Tohono O'odham Nation
Core Values and Vision for the Future

Administrative Plan 2015-2019

O'ODHAM HA-WE:HEJED "For the People"

Contents

O'ODHAM HA-WE:HEJED

"For the People"

MESSAGE FROM THE
CHAIRMAN AND VICE CHAIRMAN

S-ke:g Tas Members of the Tohono O'odham Nation:

We are very pleased to present our Administrative Plan. Our constitution requires that an Administrative Plan be developed to guide the course of the Executive Branch administration and adopted by the Tohono O'odham Nation Council. Team Manuel-Jose Administration, in a significant departure from past Administrative Plans, developed a plan around the concepts of strategic planning. A strategic plan establishes a road map for developing and implementing projects through specific strategies that are linked to our Vision and Core Values. The strategic aspects of our Administrative Plan allow the Nation to be poised to capitalize on opportunities to advance key initiatives. This plan is also a flexible tool to guide and assist our administration with developing innovative and proactive projects and to achieve results that will benefit current tribal members and future generations.

Our Core Values are fundamental, interconnected principles that are inclusive of all populations (ki:kam) as well as programs and activities that the Nation operates or plans to develop to address the needs of our youth, elders, middle-aged and special groups. For example, the education core value encompasses all ages and promotes himdag through teachings about our culture and traditions. It also promotes health and life skills through the recreation programs. In the same respect, the himdag core value promotes respect and education about our natural resources and health through traditional medicine and practices. These Core Values serve as the foundation that will help support our plan throughout the years.

Our primary focus in developing our plan is to have a tool for managing endeavors of the Nation and to look at the Nation's long and short term needs for projects, programs and operational process and procedure changes to implement our Vision and Core Values. The goal of the Administrative/Strategic plan is to build an alignment of strategies, projects and performance measures to address our Vision and Core Values that are included in the this document as Focus Areas. The Administrative/Strategic Plan has the following goals:

1. Focus on continuing to build and maintain our tradition and customs.
2. Build on the Nation's strengths and address opportunities for improvement.
3. Develop clear expectations for creating an organizational environment committed to delivering exceptional service to tribal members, promoting best practices, and innovation and cost effectiveness.
4. Value employees and create an exceptional work environment.
5. Measure key services and programs for results and continuous improvement.
6. Improve the delivery of health and education through self-determination/self-governance.

We have traveled many roads together and this Administrative/Strategic Plan continues our journey. The plan is an articulation of our commitment to improve not only what we do, but how it is done and delivered for the benefit of the Tohono O'odham Nation.
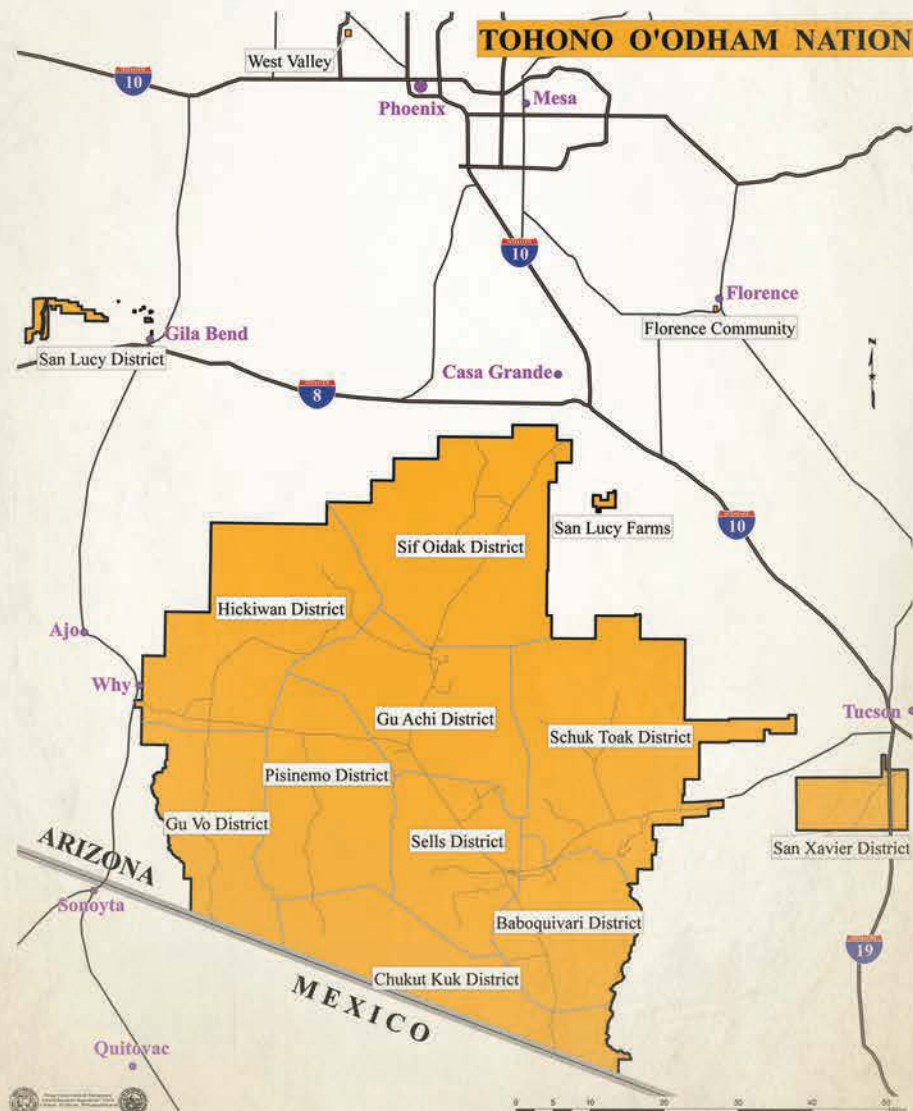
CHAIRMAN, TOHONO O'ODHAM NATION
EDWARD MANUEL

VICE-CHAIRMAN, TOHONO O'ODHAM NATION
VERLON JOSE

TOHONO O'ODHAM NATION

The Tohono O'odham Nation is the collective government body of the Tohono O'odham in the United States. The Tohono O'odham Nation governs five separate pieces of land for a combined area of 2.8 million acres (11,330 km2) making it the second largest Native American land holding in the United States. These lands are located within the Sonoran Desert of south central Arizona and are directly exposed to the Mexico–United States border for approximately 75 miles (119 km) along its southern border. The Nation is organized into 11 local districts and employs a tripartite system of government. Sells, Arizona is the Nation's largest community and functions as its capital. The Nation has approximately 33,000 enrolled members, the majority of who live off the reservation.

Map of the Tohono O'odham Nation showing districts including West Valley, Phoenix, Mesa, San Lucy District, Gila Bend, Florence, Florence Community, Casa Grande, San Lucy Farms, Sif Oidak District, Hickiwan District, Ajo, Why, Gu Achi District, Schuk Toak District, Pisinemo District, Gu Vo District, Sells District, San Xavier District, Tucson, Baboquivari District, Sonoyta, Chukut Kuk District, Quitovac, Arizona, Mexico.

TOHONO O'ODHAM NATION GOVERNMENT

The Constitution of the Tohono O'odham Nation was adopted on January 18, 1986, which supersedes the original Constitution and By-laws of the Papago Tribe that was ratified on December 12, 1936. The Constitution of the Tohono O'odham Nation begins with a powerful preamble before describing and outlining the framework of the Nation's government.

Preamble

We, the members of the Tohono O'odham Nation, formerly known as the Papago Tribe, do ordain and establish this constitution for the people of this nation, in order to affirm our sovereign powers of self-government, to preserve, protect and build upon our unique and distinctive culture and traditions, to conserve our common resources, to establish a responsive form of government, to provide for the free expression of our people, to promote the rights, education and welfare of the present and future generations of our people and to show gratitude to I'itoi our Maker.

Framework

The Tohono O'odham Nation consists of three branches of government, each with defined areas of responsibility: Legislative, Executive, and Judicial. This tripartite system, also known as a separation of powers, is used to limit one branch from exercising the core operations of another and to prevent the abuse of power. This separation of powers provides a system of checks and balances to allow each branch to check the powers associated with the other branches to ensure balance is upheld as it pertains to each branch's area of responsibility.

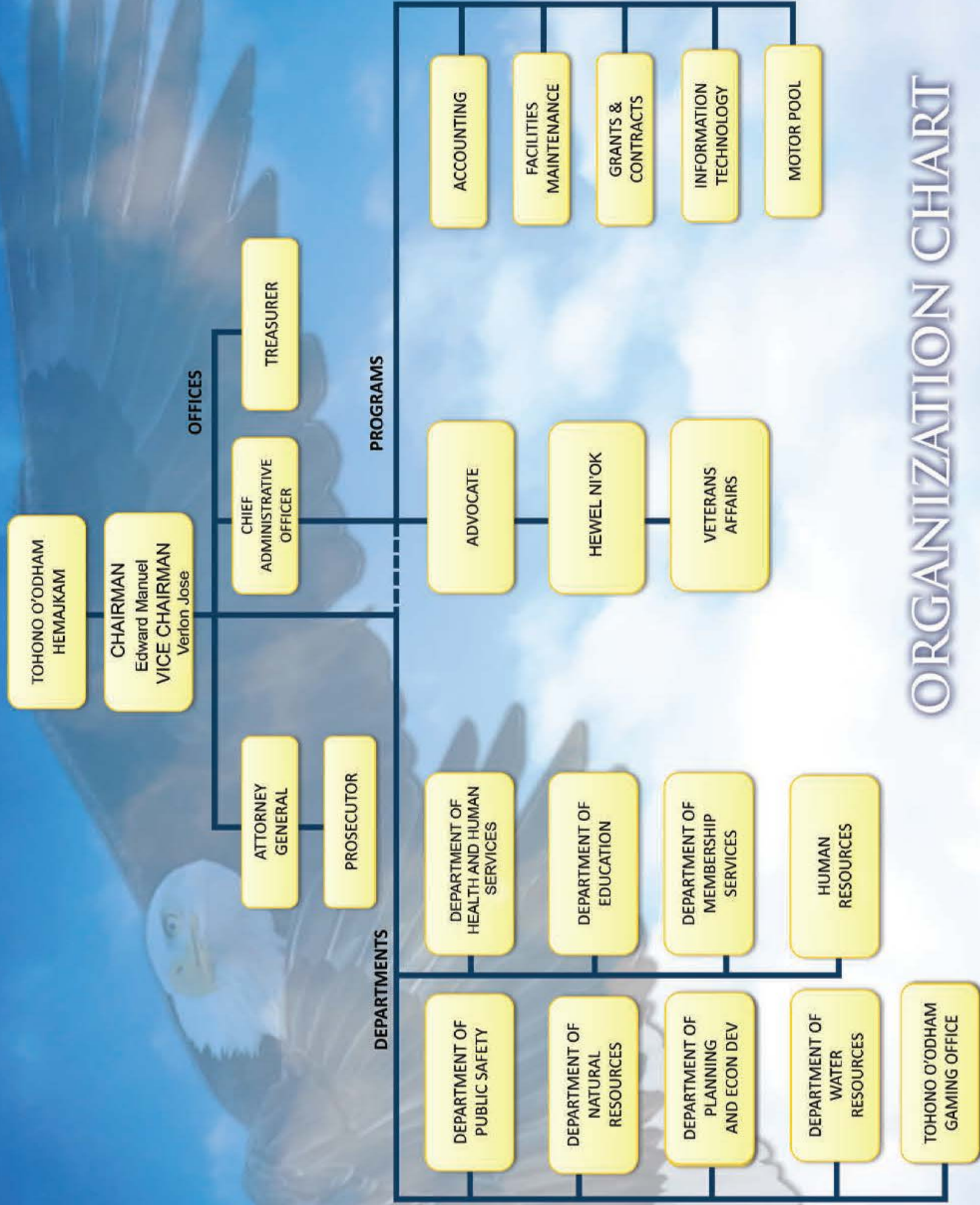## IN ACCORDANCE TO THE CONSTITUTION OF THE TOHONO O'ODHAM NATION:

The Legislative Branch consists of the Tohono O'odham Council and is comprised of two representatives from each of the eleven districts. The Tohono O'odham Council has many defined abilities such as, but not limited to, their ability to enact laws, ordinances or resolutions necessary to the exercise of its legislative powers and their ability to exercise fiscal powers.

The Executive Branch consists of the Chairman and Vice Chairman of the Tohono O'odham Nation. One of the executive powers vested in the Office of the Chairman is to oversee the implementation of all laws, ordinances, resolutions and rules made by the Tohono O'odham Council. Reference Appendix A to review Executive Branch powers as outlined in Article VII of the Constitution of the Tohono O'odham Nation.

The Judicial Branch consists of Tohono O'odham Courts and Judges. Judicial powers include, but are not limited to, their ability to interpret, construe and apply the laws of, or applicable to, the Tohono O'odham Nation. They also have the power to declare the laws of the Tohono O'odham Nation if such laws are not in agreement with the constitution.

The Constitution of the Tohono O'odham Nation also empowers each of the eleven district councils to "govern itself in matters of local concern."

With utmost respect to the separation of powers vested by the Constitution of the Tohono O'odham Nation, the Office of the Chairman designed an Administrative Plan that will uphold the values of the constitution, while empowering members of the Nation and Executive Branch employees to collectively produce goals that will yield mutual benefits.

ORGANIZATION CHART

OFFICES

TOHONO O'ODHAM HEMAJKAM

CHAIRMAN
Edward Manuel
VICE CHAIRMAN
Verlon Jose

TREASURER

CHIEF ADMINISTRATIVE OFFICER

ATTORNEY GENERAL

PROSECUTOR

PROGRAMS

ADVOCATE

HEWEL NI'OK

VETERANS AFFAIRS

ACCOUNTING

FACILITIES MAINTENANCE

GRANTS & CONTRACTS

INFORMATION TECHNOLOGY

MOTOR POOL

DEPARTMENTS

DEPARTMENT OF HEALTH AND HUMAN SERVICES

DEPARTMENT OF EDUCATION

DEPARTMENT OF MEMBERSHIP SERVICES

HUMAN RESOURCES

DEPARTMENT OF PUBLIC SAFETY

DEPARTMENT OF NATURAL RESOURCES

DEPARTMENT OF PLANNING AND ECON DEV

DEPARTMENT OF WATER RESOURCES

TOHONO O'ODHAM GAMING OFFICE

INTRODUCTION

This Administrative/Strategic Plan establishes a road map for activities and initiatives that are linked to the Core Values and Vision of our administration. Our Values and Vision are the foundations for the Focus Areas in this document. Under each Focus Area are specific strategies that are used to develop projects, policies, and other key measures that will improve the day to day operations, services and economic viability of the Nation. The projects included in the plan are assigned to a department/division and are backed by key performance measures to determine if projects are making a difference.

This document will take you through the steps taken to develop this plan, which involved community engagement with our members, an Executive Branch employee survey, and a workshop for Executive Directors and senior management staff. It will then provide the Mission Statement, strategies, projects, performance measures, and management expectations that were developed based on information provided by the people.

COMMUNITY ENGAGEMENT

"Hejul haicu s-amicud. T-we:m ba'ic e haicu s-amicud"
"Alone we are smart. Together we are brilliant"

The Chairman and the Vice Chairman believe in the importance of community engagement and the need to apply a collective vision for the benefit of the community. This is why it was so important to schedule various meetings to hear what the people desired for the Nation and how their ideas can be incorporated into the Administrative/Strategic Plan. This plan was created by the people's voice and it will be the people who will work in a concerted effort to mobilize the Nation towards positive change. The following is a list of ten most common responses received from the Nation's members during the various meetings. All comments were well noted and very much appreciated. A few of the comments can be found on Appendix B and the data collected can be found on Appendix C.

1. **Education Quality - Training, Attendance, Parenting**
2. **Roads - Repair Priority**
3. **Economic Development, Jobs/Revenue**
4. **O'odham Language**
5. **O'odham Traditions and Culture**
6. **Health Issues**
7. **Customer Service/Quality Services**
8. **Evaluate Directors, Programs, Staff, Program Processes**
9. **Transparency, Accountability, Trust, Communication**
10. **Youth Opportunities, Mentorship, Involvement, Outreach**

EXECUTIVE BRANCH BALDRIGE SURVEY

One of the key foundations to developing the Administrative/Strategic Plan was a series of online confidential surveys to evaluate the current "condition" of the organization and to provide important information and data from the Executive Directors for building the Administrative/Strategic Plan. In addition to this survey, the Chairman and Vice Chairman took an unprecedented step to survey all of the employees in the organization to find out their views on areas that worked well and areas that needed improvement. Approximately 500 employees completed the Baldrige Survey. The general results of the survey were provided to each department to share with their respective employees. Information about the Baldrige Performance Excellence Program and survey can be found on Appendix D.

The survey results provided the base data for building the strategies, projects and performance measures that are part of this document. This internationally recognized leadership survey allowed the Nation to compare our results with the best run organizations nationally. The following is a summary of the seven Baldrige categories that employee's responded to in the survey. The Chairman and Vice Chairman appreciate all of the employees who participated in completing this very important survey and for providing valuable feedback.

Category	Description
Leadership	• Leadership guides department • Leadership shares information • Leadership creates positive work environment
Strategic Planning	• Leadership encourages new ideas • Leadership plans for the future • Organization is flexible and can make changes
Customer (Clients, Public)	• Staff can solve problems for customers (clients, public) • Staff know the needs of customers (clients, public) • Staff know who their most important customers are
Measurement, Analysis and Knowledge Management	• Department measures work • Information is used to make changes • Staff obtains information they need to do work
Workforce	• Leadership cares about employees • Employees are recognized for their work • Department is a safe place to work • Employes are committed to the success of the department
Operations Focus	• Department has good processes • Employees have resources to do their job • Employees have control over processes
Results	• Employees know about department finances • Department removes barriers to employees doing their job • Department is ethical and obeys laws and regulations • Department has the right people and skills to do the job • Employees view the department as a good place to work

EXECUTIVE BRANCH & SENIOR MANAGEMENT WORKSHOP

"the bad leader is he who the people despise; the good leader is he who the people praise; the great leader is he who the people say, "We did it together"

Peter M. Senge, The Fifth Discipline: The Art & Practice of The Learning Organization

The development of the Tohono O'odham Nation Administrative/Strategic Plan was an inclusive process that involved extensive levels of leadership in the organization.

This includes departmental leadership that is critical for the success of the plan when "the rubber meets the road" and projects have to be successfully implemented. The disconnect that can sometimes develop between the goals of upper management and the implementation at the middle management and first line supervisor levels can result in significant time and energy to communicate the importance of the plan, in relation to other day-to-day priorities and inevitable emergencies that arise from time to time.

As a result,the Chairman and Vice Chairman recognized the need to make the Administrative/ Strategic Plan a document that all levels of leadership in the organization can take ownership. They involved the Executive Directors and other senior staff to work on developing the Mission Statement as well as the Focus Area Strategies and the projects and performance measures that are included in this document. In developing this document the Executive Directors and other senior staff, for potentially the first time, started to recognize their connectivity with one another. Executive Directors and other senior staff by seeing the complete landscape of projects in this plan and what it will take to get them done, provided an excellent opportunity to build cohesion as a "real team". In this process, they discovered that they were no longer limited by the barriers of departments, but instead were able to work across these boundaries to continue to make improvements to the services and programs delivered by the Nation.

The "true north" on the compass has been set by the Administrative/Strategic Plan for this journey. The Chairman, Vice Chairman and Council's support for this effort will ensure that Executive Directors and senior staff will reach the destination.

MISSION STATEMENT

The Mission Statement provides a compass for the Nation's Departments to support and implement the Administrative/Strategic Plan. The focus of the Mission Statement is to clearly articulate to departments the path they need to follow to continuously improve their services to the Nation.

Our Mission is to build and promote **TRUST** in all levels of our organization:

Tohono O'odham tradition and culture provides the focus for all our efforts

Respect for employees, the public, and our people is essential

United effort as one organization

Strategies to provide continuous improvement for our Nation

Trust and transparency is built from focusing on all of these aspects of our Mission

FOCUS AREAS AND STRATEGIES

Definitions

Strategic Focus Area – The Focus Areas were developed from the Chairman and Vice Chairman's Vision and Core Values. The Focus Areas represent the intersection of the organization's Mission and commitment to provide a high level of service to tribal members and support for employees to deliver these services. These focus areas are designed to keep the organization's priorities from getting distracted by what may appear to be competing opportunities.

Strategies – The strategies guide the consistent execution of projects, policies and programs which continuously work toward achieving the goals expressed in the strategic focus areas.

The Administrative/Strategic Plan is guided by the Focus Areas and Strategies. The dynamic relationship between the Focus Areas, Strategies and Projects will allow ongoing projects to be added to this plan over the years. The Chairman and Vice Chairman wanted to create a sustainable plan that is a living document which is also flexible and has the open architecture to identify and implement innovative projects on an ongoing basis.

FOCUS AREA: HIMDAG

As Black Elk once said "Everything is relationship and all is sacred". That is the very basis of our culture. Relationships are very sacred to our ways of life. Relationships not only to each other, but everything in the universe. Everything is connected. Respect and trust are at the core of relationship. Our Himdag should be our guiding principle in all that we do.We must revive and protect our language including our traditional ceremonies. Our traditional ceremonies and songs recognizes, acknowledges and gives appreciation to our environment - the plants, animals, birds, mountains, water, air/wind, sun and rain - with the intent of cleansing the earth. We cannot lose our Himdag.

Strategy 1: Develop and implement ongoing programs to encourage traditional concepts that are integrated into education, health, and (all other focus areas) initiatives.

Strategy 2: Ensure that all organizational policies, procedures and practices incorporate Himdag.

Strategy 3: Empower our Nation and our people with the knowledge of best practices.

FOCUS AREA: HEALTH

From inception to death health care is a part of our lives. Health care in our mind, body and spirit. The goal of the Nation should be to develop a comprehensive health care delivery system. As a Nation we must be in control of our own health care delivery system. Indian Health Service should be incorporated into the Nation. How it's done is critical to the success or failure of the health care delivery system. It must be established independently from Tribal politics, but must still be accountable to the Nation's government. It must have experts on the Governing Board and they must be knowledgeable in the various technical components of the health care delivery system

Strategy 1: Implement and develop self-determination for Healthcare and Delivery System.

Strategy 2: Continuously improve customer service for Healthcare Delivery.

Strategy 3: To advocate and educate the prevention of diseases that will improve the overall health of our communities.

Strategy 4: Implement and develop memberships and develop partnerships with groups and organizations that will improve the Nation's wellness, provide data for Nation's members to make informed decisions regarding their healthcare and provide strategies for containing and lowering health cost for the Nation.

Strategy 5: Improve internal and external processes for the Healthcare Delivery System.

Strategy 6: Implement and develop "best practices" for improving healthcare using traditional medicine and approaches.

Strategy 7: Implement and develop telemedicine and monitoring technology to improve chronic disease management and overall health of the Nation.

Strategy 8: Improve Employee Wellness.

Strategy 9: Develop and Implement programs that empower and promote clients to take personal responsibility of their own health.

Focus Area: Education

Congress and the President's Administration have recognized that Indian education is most successful when Indian tribes manage their schools. It takes Vision, conviction, and courage to make that decision to take over and redesign an outdated school system. It's a major challenge but we should take it as an opportunity. The funding for startup costs, operations, management and facilities are still the trust responsibility of the Federal government; it's crucial that adequate funding be obtained to operate the local schools.

Strategy 1: Assert self-determination for Educational System.

Strategy 2: Develop initiatives to improve retention and graduation rates.

Strategy 3: Implement and develop partnerships with other School Districts and organizations to improve educational curriculum (core standards, life skills, and culture) and outcomes.

Strategy 4: Implement and develop programs that encourage and increase retention of O'odham language.

Strategy 5: Implement and develop industry "Best Practices" for developing innovative solutions.

Strategy 6: Implement and develop programs that encourage P-20, higher education, vocational, and life-long learning.

Focus Area: Economic Development

The Nation must develop a commercial code and the Planning Department must develop the overall land use comprehensive plan. These will provide businesses and developers a blueprint as to where development will occur. This will also stimulate and enhance local businesses and create jobs. The Nation must be at the table of discussions, plans and endeavors of surrounding, local governments, county, state, national and international entities.

Strategy 1: Develop and review policies and procedures that encourage Economic Development.

Strategy 2: Implement and develop "Best Practices" in Economic Development.

Strategy 3: Implement and develop membership and involvement in state and national associations that can assist the Nation in its Economic Development ventures.

Strategy 4: Develop and establish a chamber of commerce for encouraging economic development.

Strategy 5: Improve economic development planning coordination with Pima County and surrounding jurisdictions and other entities.

Strategy 6: Evaluate bonding and alternative funding resources for critical road development and improvement.

Strategy 7: Establish a long-range planning vision e.g., comprehensive plan, water and sewer master plan, transportation master plan, land use plan, that incorporates citizen and stakeholder input for strategic Economic Development, infrastructure and budget planning.

Strategy 8: Foster support of local businesses and job growth through engagement and involvement, to ensure Nation's policies and priorities support their long-term success.

FOCUS AREA: HOUSING

The home is the most important part of our lives. It is our security, our protector, our safety net and most importantly it's our castle. Currently there is a shortage of housing. The Nation must make every effort to provide the opportunity for housing to every head of household on the Nation and off the Nation. The Nation must make every effort to utilize all resources on and off the Nation to secure funding and to obtain all available housing programs currently operating in the housing market. Infrastructure (water, sewer, electricity and roads) is a major cost to housing development. The Nation must also seek funding to enhance the infrastructure needs for housing development throughout the Districts/Nation.

Strategy 1: Seek partnership with agencies that promote affordable housing alternatives, such as Habitat for Humanity or other profit or non-profit agencies that focus on housing matters.

Strategy 2: Implement and develop "Best Practices" for improving housing on tribal land.

Strategy 3: Reduce the percentage of substandard housing.

Strategy 4: Develop and review policies and procedures that encourages income adaptable housing development.

FOCUS AREA: NATURAL RESOURCES

Climate Change is one of our greatest challenges we face as a Nation. It will greatly affect our ecological system and the habitat. Our plants, cactus, wildlife, bird and all our natural resources and our people will be impacted. We must take a proactive approach and educate our people in the wise utilization of our resources.

Strategy 1: Develop policies and procedures that protect the Tohono O'odham Nation's natural resources based on our cultural and traditional values.

Strategy 2: Seek partnerships with Universities and other organizations to assist the Nation in improving natural resource management.

Strategy 3: Establish "Focus Groups" to provide ongoing input on improving natural resource management.

Strategy 4: Develop the Nation's policies and procedures to ensure regulatory compliance.

FOCUS AREA: ORGANIZATION

The Nation will implement programs and develop projects aimed at providing exceptional services and financial management. We will seek out "best practices "to continuously improve our operations. Executive Leadership will value employees, provide compensation, benefits and a working environment sufficient to attract and retain a professional, honest, and dedicated force. Operational processes internally and externally will focus on providing seamless service to customers, clients, and the public. The Nation and its employees are committed to providing excellent service at an exceptional value.

Strategy 1: **Establish and develop initiatives to foster clear, effective, and transparent communication.**

Strategy 2: **Ensure employees have the necessary intellectual (training) and physical resources to efficiently and effectively perform their jobs and provide excellent customer service.**

Strategy 3: **Implement programs and develop projects and partnerships that create a professional, safe, value-oriented, responsive work environment with opportunities for education, advancement, job fulfillment, and accountability.**

Strategy 4: **Promote a climate of mutual understanding and respect. Articulate clear management objectives to employees and promote a culture of trust, ethical behavior and cooperation between all work groups.**

Strategy 5: **Promote excellent customer service with internal and external customers, clients, and the public.**

Strategy 6: **Develop new and improve existing procedures and processes to promote organizational efficiency and effectiveness.**

Strategy 7: **Improve organizational technology to promote better financial management, customer service and operational management.**

Strategy 8: **Seek national certifications for organizational, financial and operational management systems i.e. Budget, Annual Financial Report, etc.**

Strategy 9: **Improve employee work environment and work-life balance.**

Strategy 10: **Ensure compliance with all required certifications for employees.**

Strategy 11: **Capitalize on the magnitude of our organization.**

INTEGRATED STRATEGIC PLAN

Administrative Plan

Budget

Updated Administrative Plan

Performance Measures

Projects

The Administrative/Strategic Plan is a living document. The Chairman and Vice Chairman plan to annually update the Administrative/Strategic Plan during the budget review and development process. Projects in the plan requiring funding over the next fiscal year will be identified. Projects should also be updated and reviewed at this time. New projects, if any, should also be identified and included in the Administrative/Strategic Plan for the fiscal year or subsequent years. Performance measures should be reviewed and, if required, updated during this process.

In developing the budget request for future fiscal years, the Chairman and Vice Chairman and management should review:

- **any strategic projects requiring funding;**

- **any new proposed strategic plan projects;**

- **the staff's work plan for the new fiscal year;**

- **and performance measurement adjustments, if any, for the new fiscal year.**

SUSTAINABLE STRATEGIC PLAN

The annual updating of the Administrative/Strategic Plan is necessary to ensure continuous improvement that is aligned with the Chairman and Vice Chairman's Vision and Values. This plan is a living document that can be sustained over time by the Nation as part of its annual budgeting process. The Sustainable Strategic Plan procedure provides a process for updating the plan to ensure continuous improvement that is aligned with the Focus Areas and Strategies of the Chairman and Vice Chairman.

Building a sustainable Administrative Plan relies on four simple steps.

- **Resources - Use the focus areas (Chairman Manuel's and Vice Chairman Jose's Vision and Core Values), Mission Statement and performance data to provide information for brainstorming new projects under the plan.**

- **Identifying Projects - Under each one of the focus areas and strategies, potential projects for the next 12 months or longer should be identified through brainstorming. At this point all projects, including new projects, will be considered until they are prioritized.**

- **Prioritizing Projects - Using the Payoff Matrix to prioritize the list of identified projects and determine the work plan for the next 12 months or longer.**

- **Work Plan - Projects in the work plan and current or new performance measures.**

• Resources

STEP 1: Use Focus Areas, Mission and performance measures for updating the Administrative Plan

• Identifying Projects

STEP 2: Brainstorm current and new projects under each Focus Area and Strategies

STEP 4: Update the Administrative Plan projects and performance measures for next 12 months or longer

STEP 3: Use Payoff Matrix for determining specific projects to include in departmental work plans for the fiscal year

• Work Plan

• Prioritizing Projects

SUSTAINABLE STRATEGIC PLAN

The "Payoff Matrix" provides a tool for the Nation to use for identifying projects that are either easy or difficult to implement, but result in a high impact on the organization. The purpose of the matrix is to stay in quadrants 1 and 2.

THE PAYOFF MATRIX	Easy to Accomplish	Difficult to Accomplish
High impact on the organization/community	1	2
Low impact on the organization/community	3	4

− Priority 1 means the project will result in a high impact on the organization or community, and it is easy to accomplish.

− Priority 2 means the project will result in a high impact on the organization or community, and it is difficult to accomplish.

− Priority 3 means the project will result in a low impact on the organization or community, and it is easy to accomplish.

− Priority 4 means the project will result in a low impact on the organization or community, and it is difficult to accomplish.

The Chairman and Vice Chairman are committed to ensuring that the departments develop high impact projects to improve the quality of services provided to tribal members. The departments will use this Payoff Matrix annually to prioritize which projects meet this requirement.

The Focus Area Projects on the following pages include strategies that correspond to each of the Core Values that can be found on pages 10-16: Himdag, Health, Education, Economic Development, Housing, Natural Resources, and Organization. The Focus areas were developed based on the Vision and Core Values of the Chairman and Vice Chairman. The Focus Area Projects include a short description of the project, the department responsible for implementing the project, the specific strategy that was used to develop the project, and its priority based on the payoff matrix.

Action Item	Description	Responsibility	Strategy	Priority
Expand Boys' and Girls' Home	Expand capacity of homes to keep children with the Nation.	Health Department	Strategy 1	2
Electronic Historic Files	Electronically convert key historic files of the Nation.	Natural Resources Department/Cultural Center and Museum	Strategy 1	1
Conduct Clinics on Guardianship	Inform tribal members of their guardianship rights.	Health Department/ Child Welfare	Strategy 2	2
Cultural Focus Group	Establish a Focus Group to develop recommendations for improving cultural heritage based on "best practices."	Education Department and Natural Resources Department	Strategy 3	1
Mentoring	Expand/develop mentoring program for Nation's youth.	Education Department	Strategy 2	1
Conduct Nutrition Sessions	Promote traditional Foods and Healthy Life style.	Health Department	Strategy 1 and 2	1
Cultivate Traditional Crops	Expand cultivation of traditional crops.	Health Department and Natural Resources Department	Strategy 1	2
Expand Tohono O'odham Dictionary and Language Application	Develop an on-line dictionary.	Department of Information & Technology and Education Department	Strategy 2	2
Preserve Historical Sites	Identify and preserve historical sites.	Natural Resources Department	Strategy 2	2
Signage	Develop policy and identify and use traditional names.	Planning and Economic Development Department	Strategy 2	2
Traditional Songs	Archive and promote traditional Songs.	Cultural Center and Museum	Strategy 1	2
Seek additional funding sources	Apply for grants, foundations, etc. to expand the Cultural Center Museum.	Natural Resources Department	Strategy 1	2

HEALTH

Action Item	Description	Responsibility	Strategy	Priority
Self-Determination for Healthcare for Nation	Seek designation for Nation to provide its own approaches to addressing critical health needs of tribal members.	Health Department	Strategy 1 2, and 9	2
Enhance Employee Wellness Committee	Enhance Employee Wellness Committee.	Health Department	Strategy 8	1
Telemedicine-Use mobile technology	Evaluate the use of telemedicine to address critical health issues with Nation.	Health Department	Strategy 2 4 and 6	2
Health Organization Membership	Evaluate membership to national organization tools to lower healthcare costs through providing data, wellness and education.	Executive and Human Resources Department	Strategy 3 5, 7 and 9	1
Develop Gerontology Program	Develop and educate elders on programs and practices for improving aging problems.	Health Department	Strategy 2 and 3	2
Pima County Health and University of Arizona Health Department Workout Group	Establish a work group to develop specific recommendations on programs and projects to address critical health issues with Nation tribal members.	Health Department	Strategy 3	1
Health Equipment	Seek resources to provide health related equipment.	Health Department	Strategy 2	2

HEALTH

Action Item	Description	Responsibility	Strategy	Priority
Mobile Health Services	Seek opportunities to provide mobile health clinics in the communities.	Health Department	Strategy 2	2
Employee Wellness Policy and Procedure	Develop and implement Policies and Procedures that incorporates culture and traditions as well as all levels of wellness.	Health Department	Strategy 8	1
Employee Health Incentive Program	Review the programs for providing incentives for employees to improving their health.	Health Department and Human Resources Department	Strategy 5	1
I.H.S Network for Electronic Records	Implement expanded Electronic Records for patients.	Health Department	Strategy 6	2
Integrate Traditional Medicine	Integrate traditional medicine practices within the Healthcare and Social Service Delivery System.	Health Department	Strategy 5 and 6	2
Improve Mental Health	Research National Dialogue on Mental Health issues surrounding youth.	Health Department	Strategy 4	2

EDUCATION

Action Item	Description	Responsibility	Strategy	Priority
Self-Determination for Education	Seek designation for Nation to provide its own approaches to addressing educational needs of tribal members, including traditional teachings.	Education Department	Strategy 1	2
Develop Partnerships	Seek and develop partnership to advise on improving curriculum and teaching methodology in Nation's Schools.	Education Department	Strategy 2	2
Cradle to Grave Career Initiative	Develop a collective impact initiative involving all surrounding schools to improve educational outcomes for students.	Education Department	Strategy 2	1
Truancy Prevention	Explore and develop programs based on "best practices" for truancy prevention.	Education Department	Strategy 4	1
Enhance Student Learning Environment	Research and evaluate relevance of student directed approach to Nation's schools through technology.	Education Department	Strategy 4	2
Comprehensive Education Plan	Develop a comprehensive plan incorporating curriculum, school governance, parent involvement, finances, vocational, himdag, language immersion, retention, and graduation rates.	Education Department	Strategy 5	2
Evaluate Partnering Organizations	Seek out best practices that do not require reinventing the wheel.	Education Department	Strategy 5	2
Establish Youth Incentive Program	Establish a program that would help youth explore college/career opportunities and develop life skills, cultural awareness, and leadership skills.	Education Department	Strategy 2 and 5	2
Internships	Develop internship program for Nation's departments.	Human Resources and Education Department	Strategy 2 3, and 5	2
Vocational Training	Develop programs specific to local and surrounding industries.	Education Department	Strategy 2 3, 4 and 6	2

ECONOMIC DEVELOPMENT

Action Item	Description	Responsibility	Strategy	Priority
Amend the Tax Code and Business Licenses	Evaluate changes that are needed to promote customer focus and business friendly outcomes.	Accounting/ Treasury	Strategy 6	2
Develop an Economic Development webpage	Establish a webpage that would provide all of the key information for business and development with the Nation.	Department of Information & Technology and Planning and Economic Development Department	Strategy 5	1
Develop Land Use Plan	Identify areas for economic development.	Planning and Economic Development Department	Strategy 7	1
Develop alternative funding sources or bonding strategy for road and other infrastructure improvements	Consider use of bonds to fund infrastructure and look for alternative sources of funding.	Planning and Economic Development Department	Strategy 8	2
Building and Planning Code Revisions	Evaluate key building and planning code provisions in Arizona Cities with progressive and effective economic development that can be adopted by the Nation.	Planning and Economic Development Department /Public Safety Department	Strategy 2	2

*Strategy: Reference page 13. *Priority: Reference page 19.
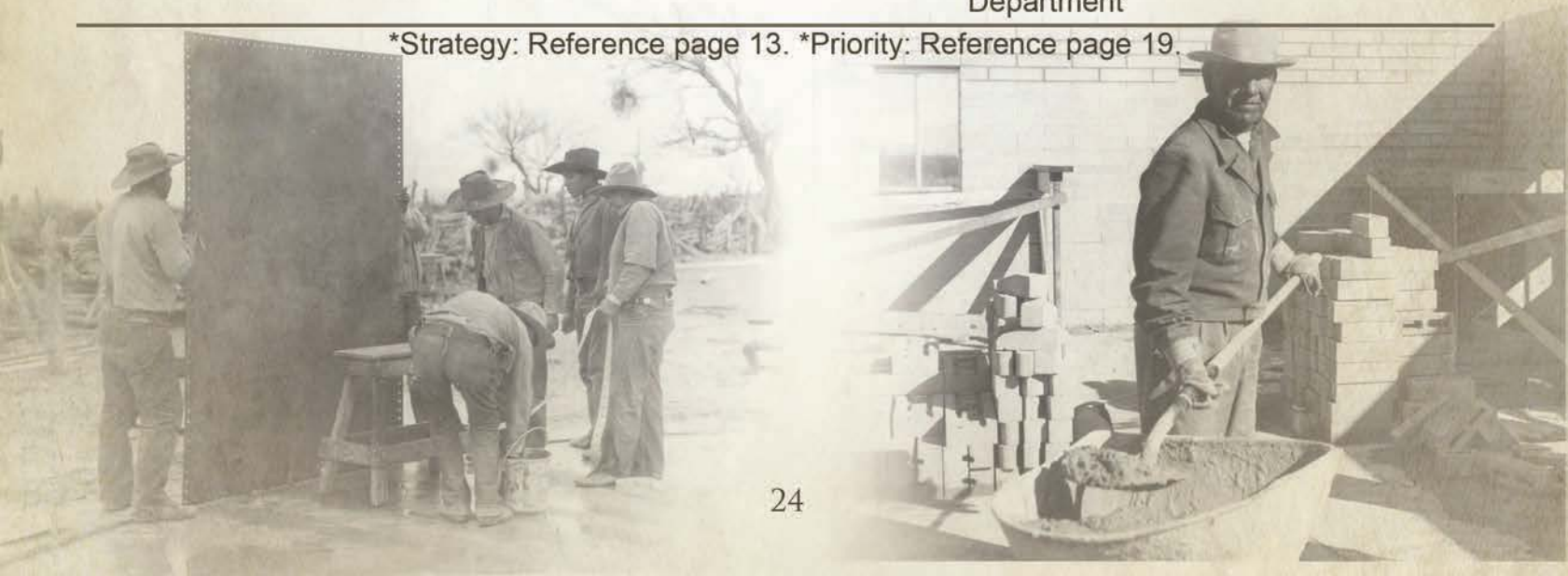
ECONOMIC DEVELOPMENT

Action Item	Description	Responsibility	Strategy	Priority
Research funding for Solar Development	Extend solar for use by department and private development.	Planning and Economic Development Department	Strategy 7	2
Establish Chamber of Commerce	Facilitate business/commercial and government cooperation.	Planning and Economic Development Department	Strategy 3 and 8	2
Improve Tribal Employment Rights Office Processes	Develop, expedite and streamline approval processes.	Planning and Economic Development Department and Public Safety Department	Strategy 1	2
Research Methods to Repair and Maintain Roads	Research possible funding sources to plan, design, build, and repair.	Planning and Economic Development and Public Safety Department	Strategy 5.7 and 8	2
Economic Partnering	Identify partnerships for economic investment to provide jobs, i.e., Pima Association of Governments.	Planning and Economic Development and Public Safety Department	Strategy 6 and 8	2
Develop GPS/GIS Programs	Implement a planning study to provide addressing options and costs.	Planning and Economic Development and Public Safety Department	Strategy 2	2

*Strategy: Reference page 13. *Priority: Reference page 19.

HOUSING

Action Item	Description	Responsibility	Strategy	Priority
Develop Partnerships with housing Agencies	Evaluate developing partnership agreement with housing agencies, such as Habitat for Humanity.	Planning and Economic Development Department	Strategy 1	1
Evaluate Alternative Housing Methods	Evaluate alternative methods to building houses and reducing cost.		Strategy 2	2
Partnering with Financial Institutions	Create partnerships to provide loans and financial counseling.	Planning and Economic Development Department	Strategy 3	2
Development Services	Develop a consolidated approach to all development related programs policies, procedures, zoning, and enforcement.	Planning and Economic Development and Public Safety Department	Strategy 2 and 4	2
Flood Plain Mapping	Map the flood plain areas.	Planning and Economic Development	Strategy 2	1

*Strategy: Reference page 14. *Priority: Reference page 19.

NATURAL RESOURCES

Action Item	Description	Responsibility	Strategy	Priority
Natural Resources Assessment	Identify areas for improvement in Natural Resources.	Natural Resources Department	Strategy 2	1
Compliance Review	Review and certify that all operations meet required guidelines by the Tohono O'odham Nation and Federal guidelines.	Natural Resources Department	Strategy 3 and 4	1
Partner with Arizona Universities and Colleges	Seek partnerships on interns, research and other special projects	Natural Resources Department	Strategy 1	2
Online Work Order System	Develop work order tracking system.	Natural Resources Department	Strategy 3	2
Review Existing Ordinances	Review ordinances and propose updates.	Natural Resources Department	Strategy 3	1
Enhance Cultural Center	Create outreach activities and services with communities and departments.	Natural Resources Department	Strategy 1	1
Education and Outreach	Create public awareness to improve collaboration, partnership, and the provision of services.	Natural Resources Department	Strategy 2	1
Recycling Program	Enhance public awareness to improve recycling program efforts	Natural Resources Department	Strategy 3	1

*Strategy: Reference page 15. *Priority: Reference page 19.

ORGANIZATION

Action Item	Description	Responsibility	Strategy	Priority
Implement and Develop Self-Determination for Healthcare and Delivery System	Develop separate departments to provide services.	Health Department	Strategy 5	2
Implement and Develop Self-Determination for Education System	Transfer Bureau of Indian Education to tribally controlled schools.	Education Department	Strategy 5	2
Update Personnel Policy Manual	Update Personnel Policy Manual to promote organizational efficiency and effectiveness.	Human Resources Department	Strategy 6	1
Update Purchasing Policies and Procedures	Update purchasing policies to promote organizational efficiency and effectiveness.	Accounting	Strategy 6	2
Maximize the use of technology	Improve the use of technology for better customer service and organizational management.	Department of Information & Technology	Strategy 7	2
Evaluate/Implement a 9/80 Schedule	Evaluate a rotating schedule for staff to have twice a month 3-day weekends.	Human Resources Department	Strategy 9	2
Develop Process Improvement Teams	Establish and cross train departmental teams to review key processes and procedures for improving internal and external operations.	Executive	Strategy 6	2
Evaluate Credit or Purchase Cards	Research effectiveness of customers using credit and/or purchase cards for services.	Accounting	Strategy 7 and 5	2
Evaluate Online Purchase Orders	Evaluate effectiveness in having departments purchase on-line goods and services	Accounting	Strategy 7	2
Employee Conference	Provide professional development opportunities for tribal employees to enhance skills in customer service.	Human Resources Department	Strategy 2 and 4	2
Online Training	Evaluate online training and certification opportunities for employees.	Human Resources Department	Strategy 2	1
Professional Development	Evaluate a skill-based program to recognize employees for achievements.	Human Resources Department	Strategy 2	2
Cloud Software	Evaluate purchasing cloud software to improve key operational areas.	Department of Information & Technology	Strategy 7	1
Build a Centralized Motor Pool for Vehicles	Develop a program to save costs, improve maintenance and maximize trade in/replacement value of vehicle.	Motor Pool	Strategy 5,6,7 and 11	2

ORGANIZATION

Action Item	Description	Responsibility	Strategy	Priority
Telecommute Program	Identify employees that can work-offsite.	Executive	Strategy 5 and 9	2
Cooperative Purchasing	Evaluate cooperative purchasing with other governmental entities to get discounts.	Accounting	Strategy 6 and 7	1
Tohono O'odham Nation webpage and social media	Develop websites for departments to improve customer service, provide documents online, and to improve communication and transparency of services provided.	Department of Information & Technology	Strategy 1,5 6 and 7	2
Purchasing Cards	Evaluate use of Purchasing cards for Nation's purchase of services.	Accounting	Strategy 2,5 and 7	2
Time Force	Reevaluate employee time keeping system and add guidelines.	Human Resources Department	Strategy 6	2
Safety Manual	Develop Safety Manual for employees.	Human Resources Department	Strategy 3 and 9	2
Budget Development Process	Evaluate budget process to improve and streamline the process and format.	Executive	Strategy 6,7 and 8	2
Budget Amendment Process	Evaluate the process to improve department and organization efficiency.	Executive	Strategy 2,5 and 6	2
Pocket Parks	Research opportunities to develop community mini parks including basketball courts, baseball fields, soccer fields, and play structures.	Planning and Economic Development Department	Strategy 5	2
Document Process	Develop Written Procedures.	All Departments	Strategy 5	2
Administrative Plan Transparency and Accountability	Use integrated software system to track, manage and report on projects and performance measures in the Administrative/ Strategic Plan.	Executive	Strategy 1,4, 7 and 10	2
Develop Partnerships with Internal and External Entities	Collaborate on projects and outreach that will address public safety concerns and other local concerns as well as promote positive conduct and activities.	All Departments	Strategy 3	2

PERFORMANCE MEASUREMENTS

A common theme voiced by the Nation's community members is the need to measure performance and accountability. Performance measures will be used to track our organization's work and the results of that work. Performance measures are based on data and tell a story about whether an organization or activity is achieving its objectives, and if progress is being made toward achieving policy or organizational goals.
In technical terms, a performance measure tracks the result of activities and indicates how much, how well and/or at what level services are provided during a given time period. The results of the performance measures will be used to continuously look for ways to improve the Nation's services.

Chairman Manuel and Vice Chairman Jose agree that there are several reasons to measure, monitor, and report performance of our work. There's an old saying, "if it's not measured it's not done." Performance measurement will allow managers to continuously evaluate their services for improvement to the Nation. Performance measures are a tool the Chairman and Vice Chairman plan to utilize to help them understand, manage, and improve Nation's services, as well as hold departments accountable for the services their departments provide. These performance measures will provide data and information necessary to help them make informed decisions, while also providing a snapshot of current performance capabilities and the ability to track whether actual performance is getting better, staying the same, or getting worse over time.

Performance measures developed in the Administrative Plan are built around the Vision and Values of the Chairman and Vice Chairman. These performance measures provide a map for departments to look at their results and determine if things are moving well, and in the right direction or need to be changed. No journey begins without knowing the way. Performance measures lay a new path for the Nation and provide a tool for determining if what we are doing is making a difference. The performance measures in this plan are just a start. They will be looked at and modified over time to make sure their relevancy is maintained.

One cornerstone of this administration is transparency. It's important as a Nation to know how well we are performing and the results we are getting from the investments we make in services. The performance measures will give us an increased transparency on how well our services are doing and what actions we can take as the Nation and leadership to make changes. Working together we will be able to make these current and the future performance measures that are developed, benefit us and the future generations that are entrusted with the leadership we provide today.

PERFORMANCE MEASUREMENTS

Focus Area	Performance Measures
Himdag	* Percentage of participants that enroll and complete language classes and other activities * Increase cultural awareness * Number of departments offering cultural programs and/or activities
Health	* Number of employees completing Health Risk assessments. * Number of and/or frequency of Mobile Health Screenings in Districts * Percentage of clients that complete a Customer Satisfaction Survey (including clients in dialysis) * Number of departments involved in planning Apedag activities * Number of activities per year * Number of participants involved in activities
Education	* Reduce truancy trends * Increase intervention rate * Decrease drop-out rate * Increase graduation rate * Increase outreach services
Economic Development	* Improve Road Miles. – Develop projects, Planning stages, Right of Way (ROW), Design stages, Construction * Number of Transaction Privilege Tax (TPT) licenses * Percentage of development Corridors completed (acreage) * Number of business leases approved * Percentage of tax revenue generated by businesses * Number of trainings offered for new businesses * Increase outreach and educational services pertaining to economic development opportunities
Housing	* Number of homes considered substandard * Number of new homes constructed * Number of applications for homes * Number of unoccupied/abandoned homes
Natural Resources	* Increase education and outreach * Increase recycling efforts * Number of endangered animals
Organization	* Percentage of sick leave utilization * Number of workmen's compensation injuries * Number of grievances processed * Purchase Order Processing Time * Vendor Billing Payments Days * Days Required for Deposits of Receivables * Amount of receivables * Percentage of training funds expended * Percentage of annual employee evaluations * Annual Management Expectation Survey * Number of audit findings * Increase customer service * Increase Executive Branch Baldrige Survey ratings * Number of grants departments have applied for and were awarded

FOUR SQUARE MANAGEMENT

Building Collaborative Leaders Using
Four Square Management©bridgegroupllc

The Tohono O'odham Nation will be using the Four Square Management as a project-planning tool to implement strategic plan projects. The tool is designed to provide a checklist for the Chairman and Vice Chairman to use to improve the implementation of key initiatives (projects) with the Nation. Tohono O'odham Nation departments will use the Four Square Management checklist to ensure that all key components of planning a successful project for the Nation have been met.

Four Square Management serves as a compass for aligning strategy with the operational implementation of new initiatives and also promotes collaborative decision-making. The vacuum that is often created without proper planning on new initiatives can result in problems when implementation creates unexpected consequences. A simple, but impactful example of unexpected consequences is when an organization implements a project, but the staffing and long-term financial resources to effectively manage the initiative are not considered. The Chairman and Vice Chairman believe it is important for the Nation to have a tool that provides a clear compass to guide our organization through avoiding the potential pitfalls of unintended consequences on new initiatives.

The key to success when implementing new initiatives is finding the balance among:

• Tribal Member's Expectations
• Chairman and Vice Chairman Expectations
• Department's capacity to implement the project
• Capacity of employees to execute the project for Tribal Members

FOUR SQUARE MANAGEMENT©bridgegroupllc

Four Square Management is a tool to strategically and tactically guide the Nation through a measured process of improving the effectiveness of implementing new initiatives. How does Four Square Management work? Prior to implementing any new initiatives, the following questions should be addressed under each of the following categories:

Tribal Member Expectations
• Is this initiative consistent with the Chairman and Vice Chairman's Vision and Core Values?
• Is it one of our stated strategic priorities or strategic focus areas in the Administrative/ Strategic plan?
• Does it resolve an immediate and pressing problem that is appropriate for the organization to address?
• If funding is involved, can this initiative be sustained over the next five years or longer with other competing budget priorities?

Chairman and Vice Chairman Expectations
• What are the outcomes we will use to determine if this initiative is successful?
• When will the initiative be reviewed to determine how it is being implemented?
• What are the best practices for this initiative?

Management capacity to implement the policy
• Do we have the necessary operational procedures to implement the initiative?
• If the initiative requires technology, is it in place or do we have to purchase it?
• Is a performance measurement system in place to track the outcomes or results of the initiative?
• Do we have the necessary structure and supervisory capacity to implement the initiative?
• Do we need a field trip to an organization that has developed and implemented the initiative?
• What are contingency plans if the initiative has problems while being implemented?
• What is our communication strategy for the initiative and who will be the spokesperson?

Capacity of employees to execute the policy for the stakeholders/customers/clients
• Has input from employees been received on how to implement the initiative effectively?
• Is employee training required to implement the initiative?
• How will implementing this initiative impact current work cycles for services?
• How will implementing this initiative affect timelines on implementing any other initiatives directed by the Chairman and Vice Chairman?

The Four Square Management model can provide the platform for implementing a more collaborative and result oriented approach for the Nation. This simple template for the Chairman and Vice Chairman and departments to use should not delay the development of new initiatives. It will help to make sure the initiative has run the gauntlet for its successful implementation.

MANAGEMENT EXPECTATIONS ©bridgegroupllc

Management Expectations are designed to create a bridge between the Chairman and Vice Chairman's expectations of the Executive Directors and the day to day operations of Tohono O'odham Nation departments.

The Management Expectations focus on two areas:
1. The Chairman and Vice Chairman's Performance Expectation of the Executive Director
2. The Chairman and Vice Chairman's Performance Expectations for Services to the Nation/Public Engagement

These areas provide expectations for how the organization will be managed; employees will be treated and services provided to the Nation.

The Management Expectations were developed by conducting a comprehensive survey that was sent to all employees to evaluate the performance of departments in the Seven (7) key areas of the Baldrige Excellence Standard for organizations. The departmental results were compared against nationally recognized standards to determine key areas for leadership improvement in departments.

MANAGEMENT EXPECTATIONS

Based on the results of the Baldrige Survey the Chairman and Vice Chairman established Management Expectations for Executive Directors. This unprecedented step not only ensures that the Nation has a solid Administrative Plan for implementing projects over the next four years, but also the leadership in place to make it happen. Executive Directors will be annually evaluated on these Management Expectations.

Chairman and Vice Chairman Expectations of Executive Directors

Expectation	Description
Maintain an Integrated Strategic Planning System that is linked to the annual budget, strategic projects, employee evaluations and performance measures.	The integrated strategic management system will allow for strategic projects to be considered during the annual budget process, but will also be reviewed on a periodic basis. Executive Directors will be evaluated based on the accomplishments in the past year under the strategic plan.
Strive to be an "open book" organization for its employees.	"Open Book" means that all critical, non-confidential, operational and financial information concerning the Department will be shared and available to employees.
Executive Directors are committed to seeking and identifying resources that will develop and empower employees.	Employee development and involvement is a high priority for the Executive Directors.
Continuously improve technology for internal and external services.	Continuous technology improvements are essential for the Nation to meet and exceed expectations of customers, clients, and the public.
Continuously improve internal processes and procedures.	Continuous internal process improvement is essential for efficiency and effectiveness of the Nation.
No less than Quarterly dialogue meetings will be held with employees.	Series of meetings with employees to discuss departmental issues.

MANAGEMENT EXPECTATIONS

Expectation	Description
Conduct annual employee evaluations.	Ensure that employees receive an annual evaluation.
Actively develop and implement systems for encouraging employee input to improve operations.	Encourage employee involvement and input for continuously improving operations.
Practice "collaborative leadership".	Strive to ensure that your leadership is inclusive and not exclusive. Involve employees and other stakeholders and partners where appropriate.
Care about employees and their welfare.	Employees are the greatest asset of the Nation. While you may not always agree with employees, the Chairman and Vice Chairman expect that they will be treated equitably, with dignity and respect.
Agenda/Informational Material.	Staff will provide concise accurate agenda/informational material to ensure productive outcomes of scheduled meetings.
No Operational Surprises	Staff will keep the Chairman and Vice Chairman informed on all critical operational issues.
Support the implementation of the Administrative/Strategic Plan	Develop and utilize best practices to support projects, data collection, etc. to achieve the goals of the Administrative/Strategic Plan.

MANAGEMENT EXPECTATIONS

Expectation.	Description
Timely Reponses.	Staff will strive to provide timely responses to customers, clients, and the public they serve.
Accurate Information.	Staff will ensure information provided to customers, clients, and the public is accurate.
Educate Tribal Members and the Public on Services.	Staff will continuously develop strategies and systems to educate tribal members and the public on the services the department provides.
Focus Groups and other Recommendation Measures.	Staff will identify measures to obtain suggested recommendations on improving services with customers, clients, and/or the public.
Establish Quality Customer Service.	The Chairman and Vice Chairman expect that customer, clients, and/or the public will be treated equitably, with dignity and respect. Their concerns will also be addressed timely by staff.
Transparency.	Tribal members will have access to general financial and operational information of the Departments.

CLOSING STATEMENT

Thank You for the opportunity to present this Administrative/Strategic Plan. This plan has been designed to integrate many of the ideas shared by the people of this great Nation, as well as employees and administrators of Executive Branch departments. The People's Voice was an integral part in developing this administrative plan and with the information shared we had the opportunity to identify strategies that will facilitate the implementation of projects.

By continuing to work together we will maximize our ability to build upon the success we have achieved in the past as well as create new achievements that will strengthen who we are as O'odham through our Himdag, Health, Education, Economic Development, Housing, and Natural Resources.

We look forward to working with you and for you throughout the years to come as we move towards creating an operational framework that will foster continued success from past achievements as well as create new accomplishments for the future. O'odham Ha-We:hejed.

ACKNOWLEDGEMENTS

APPENDICES

APPENDIX A

Constitution of the Tohono O'odham Nation

ARTICLE VII - EXECUTIVE BRANCH

Section 1. The executive power of the Tohono O'odham Nation shall be vested in the office of the Chairman of the Tohono O'odham Nation. The chairman together with the vice chairman shall be elected at large by a majority of votes cast by all qualified voters for a term of four years.

Section 2. The chairman shall be the chief executive officer of the Tohono O'odham Nation and shall exercise the following powers, subject to all express limitations contained in this constitution:

> (a) To oversee the administration and management of the government in accordance with an administrative plan adopted by the Tohono O'odham Council.
>
> (b) To have veto power over enactments of the Tohono O'odham Council as provided in section 5 of this article.
>
> (c) To oversee the implementation of all laws, ordinances, resolutions and rules made by the Tohono O'odham Council.
>
> (d) To exercise all other powers delegated to him by the Tohono O'odham Council.
>
> (e) With the approval of the Tohono O'odham Council, to appoint the treasurer, and other officers and heads of all governmental departments, who shall serve until replaced at the request of the chairman.
>
> (f) To act as the official representative of the Tohono O'odham Nation.
>
> (g) To communicate to the Tohono O'odham Council the condition of the Tohono O'odham Nation and recommend such matters as he shall deem expedient.
>
> (h) To call the Tohono O'odham Council into special session.

Section 3. The vice chairman shall assist the chairman when requested to do so, and in the absence of the chairman, shall have the powers and be subject to the responsibilities of the chairman.

Section 4. The chairman and vice chairman shall receive for their services a compensation to be established by the Tohono O'odham Council, which shall not be diminished during their continuance in office.

Section 5. Every law, ordinance, resolution or separate appropriation item passed by the Tohono O'odham Council shall be presented to the chairman for his approval before it becomes effective. If he approves, he shall sign it. But if he disapproves, he shall return it to the Tohono O'odham Council within forty-eight (48) hours, with his objections. If after consideration, it again passes the council by a majority of two-thirds (2/3) of the votes cast, it shall become law and he shall sign it notwithstanding his objections.

APPENDIX B

The People's Voice

We are thankful for the many public comments shared; a few of the comments are listed below. The comments were beneficial in determining the types of projects and improvements that are needed in order to enhance service delivery on the Nation.

"There are issues in health that diminish delivery of services and the Nation's members are affected by those types of changes."

"The roads need to be repaired."

"I would like to see a true analysis of the Nation's procedures, policies, and standards."

"My recommendation is to put a handle on administering education for our tribe."

"We need trust and a level of communication."

"We need to develop partnerships."

"Would like to see a mentor program created and shadow program with our executive and legislative leaders."

"The mile posts have graffiti and the signs have graffiti; this is life threatening."

"Gauge improvement in education."

"As part of the transition/possibility of taking over the school system, would like to see a Traditional School Food Curriculum created."

"The website needs to be updated."

"We need to be prepared to adapt to the changes in our youth."

"Can the Nation provide training for economic development?"

"The voters are looking for change."

"How often have you checked in at the departments?"

"I recommend to educate people, even our children, about the jobs they can take over in the future; let them know what will be available for them."

"The Nation needs to start encouraging the young people to get them educated."

"I'm an advocate for housing for all our families."
"Himdag needs to be part of the curriculum."

"I would like to see more Information Technology (IT) be incorporated with the himdag and language and try to do more with that."

"We need cultural identity, ni'ok, keihena…we need to bring them back. That's why some of the problems are here because we have that disconnect."

"Would like to see programs have program documents available online."

APPENDIX C

Community engagement data was organized based on the responses provided by districts and other public groups as it pertains to a particular subject (needs, recommendations, issues). For example, the table below shows that eight public groups mentioned the need for Education Quality at least once. The table also indicates how the subject matter relates to the Chairman and Vice Chairman's Core Values as well as how it generally corresponds to Focus Areas and Strategies in the Administrative Plan.

NEEDS/RECOMMENDATIONS/ ISSUES	Chukut Kuk	Hickiwan	Sells	Sif Oidak	San Lucy	Gu Vo	Schuk Toak	Baboquivari	Gu Achi	Pisinemo	San Xavier	Native Connections	TONYC	count	Education	Health	Economic Development	Natural Resources	Housing	Himdag	Organization	Focus Area - Strategy
Education Quality - Training, Attendance, Parenting	x		x		x	x	x		x	x	x			8	x					x	x	Educ - 1
Roads - Repair Priority over New Roads	x	x	x	x		x	x	x	x					8			x	x				E.D. - 6
Economic Development, Jobs/Revenue, Buy Land Near Cities	x	x	x		x		x	x	x					7			x					E.D. - 2
O'odham Language		x	x			x	x	x	x					6	x	x				x		Hlth - 1
O'odham Traditions and Culture			x	x	x	x	x	x			x		x	6	x	x				x	x	Him - 3
Health Issues Report to Deal with Issues		x			x		x		x	x				5	x					x	x	Him - 1
Better Customer Service - Quality Services		x	x				x			x				4	x	x	x	x	x	x	x	Org - 5
Evaluate Directors, Programs, Staff, Program Processes		x		x		x			x					4							x	Org - 6
Transparency/Accountability/Trust/Communication	x		x			x			x					4		x					x	Hlth - 1
Youth Opportunities, Mentorship, Involvement, Outreach				x			x	x			x			4							x	Org - 1
Health Department Re-Organization Issue		x				x			x	x				4							x	Org - 6
Outreach to Remote Areas on the Nation			x			x	x			x				4							x	Org - 6
HR-IP-P&P, Hiring Process	x						x	x						3							x	Org - 7
Technology including Online Bill Pay, Website, Social Media			x					x	x					3	x	x	x	x	x	x	x	Org - 3
Financial Condition of the Nation/Issues					x	x			x					3	x	x	x				x	Org - 6
Long Range Plan		x			x	x								3							x	Org - 7
Veterans (info on support programs)					x	x				x				3							x	Org - 4
Emergency Plan (use of the rec center)/DPS Role		x			x									2					x	x		Org - 4
Issue with HR / Bullying (Need Respect in the Workplace)		x	x											2							x	Org - 3
Lack of Community in the Community		x							x					2							x	Org - 1
Need Feedback/Support from Administration						x			x					2		x					x	Hlth - 1
OIM				x	x									2							x	Org - 6
Policies for Development					x				x					2				x				NR - 1
Septic and Lagoons Mine Ponds					x				x					2							x	Org - 7
Advocate for Districts						x			x					2							x	Org - 3
Aging Facilities					x	x								2			x				x	E.D. - 7
BIE School Concerns							x	x						2	x						x	E.D. - 1
Caring for Elders/Part of Culture					x	x								2	x						x	E.D. - 1
Housing Needs	x							x						2		x			x			Hlth - 1
Partner with Nation to deal with issues		x				x								2				x				NR - 1
Public Safety Concern with IA's, Need more PD & BP presence							x	x						2		x					x	Hlth - 1
Transportation Needs							x	x						2							x	Org - 3
BIA Concerns (Schools, Broken Gates/Property)							x							1				x			x	NR - 1
Cattle Rustling Concern												x		1	x							Educ - 1
CHS/PRC		x												1	x					x		Educ - 1
Collaboration Between Tribal Programs/Entities						x								1		x				x		Hlth - 1
District Fence Lines Concern												x		1		x				x		Him - 1
Education - Public School Outreach								x						1	x			x		x	x	Him - 1
Educators - O'odham Teacher Outreach												x		1	x							Educ - 3
FASD/Mental Illness Youth in Jail and Drugs		x												1					x			Hous - 1
Financial Abuse of Elders		x												1						x		Him - 1
Graffiti - on the mile posts and other places							x							1	x							Educ - 6
Grants needed for Public School to Assist O'odham Students									x					1			x	x				E.D. - 7
Honest Core Value						x								1							x	Org - 3
Lack of Activities at the Rec Center		x												1		x	x	x				NR - 1
Landfill				x										1		x				x		Hlth - 1
Membership/Enrollment				x										1							x	Org - 3
Mine Issues			x											1				x				E.D. - 7
Number of Chronic Dieses with Youths		x												1							x	Org - 3
Plan/Zoning for Boundary of Nation to Protect the Land						x								1	x							Educ - 6
Scholarship						x								1	x							Educ - 6
Schools for Gifted Students						x								1	x							Educ - 5
Special Needs Services											x			1				x				E.D. - 7
Geothermic Power	x													1	x	x				x		Him - 1
Substance Abuse					x									1							x	Org - 3
TOUA Concern				x										1	x	x	x				x	E.D. 7
Tribal Sovereignty					x									1	x							Educ - 5
Urban Indian Opportunities (Outreach from the Nation)											x			1	x						x	Org - 3
Volunteer Programs Needed to Help Others									x					1							x	Org - 3
Water Issues/Technical Advice						x								1				x			x	NR - 1
Wildcat Dump Closures				x										1				x				NR - 1

APPENDIX D

What is the Baldrige Performance Excellence Program?

The Baldrige Criteria for Performance Excellence provide the framework and an assessment tool for understanding organizational strengths and opportunities for improvement and thus guiding planning efforts. The Baldrige Program educates thousands of organizations of all sizes and from all sectors in achieving performance excellence, such as delivery of ever-improving value to customers and stakeholders, contributing to organizational sustainability; improvement of overall organizational effectiveness and capabilities; and organizational and personal learning.

What are the Criteria?

The Baldrige performance excellence criteria are a framework that any organization can use to improve overall performance. The Criteria will guide the organization and improve its abilities to think and act strategically, align processes and resources, engage workforce and customers, and emphasize key results. Seven categories make up the award criteria:

1) **Leadership:** Examines how senior executives guide the organization and how the organization addresses its responsibilities to the public and practices good citizenship.
2) **Strategic planning:** Examines how the organization sets strategic directions and how it determines key action plans.
3) **Customer focus:** Examines how the organization determines requirements and expectations of customers and markets; builds relationships with customers; and acquires, satisfies, and retains customers. "Customer" also relates to clients and the public served.
4) **Measurement, analysis, and knowledge management:** Examines the management, effective use, analysis, and improvement of data and information to support key organization processes and the organization's performance management system.
5) **Workforce focus:** Examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.
6) **Process management:** Examines aspects of how key production/delivery and support processes are designed, managed, and improved.
7) **Results:** Examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, operational performance, and governance and social responsibility. The category also examines how the organization performs relative to competitors.

How was it used for the Tohono O'odham Nation Executive Branch?

The example below is a general overview of how an Executive Branch department might be rated and compared to best run organizations nationally, which is the Baldrige standard. This survey is a valuable tool in developing strategies, projects, and performance measures that will instill Performance Excellence.

Baldrige Criteria Category	Baldrige Standard	Department X Results	Comment
Leadership	81%	73%	Needs Improvement
Strategic Planning	80%	80%	Meet Standard
Customer Focus (Clients, Public)	85%	72%	Needs Improvement
Measurement, Analysis and Knowledge Management	72%	54%	Needs Improvement
Workforce Focus	51%	62%	Exceeds Standard
Operations Focus	83%	83%	Meet Standard
Results	71%	52%	Needs Improvement

http://www.baldrigepe.org/

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