

2017 Short Term Strategic Plan



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Executive Summary

The 2017 Short Term Strategic Plan demonstrates many steps in evolution and development for USET as an organization, for the members of management, and the organizational strategy. The central idea of this strategic plan is to guide management through fiscal year 2017 on a successful path of continued efforts and initiatives of developing the strength and effectiveness of USET's programs, services, and infrastructure as outlined in the organization's Long-Term Strategic Plan.

This plan represents some "firsts" for the organization. This 2017 Short Term Strategic Plan is the first of five steps toward achieving and addressing the vision, goals, objectives, and actions of the USET Long-Term Strategic Plan, which outlines the direction of the organization for the next five years (2017 through 2021). This organizational strategy is a first time effort to create a consolidated document, which creates a platform for all departments, committees, and board members to work in a collaborative effort rather than segregating initiatives for Administration, Development, Economic Development, Office of Environmental Resource Management (OERM), and Tribal Health Program Support (THPS). Finally, it is our first step toward creating some exciting and empowering new resources, services, and organizations.

Working to achieve the goals of the USET Long-Term Strategic Plan has required the management to expand its vision and thinking in the area of creating versus leveraging. This exercise does not suggest leveraging resources and partnerships as unimportant. In fact, the expected outcome will require more effort by USET to develop new partnerships and work innovatively in the next five years. In the initial year, USET is placing more focus on understanding the needs of the Tribal Nations, strategic alliance and investment partnerships. Being the first year of a five year strategic plan, USET must develop its plans, resources, and infrastructure to be an effective organization that is a good provider of value to its membership and partners.

The 2017 Short Term Strategic Plan is a guiding document that unites its management to place its attention and efforts in a collaborative fashion to build its programs, resources, and infrastructure to promote nation rebuilding, uphold, protect, and advance sovereignty, and promote leadership. All short term plans to this point have created individual plans for Administration, Development, Office of Environmental Resource Management (OERM), and Tribal Health Program Support (THPS). This strategic plan combines the efforts of all departments to meet the goals and objectives of the Long-Term Strategic Plan.

This plan also represents the initial work to develop new services and organizations beyond what has been the normative development of just the existing USET organization (501(c)3). This organizational strategy also outlines how its sister organizations and services (USET Sovereignty Protection Fund (SPF), USET Community Development Financial Institute (CDFI), Tribal Health Solutions Group, and Administrative Services) will develop. These new resources will become new organizations and internal services that support a shared mission and vision with USET to uphold, protect, and advance the sovereignty of its member Tribal Nations. They also work to support the organization by building USET's financial, human, built, political, cultural, social, and natural capital.

USET and USET SPF engaged its board members, staff, and key stakeholders to develop the vision and priority for this organizational strategy. The USET Senior Leadership Directors, in consultation with the Executive Officers Committee, developed a logic model of required resources, including a funding plan, and evaluation metrics to help guide the organization's work through 2017. The overall plan is a collection of short term strategies for USET, USET SPF, and a Comprehensive Economic Development Plan, which will eventually guide the efforts of the newly formed USET CDFI.

USET Programs and Services Purpose, Strategic Goals and Objectives

The evolution of USET's programs and services has been a reflection of the organization responding to member Tribal Nations' needs and the pursuit of funding opportunities. The organization now considers a strategic direction for program growth and investment that centers on Nation rebuilding. With clear purpose and intent, USET's programs can build capacity of member Tribal Nations that leads to self-determination and upholding, protecting, and advancing sovereignty.

Goal Statement: *USET will innovate new solutions to expand and enhance programs and services, which improve the quality of life in Indian Country and facilitates Nation rebuilding; uphold, protect and advance sovereignty; and fosters leadership development.*

Foundational to USET's mission and purpose is capacity building through the following activities:

- Partnership and Collaboration – Convener and facilitator that leads to strong partnerships, networks, and resource exchange
- Program Infrastructure – Systems, processes, and technology to deliver efficient and effective programs
- Education, Training and Technical Assistance – Scaffolding to build and sustain capacity across USET programs
- Resource Development – Leveraging funding and partnership to secure the necessary resources to enhance program delivery
- Advocacy and Education – Provide a unified voice to uphold, promote, and protect the sovereign interests of Tribal Nations and their citizens

Programs and Services Strategic Objectives

Three primary programs and services objectives have been defined to advance USET's five-year strategic agenda. Strategic direction will be developed for each of the following objectives:

- Nation Rebuilding
- Uphold, Protect, and Advance Sovereignty
- Leadership Development

Objective 1: Nation Rebuilding

Support Nation rebuilding that leads to strong Tribal governments, a healthy society, rich cultural practices, an educated populous, abundant natural resources, capital investment, and economic and social sustainability.

Actions:

1. Increase participation by 20 percent from member Tribal Nations in core USET programs and services.
 - a. Develop action plans to increase or improve communications leading into meeting and follow up after the event has occurred.
 - b. Conduct surveys, gather information, conduct interviews (formal and informal) with the USET Tribal Nations to determine the value they need.
 - c. Conduct surveys, gather information, conduct interviews (formal and informal) with the USET Tribal Nations to determine why they don't participate.
 - d. Conduct audit of programs and services and events to create better services and meetings.
 - e. Make site visits to USET member Tribal Nations to provide updates on organizational activities and initiatives.

Resources Needed:

- i. Survey documents
- ii. Management audits (determination of "are we effective")
- iii. Creation of evaluation models
- iv. Senior Leadership review of survey results
- v. Senior Leadership time
- vi. Development time

Funding Plan:

- THPS Funding (This funding, when seen through this document, may consist of portions, in whole or in part, funding from Tribal Epidemiology Center, Dental Center, Center For Disease Control, and Diabetes Control Office).
- OERM Funding (This funding, when seen through this document, may consist of portions of funding, in whole or in part, from Performance Partnership Grants – EPA, Natural Resource Conservation Service, National Tribal Water Council – EPA, Health and Human Services Drinking Water Technical Assistance, and BIA Climate Change)
- USET Indirect Cost Pool

- Identify foundations during the year to generate proposals for future capacity development (Ford Foundation, Kellogg Foundation, Kresge Foundation) for FY 2018.
 - Develop proposal to USDA Rural Community Development Initiative (RCDI) for FY 2018.
2. Strengthen the healthcare delivery system by expanding access to quality care and facilitating patient education.
- a. Provide timely dissemination of current health information to the Tribal Health Departments.
 - b. Provide administrative support services in coordinating/facilitating meetings and other functions and activities of the Health Committee.
 - c. Provide technical assistance in the development of new approaches in health care delivery with regard to the continuing development of the Tribal health care delivery system (site specific training, public service announcements, etc.).
 - d. Provide assistance to member Tribal Nations in the assumption/expansion of the operation/management of Programs, Services, Functions, and Activities within their health programs.
 - e. Provide technical assistance to Tribal Nations in program development, management, evaluation, advocacy and training for new and/or expanded P.L. 93-638 programs.
 - f. Prepare and maintain updated Tribal health delivery system profiles for the USET Tribal Nations.

Resources Needed:

- i. Maintain current contract and grant funding to conduct activities
- ii. Tribal Health Program Support (THPS) Staff Commitment
- iii. Increased Tribal Engagement
- iv. Maintain relationships with external partners (IHS, HHS, NCAI, NIHB, State Departments of Health, etc.)
- v. Maintain a list of resources to provide Tribal Nations when needed (i.e. job descriptions, policies and procedures, best practices)
- vi. Executive Administration, Finance and Accounting, Grant Writer/Coordinator, Development time and attention
- vii. Policy and Legislative Affairs Director time and attention

Funding Plan:

- Indian Health Service 638 Contract Funding
- Research and develop possible project for Robert Wood Johnson Foundation

3. Launch a community health assessment program that utilizes THPS' strength in public health to build capacity at the individual Tribal level.
 - a. Provide resources to Tribal Nations in assessing current capacity and needs and desires and developing programs and services to better meet the needs of the citizens they service.
 - b. Work with subcontractors to develop models to share with other Tribal Nations for replication.
 - c. Create an online resource center for housing practice models and training materials.
 - d. Identify other areas of data collection to fully encompass a Tribal Nation community.

Resources Needed:

- i. Maintain current contract and grant funding to conduct activities
- ii. THPS Staff Commitment
- iii. Increased Tribal Engagement
- iv. Identify online program that would house the information developed for the resource center that will be interactive
- v. Provide training and technical assistance to subcontractors and other USET Tribal Nations

Funding Plan:

- THPS Funding
- During 2017 THPS will research a National Institute of Health Grant for FY 2018 to support these activities

4. Develop revenue generating services or subsidiary businesses that provide value to Tribal Nations that will assist with their initiatives to build healthy economies and advance sovereignty.
 - a. Determine the costs and staff time needed to provide external assessment/accreditation reviews of Tribal Nation programs.
 - b. All Departments – Serve as initial research and development team for potential new opportunities for revenue generating activities.
 - c. Establish expected rates of return for value internally for both programmatic and unrestricted funds (financial and other forms of capital).
 - d. Survey Tribal Nations to determine interest, utilizing previous work as an example of services.
 - e. Develop a business plan for new services.

f. Creation of funding plans for all initiatives and activities:

1. Identify grants
2. Develop contracts for business and service opportunities
3. Identify event sponsorships

Development – Advance Tribal Health Solutions Group (THSG)

Finance and Accounting – Create and development plans for Administrative Services

Economic Development – Advance the creation of a USET Community Development Financial Institution (CDFI)

THPS – Create and develop health auditing services

Office of Environmental Resources Management (OERM) – Creation of a research and development group to brainstorm ideas and opportunities for revenue generation

Development/THPS – Explore cooperative opportunities between THSG and Audit Services

Resources Needed:

- i. Development of team for each revenue generating activity
- ii. Development – Grant Writer/Coordinator time
- iii. Chief Financial Officer time
- iv. Senior Leadership service as fundraising team
- v. Identification of team leadership and organization model
- vi. Creation of Gantt charts/timelines
- vii. Identify why we are seeking additional revenues – Goals and Objectives
- viii. Identify the location and development of the revenue generating activities as a part of the current organization or as a new emerging entity/organization/corporation
- ix. Consulting – as needed to validate assumptions and analysis

Funding Plan:

- THPS Funding
- OERM Funding
- USDA Rural Business Enterprise Grant
- USET Indirect Cost Pool
- Native American CDFI Assistance
- IHS 638 Funding
- Research and potentially submit a proposal to HHS – ACF – ANA – SEEDS program.

5. Develop strategic partnerships and collaborations with organizations that have the ability to optimize the use of critical resources which advance Nation rebuilding and advance sovereignty.

Senior Leadership – Identify the overarching goals and objectives that will be nurtured and advanced with strategic alliance partnerships

Senior Leadership – Identify the critical partnerships (inter-tribal orgs, universities, public or private organizations, etc.) that will be needed to advance the goals and objectives of this strategic plan

Senior Leadership – Create an action plan to engage and develop partnership documents with identified organizations and corporations

Resources Needed:

- i. Senior Leadership time to develop and evaluate
- ii. Executive Administration and Development time to cultivate new partnerships
- iii. Inventory of current partnerships
- iv. Audit of how we utilize these partnerships
- v. Development of value chain (expected)

Funding Plan:

- USET Indirect Cost Pool
- THPS Funding
- OERM Funding
- Native American CDFI Assistance Funding

6. Establish a Tribal energy program with internal capacity to assist member Tribal Nations analyze, design, and implement alternative energy initiatives that support Tribal Nations' sovereignty.

Resources Needed:

- i. OERM Leadership and Organization
- ii. Utilize USET Tribal Energy Priorities document to establish need and identify expected value by stakeholders
- iii. Establish action plan to develop program
- iv. Identify funding to support action plan (grants, contributions, etc.)
- v. Office of Indian Energy (Dept. of Energy - IEED) funding
- vi. Executive Director, Finance and Accounting Staff, and Policy and Legislative Affairs Director time and attention

- vii. Grant Writer/Coordinator time and assistance
- viii. Baker Tilly, PA
- ix. Hobbs Straus Dean and Walker

Funding Plan:

- USET Indirect Cost Pool
- OERM Funding
- During 2017 OERM and Development will work to submit grant funding to the U.S. Department of Energy – First Steps Program to support this activity for FY 2018

7. Develop a food sovereignty program that advances healthy living, supports cultural traditions, and is cultivated for economic gain.

OERM and THPS work to collaborate on a plan to develop the program.

- a. Identify the need for the program and value expected by the Tribal Nations.
- b. Identify the need for services and activities in the program.
- c. Conduct environmental scan of activities already taking place.

Resources Needed

- i. OERM and THPS leadership to organize activities
- ii. Reports, studies, white papers related to the need for the program
- iii. Surveys, interviews, and input from Tribal Nations
- iv. Identification of Partnerships

Funding Plan:

- USET Indirect Cost Pool
- THPS Funding
- OERM Funding

8. Develop capacity in community and land use planning to provide technical assistance and support in housing development, community economic development, and natural resource management.

- a. Assess the need(s) of Tribal Nations to potentially provide technical assistance and support for housing development, community and economic development, and natural resource management.

Resources Needed:

- i. OERM, THPS, Economic Development survey committees
- ii. Development conducts environmental scans during site visits
- iii. Executive Administration conduct interviews with Tribal leadership
- iv. Partnership identification
- v. Senior Leadership evaluation
- vi. List of needs for capacity building for Tribal Nation

Funding Plan:

- USET Indirect Cost Pool
- THPS Funding
- OERM Funding

9. Establish a climate change initiative based in cultural heritage that provides community planning and technical assistance to Tribal Nations addressing environmental, emergency management, and economic adjustment challenges associated with climate change.
 - a. OERM works to sustain this initiative through the development of a funding plan.

Resources Needed:

- i. OERM Leadership and Organization
- ii. Identify resource support documents for this initiative
- iii. Establish a more comprehensive action plan to develop program
- iv. Identify funding to support action plan (grants, contributions, etc.)
- v. Bureau of Indian Affairs funding
- vi. Executive Director, Finance and Accounting Staff, and Policy and Legislative Affairs Director time and attention
- vii. Grant Writer/Coordinator time and assistance
- viii. Strategic Alliance Partners (ATNI, Climate Science Centers, etc.)

Funding Plan:

- USET Indirect Cost Pool
- OERM Funding
- During the calendar year of 2016 and 2017 OERM and Development will submit and monitor a proposal to the BIA - Tribal Climate Resilience Program

for support of these project activities potentially servicing the membership in FY 2017, FY 2018, and FY 2019.

10. Revive/Reconstitute the Tribal Emergency Mutual Aid Compact (TEMAC) to assist Tribal Nations in their management of natural disaster declarations, hazard mitigation, and other emergency management issues.

- a. Assess the opportunity to work on TEMAC and provide assistance to Tribal Nations.
- b. Survey the needs of the Tribal Nations.
- c. Audit past performance of TEMAC.
- d. Develop a feasibility study of TEMAC.

Resources Needed:

- i. OERM Staff time to survey Tribal Nations
- ii. Development Staff time to determine funding and capital budgeting
- iii. Senior Leadership determination of feasibility

Funding Plan:

- USET Indirect Cost Pool
- OERM Funding
- EDA Technical Assistance Funding
- Seek USDA Rural Development Funding to support feasibility and planning activities
- OERM, Development, Administration, and Economic Development will work to evaluate the need and a future source of funding to support this activity in a sustainable fashion

11. Establish a cultural resource program to assist Tribal Nations manage historic preservation, archeological, and repatriation issues associated with development.

- a. Survey of Tribal Nations' Tribal Historic Preservation Officers (THPO) for need, priority of development, and vision.
- b. Identify other resources helpful for creation of a feasibility plan to develop the program.

Resource Needed:

- i. OERM Leadership
- ii. Culture and Heritage Committee/Tribal THPOs

- iii. Results of assessment of need
- iv. Development staff time to create funding plan and capital budgeting

Funding Plan:

- USET Indirect Cost Pool
- OERM Funding
- OERM will evaluate the value to seek private sources of funding for this activity

12. Utilize USET's Comprehensive Economic Development Strategy (CEDS) as the primary document that directs the economic development core competency. The CEDS is included in Appendix B, Section 5.

Resources Needed:

- i. Economic Development Director time
- ii. Grant Writer/Coordinator time and assistance
- iii. Executive Administration, Development, Finance and Accounting time and attention

Funding Plan:

- USET Indirect Cost Pool
- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

13. Explore opportunities for organizational development that will establish valued programs and services which promote Tribal Nation rebuilding.

- a. Analysis of existing internal and external reports and studies to determine opportunity for developing and creating new or expanded services or programs.
- b. Conduct new studies and surveys of Tribal Nations.

Development will work with each department to assemble internal and external documents and data. Development will organize Senior Leadership to assess and evaluate how these documents and data may be utilized to advance the organization's efforts of Nation Rebuilding.

Resources Needed:

- i. Internal Reports
- ii. OERM, THPS, Economic Development time and attention
- iii. Executive Administration time

Funding Plan:

- USET Indirect Cost Pool
- THPS Funding
- OERM Funding
- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Nation Rebuilding Metrics – To achieve Nation Rebuilding, USET should consider the following areas for strategic investment:

- Capacity Building
- Leadership Development
- Workforce Development, Education and Training
- Technical Assistance
- Infrastructure – Physical, Technological, and Organizational
- Collaboration, Partnership, and Network Development
- Internal Controls
- Cultural Development
- Health, Safety, and Social Services
- Natural Resource Management and Environmental Impacts
- Economic Development
- Organization Development and Administrative Services
- Advocacy on Behalf of Member Tribal Nations

Objective 2: Uphold, Protect, and Advance Tribal Nation Sovereignty

Uphold, promote, and advance sovereignty that leads to recognition and parity across governments by advocating and educating Tribal Nations, their citizens, the federal government, strategic partners, and other key stakeholders; upholding the terms and conditions of existing treaties, achieving representation that gives Tribal Nations equal voice, and protecting Tribal interests through the development of strong Tribal legal code as dictated by the Constitution, Commerce Clause, Treaties, and other legally binding agreements made with Tribal Nations.

Actions:

1. Develop capacity to provide technical assistance to support sovereignty and Tribal Nation rebuilding in areas such as legal/tax codes, organization structures, and project support.
 - a. Set up a Tax Code Taskforce utilizing a subcommittee of the Economic Development and Entrepreneurship Committee, Tribal leadership, and subject matter experts.
 - b. Evaluate the risk being posed to Tribal Nations without tax codes and the benefits of having tax codes.
 - c. Follow up and evaluate the existing positions and actions USET has taken on taxation and tax codes.
 - d. Determine the infrastructure needed to enforce codes.

Resources Needed:

- i. Executive Administration, Policy and Legislative Affairs Director time and attention
- ii. Economic Development and Entrepreneurship Committee
- iii. Economic Development Director

Funding Plan:

- IHS 638 Funding
 - USET Indirect Cost Pool
 - OERM Funding
2. Increase representation from USET member Tribal Nations on local, regional, and federal boards, committees, and task forces to raise awareness of critical issues facing Indian Country and influence action steps to support positive change.
 - a. Obtain more Tribal Leaders in health, environmental, and economic development related workgroups and committees.
 - b. Provide technical support to those workgroup and committee representatives.

- c. Explore and reform the interpretation of the Federal Advisory Committee Act, which governs federal workgroups and committees.
- d. Simple survey of Board of Directors (BOD) and committee members for their interests, experience, education, and willingness to participate or serve.

Resources Needed:

- i. Partnerships with other regional and national Tribal Organizations and federal funding partnerships (IHS, HHS, NCAI, NIHB, ATNI, ITCA, State Departments of Health, etc.)
- ii. Tribal Leader Engagement
- iii. Active participation in regional and national workgroups and committees
- iv. Executive Administration staff time
- v. THPS staff time
- vi. OERM staff time
- vii. Economic Development Director time
- viii. Development staff time

Funding Plan:

- USET Indirect Cost Pool
- EDA Technical Assistant Funding
- IHS 638 Funding
- OERM Funding

- 3. Research and explore the feasibility of developing support systems that will enable and empower Tribal Nations to effectively exercise its authority and control of its community.
 - a. Explore the Community Health Aid Program (CHAP) model that other Tribal Nations are utilizing, specifically around Tribal certification of its own providers.
 - b. Advocate with federal, local and state agencies to assure CHAP services are billable under insurance programs.
 - c. Cross reference existing documents, studies, and initiatives of the organizations common core activities.
 - d. Advocate for adoption of Self-Governance Model by federal agencies, such as the EPA, to streamline funding, improve overall project effectiveness, and promote sovereignty.

Resources Needed:

- i. Maintain current contract funding to conduct activities
- ii. THPS staff commitment

- iii. OERM staff commitment
- iv. Indian Country Partnerships and visiting those Tribal Nations already certifying their own CHAP providers
- v. Legal Analysis of current models
- vi. USET Documents and Studies
- vii. Meetings with Senior Leadership

Funding Plan:

- USET Indirect Cost Pool
- IHS 638 Funding
- OERM Funding
- Tribal Epidemiology Center Funding
- EDA Technical Assistance Funding

Sovereignty Metrics – Areas USET should consider in developing its strategic direction to advance sovereignty are:

- Representation on Boards, Committees, Task Forces, etc.
- Tribal Law
- Government Affairs/Relations
- Advocacy and Education
- Research and Development of support services

Objective 3: Leadership Development

Develop strong, competent, and passionate leaders, especially generational leadership, who represent Tribal Nations' interests as board members, Tribally selected officials, and committee chairpersons, as well as leaders in organizations and communities, to deliver a strong voice and ensure the health, wellbeing, and self-determination of future generations.

Actions:

1. Development of a leadership program for Tribal leaders in the basics of governance, community economic development, financial management, and sovereignty.
 - a. Survey current Tribal Leaders to assess needs and establish baseline of capacity.
 - b. Evaluate models and programs offered by other organizations.
 - c. Determine if feasible to offer similar materials/information.
 - d. Develop training curriculum and structure to be offered.
 - e. Seek engagement of Tribal Leaders.

Resources Needed:

- i. Executive Administration leadership
- ii. Evaluation of committees by THPS, OERM, Economic Development for need
- iii. Development Department works to identify existing models and resources for creation of program

Funding Plan:

- THPS Funding
 - OERM Funding
 - EDA Technical Assistance Funding
2. Foster leadership entrepreneurial development amongst the youth within our Tribal membership and provide the technical assistance, mentorship and support to bring innovative business concepts to reality.
 - a. Continue partnership with Vanderbilt in the area of Aspirnaut Program.
 - b. Seek more engagement at the Tribal level for youth participation.
 - c. Explore additional youth development activities with partnering Tribal organizations (i.e. Affiliated Tribes of Northwest Indians).
 - d. Develop economic development workshop with Close Up Foundation.
 - e. Feasibility plan/study of needed resources to create a youth development program/committee.

- f. Strengthen relationship with agencies like the USDA Natural Resources Conservation Service (NRCS), to promote growth and opportunities, such as in the agricultural sector, for youths, veterans, and individuals eligible for beginning farmers and ranchers programs and services, leading to holistic approaches incorporating cultural, health, and economic qualities towards well-being and self-determination.

Resources Needed:

- i. Seek additional funding to support participation in Aspirnaut and any additional youth development activities
- ii. THPS staff commitment
- iii. OERM staff commitment
- iv. Increased Tribal youth engagement
- v. Maintain relationships with external partners (IHS, HHS, NCAI, NIHB, ATNI, ITCA, etc.)
- vi. Economic Development Director time
- vii. Close Up Foundation leadership time
- viii. Executive Administration staff time
- ix. Development staff time to identify funding

Funding Plan:

- Native American Research Center for Health (NARCH) Funding
- Tribal Epidemiology Center Funding
- EDA Technical Assistance Funding
- Natural Resource Conservation Service Funding
- Native American CDFI Assistance Funding

Leadership Development Metrics – Leadership development includes the following areas:

- Succession Planning
- Leadership Development
- Youth Development

USET Organizational Infrastructure and Capacity

Organizational health and viability are essential for USET to practice its mission and achieve significant impact towards its goals of Tribal sovereignty. To maintain ongoing organizational development, USET must dedicate strategic resources to administrative functions that support its program and policy agendas.

Goal Statement: *Establish a high functioning, efficient, and nimble organization that has the necessary resources and capability to carry out its mission and achieve the vision of its organizational strategy, which addresses the emerging needs of its member Tribal Nations and strategic alliance partnerships.*

To advance organization development the following areas need to be considered:

- Funding Diversity – Public and private foundations, individual donors, earning income, and capital investment to provide USET the stability necessary to achieve impact
- Organization Infrastructure and Program Support – Necessary infrastructure and staffing levels to achieve success
- Board Development and Capacity Building – Orientation, engagement, commitment, and alignment of mission to ensure the organization reaches its full potential
- Staff Capacity Building, Education, and Training – Investment in professional development allows staff to grow with the organization and helps USET be the employer of choice in Indian Country
- Committee Leadership – Recruitment, orientation, and engagement of committee leadership to further strengthen and integrate the committees' role
- Succession Planning and Leadership Development – Strategically plan for staff transitions
- Public Affairs and External Relations – Outreach and engagement with external stakeholders and the broader public

- Research, Development, and Special Initiatives – Investment in special initiatives to ensure innovation and that USET is on the leading edge of trends impacting Indian Country

Objective 1: Organization Development

Develop the most effective and impactful inter-tribal organization throughout Indian Country by securing diverse financial resources, attracting the highest quality talent, establishing organization systems to support program growth and efficiency, and building networks of partners with resources to achieve USET's goals and objectives.

Actions:

1. Establish a board development program that provides USET board members with the proper training to serve on nonprofit boards of directors, reinforcing the importance of their fiduciary responsibilities to the organization, the care that is necessary to advance the organization's goals, and the loyalty to USET and USET SPF's mission and purpose.
 - a. Provide new board member orientation during Impact Week.
 - b. Develop materials.
 - c. Create online resource center of governing documents and guidance.
 - d. Develop board member informational packets each mid-year meeting containing organizational goals/objectives and achievement briefing documents.
 - e. Presentations to the Board of Directors by USET Senior Leaders/Staff.

Resources Needed:

- i. Finance and Accounting – Information Technology – Computer Specialist time
- ii. Executive Administration staff time
- iii. Existing governing documents
- iv. Senior Leadership time

Funding Plan:

- THPS Funding
- OERM Funding
- EDA Technical Assistance Funding

- USET Indirect Cost Pool
2. Identify key positions within the organization for succession and develop a plan to ensure continued capacity and leadership.
 - a. Review organizational chart to ensure maximum efficiency within departments.
 - b. Communicate with Department Directors to determine key positions.
 - c. Develop cross-training plan.
 - d. Research department training manuals of other companies, determine need for materials and begin process of development of manuals for USET Departments.

Resources Needed:

- i. Senior Leadership time
- ii. Human Resources time
- iii. Administrative Assistant time

Funding Plan:

- THPS Funding
 - OERM Funding
 - EDA Technical Assistance Funding
 - USET Indirect Cost Pool
3. Establish a strategic fund development strategy that incorporates the breadth of fundraising tactics and cultivates support from private foundations, corporations, and individuals.
 - a. Create a core fundraising team.
 - b. Identify specific needs and initiatives requiring funding and their benefits and values to USET member Tribal Nations, funding agencies, and strategic alliance partnerships.
 - c. Audit Grant Administration process to insure efficiency and compliance.
 - d. Explore or identify fundraising software.
 - e. Educate board members on non-profit fundraising responsibilities.
 - f. Explore strategy with board members to solicit Tribal Nation vendors to include contractual clause agreeing to contribute percentage of obligation to USET.
 - g. Develop printed materials.
 - h. Review grants/fundraising tracking document currently utilized and update as needed.

Resources Needed:

- i. Senior Leadership serving as fundraising team (Grant Writer/Coordinator included)
- ii. Monthly meetings with team
- iii. Development time to audit, identify software and grant funds
- iv. Funding for printed materials
- v. Executive Administration and Grant Writer/Coordinator staff time to review the tracking document

Funding Plan:

- THPS Funding
- OERM Funding
- EDA Technical Assistance Funding
- USET Indirect Cost Pool

4. Establish a communications strategy that conveys to member Tribal Nations, Tribal citizens, funders, and other key stakeholders the work and accomplishment of the organization.
 - a. Audit current materials and determine information that needs to be developed.
 - b. Develop internal practice for consistent updating of materials.
 - c. Continue to enhance Annual Report, Department Reports, website, App and other forms of communication.
 - d. Advance plan to develop two-minute informational videos.
 - e. Creation of press releases as needed.

Resources Needed:

- i. Executive Administration Leadership to develop internal practices
- ii. Senior Leadership and staff time to audit
- iii. Development creates two minute informational videos
- iv. Video funding or in-house resources for development

Funding Plan:

- THPS Funding
- OERM Funding
- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding
- USET Indirect Cost Pool

5. Develop the necessary technology infrastructure to support distance learning and telehealth, and offer the necessary training at the Tribal level to expand access to USET programs and services.
 - a. THPS, OERM, and Development work with USDA, and other agencies to develop a distance learning or telemedicine project/proposal.
 - b. Determine need and feasibility for implementation with viable USET member Tribal Nations.
 - c. Submit proposal to USDA-Rural Utility Service if feasibility is favorable.

Resources Needed:

- i. THPS staff time
- ii. Development staff time
- iii. OERM staff time
- iv. Consulting
- v. USDA guidance/funding

Funding Plan:

- THPS Funding
- OERM Funding
- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding
- USET Indirect Cost Pool

6. Increase innovation in programs, services, and organization development by formalizing a research and development process that considers opportunities for cross-departmental integration.
 - a. Develop a formal/informal process to identify opportunity for growth and development in the organization.
 - b. Creation of research and development team for creation of future initiatives.
 - c. Schedule recurring meetings to assess needs, actions taken, next steps, etc.
 - d. Update organizational chart and consistently review.
 - e. Conduct audit of departmental functions to determine optimal efficiency is reached; make changes as required, determine need for additional FTE's, explore funding options to meet needs.

Resources Needed:

- i. Executive Administration leadership to develop the team and process
- ii. Meeting time with the research and development team
- iii. Existing organization documents

Funding Plan:

- THPS Funding
- OERM Funding
- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding
- USET Indirect Cost Pool

Organization Metrics – The following are factors that influence organization development:

- Financial Diversity
- Board Development and Capacity Building
- Strategic Alliance and Partner Development
- Leadership Development and Succession Planning
- Committee Development and Engagement
- Staff Capacity and Expertise
- Infrastructure and Support
- Communications and Outreach
- Research, Development, and Special Initiatives

Objective 2: Enterprise and Subsidiary Development

To achieve financial diversity, the opportunity exists for USET to utilize existing organization structures (Calumet), as well as create new entities (CDFI and THSG), that generate earned income and attract private investment.

Actions:

Develop a research and development process to explore new ventures and evaluate the viability of organization investment in new enterprise.

- a. Develop a formal/informal process to identify opportunity for growth and development in the organization.
- b. Identify the opportunities that may present themselves as pilot activities naturally occur during the course of their development.
- c. Creation of research and development team for creation of future initiatives.
- d. Schedule recurring meetings to assess needs, actions taken, next steps, etc.

Resources Needed:

- i. Executive Administration leadership to develop the team and process
- ii. Meeting time with the research and development team

Funding Plan:

- USET Indirect Cost Pool

Enterprise and Subsidiary Metrics – The following are considerations when measuring the impact on USET:

- Number of new entities
- Cross-fertilization of programs and services
- Activity and utilization

USET Sovereignty Protection Fund

Goal Theme – Leading American Indian Advocacy Organization

Goal Statement - Become a leading advocacy organization in Indian Country that upholds, protects, advances, and restores sovereignty for USET SPF member Tribal Nations, their citizens, and Indian Country.

Objective 1: Comprehensive Policy and Legislative Affairs Agenda

Develop a comprehensive policy and legislative affairs agenda reflective of USET SPF member Tribal Nation interests and needs, and responsive to new developments that impact Indian Country at the federal level.

Actions:

1. Design a method of vetting and prioritizing legislation and policy initiatives that make an impact on Indian Country.

Increase engagement with Committee Chairs/Members, Tribal Leaders with issue-specific expertise, USET staff, and outside organizations to begin formalizing a vetting procedure.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Representatives (Reps) participation, support, and buy-in
- ii. USET Program Departments: Assist with policy expertise and Committee communications
- iii. Communication with national, regional, and issue-specific Tribal orgs

Funding Plan:

- Unrestricted funding from Tribal support, fees, and targeted contributions (Through the course of the FY Short Term Strategic Plan we will refer to the financial support here as USET SPF Funding)
2. Formalize a rapid response procedure for unanticipated legislation and policy developments that mobilizes USET member Tribal Nations.

- a. Design rapid response flow chart to include Executive Officers Committee, BOD, and Committee Chairs, depending on topic and timing.
- b. Leverage USET SPF Alerts to achieve desired action.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in
- ii. USET Program Departments: Assist with policy expertise and Committee communications
- iii. Communication with national, regional, and issue-specific Tribal organizations

Funding Plan:

- USET SPF Funding

3. Identify opportunities to assert and amplify USET SPF priorities.
 - a. Monitor legislative, regulatory, and judicial developments for USET SPF response.
 - b. Develop legislative language addressing USET SPF priorities.
 - c. Engage BOD and DC Tribal Reps with USET SPF Alerts.
 - d. Distribute and track USET SPF resolutions.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in
- ii. USET Program Departments: Assist with policy expertise and Committee communications
- iii. USET SPF General Counsel: Assist with the preparation of legislative language and legal briefs
- iv. Access to various news outlets and congressional trackers

Funding Plan:

- USET SPF Funding

4. Broaden support beyond Indian Country for the USET SPF policy and legislative affairs agenda.

- a. Identify and engage non-Tribal groups on shared priorities.

Resources Needed:

- i. Participation, support, and buy-in from outside organizations, as well as BOD and EOC

Funding Plan:

- USET SPF Funding

5. Leverage Tribal and non-Tribal strategic alliances for shared policy and legislative affairs impact.

- a. Create more comprehensive allied organizations communications list and include list on action alerts, where appropriate.
- b. Identify opportunities for joint communications, such as inter-tribal letters.

Resources Needed:

- i. Participation, support, and buy-in from partner organizations, as well as BOD and EOC

Funding Plan:

- USET SPF Funding

6. Strengthen organization capacity in issues of the environment, natural resources, and economic development.

- a. Consider the addition of a policy analyst to assist with these issues.
- b. Increase communication and create better feedback loop with Natural Resources and Economic Development and Entrepreneurship Committees.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in
- ii. USET Program Departments: Assist with policy expertise and Committee communications
- iii. Additional unrestricted funding for FTE

Funding Plan:

- USET SPF Funding
- During 2017, USET SPF will seek contributions to build funding to support fellows and new full-time employees. Contributions will be sought from member Tribal Nations, private foundations, outside support.

Comprehensive Policy and Legislative Affairs Metrics – The following are considerations when measuring the impact of USET SPF:

- Briefs Submitted
- Testimony Provided
- Resolutions
- Legislative Platform
- Proactive Legislative Language Development
- Alerts and Notifications

Objective 2 - Strategic Participation in Litigation

Monitor and determine response to court cases with implications for USET member Tribal Nations and all of Indian Country.

Actions:

1. Join and/or initiate amicus briefs containing legal arguments that undergird the priorities and philosophy of USET SPF member Tribal Nations.
 - a. Monitor judicial activity for opportunities to assert USET SPF priorities and legal arguments.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in
- ii. Monitoring and drafting by USET SPF General Counsel and contract lawyers

Funding Plan:

- USET SPF Funding

- During 2017, USET SPF will seek contributions from Tribal Nations (member and non-members) that are affected by the cases where USET will file briefs.
2. Increase advocacy efforts to protect foundational Indian law from increasing attacks.
- a. Work to counter legal narratives that undermine foundational Indian law in testimony, comments, Congressional meetings, etc.
 - b. Seek opportunities to protect Indian law via legislation and regulatory activity.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in
- ii. USET SPF General Counsel and contract lawyers to assist in countering toxic legal arguments

Funding Plan:

- USET SPF Funding

3. Strengthen Tribal law authority through advocacy, education and influence at the Tribal, regional and federal levels.
- a. Identify and offer legal capacity-building opportunities for USET SPF Tribal Nations, such as webinars.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in
- ii. USET SPF General Counsel and contract lawyers to assist in countering toxic legal arguments

Funding Plan:

- USET SPF Funding

Strategic Participation in Litigation Metrics – The following are considerations when measuring the impact of USET SPF:

- Briefs Submitted
- Testimony Provided
- Resolutions
- Legislative Platform
- Proactive Legislative Language Development
- Alerts and Notifications

Goal Theme – USET SPF Organizational Infrastructure and Capacity

Goal Statement — Build a vibrant organization that leads the policy and legislative agenda in Indian Country with the necessary capacity, resources, and influence to impact decisions at the federal level in favor of USET SPF Tribal Nations.

Objective: Organization Development

Serve the needs of USET SPF member Tribal Nations, exercise a strong voice in Indian Country, and ensure meaningful impact on organization infrastructure and capacity.

Actions:

1. Build policy and communications capacity across all issue areas associated with USET SPF, its member Tribal Nations and across Indian Country.
 - a. Engage and develop feedback loop with USET SPF issue-specific Committees and Tribal Nations for more comprehensive and consistent policy background and positions.
 - b. Increase outreach to outside Tribal organizations for coordinated policy and communications strategy.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in
- ii. USET Program Departments: Assist with policy expertise and Committee communications
- iii. Communication with national, regional, and issue-specific Tribal orgs

Funding Plan:

- USET SPF Funding
2. Establish strong board leadership through active recruitment, comprehensive orientation, and continued education to ensure impact is achieved.
 - a. Provide opportunities, such as webinars and trainings, for BOD members to learn more about advocacy, legislation, the legislative process, and relevant internal USET SPF policies.

Resources Needed:

- i. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in
- ii. Engagement of USET SPF general and outside counsel as needed
- iii. USET Program Departments: Assist with policy expertise

Funding Plan:

- USET SPF Funding
3. Establish a fund development strategy to increase the level of unrestricted funding to fully implement a robust policy and legislative agenda.
 - a. Work with Development to encourage the giving of unrestricted dollars.

Resources Needed:

- i. Development Department: identify potential donors and coordinate strategy to increase unrestricted giving
- ii. USET SPF Committees, USET SPF Board of Directors, Tribal Leadership, and DC Tribal Reps participation, support, and buy-in

Funding Plan:

- USET SPF Funding
 - During 2017, USET Development, USET SPF Policy and Legislative Affairs Director, USET Administration, and USET EOC will develop ideas for fundraising activities and promotions campaign
4. Identify gaps in staff capacity and develop a hiring plan to engage additional issue-specific, legal, and support staff to meet the vision, expectation, and need for USET SPF.

- a. Work toward hiring a general policy analyst and explore opportunities to further increase staff resources.

Resources Needed:

- i. Additional unrestricted funding sufficient for another FTE
- ii. Assistance from Human Resources

Funding Plan:

- USET SPF Funding
- During 2017, USET SPF will seek contributions to build funding to support fellows and new full-time employees. Contributions will be sought from member Tribal Nations, private foundations, outside support.

5. Develop strategic alliances to support USET SPF goals and objectives.

- a. Continue to partner with outside organizations on an issue-specific basis to amplify message and increase presence.

Resources Needed:

- i. Participation, support, and buy-in from partner organizations, as well as BOD and EOC

Funding Plan:

- USET SPF Funding

Appendix A

United South and Eastern Tribes, Inc. (USET)

USET History

On October 4, 1968, the Eastern Band of Cherokees, the Mississippi Band of Choctaws, the Miccosukee Tribe of Indians of Florida and the Seminole Tribe of Florida met in Cherokee, North Carolina with the shared idea that some form of unity between the Tribal Nations would strengthen their dealings and leverage with the federal government. The result of their vision of "Strength in Unity," was the inter-tribal council United Southeastern Tribes. Incorporated in 1969, United Southeastern Tribes operated first out of Emory University in Atlanta, Georgia, and then moved to Sarasota, Florida. In 1975 it relocated again to Nashville, Tennessee, where it resides today. The organization changed its name in 1978 to United South and Eastern Tribes, Inc. to better reflect its membership, as federally recognized Tribal Nations from Maine to Florida to Texas affiliated themselves with the organization.

Today, USET, the 501c3 primary organization, and USET SPF, the 501c4 affiliate organization, collectively serve as inter-tribal organizations that represent the member Tribal Nations at the regional and national level. USET's scope of services is dedicated to programs that build capacity and support Nation rebuilding to ensure sovereignty and self-determination. USET SPF's focus is advocating for policy and legislation that strengthens sovereign authorities and rights of member Tribal Nations. The coalition of Tribal Nations represented by USET and USET SPF has grown to include twenty-six federally recognized Tribes. As inter-tribal organizations USET and USET SPF actively engage member Tribal Nations in realizing a stronger cultural, social, environmental, and economic future by serving as a vital resource in building capacity across Indian Country through leadership development, providing a forum for the exchange of ideas and information, training and professional development in healthcare, the environment, and economic development, and advocating for a unified voice to ensure the sovereign interest of Tribal Nations are represented with strength and conviction.

USET Mission

United South and Eastern Tribes, Inc. is dedicated to enhancing the development, improving the capabilities, and assisting the member Tribal Nations in dealing effectively with public policy issues and in serving the broad needs of Indian people.

Guiding Principle – USET Statement of Unity

We, the Eastern Band of Cherokee, Chitimacha Tribe of Louisiana, Mississippi Band of Choctaw, Cayuga Nation, Coushatta Tribe of Louisiana, Miccosukee Tribe of Indians of Florida, Saint Regis Band of Mohawk, Passamaquoddy Pleasant Point, Passamaquoddy Indian Township, Penobscot Nation, Seminole Tribe of Florida, Seneca Nation of New York, Houlton Band of Maliseet, Poarch Band of Creek, Tunica-Biloxi Tribe of Louisiana, Narragansett Indian Tribe, Mashantucket Pequot Tribe, Wampanoag Tribe of Gay Head (Aquinnah), Alabama-Coushatta Tribe of Texas, Oneida Nation of New York, Aroostook Band of Micmac of Maine, Catawba Indian Nation of South Carolina, Jena Band of Choctaw Indians of Louisiana, the Mohegan Tribe of Connecticut, Mashpee Wampanoag Tribe of Massachusetts, and the Shinnecock Indian Nation of New York being numbered among the Nations People of the South and Eastern United States, desiring to establish an organization to represent our united interest and promote our common welfare and benefit, do of our own free will in Council assembly, affirm our membership in the organization to be known as United South and Eastern Tribes, Inc., and proclaim the following objectives and declare our purpose to be:

- a) To promote Indian leadership in order to move forward in the ultimate, desirable goal of complete Indian involvement and responsibility at all levels in Indian affairs;
- b) To lift the bitter yoke of poverty from our people through cooperative effort;
- c) To promote better understanding of the issues involving Indian Tribal Nations and other people;
- d) To advocate for more effective use of existing local, state, federal, and international resources;
- e) To promote a forum for exchange of ideas;
- f) To combine our voices so we can be heard clearly by local, state, federal, and international governments;
- g) To dedicate ourselves to improvement of the quality of life for American Indians through increased health, education, social services and housing opportunities;
- h) To reaffirm the commitments of our Tribal Nations to the treaties and agreements heretofore entered into with the Federal Government in a government-to-government relationship and to promote the reciprocity of this relationship and those agreements and treaties; and
- i) To provide protection of Tribal natural resources.

USET Statement of Organizational Goals

1. To epitomize the highest ideals of Indian leadership.
2. To assist Board members in serving the needs of their Tribal Nations by providing continuing educational opportunities.
3. To develop and disseminate a comprehensive body of knowledge about USET and its mission.
4. To represent member Tribal Nations and Indian interests before governmental bodies and in all other appropriate forums.
5. To provide opportunity and to assist the members of the Board of Directors in carrying out active leadership roles in matters of public and Indian policy.
6. To enhance recognition of the American Indian in the east, and to foster public understanding of contributions that Indian Tribal Nations make to a free society.
7. To work closely with other Indian organizations to advance the needs of Indian people.
8. To provide a forum for interaction and exchange of ideas among Indian leaders.
9. To recognize the achievements of Indian leaders who have contributed to the advancement of Indian Tribal Nation and people.
10. To help Tribal leaders understand their responsibilities and successfully perform their roles within their Tribal governments.
11. To offer a source for continued development efforts, both on and off the Reservation.

Appendix B

USET Comprehensive Economic Development Strategy



United South & Eastern Tribes

"Because there is Strength in Unity"

Comprehensive Economic Development Strategy

Draft – June 2016

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Section 1: Background

A Tribal Nation's ability to exercise and promote its sovereignty and self-determination is tied, in part, to the economic wellbeing of its people. Many Tribal Nations are rich with assets but lack the capacity to convert those assets to scalable economic development. Limited resources, geographic isolation from viable markets, poor or non-existent economic development planning, staff without formal training, and a disconnection to the established infrastructure to foster economic growth adversely impacts Tribal economic development efforts. In order to succeed in Tribal Nation rebuilding viable economies need to be established and sustained that attract capital investment, create quality jobs, and develop strong Native businesses. USET's initiatives for economic development are aligned with President Obama's vision for Indian Country expressed below,

I believe that one day, we're going to be able to look back on these years and say that this was a turning point. This was the moment when we began to build a strong middle class in Indian Country; the moment when businesses, large and small, began opening up in reservations; the moment when we stopped repeating the mistakes of the past, and began building a better future together, one that honors old traditions and welcomes every Native American into the American Dream.

Throughout the United States, highly functioning regional economic development agencies have established an infrastructure to provide financing and quality technical assistance to local governments and businesses looking for growth. These organizations manage over \$15 billion in assets, including \$10 billion in loan capital annually. They function on a regional basis enabling them to leverage resources to maximize impact. Regional economic development organizations are able to efficiently and effectively deliver training and technical assistance to a critical mass of entrepreneurs, economic development professionals, community organizations, and others looking to improve the quality of life in a community, more so than local or government based programs simply because of the resource sharing. As a result, regional economic development agencies help create and sustain tens of thousands of jobs on an annual basis. They expand market opportunities for small and midsize businesses to grow. And, they often facilitate the development of public infrastructure to serve both business and community needs.

Unfortunately, this infrastructure and capacity is not replicated in Indian Country. *Growing Economies in Indian Country* outlined eight issues as fundamental challenges to realizing

economic growth in Indian Country. USET and the eastern Tribal Nations, with few exceptions, face these same challenges:

1. Insufficient access to capital
2. Capacity and capital constraints of small business
3. Insufficient workforce development; financial management training; and business education
4. Tribal governance constraints
5. Regulatory constraints on land held in trust and land designated as restricted use
6. Underdeveloped physical infrastructure
7. Insufficient research and data
8. Lack of regional collaboration

Recognizing USET member Tribal Nations are at varying levels of capacity and development, there are overarching challenges that impact economic development. The complexity of the establishment and implementation of tax codes and fees, as well as associated business incentives, present significant barriers for Tribal Nations to fully exercise their sovereignty. A general lack of internal capacity amongst Tribal Nations, coupled with a lack of understanding from state and federal agencies of settlement agreements, Tribal tax policy, and incentive programs specifically related to Tribal Nations, limit self-determination and sovereignty.

Education and workforce development also present challenges to many USET member Tribal Nation's economic potential. Limited employment opportunities in the region, misalignment of skills with available jobs, and issues associated with social ills perpetuate the cycle of poverty. These issues impact the aspirations of young Tribal citizens both in terms of education attainment and professional vision. Although many USET member Tribal Nations have policies or ordinances associated with Tribal employment, there are a limited number of full-time Tribal Employment Rights Ordinance (TERO) departments that support workforce development.

The lack of accurate, current, and reliable data on USET member Tribal Nations affect the ability to access certain federal programs, grants, and services as a limited number of Tribal Nations are recognized as a census designated place (CDP). Collecting sound sociodemographic data will not only increase access to programs, it provides leadership with timely information they need to make good decisions.

USET lacks the necessary infrastructure – Community Development Financing Institution (CDFI), business lending, direct economic development technical assistance, professional development and training, and a data depository with current and reliable Tribal statistics – as

well as a comprehensive economic development strategy (CEDS) to deliver quality economic development support at a regional level. Compounding this challenge is the limited capacity within individual USET member Tribal Nations - few number of professional economic development staff, lack of knowledge of business development programs, limited access to capital and credit, non-existent systems to evaluate and advance economic development opportunities - and the lack of Tribal-level CEDS that prevent sustained economic development, minimizes capital investment, and hampers the creation of quality jobs that impact cultural, social, and economic conditions necessary to strengthen Tribal sovereignty, realizing self-determination, and achieve Tribal Nation rebuilding.

USET and its partners have established a strong foundation to adopt/develop sound economic development programs and services to transform the quality of life on reservations, fully recognizing the unique challenges facing Tribal economies need to be considered in the development process. To achieve impact and sustain community change, infrastructure and capacity building must be developed internally within USET, establishing a truly regional Native economic development agency; externally within the member Tribal Nations; and integrated across USET's sphere of influence. Over a period of time with the necessary support, community economic development capacity at USET and member Tribal Nations can be realized focused on asset-based development, market opportunities associated with value-chains, and the alignment of cultural values.

USET Overview

United South and Eastern Tribes, Incorporated: United South and Eastern Tribes, Incorporated (USET) is comprised of 26 federally recognized American Indian Tribal Nations in Maine, New York, Connecticut, Rhode Island, Massachusetts, North Carolina, South Carolina, Florida, Alabama, Mississippi, Louisiana, and Texas. USET was developed to work as an advocate for its four founding Tribal Nations (**Eastern Band of Cherokee Indians** [Cherokee, North Carolina], **Miccosukee Tribe of Indians of Florida** [Miami, Florida], **Mississippi Band of Choctaw Indians** [Choctaw, Mississippi], and the **Seminole Tribe of Florida** [Hollywood, Florida]) on national issues and to promote nation-to-nation resource sharing.

In 1969, USET was officially incorporated and received 501(c) 3 status. Over the 45 years of USET's existence, 22 additional Tribal Nations have become members: **Chitimacha Tribe of Louisiana** (Charenton, Louisiana-1971), **Seneca Nation of Indians** (Salamanca, New York-1972), **Coushatta Tribe of Louisiana** (Elton, Louisiana-1974), **Saint Regis Mohawk Tribe**

(Hogansburg, New York-1976), **Penobscot Indian Nation** (Indian Island, Maine-1979), **Passamaquoddy Tribe Indian Township** (Princeton, Maine-1979), **Passamaquoddy Tribe Pleasant Point** (Perry, Maine-1979), **Houlton Band of Maliseet Indians** (Littleton, Maine-1981), **Tunica-Biloxi Tribe of Louisiana** (Marksville, Louisiana-1984), **Poarch Band of Creek Indians** (Atmore, Alabama-1984), **Narragansett Indian Tribe** (Charlestown, Rhode Island-1984), **Mashantucket Pequot Tribal Nation** (Mashantucket, Connecticut-1984), **Wampanoag Tribe of Gay Head-Aquinnah** (Aquinnah, Massachusetts-1987), **Alabama-Coushatta Tribe of Texas** (Livingston, Texas-1989), **Oneida Indian Nation** (Verona, New York-1991), **Aroostook Band of Micmacs** (Presque Isle, Maine-1992), **Catawba Indian Nation** (Rock Hill, South Carolina-1993), **Jena Band of Choctaw Indians** (Jena, Louisiana-1995), **The Mohegan Tribe of Connecticut** (Uncasville, Connecticut-1996), **Cayuga Nation** (Seneca Falls, New York-2000), **Mashpee Wampanoag Tribe** (Mashpee, Massachusetts-2007), **Shinnecock Indian Nation** (Southampton, New York-2011).

Mission: United South and Eastern Tribes, Inc. is dedicated to enhancing the development of Federally recognized Indian Tribes, *to improving the capabilities of Tribal governments*, to assist the USET members and their governments in dealing effectively with public policy issues and in serving the broad needs of Indian people.

Economic Development and Entrepreneurship Committee Purpose: The Economic Development and Entrepreneurship Committee guides the United South and Eastern Tribes' economic development core competency by developing programs and services that build capacity, facilitate collaboration, and advocate on behalf of member Tribal Nations that leads to a strong social, cultural, and economic future.

Statement of Unity: *a. To promote Indian leadership in order to move forward in the ultimate, desirable goal of complete Indian involvement and responsibility at all levels in Indian affairs; b. To lift the bitter yoke of poverty from our people through cooperative effort; c. To promote better understanding of the issues involving Indian Tribal Nations and other people; d. To advocate for more effective use of existing local, state, federal, and international resources; e. To promote a forum for exchange of ideas; f. To combine our voices so we can be heard clearly by local, state, federal, and international governments; g. To dedicate ourselves to improvement of the quality of life for American Indians through increased health, education, social services and housing opportunities; h. To reaffirm the commitments of our Tribal Nations to the treaties and agreements heretofore entered into with the Federal Government in a government-to-government relationship and to promote the reciprocity of this relationship and those agreements and treaties; and; i. To provide protection of Tribal natural resources.*

Capacity Building Leading to CEDS

Part of the initial vision for USET was advocacy to overcome the historic trauma and challenges preventing Tribal Nations from becoming healthy communities. Economic development has been a primary focus for the organization. Its efforts to promote business development, employment, and infrastructure has been limited to the work produced by the USET Economic Development committee. To have a greater impact on making positive change, members of USET Tribal leadership have requested assistance from the organization to develop resources and services that will promote these desired changes and impact their economies. As a result, USET has worked diligently since 2012 to work closely with the 26 member Tribal Nations to determine the need and expected valued resources and services that would be needed to create formal regional economic development core competency within the organization. These resources are expected to begin the process of rebuilding or promoting a Tribal Nation's capacity to richly engage in economic development activities. USET has hired a development director, Brandon Stephens (Eastern Band of Cherokee Indians) to begin the program development process for establishing a regional economic development program. Mr. Stephens has done extensive outreach to the member Tribal Nations to gain an initial sense of the current capacity within each Tribal Nation, the challenges they face, the need for and interest in specific programs and services, and the opportunities for collaboration. To shape this proposal, discussions have been held with Tribal Leaders, economic development directors, urban planners, various employees and Tribal members committed to economic development. The following are the outreach activities conducted over the last two years:

- Monthly conference calls with USET's Economic Development and Entrepreneurship Committee members
- Two-day economic development workshops held at USET Impact Week, Annual-meeting, and Semi-annual meetings
- Economic development survey with 18 Tribal Nations responding inquiring about current state of their economic development efforts, current needs for support, and vision for the future
- Telephone interviews with all 26 member Tribal Nations
- Six-month USET organizational strategic planning process
- Site visits to 23 Tribal Nations and corresponding meetings with Tribal leadership specifically related to economic development

11 other committees at USET also complement work of the Economic Development and Entrepreneurship. They include:

- Housing
- Health
- Culture and Heritage
- Education
- Natural Resources

- Social Services
- Transportation
- Tribal Administration
- Tribal Emergency Services
- Tribal Justice
- Veteran's Committee

Leadership from the USET member Tribal Nations, who are subject matter experts in these 12 fields or disciplines, serve on the various committees to address issues, challenges, and seek opportunity to promote nation rebuilding among their communities.

Sociodemographic Data

Geographic barriers, cultural differences, and variable federal regulations along with state and Tribal laws are all typical examples of the challenges USET Tribal Nations encounter in pursuit of economic development opportunities. The result of these challenges for USET Tribal Nations has inadequate or high cost infrastructure like broadband Internet, electrical power, poor highway access, or a lack of developable property.

Household Income Below Poverty: The percentage of households with income below the poverty line provides a true perspective of economic distress. According to the 2007-2011 American Community Survey (ACS) 14.3 percent of all households have incomes below the poverty level. As the table below indicates, the percentage of American Indian households living in poverty is significantly higher with Maine (29.9%) reporting more than twice that of the nation (14.9%).

Table 1: Poverty Rates for American Indian and Alaska Native by State: 2007-2011

State	Percent	State	Percent
Alabama	22.9	Mississippi	23.4
Connecticut	14.3	New York	22.3
Florida	20.9	North Carolina	26.9
Louisiana	24.7	Rhode Island	25.5
Maine	29.9	South Carolina	23.3
Massachusetts	20.9	Texas	18.1

US Census Bureau, 2007-2011 American Community Survey

Unemployment: In considering unemployment reported in the 2007-2011 ACS, Native American unemployment rates were 45.3% higher than national rates in 2007 and are currently 38.9% higher than national unemployment rates. This trend holds true for USET Tribal Nations as the Bureau of Indian Affairs American Indian Population and Labor Force Report shows unemployment at an average of 26% compared to 6.9% nationally.

Table 2: American Indian/Alaska Native of Tribal Service Population 16 and Older Civilian Unemployment by State; 2007-2012

State	Percent	State	Percent
Alabama	35.5	Mississippi	39.8
Connecticut	45.0	New York	49.8
Florida	42.1	North Carolina	53.6
Louisiana	48.3	Rhode Island	50.7
Maine	53.2	South Carolina	49.5
Massachusetts	38.0	Texas	40.7

Education and Training: USET Tribal Nations report higher rates of Tribal members graduating high school and earning post-secondary educations today than any other point in time. Most Tribal Nations are extremely close to a major state university or have a junior/community college in close proximity. This provides a tremendous opportunity for economic growth. Unfortunately, as a result of limited opportunities, graduates are unable to find work or develop private businesses within their Tribal Nations. Most graduates must work for Tribal or federal government, gaming, or healthcare. Tribal Nations are reporting outmigration of the Tribal Nations' best and brightest which diminishes the number of people in the skilled labor force, another determinant for private business investment and development.

Business Landscape: Almost all Tribal Nations report having little to no retail business on their reservation or trust property. The majority of Tribal Nations have beautiful vistas, vast natural resources, and attractions that have potential to promote tourism on their reservations. However, the lack of retail, hospitality, and other tourism infrastructure greatly restricts economic

opportunity. Three Tribal Nations report that they have an active tourism authority, chamber of commerce or simply being engaged in tourism. The overall economic characteristic is small businesses and convenience stores. Major employers are Tribal, federal and state government and seasonal agriculture (farming and aquaculture). Some form of gaming, from high stakes bingo to Class III casinos, is operated by 16 of the 26 Tribal Nations. Due to a lack of retail businesses, reservations have less ability to generate money. Tribal economic development directors have stated Tribal employees must buy goods and services off the reservation after they are paid with Tribal dollars.

Legal: Most Tribal Nations do not have adequate legal policy or codes to support economic development activities. In a survey conducted of all USET Tribal Nations in 2015, those responding reported not having a Uniform Commercial Codes (UCC), tax code, zoning, or TERO. Some Tribal Nations stated a need to develop laws regarding highway, utility right of ways and tower placement.

USET Region: Primarily, USET Tribal Nations are east of the Mississippi River with the exception of four in Louisiana and one in Texas. A map illustrating the Tribal Nations' locations has been included in the Appendices.

Land: USET Tribal Nations have an average of 45 square miles of reservation or trust property. The smallest is a 200-acre territory on a 424 square mile reservation. A majority of the reservations are in rural and isolated areas.

Section 2: Economic Development Analysis

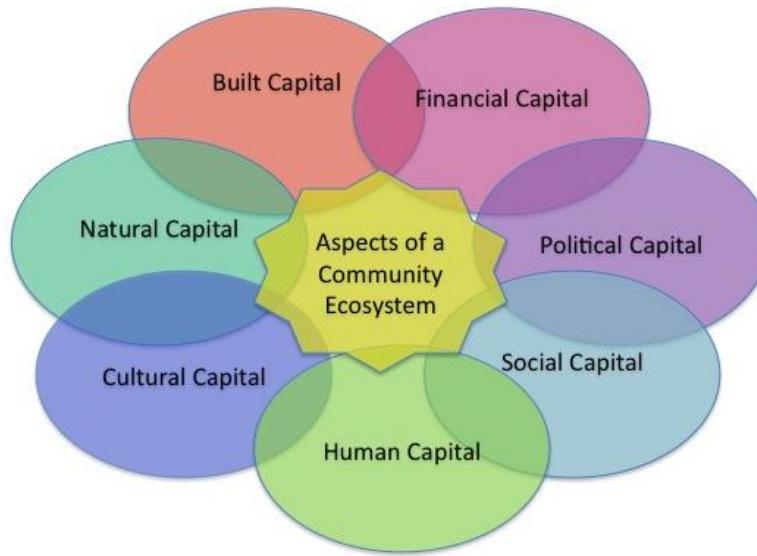
To gain a sense of the economic landscape USET member Tribal Nations face, an analysis was conducted. Through a series of site visits, interviews, and secondary research an environmental scan was conducted of USET's 26 member Tribal Nations. Using the community capital framework based on seven forms of capital, an analysis was conducted that identified assets present across multiple USET Tribal Nations. Also considered was the definition of economic clusters that emerged across multiple Tribal Nations that create opportunity for economic growth, job creation, capital investment, and increased household income. The section culminates in a SWOT analysis.

Community Capital Analysis

The concept of “community capitals” offers USET and its member Tribal Nations an overarching framework that puts in context Tribal assets associated with multiple forms of capital. The notion of “capital” is usually associated with business and investment. A fundamental definition for “capital” is a resource or asset that can be used, invested, or exchanged to create or leverage new resources. Community capital considers seven forms of capital that interact in the development process.

Taking a systems approach using the seven forms of capital as a framework allows the CEDS process to map assets, identify resources, surface opportunities, and leverage support in an integrated fashion that creates programming, partnership, funding, and policy opportunities to advance the strategic direction of both USET and its member Tribal Nations. The figure below outlines characteristics within each form of community capital relevant to the CEDS.

Figure 1: Community Capitals Framework



Source: Community Capitals Framework & Sustainable Communities,
Cornelia Butler Flora, Rural Studies Research Seminar, July 4, 2006, University of Guelph

Table 1: CEDS Community Capitals—Overview

Natural	Cultural
<ul style="list-style-type: none"> • Significant land holdings • Forest – Tree Growth • Oceanfront • Agricultural • River access • Lakes • Fisheries 	<ul style="list-style-type: none"> • Cultural traditions • Language • Ceremony and ritual • Artisan work • Music and dance • Cultural centers/Museums • Events and festivals
Human	Social
<ul style="list-style-type: none"> • Elder tradition • Growing population • Younger population • Strong Tribal leadership • Entrepreneurship 	<ul style="list-style-type: none"> • USET Mission of Unity • Strong social bonds across Tribal Nations • Sense of community that extends across Indian Country

<ul style="list-style-type: none"> • Health professionals 	<ul style="list-style-type: none"> • Extensive formal and informal partnerships
Built	Political
<ul style="list-style-type: none"> • High quality community facilities • Sewer and water infrastructure • Established housing departments • Gaming facilities • Facilities that support economic development 	<ul style="list-style-type: none"> • Unity • 501(c)(4) • Policy and legislation commitment • Washington, DC presence • Strong relationship with federal agencies • Partnership – Native and non-Native
Financial/Economic	
<ul style="list-style-type: none"> • Healthy • Building development capacity/opportunities • Gaming revenue • Economic diversification • Tribal enterprise • Tourism • Film/Digital media • Inter-tribal markets • 8(a) opportunities • Corporate supplier diversity • International trade • HUBZone • Minority Business Enterprise • Dedicated capital pools 	

USET Community Capital Overview

USET and its member Tribal Nations enjoy an abundance of community capital and assets that enhance economic development potential. The analysis of community capital indicate that capital structures vary across USET member Tribal Nations with the majority having significant

capital accumulation in certain forms of capital. However, a number of non-gaming Tribal Nations struggle to realize capital accumulation in key forms such as economic, and as a result other forms of capital are impacted. All forms of capital are well represented across the USET region; unfortunately there are significant gaps in capital accumulation at the Tribal level.

Throughout the USET region capital can be leveraged through partnerships and collaborative efforts that lead to increased accumulation and impact without having to establish considerable new infrastructure and relationships. Uncertainty of financial capital presents a challenge to the long-term sustainability of economic growth. There is a growing need for economic diversification that augments gaming and builds on the strengths of the Tribal Nations. Diversification should include investments in ventures both on and off-reservation.

Below offers an analysis of assets associated with the seven forms of capital.

Natural Capital

USET member Tribal Nations have nearly 900,000 acres of land held in trust or as fee land. The land is situated throughout the eastern and southern United States and includes considerable forestland, water frontage – both ocean and freshwater, and agricultural lands. Tribal Nations with land holdings in excess of 50,000 acres are:

- Cayuga Nation
- Eastern Band of Cherokee
- Oneida Indian Nation
- Passamaquoddy Tribe
- Penobscot Indian Nation
- Seminole Tribe of Florida
- Seneca Nation of Indians

Cultural Capital

Assets associated with cultural capital are immense given the cultural traditions that continue to be practiced across member Tribal Nations. Culture serves as a foundation from which community values are based, social capital formed, and economic opportunity shaped. The following outlines the cultural landscape across the USET Region:

- Nearly every Tribal Nation has either an established cultural center or a desire to develop a cultural center.
- With a few exceptions, USET Tribal Nations have a rich tradition of artisans that have established a small business to sell work.
- Roughly half of USET Tribal Nations maintain their Native language and several others are actively seeking ways to restore Native language.
- A wide range of events, festivals, Powwows, and community gathers are held across all USET member Tribal Nations. These gathering often highlight Tribal dancing, music, drumming, and ritual. The majority of these events are open to the public and attract tourists.

Human Capital

Cultural traditions influence human capital as the Tribal Nations have a strong, valued elder population that plays an integral role in community. This is juxtaposed with a growing population of young people 18 years and younger. Tribal leadership is strong across member Tribal Nations and a growing number of young people are actively engaged in Tribal affairs. Education attainment remains below national standards but is improving considerably across the USET region. With economic opportunity education is likely to continue to rise, which will further enhance human capital. A strong entrepreneurial culture has emerged across Tribal members including the growing number of artisans generating income through the sale of artwork, as well as other Native entrepreneurs who have established small businesses.

Social Capital

Strength in unity is at the core of USET's purpose and mission, which points to the significant accumulated social capital to support economic development capacity building. The sense of community extends across member Tribal Nations and throughout Indian Country. USET serves as a facilitator of social capital and its programs and services promote partnerships and collaborations that help build capacity that can support effective economic development. A full analysis of partner and collaborators is outlined below.

Built Capital

Built capital varies across USET member Tribal Nations and is somewhat correlated to the presence of gaming. Gaming Tribal Nations have the financial resources to establish and maintain extensive built capital including gaming operations, health clinics, social and community services, and housing. To support economic activities associated with gaming Tribal Nations have built the necessary infrastructure – water, sewer, solid waste, etc. This infrastructure is available for economic diversification. Non-gaming Tribal Nations have much of the same built capital to support government activities, however, it is not as extensive and it was not as well maintained. Many non-gaming Tribal Nations have plans for expanded built capital and struggle to secure the financial capital for development.

Many USET member Tribal Nations maintain a waiting list of Tribal members interested in returning to the reservation. It is not unusual for 60 to 100 individuals or families within a Tribal Nation to wait for housing. Across the USET region additional housing is needed to meet demand and there is opportunity for USET and its partners to support capacity building associated with housing development.

Political Capital

Through its policy and legislation agenda, USET has established strong political capital that is leveraged both regionally and nationally. The organization is committed to a unified voice and building a visible presence in Washington, DC. USET's partnership with both Native and non-Native organizations broadens the organization's influence, reach, and impact. The recent establishment of a 501c4 will provide USET more options to exercise its political capital.

Financial Capital

USET is financially strong and, as an organization, working to build the necessary capacity to increase charitable contributions, secure public and private grants, and diversify earned income streams. Gaming Tribal Nations within the USET region have the financial capital to invest in economic development activities beyond gaming. The majority are looking at the economic diversification of Tribal enterprise both on and off-reservation to ensure financial health as increased competition in gaming develops. For non-gaming Tribal Nations access to capital remains a barrier that USET and its partners must address through the development of loan capital and through leveraging its political capital to influence appropriation levels.

Strengths, Weaknesses, Opportunity and Threats (SWOT)

A SWOT analysis was conducted based on the environmental scan. The SWOT focused on economic development and those issues related specifically to generating economic activity, job creation, wealth, and capital investment. The SWOT considers both USET and its member Tribal Nations.

USET/Tribal Nations Economic Development SWOT

Strengths - USET	Weaknesses – USET
<ul style="list-style-type: none">• Unity of Tribal Nations• Political capital• Longevity	<ul style="list-style-type: none">• Economic diversity• Top level support• Economic development not a priority

<ul style="list-style-type: none"> • Recognition • Respected voice • Increased funding for economic development • CDFI • Success of Tribal Nations • Sharing of data • Increase staff capacity • Established committee structure • Momentum – economic development <p>Tribal Nations</p> <ul style="list-style-type: none"> • 900,000 acres land base • Economic health of some Tribal Nations • Successful Tribal ventures - retained earnings • 8A/Section 17 • Political relationships • Examples of strong regional economies to build upon • Private sector experience • Decision making process • Federal recognition • Tourism and gaming • Natural resource base • Transportation Networks • Political Stability • Culture • Hub Zone Status • Preferential Status • Skilled labor • Enterprise managed profitably • Financial stewardship • Empowered staff • Younger generation actively involved • Culture of entrepreneurship • Continuity • Clean audit • Strong project management (Int. /Ext.) • Healthcare infrastructure 	<ul style="list-style-type: none"> • Limited staff • Lack of revolving loan fund • Technical assistance capacity • Lack of integration/organization culture • Limited non-federal funds to support activity <p>Tribal Nations</p> <ul style="list-style-type: none"> • Infrastructure • Tribal politics • Land base for certain Tribal Nations • Trust process <ul style="list-style-type: none"> ◦ Expensive ◦ Slow • Lack of capital • Remote location • Infrastructure • Ability to bond • Broadband • Insufficient economic diversity • Skilled labor • Tribal leadership need for control • Political capital of some Tribal Nations • Risk averse • Long decision making process • Top level support • Prioritization of economic development • Limited resources • Oil/Gas Leases • Due diligence process
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<p>Opportunities – USET</p> <ul style="list-style-type: none"> • Political influence • Partnership and collaboration • Funding diversification • Revolving loan fund • Data depository • Clearinghouse of business development • Experian market research • Expanded technical assistance • Expanded federal funding partners <p>Tribal Nations</p> <ul style="list-style-type: none"> • Local partnerships • Strong regional economies • Preferential status – Sect. 17/8A • Training for employment • Federal and state funding • Private foundation focus • Acquired land – Natural resources • Strong economic clusters <ul style="list-style-type: none"> ◦ Wood products ◦ Film/Digital Media • Emerging clusters <ul style="list-style-type: none"> ◦ Energy ◦ Healthcare ◦ Niche manufacturing • Public perception • Technology • Access to education • Private sector experience • Increased government spending • Improved economy 	<p>Threats – USET</p> <ul style="list-style-type: none"> • Complacency • Government regulations • Competing interests • Relevancy • Funding <p>Tribal Nations</p> <ul style="list-style-type: none"> • Funding • Credit markets • Gaming compact <ul style="list-style-type: none"> ◦ Tied to financing • Access to capital • Federal and state agencies • Government regulation • Public perception • Macroeconomic forces • Competition • Technology • Complacency • Policy/Rule changes • Setting benchmarks <ul style="list-style-type: none"> ◦ Performance standards • Competing interests • Not In My Backyard (NIMB)
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Section 2: Economic Clusters

In conducting the environmental scan, a series of economic clusters emerged where critical economic activities are currently being practiced and significant opportunity can be leveraged through cooperative efforts. USET is strategically positioned to lead sector development activities across the 26 member Tribal Nations. There is a strong desire amongst USET members to work collaboratively. As USET's capacity increases with the development of a formal economic development program the organization will increasingly be in a position to facilitate collaborative work.

Given scarce resources it is important that USET target aspects of its economic development strategy on a limited number of key economic clusters to minimize dilution of both capacity and service, and to ensure impact. Seven economic clusters surfaced:

- Agriculture, Aquaculture, and Fishing
- Artisan – Handmade
- Digital Media and Film
- Forest/Wood Products
- Tourism
- Gaming
- Energy

Agriculture, Aquaculture, and Fishing

Considerable activity in agriculture, aquaculture, and fishing exist across the USET region. Well established agricultural enterprises such as the Passamaquoddy blueberry operation or the Coushatta hydroponic venture serve as a foundation, while other Tribal Nations are exploring agriculture, aquaculture, and fishing for both commercial purposes and for food security.

An area of opportunity for USET member Tribal Nations is in value-added production. A number of Tribal Nations produce raw material that is sold to either a broker or value-added producer. In considering the agriculture/aquaculture/fishing value-chain and cross-sector development, USET member Tribal Nations active in this sector have an opportunity to explore Native-to-Native markets through tourism and gaming establishments. Below is a general outline of activity in this sector.

Agriculture

- Aroostook Band of Micmac – Farm stand
- Coushatta – Hydroponics
- Cayuga – Gakwiyo Gardens
- Houlton Band of Maliseet – Lease agricultural lands
- Mashantucket Pequot – Food security initiative
- Miccosukee Tribe of Indians of Florida - Cattle
- Mississippi Band of Choctaw – Organic produce
- Passamaquoddy Tribe – Blueberries, maple syrup
- Seminole - Cattle

Aquaculture

- Aroostook Band of Micmac – Trout hatchery infrastructure
- Eastern Band of Cherokee – Trout hatchery
- Mashpee Wampanoag – Oysters and other shellfish
- Wampanoag of Gay Head – Oysters and other shellfish

Fishing

- Mashpee Wampanoag – Commercial fishing
- Passamaquoddy – Lobster, eels and commercial fishing
- Shinnecock Indian Nation – Commercial fishing
- Wampanoag of Gay Head – Commercial fishing

Artisan-Handmade

With a few exceptions, artisan-handmade activities are flourishing across USET member Tribal Nations. The rich cultural tradition fosters economic activity by artisans and supports economic growth in this sector. However, access to markets remains a significant barrier to sustained economic growth. In addition, building capacity in business acumen, specifically financial literacy, accounting, and marketing is essential for increasing household income. USET can play a range of activities to strengthen the artisan-handmade sector ranging from business training and technical assistance to establishing an artisan cooperative that represents artists across the USET member Tribal Nations.

Film and Digital Media

Film production and digital media surfaced as an economic cluster as a critical mass of Tribal Nations are either actively engaged in film, animation and digital media or are exploring development of significant film production ventures. The Oneida have established a critically acclaimed film production company that has established clients, a staff of roughly 10, and products that have realized national and international exposure. Native entrepreneurs within Coushatta operate a regional production company working throughout the Gulf Coast. Other Tribal Nations including the Catawba, Penobscot, and Mashantucket Pequot are in the early development and feasibility phase of establishing film/media production. These enterprises are either Tribal ventures or pursued by Native entrepreneurs.

- Coushatta Tribe of Louisiana – Native entrepreneur production company
- Oneida Indian Nation – Tribal enterprise
- Catawba Indian Nation – Tribal enterprise and partnership with established film studio
- Penobscot Indian Nation – Native entrepreneur production company
- Mashantucket Pequot – Tribal enterprise (education based) and partnership with global technology firm

Energy

A number of Tribal Nations are exploring various forms of alternative energy generation and distribution. Significant potential exists in solar, wind, biomass, and waste to energy conversion. Federal funds have supported project feasibility in alternative energy and development is being advanced albeit slow.

Gaming

Over 70% of USET member Tribal Nations operate some form of gaming, which contributes significantly to the Tribal Nation's economic development. Recognizing the importance of gaming to employment, development of ancillary businesses, and revenue generation to support a wide range of Tribal services, the gaming cluster plays an essential role in economic development. The gaming cluster presents great opportunity to support Native 2 Native business development, workforce development, broader tourism development, and expansion of needed infrastructure.

Tourism

All USET member Tribal Nations have some economic interest in tourism. For many Tribal Nations tourism is an integral economic engine that accounts for significant revenue for the Tribal Nation and its members, as well as job creation for the region. Tribal tourism creates destination locations that attract visitors for a variety of reasons from gaming to fishing and the arts in the case of the Eastern Band of Cherokee.

Tourism has been a consistent economic sector in Indian Country and as a result there are Tribal Nations that have a long-standing economic tradition creating ways visitors can experience the Tribal Nation and its community. Because of the breadth of the tourism sector, USET and its member Tribal Nations must consider strategic product development and diversification. There is opportunity to create vertical integration of tourism products and assess gaps in the value-chain that can be filled. For instance, the class of hotels available on or around reservations may present opportunity.

Wood/Forest Products

Given the forestland holdings of several Tribal Nations, coupled with the expansion of biomass energy production, opportunities are emerging for Tribal Nations to diversify their economic activities and pursue sustainable economic development through a renewable resource. As a raw material, several Tribal Nations are managing and harvesting forestland, employing Tribal members as foresters, loggers, and truckers. A number of Tribal Nations are actively engaged in wood pellets or are in the process of developing manufacturing operations. The Mohegan have aggressively pursued wood pellet production and operate three mills and are entering into production agreements with a host of other manufacturing facilities. Other value-added products such as cabinetry and furniture production have been pursued or explored in recent years.

- Coushatta Tribe of Louisiana – Value-added production
- Eastern Band of Cherokee – Timber management, harvest, and value-added production
- Jena Band of Choctaw – Regional presence of value-added production
- Mohegan Indian Nation – Value-added production
- Passamaquoddy Tribe – Timber management, harvest, and value-added production
- Penobscot Indian Nation – Timber management, harvest, and value-added production

Emerging Economic Clusters

Four emerging economic clusters have been identified that have increased potential for growth. With capital investment, secure contracts and markets, and increased capacity Tribal Nations can establish viable economic interests in these sectors. USET can play a role in sector development similar to their role above. The emerging sectors include:

Niche Manufacturing – Niche manufacturing has been an integral part of Tribal economies over time. The number of Tribal Nations working in manufacturing has ebbed and flowed. Currently, there is a decline in Tribal Nations operating manufacturing facilities. However, there appears to be a shift towards piecework and niche manufacturing that may take hold.

Business Services – A few Tribal Nations operate business service enterprises that support office systems from furniture to technology.

Healthcare – Tribal Nations have developed significant healthcare capacity and infrastructure through Indian health clinics. Partnering with regional non-Tribal healthcare providers may create opportunity to generate earned income, particularly as the Affordable Care Act continues to take hold.

The economic clusters provide USET focus areas for economic development technical assistance and capacity building. Establishing sector specific working groups will provide the necessary technical assistance and peer-to-peer mentoring that will advance multiple Tribal Nations efforts in economic growth and diversification. Areas working groups can impact are:

- Product development
- Value/Supply-chain enhancement
- Market development
- Distribution channels
- Cooperative marketing program
- Capital formation
- Education, training, and workforce development
- Shared staffing
- Technology/Systems development
- Policy and legislation influence

Section 3: Goals and Objectives

The planning process revealed a series of core themes in which goals have been defined. The core themes serve as a means to define goals and objectives, organize activities, and effectively evaluate impact. The core themes and associated goals are:

THEME: THRIVING ECONOMIC CLIMATE

GOAL: Encourage and promote programs to provide access to capital, credit, and markets, particularly those focusing on economic clusters and targeted sectors that lead to capital investment, job creation, and increased household income.

THEME: NATION REBUILDING – SOVEREIGNTY

GOAL: Advance Nation rebuilding and Tribal sovereignty by realizing self-determination through economic development, job creation, income generation, and the accumulation of assets.

THEME: CAPACITY BUILDING

GOAL: Provide targeted technical assistance to build the capacity across USET member Tribal Nations that sustains economic growth and better prepares USET member Tribal Nations to recognize and respond to viable, high value economic opportunity.

THEME: PARTNERSHIP AND COLLABORATION

GOAL: Foster inter-tribal partnership and collaboration that supports and advances nation rebuilding, economic growth, capital investment, and an improved quality of life.

THEME: QUALITY OF LIFE AND PLACE

GOAL: Enhance the quality of life and sense of place within Tribal communities by celebrating Native culture, developing quality housing, and conducting sound community planning that changes the way of life in Indian Country.

Section 4: Community and Private Sector Participation

USET has developed various strategic alliance partnerships to facilitate its work to reach its goals and objectives, which support its service mission. These partnerships are developed and employed with organizations, federal agencies, academic research institutions, and governments through written covenants, contracts, memoranda, and expressed actions of their authority to support economic development and other complementing actions that support the rebuilding of Tribal Nations to construct healthy Tribal Nations.

Collaboration has been recognized by USET and its many partnerships as an essential, if not critical, component to ensuring success with implementing projects and initiatives, especially when utilizing scarce resources, and to making meaningful impact throughout Indian Country. These partnerships work locally, regionally, and nationally. USET strives to create strategic alliance partnerships that will promote its service mission. Recognizing its strength with government and non-government partnerships, a goal for USET is to build private sector partnerships to promote economic activity and development with its member Tribal Nations.

Affiliated Tribes of Northwest Indians, Inc. (ATNI) – A covenant was created between USET and ATNI to promoted collaborative actions on initiatives and activities that will promote building capacity for Tribal Nations to rebuild their communities so they may exercise their sovereignty and ability to determine their own future. The covenant was passed and recognized by both organizations on October 10, 2010.

National Congress of American Indians, Inc. (NCAI) – A strategic alliance partnership exists between USET and NCAI on the premise of promoting activities that will strengthen Tribal communities. The agreement promotes the open interaction of both organizations to develop resources and pursue initiatives that promote policy and legislation that help rebuild Tribal communities.

Minnesota American Indian Chamber of Commerce, Inc. (MAICC or NDN-PTAC) – USET and MAICC signed a memorandum of understanding (MOU) to signify willingness to work together to promote economic development in the USET region. Specifically, USET and MAICC are working to build capacity of business throughout Indian Country, enabling them to obtain government contracts (federal, state, and Tribal). The MOU was signed on March 8, 2014.

Four Directions Development Corporation, Inc. (Four Directions) – USET and Four Directions signed an MOU to signify willingness to work in a collaborative manner for the promotion of economic development and housing initiatives for USET Tribal Nations and with Tribal Nations throughout Indian Country. The MOU was signed on March 12, 2013.

Sequoyah Fund, Inc. – USET and Sequoyah Fund signed an MOU to signify willingness to work in a collaborative manner for the promotion of economic development for USET Tribal Nations and with Tribal Nations throughout Indian Country. The MOU was signed on March 11, 2013.

National Indian Health Board, Inc. (NIHB) – USET and NIHB signed a memorandum of partnership in order to develop a regional extension center to promote Tribal medical providers' ability to meet meaningful use of electronic health records and complementing technology. USET also has a regional representative which serves on the NIHB Health Board. The partnership was established in 2011.

Native American Indian Housing Council, Inc. (NAIHC) – USET and NAIHC established an alliance to work in a collaborative manner for the promotion of housing initiatives for USET Tribal Nations and throughout Indian Country. Through this alliance, the USET Housing Committee serves as the regional housing council for the eastern and southern Tribal Nations for NAIHC.

Inter-Tribal Council of Arizona, Inc. (ITCA) – USET and ITCA have formed an alliance to work in a collaborative manner for the promotion of initiatives that strengthen a Tribal Nation's ability to exercise sovereignty and Indian self-determination for USET Tribal Nations and with Tribal Nations throughout Indian Country. The alliance began in 2014.

United States Small Business Administration (SBA) – USET and SBA signed a strategic alliance memorandum (SAM) to signify willingness to work in a collaborative manner for the promotion of economic development. The SAM was signed at the USET IMPACT Week meeting in February 2014.

United States Department of Health and Human Services (HHS or IHS)

- **Indian Health Service**
- **Center For Disease Control and Prevention**

USET and IHS have entered into multiple contracts to provide services and assist with research that promote health and wellness within USET member Tribal Nations and with Tribal Nations throughout Indian Country. These initiatives have varied through the years.

United States Department of the Interior - Bureau of Indian Affairs (BIA) – USET and BIA have entered into a 638 contract to help promote initiatives that help build healthy communities through Indian Country. The 638 contract was initiated in 2015. USET has been working with BIA to provide representation to the Tribal Interior Budget Council prior to the 2015 638 Contract.

United States Environmental Protection Agency (EPA) – USET and EPA have developed a strategic alliance partnership to promote protection of natural resources through Indian Country. EPA seeks input and representation for its Tribal-focused Environmental Risk and Sustainability Region 1 and Region 4 councils. USET and EPA have been working as strategic alliance partners since 2004.

National Tribal Water Council (NTWC) – USET and NTWC have developed a strategic alliance partnership to promote protection of water and water quality data exchange networks through Indian Country. USET serves as membership on NTWC and provides subject matter experts.

Vanderbilt University – USET has received a letter of interest from Vanderbilt University stating it will engage its Owen Graduate School of Management to assist with initiatives to promote business development in the USET region. The letter was received in 2013.

Navajo Nation – USET and Navajo Nation are working to initiate a cooperative covenant to promote collaborative actions on initiatives and activities that will promote building capacity for Tribal Nations to rebuild their communities so they may exercise their sovereignty and ability to determine their own future. The covenant is expected to be signed in 2016.

Northern Arizona University – Institute for Tribal Environmental Professionals

Association of Boards of Certification 2010 (ABC) – USET and ABC work cooperatively to support a certification program to train, test, and certify water treatment and waste water treatment operation in Indian Country. This relationship began in 2010.

Northwest Fisheries Commission – USET and the Northwest Fisheries Commission established a partnership to assist Tribal Nations with establishing, operating, and monitoring water quality data exchange networks. The partnership was established in 2010.

Alabama Fire College – USET and the Alabama Fire College established a partnership to promote training for Tribal fire fighters and safety officers throughout the USET region. The partnership was established in 2015.

Inter-tribal Agriculture Council (IAC) – USET and IAC established this strategic alliance partnership to promote Tribal participation with beneficial United States Department of Agriculture programs. The partnership was created in 2013.

Native American Finance Officers Association (NAFOA) – A strategic alliance partnership exists between USET and NAFOA on the premise of promoting activities that will strengthen Tribal communities. The agreement promotes the open interaction of both organizations to develop resources and pursue initiatives that promote policy and legislation that help rebuild Tribal communities and economies.

National Center for American Indian Enterprise Development (NCAIED) – USET and NCAIED signed an MOU to signify willingness to work in a collaborative manner for the promotion of economic development for USET Tribal Nations and Tribal Nations throughout Indian Country. The MOU was signed in 2011.

Great Plains Tribal Chairman's Association (GPTCA) – A strategic alliance partnership was created between USET and GPTCA to promote collaborative actions on initiatives and activities

that will promote building capacity for Tribal Nations to rebuild their communities so they may exercise their sovereignty and ability to determine their own future.

California Association of Tribal Government (CAT-G) – A strategic alliance partnership was created between USET and CAT-G to promote collaborative actions on initiatives and activities that will promote building capacity for Tribal Nations to rebuild their communities so they may exercise their sovereignty and ability to determine their own future.

Section 5: CEDS Plan of Action

THEME: THRIVING ECONOMIC CLIMATE

GOAL: Encourage and promote programs to provide access to capital, credit, and markets, particularly those focusing on economic clusters and targeted sectors that lead to capital investment, job creation, and increased household income.

Projects

Highest priority projects within Thriving Economic Climate are associated with USET establishing a Native CDFI, followed by economic sector focused support. Projects that are not considered a high priority are those that only a few Tribal Nations can take advantage of, such as pooled investment. Below are projects by priority order:

USET Certified CDFI

- Meet the requirements and become certified as a Native CDFI.
- Create necessary corporate documents and become incorporated by 9/30/2016.
- Enter into a partnership with other Tribal CDFI's to gain initial knowledge and utilization of Fund activity, and develop how a USET CDFI would complement current capital investment in Indian Country.
- Contract with a qualified organization to provide comprehensive training, document creation and the flow and content of the revolving loan fund program.

Funding Plan:

- Native American CDFI Assistance Funding

CDFI: Revolving Loan Fund (RLF)

- Establishment of a revolving loan program to support Tribal ventures and Native small business development. Deploy a minimum of \$500,000 in loan funds to qualified Tribal ventures or Native enterprise.
- Identify funding for RLF.

- Apply for funding that may have a solicitation during FY 2017 for implementation during 2018.

Funding Plan:

- Native American CDFI Assistance Funding
- Research and potentially make application to USDA Intermediary Relending Program, EDA Revolving Loan Fund, HUD Rural Housing Economic Development Program to support funding for activities in FY 2018
- Research and potentially make application to private foundations (Ford, Kellogg, and SURDNA) to support funding for activities in FY 2018

CDFI: Development Services Program

- Provide a host of development services to support business development, business planning, financial literacy, and other technical assistance to sustain business development, growth, and job creation. Assist a minimum of eight Tribal ventures or Native businesses annually.
- Search out and get funding from additional grants to expand the department adding additional employees for greater availability of required assistance, this includes but is not limited to a possible CEDS Planning Grant with EDA Atlanta to fund the continued development of the USET CEDS and two EDA Technical Assistance Grants from EDA Atlanta and EDA Austin to fund continued TA support of all 26 member Tribal Nations.
- Work with member Tribal Nations in creating /completing their own Tribal CEDS. Encourage Tribal Nations to apply for future EDA Assistance and Planning Grants to further build the Tribal CEDS as a meaningful tool to greater self-sufficiency and enhanced sovereignty.

Funding Plan:

- Native American CDFI Assistance Funding
- Will research and propose new Technical Assistance funding to support this activity through NACA 2017 solicitation for proposals.

Patient Capital-Mentorship Technical Assistance

- Develop a patient capital pool and mentor network to support and sustain high potential ventures.
- Investment in three ventures that create a minimum of 10 jobs and attract a minimum of \$1.5M in additional capital investment.

Funding Plan:

- Native American CDFI Assistance Funding

Economic Cluster/Sector Specific Program

- Establish working groups for each economic cluster or target sector to develop access to markets, support innovation, and provide technical assistance. Sectors include:
 - Tourism
 - Forest/Wood Products
 - Agriculture/Aquaculture/Fishing
 - Artisan/Handmade
 - Digital Media
- Working groups meet quarterly with a minimum participation of three per working group.

Funding Plan:

- Native American CDFI Assistance Funding
- Economic Development Administration (EDA) Technical Assistance Funding

Business Investment Diversification

- Economic/Business diversification program targeting Tribal leadership that encourages moving beyond traditional economic sectors by considering Tribal assets. Training provided to a minimum of six member Tribal Nations.
- Provide ongoing economic development news and reports, in addition to technical assistance and training to member Tribal Nations.
- Increase the work of the ED&E Committee to promote and support peer reviews and exchange economic development information across member Tribal Nations to increase collaboration, enhance organizational resources and create additional building blocks for a strong foundation for continued economic growth.
- Encourage partnerships and joint ventures where practicable and economically feasible.
- Encourage the ED&E Committee to become proactive.

Funding Plan:

- Native American CDFI Assistance Funding
- EDA Technical Assistance Funding
- Will research and propose new Technical Assistance funding to support this activity through NACA 2017 solicitation for proposals.

Business Attraction

- Support Tribal Nations in business attraction efforts through technical assistance and support services. Assist a minimum of three Tribal Nations with business attraction efforts that result in securing one business partnership.
- Search USDA, BIA, SBA and other federal agency grant programs and federal contract opportunities to help fund new endeavors related to For-Profit Activities for USET. These include but are not limited to Medical Staffing opportunities, Resale of Medical Equipment and Supplies, THGS Services and Administrative Services.

Funding Plan:

- Native American CDFI Assistance Funding
- EDA Technical Assistance Funding
- Will research and propose new Technical Assistance funding to support this activity through NACA 2017 solicitation for proposals.

Pooled Investment Program

- Facilitate pooled investment fund to diversify business development and investment. Participation by a minimum of five Tribal Nations in a pooled investment program.

Funding Plan:

- Native American CDFI Assistance Funding
- EDA Technical Assistance Funding
- Will research and propose new Technical Assistance funding to support this activity through NACA 2017 solicitation for proposals.

THEME: NATION REBUILDING – SOVEREIGNTY

GOAL: Advance Nation rebuilding and Tribal sovereignty by realizing self-determination through economic development, job creation, income generation, and the accumulation of assets.

Projects

Nation rebuilding is the foundation for much of USET's activities and all three projects identified under Nation Rebuilding-Sovereignty are considered high priority and should be the focus of the economic development program.

Economic Self-Determination Program

- Technical assistance program to support sovereignty and nation rebuilding through legal/tax codes, organization structures, and tax incentives. Materials developed to provide technical assistance and a minimum of five Tribal Nations supported.
- Create a sub-committee of the ED&E Committee to identify, study and recommend what actions can be taken by member Tribal Nations regarding the various tax issues identified by USET.

Funding Plan:

- Native American CDFI Assistance Funding
- EDA Technical Assistance Funding

Economic/Business Incentives Technical Assistance

- Training and technical assistance provided highlighting business incentives available to Tribal Nations ranging from 8(a), HUB Zones and Business Incentive Training to various tax incentives. Materials developed to provide technical assistance and a minimum of five Tribal Nations supported.
- Provide training programs to demonstrate the benefits of the SBA 8(a) and HUBZone Programs, and how to effectively utilize these benefits to establish for-profit business entities to increase unrestricted revenues to member Tribal Nations.
- Provide training to build an effective business model and marketing strategy to support the procurement needs of federal procurement activities.

Funding Plan:

- Native American CDFI Assistance Funding
- EDA Technical Assistance Funding
- Will research and potentially submit proposal to Defense Logistics Agency (DLA) for the development of a Procurement Technical Assistance Center (PTAC) office at USET.

Advocacy/Policy Agenda

- Ensure USET's ED&E Committee establishes an active policy and legislative agenda that is tied directly to the USET Sovereign Protection Fund (SPF), focused on economic development, taxation, and incentive programs that increase accountability and upholds, protects, and advances sovereignty.

Funding Plan:

- USET Indirect Cost Pool

THEME: CAPACITY BUILDING

GOAL: Provide targeted technical assistance to build the capacity across USET member Tribal Nations that sustains economic growth and better prepares USET member Tribal Nations to recognize and respond to viable, high value economic opportunity.

Projects

Projects associated with capacity building that have immediate impact and support current activities of Tribal economic development staff have the highest priority – web portal and a due diligence program. Although the leadership institute has value, the other projects are more critical.

Due Diligence Program Feasibility Study

- Conduct a feasibility study to determine the need to assist Tribal Nations.
- Conduct due diligence related to business and economic development – vetting potential partnerships, assessing the viability of investments, conducting market research for specific ventures, and running background checks on potential partners. Due diligence performed for a minimum of six ventures.

Funding Plan:

- EDA Technical Assistance Funding
- Research and potentially develop a proposal to USDA Rural Community Development Initiative (RCDI) fund

USET Website Portal

- Launch of a website portal that supports economic development, professional development, and the dissemination of data, with secure access for member Tribal Nations.
- The website portal would incorporate a host of existing resources to uphold, protect, and advance sovereignty, particularly material for Tribal leaders in the basics of governance, economic development, financial management, and sovereignty.
- The Economic Development Department will initiate project based on actions completed in 2017.

Funding Plan:

- Native American CDFI Assistance Funding
- EDA Technical Assistance Funding
- Will research and potentially submit proposal to DLA for the development of a PTAC office at USET.

Data Collection and Repository

- To strengthen the collection and dissemination of critical data associated with USET member Tribal Nations, adopt a standard community survey process available to all USET member Tribal Nations that provides valid and reliable socio-demographic information that is cost effective.
- The ED&E Committee will initiate discussions about a partnership with a university and the availability of federal funding to initiate a Data Collection Program for USET member Tribal Nations.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

THEME: EDUCATION AND WORKFORCE DEVELOPMENT

GOAL: Strengthen education and workforce development within USET member Tribal Nations to meet the needs of a 21st century economy.

Projects

An emphasis is placed on building a strong entrepreneurial spirit within young Tribal citizens and developing programs for young people to succeed in business pursuits. For many Tribal Nations with successful gaming operations that generate significant per capita shares incredible opportunity exists for young people to consider launching a small business or investing in a small business. In addition, professional development for Tribal citizens interested in economic development, financing, and business support is important.

Youth Entrepreneurial Development

- Foster entrepreneurial development amongst young Tribal members and provide the technical assistance, mentorship and support needed to bring innovative business concepts to reality.
- Adopt youth entrepreneurial development program and support 10 young Tribal members through a pilot.
- Identify business contract opportunities that would support a related workforce training program for Tribal Nation members.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Workforce Development Program

- Establish a broad workforce development program Tribal Nations can take advantage of that would include culturally relevant WorkReady employment service and skill development.
- A comprehensive study of all Federal and State programs that may be relevant.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Economic Development Professional Development Program

- Professional development program for economic development professionals and community planners that provides a foundation in general theory and gives participants the tools to employ at the Tribal level. Five Tribal Nations participate in professional development.
- To be initiated after activation of the USET CDFI.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Sector Specific Workforce Development

- Sector specific workforce development that is aligned with high potential sectors tied to Tribal assets and existing enterprise.
- USET and area Workforce Investment Boards will partner to develop a workforce program for three target sectors.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

THEME: PARTNERSHIP AND COLLABORATION

GOAL: Foster inter-tribal partnership and collaboration that supports and advances nation rebuilding, economic growth, capital investment, and an improved quality of life.

Projects

Partnerships and collaborations are essential for USET's economic development program to succeed. Exploring Nation 2 Nation and international trade, supporting Native 2 Native business development, forming a Native CDFI network to expand access to services across USET's region, and continued engagement with the Native PTAC are of the highest priority.

To be initiated following completion of the USET CDFI Revolving Loan Fund.

Nation 2 Nation Feasibility Study

- Conduct a feasibility study to explore trade between indigenous peoples globally and USET member Tribal Nations. The feasibility will consider the opportunities for trade, potential industry sectors defined, the nature of the trade agreements, incentives related to trade with sovereign Nations, operations, and financial models and impact.
- To be initiated once a comprehensive business development program has been established.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

International Trade/Development Program Feasibility Study

- In addition to Nation 2 Nation trade, explore the feasibility of international trade between USET member Tribal Nations and international business interests.
- To be initiated once a comprehensive business development program has been established.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Native 2 Native Business Development Program

- Development of a Native 2 Native business development network to facilitate the exchange of goods and services across Indian Country and decrease economic leakage to non-Native firms and businesses.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Native CDFI Network

- Strengthen collaboration of the Native CDFI's working in the USET region by developing a referral system for technical assistance and lending.
- Increase access to capital, credit and development services for Tribal ventures, Native entrepreneurs, and Tribal housing efforts.
- To be initiated after USET CDFI Certification is completed.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Native PTAC

- Increase the outreach and impact of the Native PTAC across USET member Tribal Nations.
- Introduce all USET member Tribal Nations to Native PTAC and encourage utilization of the system for business development activities.
- Provide an ED&E Committee training course for all member Tribal Nations on the benefits and opportunities to be provided by the USET CDFI.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

THEME: QUALITY OF LIFE AND PLACE

GOAL: Enhance the quality of life and sense of place within Tribal communities by celebrating Native culture, developing quality housing, and conducting sound community planning that changes the way of life in Indian Country.

Projects

Quality of life and place are critical to Native culture, its relationship with the natural environment, and fostering strong, healthy communities. With the priorities outlined above,

quality of life and place initiatives were not considered the highest priority but remained essential to USET meeting its goals and objectives in the CEDS.

Community Planning Technical Assistance

- Develop a community planning technical assistance program to support sound economic development, housing development, community planning, and placemaking activities.
- Build capacity in community planning at USET and with member Tribal Nations. An initiative within the Quality of Life and Place theme focused on placemaking is outlined below.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Native Placemaking Initiative

- An initiative that considers the Tribal Nation's various assets/forms of capital – natural, cultural, built, human, social, political, and economic – that support economic development and improve the quality of life.
- Development of a community assessment tool that considers assets and capital in the context of community transformation.

Funding Plan:

- EDA Technical Assistance Funding
- Native American CDFI Assistance Funding

Section 6: Strategic Projects, Programs, and Activities

The following tables reflect strategic projects, programs and activities for USET, its member Tribal Nations, and key partners to consider over the next three to five years as development of a robust economic development program continues. Some projects are currently under development, while others are proposed for development.

THEME: Thriving Economic Climate					
GOAL: Encourage and promote programs to provide access to capital, credit, and markets, particularly those focusing on economic clusters and targeted sectors that lead to capital investment, job creation, and increased housing income.					
Priority	Project	Description	Responsible Parties	Expected Outcome	Total Cost
1	USET Certified CDFI	Meet the requirements and become certified as a Native CDFI.	USET	Native CDFI designation.	\$150,000
2	CDFI: Revolving Loan Fund	Establishment of a revolving loan program to support Tribal ventures and Native small business development.	USET and Native CDFI Partners	Deploy a minimum of \$500,000 in loan funds to qualified Tribal ventures or Native enterprise.	\$1,000,000
3	CDFI: Development Services Program	Provide a host of development services to support business development, business planning, financial literacy, and other technical assistance to sustain business development, growth, and job creation.	USET and Native CDFI Partners	Assist a minimum of eight Tribal ventures or Native businesses annually.	\$100,000
4	Patient Capital-Mentorship Technical Assistance	Develop a patient capital pool and mentor network to support and sustain high potential ventures.	USET	Investment in three ventures that create a minimum of 10 jobs and attract a minimum of \$1.5M in additional capital investment.	\$2,000,000

5	Economic Cluster/Sector Specific Program	<p>Establish working groups for each economic cluster or target sector to develop access to markets, support innovation, and provide technical assistance. Sectors include:</p> <ul style="list-style-type: none"> • Tourism • Forest/Wood Products • Agriculture/Aquaculture/Fishing • Energy • Gaming • Artisan/Handmade • Digital Media 	USET, Native PTAC	Working groups are established and meet quarterly with a minimum participation of three per working group.	\$70,000
6	Business Investment Diversification	Economic/Business diversification program targeting Tribal leadership that encourages moving beyond traditional economic sectors by considering Tribal assets.	USET and member Tribal Nations	Training provided to a minimum of six member Tribal Nations.	\$15,000
7	Pooled Investment Program	Facilitate pooled investment fund to diversify business development and investment.	USET, Cherokee Nation	Participation by a minimum of five Tribal Nations in a pooled investment program.	\$1,000,000
8	Business Attraction	Support Tribal Nation's in business attraction efforts through technical assistance and support services.	USET	Assist a minimum of three Tribal Nations with business attraction efforts that result in securing one business partnership.	\$25,000

THEME: Nation rebuilding – sovereignty					
GOAL: Advance Nation rebuilding and Tribal sovereignty by realizing self-determination through economic development, job creation, income generation, and the accumulation of assets.					
Priority	Project	Description	Responsible Parties	Expected Outcome	Total Cost
1	Economic Self-Determination Program	Technical assistance program to support sovereignty and nation rebuilding through legal/tax codes, organization structures, and tax incentives.	USET, Hobbs Straus, Dean & Walker, LLC (HSDW)	Materials developed to provide technical assistance and a minimum of five Tribal Nations supported.	\$50,000
2	Economic/Business Incentives Technical Assistance	Training and technical assistance provided highlighting business incentives available to Tribal Nations ranging from HUB Zones to various tax incentives.	USET, HSDW	Materials developed to provide technical assistance and a minimum of five Tribal Nations supported.	\$50,000
3	8A, Hub Zones, and Incentive Programs	Training in the various incentive programs available for Tribal Nations to conduct business development.	USET	A series of trainings specifically designed to showcase business incentives.	\$25,000
4	Advocacy/Policy Agenda	Active policy and legislative agenda focused on economic development, taxation, and incentive programs that increase accountability and strengthen sovereign rights.	USET SPF	Increased understanding of policy and legislative affairs associated with economic development.	\$25,000

THEME: Capacity Building

GOAL: Provide targeted technical assistance to build the capacity across USET membership that sustains economic growth and better prepares USET member Tribal Nations to recognize and respond to viable, high value economic opportunity.

Priority	Project	Description	Responsible Parties	Expected Outcome	Total Cost
1	Due Diligence Program – Feasibility Study	Feasibility study to determine the need for assistance to Tribal Nations for conducting due diligence related to business and economic development – vetting potential partnerships, assessing the viability of investments, conducting market research for specific ventures, and running back ground checks on potential partners.	USET, Four Directions, Sequoyah Fund	Due diligence performed for a minimum of six ventures.	\$50,000
2	USET Website Portal	Launch of a website portal that supports economic development, professional development, and the dissemination of data. Secured access for member Tribal Nations. Web portal can serve leadership development and be facilitated through distance learning.	USET	Website draws traffic from throughout USET's membership and is considered valuable resource.	\$100,000
3	Data Collection and Repository	Adopt a community survey process that is available to all USET member Tribal Nations that provides accurate and reliable sociodemographic data that is cost effective.	USET, member Tribal Nations, USET Committees	Sociodemographic data and repository available for analysis and dissemination.	\$500,000

THEME: Education and Workforce Development

GOAL: *Strengthen education and workforce development within USET member Tribal Nations to meet the needs of a 21st century economy.*

Priority	Project	Description	Responsible Parties	Expected Outcome	Total Cost
1	Youth Entrepreneurial Development	Foster entrepreneurial development amongst young Tribal members and provide the technical assistance, mentorship and support to bring innovative business concepts to reality.	USET, Sequoyah Fund	Adopt youth entrepreneurial development program and support 10 young Tribal members through a pilot.	\$75,000
2	Economic Development Professional Development Program	Professional development program for economic development professionals and community planners that provides a foundation in general theory and gives participants the tools to employ at the Tribal level.	USET	Five Tribal Nations participate in professional development.	\$25,000
3	Workforce Development Program	Establish a broad workforce development program Tribal Nations can take advantage of that would include culturally relevant WorkReady and skill development.	USET, Regional Workforce Investment Boards	Workforce training program that can be delivered at the Tribal level.	\$75,000
4	Sector Specific Workforce Development	Sector specific workforce development that is aligned with high potential sectors tied to Tribal assets and existing enterprise.	USET and area Workforce Investment Boards	Sector workforce program for three target sectors.	\$100,000

THEME: PARTNERSHIP AND COLLABORATION

GOAL: *Foster Inter-tribal partnership and collaboration that supports and advances nation rebuilding, economic growth, capital investment, and an improved quality of life.*

Priority	Project	Description	Responsible Parties	Expected Outcome	Total Cost
1	Nation 2 Nation Feasibility Study	Conduct a feasibility study to explore trade between indigenous peoples globally and USET member Tribal Nations.	USET, Tribal Nations	Expanded markets for Native goods and services.	\$25,000
2	International Trade/Development Program Feasibility Study	Conduct a feasibility study to explore international trade between Tribal Nations and international business interests.	USET	Expanded markets for Native goods and services.	\$25,000
3	Native CDFI Network	Strengthen collaboration of the Native CDFI's working in the USET region by developing a referral system for technical assistance and lending.	USET, FDDC, Sequoyah Fund, Mississippi Band Credit Union, Seneca, Oweesta.	Increased access to capital, credit and development services for Tribal ventures, Native entrepreneurs, and Tribal housing efforts.	\$10,000
4	Native PTAC	Increase the outreach and impact of the Native PTAC across USET member Tribal Nations.	Native PTAC	Introduce all USET member Tribal Nations to Native PTAC and encourage utilization of the system for business development activities.	\$25,000

5	Native 2 Native Business Development Program	Development of a Native 2 Native business development network to facilitate the exchange of goods and services across Indian Country and decrease economic leakage to non-Native firms and businesses.	USET, Native PTAC	Increased economic exchange across USET member Tribal Nations.	\$40,000
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THEME: QUALITY OF LIFE AND PLACE					
<p>GOAL: <i>Enhance the quality of life and sense of place within Tribal communities by celebrating Native culture, developing quality housing, and conducting sound community planning that changes the way of life in Indian Country.</i></p>					
Priority	Project	Description	Responsible Parties	Expected Outcome	Total Cost
1	Community Planning Technical Assistance	Develop a community planning technical assistance and education program to support sound economic development, housing development, community planning, and placemaking activities.	USET, THPS, OERM, Economic Development	Built capacity in community planning at USET and with member Tribal Nations.	\$500,000
2	Emergency Preparedness Technical Assistance Feasibility	With increased occurrence, weather events are creating challenges for governments, which require mutual aid, technical assistance, and lobbying efforts. Revival of the TEMAC program and/or business opportunity to support FEMA response and recovery.	USET, Tribal Emergency Services	Improved response to emergencies and increased federal assistance to support relief efforts.	\$100,000

Section 7: Economic Resilience

The limited economy many Tribal Nations experience make them far more vulnerable to economic adjustment, cause prolonged economic recovery from natural disaster, and expose them to greater jeopardy in an emergent, global economic climate. These factors require capacity building, focused planning, and intentional action that fosters greater long-term resilience. USET is uniquely positioned to strengthen economic resiliency across the eastern and southern region of the United States. The CEDS outlined within puts into action specific programs that build capacity across USET member Tribal Nations, facilitates the diversification of economies through asset-based and value-chain development practices, and supports market development and diversification through a Native 2 Native initiative and international trade.

USET was founded on the notion of strength in unity. Partnership and collaboration, coupled with capacity building are essential to building resilience. Since its founding, USET Tribal Nations have come together to support cultural development, environmental conservation, social well-being, and economic growth that upholds, protects, and advances sovereignty. Resilience in Indian Country is grounded in cultural values, mindful of the environment, dedicated to social well-being, and motivated by economic growth. USET's programs and services, both within the CEDS and across other core competencies, take a holistic approach to community economic development that recognizes the dynamic community system and support an integrated approach facilitated by increased access to resources.

Economic resilience is in part achieved by increasing access to capital and strengthening development services for Tribal enterprise and Native entrepreneurs through the CDFI providing a scaffolding that is currently unavailable to most member Tribal Nations. The creation of the CDFI is the highest priority outlined in the CEDS and will serve as the foundation for USET's economic development program. The CDFI, coupled with the programs established through the Tribal Emergency Mutual Aid Compact (TEMAC), provide infrastructure and response protocols to better serve the Tribal Nations in time of distress. Similar to programs offered through TEMAC for natural disasters, USET's CDFI will design a similar integrated system that draws from resources across Indian Country and supports resilience.