

# **INDIAN CENTER, INC.**

## **Five-Year Strategic Plan**

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**2005 – 2010**

## **INTRODUCTION**

The Board of Directors of Indian Center, Inc. has adopted the Five-Year Strategic Planning document for the period beginning September 2005 and ending October 2010. This document establishes a comprehensive course of action that the organization will pursue in light of its Mission Statement. It should be noted that this document is essentially a guide for the Board of Directors and staff to follow as they make organizational and programmatic improvements.

The Board of Directors is responsible for primary organizational activities while the staff is responsible for accomplishing programmatic activities. The primary individual responsible for monitoring the Strategic Plan and insuring its adherence is the Executive Director.

## **MISSION STATEMENT**

The guiding light of the Indian Center is a self-perpetuating statement that empowers the organization to continued progress and improvement while maintaining the essence of service to the 1,500 individuals comprising the Native American community in Lincoln, as well as to the Indian communities of Omaha and Scottsbluff, Nebraska. This statement is as follows:

*To provide value to the Native American community by creating and obtaining programs that empower self-sufficiency and positive quality of life standards in individuals and families.*

## **VISION**

The Indian Center strives to continually improve on itself by building on its core competencies and collaborating with outside agencies in order to leverage resources for the benefit of its constituency. As such, the following statement presents the Indian Center as an organization with the highest qualities built on hard work and dedication:

*Be recognized as the premier Native American nonprofit organization in the State of Nebraska, influencing local and state government decision-making, partnering with local agencies for the betterment of Native Americans, and providing leadership in business, education, health, and human services, while enjoying a strong working relationship with neighboring tribal governments.*

## **PURPOSE**

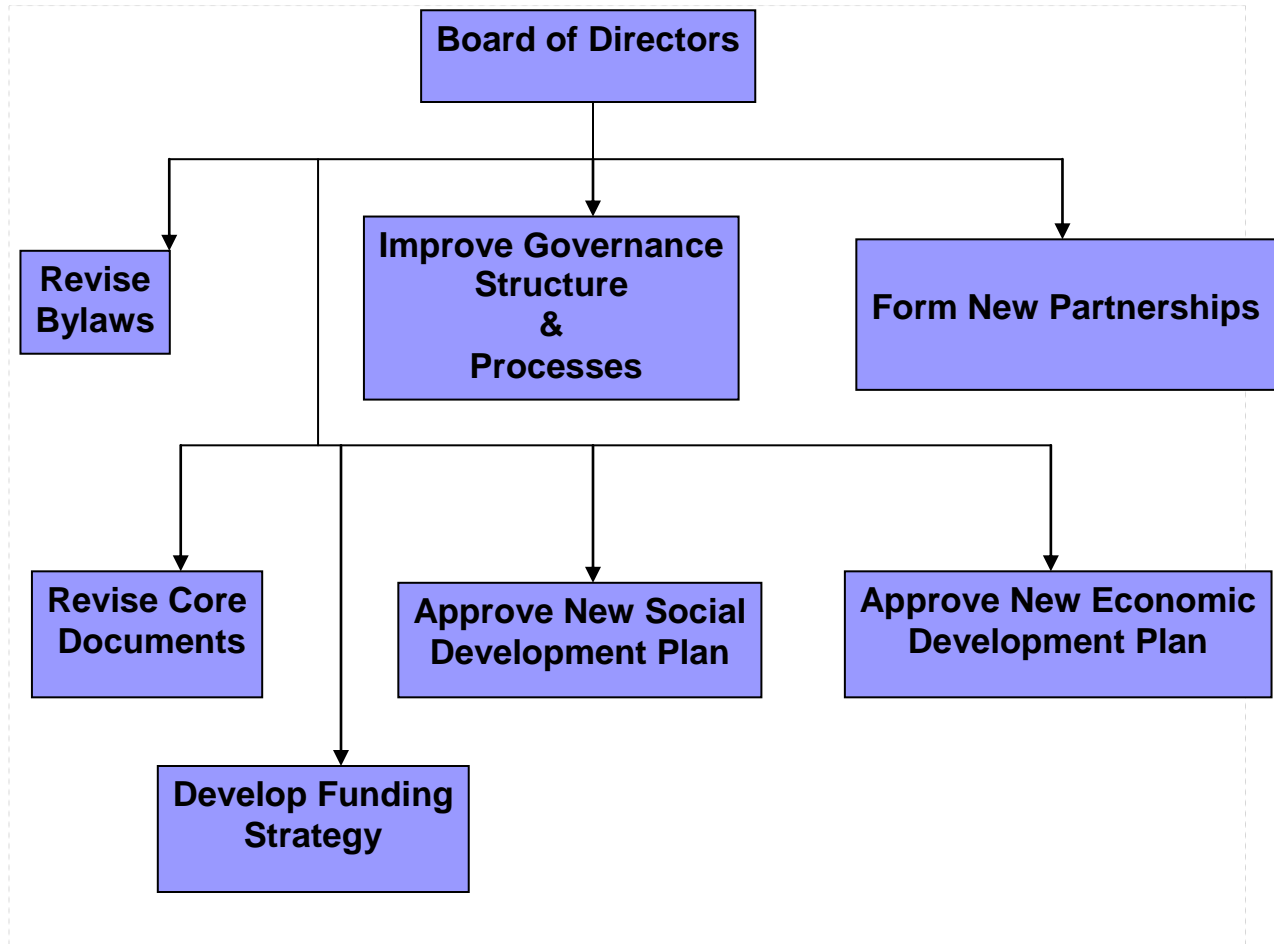
A statement that responds to inquiries from the community and general public on the basis for the existence of the Indian Center and provides the basic context for its abilities:

- Human Services
- Education
- Housing
- Healthcare
- Business Development
- Youth Services
- Senior Services
- Employment & Training
- Food and Nutrition

## BOARD OF DIRECTORS

The Board of Directors is entrusted with implementing organizational strategies that are of a macro-intensive nature. The following diagram illustrates the seven main goals that must be acted upon within the first year and carried out during the ensuing four years in order to effect positive changes that will impact the organization and the Native American community.

Each of these areas is explained in narrative format, providing activities, time lines, and responsible parties.



### GOAL 1: REVISE BYLAWS

- Strategy 1 ► Appoint Bylaws Committee.  
The Board will appoint a five-member committee by the end of September 2005.
- Strategy 2 ► Review Bylaws.  
The Bylaws Review Committee will conduct a thorough review of existing bylaws by the end of February 2006.

- Strategy 3 ► Recommend revisions.  
The Bylaws Review Committee will make recommendations to the existing bylaws and provide them to the Board of Directors by the end of March 2006.
- Strategy 4 ► Obtain Community Input.  
The Board of Directors will sponsor a community forum and submit the recommendations for comment, by the end of April 2006.
- Strategy 5 ► Board Approval.  
The Board of Directors will vote for the final recommendations to the Bylaws by the end of May 2006.

## **GOAL 2: IMPROVE GOVERNANCE STRUCTURE & PROCESSES**

- Strategy 1 ► Board Training.  
The Board Secretary in conjunction with the Executive Director will obtain Board training assistance from a consultant to provide 7 hours of training to the Board of Directors spread over 7 consecutive meetings, to be completed by the end of May 2006.
- Strategy 2 ► Develop Board Meeting Protocol.  
The Board Secretary with the assistance of the Executive Director will establish formal procedures for conducting meetings of the Board with regard to notification, agenda, staff reporting, motions, minutes, community input, committee reports, and parliamentary procedures, etc. by the end of January 2006.
- Strategy 3 ► Institutionalize Policies.  
The Program & Policy Committee shall review all special policies of Indian Center, Inc. related to building & grounds, programs, utilization of equipment & property, interaction with the community, etc., *not officially addressed* in existing core manuals and recommend to the full Board to be institutionalized and maintained in an official binder for reference on an ongoing basis.
- Strategy 4 ► Redefine Committees.  
All committees of the Board of Directors will redefine and clarify their roles and responsibilities by the end of November 2005.
- Strategy 5 ► Create Position Descriptions for Board Members.  
The Board Secretary with the assistance of the Executive Director will develop distinct position descriptions for the Board Chairperson, Vice-Chairperson, Secretary, Treasurer, and Members, by the end of November 2005.
- Strategy 6 ► Review Code of Ethics.  
The Program & Policy Committee will review the existing Code of Ethics and make changes by the end of December 2005.

### **GOAL 3: FORM NEW PARTNERSHIPS**

- Strategy 1 ► Local human service agencies.  
The Board of Directors will develop Memorandi of Understanding (MOU) with at least 10 local human service providers for the purpose of increasing social service assistance to the Native American community, by the end of August 2006.
- Strategy 2 ► National nonprofit groups.  
The Planning & Development Committee will develop Memorandi of Understanding (MOU) or obtain membership status with at least 3 national nonprofit groups in order to increase service capacity to the Native American community, by the end of September 2006.
- Strategy 3 ► State agencies.  
The Planning & Development Committee will establish cooperative partnerships with at least 4 state agencies in order to increase service capacity to the Native American community, by the end of October 2006.
- Strategy 4 ► Federal agencies.  
The Planning & Development Committee will establish working relationships with at least 4 federal agencies in order to improve service capacity to the Native American community, by the end of October 2006.
- Strategy 5 ► Tribal governments.  
The Executive Committee will partner with the 4 Nebraska tribal governments in order to increase service capacity to the Native American community, by the end of September 2006.
- Strategy 6 ► Private companies.  
The Planning & Development Committee will establish working relationships with at least 4 private sector companies including the North Bottom Neighborhood Assn in order to increase service capacity to the Native American community by the end of October 2006.

### **GOAL 4: REVISE CORE DOCUMENTS**

- Strategy 1 ► Revise Bylaws.  
The Board of Directors will appoint a committee to make recommendations to the Board and community by the end of May 2006.
- Strategy 2 ► Revise Personnel Policies.  
The Board Secretary, with the assistance of the Executive Director, will approve revisions to the Personnel Policies Manual to reflect changes to state labor laws and other employment mandates, by the end of January 2006.

- Strategy 3 ► Revise Accounting Procedures.  
The Board Treasurer, in conjunction with the Finance Committee, will recommend revisions to the Accounting Procedures Manual to reflect current finance and accounting requirements, by the end of February 2006.
- Strategy 4 ► Revise Travel Policies.  
The Board Treasurer, in conjunction with the Finance Committee, will recommend revisions to the Travel Policies to reflect current changes to state and federal policies, by the end of March 2006.
- Strategy 5 ► Adopt Procurement Policies.  
The Board Treasurer, in conjunction with the Finance Committee, will recommend new Procurement Policies to comply with state and federal purchasing requirements, by the end of April 2006.
- Strategy 6 ► Adopt Property Policies.  
The Board Treasurer, in conjunction with the Finance Committee, will recommend new Property Policies to comply with state and federal mandates, by the end of April 2006.
- Strategy 7 ► Adopt Records Management Procedures.  
The Board Secretary, in conjunction with the Program & Policy Committee, will adopt new records management procedures by the end of May 2006.

**GOAL 5:  
APPROVE NEW SOCIAL DEVELOPMENT PLAN**

- Strategy 1 ► Examine the Need to Expand Current Programs.  
The Programs & Policy Committee will assess the need to expand current programs by reviewing content and the potential to add new services and staff functions, by the end of December 2006.
- Strategy 2 ► Determine the Need for New Programs Based on a Community Needs Assessment.  
The Programs & Policy Committee will solicit input from the Native American community on the demand for new programs by conducting public forums, surveys, and completing a needs assessment, by the end of January 2006.
- Strategy 3 ► Create New Position Descriptions.  
The Program & Policy Committee, with the assistance of the Executive Director, will develop new position descriptions for new staff functions, by the end of February 2006.

- Strategy 4 ► Identify funding.  
The Planning & Development Committee, with the assistance of the Executive Director, will identify public and private funding sources to fund new programs, by the end of February 2006.

## **GOAL 6: APPROVE NEW ECONOMIC DEVELOPMENT PLAN**

- Strategy 1 ► Determine Feasibility of New Businesses.  
The Planning & Development Committee, with the assistance of the Executive Director, will conduct feasibility studies to determine the best enterprises to target as revenue generators, by the end of February 2006.
- Strategy 2 ► Identify Financing.  
The Planning & Development Committee, with the assistance of the Executive Director, will identify financing mechanisms to create targeted businesses, by the end of March 2006.
- Strategy 3 ► Complete Business Plans.  
The Planning & Development Committee will insure that business plans are completed for targeted businesses, by the end of June 2006.

## **GOAL 7: DEVELOP FUNDING STRATEGY**

- Strategy 1 ► Internet Contributions.  
The Board Treasurer will insure that the Indian Center is capable of soliciting contributions from the website and meeting annual budget projections, by the end of January 2006.
- Strategy 2 ► Planned Giving.  
The Board Treasurer will insure that the Indian Center has developed a Planned Giving Strategy contributing to annual budget projections, by the end of January 2006.
- Strategy 3 ► Endowment Fund.  
The Board Treasurer will insure that an Endowment Fund is established with the Lincoln Community Foundation and is capable of receiving endowments contributing to annual budget projections, by the end of November 2006.
- Strategy 4 ► Annual Capital Fund Drive.  
The Board Treasurer will insure that an Annual Capital Fund Drive (Buffalo Dinner) is perpetuated on an annual basis and contributes to budget projections, by the end of November 2006.

- Strategy 5 ► Grants, Contracts & Cooperative Agreements.  
The Planning & Development Committee will insure that staff continue to make applications for grants, contracts and cooperative agreements to public and private sector funding sources on an annual basis and capable of meeting budget projections.
- Strategy 6 ► Business Profits.  
The Board Treasurer will determine the amount of business profits that should be earmarked to annual Indian Center budgets, by the end of January 2006.
- Strategy 7 ► Various Fundraising Activities.  
The Finance Committee will develop ongoing fundraising activities to support the operations of the Indian Center.

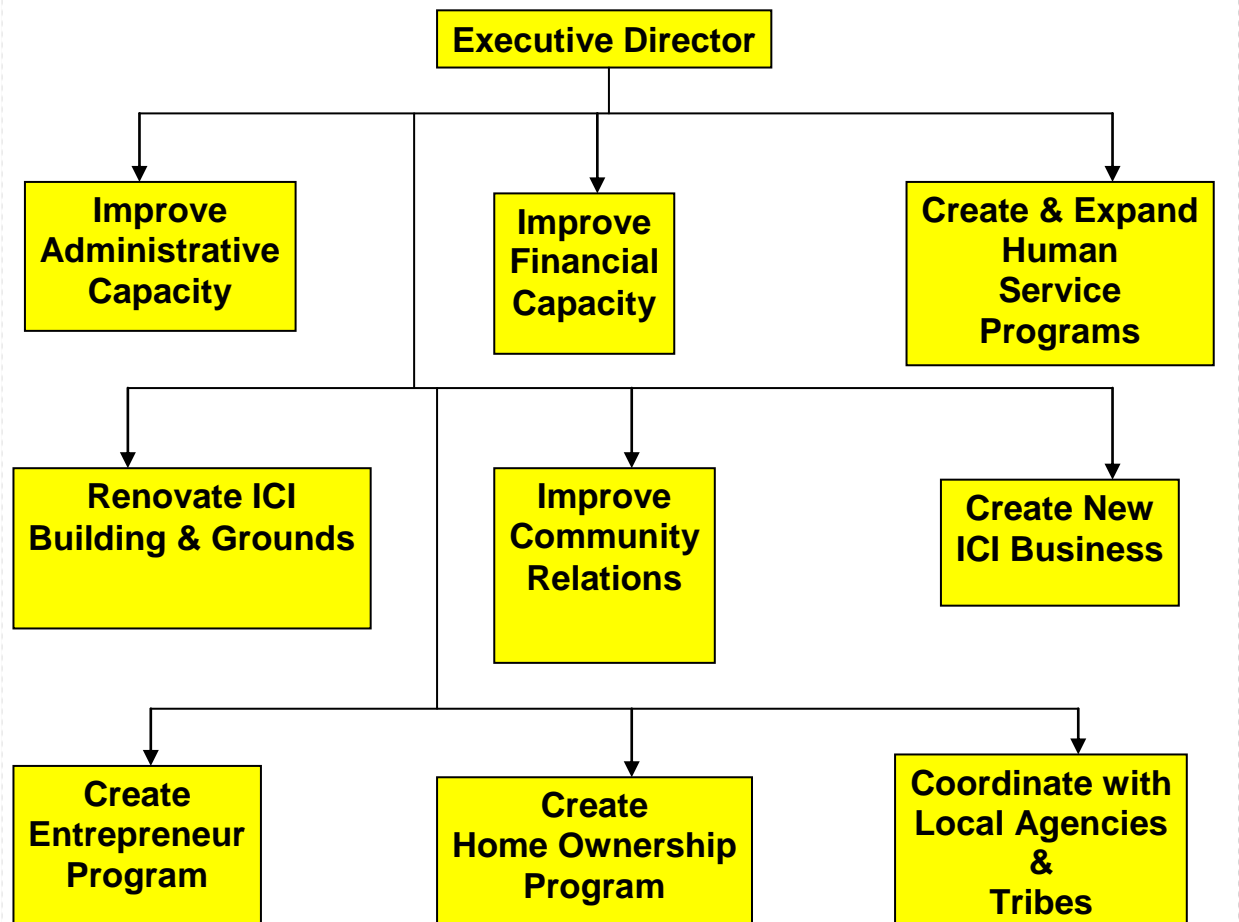
## EXECUTIVE DIRECTOR

The Executive Director is the overall coordinator of the Strategic Plan and is given the responsibility to monitor ongoing activities and documenting the completion of each Goal. The Executive Director presents information to the Board of Directors at monthly meetings informing them of the progress of each activity and the need to revise, add, or combine particular elements.

It is also the task of the Executive Director to orientate each new Board Member to the Goals of the Strategic Plan and subsequent progress.

The Executive Director has specific assignments to complete with regard to administration and program Goals.

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## **GOAL 8: IMPROVE ADMINISTRATIVE CAPACITY**

- Strategy 1 ► Hire Executive Assistant.  
The Executive Director will select a qualified individual by the end of November 2006.
- Strategy 2 ► Hire Development Director.  
The Executive Director will select a qualified candidate by the end of April 2006.
- Strategy 3 ► Update Core Documents.  
The Executive Director will update core documents (personnel policies, accounting procedures, travel policies, procurement management, property management, and records management policies) by the end of April 2006.
- Strategy 4 ► Create New Position Descriptions for Administrative and Clerical Staff.  
The Executive Director will review all current position descriptions for administrative staff and update to reflect new duties to coincide with Mission Statement and Strategic Plan, by the end of January 2006.
- Strategy 5 ► Develop Administrative Procedures.  
The Executive Director will develop new Administrative Procedures, by the end of December 2005.
- Strategy 6 ► Install New Records Management System.  
The Executive Director will train all staff in the use of the records management system insuring the proper recording and storage of Indian Center records, by the end of March 2006.
- Strategy 7 ► Install Computer Network for all programs for improved communications.  
The Executive Director will install new intranet computer networking system connecting all programs for the improvement of staff communications, by the end of May 2006.

## **GOAL 9: IMPROVE FINANCIAL CAPACITY**

- Strategy 1 ► Update Accounting System.  
The Executive Director in conjunction with the Finance Officer will review the current accounting system and make revisions in order to improve the overall operating capacity reflecting any changes and compliance requirements, by the end of May 2006.
- Strategy 2 ► Create Position Descriptions for New Staff.

The Executive Director and the Finance Officer will develop position descriptions for any new staff, by the end of May 2006.

- Strategy 3 ► Develop Standardized Reporting System to the Board and Funding Agencies.  
The Executive Director will develop a uniform reporting format for all programs that will be used to submit to the Board of Directors on a monthly basis and to funding sources, by the end of November 2005.

## **GOAL 10: CREATE AND EXPAND HUMAN SERVICE PROGRAMS**

- Strategy 1 ► Determine Need to Expand Current Human Service Programs.  
The Executive Director and Program Directors will utilize data received from community forums and needs assessment survey to develop service capacity from existing programs, by the end of February 2006.
- Strategy 2 ► Determine Need to Develop New Programs.  
The Executive Director and Program Directors will utilize data received from community forums and community needs assessment survey to establish new programs, by the end of February 2006.
- Strategy 3 ► Identify Funding.  
The Executive Director and Program Directors will identify potential funding sources from the public and private sectors to fund the expansion and creation of new human service programs, by the end of March 2006.
- Strategy 4 ► Develop New Position Descriptions for New Staff.  
The Executive Director and Program Directors will create new position descriptions for any new staff functions for new or expanded programs, by the end of March 2006.
- Strategy 5 ► Develop Budgets for New Programs.  
The Executive Director and Program Directors will develop new budgets for each expanded or new services, by the end of March 2006.
- Strategy 6 ► Submit Grant Applications.  
The Executive Directors and Program Directors will submit grant applications to identified sources to obtain funds for program expansion or creation, by the end of June 2006.

## **GOAL 11: RENOVATE INDIAN CENTER BUILDING & GROUNDS**

- Strategy 1 ► Develop Cost Estimate of Repairs to the Building, Parking Lot, and Grounds.

The Executive Director, in conjunction with the Buildings & Grounds Committee, will work with an architectural firm to develop Cost Estimates to repair the building, parking lot, and grounds, by the end of November 2005.

- Strategy 2 ► Identify Funding.  
The Executive Director will identify funding sources, by the end of October 2005.
- Strategy 3 ► Select Architect as Project Manager.  
The Executive Director will select an architectural firm to act as Project Manager, submit to the approval of the Board of Directors, by the end of October 2005.
- Strategy 4 ► Solicit Bids from Contractors.  
The Executive Director, in conjunction with the Buildings & Grounds Committee, will solicit bids from qualified contractors once funds are acquired, by the end of June 2006 (or after the receipt of funds).
- Strategy 5 ► Board Approval of Contractors.  
The Executive Director, in conjunction with the Buildings & Grounds Committee, will submit all bids to the Board of Directors for approval, after the receipt of funds.

## **GOAL 12: IMPROVE COMMUNITY RELATIONS**

- Strategy 1 ► Meet with Community Leaders on Common Goals.  
The Executive Director and staff will meet with local leaders from the Native American community to insure common goals are being addressed, by the end of May 2006.
- Strategy 2 ► Meet with City/County Officials on Behalf of the Native American Community.  
The Executive Director and staff will meet with officials of local government to insure that the needs of the Native American community are being met, by the end of February 2006.
- Strategy 3 ► Attend LPS Board of Education Meetings and Advocate on Behalf of Native American Students.  
The Executive Director and staff will develop a specific education agenda and attend LPS meetings to present issues in favor of Native American students, by the end of January 2006.
- Strategy 4 ► Attend Community Forums and Speak Out on Native American Issues.  
The Executive Director and staff will attend local forums conducted by outside agencies and speak in behalf of issues affecting the Native American community, on an ongoing basis.
- Strategy 5 ► Meet with Business Leaders on Entrepreneurial Activity.

The Executive Director and staff will meet with leaders of the business community in an effort to increase business activity in the Native American community, by the end of June 2006.

- Strategy 6 ► Invite Community Leaders to the Indian Center.  
The Executive Director will invite leaders from the local human service, governmental, business, and religious communities to the Indian Center to dialogue on common issues, by the end of June 2006.
- Strategy 7 ► Dialogue with Local Native American Leaders and Community Groups.  
The Executive Director will meet with leaders of Indian organizations to develop joint venture projects, by the end of May 2006.

### **GOAL 13: CREATE NEW INDIAN CENTER BUSINESSES**

- Strategy 1 ► Determine Feasibility of New Businesses.  
The Executive Director will complete feasibility studies on selected businesses for presentation to the Board of Directors, by the end of April 2006.
- Strategy 2 ► Identify Financing.  
The Executive Director will identify potential financing sources to fund each business, by the end of May 2006.
- Strategy 3 ► Complete Business Plans.  
The Executive Director will complete business plans for each business, by the end of June 2006.

### **GOAL 14: CREATE ENTREPRENEURIAL PROGRAM**

- Strategy 1 ► Conduct Business Development Workshops.  
The Executive Director will solicit speakers from the business community to provide workshops to the Native American community in Omaha and Lincoln, by the end of January 2006.
- Strategy 2 ► Consult with Existing or Emerging Native American Businesses.  
The Executive Director will work with existing or emerging Native American businesses to determine their business needs, by the end of April 2006.
- Strategy 3 ► Upgrade Legal Structures of Businesses if Necessary.  
The Executive Director will work with each business to determine if they need to improve their legal structure in order to improve their profitability, by the end of April 2006.

- Strategy 4 ► Complete Business Plans.  
The Executive Director will work with each business to complete a business plan in order to obtain financing or operations or expansion, by the end of June 2006.
- Strategy 5 ► Assist with Contract Acquisitions.  
The Executive Director will provide technical assistance to businesses in order to respond to contract bid solicitations, by the end of June 2006.
- Strategy 6 ► Obtain Ongoing Technical Assistance with Existing State & Federal Programs.  
The Executive Director will obtain the services of PTAC and NBDC personnel to assist Native American businesses, by the end of November 2005.
- Strategy 7 ► Develop Lending Program for Business Development.  
The Executive Director will obtain grant funds to begin a lending program to fund Native American-owned businesses, by the end of June 2006.

## **GOAL 15: CREATE HOME OWNERSHIP PROGRAM**

- Strategy 1 ► Develop Home Ownership Program Plan.  
The Executive Director will establish a homeownership program for the acquisition, construction and rehabilitation of homes for qualified Native Americans, by the end of March 2006.
- Strategy 2 ► Identify and Obtain Grant Funds to Hire Staff.  
The Executive Director will identify funding sources (HUD, City, NDED) to hire qualified housing staff, by the end of December 2005.
- Strategy 3 ► Identify Existing Lending Sources to Finance Homeownership for Native American Families.  
The Executive Director will identify available programs (Section 184, Veterans Administration, Guaranteed Loans, CDFI, etc.) from the community that provide homeownership loans to qualified lenders, by the end of December 2005.
- Strategy 4 ► Offer Financial Literacy Courses for Potential Homeowners.  
The Executive Director will obtain the Native American Financial Literacy Course and offer the same to potential Native American homebuyers, by the end of February 2006.
- Strategy 5 ► Assist with Homeownership Loans.  
The Executive Director will provide assistance in submitting conventional housing loans to banks, by the end of May 2006.

## **GOAL 16: COORDINATE WITH LOCAL AGENCIES AND TRIBES**

- Strategy 1 ► Partner with Local Agencies on Common Goals.  
The Executive Director will develop partnerships with local agencies on common goals in order to increase service delivery to respective clientele, by the end of July 2006.
- Strategy 2 ► Attend Local Agency Meetings.  
The Executive Director will attend meetings of local human service coalitions and agencies in an effort to become cognizant of existing services and to exchange information on common concerns, by the end of August 2006.
- Strategy 3 ► Join Local Agency Networks.  
The Executive Director will continue the practice of joining local agency networks and serve on agency boards as a representative of the Native American community, by the end of October 2006.
- Strategy 4 ► Meet with Tribal Councils on Potential Projects in Human Services or Economic Development.  
The Executive Director will meet with tribal leaders to develop collaborative projects that will benefit respective constituencies and increase revenues, by the end of September 2006.

## **MONITORING**

The Strategic Plan will be a self-monitoring system that will rely on the Executive Director to insure that all Strategies are completed in a timely manner. The Executive Director will perform the following tasks:

- Utilize the list of Strategies on an ongoing basis and pay particular attention to their forecasted times of accomplishments.
- Check off Strategies as they become accomplished and provide documentation to demonstrate to the Board of Directors that each Strategy has been completed.
- Provide a formal report to the Board of Directors at each meeting.
- Revise Strategies in the event changes need to be made and reflect these changes in the official document.

- Add additional Strategies if the situation warrants and only if new Strategies are related to existing Strategies. Insure that these changes are reported to the Board of Directors.

The following Calendar of Strategies is provided in order to give an overall view of the Strategies and their timelines: