation's eight-state territory in its percentage of college graduates, and 23rd in the percentage of Tribal members with some college education. (Source: NWAF Indicators Web site).

Yet in spite of these hopeful signs, far too many of our children still fail to thrive in our schools. Thirty percent of our members have not graduated from High School and far too many of our young people still drop out before graduation. (Source: NWAF Indicators Web site). Many factors cause some of our youth to struggle in school, but most of those
factors are closely interwoven with poverty. Poor health and nutrition, living in overcrowded or substandard housing, exposure to domestic violence, and living in a household headed by a single parent are all characteristics that are strongly associated with both poverty and academic risk, and conditions all too common among families on our Reservation.

The most serious manifestation of these conditions is the number of our young people who have dropped out of school, are unemployed, and who are at risk of being involved in the criminal justice system. On the Turtle Mountain Reservation and off-Reservation Trust Land, 21 percent of American Indians between the ages of 16 - 19 were not working, looking for work or in school in 2000, a percentage that is no better than the average for all U.S. Reservations (NWAF). Although this percentage reflects a significant improvement since 1990, when 35% of our youth were in these circumstances, it is still unacceptably high, and a significant contributor to poverty. Youth who are not working or going to school are at great risk of involvement in illegal activity, especially drug abuse. During the planning process, methamphetamine use was identified as one of the three most serious issues in our community. We have an immediate need to address the impact of methamphetamines and other unlawful activity on our young people, and especially within this group. To that end, the Pathways Organization has created a plan to protect our youth from predators and reengage youth at risk in the life of our community.

**Action A:** *Create the “Team for Youth”*

The Pathways Organization will work with Tribal leaders, the Healing Circle, the Judicial Board, the criminal justice system and all tribal drug and alcohol programs to create a “Team for Youth” to reach out to youth at risk, to encourage them to remain or become drug and alcohol free and reengage in our education and training system. The team will employ a graduated system of interventions, illustrated in the figure below:
1. **Predators:** A small number of hardened criminals are preying on our youth by manufacturing and selling drugs.

2. **High Risk Youth:** A number of our young people are involved or on the edge of involvement with drugs. Of special concern are youth 12 - 24 who are unemployed or out of school.

3. **Drug-Free Youth:** Most of our youth are in school and working to succeed.

Response: **Strict Enforcement.** Habitual criminals convicted of selling drugs to our youth will be punished under Tribal and federal statutes.

Response: **Early intervention.** At the first sign of involvement, tribal police will make a home visit, inform the family, and provide referral to the Team for Youth to arrange for support services.

Response: **Community Support and Encouragement.** Through the Youth Council, recreation programs, strong schools, family support.

This model is based upon the belief that our community can successfully win back youth who are on the edge of involvement in drug use and other forms of criminal activity through a three-part approach. First, we must step up enforcement to weed out those hardened criminals who are preying upon our youth for their own profit by vigorously enforcing Tribal and federal statutes. Second, our police, courts and human services providers must work in concert to intervene immediately when one of our young people drifts toward criminal involvement. At that first sign of trouble, specially trained police officers will visit the home of the young person, inform the family of the possible involvement and make a referral to one of our youth agencies. The police will also inform the youth agency, so staff from that agency can follow up if the family fails to contact them. The youth agency staff will meet with the family to work out a plan to provide the young person with support services tailored to their needs. These may include drug or alcohol treatment, counseling, help with school work, or other services. Youth who have been engaged in drug use will be provided with alternative sentencing to support their recovery and reentry into the life of the community.

The third element of our strategy is based on the recognition that most of our youth are succeeding, and they deserve our attention, recognition and support. To encourage these young people to remain drug free and engaged in their
education, we will enhance our youth mentoring programs, expand our community’s recreation programs and out-of-school activities and create a Youth Council to engage young people in the Pathways Strategy. Similar models have been implemented in Seattle and other cities. Juvenile incarceration rates dropped significantly, and local governments were able to shift resources from incarceration to preventive programs as a result.

To meet what needs?
This initiative will meet the need of youth who are out-of-school and unemployed for a path back to full participation in our schools and our community.

To achieve what ends?
1.) Reduce the impact of methamphetamines and other illegal substances within our community.
2.) Bring out-of-school, unemployed youth back into our school system and other constructive activities to reduce their risk of poverty.
3.) Reduce future expenditures on juvenile and adult incarceration.

For the benefit of whom?
The primary beneficiaries of this strategy will be young people on our reservation who are living in poverty, are out of school and out of work. In the longer term, all the members of the TMBC will benefit from reduced illegal activity.

Outcomes:
- Fewer youth will be out-of-work, and out-of-school, and/or incarcerated.
- Our community will be able to shift resources from incarceration to prevention and youth development.

Process Indicators:
- Memorandum of Agreement among agencies is in place to create the “Team for Youth” by September 2006.
- Implementation of alternative sentencing for juvenile offenders that supports treatment, recovery and reintegration into the community occurs by January 2007.

Outcome Indicators:
Schools report an increase in re-enrollments beginning 2007.
- At least 10% of the current budget for incarceration will be shifted to alternative treatment and support programs for youth by 2008.
- The biennial Community Survey shows declining levels of concern about methamphetamines and other crimes by the end of 2009.

**How will the Foundation's funds be used?**
$125,000 is requested over the ten-year period to cover costs associated with the conversion to the “Team for Youth” approach. The funds will be used to train police and Tribal court personnel.

**How will this strategy leverage other resources?**
This investment will leverage $560,000 from the Tribal government to support additional mentoring programs and other preventive programs for our young people.

**How will these actions be sustained?**
This strategy is intended to help at-risk youth and reduce juvenile incarceration. To the extent the strategy succeeds, the Tribal Government will be able to shift resources from incarceration to sustain the interventions and support services that will be developed to implement this strategy.

**Action B: Create a Youth Council to Give Young People a Chance to Create Their Own Projects.**
The Pathways Organization will create opportunity for young people who are struggling with poverty to develop their skills and leadership abilities by planning and implementing projects that contribute to the goals in this plan.

At the poverty reduction summit, many of our young people spoke out in public for the first time. We learned about the magnitude of the challenges they face – especially from the scourge of
methamphetamines. We also heard their inspiring visions for the future and their strong desire to put
their talents to use for the community's benefit. We intend to create opportunities for them to take a
prominent role in the Pathways Organization, not as recipients of service, but as the planners, managers and
workers who carry out projects to reduce poverty.

What will be done?
The Pathways Organization will work with educators, coaches, church leaders, and youth workers to
identify 10 to 15 young people who are struggling with poverty, but have leadership potential, to form the
nucleus of a Youth Council. Those leaders will be given leadership training and charged with reaching out
to their peers to build the membership of the Youth Council. The Pathways Organization will provide
training for Council members in the basic tenets of community organizing, project planning, and
implementation. The members will then form teams to develop project proposals to help implement the
poverty reduction plan. Each proposal will identify specific contributions of time or money contributed
by Team members and/or community supporters and will request an amount of matching funds from the
Pathways Organization. The proposals will be submitted to the Pathways Organization Board, which will
award grants to implement the best projects submitted. Examples of potential projects that emerged
during the planning process are shown below:

A Youth and Elders Program in which youth provide essential services to elders who are struggling with poverty, such as shopping, cutting fire wood or doing household chores for modest cash stipends provided by the Pathways Organization. In return the elders would be asked to share their knowledge of Chippewa/Metis history and culture with the young people who are working with them. (A very successful program of this kind operated for several years but was lost to state budget cuts).

A Library/Coffee House Project could meet multiple needs. Since downtown Belcourt has no downtown public library or public Internet access, a coffee house with a small lending library and Internet access
could be an interim step toward meeting those needs and provide a safe and inviting place to work on homework or meet friends after school. (A small coffee shop recently opened, staffed by local youth. Perhaps this new enterprise could expand to meet the need. Starbucks Coffee Company is a potential partner). (Helps implement Strategy 3.4)

**Recycling and Resource Recovery Projects** involving youth could help clean up the Reservation, reduce solid waste, and generate income. (Strategy 3.4)

**A Resource Mapping Project** will help to lay the groundwork for increasing tourism by mapping the recreational assets of the Reservation and planning a set of trails to connect those sites. (Strategy 2.5)

**A Community Surveys Project** will provide survey teams to conduct interviews with Tribal members to determine their purchasing patterns and identify opportunities to create new businesses. (Strategy 2.3)

**A Community Way Finding Project** could complete the system of street signs and home addresses throughout the Reservation and Tribal lands to improve emergency service and mail and parcel delivery. The project would post signs and addresses where none exist and replace bureaucratic names such as “BLA Road 5” with traditional names, like “Jackrabbit Road”. The team will create multilingual signs to celebrate the cultural heritage of the TMBC by displaying place names in all three of the major languages spoken on the reservation. (Strategy 3.4)
To meet what needs?
- The need of the Pathways Organization to include youth who are struggling with poverty in our efforts.
- The need of our young people to perform meaningful work for their community.
- The need to build the skills necessary to implement successful projects.
- The need for projects that reduce poverty through small, cost-effective steps.

To achieve what ends?
- To give youth who are isolated and struggling with poverty a chance to be included in the Pathways Organization.
- To develop our young people’s leadership ability and increase their sense of belonging.
- To provide our youth with the tools to plan and implement their own projects to reduce poverty.

For the benefit of whom?
The primary beneficiaries of this strategy will be young people who are struggling to overcome poverty. Secondary beneficiaries will vary depending on the projects selected, and could include the elderly, students and/or all members of the community.

Outcomes:
- Youth gain leadership skills and are able to plan and implement poverty reduction projects of their own design.
- Youth Council projects produce tangible benefits for the larger community.

Process Indicators:
- At least three youth-led community projects are implemented each year, beginning in 2006.

Outcome Indicators:
• In self assessments completed at the end of the project, youth report increased confidence in their abilities.
• The Community Survey at the end of 2007 reveals that at least 50% of those surveyed are aware of at least one Youth Council project that has benefited the community.

How will the Foundation’s funds be used?
We have requested $300,000 in Foundation support to fund Youth Council projects during the ten-year period. In addition, the Youth Council is envisioned as the work force for several activities that are budgeted within other strategies (e.g., mapping assets, developing way finding systems, community surveys, etc.), providing a double benefit to the community.

How will this action leverage other resources?
This action will leverage $50,000 in support from the Tribal government. In addition, community matching contributions to specific youth projects are expected to generate $210,000 during the ten-year period.

How will these actions be sustained?
This strategy is designed as a matching program to lay the groundwork for community contributions to sustain the Youth Council and its projects after the Foundation’s support ends. If the Pathways Organization is successful in reducing juvenile incarceration, a portion of the savings could be allocated to the Youth Council to continue its activities.
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The Pathways Organization will work to expand economic opportunity, especially for those who are struggling to overcome poverty.

It is often said that the surest way to reduce poverty is to strengthen the economy to create more employment opportunities for those who are struggling with poverty. The link between economic development and job creation is undeniable, but it is also the case that not all economic development strategies are equally productive in terms of their impact on poverty, or in achieving other community goals. The Harvard Project on American Indian Economic Development provides a wealth of information about the experiences of tribes in seeking to create prosperity. Those studies suggest that those tribes that have been most successful share several characteristics. Successful tribes:
- Assert sovereignty to gain control of their assets and assume responsibility for the decisions that will shape their future.
- Develop systems of tribal governance that are in alignment with their traditions, and provide a stable and predictable environment for economic development.
- Develop institutional relationships that protect tribal enterprises from political interference in day-to-day management decisions.
- Select economic development strategies that reflect their own specific assets and advantages.

In developing our poverty reduction strategy, we are applying those lessons. In Pathway Three, we will describe strategies to achieve sovereignty over our energy resources and adopt a Comprehensive Land Use Plan to guide future development. This section of our plan describes the strategic choices we have made to create a strategy for economic development that will build upon our community’s unique assets and advantages. The steps we propose can be summarized as follows:

1.) Bring more dollars into the community as quickly as possible by helping those who are struggling with poverty to capture more of the resources to which they are entitled. (This strategy is included as 1.3 above).
2.) Revitalize our existing Tribal enterprises to protect our economic base and expand employment opportunities.
3.) Use the financial power of our Tribe and its enterprises to increase our community’s access to capital.
4.) Identify the skills of our members, including our artists, and market those skills both locally and nationally.
5.) Determine why our dollars leave the Reservation so quickly and systematically create new local businesses to fill the unmet needs that are making Tribal members spend their dollars elsewhere.
6.) Create an Enterprise Center to provide technical support for new and emerging businesses.
7.) Recreate downtown Belcourt as a vibrant incubator for retail and service enterprises.
8.) Connect those who are struggling with poverty to the new jobs created by these initiatives through formal agreements with employers.
Strategy 2.1 REVITALIZE TRIBAL ENTERPRISES

The Pathways Organization will convene the leaders of our industrial and business communities to create action plans to improve the performance of our existing economic engines with the goal of creating more jobs and reducing poverty.

Quentin Burdick Memorial Hospital, Turtle Mountain Community College, Turtle Mountain Manufacturing, Uniband, Dynaband, the Sky Dancer Casino, Tribal Government, BIA, and retail business sector provide the vast majority of the employment opportunities for Tribal members. These organizations are vital assets, but most are nowhere near reaching their full potential as economic engines for prosperity. If we are to succeed in reducing poverty, we must make the most of these existing assets, by revitalizing their performance to create expanded employment opportunities, and connect those in poverty to the new jobs these Enterprises could create.

What will be done?
The Pathways Organization will create an Economic Development Action Team comprised of Tribal members with skills and experience in creating successful enterprises, and individuals with ideas and energy to contribute to this strategy. The Action Team will work with the Northwest Area Foundation to identify a highly skilled consulting team to assist our businesses and industries. Working with these experts, the Action Team will convene an Economic Enterprise Summit, including the leaders of all our major employers as well as representatives of those who are unemployed and struggling with poverty. The goal of the Summit will be to create an integrated growth strategy for our major enterprises with specific goals for increasing economic opportunities for the poor. The Action Team, consultants, and Enterprise leaders will work together to:

1.) Identify the specific factors which currently limit each enterprise’s economic performance in terms of profitability and employment levels. These may include lack of marketing tools, insufficient access to capital, lack of specific skills within the workforce, limitations of the physical plant, etc.

2.) Identify the steps each enterprise will pursue to overcome those barriers.

3.) Identify ways in which each enterprise can contribute to the success of others. For example:

- Can they loan one another skilled individuals when one entity has capacity that another is lacking?
- Are there chances to purchase goods or services from one another rather than going outside the community?
• Are there ways to tap into a national market through the federal agencies? (For example: Can Turtle Mountain Manufacturing win a contract to manufacture gurneys for the Indian Health Service system of hospitals?).
• Can they pool their expertise to support emerging enterprises such as the proposed Tribal utility? (Strategy 3.3).
• Can they align their needs for skills with the curricula of our schools and colleges?
• What outside expertise is needed, and how could all enterprises benefit when that expertise becomes available?
• Can resources be pooled to upgrade the Tribe’s marketing by enhancing the Web site, sharing the costs of sales personnel, etc.?

4.) Identify specific strategies to connect individuals who are struggling with poverty with the new employment opportunities created within each enterprise.
  • What workforce shortages currently exist or may soon exist?
  • What skills will be required?
  • How can individuals who are in poverty gain access to the requisite skills?
  • How can they gain access to employment?
  • What specific hiring commitments will the enterprises make in return for the support Pathways provides?

The product of the Summit will be an integrated Growth Strategy to increase the productivity of our existing economic engines with specific action steps for each one.

**To meet what needs?**
This strategy will address the need for jobs by reinvigorating our existing enterprises to create more local employment opportunities.

**To achieve what ends?**
  1.) To create plans for recovery and/or expansion.
  2.) To increase profitability.
3.) To increase employment levels.
4.) To establish a new level of cooperation among our enterprises.

_for the benefit of whom?_

The primary beneficiaries of this strategy will be members of the Turtle Mountain Band who are currently unemployed.

**Outcomes:**
- The existing economic engines of our community will expand, generating new jobs.
- Those who are in poverty will have defined pathways to secure training and employment within those Enterprises.

**Process Indicators:**
- Action Team is formed by April 2006.
- Economic Summit is held by September 2006.
- The Growth Strategy includes specific commitments to train and employ individuals in poverty at each enterprise.

**Outcome Indicators:**
- Revenue increases within each enterprise to meet benchmarks in the Growth Strategy by the end of 2007, and continue over time.
- Employment levels within at least 67% of the enterprises meet or exceed benchmarks established in the Growth Strategy by the end of 2007, and continue over time.
- Community surveys show an increase in people moving from poverty to employment in local enterprises beginning at the end of 2009.
How will the Foundation’s funds be used?

- $547,687 is requested to provide an Economic Development Specialist to lead the Action Team in implementing the strategies in this Pathway. The specialist will also coordinate the activities of the Enterprise Center. The expenses associated with the position are shown here, but apply to all our economic development strategies.
- $100,000 of additional funding is requested to support technical assistance to Tribal Enterprises in implementing the Growth Strategy that emerges from the Economic Development Summit.

How will this strategy leverage other resources?

This strategy will leverage $37,500 in contributions from the Tribal Government and $6,000 from other parties. To the extent the strategy is successful in improving the performance of our existing economic engines, it will leverage additional revenue and training and employment opportunities for years to come.

How will these actions be sustained?

This strategy is designed to jump start our existing economic engines through cooperative strategic planning, resource sharing, and expert advice in areas such as marketing. To the extension the strategy is successful in restoring our enterprises to health, they will have the resources to make future investments to enhance productivity without Foundation assistance.

Strategy 2.2 EXPAND ACCESS TO CAPITAL

The Pathways Organization will act as a catalyst to expand access to capital and financial services for all Tribal members, and especially those who are struggling with poverty, to expand their opportunities to build assets.

Our Band has made substantial progress in some areas in recent years, but we have made little progress in improving our members’ access to capital markets and financial services. As a result, our members, and especially those who are struggling with poverty, find it exceedingly difficult to build assets and leverage them to create new opportunities. There are no full-service banks on the Reservation, so our members must travel outside the Reservation to apply for basic financial services such as home mortgages or small business loans. When they make that trip, they often find themselves at a disadvantage because loan officers do not fully understand the historical and cultural aspects of lending.
within our community. To protect themselves against the perceived uncertainties, many institutions have adopted very conservative (some would say discriminatory) lending practices in dealing with our members. We have learned that as long as our members approach mainstream banks individually, they will continue to be dependent on the decisions of institutions that have little understanding of their abilities and aspirations. The lack of access to basic financial services is a significant contributor to poverty in our community. Without savings accounts, the poor are denied a tool to build assets. Lacking access to bank loans, they are often forced to borrow from “pay-day” operations at usurious rates. Without home mortgages or small business loans, they are shut out of the chance to buy a home or launch a business.

**What will be done?**

To address this challenge, the Economic Development Action Team will work with the Tribal Council and the leaders of our Tribal enterprises to aggregate the financial power of our community and make the banks compete for our business. Each year, the Tribe and its Enterprises generate some $69 million in revenue, which constitutes a significant opportunity for banks who want our business. In the past, we have missed the opportunity to bargain with the full force of our economic power because our resources have been spread among several banks. Our goal will be to secure a “full-service banking relationship” with a financial institution (or a consortium of institutions) on terms that are beneficial to our community. To accomplish this objective, the Action Team will work with the Tribal Comptroller and the Tribal Attorney to develop a Request for Proposals ("RFP") for banking services that challenges the competing financial institutions to provide a broader array of services tailored to the unique needs of our community in return for the privilege of holding the financial assets of the Tribe and its enterprises. The RFP would be designed to elicit responses that:

- Bring more banking services to the Reservation, including home loans, small business loans and other services that many communities of our size enjoy.
- Identify measures the respondents would put in place to ensure that their practices reflect the realities, and not the mythologies, of conditions in our community.
• Identify special services the institutions would provide to help our members build assets, such as financial literacy training, special loan packages for first time home buyers and small businesses, loaned executives to assist our Tribal Enterprises, etc.
• Identify what level of investment the institutions would be willing to make to help our community implement the Poverty Reduction Plan through purchasing low-income housing tax credits and new market tax credits, creating low-interest loan pools for new businesses, and other measures.

To assure that we make the best decisions during the RFP process, we will ask the Northwest Area Foundation to help us identify experts within the financial community who have shown a genuine commitment to poverty reduction, and ask those experts to serve as advisors to the Action Team as we implement this strategy. Responses to the RFP will be evaluated by the advisors and the Action Team, and a final recommendation will be made to the Tribal Council.

To meet what needs?
This strategy is designed to meet the needs of our community for basic financial services to help members build their assets.

To achieve what ends?
  1.) To improve our bargaining power with financial institutions.
  2.) To bring basic financial services to our Reservation.
  3.) To secure special services to enable our members to develop new skills and build their assets.

For the benefit of whom?
This strategy will benefit all members of the Turtle Mountain Band, especially the poor, who have not had access to basic financial services in the past.

Outcomes:
• Members of our community will have expanded access to bank accounts, affordable mortgages and small business loans, financial literacy training, and other financial services.
• Those in poverty will take advantage of those services to increase their assets.
Process Indicators:
- A Request for Proposals is developed with expert advice by July 2006.
- A “full banking relationship” that benefits our community is in place by January 2007.

Outcome Indicators:
- The number of households with savings accounts increases to meet benchmarks established by the Action Team by December 2007.
- The number of members completing financial literacy training increases to meet benchmarks by December 2007.
- The number of home mortgages and small business loans increases to meet benchmarks by December 2008.
- At least 67% of respondents to the Community Survey at the end of Year Four report that their access to financial services has improved.

How will the Foundation’s funds be used?
The Foundation’s support for the Economic Development Specialist will provide the staff support necessary to carry out this strategy in cooperation with the Tribal Comptroller. No other funds are requested.

How will this strategy leverage other resources?
This strategy will leverage banking services, financial literacy training, and access to capital that has never before been available to our community. Those services are a prerequisite for helping our members to establish savings accounts and build their assets.

How will these actions be sustained?
This strategy is designed to use the Tribe’s financial power (together with expert advice sponsored by NWAF) to secure a favorable relationship with a bank in order to expand access to asset-building services. Once that relationship is established, and our banking partner gains experience in doing business with the Tribe, the relationship should be self-sustaining as a solid business decision.
Strategy 2.3  CREATE NEW ENTERPRISES

The Pathways Organization will identify the hidden assets of our members and reveal the factors that cause our dollars to leave the Reservation so quickly. The Organization will use that information to develop new enterprises to meet the needs of our people, and increase the power of our retail and service sectors as economic engines for prosperity.

To keep our dollars flowing within the local economy two things must happen: (1) Our members must become more aware of the skills and services that are currently available within our community; and (2) We must create and sustain new businesses to provide goods and services which our members currently obtain elsewhere. To accomplish these objectives, we must overcome several barriers:

1.) There is no existing database that lists the skills and services potentially available within our community’s informal economy. Many of our members, including those who are struggling with poverty, have skills, but no ability to market them except by word-of-mouth.
2.) Many of our members have ideas for creating new businesses, and some have even developed business plans, but they are unable to secure financing or locate appropriate space.
3.) There is no “main street” for our Reservation, where new businesses can gain the advantages of being near other already thriving enterprises where they can learn from one another, gain exposure, and quickly attract customers.

What will be done?

Action A: Create an Enterprise Center

The Pathways Organization’s Economic Development Action Team will create an Enterprise Center to promote the development of new businesses and to connect individuals who are struggling with poverty to the new job opportunities created within those enterprises. The Center will include offices for the Pathways Organization staff, the Renewal Community staff, and the TERO program, creating the nucleus of a “one-stop” center for economic development. Initially, the Center will be established in a refurbished building in downtown Belcourt, providing a signal of new energy for the downtown area. By 2009, the Center will be the anchor tenant in the Keystone Project described later in this strategy.

Action B: Document Skills and Purchasing Patterns
The staff of the Enterprise Center will work with the Inclusion Action Team and Turtle Mountain Community College to develop and carry out a survey of Tribal members to:

- Identify skills among our members (and especially those struggling with poverty) which could be used to meet needs that are now being met outside the community.
- Determine what purchases our members currently make outside the Reservation and what goods and services they would be most likely to purchase if they were available locally.

**Action C: Create the “Chippewa Yellow Pages”**

Data from the skills assessment portion of the survey will be used to create a roster of skills and services that Tribal members can purchase from other members of the community. The Enterprise Center will create a “Chippewa Yellow Pages” to make it easier for members to find what they need within the community, and make the “Yellow Pages” available in hard copy and on-line. The Yellow Pages will also be used by the Enterprise Center staff to link new businesses with specific services they need that can be provided by Tribal members.

**Action D: Develop Retail and Service Businesses to Meet Local Needs Identified in the Survey**

The Enterprise Center will act as the catalyst to organize technical assistance for new businesses by drawing upon members of the Action Team, faculty at TMCC, and, when necessary, experts from outside the community. Data from the Purchasing Survey will be used to set priorities for the Enterprise Center staff in working with Tribal members who want to establish new businesses. First priority will go to those who will provide goods or services which are lacking on the Reservation and pulling dollars out of our community. The data will provide basic market research for those seeking to create new businesses, and demonstrate the potential of the new businesses to potential lenders and investors.

**Action E: Create Access to Start-up and Expansion Loans**

The Enterprise Center will work with our banking partner (Strategy 2.2.) to create a low-interest loan program. Northwest Area Foundation funds will be used to leverage bank resources either through a revolving loan fund or by creating a “loan loss reserve” to reduce the risk and thereby lower interest rates for commercial lending. The loan program will encourage the development of new enterprises by
members of the Turtle Mountain Band of Chippewa who are struggling with poverty and lack access to traditional sources of capital. The Fund will provide loans of up to $20,000 to use to meet investment requirements of commercial banks, the Small Business Administration and the BIA for guaranteed loans. This will enable start-up businesses to purchase inventory and equipment, secure space, and handle initial cash flow demands. The Pathways Organization Board’s Finance Committee will establish protocols for the Loan Fund and review the status of the Fund and its loan portfolio with our banking partner. The Committee will also develop contract provisions which require loan recipients to fill at least 40% of the new jobs they create with Tribal members who are struggling with poverty.

**Action F: Organize Artists’ Cooperative**

The Enterprise Center staff will use the Community Survey to identify artists and craftsmakers, and convene those individuals with the goal of organizing an Artist’s Cooperative to promote the interests and market the work of local artists and craftsmakers. Initially, the effort will focus on securing marketing opportunities in local venues such as the Sky Dancer gift shop, Jollie’s supermarket, and other retail locations. A second step will be to organize “public market days” during the summer and early fall to sell arts and crafts, local produce, and value-added products directly to consumers. As the Co-op develops, we will also explore the opportunities to market our arts and crafts via the Internet, and by contacting galleries in major cities to seek agreements to display and sell our members’ work. Once the Co-op is successful, we will explore other potential projects, including:

- Creating a “living heritage center” in downtown Belcourt to provide supplies, workspace, and a retail outlet for artisans who create beadwork, sculpture, paintings, basketry and other works of art.
- Increasing the number of performance venues for our musicians, dancers, actors and poets, and providing better tools to record and distribute their music and literature.
- Developing value-added products created from traditional foods (e.g., jams and syrups produced from local berries, smoked fish products, etc.).
- Organizing special events (powwows, horse races, arts fairs) that promote the arts and culture of the TMBC while strengthening and diversifying the economic base.
- Capital projects such as a new museum and other facilities to draw people to Belcourt for cultural events.
- A Chippewa summer camp to attract participants from outside the reservation as a way to share the TMBC culture and bring revenue into the community.
- A partnership with the Turtle Mountain Tourism Association to increase cultural tourism and improve the spirit of cooperation with nearby communities.

As each one of these Actions is implemented, the Action Team and Enterprise Center staff will develop specific methods to link those in poverty with the opportunities that are created. In many instances, the Actions will benefit those individuals directly. In others, Memoranda of Agreement will be developed that specify how a new business or co-op member will share their success with those in poverty.

To meet what needs?
- The need for increased access to jobs and income.
- The need to keep our dollars working within our community.
- The need for local sources of goods and services.

To achieve what ends?
- To increase our economic self-sufficiency by taking advantage of the hidden assets of our own members.
- To create new retail, service and arts enterprises to create job opportunities and keep our dollars flowing within the Reservation.
- To provide clear pathways for those in poverty to gain access to the training and job opportunities created through this strategy.

For the benefit of whom?
- Those in poverty will benefit, both directly and indirectly, from the Actions in this strategy.
- All members of the Band will benefit from a stronger and more diverse retail and service sectors, and from the retention of our dollars to strengthen local enterprises.

Outcomes:
Those in poverty will have increased opportunities to market their skills, services and artistic works.
- Tribal members will have the data, technical support and capital to create new enterprises in the retail and services sectors.
- Tribal members will have a wider array of goods and services available locally, reducing the necessity of traveling long distances to meet their needs.
- The dollars that enter the Reservation will have greater positive impact.
- Those in poverty will have clear pathways to jobs in our growing economy.

**Process Indicators:**
- A Community Survey of skills and purchasing patterns is completed by June 2006.
- The Enterprise Center is established and operating by June 2006.
- The Chippewa Yellow Pages is available to Tribal members by September 2006.
- The Artist Cooperative is organized and operating by August 2006.
- At least three Public Market Days are held during summer 2007.
- Agreements are in place with our banking partner to offer low-interest loans by January 2007.

**Outcome Indicators:**
The Community Survey conducted at the end of 2007 reveals:
- At least 60% of those in poverty at the time of the first survey report they have increased opportunities to market their skills, services and arts.
- At least 60% of all respondents report they have greater local access to goods and services.
- New businesses report that they are succeeding.
- The percentage of new employees who had been in poverty at the time of the first survey exceeds 40%.

**How will the Foundation’s funds be used?**
This strategy is a cornerstone of our plan, and we have focused a total of $2,145,000 on the actions described above. Those resources will be deployed as follows:
- $35,000 for Community Surveys to document the skills and purchasing patterns of Tribal members.
- $30,000 for the publication of the People’s Yellow Pages.
• $450,000 for the creation of the Enterprise Center and the provision of technical assistance to new retail and service businesses to meet the needs identified in the survey.
• $330,000 to support the development and initial operation of the Artist Cooperative.
• $1.3 million for the creation of a revolving fund (or loan loss reserve) to provide start-up loans for new businesses.

How will this strategy leverage other resources?
This strategy will leverage a total of $703,500 from the Tribal Government during the ten-year period. In addition, we intend to raise at least $220,000 from other sources for these activities.

How will these actions be sustained?
This strategy will create strong self-sustaining business, including an artist's cooperative, through market research, skills development, and access to start-up loans. As these new enterprises become profitable, they will repay the loan fund, create jobs and provide the economic base to support the Enterprise Center after Foundation support ends.

Strategy 2.4 REVITALIZE DOWNTOWN BELCOURT AS AN INCUBATOR OF OPPORTUNITY.

At first glance, the relationship between downtown revitalization and poverty reduction may seem tenuous. However, in the case of our community, we believe there is a very strong connection. A visit to our Reservation quickly reveals that our housing developments, educational institutions, and employment centers are scattered across our Reservation, increasing the isolation of the poor and their dependence on automobiles, which many cannot afford. Single mothers living in Shell Valley for example, have no stores, jobs or schools within walking distance, and lose out on many opportunities as a result.

They are not the only ones who lose out as a result of these development patterns. The Reservation's retail and service sectors have languished, in part because there is no "critical mass" of residents in downtown Belcourt to support them. In the absence of the goods and services those sectors might provide, Tribal members are forced to travel long
distances to secure them, transferring wealth to both oil companies and non-Tribal businesses. This phenomenon is especially hard on the poor, who often lack access to transportation.

To reverse this vicious cycle, the Pathways Organization will attempt to become the catalyst for transforming Belcourt into a thriving incubator for the creation of jobs and housing opportunities. The first step will be to address the shortage of retail space and the lack of a town center, or main street. The Enterprise Center staff will work with the Tribe, downtown businesses and other stakeholders to create a blueprint for downtown redevelopment that embodies the principles of the Comprehensive Land Use Plan. (Strategy 3.2) The blueprint will identify the desired mix of housing, retail, commercial and cultural facilities to revive downtown as the “Capitol” of our people. Specific features of the plan will include the identification of sites and methods to:

- Create in-town mixed-income housing to replace substandard units, relieve overcrowding, and reduce the isolation of the poor (Strategy 3.2).
- Expand and improve the existing retail facilities to enable successful businesses to grow and new retail and service establishments to be created.
- Enhance the appearance of the area by incorporating culturally appropriate design elements, landscaping, and additional windows to make it easier for passers-by to see activity within the shops.
- Create an “Ox Creek park and river walk,” to provide a “village green” for the downtown area. (A recreation and aesthetic analysis of Ox Creek already has been completed).
- Develop an outdoor market for farmers and artists to encourage the sale of local produce and crafts.

- Identify sites for:
  - A living heritage center to provide work space, materials, and exhibit space for local artists.
  - New mixed use developments to add retail, residential, and commercial facilities.
✓ Parks and playgrounds.

When the Plan is completed, the Enterprise Center staff will work with the Renewal Community, the Enterprise Foundation and other key stakeholders to launch Keystone Projects as catalysts for implementing the Downtown Plan. Funding for the projects will come, in large part, from New Market Tax Credits which are available through the Tribe's Renewal Community designation. The retail spaces in the Keystone Projects will be designed to meet the needs of: a) existing successful businesses that need space to expand; and b) new businesses that are starting up to meet the needs identified in the Purchasing Survey.

*To meet what needs?*
- The need to create opportunities for the poor to live near jobs and services.
- The need to create a critical mass of residents to support expansion of our retail and service sectors.
- The need to strengthen and diversify our local economy to multiply the impact of the dollars that enter our community.

*To achieve what ends?*
- To reduce the isolation of the poor in remote housing developments.
- To create opportunities to live, work and go to school without relying on the automobile.
- To create a critical mass of residents and workers to support the emergence of the retail and service sectors as economic engines for prosperity.

*For the benefit of whom?*
- The poor will benefit most from in-town housing and access to increased employment opportunities.
- All members of the Turtle Mountain Band will benefit from the expansion of our local economy.

*Outcomes:*
- The retail and service sectors of our economy will emerge as economic engines, creating new jobs and improving access to goods and services.
- Individuals in poverty will have more opportunities to live near new jobs and services.
**Process Indicators:**
- The Downtown Revitalization Plan is complete by December 2006.
- Plans and financing for the first Keystone Project are complete by December 2007.
- Plans and financing for the first in-city mixed-income housing project are complete by the end of December 2007. (See Strategy 3.2).

**Outcome Indicators:**
- When surveyed at the end of 2007, at least 60% of respondents indicate that they are aware of the components in the Downtown Plan.
- The number of new housing units and retail and service businesses rises to meet benchmarks established by the Action Teams by the end of 2009, and continues to rise over time.
- The new housing units and commercial spaces are at least 80% occupied within six months of completion.
- When surveyed at the end of 2011, at least 60% of respondents indicate that they purchase more goods and services in downtown Belcourt.

**How will the Foundation’s funds be used?**
$1,315,000 in Foundation funds will be used to implement this strategy. The funds will be deployed as follows:
- $50,000 will be sued to create the Downtown Revitalization Plan.
- $115,000 will be used to rehabilitate buildings on Main Street to create space for new businesses.
- $1,150,000 will be used to leverage New Market Tax Credits to create a Keystone Project to jump start the redevelopment of Belcourt.

**How will this strategy leverage other resources?**
This strategy will leverage $35,000 from the Tribal Government and $125,000 from other sources. However, the real leverage will be realized through the development of our capacity to use the New Market Tax Credits available to us as an Enterprise Community. The creation of the Keystone Project will generate more than $2.7 million in equity through the Tax Credit program to build space for new business development and catalyze the reinvigoration of Belcourt as an
incubator for growth. More importantly, the Foundation’s investment will give us the skills and experience to move forward with other New Market tax credit projects in the future.

**How will these actions be sustained?**

This strategy is, at its core, a plan for creating more sustainable development on our Reservation by placing housing, employment, education and shopping in close proximity. We will reduce the cost of living and open new job opportunities for those who are currently isolated and struggling with poverty, and build the base of customers to support newly emerging businesses.

**Strategy 2.5 EXPAND TOURISM**

The Pathways Organization will work with the Tribe, our local hospitality industry and the surrounding communities to increase Cultural, Recreational, and Environmental Tourism on our Reservation and throughout the Turtle Mountain Region.

The Turtle Mountain Band has many assets that could support increased tourism, particularly among those who value cultural experiences or outdoor pursuits. We have a good hotel and a small casino that draw thousands of visitors each year. Our Chippewa/Metis culture is unique, and many of our members are highly accomplished performers, artists and craftsmakers who have talents to share. Our annual powwows draw substantial crowds, many of whom travel long distances to participate. The landscape of Turtle Mountain is a significant asset that could attract tourists who are interested in hiking, canoeing, cross-country skiing, biking, camping or wildlife viewing. The areas surrounding our Reservation already enjoy a substantial tourist trade because of such attractions as the Canadian/American International Peace Garden (just nine miles from our Reservation). Highway 43 is designated as a national scenic highway, and several major wildlife reserves are adjacent to Tribal lands. Nevertheless, the full potential of tourism as an economic engine for the Turtle Mountain Band of Chippewa remains to be tapped.

**What will be done?**

To develop that potential, we will work in concert with our neighbors in the Turtle Mountain Region to develop and implement a plan to increase cultural and environmental tourism. The Economic Development Action Team will form a Tourism Committee to lead the effort. The Committee will work on two levels: 1) to build our own capacities within
the Tribe, so that we are equipped to capture a fair share of tourism within the region; and 2) to collaborate with other jurisdictions through the Turtle Mountain Tourism Association to expand the number of visitors coming to the region as a whole.

To build our local capacity the Committee will:

1.) Identify the features of the Turtle Mountain Reservation and nearby Tribal lands that have the potential to attract tourists.
2.) Conduct surveys of current visitors to determine what additional amenities are needed to make them sure to return and recommend a Turtle Mountain visit to their friends.
3.) Use that research to develop a plan for adding amenities such as:
   - A high-quality restaurant at our hotel, featuring locally grown produce and foods that are unique to our region.
   - Attractive venues for performances by our local singers, dancers, musicians and poets.
   - A first-rate gallery for marketing our visual arts.
   - Improved marketing of the Queen of Peace Bed and Breakfast, and the addition of more Bed and Breakfast establishments over time.
   - A well-marked system of trails which connect the best natural features of our Reservation and the surrounding Tribal lands.
   - Small businesses to rent recreation equipment to visitors (hiking gear, canoes, fishing tackle, bicycles, snowmobiles, etc.).
   - Guidebooks identifying the recreational facilities, activities, trail systems, wildlife, historic sites, natural features, and services of the Reservation.
   - A powwow arbor on the hill near the hotel and casino.
   - A softball complex of sufficient scale to host regional tournaments.
   - A site for recreational vehicles (RV Park).
4.) Provide training opportunities for individuals in poverty to take advantage of the employment opportunities created by the addition of the amenities listed above.

Longer range projects suggested during the planning process include:
- A golf course on the rolling hills surrounding the Sky Dancer Hotel and Casino.
- A children’s summer camp which would attract children from outside the Region to enjoy our landscape and share our culture.
- A community swimming pool.
- A roller/ice skating rink.
- A community activities center.

To expand Tourism within the Region as a whole, the Committee will:

1.) Work within the Turtle Mountain Tourism Association to coordinate the development of the Band’s resources to complement the Region’s existing assets and avoid competition which would be destructive to our common goals.

2.) Enhance the quality of marketing materials and the Turtle Mountain Tourism Association’s Web site.

3.) Provide a more visible presence for the Tribe in events held in other communities.

To meet what needs?
This strategy is designed to meet a portion of the need for expanded employment opportunities. It will also contribute to a better understanding of our culture and our natural environment.

To achieve what ends?
- To broaden our economic base.
- To create new jobs.

- To strengthen our relationships with other communities in the Region.
- To provide visitors with opportunities to learn about our culture and enjoy our natural environment.

For the benefit of whom?
All members of the Turtle Mountain Band will benefit from the expansion and diversification of our economy. Those who are currently unemployed will benefit most from the growth in job opportunities.
Outcomes:
Cultural and ecological tourism will increase, providing sustainable employment opportunities for Tribal members.

Process Indicators:
- The Turtle Mountain Band actively participates in the Regional Tourism Association by July 2006.
- The Youth Council develops a map of tourism assets by September 2006.
- Surveys of current visitors are conducted by September 2006.
- A phased plan to develop amenities is in place by January 2007.

Outcome Indicators:
- New tourist amenities are developed through Youth Council projects, Tribal initiatives and community actions to meet benchmarks established by the Tourism Committee.
- Responses to visitor surveys show increasingly favorable ratings by the end of 2009.
- Employment related to tourism increases to meet benchmarks established by the Committee.
- Number of individuals in poverty who complete training and secure employment rises to meet benchmarks.

How will the Foundation's funds be used?
A total of $820,000 is requested for this strategy. The funds will be used as follows:
- $20,000 will employ a Youth Council team to map our assets for tourism.
- $30,000 will be used to conduct visitor surveys in Year One, Three, Five, Seven, and Nine.
- $770,000 will be used to construct tourist amenities such as trails, campgrounds, powwow grounds, etc.

How will this strategy leverage other resources?
In the near term, this strategy will leverage $347,000 from our Tribal Government and $48,000 from other Tribal Enterprises (Sky Dancer Hotel and Casino, retail community). It will also leverage a new regional partnership through the Turtle Mountain Tourism Association. In the longer term, this investment should create a significant new industry, creating new employment opportunities for our members.

How will these actions be sustained?
This strategy is designed to win our Reservation its fair share of tourism, which is North Dakota’s second leading industry. Our special niches will be cultural and ecological tourism, which rely on the unique traditions of our people and the “natural capital” of our landscape. Once even the most basic amenities are created, there is every reason to believe that tourism will emerge as a self-supporting industry and source of jobs.
### PATHWAY 2: Economic Development

#### BUDGET SUMMARY

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OUR THIRD PATHWAY IS IMPROVING OUR COMMUNITY’S INFRASTRUCTURE

The Pathways Organization will work with the Tribal government, our Housing Authority and other partners to provide the infrastructure to develop a stronger and more diverse economy and enhance the quality of life on the Turtle Mountain Reservation. We will create a comprehensive plan to guide future development, build better housing for our people and take charge of our destiny in the realm of energy, natural resources and the environment.

The term “infrastructure” is used to describe the basic systems that sustain our communities. Any truly healthy community requires three types of infrastructure: (1.) natural infrastructure, including clean water and air, fertile land, and other natural resources; (2.) capital infrastructure, including water and sanitation systems, roads, electrical and communications systems, housing stock and public buildings; and (3.) civic infrastructure, which is comprised of the systems by which we make and enforce our laws, manage our businesses, and educate our children. In general,
communities that have solid infrastructure in all three areas are positioned to thrive, while those which lack any of the three types of infrastructure will struggle until they overcome those deficiencies.

Not surprisingly, there is a strong relationship between poverty and the lack of basic infrastructure. They are parts of the same vicious cycle: high levels of poverty make it difficult for communities to raise the capital to build infrastructure, while the lack of systems to deliver clean water, reliable power, and good government services can damage public health, constrain investment and diminish economic opportunities. To move forward in reducing poverty, our community must be forthright about the strengths and weaknesses of our current infrastructure, and we must meet the challenges that analysis reveals.

Strengths: We have many talented people, including a growing pool of college-educated members who are equipped to become leaders in many fields. Our community's educational institutions are the cornerstones of our community. Our school buildings are modern and well-equipped, and our teachers well trained and fairly paid. We have a fine hospital facility with a dedicated staff. We have a small nucleus of successful retail businesses and Tribal enterprises upon which to build. Most important, we have tremendous assets in the "natural infrastructure" of our reservation and tribal lands: our water, our lakes and forests, our wildlife, and even the wind that may some day provide the power to heat our homes.

Challenges: Nevertheless, our community's infrastructure is deficient in many ways, and those deficiencies have a direct and powerful impact on the poverty that grips our community.

- Our land base is small, our population is growing, and we do not yet have a land use plan or development strategy for protecting our natural resources and meeting the needs of our people.
- The shortage of decent and affordable housing has forced many families to live in overcrowded and/or substandard housing. Much of the existing supply of public housing is isolated from services and employment.
- The lack of public transportation isolates the young and the elderly, and the poor, and leaves all of us too dependent on our automobiles, and far too vulnerable to rising oil prices.
- The lack of a community-based utility to develop our potential wind, solar, and geothermal resources leaves us unable to help as those in poverty struggle to heat their homes in winter, while their dollars flow to private utilities that burn fossil fuel and contribute to global warming.
The lack of household addresses and street signs prevents home delivery of mail and parcel services, and undermines our ability to create an effective emergency response system.

- The lack of sufficient revenue prevents the Tribe from providing adequate water and waste water systems for Tribal members.
- The need for an environmentally sound industrial complex prevents new enterprises from locating on the Reservation.

The list of our infrastructure needs is very long indeed. We have no downtown public library, no full-service banks. We have a growing need for transportation investments, and an urgent need to protect our water sources, forests, wildlife, and air quality.

To lay the groundwork to move forward, we need to establish and enforce a comprehensive plan to guide future land use and development. With that plan in place, our community will be better equipped to build our community’s infrastructure. To meet these challenges, the Pathways Organization will create an Infrastructure Action Team comprised of representatives of Tribal agencies and BIA departments responsible for improving our community infrastructure, as well as the business community, the Youth Coalition, and other interested members of the community. The Action Team will identify the resources needed to accomplish the actions in our Plan, and the means to secure those resources. Whenever possible, the actions in this pathway will be implemented through Youth Coalition projects to provide our youth with meaningful roles and employment opportunities.

**Strategy 3.1**  **CREATE A COMPREHENSIVE LAND USE PLAN**
The Pathways Organization will organize our membership to support the adoption of a Comprehensive Land Use Plan to guide future development and protect the natural resources of the Turtle Mountain Band of Chippewa.

An excellent draft comprehensive land use plan was completed in March 2005, but has not yet been widely circulated among the members of the community or acted upon by the Tribal Council. During the Pathways Organization’s Planning Process, participants voiced support for a plan which would include the following elements:

1.) Land use, zoning and design guidelines to:
   - Focus development in areas that are compatible with the natural environment and have the infrastructure to support it, or where infrastructure can be developed most efficiently (e.g., existing towns).
   - Reinforce Belcourt as the “capitol city” of the TMBC, where commerce, education, social activity, residential opportunities and government services are concentrated.
   - Recreate a “main street” with a concentration of retail activity and adequate facilities to encourage additional enterprises to locate in Belcourt.
   - Focus new Tribal office development within Belcourt so that the Tribal employees will help build the “market” for retail services, restaurants, and other new enterprises.

2.) Housing development plans to:
   - Meet the identified need for housing for our growing population by identifying appropriate locations.
   - Develop new family housing within the towns on and adjacent to the reservation, where families can take advantage of the schools, employment opportunities and services.

3.) An industrial development plan to:
   - Identify an appropriate location for an industrial park to concentrate future industrial development in a manner that protects, and if possible enhances, the environmental quality of the Turtle Mountain Reservation.

4.) A Transportation Plan for roads, trails and transit to:
   - Address urgent safety issues.
   - Focus future road investments to support the concentration of new development in the towns.
   - Link the towns with transit service to enhance mobility for all and reduce the costs of transportation for Tribal members.
• Provide facilities to encourage nonmotorized travel (walking, running, cycling, etc., as an integral part of the transportation network.

5.) A Water Quality Plan to:
• Identify and protect the sources of the community’s drinking water (aquifer).
• Identify and correct threats to the quality of groundwater, lakes, streams and wetlands.
• Identify water bodies to be protected for their value as scenic resources, wildlife habitat, or recreational resources.
• Make provisions for public education to increase awareness of the importance of environmental stewardship.

6.) A Natural Areas and Sacred Sites Plan to:
• Identify and create protections for the most significant natural areas on the Reservation and Tribally-owned lands.
• Provide wildlife corridors linking the natural areas.
• Identify and protect sacred sites.

7.) A Plan for Parks, Trails and Recreational Areas to:
• Set aside appropriate areas for parks and playfields within the Tribal lands to enhance their livability and provide opportunities for recreation.
• Create a safe system of trails linking the parks and natural areas of the reservation to encourage walking, running, cross-country skiing, cycling, horseback riding and snowmobiles.

8.) A Plan for Food Production and Value-Added Agriculture to:
• Identify high quality agricultural lands for preservation.
• Identify sites for community gardens within or adjacent to housing developments.

9.) A Plan for Land Acquisition to:
• Identify parcels which are critical to the protection of the natural resources of the TMBC, and to the implementation of the comprehensive plan.
• Identify a financing plan to secure the most essential properties.

What will be done?
The Turtle Mountain Band of Chippewa will complete and adopt a Comprehensive Land Use Plan which addresses the needs of our community as outlined above. The Pathways Organization staff and Board will assist the Tribal Planning Department in reviewing the March 2005 draft to assure that the issues raised during the Pathways Organization’s planning process are addressed. The Organization will then use its community organizing capacity to educate Tribal members about the importance of the proposed plan and its potential impact on poverty reduction, and to encourage all members to make their voices heard as the plan moves toward adoption.

**To meet what needs?**
This strategy will address our community’s need for a plan that will protect our precious land base in the context of continuing population growth.

**To achieve what ends?**
1. Our members, including those struggling with poverty, will have an opportunity to understand the ways land use patterns affect the quality of life, and a voice in the choices for managing our precious land base.
2. Our natural resources will be protected by guiding development to the areas best equipped to support it.
3. Infrastructure costs will be reduced over the long-term.
4. The basic framework to “grow with grace” will be in place.
5. Funding for infrastructure development will be guided by a coherent plan.
6. Potential partners will have confidence that future development will proceed in a predictable way.

**For the benefit of whom?**
All members of the community will benefit, but those who are struggling with poverty will be the greatest beneficiaries of coherent land use planning.

**Outcomes:**
Future community development will be in concert with the community’s vision for protecting our natural resources.

**Process Indicators:**
• Community members who are struggling with poverty have an opportunity to provide their opinions about the Comprehensive Land Use Plan through attending meetings or workshops, written feedback, and media contacts.
• A Comprehensive Community Plan that reflects the vision and aspirations of the Tribal community is in place by July 2006.

Outcome Indicators:
• When surveyed at the end of 2007, at least 67% of respondents state that the Comprehensive Plan:
  a) reflects their values; and
  b) is being enforced in day-to-day land-use decisions.

How will the Foundation’s funds be used?
• $699,297 in Foundation funding is requested over the ten-year period to employ an Infrastructure Specialist to staff the Infrastructure Action Team and take the lead in implementing the strategies included in this Pathway. The amount budgeted for this position is higher than for the other staff positions because we are hoping to attract candidates who would bring civil engineering or architectural skills, which are sorely needed. Although the cost of the position is listed here, the specialist will be involved in each of the strategies in this Pathway.
• $50,000 is requested to create user-friendly materials to describe the plan and to support a community engagement campaign to assure that those who are living in poverty are aware of the Comprehensive Land Use Plan and its implications, and participate fully in the deliberations leading to its adoption.

How will this strategy leverage other resources?
This strategy will leverage $75,000 from the Tribal Government to complete the Land Use Plan. In the longer term, this investment will leverage better and more sustainable development and conserve our precious land base for future generations.

How will these actions be sustained?
The Comprehensive Land Use Plan is more than a document: it is a set of rules that will guide our use of our limited natural resources – as long as there is public support for the values it contains. The Foundation’s investment in our plan to engage those who are struggling with poverty in crafting the final plan will ensure that their values are taken
into account. It will also create a constituency to defend the plan and insist that land use decisions in the years ahead conform to the community’s values.

**Strategy 3.2 BUILD AFFORDABLE HOUSING**

The Pathways Organization will work with the Tribal Housing Authority, the Renewal Community, the Enterprise Foundation, and other partners to expand the supply of decent and affordable housing for members of the Turtle Mountain Band by rehabilitating substandard housing, planning and developing new sustainable housing developments, and creating homeownership opportunities.

Housing conditions are a critical concern for members of the Turtle Mountain Band and a significant factor in our persistent poverty. Studies have shown that those who live in substandard housing are more likely to have asthma and other chronic conditions that affect their ability to succeed at school or work. Overcrowded housing has been linked to domestic violence and reduced academic achievement. The need for more and better housing was ranked second only to the need for jobs by the participants at the poverty reduction summit, and our community survey confirmed that finding. The magnitude of the need was again confirmed in a recent study of housing conditions in Rolette County conducted by Maxfield Research, Inc. for the Turtle Mountain Housing Authority. That study revealed that:

- Population growth on the Reservation is the major driver of a local housing crisis, as our birth rate remains high and members of the Tribe return to the Reservation in growing numbers.
- There were no habitable rental units available on the Reservation.
- 20% of the housing units on the Reservation are in need of replacement and 25% are in need of major repairs.
- A minimum of 20% of the households on the Reservation are living in overcrowded conditions as Tribal members take in relatives and friends who cannot find housing.
- The supply of suitable and available land for new homes is limited by the lack of infrastructure and legal complexities surrounding allotments.
- There is a need for at least 635 additional housing units on the Reservation and 165 units in the remainder of Rolette County by 2010.
- To meet the need on the Reservation, between 365 and 390 rental units will be needed and between 245 and 270 additional for-sale homes must be created.
Because of the low incomes of those needing housing, most of the new units will need to be subsidized.

In the past, the Turtle Mountain Housing Authority has relied heavily upon federal programs such as the Mutual Help Homeownership Program, which provided opportunities for many Tribal members to purchase their own homes with very low monthly payments. That program no longer exists, and other federal housing programs have been cut back severely in recent years, leaving our Housing Authority with few tools to meet the growing needs we have identified. In fact, no new public housing has been created on our Reservation in thirty years.

Our challenge is to identify new resources to mount a major housing initiative. We believe our partnership with the Northwest Area Foundation can be the catalyst for meeting this challenge.

In many communities, nonprofit housing providers have shifted from grant funding to low-income housing tax credits as the major source of capital for housing production. Our status as a Renewal Community gives us an advantage in applying for housing tax credits, but to date, our Housing Authority has only made limited use of tax credits for rehabilitation projects. We have no experience with the complex process of using tax credits for major new construction projects. Our partnership with the Northwest Area Foundation has already attracted the attention of Enterprise Community Partners, one of the nation’s leading nonprofit housing foundations. (See letter from the Enterprise Foundation, Appendix A). If this plan is approved, it will help us to leverage the involvement of Enterprise Community Partners to use low-income housing tax credits as the linchpin of our new housing initiative. That will unlock millions of dollars in tax-credit funding that would not be available without the catalyst provided by the Northwest Area Foundation. To that end:

What will be done?

**Action A: Create a Housing Task Force**

The Infrastructure Action Team will create a Housing Task Force comprised of representatives of the Tribal Housing Authority, the Renewal Community, the TMCC Building Trades programs, as well as residents of public housing, members who are living in substandard or overcrowded conditions, and other Pathways Organization members with a commitment to addressing the housing challenge. The Task
Force will review the conditions of our existing housing stock as documented in the Maxfield Study and set priorities for rehabilitation and new housing development in Belcourt and at other appropriate locations identified in the comprehensive land use plan.

**Action B:** *Develop the Capacity to Use Low-Income Housing Tax Credits*

The Task Force will work with experts from Enterprise Community Partners to learn how to use the low-income housing tax credits that are available through the Renewal Community to generate capital for housing production.

**Action C:** *Create a Pilot Project*

With help from Enterprise Community Partners, the Task Force will contract with a design firm with expertise in "green buildings" that meet the needs of low-income families, cut utility costs, and protect the natural environment. The Task Force will work with that design team to design a pilot project in Belcourt to replace substandard units in isolated or inappropriate locations.

**Action D:** *Create Training and Employment Opportunities*

To the extent possible, the design will incorporate materials and skills that are available within our community (For example: Turtle Mountain Manufacturing could fabricate metal studs for housing construction. We will also explore the potential of securing wood products at favorable prices from tribes in Canada). Local construction firms will be selected to build the housing, and we will develop contracts that require them to employ a high percentage of Tribal members within their crews. In addition, the Task Force will create an Apprenticeship Opportunity Program in cooperation with the Community College to provide individuals in poverty with the opportunity to develop skills needed to enter the construction trades. The construction firms selected will be required to include apprentices from TMCC in their crews.

**Action E:** *Create Local Development Capacity*
To build the future development capacity of the TMBC, architects, engineers and other professionals who are hired as part of the housing initiative will enter into training/mentoring agreements to impart skills to Tribal members in those fields.

**Action F: Replicate the Pilot Project**
Upon completion of the pilot project, the Task Force will evaluate the results, and use the findings to improve subsequent housing developments. We will also explore the potential of replicating the pilot project through the development of a modular housing program, in which the component parts for new homes would be manufactured at Turtle Mountain Manufacturing or at new facilities within our Industrial Park. Our goal will be to create new jobs through production of cutting edge “green products” and construction techniques.

**Action G: Explore Homeownership Strategies**
The Housing Task Force will also identify a committee of Tribal members who are knowledgeable about, and committed to, the creation of homeownership opportunities for first-time home buyers. The Homeownership Committee will:
- Identify potential homeowners who are interested in self-help housing.
- Work with our banking partner (Strategy 2.2) to provide financial literacy training to help the prospective homeowners understand the steps they must take to secure financing.
- Mobilize partners to provide suitable sites, financing, and construction skills.
- Use the Habitat for Humanity model to build equity.

The goal will be to create a replicable process that will ultimately produce ten new homes per year, and demonstrate that homeownership is obtainable for many of our members who now believe they are “frozen out” of market.

*To meet what needs?*
Our Housing Strategy is designed to:

- Build our development capacity.
- Meet the needs of the poor for decent and affordable housing.
- Create new jobs.
- Provide training opportunities for individuals who are struggling with poverty.

**To achieve what ends?**

1.) The supply of decent and affordable housing will be expanded.
2.) Our community's capacity to plan, finance and build housing will increase.
3.) Sustainable design and building practices will be introduced to reduce utility costs and protect the environment.
4.) Employment and training opportunities will be created for members of the community who are currently living in poverty.

**For the benefit of whom?**

The members of the community who are struggling with poverty and need decent housing will be the primary beneficiaries. Our construction workers will benefit from increased employment opportunities, and youth who are living in poverty will benefit from the apprenticeships that will be created.

**Outcomes:**

- More low-income members of the Band will have access to decent affordable housing.
- More members of the Band will be employed.
- Individuals who are struggling with poverty will have increased training and employment opportunities in the construction trades.
- Sustainable building methods will lower utility costs and protect the environment.

**Process Indicators:**
- A Housing Task Force is created by April 2006.
- A Memorandum of Agreement with Enterprise Foundation is in place by June 2006.
- Identification of housing conditions is complete by May 2006.
- A Design Team is selected by July 2006.
- Design process involving stakeholders is complete by March 2007.
- A pilot green housing development project is ready for occupancy by May 2008.

**Outcome Indicators:**

- At least 50 new affordable housing units will be developed each year from 2008 through 2015.
- The number of Tribal residents participating in training/mentoring agreements with contractors involved with housing development (architects, engineers, construction firms, etc) – meet benchmarks established by the Housing Task Force.
- The number of Tribal members employed in each development project will meet benchmarks established by the Housing Task Force.
- The number of Tribal members completing construction apprenticeships rises to meet benchmarks established by the Housing Task Force by 2008.
- A homeownership pilot project is under way by 2007, with production rising to meet benchmarks established by the Homeownership Committee of the Action Team by 2009.

**How will the Foundation’s funds be used?**

$600,000 in Foundation funding is requested to provide planning and predevelopment services for new housing projects to meet the needs of the poor and working poor who currently live in substandard housing and overcrowded conditions. The Foundation’s support will be the catalyst to enable our Housing Authority to develop the capacity to use the Low-Income Housing Tax Credits, which are available to us as an Enterprise Community to launch a major housing initiative. That initiative, in turn, will create new training and employment opportunities as well as better housing.

**How will this strategy leverage other resources?**
This strategy has the potential to leverage a truly remarkable amount of funding through the use of Low-Income Housing Tax Credits, which provide approximately 70% of the equity needed for affordable housing development. The Enterprise Foundation is poised to provide technical assistance (and potentially grant resources) to train the leaders of our housing authority in the use of the credits and launch the pilot project. According to the Maxfield Study, nearly 400 new rental units will be needed by 2010. If the community succeeds in developing 400 housing units during the next ten years using the tax credit program, more than $28 million could be leveraged (400 units @ $100,00/unit = $40 million x 70% = $28 million). Although the Tribe must still raise 30% of the funding, the availability of the tax credits, coupled with the know-how developed through the pilot project will surely strengthen the Tribe’s position in seeking funds from HUD, USDA, and other sources.

**How will these actions be sustained?**

The key to this strategy is obtaining the skills and experience necessary to develop successful tax credit projects. Once those exist, the Tribe can continue to develop housing projects to meet the needs of our people.

### Strategy 3.3  CREATE A TRIBAL POWER UTILITY

The Pathways Organization will support the Tribal planning department’s initiative to create a Tribal power utility to lower the costs of electric power and develop the Tribe’s wind, solar and geothermal energy resources for the benefit of our people.

The costs of energy are an integral part of the cycle of poverty on the Turtle Mountain Reservation. Those who struggle with poverty generally live in homes with poor insulation and inefficient heating systems, driving up the amount of energy they need to stay warm during our hard winters. As the cost of power that is generated from fossil fuels continues to escalate, many of our members are forced to choose between heating their homes and other basic necessities such as food and medicine. Some have reverted to burning wood for heat, which can be detrimental to air quality, and compromise health.

It is not unusual to have household energy bills in the winter that run into the hundreds of dollars per month. For many, those costs are the difference between having a little money to set aside for their children, and sinking more deeply into debt. In an effort to change these conditions, the Tribal Council has authorized our planning department
to begin a feasibility study of a Tribal electric utility to generate and distribute power to those living on the Reservation and the adjacent Tribal lands. The initial results of that effort appear very promising. The Tribe has several advantages in such an endeavor:

- We have a longstanding and productive relationship with the Energy and Environmental Research Center at the University of North Dakota, one of the nation's leading centers for sustainable energy development.
- We have experience in developing both wind power at our water treatment plant, and geothermal power at our Tribal College.
- We have a body of data from the Department of Energy that establishes the potential of our wind resources.
- As a Tribal utility, we would have guaranteed access to a share of low-cost hydro power from Canada.
- Our relatively high population density would allow us to operate with lower transmission costs than those charged by the private utilities that currently serve the Reservation.
- Recent federal legislation creates new financial resources for pursuing power generation through a Tribal utility.

What will be done?
The Pathways Organization's Infrastructure Action Team will work with the Tribal Planning Director and his consultant to develop a business plan for a Tribal Utility for consideration by the Tribal Council. In developing that proposal, the Planning Team will address the following issues:

- How would a Tribally-chartered utility be organized?
- What financial resources would be needed to create the utility and where can they be found?
- What is the potential for such a utility to develop wind, solar, and geothermal energy?
- How would the utility balance its “energy portfolio” among purchased fossil, purchased hydro, and new wind, solar and/or geothermal resources?
- Could the utility sell “green tags” from power generated from these sources?

The Pathways Organization representatives will focus on assuring that the Plan also addresses issues of direct concern to those living in poverty, such as:

- What impact would the proposal have on energy costs for Tribal members and enterprises?
- What rate structure will be used, and how will benefits be shared among customer classes?
What role(s) could our Tribal enterprises play in the energy initiative to increase the economic benefits? (For example, can the Turtle Mountain Manufacturing plant create components of wind turbines?).

Should a portion of any savings from reduced energy costs at Tribal facilities be dedicated as an ongoing source of revenue for poverty reduction initiatives?

Can a plan be developed for TMBC members to set aside a portion of any savings from their reduced energy costs in Individual Development Accounts?

The Pathways Organization will use its community organizing capacity to distribute the findings that emerge from the Task Force to Tribal members who are struggling with poverty and build support for aspects of the plan that contribute to poverty reduction.

**To meet what needs?**
This strategy is designed to test whether a Tribal Utility will:

- Meet the needs of Tribal members for reliable and affordable sources of power for their homes, schools, businesses, and community facilities.
- Reduce the burden of high energy costs on the poor.
- Create a new economic engine for our community.

**To achieve what ends?**
1.) To complete a timely and transparent exploration of the potential benefits of creating our own utility.
2.) To engage the entire community in a decision that could have a profound impact on our economy.
3.) To lay the groundwork to develop our wind, solar, and geothermal resources in a way that benefits our entire community and reduces poverty.

**For the benefit of whom?**
All members of the community will benefit, but those who struggle to heat their homes in winter will be the biggest beneficiaries if the concept proves to be viable and results in significant cost reductions.
Outcomes:

- Our Tribe will be able to determine whether a Tribal Utility can provide affordable and sustainable energy resources for Tribal households, businesses, schools, and community facilities, and generate more jobs and increased revenue for our community.

Process Indicators:

- A Tribal Utility Planning Team is convened by April 2006.
- A business plan and proposal for the Tribal Utility are completed by December 2006.
- The Tribal Council completes action on the proposal by April 2007.
- Implementation steps occur to meet benchmarks established in the business plan.

Outcome Indicators:

- The business plan for the Tribal Utility incorporates measures to reduce the impact of energy costs on the poor.
- The costs of home energy expenditures as a percentage of household income declines as measured by Community Survey at the end of the second year of operation of the Utility.

How will the Foundation’s funds be used?

$240,000 is requested during the first three years to provide the Pathways Organization with the tools necessary to accomplish the goals above.

How will this strategy leverage other resources?

If the Tribal Utility proves viable, it has the potential to unlock significant resources and make “green power” generation a new economic engine for the Tribe. To the extent the poor are actively engaged in that process, those new economic resources could have a profound impact in reducing poverty by:
- Reducing the cost of power for homes, schools and businesses.
- Creating new training and employment opportunities.
- Creating new revenue to build the assets of the community.

How will these actions be sustained?
The new Utility will develop and market power that is truly sustainable from wind, geothermal and hydroelectric sources. If it is well managed, the Utility should be able to not only become self-sustaining, but quite profitable through sales of power, and the “green tags” that clean-power providers can sell to those in need of environmental credits. Sustaining the Utility’s favorable policies toward poverty reduction will require continued engagement on the part of the Pathways constituency.

Strategy 3.4  IMPROVE BASIC PUBLIC SERVICES
The Action Team will work with the Tribe, Turtle Mountain Community College, the schools and the Youth Council to expand access to the Internet, improve emergency services and mail delivery, and provide resource recovery services in our community.

What will be done?

Action A:  Expand Access to the Internet
- The Community Survey conducted at the beginning of the Pathways Project will include questions that will help us determine how many homes currently have Internet access at acceptable standards of performance.
- The Infrastructure Action Teams will then identify resources that are currently available at TMCC, the public schools, Tribal facilities, and nonprofit agencies, and the level of public access those organizations currently provide to the public.

The Team will use the findings to determine the best strategy for expanding access, and identify potential funding partners. Ideas that have been raised during the planning process include:
Open Internet café/libraries in each population center.
- Open the existing computer laboratories at TMCC, the public schools and other sites to members of the public in return for their participation in training programs.
- Use Pathways Organization funds to provide computers in return for participation in training and community service projects.
- Explore the possibility that a new Tribal utility could develop the necessary infrastructure for high-speed Internet access or wireless service as part of its operations.
- Explore the potential of funding from the Gates Foundation, Hewlett-Packard, and/or Microsoft to help pay for this initiative.

To meet what needs?
The strategy will meet the needs of those in poverty to be full participants in a global economy that is increasingly driven by access to information.

To achieve what ends?
1.) Our existing Internet resources will be more fully utilized for the benefit of the public.
2.) More members of the Turtle Mountain Band will have access to the Internet at times and locations convenient to their use.

For the benefit of whom?
This strategy will benefit those who lack access to the Internet.

Outcomes:
Those who are struggling with poverty will have increased access to the Internet.

Process Indicators:
- A survey is completed to determine current conditions and resources by April 2006.
- At least one experimental Internet coffeehouse/library will have opened by August 2006.
• A plan to expand access is completed by July 2007 and fully implemented by 2010.

**Outcome Indicators:**
• The percentage of households with access to the Internet increases in each Community Survey.

**How will the Foundation’s funds be used?**
No additional Foundation funds are requested for this action. A portion of the Infrastructure Development Specialist’s time will be required to lead the project and a Youth Council team will provide most of the work.

**How will this action leverage other resources?**
This strategy will leverage expanded access to existing Internet resources at the schools, community college and Tribal facilities. Additional funding will be sought from Microsoft, Hewlitt-Packard and other technology-based corporations and foundations.

**How will these actions be sustained?**
The strategy makes better use of existing resources and should be sustainable within the technology budgets of our partner agencies.

**Action B: Create Way Finding and GIS Systems**
At the present time, most homes and businesses on the Reservation do not have street addresses, and many of the intersections lack signs. This lack of basic infrastructure works against the poor, the elderly and the disabled in at least two important ways:
• It prevents household delivery of mail and parcels, necessitating trips to the post office that would otherwise be unnecessary, wasting fuel and creating hardships in bad weather.
• It hampers the delivery of effective emergency services.

This strategy is designed to address those problems. It will also create a modest economic benefit from the jobs created by the signage project itself and the increase in postal service jobs that will be created by switching to home delivery.
What will be done?
The Infrastructure Action Team and the Youth Council will combine their resources (and those of their respective agencies and organizations) to:

- Create a system of street signs and home addresses on the Reservation and Tribally-owned lands to provide the infrastructure for mail and parcel delivery and dispatch of emergency services.
- Create a unified system for parcel identification and GIS mapping.
- Improve dispatch capability for county-wide 9-1-1 emergency service.

The street signs created for this project will display the unique culture of the Turtle Mountain Band of Chippewa in a very visible way: place-names will be listed in all three languages of our community – English, Metis/French, and Anishinabeg, and we will replace bureaucratic names (BIA Road 5) with the traditional titles for those routes (Jackrabbit Road).

The legwork for the project will be provided by the Youth Council. The signs will be designed by a local artist, and to the extent possible, the components will be produced by Turtle Mountain Manufacturing.

To meet what needs?
This Action will:
- Meet the need of first responders to find their way to those needing help in emergencies.
- Address the needs of our members to have reliable mail and parcel delivery.

To achieve what ends?
- Improve way finding in emergencies.
- Improve mail and delivery service for Tribal members.
- Lay the groundwork for enhanced 9-1-1 services.

For the benefit of whom?
All members of the Band will benefit, especially the poor, the elderly and disabled, and those who lack access to automobiles.

**Outcomes:**
Tribal members will have:
- improved mail service (home delivery).
- more reliable emergency services.
- a greater sense of place.

**Process Indicators:**
- A system of street addresses is developed and signage is in place by September 2007.
- A GIS system is in place for first responders by December 2008.

**Outcome Indicators:**
- When surveyed at the end of 2009, more than 60% of Tribal members report improved mail delivery and emergency response.

**How will the Foundation’s funds be used?**
$10,000 in Foundation funds are requested to provide funding for the Youth Council to survey homes and businesses and map those which do not have addresses, as well as unsigned intersections.

**How will this action leverage other resources?**
This action will leverage $22,500 in resources from the Tribal Government. To the extent that this strategy lays the groundwork for home delivery, it also has the potential to leverage a substantial amount of resources from the U.S. Postal Service.

**How will this action be sustained?**
This is a one-time project that will be sustained by individual homeowners (addresses) and the Tribal Public Works Department (street signs).

**Action C: Create a Resource Recovery System**

The Infrastructure Action Team will work with the Tribal Department of Public Works and the Youth Council to create programs to provide safe and reliable removal of solid waste, conserve our natural resources, and improve living conditions on Tribal lands. The Action Team will identify an expert with extensive experience and knowledge of best practices in resource recovery throughout the nation. The Team will work with that expert to develop a Resource Recovery System that is tailored to the needs of our community. Specific issues that will be addressed during that work include:

- Effective methods to reuse, recycle, and reduce solid waste.
- The extent to which revenue can be generated through the sale of recycled materials.
- The costs and benefits of a project to remove disabled vehicles from the reservation.
- The impact of improved solid waste practices on water and air quality.
- The opportunities to create sustainable employment opportunities as a part of this strategy.
- The opportunities to train and employ individuals who are living in poverty to fill the jobs which are created.
- The roles of existing and/or new organizations in implementing the strategy.

**What will be done?**

Once the Plan is complete, the Pathways Organization will employ its community organizing capacity to educate those in poverty about the Plan and the opportunities it presents. The goal of that effort will be to:

- Secure support for adoption of the Plan by Tribal Council with provisions that benefit the poor.
- Encourage their participation in the implementation of the Plan.

**To meet what needs?**

This Action will meet our community’s need for reliable and environmentally sound solid waste disposal.
To achieve what ends?

- The living conditions on the Reservation will be improved.
- Natural resources will be conserved.
- Threats to air and water quality will be reduced.
- Employment opportunities will be created.

For the benefit of whom?

All members of the Turtle Mountain Band of Chippewa will benefit from this strategy. Those living in poverty will benefit from new employment opportunities created through the Resource Recovery System.

Outcomes:

- An effective resource recovery system is created to conserve our resources and protect the quality of life at Turtle Mountain.
- Employment opportunities are generated for individuals struggling with poverty.

Process Indicators:

- Consultant is hired by January 2007.
- Plan for the system is in place by July 2007.

Outcome Indicators:

- The number of households and institutions engaged in recycling and the percentage of materials recycled meet benchmarks established in the Resource Recovery Plan by December 2008.
- The number of individuals in poverty trained for and employed in jobs in the Resource Recovery System meets benchmarks established in the Plan by December 2008.

How will the Foundation’s funds be used?
$20,000 is requested to complete the Resource Recovery Plan.

*How will this action leverage other resources?*
This action will leverage $100,000 in Tribal Government resources to develop the Resource Recovery System.

*How will this action be sustained?*
The Resource Recovery System will be self-supporting through solid waste fees and the revenue generated through the sale of recycled materials.
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GOVERNANCE OF THE PATHWAYS ORGANIZATION

A formal organizational structure will be needed to carry out the poverty reduction plan we have created. In preparation for submitting this Plan, the Tribal Council has created a Charter and bylaws for the Pathways Organization, which will be an independent nonprofit organization under Section 501(c)(3) of the federal tax codes and the terms of the Tribal Charter authorizing its creation. The full text of the charter is included in Appendix B. The key provisions of the Charter and Bylaws are as follows:
**Mission Statement**

The Turtle Mountain Band of Chippewa together with all interested partners will work together to reduce our poverty by realizing our inherent and potential individual and community strengths. We will strive to improve the peoples self esteem, education, and worthiness by working towards holistic health, self sufficiency, promoting educational programs, and increasing employment opportunities which will enhance our living conditions and well being and return us to the cultural values of the native community.

**Interaction with Partners**

The Pathways Organization will interact with other organizations, institutions, and businesses that can lend support in furtherance of our common purposes. The Pathways Organization will interact with individuals, especially Turtle Mountain Tribal members; groups; and various entities in and around Rolette County and on the Turtle Mountain Indian Reservation to enhance the economic development, infrastructure, education, health, and cultural components of the Reservation as set forth in the Poverty Reduction Plan.

**Compliance with the Northwest Area Foundation’s Six Criteria**

The Charter specifies that the Pathways Organization will comply and adhere to the six criteria as established in the current Memorandum of Agreement existing between the Northwest Area Foundation and the Turtle Mountain Band of Chippewa Indians. These criteria are as follows:

- A significant focus on poverty reduction.
- Substantial involvement of diverse interests.
- Do no harm.
- Thoughtful and realistic strategies for accomplishing community goals.
- Development of local abilities to achieve long-term community goals.
- Learning and adapting in response to new knowledge and changing circumstances.

**Interaction with Other Community Organizations**

The Pathways Organization is directed to interact and partner with any and all parties who can help maximize the success of the Pathways Organization by helping to achieve the goals stated herein. Those partners will include, but are not limited to, the following:
- County, State, Tribal, and Federal Agencies.
- Institutions.
- Private entities and organizations.
- Foundations, charitable organizations, and other nonprofits.
- Any other group or body willing and able to assist this effort.

**Nonprofit Status**
The Charter and Bylaws specify that:
- The Pathways Organization shall not operate for profit.
- Any and all funds raised by the Pathways Organization membership shall be used to further the Organization's purpose.
- As a Tribal organization chartered by and through the Turtle Mountain Band of Chippewa Indians, the Pathways Organization shall be eligible to receive tax-deductible donations in the name of the Turtle Mountain Band of Chippewa Indians.

**Membership in the Pathways Organization**
The Pathways Organization membership shall consist of community members engaged in or committed to reducing the poverty and enriching the lives of the Turtle Mountain Band of Chippewa Indians. The membership shall include representation from the following sectors of the Turtle Mountain community:
- People living in some type of poverty (as defined in the Poverty Reduction Plan).
- People from the Reservation's business sector.
- Representatives from the education sector.
- Representatives from the health sector.
- Representation from the cultural sector.
- Representation from people involved with Reservation infrastructure (i.e., roads, water, environmental, etc.).
- Representation from the Reservation public services sector (e.g., law enforcement, Tribal and other courts, counselors, etc.).
- Representation from the tribal elders and youth.
- Representation from the Tribal government (i.e., Tribal Council members).
Board of Directors

The Pathways Organization will be governed by an 11 member Board of Directors selected in accordance with the following criteria:

1. Individual(s) currently meeting the federal poverty guidelines.
2. Individual(s) with experience in operating business and/or in the field of economic development.
3. Individual(s) with experience in the educational field.
4. Individual(s) with experience in health-related fields working with Indian people (including mental health).
5. Individual(s) with knowledge of Turtle Mountain Ojibwa and Metis cultures.
6. Individual(s) with knowledge and experience building and maintaining infrastructure (roads, water, sewer, environmental and utilities).
7. Individual(s) with expertise in the judicial system.
8. Individual(s) with expertise in social services.
9. Individual(s) with Tribal Council expertise.
10. Individual(s) who are Elders.
11. Individual(s) who are Youth (must be in their teens).

Appointment of the initial Board

The initial Board members will be appointed by the Tribal Council based upon the recommendations of the Pathways Organization Steering Committee. Subsequently, vacancies will be filled by the Board of the Pathways Organization upon the recommendation of its Nominating Committee.

Officers and terms:

The initial Board shall elect a Chairperson, Vice Chair Person, Secretary and Treasurer from its membership. Terms of office shall be as follows:

- **Chairperson:** Six-year term(s).
- **Vice Chairperson:** Six-year term(s).
- **Treasurer:** Four-year term(s).
- **Secretary:** Four-year term(s).
• Five seats will be held in two-year term(s).
• Two seats other than the Executive Committee will be for four-year term(s).

Those serving six-year terms will be limited to two consecutive terms; those serving four-year terms shall not exceed three terms; and, those serving two-year terms shall not exceed six terms.

The Board will meet at least once a month. It will have fiduciary responsibility for the resources of the Pathways Organization and direct the policies of the Organization and the actions of its staff.

To assure the Pathways Organization remains true to the terms of its charter, the Board will submit an Annual Report to the Tribal Council to report on its progress in achieving the goals of the Poverty Reduction Plan.

**Board Role and Compensation**

• The Pathways Organization Board is responsible for the overall policy and direction of the Pathways Organization.

• The Board may delegate the responsibility for the day to day activities of the Pathways Organization to the Pathways Organization Chairperson and/or Pathways Organization staff.

• The Pathways Organization Executive Board will keep the Tribal Council informed of projects and activities through its annual report. Communications may be made more frequent if warranted.

• The Pathways Organization Board of Directors will approve and oversee all associated fiscal activities.

• The Executive Committee shall supervise and evaluate the Pathways Organization staff, and assist in making decisions regarding internal needs.

• The Board members shall not either individually or collectively receive compensation other than reasonable reimbursement for travel or meeting expenses.

The collective duties of the Board of Directors shall include but not be limited to:

1) Developing processes for the following:
   • Implementing the poverty reduction strategies.
   • Identifying the most attainable strategies.
• Monitoring the progress of each strategy.
• Coordinating the duties for the Pathways Organization staff.
• Assisting with negotiations.
• Assisting with activities on a volunteers basis.
• Developing protocols.
• Coordinating efforts with the Tribal Government.
• Actively include the public in meetings for ongoing growth of the organization.
• Review and approve monthly expenditures.

2) Assuring compliance with the six criteria are maintained and adhered to.
3) Arranging for all necessary personnel, equipment and services.

**Funding and financial management**

- The Pathways Organization funds will be drawn down by the Turtle Mountain Band of Chippewa Indians from the Northwest Area Foundation; then placed in an escrow account at the Tribe’s bank under the name of the Pathways Organization.
- Any and all withdrawals from or checks drawn on the Organization’s bank account shall require the signatures of two (2) executive Board members who are unrelated by blood.
- Unrelated means not a member of each other’s immediate family, which includes husband, wife, live in companion, mother, father, brother, sister, grandfather, or grandmother, son or daughter.
- The executive board members Chairperson and the Treasurer will be required to be on the signature card for the Organization’s bank account.
STAFFING PLAN

The Pathways Organization will be staffed by a team of two administrative staff and three program specialists. Here is a brief description of their roles and responsibilities:

The Pathways Coordinator will be appointed by the Board of Directors to assume overall responsibility for carrying out the Poverty Reduction Plan. He or she will hire the staff and work with the Board Chair to set agendas, and lead the staff in preparing the information needed by the Board to make timely and wise decisions. The Executive Director will also be the Organization’s leading diplomat, keeping the Tribal Chairman and Council members apprised of progress, negotiating agreements with partner agencies, and speaking on behalf of the Organization through the media and at community meetings.

The Administrative Assistant will assist the coordinator in staffing the Board of Directors, and keeping accurate records of the Organization’s work. He or she will also develop and maintain the Organization’s database, and assist the Executive Director in communicating with the press and the public.

Community Outreach Specialist will have responsibility for staffing the Inclusion Action Team, and leading the Pathways Organization’s community organizing campaigns to increase economic resources, enrollment in third-party coverage and meet other Pathways goals.

The Economic Development Specialist will lead the Economic Development Action Team and the Enterprise Center. He or she will organize surveys of purchasing patterns, organize assistance to new businesses and manage access to loan programs, and provide support to the Artist’s Co-op and Tourism initiative.

The Infrastructure Specialist will lead the Infrastructure Action Team. He or she will be responsible for coordinating the housing initiative in cooperation with the Housing Authority leadership, and for coordinating the involvement of the Pathways Organization in the development of the Comprehensive Plan and the Tribal Utility. He or she will also
take the lead in improving basic public services such as Internet access, way finding, and Resource Recovery. Detailed job descriptions for each of these positions is contained in Appendix C.
**BUDGET SUMMARY**

The chart below provides an executive summary of our proposed budget for the ten-year life of the project. We have provided a detailed budget, with annual line items for each strategy and action on the enclosed compact disc, to make the printed document less cumbersome. The disc also includes a monthly budget for the first year, quarterly budgets for years two and three, annual budgets for years four and five, and annual budgets for each year thereafter.

<table>
<thead>
<tr>
<th>Administration and Operating Budgets</th>
<th>NWAF</th>
<th>TMBC</th>
<th>OTHER</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Salaries and Benefits</strong></td>
<td>$1,088,071</td>
<td>$</td>
<td>$ -</td>
<td>$1,088,071</td>
</tr>
<tr>
<td><strong>Total Office Expenses</strong></td>
<td>$623,268</td>
<td>$</td>
<td>$ -</td>
<td>$623,268</td>
</tr>
<tr>
<td>Legal (Tribal attorney in-kind)</td>
<td>$114,639</td>
<td>$</td>
<td>$ -</td>
<td>$114,639</td>
</tr>
<tr>
<td>Audit (Tribal in-kind)</td>
<td>$114,639</td>
<td>$</td>
<td>$ -</td>
<td>$114,639</td>
</tr>
<tr>
<td>Evaluation @ 2.5%</td>
<td>$60,000</td>
<td>$</td>
<td>$ -</td>
<td>$60,000</td>
</tr>
<tr>
<td><strong>TOTAL ADMINISTRATIVE EXPENSES</strong></td>
<td>$1,771,339</td>
<td>$229,278</td>
<td>$ -</td>
<td>$2,000,617</td>
</tr>
<tr>
<td>Pathway One: Inclusion</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Pathway One</td>
<td>$1,331,687</td>
<td>$673,000</td>
<td>$308,000</td>
<td>$2,312,687</td>
</tr>
<tr>
<td>Pathway Two: Economic Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Pathway Two</td>
<td>$4,927,687</td>
<td>$1,123,000</td>
<td>$599,000</td>
<td>$6,649,687</td>
</tr>
<tr>
<td>Pathway Three: Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Pathway Three</td>
<td>$1,969,297</td>
<td>$722,500</td>
<td>$27,350,000</td>
<td>$30,041,797</td>
</tr>
<tr>
<td><strong>TOTAL PROGRAM EXPENSES</strong></td>
<td>$8,228,670</td>
<td>$2,518,500</td>
<td>$28,257,000</td>
<td>$39,004,170</td>
</tr>
<tr>
<td><strong>TOTAL BUDGET (Administrative + Operating Expenses)</strong></td>
<td>$10,000,010</td>
<td>$2,747,778</td>
<td>$28,257,000</td>
<td>$41,304,787</td>
</tr>
</tbody>
</table>
EVALUATION AND LEARNING

The Pathways Organization will be a “learning organization,” because we recognize our need to acquire new skills and new tools. We view evaluation as a critical step in that process. Evaluation will occur at three levels:

1.) Within the Pathways Organization. Our Plan contains many specific points at which the Action Teams, Board of Directors, and Tribal Council will evaluate the results of our activities and refine our approach in light of those findings.

2.) By the constituency we serve. The Pathways Organization will not succeed unless it is accountable to those who are struggling with poverty about the differences we are making, or failing to make, in their lives. Our Plan includes regularly scheduled community surveys to meet this need.

3.) By External Experts. We expect to benefit from the in-depth external evaluations the Northwest Area Foundation undertakes as a part of each partnership in which it becomes engaged.

The cornerstone of our Evaluation Strategy is the list of outcomes and indicators included in our plan for each strategy. Those indicators will be measured in three ways:

- Process indicators will be measured by whether planned actions are completed on schedule.
• Some of our outcome indicators will be measured by changes in objective data from outside sources (Census Bureau, state agencies, Tribal records, etc.).

• Other outcome indicators will require that we create the means to measure the perceptions of our constituents at regular intervals during the ten-year period. To that end, we will conduct detailed Community Surveys on the following schedule:

<table>
<thead>
<tr>
<th>Survey One</th>
<th>Spring 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Survey Two</td>
<td>Fall 2007</td>
</tr>
<tr>
<td>Survey Three</td>
<td>Fall 2009</td>
</tr>
<tr>
<td>Survey Four</td>
<td>Fall 2011</td>
</tr>
<tr>
<td>Survey Five</td>
<td>Fall 2013</td>
</tr>
<tr>
<td>Survey Six</td>
<td>Fall 2015</td>
</tr>
</tbody>
</table>

The surveys will be designed and conducted with the help of a professional public opinion research firm with experience in working with Tribal communities. The contract with that firm will include training the Inclusion Action Team to plan and conduct opinion surveys in future years, so that our reliance on outside consultants will diminish over time.

The first survey will be conducted as soon as possible following the Northwest Area Foundation’s approval of our Plan. The initial survey will be especially important for three reasons:

• It will be used to identify individuals who can benefit from specific strategies (e.g., Earned-Income Tax Credit, Medicaid enrollment, free radios, Internet access, etc.).

• It will establish benchmarks against which future progress will be measured.

• It will be the first test of our ability to reach out to those who are struggling with poverty so that they are included.

Ideally, planning for the survey would begin immediately after the submission of our Final Plan so that the survey can be launched at a community celebration announcing the approval of our Plan. In any case, the survey will be conducted as one of the first activities of the new Pathways Organization. The results of the initial survey will be evaluated by the staff and Board and incorporated as benchmarks in the appropriate outcome indicators. The second survey will be conducted in the fall of 2007 to mark the end of the first phase of the implementation of the Pathways Plan. We will use the data gathered in that survey to assess our progress, and make refinements in our strategies as a
result of what we have learned. Surveys will continue to be conducted in the fall of odd-numbered years until 2015, when a final survey will measure the impact of our ten-year partnership with the Foundation.

Other Evaluation Tools
The surveys, together with regular monitoring of external data and process indicators, will provide the essential ingredients to evaluate our progress in achieving the outcomes we have defined. In addition, the staff and Evaluation Committee will employ other tools to evaluate our actions when appropriate. Those tools include:

- **Community Meetings** to sample public opinion on specific strategies (such as the housing pilot project).
- **Focus Groups** to evaluate the impact of specific projects (such as Youth Council projects or Medicaid enrollment).
- **Participant Surveys** to evaluate the success of training sessions or special events.
- **Outside Experts** to evaluate our strategies and activities in light of their experience in other communities.
- **Community Visits and Conferences** to evaluate our activities against best practices in our region and nationally.

Resources
The Pathways Planning Committee has designated 2.5% of our grant request (or $250,000) to cover the costs of the Community Surveys and other evaluation tools needed to implement our Plan.

Sharing What We Learn
The Pathways Organization will share lessons learned with others through the mechanisms established by the Northwest Area Foundation, through our web site, and through participation in conferences and presentations which focus on reducing poverty and community development.

Board Oversight and Public Participation
The Governing Board of the Pathways Organization will select an Evaluation Committee to oversee the implementation of the surveys, the dissemination of the findings, and the analysis of how our strategies should be refined to reflect what we learn. The Committee will also have responsibility for briefing the Tribal Council on the results, and reporting the finds to the Northwest Area Foundation and the Tribal membership.
**IMPLEMENTATION PLAN:**

**INCLUSION**

**Strategy 1.1**

*Build the Pathways Organization to be Inclusive.*

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build membership base by compiling names, contact information for all past participants in Pathways Organization activities.</td>
<td>Pathways Organization Administrative Assistant</td>
<td>Ongoing</td>
</tr>
<tr>
<td>2. Complete Charter and Bylaws and secure Tribal Council approval.</td>
<td>Pathways Organization Coordinator</td>
<td>January 2006</td>
</tr>
<tr>
<td>3. Identify slate of candidates for initial Board of Directors and submit to Tribal Council for approval.</td>
<td>Steering Committee</td>
<td>January 2006</td>
</tr>
<tr>
<td>4. Appoint Board of Directors of the Pathways Organization.</td>
<td>Tribal Council</td>
<td>February 2006</td>
</tr>
<tr>
<td>5. Begin Board operations.</td>
<td>Pathways Organization Board</td>
<td>February 2006</td>
</tr>
<tr>
<td>6. Select staff (maybe interim appointments).</td>
<td>Pathways Organization Board</td>
<td>March 2006</td>
</tr>
<tr>
<td>7. Conduct negotiations with NWAF and develop final agreement.</td>
<td>Pathways Organization Board</td>
<td>March 2006</td>
</tr>
<tr>
<td>8. File incorporation papers and request for 501(c)(3) status.</td>
<td>Pathways Staff</td>
<td>March 2006</td>
</tr>
<tr>
<td>9. Form Action Teams and designate staff assignments in community workshop.</td>
<td>Pathways Staff/Board</td>
<td>April 2006</td>
</tr>
</tbody>
</table>
### Outcomes:

- A broad spectrum of Tribal members and organization, including those struggling with poverty, will be active at every level of the Pathways Organization.
- The leadership of the organization will be more effective in moving us toward our goals as a result of the training they have received.
- Key partner agencies will be represented in our organization and contributing to their resources to the success of our strategies.

### Process Indicators:

- By the end of February 2006, a Board of Directors will be in place comprised of a cross section of Tribal members of whom at least 30% will be representative of those living in poverty.
- By the end of April 2006, Action Teams will be in place for each of the three Pathways in this Poverty Reduction Plan, including at least 30% who are struggling with poverty.
- By the end of April 2006, Memoranda of Agreement will be in place with the Tribe, Tribal College, Housing Authority, School District, Indian Health Service and other key partner organizations.

### Outcome Indicators:

- A Community Survey at the end of Year Two will ask whether Tribal members perceive that “people like me are active in the leadership of the Pathways Organization.” Success will be achieved if more than 60% of the respondents living in poverty answer affirmatively.
Strategy 1.2 Build Community Organizing Capacity

**Action A:** Make leadership training available to all Pathways Organization members

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work with NWAF staff to identify an appropriate provider of training.</td>
<td>Pathways Organization Coordinator</td>
<td>February 2006</td>
</tr>
<tr>
<td>2. Contract with training provider.</td>
<td>Pathways Organization Coordinator</td>
<td>April 2006</td>
</tr>
<tr>
<td>3. Schedule training sessions.</td>
<td>Pathways Organization Coordinator/Contractor</td>
<td>April 2006</td>
</tr>
<tr>
<td>4. Conduct initial training.</td>
<td>Contractor</td>
<td>To be Determined</td>
</tr>
<tr>
<td>5. Evaluate and refine.</td>
<td>Pathways Organization Coordinator/Contractor</td>
<td>To be Determined</td>
</tr>
<tr>
<td>6. Conduct additional training sessions.</td>
<td>Contractor</td>
<td>To be Determined</td>
</tr>
</tbody>
</table>

**Action B:** Work with local media to develop communications tools to reach all members.

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Negotiate agreements with media for coverage and public service announcements.</td>
<td>Pathways Staff</td>
<td>April 2006</td>
</tr>
<tr>
<td>2. Identify those without radios and provide them with one.</td>
<td>Action Team</td>
<td>July 2006</td>
</tr>
<tr>
<td>3. Publicize EITC and Child Care Tax Credit.</td>
<td>Action Team/Pathways Staff Local Media</td>
<td>April 2006</td>
</tr>
</tbody>
</table>
   a.) Identify Web site designer.
   b.) Contract for design and maintenance training.
   c.) Launch Web site.

<table>
<thead>
<tr>
<th>Outcomes:</th>
<th>Pathways Staff/ Contractor</th>
<th>July 2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Pathways Organization is able to disseminate information effectively to nearly all Tribal members’ households through at least one form of communication (radio, school letters to parents, Internet/website, print media, meetings, etc.).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• More Tribal members have the skills to lead poverty reduction activities.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Fewer members of our community are isolated and fail to receive information that could improve their lives.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process Indicators:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• By the end of 2006, Memoranda of Agreement are in place with all major local media, spelling out their specific commitments.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• By the end of 2007, at least 80% of board members and action Team leaders will have participated in leadership and sensitivity training.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• By the end of 2009, at least twenty additional Pathways members will have completed the training.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome Indicators:</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Annual self-assessments of Board and Action Team leaders will indicate increased confidence in their own leadership skills.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• When surveyed at the end of 2007, at least 60% of respondents who were poor in the initial Community Survey report that they have learned about opportunities to improve their lives through Pathways communications.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Strategy 1.3 Expand Access to Key Economic Resources**

**Action A: Earned Income and Child Care Tax Credits**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Publicize EITC and Child Care Tax Credit.</td>
<td>Action Team/Media</td>
<td>April 2006</td>
</tr>
<tr>
<td>2. Evaluate first campaign and begin planning for major initiative in</td>
<td>Action Team/Pathways Staff</td>
<td>May 2006</td>
</tr>
<tr>
<td>2007.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a.) Research successful models in Philadelphia, Chicago, Seattle.</td>
<td>Action Team/Pathways Staff</td>
<td>July 2006</td>
</tr>
<tr>
<td>b.) Adapt best practices to Turtle Mountain.</td>
<td></td>
<td>November 2006</td>
</tr>
<tr>
<td>c.) Identify and train volunteers.</td>
<td></td>
<td>January 2007</td>
</tr>
<tr>
<td>3. Launch major campaign.</td>
<td>Action Team/Media/Staff</td>
<td>February 2007</td>
</tr>
</tbody>
</table>

**Outcomes:**
- Tribal members will have more money to support themselves and build assets for their families.
- More dollars will enter our local economy.
- Families will begin to move out of poverty.

**Process Indicators:**
- The 2006 Community Survey establishes a benchmark for the percentage of eligible families who have used the EITC and CCTC in the past.
- The numbers of wage earners filing for the EITC and CCTC for the first time through the Pathways campaign will reach:
Outcome Indicators:
- The percentage of survey respondents who report using the tax credits increases in each biennial survey.
- The amount of tax credit payments to campaign participants exceeds $500,000 by 2007.

Action B: Increase Access to Third-Party Coverage

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improve billing procedures.</td>
<td>Quentin Burdick Memorial Medical Center</td>
<td>June 2006</td>
</tr>
<tr>
<td>3. Plan and implement extensive grassroots campaign to increase Medicaid enrollment.</td>
<td>Action Team/Pathways Staff</td>
<td>July 2006</td>
</tr>
<tr>
<td>a.) Identify and train volunteers.</td>
<td></td>
<td>September 2006</td>
</tr>
<tr>
<td>b.) Reach out to members.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c.) Provide enrollment assistance.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Outcomes:
- More of those in poverty will have health care coverage through third parties.
- Our Reservation Health Care System will have additional revenue to meet our community’s health care needs.
- Our hospital will be able to increase the training and employment opportunities it provides, including targeted job opportunities for those in poverty.

Process Indicators:
- Improved third-party billing procedures are in place throughout the Reservation Health Care System by June 2006.
- Medicare and Medicaid registration procedures are streamlined to facilitate registration by June 2006.
- A Memorandum of Agreement is in place by June 2006 specifying what health services will be improved, and what training and employment opportunities will be targeted to the poor as the campaign generates new revenue.
- An enrollment benchmark is established in the initial Community Survey.

**Outcome Indicators:**

By the end of 2007:
- Enrollment in third-party coverage increases to meet benchmarks established by the Action Team.
- Third-party revenue increases to meet benchmarks established by the Action Team.
- New services and training and employment opportunities for the poor rise to meet the levels established in the Memorandum of Agreement.

**Strategy 1.4 Reach out to Youth at Risk.**

**Action A: Create “Team for Youth”**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Convene a meeting of the Education Action Team with leaders of the criminal justice system and social services system to refine the strategy and plan implementation.</td>
<td>Pathways Staff</td>
<td>July 2006</td>
</tr>
<tr>
<td>a.) Clarify roles.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b.) Agree on protocols.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Complete Memoranda of Agreement with social services providers to provide support services.</td>
<td>Pathways Organization Staff</td>
<td>September 2006</td>
</tr>
<tr>
<td>3. Adopt legislation to allow banishment.</td>
<td>Tribal Council</td>
<td>October 2006</td>
</tr>
<tr>
<td>4. Redeploy police and provide training.</td>
<td>Tribal Police/BLA</td>
<td>December 2006</td>
</tr>
</tbody>
</table>
Outcomes:
- Fewer youth will be out-of-work, and out-of-school, and/or incarcerated.
- Our community will be able to shift resources from incarceration to prevention and youth development.

Process Indicators:
- Memorandum of Agreement among agencies is in place to create the “Team for Youth” by September 2006.
- Implementation of alternative sentencing for juvenile offenders that supports treatment, recovery and reintegration into the community occurs by January 2007.

Outcome Indicators:
- Schools report an increase in re-enrollments beginning 2007.
- The biennial Community Survey shows declining levels of concern about methamphetamines and other crimes by the end of 2009.
- At least 10% of the current budget for incarceration will be shifted to alternative treatment and support programs for youth by 2008.

Action B: Youth Council Projects

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reach out to educators, coaches, church leaders and youth</td>
<td>Action Team</td>
<td>March 2006</td>
</tr>
</tbody>
</table>
workers to identify 10 – 15 leaders.

<table>
<thead>
<tr>
<th>Step</th>
<th>Activity</th>
<th>Responsible Party</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Convene leaders for organizational meeting.</td>
<td>Pathways Staff</td>
<td>April 2006</td>
</tr>
<tr>
<td>3.</td>
<td>Provide leadership training (Strategy 1.2).</td>
<td>Contractor</td>
<td>To be Determined, Spring 2006</td>
</tr>
<tr>
<td>5.</td>
<td>Project proposals submitted to Pathways Organization Board.</td>
<td>Youth Council/Pathways Staff</td>
<td>May 2006</td>
</tr>
<tr>
<td>6.</td>
<td>Board selects projects to be funded.</td>
<td>Pathways Organization Board</td>
<td>June 2006</td>
</tr>
<tr>
<td>7.</td>
<td>First round of projects begin.</td>
<td>Youth Council</td>
<td>July 2006</td>
</tr>
<tr>
<td>9.</td>
<td>Projects are evaluated and program is refined.</td>
<td>Youth Council/Pathways Staff</td>
<td>October – December 2006</td>
</tr>
<tr>
<td>10.</td>
<td>Planning for second round of projects begins.</td>
<td>Youth Council/Pathways Staff/Board</td>
<td>March 2007</td>
</tr>
</tbody>
</table>

**Outcomes:**
- Youth gain leadership skills and are able to plan and implement poverty reduction projects of their own design.
- Youth Council projects produce tangible benefits for the larger community.

**Process Indicators:**
- At least three youth-led community projects are implemented each year, beginning in 2006.

**Outcome Indicators:**
- In self assessments completed at the end of the project, youth report increased confidence in their abilities.
- The Community Survey at the end of 2007 reveals that at least 50% of those surveyed are aware of at least one Youth Council project that has benefited the community.
PATHWAY TWO ECONOMIC DEVELOPMENT

Strategy 2.1
Revitalize Tribal Enterprises.

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Plan the summit and identify facilitator.</td>
<td>Action Team</td>
<td>June 2006</td>
</tr>
<tr>
<td>3. Develop background information for the summit.</td>
<td>Facilitator/Action Team</td>
<td>June 2006</td>
</tr>
<tr>
<td>7. Evaluate results of first six months and refine plans.</td>
<td>Action Team/Tribal Enterprises</td>
<td>April 2007</td>
</tr>
</tbody>
</table>

Outcomes:
- The existing economic engines of our community will expand generating new jobs.
- Those who are in poverty will have defined pathways to secure training and employment within those Enterprises.

Process Indicators:
- Action Team is formed by April 2006.
- Economic Summit is held by September 2006.
The Growth Strategy includes specific commitments to train and employ individuals in poverty at each enterprise.

**Outcome Indicators:**

- Revenue increases within each enterprise to meet benchmarks in the Growth Strategy by the end of 2007, and continue over time.
- Employment levels within at least 67% of the enterprises meet or exceed benchmarks established in the Growth Strategy by the end of 2007, and continue over time.

**Strategy 2.2**

*Expand access to capital and financial services.*

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Convene meetings of Action Team and Tribal officials to develop Request for Proposals for financial services.</td>
<td>Pathways Staff</td>
<td>March 2006</td>
</tr>
<tr>
<td>2. Seek advice from experts and draft and issue Request for Proposals.</td>
<td>Tribal Comptroller/Action Team</td>
<td>July 2006</td>
</tr>
</tbody>
</table>

**Outcomes:**

- Members of our community will have expanded access to bank accounts, affordable mortgages and small business loans, financial literacy training, and other financial services.
- Those in poverty will take advantage of those services to increase their assets.

**Process Indicators:**
A Request for Proposals is developed with expert advice by July 2006.
A "full banking relationship" that benefits our community is in place by January 2007.

**Outcome Indicators:**
- The number of households with savings accounts increases to meet benchmarks established by the Action Team by December 2007.
- The number of members completing financial literacy training increases to meet benchmarks by December 2007.
- The number of home mortgages and small business loans increases to meet benchmarks by December 2008.
- At least 67% of respondents to the Community Survey at the end of Year Four report that their access to financial services has improved.

**Strategy 2.3 Create New Enterprises**

**Action A: Create an Enterprise Center**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create the Enterprise Center to promote the development of new businesses.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a.) Develop MOA with Renewal Community, the Tribe and other partners.</td>
<td>Pathways Staff</td>
<td>June 2006</td>
</tr>
<tr>
<td>b.) Establish operations in temporary quarters.</td>
<td>Pathways Staff</td>
<td>June 2006</td>
</tr>
<tr>
<td>c.) Identify and renovate site in Downtown Belcourt.</td>
<td>Pathways Staff</td>
<td>June 2007</td>
</tr>
</tbody>
</table>

**Action B: Document Skills and Purchasing Patterns**
### Action C: Create Chippewa Yellow Pages

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Create hard copy and Web listing of skills and services available from Tribal members.</td>
<td>Pathways Staff</td>
<td>September 2006</td>
</tr>
</tbody>
</table>

### Action D: Develop Retail and Service Businesses

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organize Skills Bank to provide technical assistance to new businesses.</td>
<td>Pathways Staff/Action Team</td>
<td>October 2006</td>
</tr>
<tr>
<td>2. Match skills identified in the survey with jobs in new businesses.</td>
<td>Pathways Staff</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

### Action E: Create Access to Start-up and Expansion Loans

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Negotiate agreement with Banking Partner regarding management of start-up loan program.</td>
<td>Pathways Staff/Board Finance Committee</td>
<td>January 2007</td>
</tr>
<tr>
<td>2. Develop agreements requiring loan recipients to offer percentage of jobs to those in poverty.</td>
<td>Pathways Staff/Finance Committee/Banking Partner</td>
<td>January 2007</td>
</tr>
<tr>
<td>3. Monitor performance and refine loan program as appropriate.</td>
<td>Finance Committee</td>
<td>July 2007- Ongoing</td>
</tr>
</tbody>
</table>

### Action F: Create Artist’s Cooperative
<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
</table>
| 1. Organize the Cooperative.  
   a.) Identify potential members.  
   b.) Convene an organizational meeting.  
   c.) Develop structure and initial goals. | Action Team/Pathways Staff | August 2006 |
| 2. Identify local outlets for arts and crafts and negotiate agreements for display and sales. | Artist’s Co-op/Action Team | November 2006 |
| 3. Plan and conduct at least three “public market days” during the summer and early fall. | Pathways Staff/Action Team/Artist’s Co-op | June – September 2007 |
| 5. Evaluate the results and plan the second year’s events.  
   1.) Reach out to additional artists and crafts persons.  
   2.) Expand the number of market days if warranted. | Artist’s Co-op | June 2008 |

**Outcomes:**
- Those in poverty will have increased opportunities to market their skills, services and artistic works.
- Tribal members will have the data, technical support and capital to create new enterprises in the retail and services sectors.
- Tribal members will have a wider array of goods and services available locally, reducing the necessity of traveling long distances to meet their needs.
- The dollars that enter the Reservation will have greater positive impact.
- Those in poverty will have clear pathways to jobs in our growing economy.

**Process Indicators:**
- A Community Survey of skills and purchasing patterns is completed by June 2006.
The Enterprise Center is established and operating by June 2006.
The Chippewa Yellow Pages is available to Tribal members by September 2006.
The Artist Cooperative is organized and operating by August 2006.
At least three Public Market Days are held during summer 2007.
Agreements are in place with our banking partner to offer low-interest loans by January 2007.

Outcome Indicators:
The Community Survey conducted at the end of Year Two reveals:
- At least 60% of those in poverty at the time of the first survey report they have increased opportunities to market their skills, services and arts.
- At least 60% of all respondents report they have greater local access to goods and services.
- New businesses report that they are succeeding.
- The percentage of new employees who had been in poverty at the time of the first survey exceeds 40%.

Strategy 2.4 Revitalize Downtown Belcourt

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Create a blueprint for downtown development (consider joint venture with Strategy 3.2 to secure architect).</td>
<td>Pathways Staff/Contract Architect</td>
<td>December 2006</td>
</tr>
<tr>
<td>2.</td>
<td>Work with the Enterprise Foundation to develop a plan to use New Market Tax Credits to finance the Keystone Project.</td>
<td>Pathways Organization Staff/Action Team</td>
<td>September 2007</td>
</tr>
</tbody>
</table>

Outcomes:
The retail and service sectors of our economy will emerge as economic engines, creating new jobs and improving access to goods and services.

Individuals in poverty will have more opportunities to live near new jobs and services.

**Process Indicators:**
- The Downtown Revitalization Plan is complete by December 2006.
- Plans and financing for the first Keystone Project are complete by December 2007.
- Plans and financing for the first in-city mixed-income housing project are complete by December 2007. (See Strategy 3.2).

**Outcome Indicators:**
- When surveyed at the end of 2007, at least 60% of respondents indicate that they are aware of the components in the Downtown Plan.
- The number of new housing units and retail and service business rises to meet benchmarks established by the Action Teams by the end of 2009, and continues to rise over time.
- The new housing units and commercial spaces are at least 80% occupied within six months of completion.
- When survey at the end of 2011, at least 60% of respondents indicate that they purchase more goods and services in Downtown Belcourt.

**Strategy 2.5 Expand Tourism**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Begin active participation in Regional Tourism.</td>
<td>Tourism Committee</td>
<td>July 2006</td>
</tr>
<tr>
<td>3. Map Tourism assets of the Reservation and Tribal lands.</td>
<td>Tourism Committee/Youth Council</td>
<td>September 2006</td>
</tr>
</tbody>
</table>
4. Survey current visitors.  
   Tourism Committee/Sky Dancer Management  
   September 2006

5. Develop phased plan to add amenities.  
   Tourism Committee  
   January 2007

6. Begin implementing activities included in the Plan.  
   Tourism Committee  
   March 2007

**Outcomes:**
Cultural and ecological tourism will increase, providing sustainable employment opportunities for Tribal members.

**Process Indicators:**
- The Turtle Mountain Band actively participates in the Regional Tourism Association by July 2006.
- The Youth Council develops a map of tourism assets by September 2006.
- Surveys of current visitors are conducted by September 2006.
- A phased plan to develop amenities is in place by January 2007.

**Outcome Indicators:**
- New tourist amenities are developed through Youth Council projects, Tribal initiatives and community actions to meet benchmarks established by the Tourism Committee.
- Responses to visitor surveys show increasingly favorable ratings by the end of 2009.
- Employment related to tourism increases to meet benchmarks established by the Committee.
- Number of individuals in poverty who complete training and secure employment rises to meet benchmarks.
**PATHWAY THREE: INFRASTRUCTURE**

**Strategy 3.1 Comprehensive Land Use Plan.**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Convene meeting of Action Team and Tribal Planning Department to review and refine the Draft to address the issues identified in the Poverty Reduction Plan.</td>
<td>Pathways Organization Staff</td>
<td>April 2006</td>
</tr>
<tr>
<td>2. Submit comments to Tribal Council and the Pathways Organization membership.</td>
<td>Action Team/Pathways Organization Board</td>
<td>May 2006</td>
</tr>
<tr>
<td>3. Publicize and hold hearings on the Plan.</td>
<td>Inclusion Action Team/Tribal Council</td>
<td>Summer 2006</td>
</tr>
<tr>
<td>4. Vote on adoption of the Plan.</td>
<td>Tribal Council</td>
<td>July 2006</td>
</tr>
<tr>
<td>5. Initiate work on implementing the Plan.</td>
<td>Tribal Council Planning Department</td>
<td>August 2007</td>
</tr>
<tr>
<td>a.) Select a consultant to draft a land use code and design guidelines based upon the Plan.</td>
<td>Tribal Council Planning Department</td>
<td>October 2007</td>
</tr>
<tr>
<td>b.) Adopt code and design guidelines.</td>
<td>Tribal Council Planning Department</td>
<td>May 2008</td>
</tr>
<tr>
<td>c.) Analyze projects seeking permits for compliance.</td>
<td>Tribal Council Planning Department</td>
<td>June 2008</td>
</tr>
<tr>
<td>d.) Make recommendations to Council regarding permits.</td>
<td>Tribal Council Planning Department</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

**Outcomes:**

Future community development will be in concert with the community’s vision for protecting our natural resources.

**Process Indicators:**
• Community members who are struggling with poverty have an opportunity to provide their opinions about the Comprehensive Land Use Plan through attending meetings or workshops, written feedback, and media contacts.
• A Comprehensive Community Plan that reflects the vision and aspirations of the Tribal community is in place by July 2006.

Outcome Indicators:
• When surveyed at the end of 2007, at least 67% of respondents state that the Comprehensive Plan:
  a) reflects their values; and
  b) is being enforced in day-to-day land-use decisions.

Strategy 3.2 Build Affordable Housing

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Convene the Housing Task Force.</td>
<td>Pathways Staff/Housing Authority</td>
<td>April 2006</td>
</tr>
<tr>
<td>2. Seek assistance from the Enterprise Foundation through formal request.</td>
<td>Pathways Staff</td>
<td>April 2006</td>
</tr>
<tr>
<td>4. Conduct a search for an architect with experience in working with Tribes who is expert in green building practices and creating attractive affordable housing.</td>
<td>Housing Task Force</td>
<td>July 2006</td>
</tr>
<tr>
<td>5. Work with the Enterprise Foundation to secure financing for the</td>
<td>Pathways Staff/Housing Task</td>
<td>Summer 2006</td>
</tr>
<tr>
<td>Action</td>
<td>Responsible Parties</td>
<td>Timeframe</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>----------------------------------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>8. Conduct community meetings to review and refine the design.</td>
<td>Architect/Housing Authority/Housing Task Force</td>
<td>March 2007</td>
</tr>
<tr>
<td>10. Design bid package to include green building, local hiring and apprenticeship requirements.</td>
<td>Housing Authority/Housing Task Force</td>
<td>April 2007</td>
</tr>
<tr>
<td>11. Open bids and award contracts.</td>
<td>Housing Authority</td>
<td>May 2007</td>
</tr>
<tr>
<td>13. Monitor construction and compliance with contract requirements for green building, local hiring, apprenticeships.</td>
<td>Housing Authority/Housing Task Force</td>
<td>Summer - Fall 2007</td>
</tr>
<tr>
<td>14. Evaluate the project six months after occupancy to identify lessons learned for future projects.</td>
<td>Housing Authority/Housing Task Force</td>
<td>Summer - Fall 2008</td>
</tr>
<tr>
<td>15. Develop homeownership pilot project.</td>
<td>Housing Task Force</td>
<td>Summer 2007</td>
</tr>
</tbody>
</table>

**Outcomes:**
- More low-income members of the Band will have access to decent affordable housing.
• More members of the Band will be employed.
• Individuals who are struggling with poverty will have increased training and employment opportunities in the construction trades.
• Sustainable building methods will lower utility costs and protect the environment.

**Process Indicators:**
• A Housing Task Force is created by April 2006.
• Identification of housing conditions is complete by May 2006.
• A Memorandum of Agreement with Enterprise Foundation is in place by June 2006.
• A Design Team is selected by July 2006.
• Design process involving stakeholders is complete by March 2007.
• A pilot green housing development project is ready for occupancy by May 2008.

**Outcome Indicators:**
• At least 50 new affordable housing units will be developed each year from 2008 through 2015.
• The number of Tribal residents participating in training/mentoring agreements with contractors involved with housing development (architects, engineers, construction firms, etc) – meet benchmarks established by the Housing Task Force.
• The number of Tribal members employed in each development project will meet benchmarks established by the Housing Task Force.
• The number of Tribal members completing construction apprenticeships rises to meet benchmarks established by the Housing Task Force by 2008.
• A homeownership pilot project is under way by 2007, with production rising to meet benchmarks established by the Homeownership Committee of the Action Team by 2009.

**Strategy 3.3 Create Tribal Power Utility**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
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<tbody>
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</table>

171
<table>
<thead>
<tr>
<th></th>
<th>Task Description</th>
<th>Responsible Parties</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Convene Utility Planning Team comprised of TMCC, major power users, financial experts, EERC representatives and members of the Pathways Organization.</td>
<td>Pathways Staff/Tribal Planner and Consultant</td>
<td>April 2006</td>
</tr>
<tr>
<td>2.</td>
<td>Develop options for Team review.</td>
<td>Tribal Planner and Consultant</td>
<td>April 2006</td>
</tr>
<tr>
<td>3.</td>
<td>Evaluate options and create recommendations.</td>
<td>Utility Planning Team</td>
<td>December 2006</td>
</tr>
<tr>
<td>7.</td>
<td>Begin implementation (if approved).</td>
<td>Tribal Planner</td>
<td>June 2007</td>
</tr>
</tbody>
</table>

**Outcomes:**
- Our Tribe will be able to determine whether a Tribal Utility can provide affordable and sustainable energy resources for Tribal households, businesses, schools, and community facilities, and generate more jobs and increased revenue for our community.

**Process Indicators:**
- A Tribal Utility Planning Team is convened by April 2006.
- A business plan and proposal for the Tribal Utility are completed by December 2006.
- The Tribal Council completes action on the proposal by April 2007.
- Implementation steps occur to meet benchmarks established in the business plan.

**Outcome Indicators:**
- The business plan for the Tribal Utility incorporates measures to reduce the impact of energy costs on the poor.
The costs of home energy expenditures as a percentage of household income declines as measured by Community Survey at the end of the second year of operation of the Utility.

**Strategy 3.4 Improve Basic Public Services**

**Action A: Expand Internet Access.**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Convene the Infrastructure and Inclusion Action Teams to plan the initiative.</td>
<td>Pathways Staff</td>
<td>August 2006</td>
</tr>
<tr>
<td>2. Open on Internet café/library as a pilot project.</td>
<td>Youth Council</td>
<td>August 2006</td>
</tr>
<tr>
<td>3. Conduct a survey to identify existing resources and determine how many homes lack Internet access.</td>
<td>Inclusion Action Team (See Strategy 1.4)</td>
<td>December 2006</td>
</tr>
<tr>
<td>4. Evaluate the findings of the survey and pilot project to determine the best way to meet the need.</td>
<td>Inclusion Action Team</td>
<td>March 2007</td>
</tr>
<tr>
<td>5. Create a plan to address the need.</td>
<td>Pathways Organization Staff</td>
<td>July 2007</td>
</tr>
<tr>
<td>6. Explore the potential of securing funding for the initiative from the Internet industry.</td>
<td>Pathways Organization Staff</td>
<td>January 2008</td>
</tr>
</tbody>
</table>

**Outcomes:**
Those who are struggling with poverty will have increased access to the Internet.

**Process Indicators:**
- A survey is completed to determine current conditions and resources by April 2006.
- At least one experimental Internet coffeehouse/library will have opened by August 2006.
- A plan to expand access is completed by July 2007 and fully implemented by 2010.

**Outcome Indicators:**
- The percentage of households with access to the Internet increases in each Community Survey.

**Action B: Improve Way Finding**

| ACTIONS | WHO LEADS? | BY WHEN?
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Convene members of the Infrastructure Action Team and the Youth Council to plan the way-finding initiative.</td>
<td>Pathways Organization Staff</td>
<td>April 2007</td>
</tr>
<tr>
<td>2. Pool resources to fund a Youth Council Team or Teams to implement the Plan.</td>
<td>Infrastructure Action Team</td>
<td>June 2007</td>
</tr>
<tr>
<td>3. Complete posting addresses and street signs.</td>
<td>Youth Council</td>
<td>September 2007</td>
</tr>
<tr>
<td>4. Evaluate success of the project and correct any errors.</td>
<td>Infrastructure Action Team</td>
<td>November 2007</td>
</tr>
<tr>
<td>5. Pool resources to develop a unified Tribal GIS system.</td>
<td>Infrastructure Action Team</td>
<td>June 2008</td>
</tr>
</tbody>
</table>

**Outcomes:**
Tribal members will have:
- improved mail service (home delivery).
- more reliable emergency services.
- a greater sense of place.

**Process Indicators:**
- A system of street addresses is developed and signage is in place by September 2007.
- A GIS system is in place for first responders by December 2008.

**Outcome Indicators:**
- When surveyed at the end of 2009, more than 60% of Tribal members report improved mail delivery and emergency response.

**Action C: Create Resource Recovery System**

<table>
<thead>
<tr>
<th>ACTIONS</th>
<th>WHO LEADS?</th>
<th>BY WHEN?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Identify Consultant with knowledge of best practices.</td>
<td>Infrastructure Action Team</td>
</tr>
<tr>
<td>3.</td>
<td>Conduct community meetings regarding the Plan.</td>
<td>Consultant/Action Team</td>
</tr>
<tr>
<td>4.</td>
<td>Submit Plan to Tribal Council for approval.</td>
<td>Action Team/Pathways Organization Board</td>
</tr>
<tr>
<td>5.</td>
<td>Begin implementation of the Plan.</td>
<td>Tribal Public Works Department</td>
</tr>
</tbody>
</table>

**Outcomes:**
- An effective resource recovery system is created to conserve our resources and protect the quality of life at Turtle Mountain.
- Employment opportunities are generated for individuals struggling with poverty.
Process Indicators:
- Consultant is hired by January 2007.
- Plan for the system is in place by July 2007.

Outcome Indicators:
- The number of households and institutions engaged in recycling and the percentage of materials recycled meet benchmarks established in the Resource Recovery Plan by December 2008.
REFERENCES

The data used to develop this plan came from the following sources. We wish to thank all those who contributed for their willingness to share the products of their effort and expertise.

- Charles Trottier, Briefing Paper to Tribal Chairman Ken Davis (regarding development of Tribal wind resources). June 7, 2005.
- Job Service of North Dakota, North Dakota Area Profiles, Rolla and Rolette County, 2004.
- Maxfield and Company, LLC, Study of Housing Needs in Rolette County.
- Northwest Area Foundation Indicator Web site, www.indicators.NorthwestAreaFoundation.org, which provides vital information regarding the Turtle Mountain Band of Chippewa as well as seventy-one other Native American nations and bands in the eight states served by the Foundation.
- Turtle Mountain Band of Chippewa Indians, History of the Turtle Mountain Band of Chippewa.
Turtle Mountain Band of Chippewa Web site http://www.tmcki.net/


Turtle Mountain Community College Web site http://www.tmcki.net/


University of North Dakota School of Medicine and Health Sciences, Center for Health Promotion, *Behavioral Risk Factors and Health Status in Members of the Turtle Mountain Band of Chippewa*, March 2005.
APPENDIX A

LETTERS OF SUPPORT
December 12, 2005

Honorable Ken Davis
Tribal Chairman
Turtle Mountain Band of Chippewa
Box 900
Belcourt, North Dakota 58316

Dear Chairman Davis,

I have followed the development of your poverty reduction plan (Pathways to Prosperity) with great interest through conversations with Tom Byers. I am writing to assure you and your partners at the Northwest Area Foundation that Enterprise is deeply interested in adding our expertise and resources to the effort to implement your plan.

Enterprise helps America’s low-income families with their struggle out of poverty by providing decent homes, access to employment, quality child care and safer streets. Since 1982, Enterprise has leveraged close to $6 billion in investments and donations to help transform low-income families and communities. Through financial investments, grants and technical assistance, we have helped create almost 160,000 affordable homes and helped nearly 40,000 hard-to-employ people find jobs.

We are particularly interested in playing a role in your housing and economic development strategies. We have a wealth of experience in helping communities learn about and successfully use the Low-Income Tax Credit Program as a major source of funding for the creation of affordable housing. We would like to offer our assistance to your Tribal housing authority in the use of tax credits to carry out your housing strategy.

We were also pleased to note that your poverty reduction plan places great emphasis on environmental sustainability, particularly in the development of new housing for those who are struggling with poverty. Enterprise recently launched a $550 million “Green Housing Initiative” to encourage projects of the type you envision. We would welcome the opportunity to work with you to identify architects with special expertise in sustainable housing development, and to explore what assistance we may be able to offer to bring your ideas for sustainable housing into reality.
Finally, we note that your housing initiative is an integral part of a larger community development strategy that is aimed, at least in part, on creating a more viable retail sector so that more of your community's dollars remain within the community and generate local employment. Enterprise has considerable expertise in the use of New Market Tax Credits, and we are also interested in working with you to explore the use of that tool to achieve your economic development goals.

In summary, we are very impressed by the work you are doing, and would like to join with you and the Northwest Area Foundation as a willing partner in reducing the impact of poverty at Turtle Mountain.

Please do not hesitate to contact me if I can provide any additional information that might be useful to you or the Northwest Area Foundation team. Good luck to you in submitting your final plan!

Sincerely,

Doris W. Koo, Senior VP and Western Regional Director
December 11, 2005

Chairman Ken W. Davis  
Turtle Mountain Band of Chippewa  
P.O. Box 900  
Belcourt, ND 58316  

Dear Chairman Davis:

It is with pleasure that I write this letter of support for the Business Enterprise section of the Long Range Goal Planning for the Tribal Ventures, Northwest Area Foundation project. As a program that has offered continuous support and program development outreach services to the tribe, we offer our continued support in coordinating the training and technical assistance needed to develop a business enterprise center for the tribe.

As you know, the Rural/Reservation: Community Partners project shares goals and objectives that were adopted by the Turtle Mountain Band of Chippewa’s Tribal Ventures Project. We are also committed to full collaboration on reaching those goals and objectives. In particular, we are interested in seeing that our partnering communities succeed in addressing poverty issues. We have identified that this is a reachable mission, especially with successful partnerships. We believe that we have that partnership with the Turtle Mountain community and the University of North Dakota (UND) community combining efforts.

The Rural/Reservation: Community Partners project is a project of UND’s College of Business and Public Administration. The Ina Mae Rude Center for Innovation is a technical business incubation center that has been successfully assisting the startup of entrepreneur efforts throughout North Dakota. (Visit their website at: www.innovators.net.) With many valuable resources at the fingertips of the Rural/Reservation: Community Partners project, we will assure that community business enterprise needs and concerns are addressed. Moreover, the training and technical assistance that we propose to provide to your community will make a lasting social and economic impact that will help to self-sustain the community as a whole.
Therefore, Mr. Chairman, we look forward to being a part of your overall community development projects and making a lasting impact on the Turtle Mountain Band of Chippewa community.

Should you have questions or concerns while we are working through details, please do not hesitate to contact me at 701-777-0878 or by email at: monique@ndgro.com.

Sincerely,

Monique L. Vondall-Ricke,
Project Supervisor
December 2, 2005

Karl Stauber
Northwest Area Foundation
60 Plato Blvd. East – suite 400
St. Paul, MN 55107

Re: Letter of support – Turtle Mountain Ventures Program

Dear Mr. Stauber:

On behalf of Job Service North Dakota, Rolla Customer Service Office, I am writing this letter in support of the Turtle Mountain Band of Chippewa’s Poverty Reduction Plan.

During the past 18 months, members of my staff, including myself, have had the opportunity to participate in the community meetings to develop the current draft of the Poverty Reduction Plan.

We have reviewed and discussed the plan and are prepared to continue to assist in the development and implementation of those strategies in which Job Service North Dakota may collaborate or coordinate with other partners. This would include any efforts of economic development and training.

If you have questions, I can be contacted at (701) 477-5631 ext 209 or email at aalbert@state.nd.us.

Sincerely,

Alex D Albert, Manager
Rolla Customer Service Office
Job Service North Dakota
November 30, 2005

Karl Stauber, President
Northwest Area Foundation
60 Plato Blvd East Suite 400
St. Paul, MN 55107

Dear Karl Stauber, President,

RE: LETTER OF SUPPORT - TURTLE MOUNTAIN VENTURES PROGRAM

On behalf of Uniband Enterprises, I am pleased to have the opportunity to write a letter of support for the Tribe's poverty reduction plan.

During the past 18 months Uniband staff, board members and I have had opportunities to participate in the community input meetings that have resulted in the current draft of the poverty reduction plan.

Uniband has reviewed and commented on the Turtle Mountain Poverty Reduction Plan, and is prepared to assist to the furthest extent possible in developing and implementing those strategies which call for our coordination and collaboration.

If you have any questions please call me anytime at 701-477-6445 or email me at desjarrts@uniband.com.

Sincerely,

[Signature]
Roland Desjarlais
Acting CEO
Uniband Enterprises
11/29/2005

Mr. Jeremy Laducer  
Program Manager

Mr. David "Doc" Brien  
Coordinator

RE: SUPPORT LETTER FOR TURTLE MOUNTAIN VENTURES PROGRAM

Please be advised that the Workforce Investment Act program here in Belcourt, No. Dak., a federally funded program will support the T.M. Ventures program in whichever way possible. Since it is the main goal of this Workforce program (to fight unemployment/poverty), it is necessary to coordinate efforts with other entities. While Native Americans mainly live in rural communities, our needs are unique. In striving for self-sufficiency, a poverty reduction plan must be in place, and the public made aware.

Please permit this program to be one of the supporting partners.

Sincerely,

Pat Loren Peltier  
Director  
Workforce Investment Act  
701-477-6011/6598
November 29, 2005

Mr. Karl Stauber, President
Northwest Area Foundation
60 Plato Blvd. East – Suite 400
St. Paul, Minnesota 55107

RE: Letter of Support – Turtle Mountain Ventures Program

Dear Mr. Stauber:

On behalf of the Bureau of Indian Affairs, Turtle Mountain Agency, I am pleased to have the opportunity to write a letter of support for the Turtle Mountain Band of Chippewa Tribes poverty reduction plan.

During the past 18 months, I (and my staff) have had the opportunity to participate in 10 community input meetings which have resulted in the current draft of the poverty reduction plan.

Please be advised that the Bureau of Indian Affairs has discussed and reviewed the Turtle Mountain Poverty Reduction Plan, and is prepared to assist in the maximum possible extent to further development and implement, on a partner basis, those strategies which call for our coordination and collaboration.

If you have any further questions, please feel free to call me at 701-477-3191.

Sincerely,

Patrick J. Heiny
Superintendent
RE: Letter of Support – Turtle Mountain Ventures Program

Dear Mr. Stauber,

On behalf of the community of St. John, I am pleased to have the opportunity to write a letter of support for the Turtle Mountain Band of Chippewa’s poverty reduction plan.

During the past 18 months I have had the opportunity to participate in seven community input meetings, which have resulted in the current draft of the poverty reduction plan.

Please be advised that the City of St. John has discussed and reviewed the Turtle Mountain Poverty Reduction plan, and is prepared to assist in the maximum possible extent to further develop and implement, on a partner basis, those strategies which call for our coordination and collaboration.

Should you have any questions you may contact me at 701-477-6584 or e-mail me at pattyiar89@hotmail.com.

Thank You,

Henry LaRocque
Mayor
November 29, 2005

Karl Stauber, President  
Northwest Area Foundation  
60 Plato Blvd. East – Suite 400  
St. Paul, MN 55107

RE: Letter of Support – Turtle Mountain Ventures Program

Dear Mr. Stauber:

On behalf of the Belcourt School District #7, I am pleased to have the opportunity to write a letter of support for the Tribe’s Poverty Reduction Plan. I am the Superintendent at the Turtle Mountain Community Schools. We have a student enrollment of approximately 1700 students K through 12 grades. I am very much aware and concerned with the effect poverty has on our children. During the past 18 months, I have had the opportunity to participate in 10 community input meetings which have resulted in the current draft of the Poverty Reduction Plan.

The Poverty Reduction Plan can and will make a difference in the lives of our people in our community, especially our children. I don’t believe we are doing our jobs as a humanitarian or professionally if we don’t help our children out of poverty.

Please be advised that the TMCS has discussed and reviewed the Turtle Mountain Poverty Reduction Plan, and is prepared to assist in the maximum possible extent to further develop and implement, on a partner basis, those strategies which call for our coordination and collaboration.

In closing, if you have further questions, please call me anytime at 701-477-6471 ext. 205 or email me at viola.lafontaine@sendit.nodak.edu.

Thank you,

Dr. Viola LaFontaine  
Dr. Viola LaFontaine, Superintendent  
Turtle Mountain Community School
Karl Stauber, President
Northwest Area Foundation
60 Plato Blvd. East-Suite 400
St. Paul, Minnesota

November 25, 2005

Mr. Stauber:

As owner of Ladots and Ladots, Inc., I am lending my full support for the Tribal poverty reduction plan.

I have been a member of the Renewal Community for nearly 4 years and have had the opportunity to work with the Ventures Program on many occasions. I fully believe that working closely, we can assist our Tribe to fulfill its goals of reducing poverty and creating new jobs and wealth within our reservation.

In addition, I have been a business owner for over 30 years on our reservation. I have seen the potential past and present to build the community that we justly deserve. With the possibility of the Ventures Program becoming a reality, it is extremely an exciting and historic endeavor for our Tribe.

Sincerely,

[Signature]

Ken L. Davis
Ladots
November 28, 2005

Karl Stauber, President
Northwest Area Foundation
60 Plato Blvd. East – Suite 400
St. Paul, MN 55107

RE: LETTER OF SUPPORT – TURTLE MOUNTAIN VENTURES PROGRAM

Dear Mr. Stauber,

On behalf of Turtle Mountain Renewal Community, I am pleased to have the opportunity to write a letter of support for the Tribe’s poverty reduction plan.

During the past 18 months our staff has had the opportunity to participate in 10 community input meetings which have resulted in the current draft of the poverty reduction plan.

Please be advised that the TM Renewal Community has discussed and reviewed the Turtle Mountain Poverty Reduction plan and is prepared to assist in the maximum possible extent to further develop and implement, on a partner basis, those strategies which call for our coordination and collaboration.

If you have further questions, please feel free to contact our office. I can be reached at 701-477-2688 or email me at lymanb@utma.com or contact Betty Hamley, Business and Marketing Development Specialist at 701-477-2607 or hamleyb@utma.com.

Sincerely,

Lyman J. Bercier
Chief Executive Officer
RE: LETTER OF SUPPORT - TURTLE MOUNTAIN VENTURES PROGRAM

Dear Mr. Stauber:

On behalf of KEYA Radio, Incorporated, we are pleased to have the opportunity to write a letter of support for the Tribes poverty reduction plan.

During the past 18 months we have had the opportunity to participate in 10 community input meetings which have resulted in the current draft of the poverty reduction plan.

Please be advised that KEYA Radio, Incorporated, has discussed and reviewed the Turtle Mountain Poverty Reduction plan, and is prepared to assist in the maximum possible extent to further develop and implement, on a partner basis, those strategies which call for our coordination and collaboration.

If you should have further questions please call me or Jarle Kvale at 1-701-477-5686 or email me at keya@utma.com.

Thank you,

Kimberly Thomas
General Manager, KEYA Radio Incorporated
Karl Stauber
Northwest Area Foundation
60 Plato Blvd. East – Suite 400
St. Paul, MN 55107

Re: LETTER OF SUPPORT – TURTLE MOUNTAIN VENTURES PROGRAM

Dear Mr. Stauber:

On behalf of the Turtle Mountain Band of Chippewa, Water Resources Department I am pleased to have the opportunity to write a letter of support for the Tribes poverty reduction plan.

During the past 18 months I have had the opportunity to participate in 10 community input meetings which have resulted in the current draft of the poverty reduction plan.

Please be advised that the Water Resources Department has discussed and reviewed the Turtle Mountain Poverty Reduction Plan, and is prepared to assist in the maximum possible extent to further develop and implement, on a partner basis, those strategies which call for our coordination and collaboration.

If you have further questions please call me anytime at 701 477 2665 or email me at le_mitchif@hotmail.com.

Thank you

Gene Laducer
Tribal Water Planner TMBCI
December 19, 2005

Dr. Jim L. Davis
President

*

Turtle Mountain Community College

Karl Stauber, President
Northwest Area Foundation
60 Plato Blvd. East – Suite 400
St. Paul, MN 55107

RE: LETTER OF SUPPORT – TURTLE MOUNTAIN VENTURES PROGRAM

Dear Mr. Stauber:

On behalf of Turtle Mountain Community College, I am pleased to have the opportunity to write a letter of support for the Tribe’s Poverty Reduction Plan. During the past 18 months, a number of our staff had the opportunity to participate in 10 community input meetings which have resulted in the current Poverty Reduction Plan.

Please be advised that the Turtle Mountain Community College is prepared to assist in the maximum possible extent to further develop and implement, on a partner basis, those strategies which call for our coordination and collaboration in the Poverty Reduction Plan.

If you have further questions, please call me anytime at Extension 2050 or email at jdavis@tm.edu.

Thank you,

Dr. Jim Davis
President
Turtle Mountain Community College
APPENDIX B

CHARTER AND BYLAWS

RESOLUTION NUMBER ___________OF THE DULY ELECTED AND CERTIFIED GOVERNING BODY OF THE TURTLE MOUNTAIN BAND OF CHIPPEWA INDIANS

WHEREAS, the Turtle Mountain Band of Chippewa Indians, hereinafter referred to as the Tribe, is an unincorporated Band acting under a revised Constitution and By-Laws approved by the Secretary of the Interior on June 16th, 1959 and amendments thereto approved; and

WHEREAS, Article IX (a) Section 1 of the Turtle Mountain Constitution and By-Laws empowers the Tribal Council with the authority to represent the Band and to negotiate with Federal, State, and Local Governments and with private persons; and

WHEREAS, Title 29 of the Turtle Mountain Tribal Code, entitled the Turtle Mountain Tribal Code of Corporations, allows the Tribe to charter non-profit entities that are subordinate arms of the government of the Tribe and are entitled to all of the privileges and immunities of the Tribe; and

WHEREAS, a Memorandum of Agreement exists between the Turtle Mountain Band of Chippewa Indians and the Northwest Area Foundation to reduce poverty among Tribal members living on the Turtle Mountain Indian Reservation and in Rolette County; and

WHEREAS, the Pathways to Prosperity Corporation is funded by the Northwest Area Foundation and desires to become a non-profit governmental corporation chartered under the Turtle Mountain Tribal Code of Corporations of the Turtle Mountain Band of Chippewa Indians.

NOW THEREFORE BE IT RESOLVED, that the Tribal Council of the Turtle Mountain Band of Chippewa Indians does hereby grant the following CORPORATE CHARTER to the PATHWAYS TO PROSPERITY CORPORATION, a Turtle Mountain Non-Profit Tribal Corporation, in perpetuity:

CORPORATE CHARTER OF THE PATHWAYS TO PROSPERITY partnership
1. **Declaration of Need.** There exists on the Turtle Mountain Indian Reservation a great need to reduce the poverty, which is being experienced by Tribal members, and to address this poverty, the Pathways to Prosperity Corporation seeks to revitalize the local economic engines, as well as, enrich tribal members’ physical, spiritual, social, and cultural statuses.

2. **Purposes.** The Pathways to Prosperity Corporation shall exist to exclusively execute the strategies currently being written on the Poverty Reduction Plan. In addition, the Pathways to Prosperity Corporation shall establish priorities from each of the strategies/goals, and they are as follows:

   1. Education
   2. Economic Development
   3. Community Infrastructure
   4. Culture(s)
   5. Health
   6. Social development
ORGANIZATION

The Pathways to Prosperity Corporation shall operate under the following By-Laws:

PATHWAYS TO PROSPERITY CORPORATION BY-LAWS

Article I — Name and Purpose

A. The name of the corporation shall be the Pathways to Prosperity Corporation, (hereinafter “Pathways to Prosperity”).

SECTION 1. Mission Statement

A. The Turtle Mountain Band of Chippewa together with all interested partners will work together to reduce our poverty by realizing our inherent and potential individual and community strengths. We will strive to improve the peoples self esteem, education, and worthiness by working towards holistic health, self sufficiency, promoting educational programs, and increasing employment opportunities which will enhance our living conditions and well being and return us to the cultural values of the native community.

SECTION 2. Interaction with Multiple Entities and Communities

A. The Pathways to Prosperity Corporation will interact with other organizations, institutions, and businesses that can lend support in furtherance of our common purposes. The Pathways to Prosperity Corporation will interact with individuals, especially Turtle Mountain Tribal members; groups; and various entities in and around Rolette County; on the Turtle Mountain Indian Reservation to enhance the cultural, social, economic, health, infrastructure, and education components of the Reservation as set forth therein the Poverty Reduction Plan.
SECTION 3. Compliance – Six Criteria

A. The Pathways to Prosperity Corporation will comply and adhere to the six criteria as established in the current Memorandum of Agreement existing between the Northwest Area Foundation and the Turtle Mountain Band of Chippewa Indians. These criteria are as follows:

1. A significant focus on poverty reduction
2. Substantial involvement of diverse interests
3. Do no harm
4. Thoughtful and realistic strategies for accomplishing community goals
5. Development of local abilities to achieve long-term community goals
6. Learning and adapting in response to new knowledge and changing circumstances

B. The Pathways to Prosperity Corporation shall engage only in lawful activities that reduce poverty among Tribal members in Rolette county.

SECTION 4. Interaction with Other Community Organizations

A. The Pathways to Prosperity Corporation seeks to interact and partner with any and all parties who can help maximize the success of the Pathways to Prosperity Corporation by helping to achieve the goals stated herein. Those partners will include, but are not limited to, the following:

1. County, State, Tribal, and Federal Agencies
2. Institutions
3. Private entities and organizations
4. Foundations, charitable organizations, and other nonprofits

5. Any other group or body willing and able to assist this effort.

SECTION 5. Revenue

A. The Pathways to Prosperity Corporation will seek to receive and/or generate revenue for the sole purpose of providing the necessary funds to operate the Pathways to Prosperity program and implement the strategies/goals contained in the Poverty Reduction Plan.

SECTION 6. Nonprofit

A. The Pathways to Prosperity Corporation shall not operate for profit.

B. Any and all funds raised by the Pathways to Prosperity Corporation membership shall be used to further the Corporation’s purpose.

C. As a Tribal organization chartered by and through the Turtle Mountain Band of Chippewa Indians, the Pathways to Prosperity Corporation shall be eligible to receive tax-deductible donations in the name of the Turtle Mountain Band of Chippewa Indians.

Article II Membership

SECTION 1. Association Membership

A. The Pathways to Prosperity Corporation membership shall consist of community members engaged in or committed to reducing the poverty and enriching the lives of the Turtle Mountain Band of Chippewa Indians. The membership shall include representation from the following sectors of the Turtle Mountain community:
1. People living in some type of poverty (as defined in the Poverty Reduction Plan)
2. People from the Reservation’s business sector
3. A representative from the education sector
4. A representative from the health sector
5. Representation from the cultural sector
6. Representation from people involved with Reservation infrastructure (i.e., roads, water, sewer, environmental, etc.)
7. Representation from the Reservation public services sector (e.g., law enforcement, Tribal and other courts, counselors, etc.)
8. Representation from the tribal elders and youth
9. Representation from the Tribal government (i.e., Tribal Council members).

SECTION 2. Board of Directors Established

A. The Pathways to Prosperity Corporation shall be governed by a Board of Directors.
B. The Board of Directors shall be subject to the limitations set out in these By-Laws.
C. The Pathways to Prosperity Corporation shall be directly responsible to the Turtle Mountain Band of Chippewa Indians.
D. The Turtle Mountain Band of Chippewa Tribal Council shall establish the initial Board of Directors based on the recommendation of the Turtle Mountain Steering Committee.
E. The Pathways to Prosperity Corporation shall meet with the Tribal Council annually to provide an annual report of activities.

SECTION 3. Board Selection

A. The Pathways to Prosperity Corporation Board of Directors shall consist of eleven (11) Board members.

B. The Board of Directors shall be selected according to the following criteria:
   1. Individual(s) currently meeting the Federal poverty guidelines
   2. Individual(s) with experience in operating a business and/or economic development
   3. Individual(s) with experience in the educational field
   4. Individual(s) with experience in health related fields—working with Indian people, including mental health
   5. Individual(s) knowledgeable with Turtle Mountain Ojibwa and Métis cultures
   6. Individual(s) with knowledge and experience in building and maintaining infrastructure (roads, water, sewer, environmental, and utilities)
   7. Individual(s) with expertise in the judicial system
   8. Individual(s) with expertise in social services
   9. Individual(s) with Tribal Council experience
  10. Individual(s) Elders
  11. Individual(s) Youth (must be of teen years)

C. The Pathways to Prosperity Corporation Board of Directors shall elect from its membership a Chairperson, Vice-Chairperson, Secretary and Treasurer, and these officers shall constitute the Executive Committee.

D. Terms of office for the Board of Directors shall be in 2-year, 4-year, or 6-year as follows:
   1. Chairperson: 6-year term(s)
   2. Vice Chairperson: 6-year term(s)
   3. Treasurer: 4-year term(s)
   4. Secretary: 4-year term(s)
   5. Five (5) seats will be held in 2-year term(s)
   6. Two (2) seats other than the Executive Committee will be for four (4) year term
Note: 6-year terms shall not exceed two consecutive terms; 4-year terms shall not exceed three consecutive terms; 2-year terms shall not exceed six consecutive terms.

(**Term limits for any person serving on the Board of Directors will not exceed twelve years – under any circumstance.**)

E. One tribal councilman serve as a liaison in an ex foci capacity. This Councilperson will not afford any voting privileges.

SECTION 4. Board Alternates

A. An **individual** Board of Director member may appoint an alternate to represent his/her position at any Board of Directors meeting by providing a three-day advance notice in writing to the Board Chairperson prior to the meeting, designating the name of the alternate and signed by the Board member.

B. Each Board member is allowed only one (1) voting alternate per meeting.

**Article III - Order of Business**

SECTION 1. Board Meetings

A. The Board of Directors shall meet no less than once per month per calendar year at a time and place reserved by the Pathways to Prosperity Corporation Executive Committee.

SECTION 2. Board Meeting Procedures

A. The Board members shall convene meetings with a recitation of the six goals/strategies of the Poverty Reduction Plan.

B. Board meetings shall be conducted according to Roberts Rules of Order.

C. The Board Agenda shall include, but not be limited to, the following items:
1. Opening Prayer
2. Roll Call
3. Reading/Approval of the Minutes of the preceding meeting
4. Officer Reports
   a. Chairperson
   b. Secretary
   c. Treasurer
   d. At Large Members
5. Committee Reports
6. Old/Unfinished Business
7. New Business
8. Adjournment

SECTION 3. Quorum
A. A quorum shall consist of a majority of Board members.
B. No business can be transacted or motion made or passed without a quorum of Board members present.

SECTION 4. Voting
A. The Pathways to Prosperity Corporation Chairperson and each other Board member shall have one (1) vote on matters coming before the Ventures Organization Board.
SECTION 5. Special Meetings

A. The Board Chairman or a majority of the Board of Directors may call a Special Meeting of the Board of Directors.

B. A three-day written notice is required to call a Special Meeting.

C. Board retreats as approved by a majority of the Board of Director.

D. Emergency meetings

Article IV - Officers and Duties

SECTION 1. Board Role and Compensation

A. The Pathways to Prosperity Corporation Board is responsible for the overall policy and direction of the Pathways to Prosperity Corporation.

B. The Board may delegate the responsibility for the day to day activities of the Pathways to Prosperity Corporation to the Ventures Chairperson and/or Pathways to Prosperity staff.

C. The Pathways to Prosperity Corporation Executive Board will keep Tribal Council informed of projects and activities through its annual report. Communications may be made more frequent if warranted.

D. The Pathways to Prosperity Corporation Board of Directors will approve and oversee all associated fiscal activities.

E. The Executive Committee shall supervise and evaluate the Pathways to Prosperity staff, and assist in making decisions regarding internal needs.
F. The Board members shall not either individually or collectively receive compensation other than reasonable reimbursement for travel or meeting expenses.

G. Any and all travel and/or meeting expenses shall be the lesser of the actual expenses or the rates of reimbursement used by the federal government.

SECTION 2. Officers and Duties

A. There shall be four (4) officers of the Board consisting of a Chairperson, Vice Chairperson, Secretary, and Treasurer.

B. The duties of the Board Officers shall be as follows:

1. The Chairperson shall convene regularly scheduled Board meetings.

2. The Chairperson shall preside or arrange for other Board members to preside at each meeting in the following order:
   a. Vice Chairperson
   b. Secretary
   c. Treasurer

C. The Vice Chairperson shall chair and/or coordinate the activities and assignments of committees on special subjects as designated by the Board of Directors.

D. The Secretary shall be responsible for keeping accurate records of Board actions, including arranging for the taking of Minutes at Board meetings, sending out meeting and other announcements as necessary, and assuring that accurate Board records are maintained.

E. The Treasurer shall chair a standing Finance Committee and shall make a financial report at each Board meeting. The Treasurer shall assist in the preparation of the Association's budget, help develop fundraising plans, maintaining accounting/bookkeeping, and shall make financial information reasonably available upon
request to the Turtle Mountain Band of Chippewa Indians Pathways to Prosperity Corporation Board members and Turtle Mountain community members.

F. The collective duties of the Board of Directors shall include but not be limited to:

a. Developing processes for the following:

   (1) Implementing the poverty reduction strategies
   (2) Identifying the most attainable strategies
   (3) Monitoring the progress of each strategy
   (4) Coordinating the duties for the Pathways to Prosperity staff
   (5) Assisting with negotiations
   (6) Assisting with activities on a volunteers basis
   (7) Developing protocols
   (8) Coordinating efforts with the Tribal Government
   (9) Actively include the public in meetings for on-going growth of the corporation
   (10) Review and approve monthly expenditures
   (11) Others

b. Assuring compliance with the six criteria are maintained and adhered to.

c. Arranging for all necessary personnel, equipment and services.
Article V - Vacancies and Removal

SECTION 1. Vacancies

A. When a vacancy on the Board exists for any reason, the Secretary may receive nominations for new members from present Board members, two weeks in advance of the next Board meeting, following existence of the vacancy. The Board shall make the selection based on properly nominated candidates.

B. A vacancy in the position of the Chairperson of the Board will be replaced by the Vice-Chairperson.

C. The Board will fill the Vice-Chairperson and other executive positions by a majority vote of the Board members.

D. Board appointments to existing Board vacancies will be effective only to the end of the term of the Board member being replaced.

SECTION 2. Resignation, Absences and Termination of Officers

A. Any and all resignations from the Board of Directors must be submitted in writing when possible, to the Secretary of the Board.

B. A Board member shall be removed for excess absences for a total of more than three (3) regularly scheduled meetings and duly called Special Meetings in one calendar year, unless the Board member arranged in advance for good reason to be represented by an alternate at these meetings.

C. A Pathways to Prosperity Corporation member may be removed for misuse of position by a three-fourths vote of the remaining Board of Directors.

D. Misuse of position shall consist of (1) receiving reimbursement for travel not taken or not attended, (2) receiving payment from any and all vendors for use of position in return for the awarding of contracts to those vendors, (3) any and all other convictions for the misuse of funds, trade secrets, etc.
Article VI – Committees

SECTION 1. Appointment of Committees

A. The Board of Directors may, from time to time, appoint committees as necessary to achieve the goals and implement the activities and any special project of the organization.

B. The Board of Directors shall authorize and define the responsibilities and objectives of any and all committees in writing and record them in the minutes, in which the committee was appointed.

C. When appointing committees, the Board of Directors shall include an expected sunset/ending date by which the committee shall have completed its activities/responsibilities and by which date the committee shall cease to exist.

D. The standing Finance Committee shall not be subject to the sunset provision in “C” immediately above.

SECTION 2. Conduct of Committee Business

A. The Board Chairman or the Committee Chair may call committee meetings at any time.

B. Each committee shall study, investigate, and make recommendations, as directed by the Board of Directors and carry out their objectives within the general scope of responsibilities delegated by the Board of Directors.

C. After the Board of Directors has approved the committee recommendations, such committee shall be free to act upon the approved recommendations subject to the limitations imposed by the Board of Directors.
Article VII - Funds of the Association

SECTION 1. Funding

A. The Pathways to Prosperity Corporation will delegate fund raising and leveraging responsibilities to the Pathways to Prosperity Staff for various activities.

B. The Pathways to Prosperity Corporation will advise the Pathways to Prosperity staff to establish long-term commitments as deemed appropriate to coincide with the current strategy being pursued.

C. The Pathways to Prosperity Corporation funds will be drawn down by the Turtle Mountain Band of Chippewa Indians from the Northwest Area Foundation; then placed in an escrow account at the Tribe's bank under the name of the Pathways to Prosperity Corporation.

D. Any and all withdrawals from or checks drawn on the Corporation's bank account shall require the signatures of two (2) executive Board members who are unrelated by blood.

1. Unrelated means not a member of each other's immediate family, which includes husband, wife, live in companion, mother, father, brother, sister, grandfather, or grandmother, son or daughter.

E. The Executive Board members Chairperson and the Treasurer will be required to be on the signature card for the Corporation's bank account.

Article VIII—Amendments

SECTION 1. Procedures and Compliance

A. These By-Laws may be amended by.

1. Submitting proposed amendments to the Secretary to be sent out with regular Board announcements.

2. A vote of eight out of eleven or at least three-fourths (3/4) of the sitting members of the Pathways to Prosperity Corporation.
3. Approval of such requested amendment(s) by the Turtle Mountain Band of Chippewa Indians through a Resolution by its duly elected Tribal Council.

**Article IX – Indemnification**

**SECTION 1. Indemnification**

A. The Pathways to Prosperity Corporation shall not indemnify any present Director, Officer, Member or volunteer of the Pathways to Prosperity Corporation against expenses, including attorney's fees, judgments, fines, settlements or reasonable expenses actually incurred by such person ACTING OUTSIDE THE SCOPE OF HIS/HER AUTHORITY and relating to his/her conduct as a Director, Officer, Member or volunteer.

B. This indemnification shall not apply to (1) a breach of the duty of loyalty to the corporation, (2) for acts or omissions not performed in good faith or which involve intentional misconduct or a knowing violation of the law, (3) for a transaction from which such person derived or appeared to derive an improper benefit, or (4) for acts committed OUTSIDE THE SCOPE of the Board member, Officer, Member or volunteer's authority as outlined in these By-Laws, federal law, and the laws of the Turtle Mountain Band of Chippewa Indians.

These By-Laws were approved at a duly called meeting of the Board of Directors of the Pathways to Prosperity Corporation on this _____ day of __________, 2005.

_________________________                                __________________________
Chairperson                                                Vice Chairperson

_________________________                                __________________________
Secretary                                                   Treasurer
CERTIFICATION

I, the undersigned Tribal Secretary of the Turtle Mountain Band Chippewa Indians, do hereby certify that the Tribal Council is composed of nine (9) members of whom _____ constituting a quorum were present at a meeting duly called, convened and held on the ______, 2005, that the foregoing resolution was adopted by an affirmative vote of _____ in favor – Councilmen Troy DeCoteau, Elmer Davis, Jr., Will Grant, Timmy Davis, Jim Baker, Ron Trottier, David 'Sandy' Morin and Councilwoman Janice Azure; with the Chairman not voting.

________________________________________
Jolean A. Poitra, Tribal Secretary

(____) SIGNED INTO LAW/Dated this ____ day of ________________, 2005
(____) VETOED/Dated this ____ day of ________________, 2005
(____) VETO OVERRODDEN/Dated this ____ day of ________________, 2005

________________________________________
Ken W. Davis, Chairman
APPENDIX C

JOB DESCRIPTIONS
JOB ANNOUNCEMENT

Position: Pathways Coordinator

Job Classification: Full-time (dependent on funding)

Location: Turtle Mountain Northwest Area Ventures Program

Supervisor: Pathways Board of Directors

Salary: $36,855.00 annually

Opening Date: January 20, 2005 Closing Date: February 3, 2005

SUMMARY: The Coordinator is responsible to the Board of Directors of the Pathways Organization for managing the Pathways Initiative. The Coordinator will supervise a staff of four in accomplishing the activities listed in the Pathways Plan.

Duties and Responsibilities:

- Provide leadership for the Pathways Organization.
- Provide staff support for the Board of Directors.
- Provide day-to-day management oversight of the Pathways staff.
- Act as the principal diplomat for the Organization with key partners and stakeholders.
- Act as liaison with the Northwest Area Foundation and other funding partners.
- Coordinate contacts with the media and public information campaigns.
- Coordinate with the Tribal Comptroller to assure proper management and oversight of the Pathways Organization’s finances.
- Provide regular progress reports on the progress of the Pathways strategies to the Board of Directors, the Tribal Council, the Northwest Area Foundation, the Tribal Membership, and other community stakeholders.
- Coordinate potential funding opportunities and identify possible leveraging resources.
- Coordinate public relations practices to strengthen the Turtle Mountain Pathways Organization’s relationship with Tribal members and general public.
- Coordinate and assist with facilitation of meetings and coalition strategies.
Knowledge:
- Management practices.
- Strategic planning.
- Public relations, media campaigns, and informative presentations.
- Proposals, business plans and other skilled writing techniques.

Skills in:
- Working with a Board of Directors
- Writing, presenting, working with the public.
- Assessing objectives and operational requirements to develop and implement strategies.
- Managing multiple projects.

Ability to:
- Establish and maintain effective working relationships with Tribal elected officials, other governmental entities, resource programs and agencies and the public.
- Represent the Turtle Mountain Ventures Program on multiple levels.

Qualifications required:
- Bachelor’s degree in Business or related field and one (1) year specialized experience or; ten years of increasingly responsible experience working in an administrative service.
  Communicate effectively, both verbally and in writing. Must possess a valid Driver’s License.

Material and Equipment Used:
- Personal computer
- Automobile

These job specifications should not be interpreted as all inclusive. It is intended to identify essential functions and requirements of the job.

How to apply:

Submit completed application to:
HR/Personnel Department
Turtle Mountain Band of Chippewa
P.O. Box 900
Belcourt, ND  58316

Also submit proof of degree attained and training certifications, background check, Indian Preference, etc. (if applied). Points in screening will be given only for documentation attached.

We reserve the right to reject any or all applications, to re-advertise and to do in-house transfers.

For more information contact Elaine Nadeau at (701) 477-2676 or Liz Baker at (701) 477-2637.
Indian Preference Statement

Candidates for employment or career advancement shall be hired, trained, and promoted without regard to race, color, religion, sex, national origin, age or personal, political or religious beliefs. However, preference shall be given in hiring in the following order between equally qualified candidates who are:

1. Enrolled Tribal members.
2. Other enrolled members.
JOB ANNOUNCEMENT

Position: Administrative Assistant

Job Classification: Full-time (dependent on funding)

Location: Turtle Mountain Northwest Area Ventures Program

Supervisor: Pathways Board of Directors

Salary: $10.00/ph

Opening Date: October 4, 2004

Closing Date: October 25, 2004

SUMMARY: This is a position that provides administrative and clerical support to the Project Coordinator, and the Turtle Mountain Ventures Board of Directors.

Duties and Responsibilities:

Administrative Assistance to the Project Coordinator and Board of Directors for the Turtle Mountain Ventures Program.

- Schedule and organize complex activities such as meetings, travel, conferences, community events and planning sessions.
- Create and develop visual presentation materials.
- Prepare purchase orders in a timely manner and maintain filing system.
- Sort and distribute mail. Answer mail as appropriately identified by Ventures Program.
- Answer phone for the Ventures Program, take messages or route all routine and non-routine questions.
- Assist with the annual calendar for the Ventures Program.
- Take written minutes at all designated scheduled meetings for the Ventures Program.
- Copy and distribute written materials prior to meetings for all attendees. Such as minutes, agendas, handouts, brochures, media materials and financial information. Proofreads copy for spelling, grammar, and layout, making appropriate changes. Responsible for accuracy and clarity of final copy.
- Develop and maintain a mailing database of all Ventures Program members, committee, staff and contractors.
- Establishes, develops, maintains, and updates filing system for the Ventures Program. Retrieves information from files as needed.
- Assist the Project Coordinator in the management of his schedule.
- Handle confidential and non-routine information professionally.
- Organizes and prioritizes large volumes of information and calls.
- Act as liaison with other departments and community members representing positively the Ventures Program.
- Type, design or develop general correspondences, memos, charts, tables, databases, flyers, newsletters, public service announcements, brochures and other mailings as assigned.
- Assist with financial and narrative reports as identified.
- Remain diligent to the daily routine checklist.
- Other job related duties as assigned by Supervisor.

Qualifications required:

Preferred Associate of Applied Science in Administrative Assistant with 5 years experience; or Associate of Arts with 9-month Secretarial Certificate with 5 years experience; or a minimum of High School or GED with at least ten years of administrative/secretarial experience.

Must have knowledge of variety of computer software applications in word processing, database and spreadsheets software.

Must have a high level of interpersonal skills to handle sensitive and confidential situations. Position continually requires demonstrated poise, tact and diplomacy.

Interact and communicate with individuals at all levels of the community. Demonstrate sincere respect when working with individuals.

Make decisions and/or answer questions about the program away from the project coordinator and board of directors.

Must possess ability to communicate both orally and in writing.

Assist or find appropriate assistance to make accommodations for disabled individuals in order to ensure access to the Ventures Program meetings and events.

Transcribe and disseminate meeting minutes.

Compose, type and proof materials, establish priorities and meeting deadlines.

Must be able to work in a fast-paced environment with demonstrated ability to juggle multiple competing tasks and demands.

Must pass background check.
Material and Equipment Used:

- Computer and Automobile

These job specifications should not be interpreted as all inclusive. It is intended to identify essential functions and requirements of the job.

How to apply:

Submit completed application to:
HR/Personnel Department
Turtle Mountain Band of Chippewa
P.O. Box 900
Belcourt, ND 58316

Also submit proof of degree attained and training certifications, background check, Indian Preference, etc. (if applied). Points in screening will be given only for documentation attached.

We reserve the right to reject any or all applications, to re-advertise and to do in-house transfers.

For more information contact Elaine Nadeau at (701) 477-2676 or Liz Baker at (701) 477-2637.

Indian Preference Statement

Candidates for employment or career advancement shall be hired, trained, and promoted without regard to race, color, religion, sex, national origin, age or personal, political or religious beliefs. However, preference shall be given in hiring in the following order between equally qualified candidates who are:

1. Enrolled Tribal members.
2. Other enrolled members.
JOB ANNOUNCEMENT

Position: Community Outreach Specialist

Job Classification: Full-time (dependent on funding)

Location: Turtle Mountain Northwest Area Ventures Program

Supervisor: Ventures Project Coordinator

Salary: $17.95/ph

Opening Date: March 20, 2005  Closing Date: April 7, 2005

SUMMARY: The overall purpose of the Community Outreach Specialist is to implement and administer the strategies, activities, and tasks contained within the Inclusion Pathway of the Poverty Reduction Plan.

Duties and Responsibilities:
- Promote grass roots involvement, support governance and action teams.
- Create and develop visual presentation materials.
- Provide training to low-income clients.
- Develop community communication tools.
- Promote the utilization of earned income tax credits by low income Tribal members.
- Collaborate with Indian Health Service to increase the number of Tribal members enrolled in Medicare.
- Promote service enhancement by increased third-party billing to I.H.S.
- Create a youth team comprised of community members.
- Create a youth council.
- Provide leadership trainings.
- Maintain general office functions e.g. mail list, memos, faxes, letters, meetings, as well as, operate Microsoft office suite operating system: word, excel, access, outlook, power point.
- Develop and maintain database of clientele.
• Type design or develop general correspondences, memos, charts, tables, databases, flyers, newsletters, public service announcements, brochures and other mailings as assigned.
• Other job related duties as assigned by Supervisor.

Qualifications required:

Bachelor’s degree required, masters degree preferred, in the areas of business administration, management, or related business fields with at least two years experience in research and evaluation. Knowledge and demonstrated expertise in needs assessment, data collection and analysis, computer technology, program evaluation, and grant writing are desired. Strong oral and written communication skills are essential. Ideal professional experiences will include working directly with the Turtle Mountain Tribe, federal, state, and county agencies.

Must maintain a valid driver’s license.

Material and Equipment Used:

Computer and Automobile

*These job specifications should not be interpreted as all inclusive. It is intended to identify essential functions and requirements of the job.*

How to apply:

Submit completed application to:
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Turtle Mountain Band of Chippewa
P.O. Box 900
Belcourt, ND 58316

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1. Enrolled Tribal members.
2. Other enrolled members.
JOB ANNOUNCEMENT

Position: Economic Development Specialist

Job Classification: Full-time (dependent on funding)

Location: Turtle Mountain Northwest Area Ventures Program

Supervisor: Pathways Board of Directors

Salary: $17.95/ph

Opening Date: March 20, 2005

Closing Date: April 7, 2005

SUMMARY: Under the direct supervision of Project Coordinator, the Economic Development Specialist will be responsible for performing the following:

Duties and Responsibilities:

- Develop the programs of the Enterprise Center as well as other activities that are aligned with the Economic Development Pathway.
- Develop and maintain database which will be used throughout the Poverty Reduction Plan in identifying community member skill sets.
- Networking with various Tribal, county, state, and federal organizations for information sharing, resource planning, consultation, and collaboration projects aimed at creating and promoting Economic Development.
- Coordinating Economic Development strategies including needs assessments, business plans/packages, financial management, assisting with developing micro/macro/expansion loans, individual/organizational/technological capacity building, grant writing, budget planning, and policy assessment for the Enterprise Center.
- Assist individuals who are interested in entering into new businesses to locate office space, vendors, markets, training, and other resources needed for new businesses.
- Maintain knowledge on conducting surveys which illustrate the economic climate of the Turtle Mountain Tribe, and surrounding communities. Surveys and questionnaires will both be conducted periodically, as directed.
- Performs other duties including representing the Pathways to Prosperity plan at meetings and at other economic development conferences, testimonies, etc.
• Identify and secure potential leveraging resources to assist with the implementation of the Pathways to Prosperity economic development strategies.
• Assist other Pathways within the Poverty Reduction Plan to successfully meet the strategies of those who are affected by poverty.
• Develop and maintain workshops, conferences, and/or trainings comprised of experts in specific fields to assist in identifying gaps and barriers as well as successes.
• Incorporate sustainability strategies for the economic development pathway.

Qualifications required:

Bachelor's degree required, masters degree preferred, in the areas of business administration, management, or related business fields with at least two years experience in research and evaluation. Knowledge and demonstrated expertise in needs assessment, data collection and analysis, computer technology, program evaluation, and grant writing are desired. Strong oral and written communication skills are essential. Ideal professional experiences will include working directly with the Turtle Mountain Tribe, federal, state, and county agencies.

Working Conditions:

General office conditions. Position requires travel.

These job specifications should not be interpreted as all inclusive. It is intended to identify essential functions and requirements of the job.

How to apply:

Submit completed application to:
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Turtle Mountain Band of Chippewa
P.O. Box 900
Belcourt, ND 58316

Also submit proof of degree attained and training certifications, background check, Indian Preference, etc. (if applied). Points in screening will be given only for documentation attached.

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1. Enrolled Tribal members.
2. Other enrolled members.
JOB ANNOUNCEMENT

Position: Infrastructure Specialist

Job Classification: Full-time (dependent on funding)

Location: Turtle Mountain Northwest Area Ventures Program

Supervisor: Pathways Board of Directors

Salary: $17.95/ph

Opening Date: March 20, 2005

Closing Date: April 7, 2005

SUMMARY: Leads the implementation of the infrastructure strategies in the Pathways Plan.

Duties and Responsibilities:

- Staffs the Infrastructure Action Team.
- Coordinates Pathway Organization involvement in the adoption of the Comprehensive Plan.
- Coordinates with the Housing Authority and the Enterprise Foundation on the development of the Housing Initiative.
- Coordinates Pathways Organization involvement in the development of the Tribal Utility.
- Leads the development of initiatives to provide Internet access, way finding, GIS, and resource recovery.

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individual with disabilities to perform the essential functions.

These job specifications should not be interpreted as all inclusive. It is intended to identify essential functions and requirements of the job.
How to apply:

Submit completed application to:
HR/Personnel Department
Turtle Mountain Band of Chippewa
P.O. Box 900
Belcourt, ND  58316

Also submit proof of degree attained and training certifications, background check, Indian Preference, etc. (if applied). Points in screening will be given only for documentation attached.

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1. Enrolled Tribal members.
2. Other enrolled members.
APPENDIX D

POTENTIAL FUTURE PROJECTS/
PROJECTS TO BE PURSUED BY OTHERS

After reviewing our Draft Plan, the Northwest Area Foundation staff advised us to sharpen our focus and reduce the number of strategies we will attempt to pursue, especially during the first two years. We took that advice to heart and reduced the number of strategies we are proposing. This was a difficult process, because each strategy in our Draft Plan had come from the community and generated considerable interest and support. Our decisions were guided by three criteria:

- The relevance of the strategy to poverty reduction.
- The degree to which the Pathways/NWAF partnership is central to accomplishing the strategy.
- The potential for leverage.

With these criteria in mind, we set aside strategies that had only a tangential connection to poverty reduction, those that could be accomplished by others without our involvement, and those that offered less immediate potential for leverage. Nevertheless, we are including descriptions of those projects as an appendix to our final plan because they are important ideas that would benefit our community and could be pursued by others – or by the Pathways Organization at a future time. (Please note that we have not revised the text of these strategies from the original draft).
Potential Project 1: STRENGTHEN STRUCTURES OF TRIBAL GOVERNANCE

Our elected officials will work to improve Tribal Government's capacity for long-term planning and development. We will support the Tribal Chairman, our Tribal Council and interested stakeholders in conducting a systematic assessment of our current government structures, and work to implement changes based upon that assessment.

(Note: This project will be pursued by our Tribal Council. It was deleted because the Pathways/NWAF was not essential to its implementation).

What will be done?

Our elected Tribal leaders will review our current government structures using the assessment tool developed by the Harvard Project on American Indian Economic Development. The assessment will be conducted in a transparent manner, in sessions open to all Tribal members. The Pathways Organization will assist by using our inclusion tools to encourage all Tribal members to participate. At the conclusion of the assessment, a program of reforms will be developed and implemented.

The specific means to strengthen our government structures will be identified during the assessment process. Methods which have proven effective for other reservations include:

1.) Longer and/or staggered terms for elected officials to increase the continuity of Tribal policy and encourage a longer range perspective on planning and economic development.
2.) Enhanced management standards, reporting requirements and standards of customer service.
3.) Transparency in policy making by making all Tribal laws, codes, and ordinances available through the Web.
4.) Establishment of a Tribal Human Rights Commission to ensure that the rights of all members of the community are respected.
5.) More independence for the judicial branch of Tribal government.
6.) Extensive training for newly elected officials, including training in the cultural traditions related to governance.

To meet what needs?
1.) Meet the need of our people to have the best possible government structures.
2.) Meet the need of our community for planning and policies that are based on a long-term perspective.

*To achieve what ends?*

1.) Our system of government will be enhanced.
2.) Our members and potential partners will be assured that we have the best possible government structures in place.

*For the benefit of whom?*
All members of the Turtle Mountain Band of Chippewa will benefit from this strategy.

*Outcomes:*
Our Tribal governance system will be regarded as among the best in North America.

*Indicators:*
- A reform program based on the assessment is implemented by December 2008.
- Increased confidence in our governance structure by members as indicated by annual surveys.
Potential Project Two: SUPPORT FAMILIES AND STUDENTS

The Pathways Organization will work to create a seamless support system for families to help children and youth reach their educational goals.

(Note: this project will be pursued by our schools and health and human services providers).

Parental involvement is a critical factor separating those who succeed from those who fail in school. Recent research on early childhood learning has provided very strong evidence that most of the cognitive assets a child will ultimately possess are formed during the first three years of life, before a child enters Head Start, let alone the public schools. These findings strongly suggest that to reach our goals, we must drive the community’s educational initiatives farther “upstream”. Therefore:

What will be done?
The Pathways Organization will create an Action Team of educators, health and human service providers, parents and other stakeholders to create a seamless support system for families that begins at birth, equips parents with the tools to initiate early learning, and acts quickly to help families meet specific challenges. The system will provide continuous support for children as they move between schools, so that they are not allowed to fall through the cracks. The Action Team will:

1.) Share data to refine our understanding of the problems that are preventing our children from succeeding in school.
2.) Identify interventions that are working here and in other communities.
3.) Coordinate outreach activities and service delivery to reduce duplication of effort.
4.) Identify best practices to support early childhood learning and adapt those practices to the special circumstances at Turtle Mountain.
5.) Create meaningful benchmarks for measuring outcomes.

The Pathways Organization will organize the Action Team and help its members work together to achieve the goals. Each partner will identify specific resources it will bring to the table, and the Tribal Council will help enforce those commitments by making it clear to Tribal departments and local school officials that this is a high priority of the Tribe.
To meet what needs?
This strategy is designed to meet the needs of parents, and especially single parents who are struggling with poverty. Parents are our first line of defense, and this strategy will ensure they have access to essential support services and skills development to enable them to raise children who are healthy and ready to learn.

To achieve what ends?
1.) Parents who are struggling with poverty will have more capacity to support early learning.
2.) Performance on standardized tests will be improved keeping us in line with the requirements of the No Child Left Behind Act.
3.) Drop-out rates will be reduced.

For the benefit of whom?
The primary beneficiaries of the strategy will be the children and youth of families who are struggling with poverty.

Outcomes:
Students and their families have the supports they need to complete their education, resulting in exemplary retention/graduation rates at each level.

Indicators:
- Development of an Education Action Team by Month Three.
- Thirteen additional students graduate each year throughout the ten-year period.
**Potential Project Three: CREATE A SCHOLARSHIPS FOR SERVICE PROGRAM**

The Pathways Organization will work with the Tribal Government and Turtle Mountain Community College and other partners to increase the percentage of our youth who are able to finish college by increasing the level of scholarship support available to them, and by creating a special “scholarship for service” program to provide incentives for students to bring essential professional services back to Turtle Mountain.

*(Note: This project will be pursued by our Tribal Council and Community College)*.

More than 50% of first-year students at Turtle Mountain Community College drop out before beginning their second year of study. *(TMCC Accreditation Report)*. One major reason for this low retention rate is that the current level of scholarship assistance available from the BIA is inadequate to allow young people who are struggling with poverty to sustain themselves while in school. While the cost of college tuition has increased fourfold during the past twenty years, the amount of our scholarships has remained the same: about $1,000 per semester. As a result, many students drop out to look for work in order to pay off debts before trying again to complete their education. *(Memorandum from TMCC, August 2005)*. By so doing, they compete with many other young people who struggle to find work in our local economy.

Students who leave the Reservation to seek University and professional degrees face an even larger gap between the amount of financial assistance we can provide and the costs of tuition and living away from home. Most make tremendous sacrifices to complete their education and find that upon graduation they are saddled with large debts incurred through student loans. To pay off those loans, many take jobs in the cities, where there are more job opportunities at higher wage levels. As a result, our community is losing some of our most talented young people, and our own economy continues to suffer because we have a shortage of people with critical skills in areas such as finance, business administration, architecture and engineering.

**What will be done?**

To address these challenges, the Tribal Chairman (whose vision led to this strategy) will convene the Education Action Team and the Tribal Council to work together to craft a plan to carry out this strategy. An additional revenue source (or sources) will be identified to increase scholarship levels for all students in need. In addition, the Action Team and
Tribal Council will identify key skills that are needed to bolster our economic development and create a new scholarship program to provide capable students who are seeking degrees in those fields with full scholarships to complete their studies, and guarantee employment in our Tribal enterprises upon their return. In return, the recipients must agree to return to the Reservation to use their skills to benefit the community for a specified period of time. The Action Team and Council will hold open public meetings and the Pathways Organization will employ its inclusion tools to ensure that all Tribal members have an opportunity to participate in shaping the plan. The plan will identify sustainable funding sources to achieve the goals, set realistic levels of support for the general scholarship program, and provide a blueprint for the scholarship-for-service program. The blueprint will identify the initial fields of study to be eligible, and the lengths of service to be required upon a student’s return, and methods to repay the community in the event of default.

To meet what needs?
This strategy will meet the needs of our young people for sufficient financial support to continue their education, and it will meet the needs of our community for specific skills that are needed to bolster our economy.

To accomplish what ends?
1.) The financial pressures on students who are struggling to overcome poverty through education will be reduced.
2.) The retention rate at our Tribal College will be increased.
3.) Graduates of professional schools will have an incentive to return to serve the community.
4.) Key skills gaps that are interfering with our economic development will be reduced or eliminated.

Outcomes:
Our young people have sufficient financial resources to complete their studies, and those with the most needed skills return to work in our Tribal enterprises.

Indicators:
Sustainable funding sources are identified to increase scholarship levels by May 2006.

At least five "scholarships for service" are awarded to students in fields which are critical to the Tribe's economic development by the end of 2007.

Retention rates at Turtle Mountain Community College increase to meet benchmarks established by the Action Team beginning in 2008.
Potential Project 4: IMPROVE HEALTH SERVICES

The Pathways Organization will unite all of our health providers with the goal of organizing our health care resources to function as a comprehensive community health system to improve the health status of the Turtle Mountain Band of Chippewa.

(Note: This project will be pursued by our community health agencies. It will only succeed, however, if the Pathways Organization succeeds in increasing third-party coverage of Tribal members).

What will be done?

1.) The Pathways Organization will help to organize a Health Action Team comprised of Tribal, local, federal, state and private nonprofit health care organizations, and assist them in making the changes necessary to create a truly comprehensive health care system.

2.) The Health Action Team will use the best available data to determine the most urgent priorities and allocate the additional revenue earned from increased third-party reimbursements (Strategy 5.1) to those priorities, which may include:

   A) Primary and secondary prevention activities to reduce conditions which contribute to poverty, such as:
      ▪ Early and Periodic Screening, Diagnosis and Treatment (“EPSDT”) services for all children and youth.
      ▪ A comprehensive school health education curriculum and physical education program to reduce obesity and increase fitness.
      ▪ A healthy nutrition policy to assure that school meals and vending machines provide nutritional foods.
      ▪ A teen health clinic at Belcourt High School.
      ▪ Stronger law enforcement regarding health and safety issues (seat belts, drunk-driving, tobacco and alcohol sales, etc.).
      ▪ Taxation policies that discourage smoking, alcohol use, and other practices that damage public health.

   B) Tertiary prevention activities to identify and treat physical, mental, emotional, and spiritual/cultural
components of health, such as:
- Additional addiction treatment services on the Reservation. (Strategy 4.2)
- An integrated system of health care resources for the elderly including home care, assisted living, skilled nursing and hospice care.
- Improved mental health outreach, primary and inpatient care.
- Additional specialty services and hours of operation as appropriate to the needs of the population.
- A “Department of Native Healing Arts and Sciences” to incorporate traditional healing practices within our health care system (Strategy 2.2).

The Pathways Organization will provide resources to the Action Team to secure the services of an MD/MPH to provide leadership for this strategy. The Team will act as a coordinating mechanism for the various health care agencies in our community, using data such as the recent study of health risk factors conducted by the University of North Dakota, to identify the most effective measures to improve the health status of our people. The resources of member organizations will be targeted to implement those measures. The Action Team will also develop proposals for policies to protect the public health by providing improved sanitation, law enforcement, and tax policies that will benefit public health. As an early action, the Team will plan, secure funding for, and build a substance abuse treatment facility for our youth.

To meet what needs?
This strategy is designed to address the health care needs of our community as determined by sound public health analysis.

To accomplish what ends?
1.) A more effective system of health care delivery will be in place.
2.) Health care resources will be allocated based on sound analysis of data.
3.) The impact of health problems as contributors to poverty will be reduced.
4.) The health status of the Turtle Mountain Band will improve.

For the benefit of whom?
Since the poor are disproportionately affected by health care problems, they will be the primary beneficiaries of this strategy. However, all members of the TMBC will benefit from the improvement of our health care system.

Outcomes:
A well-coordinated comprehensive health care system is in place and working effectively to improve the health of our community.

Indicators:
- The Health Action Team is convened and operational by March 2006.
- An MD/MPH is under contract to lead this strategy by September 2006.
- Priority primary and secondary health prevention activities and public health policy advocacy initiatives are planned and implemented annually.
**Potential Project 5: INCORPORATE CHIPPEWA CULTURE IN EDUCATION**

The Pathways Organization will work with the faculty of our early learning programs, schools and Tribal College to enhance the cultural content of our educational programs at every level.

*(Note: This project could be pursued by our schools in cooperation with Tribal elders).*

The history and traditions of the Turtle Mountain Band of Chippewa provide an incredible body of knowledge about every aspect of human life. Our traditions provide a legacy of creativity through the visual and performing arts; of spirituality and healing through the ancient beliefs of the Anishinabeg, and the rituals of the Catholic Church. Our ancestors have given us a tradition of living in harmony with nature, and a history of innovation in response to change. Yet, these extraordinary gifts are not always passed on to our young people.

**What will be done?**

The Action Team will select a Lead Cultural Educator within the educational system who will:

1.) Work with elders and educators to review and evaluate current curricula and educational materials and create new curricula, when needed, to incorporate our history and traditions.

2.) Provide training for teachers.

3.) Establish an Elder Group, using the model of the “Wisdom Steps”, to advise the Lead Cultural Educator and Action Team.

4.) Create special initiatives to protect cultural assets that we are in danger of losing (such as a language preservation initiative).

5.) Work with our media organizations to incorporate the traditional language and culture of the TMBC within their programming. (For example, KEYA Radio could create a “word of the day” contest to encourage listeners to learn the Chippewa language, and a “story hour” program each evening during which elders tell traditional stories for children).

6.) Meet with school boards and educators in Rolette County to introduce the concept of incorporating the history, culture and language of the Turtle Mountain Band of Chippewa into the curricula of all schools within the county for the purpose of breaking down the barriers that separate us and removing the fear of interaction.

**To meet what needs?**
This strategy is intended to meet the deeply felt need within our community to continue our cultural traditions and create a future that is consistent with our shared values.

To achieve what ends?
The learning experiences of our children, youth and adults will be enriched with the stories, arts, and base of knowledge that are their heritage and culture.

For the benefit of whom?
All members of the Turtle Mountain Band of Chippewa will benefit from this strategy, as well as the other residents of Rolette County.

Outcomes:
Tribal arts and culture are thoroughly integrated within educational curricula, educational materials, and media broadcasting on our Reservation.

Indicators:
- Establishment of an Elders Group, perhaps using the model of the “Wisdom Steps”.
- Identification of a Lead Cultural Educator to implement this strategy by August 2006.
- A training plan for teachers to integrate arts and culture into curricula is in place by 2008.
- Traditional arts and culture are integrated within the curricula of relevant classes by 2009.
- A cultural resource library is developed by 2010.
- Air time or print devoted to traditional language and culture in our local media increases annually to meet benchmarks established by the Action Team.
Potential Project 6: INCORPORATE TRADITION HEALING PRACTICES
The Cultural Action Team will work with the Reservation Health Care System to develop and implement a plan to incorporate the traditional healing arts of the Chippewa within the day-to-day practice of our health care delivery system in a manner that complements modern medical practices.

(Note: This project may be pursued at a later date by our health care system in cooperation with Tribal elders).

What will be done?
The Culture and Health Action Teams will work together to create a plan for establishing the effectiveness of traditional health practices and medicines, and incorporating those that prove beneficial within the practice protocols of Quentin Burdick Memorial Hospital and other health care delivery sites on and adjacent to the Reservation. The results of the tests will be submitted to medical journals for publication, and shared with other reservations via the Internet. Once these procedures have taken hold, the Action Teams will explore the viability of creating a “pharmacy of traditional medicines” as a viable enterprise to serve our community.

To meet what needs?
This strategy is designed to meet the need to identify the most effective methods to improve the health of our people.

To achieve what ends?
1.) The tensions between traditional practices and modern medicine will be resolved.
2.) Protocols and a formulary will be created to draw on the most effective practices in both fields of knowledge.
3.) Health care outcomes will improve.
4.) The science and practice of medicine will be advanced by our discoveries.

For the benefit of whom?
The benefits of this strategy will be shared by all those who rely on the Reservation Health Care System for care. To the extent that new discoveries emerge about the effectiveness of traditional practices and medicines, those discoveries may benefit others far from our borders.

**Outcomes:**
Healing arts are a viable and meaningful element of the Tribe's overall healthcare system.

**Indicators:**
- A plan for testing the effectiveness of traditional medicines is in place by December 2008.
- Funding is in place to conduct the trials by December 2009.
- Policies are in place to incorporate effective traditional medicines within the treatment protocols of the Reservation Health Care System by 2011.
Potential Project 7: INCORPORATE CHIPPEWA CULTURE IN COMMUNITY INFRASTRUCTURE

The Culture and Infrastructure Action Teams will work together to identify opportunities to incorporate the arts, culture and languages of the Turtle Mountain Band as we improve our community’s infrastructure.

(Note: This project will be incorporated by the Pathways Organization’s approach to our infrastructure strategies).

What will be done?
The Action Teams will meet together to review each of the infrastructure strategies in the Poverty Reduction Plan and identify creative ways to carry out this strategy. Ideas that have emerged during the planning process include the following:

- A multilingual signage system for streets and local businesses to help visitors find their way and showcase our rich and unique heritage.
- A one percent for the arts program, in which one percent of the budget on all capital projects would go for art to be incorporated within the project.
- Including artists on the design teams for major capital projects.
- Incorporating traditional design principles and materials in our housing programs and public buildings.
- A language training system will be developed using technology and curriculum design to enhance individual learning.

To meet what needs?
This strategy will meet our community’s need to create a built environment that reflects our unique history and cultural identity.

To accomplish what ends?
1.) Our community will develop a stronger sense of place and of who we are as a people.
2.) The visual quality and vitality of our housing and public buildings will improve.
3.) Our community's pride in our cultural identity will increase.

For the benefit of whom?
The entire community will benefit from this strategy, as well as visitors to our Reservation.

Outcomes:
Traditional arts and culture are a visible and contributing element in the rebuilding of the Tribe’s infrastructure.

Indicators:
- Completion of a tribal signage system that integrates elements of traditional arts and culture by December 2007.
- Annual community workshops are held to explore other ways in which traditional arts and culture could be integrated into infrastructure.
- Development of a language training system that will enhance student language proficiencies