

working together
gadugi
to shape our future



2020-2025 STRATEGIC PLAN
THE EASTERN BAND OF CHEROKEE INDIANS

2022 Update

Message from Principal Chief

Richard G. Sneed



Greetings,

On behalf of the Eastern Band of Cherokee Indians Tribal Government, its programs and employees I am pleased to present the 2020-2025 Strategic Plan 2022 Update. This plan is meant to be a living document to lead the tribal government forward in the spirit of ga du gi.

To our People, ga du gi takes many forms but the essence of the word is that it embodies “community”. Through this administration and in the spirit of ga du gi, we will work together to shape the future of our tribe for generations to come. We have committed to fulfilling the goals outlined in this document, and by doing so build a model tribal community that is an example to all Indian Country. Each of our nearly 200 tribal programs will create objectives annually to guide their work in meeting our common goals.



Accomplishing all that we have set out in this document is a lofty goal and requires commitment from employees at all levels of the government, tribal leadership and all citizens of the Eastern Band of Cherokee Indians. I am confident in our ability to meet and exceed the goals stated here and know that everyone will do their part to ensure our collective success.

I look forward to working with each of you as we work toward achieving the goals and objectives set forth in the 2020-2025 Strategic Plan of the Eastern Band of Cherokee Indians.

Sgi,

A stylized, handwritten signature in blue ink that reads "Richard G. Sneed".

Richard G. Sneed
Principal Chief

Vision Statement

To build a model tribal community for citizens and visitors.

By 2025, the Eastern Band of Cherokee Indians will be...

- The most informed membership in Indian Country
- The most economically diverse, financially secure and financially educated tribe in Indian Country
- Balanced and at peace, “to hi”
- Encouraging of new generations of leadership, transparency and innovation
- A leader in research and policy development, monitoring and training
- Supported by enterprise resources (information technology) that are resilient, robust and recoverable that is the best in Indian Country
- Meeting the basic human rights of tribal members through access to affordable, safe, healthy and sanitary homes
- Increasing the number of fluent speakers and the population’s knowledge of culture and history
- Offering the most technologically modern cultural attractions in Indian Country
- A workforce ready population through focused investments in higher ed, certification and training programs, and internship opportunities
- A model for environmental stewardship and food production in Indian Country
- Restoring, protecting and managing wildlife and natural resources with a 100-year vision
- The most nationally well-known native nation amongst our peers and recognized for leadership role in Indian Country
- Nationally recognized as a modern nation rooted in unique history and culture, giving US citizens awareness of the plight of native nations
- Model community of healthy, happy, safe, prosperous and self-sustaining citizens
- Recognized for its world-class Health & Human Services systems
- A model of life safety for the law enforcement community
- A better place for residents to live and visitors to come to
- Recognized for its resilient, well-developed laws that support neutral and consistent application and the diverse economic development and social policies of the tribe
- Recognized for promoting economic diversity, cultural rebirth, resiliency and the overall wellbeing.
- A stable, predictable tribal government

Mission Statement

ga du gi

Working together to shape our future.

Cherokee Core Values

- ❖ **Spirituality**, which creates a bond among Cherokee people in good times and bad and is a source of hope.
- ❖ **Group harmony** in community and kin relationships, and freely sharing and giving time, talent and treasures.
- ❖ **Strong individual character**, with integrity, honesty, perseverance, courage, respect, trust, honor and humility.
- ❖ **Strong connection with the land** and commitment to stewardship of the homelands of the Cherokee.
- ❖ **Honoring the past** by knowing one's ancestors, identifying with and belonging to the tribe, and living and preserving Cherokee culture.
- ❖ **Educating the children** by providing values-oriented education and recreation, and by being strong role models for them.
- ❖ **Possessing a sense of humor**, which can lighten pressure in serious situations and help people make good decisions.

Results Based Accountability

Health	Education	Safety	Prosperity	Culture
•Indicator: Abuse, Overdose and Death related to Opioids	•Indicator: All citizens reading at grade level by 3 rd Grade •Indicator: % of Citizens with higher education, certifications and professional licensures	•Indicator: Reduction violence and abuse incidents	•Indicator: % unemployed adults living on trust lands	•Indicator: Total number of language speakers



Eastern Band of Cherokee Indians

Strategic Priorities



Health

Safety



Prosperity



Housing



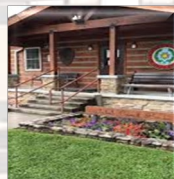
Culture



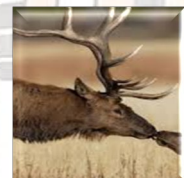
Education



Governance



Natural
Resources



v



Health (HEA)

Health (HEA)

Outcome The Eastern Band of Cherokee Indians will ensure health equity and access, promote and protect the health and well-being, and provide world class services to all Tribal citizens.

Goal HEA.1 **By 2025, the EBCI will decrease substance use disorders and related issues**

Owner Secretary of Public Health & Human Services, Vickie Bradley

Indicators

RBA Goal Health

Goal HEA.2 **By 2025, the EBCI will increase family resiliency to withstand, adapt to and recover from stress and adverse experiences**

Owner Secretary of Public Health and Human Services, Vickie Bradley

Indicators

RBA Goal Health, Prosperity

Goal HEA.3 **By 2025, the EBCI will leverage partnerships and collaborations to improve services for vulnerable citizens**

Owner Secretary of Public Health & Human Services, Vickie Bradley

Indicators

RBA Goal Health

Goal HEA.4 **By 2025, the EBCI will decrease food insecurity and promote healthy eating**

Owner Secretary of Public Health & Human Services, Vickie Bradley

Indicators

RBA Goal Health, Safety

Goal HEA.5 **By 2025, the EBCI will eliminate barriers that restrict equitable access to services**

Owner Secretary of Public Health & Human Services, Vickie Bradley

Indicators

RBA Goal Health

Goal HEA.6 **By 2025, the EBCI will reduce violence and abuse in the community**

Owner Secretary of Public Health & Human Services, Vickie Bradley

Indicators

RBA Goal Health, Safety

Goal HEA.7 **By 2025, the EBCI will implement the use of technology to manage and improve health outcomes**

Owner Secretary of Public Health & Human Services, Vickie Bradley

Indicators

RBA Goal Health



Safety (SAF)

Safety (SAF)

Outcome The Eastern Band of Cherokee Indians will enhance its life safety programs to ensure the safety and wellbeing of Tribal Citizens and to be model programs for Indian Country if efficiency and effectiveness.

Goal SAF.1 By 2021, the EBCI will evaluate the staffing levels, scheduling, and compensation structure for all life safety programs and implement best practices in the management of life safety programs.

Owner Secretary of Operations, Jeremy Hyatt

Indicators

RBA Goal Safety, Health

Goal SAF.2 By 2022, the EBCI will have a land use and facilities masterplan in place to ensure adequate coverage of the tribal service areas by life safety programs.

Owner Secretary of Operations, Jeremy Hyatt

Indicators

RBA Goal Safety, Health

Goal SAF.3 By 2025, the EBCI will align, expand and update its criminal justice philosophies, policies and tribal laws and enforcement practices to promote health, wellbeing, and reduce stigma.

Owner Chief of Police, Josh Taylor

Indicators

RBA Goal Health, Safety, Housing

Goal SAF.4 By 2022, the EBCI will create coalitions of cross functional teams and resources to be more responsive to the needs of the community and increase presence.

Owner Chief of Police, Josh Taylor

Indicators

RBA Goal Safety, Health



Prosperity (PRP)

Prosperity (PRP)

Outcome The Eastern Band of Cherokee Indians will expand tribal economic entities, create revenue diversification, promote financial wellbeing of tribal citizens, and support an eco & cultural tourism economy.

Goal PRP.1 **By 2022, the EBCI will execute the initial phases of the Cultural District Masterplan, centralization of government offices and a comprehensive land use plan.**

Owner Secretary of Operations, Jeremy Hyatt
Indicators % completion of planning activities and business strategy
RBA Goal Prosperity, Safety

Goal PRP.2 **By 2022, the EBCI will integrate consideration for health and well-being into all development for mixed use, connected spaces, transportation, housing and recreational areas including enhanced mobility and human-powered transportation in the town of Cherokee.**

Owner Secretary of Operations, Jeremy Hyatt
Indicators % completion of planning activities
 % completion of identified projects
RBA Goal Prosperity, Safety

Goal PRP.3 **By 2022, the EBCI will develop incentive programs for local businesses to encourage and support the entrepreneurial spirit and increase the number of small businesses on tribal lands.**

Owner Secretary of Treasury, Cory Blankenship
Indicators Implementation of incentive programs for small business
 Number of participating businesses in incentive programs
 Number of new businesses/expanding businesses in town of Cherokee
 Number of businesses participating in Chamber of Commerce activities
RBA Goal Prosperity

Goal PRP.4 **By 2021, the EBCI will establish a commercial gaming & hospitality entity to expand the tribe's market share.**

Owner Secretary of Treasury, Cory Blankenship
Indicators Establishment of entity
 Number of transactions reviewed and closed by entity
 Revenue generating capacity of entity
RBA Goal Prosperity

Goal PRP.5 **By 2023, the EBCI will offer the most technologically modern cultural attractions in Indian Country.**

Owner Secretary of Treasury, Cory Blankenship
Indicators % completion of business planning activities
 Number of visitors to cultural attractions by year
 Revenue generating capacity of cultural attractions
RBA Goal Prosperity, Culture

Goal PRP.6	By 2021, the EBCI will establish a tribal telecom entity for voice, data, and television for the regional market.
Owner	Secretary of Treasury, Cory Blankenship
Indicators	Establishment of entity % completion of identified projects Number of customers added/retained by telecom entity
RBA Goal	Prosperity
Goal PRP.7	By 2023, the EBCI will develop a minimum of 7 unique revenue streams to fund tribal government operations.
Owner	Secretary of Treasury, Cory Blankenship
Indicators	Identification of unique revenue streams Revenue generating capacity of each revenue stream
RBA Goal	Prosperity
Goal PRP.8	By 2023, the EBCI will develop and begin execution of a comprehensive eco-tourism and outdoor recreation plan for tribal lands.
Owner	Secretary of Operations, Jeremy Hyatt
Indicators	
RBA Goal	Prosperity, Health
Goal PRP.9	By 2021, the EBCI will develop a General Welfare Exclusion (GWE) program as an alternative to the Per Capita Loan program to deliver monthly, tax-exempt financial assistance to tribal citizens.
Owner	Secretary of Treasury, Cory Blankenship
Indicators	Number of participants in per capita loan program Number of participants in GWE program
RBA Goal	Prosperity
Goal PRP.10	By 2021, the EBCI will implement an Elder's Trust in addition to the Minor's Trust to act as a secondary retirement account and/or long-term care payor source for tribal citizens.
Owner	Secretary of Treasury, Cory Blankenship
Indicators	Number of participants with active accounts in Elder's Trust Total value of Elder's Trust
RBA Goal	Prosperity



Housing (HOU)

Housing (HOU)

Outcome The Eastern Band of Cherokee Indians will increase opportunities for homeownership and housing rental and aid in maintenance of existing housing units for tribal citizens and workforce.

Goal HOU.1 By 2025, the EBCI will offer dynamic and technologically connected housing options for tribal citizens and workforce.

Owner Secretary of Housing, Edwin Taylor

Indicators

RBA Goal Prosperity

Goal HOU.2 By 2022, the EBCI will assess and catalog existing tribal lands for housing development.

Owner Secretary of Housing, Edwin Taylor

Indicators

RBA Goal Prosperity

Goal HOU.3 By 2025, the EBCI will acquire additional lands to develop housing opportunities and expand the tribal land base.

Owner Secretary of Housing, Edwin Taylor

Indicators

RBA Goal Prosperity

Goal HOU.4 By 2023, the EBCI will develop housing units specifically for at risk citizens.

Owner Secretary of Housing, Edwin Taylor

Indicators

RBA Goal Safety, Health

Goal HOU.5 By 2022, the EBCI will increase opportunities in financial literacy centered on budgeting, credit and homeownership for tribal citizens.

Owner Secretary of Treasury, Cory Blankenship

Indicators

RBA Goal Prosperity

Goal HOU.6 By 2022, the EBCI will develop policies that remove barriers to access for affordable housing and home rehab/maintenance programs.

Owner Secretary of Housing, Edwin Taylor

Indicators

RBA Goal Prosperity



Culture (GWY)

Culture (GWY)

Outcome The Eastern Band of Cherokee Indians will increase access to language, culture and history for all tribal citizens and the tribal workforce.

Goal GWY.1 By 2023, all EBCI infrastructure development will incorporate elements of Cherokee language, culture and history.

Owner Secretary of Operations, Jeremy Hyatt

Indicators

RBA Goal Culture

Goal GWY.2 By 2021, the EBCI will develop and deploy a Cherokee Language Program for tribal employees.

Owner Chief of Staff, Ashleigh Stephens

Indicators

RBA Goal Culture

Goal GWY.3 By 2022, the EBCI will develop a strategic plan and creatively deploy technological resources aimed at language preservation.

Owner Secretary of Education, James Bradley

Indicators

RBA Goal Culture

Goal GWY.4 By 2021, the EBCI will improve awareness of available cultural resources and improve ease of access to those resources.

Owner Secretary of Education, James Bradley

Indicators

RBA Goal Culture

Goal GWY.5 By 2025, the EBCI will develop and make available resources on Cherokee History, developed by Cherokee People, that is specific to the Eastern Band of Cherokee Indians.

Owner Secretary of Education, James Bradley

Indicators

RBA Goal Culture



Education (EDU)

Education (EDU)

Outcome The Eastern Band of Cherokee Indians will provide enhanced access to educational opportunities for tribal citizens that will include primary, secondary, vocational and degree program education.

Goal EDU.1 By 2022, the EBCI will improve outcomes including test scores, graduation rates, and student retention among tribal citizens.

Owner Secretary of Education, James Bradley

Indicators

RBA Goal Education

Goal EDU.2 By 2022, the EBCI will expand early childhood education to include early development programs, enhanced learning experiences, and school readiness programs.

Owner Secretary of Health & Human Services, Vickie Bradley

Indicators

RBA Goal Education

Goal EDU.3 By 2022, the EBCI will expand programs and enhance opportunities for exceptional tribal citizens.

Owner Secretary of Education, James Bradley

Indicators

RBA Goal Education

Goal EDU.4 By 2022, the EBCI will strengthen the connection between schools and the community.

Owner Secretary of Education, James Bradley

Indicators

RBA Goal Education

Goal EDU.5 By 2021, the EBCI will remove barriers in its policies and practices to promote EBCI student success.

Owner Secretary of Education, James Bradley

Indicators

RBA Goal Education



Governance (GOV)

Governance (GOV)

Outcome The Eastern Band of Cherokee Indians will create a sustainable tribal government with enhanced and efficient systems & government structures.

Goal GOV.1 **By 2022, the EBCI will improve its utilization of technology for reporting, data storage, research and monitoring.**

Owner Director of Information Technology, Bill Travitz

Indicators

RBA Goal Prosperity

Goal GOV.2 **By 2021, the EBCI will draft and present legislation to enhance the legislative process for greater efficiency including public comment periods, committee structures, and legislative action processes.**

Owner EBCI Legislative Branch

Indicators

RBA Goal Prosperity

Goal GOV.3 **By 2021, the EBCI will create and foster a culture where leadership actively promotes innovation, effectiveness, efficiency and accountability for positive citizen experiences.**

Owner Chief of Staff, Ashleigh Stephens

Indicators

RBA Goal Prosperity

Goal GOV.4 **By 2022, the EBCI will develop mechanisms to improve and promote communication across the tribal government.**

Owner Chief of Staff, Ashleigh Stephens

Indicators

RBA Goal Prosperity

Goal GOV.5 **By 2022, the EBCI will develop and implement comprehensive continuity of government plans to ensure preparedness and adequate response to natural, public health, and manmade disasters.**

Owner Chief of Staff, Ashleigh Stephens

Indicators

RBA Goal Prosperity

Goal GOV.6 **By 2025, the EBCI will develop policies and procedures that support the most efficient and effective delivery of services for the benefit of the tribe and tribal members.**

Owner

Indicators

RBA Goal Health, Education, Safety, Prosperity, Culture



Natural Resources (NRS)

Natural Resources (NRS)

Outcome The Eastern Band of Cherokee Indians will protect, conserve and enhance the natural environment with a 100-year vision for the future.

Goal NRS.1 By 2023, the EBCI will eliminate the use of single-use plastics by all tribal programs.

Owner Secretary of Agriculture & Natural Resources, Joey Owle

Indicators

RBA Goal Health

Goal NRS.2 By 2022, the EBCI will develop policies, practices, and regulatory programs that protect and preserve natural resources.

Owner Secretary of Agriculture & Natural Resources, Joey Owle

Indicators

RBA Goal Health, Safety

Goal NRS.3 By 2022, the EBCI will develop a climate action plan to improve community resilience.

Owner Secretary of Agriculture & Natural Resources, Joey Owle

Indicators

RBA Goal Health, Safety

Goal NRS.4 By 2022, the EBCI will complete an innovative redesign of solid waste management on tribal lands.

Owner Secretary of Operations, Jeremy Hyatt

Indicators

RBA Goal Health, Safety

Goal NRS.5 By 2025, all tribal buildings will operate in ways that reduce waste, conserve natural resources and provide healthy indoor environments.

Owner Secretary of Agriculture & Natural Resources, Joey Owle

Indicators

RBA Goal Health, Safety

Goal NRS.6 By 2025, the EBCI will 638 Contract all remaining services of the Bureau of Indian Affairs.

Owner Attorney General, Michael McConnell

Indicators

RBA Goal Prosperity

Goal NRS.7 By 2025, the EBCI will improve tribal infrastructure to ensure clean water and sanitary systems.

Owner Secretary of Operations, Jeremy Hyatt

Indicators

RBA Goal Health, Safety

Summary of Goals

Goal ID	Goal	Owner	Health	Education	Safety	Prosperity	Culture
HEA.1	By 2025, the EBCI will decrease substance use disorders and related issues	Vickie Bradley, Secretary Public Health	*				
HEA.2	By 2025, the EBCI will increase family resiliency to withstand, adapt to and recover from stress and adverse experiences	Vickie Bradley, Secretary Public Health	*			*	
HEA.3	By 2025, the EBCI will leverage partnerships and collaborations to improve services for vulnerable citizens	Vickie Bradley, Secretary Public Health	*				
HEA.4	By 2025, the EBCI will decrease food insecurity and promote healthy eating	Vickie Bradley, Secretary Public Health					
HEA.5	By 2025, the EBCI will eliminate barriers that restrict equitable access to services	Vickie Bradley, Secretary Public Health	*		*		
HEA.6	By 2025, the EBCI will reduce violence and abuse in the community	Vickie Bradley, Secretary Public Health	*		*		
HEA.7	By 2025, the EBCI will implement the use of technology to manage and improve health outcomes	Vickie Bradley, Secretary Public Health	*		*	*	
SAF.1	By 2021, the EBCI will evaluate the staffing levels, scheduling, and compensation structure for all life safety programs and implement best practices in the management of life safety programs.	Jeremy Hyatt, Secretary Operations	*		*		
SAF.2	By 2022, the EBCI will have a land use and facilities masterplan in place to ensure adequate coverage of the tribal service areas by life safety programs.	Jeremy Hyatt, Secretary Operations	*		*		
SAF.3	By 2025, the EBCI will align, expand and update its criminal justice philosophies, policies, tribal laws and enforcement practices to promote health and well-being and reduce stigma.	Josh Taylor, Chief of Police	*			*	
SAF.4	By 2022, the EBCI will create coalitions of cross functional teams and resources to be more responsive to the needs of the community and increase presence.	Josh Taylor, Chief of Police	*	*	*		*
PRP.1	By 2022, the EBCI will execute the initial phases of the Cultural District Masterplan, centralization of government offices and a comprehensive land use plan.	Jeremy Hyatt, Secretary Operations				*	*
PRP.2	By 2022, the EBCI will integrate considerations of health and well-being into the development of mixed use and connected spaces, transportation, housing,	Jeremy Hyatt, Secretary Operations			*	*	

	and recreational areas including enhanced mobility and human-powered transportation in the town of Cherokee.				
PRP.3	By 2022, the EBCI will develop incentive programs for local businesses to encourage and support the entrepreneurial spirit and increase the number of small businesses on tribal lands.	Cory Blankenship, Secretary Treasury		*	
PRP.4	By 2021, the EBCI will establish a commercial gaming & hospitality entity to expand the tribe's market share.	Cory Blankenship, Secretary Treasury		*	
PRP.5	By 2023, the EBCI will offer the most technologically modern cultural attractions in Indian Country.	Cory Blankenship, Secretary Treasury	*	*	
PRP.6	By 2021, the EBCI will establish a tribal telecom entity for voice, data, and television for the regional market.	Cory Blankenship, Secretary Treasury	*	*	*
PRP.7	By 2023, the EBCI will develop a minimum of 7 unique revenue streams to fund tribal government operations.	Cory Blankenship, Secretary Treasury		*	
PRP.8	By 2023, the EBCI will develop and begin execution of a comprehensive eco-tourism and outdoor recreation plan for tribal lands.	Jeremy Hyatt, Secretary Operations		*	
PRP.9	By 2021, the EBCI will develop a General Welfare Exclusion (GWE) program as an alternative to the Per Capita Loan program to deliver monthly, tax-exempt financial assistance to tribal citizens.	Cory Blankenship, Secretary Treasury		*	
PRP.10	By 2021, the EBCI will implement an Elder's Trust in addition to the Minor's Trust to act as a secondary retirement account and/or long-term care payor source for tribal citizens.	Cory Blankenship, Secretary Treasury		*	
HOU.1	By 2025, the EBCI will offer dynamic and technologically connected housing options for tribal citizens and workforce.	Edwin Taylor, Secretary Housing		*	
HOU.2	By 2022, the EBCI will assess and catalog existing tribal lands for housing development.	Edwin Taylor, Secretary Housing	*	*	
HOU.3	By 2025, the EBCI will acquire additional lands to develop housing opportunities and expand the tribal land base.	Edwin Taylor, Secretary Housing		*	
HOU.4	By 2023, the EBCI will develop housing units specifically for at risk citizens.	Edwin Taylor, Secretary Housing		*	
HOU.5	By 2022, the EBCI will increase opportunities in financial literacy centered on budgeting, credit and homeownership for tribal citizens.	Edwin Taylor, Secretary Housing			*
HOU.6	By 2022, the EBCI will develop policies that remove barriers to access for affordable housing and home rehab/maintenance programs.	Edwin Taylor, Secretary Housing			*

GWY.1	By 2023, all EBCI infrastructure development will incorporate elements of Cherokee language, culture and history.	Jeremy Hyatt, Secretary Operations						*
GWY.2	By 2021, the EBCI will develop and deploy a Cherokee Language Program for tribal employees.	Ashleigh Stephens, Chief of Staff						*
GWY.3	By 2022, the EBCI will develop a strategic plan and creatively deploy technological resources aimed at language preservation.	James Bradley, Secretary Education						*
GWY.4	By 2021, the EBCI will improve awareness of available cultural resources and improve ease of access to those resources.	James Bradley, Secretary Education		*				
GWY.5	By 2025, the EBCI will develop and make available resources on Cherokee History, developed by Cherokee People, that is specific to the Eastern Band of Cherokee Indians.	James Bradley, Secretary Education		*				
EDU.1	By 2022, the EBCI will improve outcomes including test scores, graduation rates, and student retention among tribal citizens.	James Bradley, Secretary Education		*				
EDU.2	By 2022, the EBCI will expand early childhood education to include early development programs, enhanced learning experiences, and school readiness programs.	James Bradley, Secretary Education		*				
EDU.3	By 2022, the EBCI will expand programs and enhance opportunities for exceptional tribal citizens.	James Bradley, Secretary Education		*				
EDU.4	By 2022, the EBCI will strengthen the connection between schools and the community.	James Bradley, Secretary Education					*	
EDU.5	By 2021, the EBCI will remove barriers in its policies and practices to promote EBCI student success.	James Bradley, Secretary Education					*	
GOV.1	By 2022, the EBCI will improve its utilization of technology for reporting, data storage, research and monitoring.	Bill Travitz, Director of Information Technology					*	
GOV.2	By 2021, the EBCI will draft and present legislation to enhance the legislative process for greater efficiency including public comment periods, committee structures, and legislative action processes.	EBCI Legislative Branch					*	
GOV.3	By 2021, the EBCI will create and foster a culture where leadership actively promotes innovation, effectiveness, efficiency and accountability for positive citizen experiences.	Ashleigh Stephens, Chief of Staff	*					
GOV.4	By 2022, the EBCI will develop mechanisms to improve and promote communication across the tribal government.	Ashleigh Stephens, Chief of Staff	*		*			
GOV.5	By 2022, the EBCI will develop and implement comprehensive continuity of government plans to ensure preparedness	Ashleigh Stephens, Chief of Staff	*	*	*	*	*	*

	and adequate response to natural, public health, and manmade disasters.				
GOV.6	By 2025, the EBCI will develop policies and procedures that support the most efficient and effective delivery of services for the benefit of the tribe and tribal members.	Ashleigh Stephens, Chief of Staff	*	*	*
NRS.1	By 2023, the EBCI will eliminate the use of single-use plastics by all tribal programs.	Joey Owle, Secretary Ag & Natural Resources	*		
NRS.2	By 2022, the EBCI will develop policies, practices, and regulatory programs that protect and preserve natural resources.	Joey Owle, Secretary Ag & Natural Resources	*		
NRS.3	By 2022, the EBCI will develop a climate action plan to improve community resilience.	Joey Owle, Secretary Ag & Natural Resources	*		
NRS.4	By 2022, the EBCI will complete an innovative redesign of solid waste management on tribal lands.	Jeremy Hyatt, Secretary Operations			*
NRS.5	By 2025, all tribal buildings will operate in ways that reduces waste, conserve natural resources and provide healthy indoor environments.	Jeremy Hyatt, Secretary Operations	*		
NRS.6	By 2025, the EBCI will 638 Contract all remaining services of the Bureau of Indian Affairs.	Michael McConnell, Attorney General			*
NRS.7	By 2025, the EBCI will improve tribal infrastructure to ensure clean water and sanitary systems.	Jeremy Hyatt, Secretary Operations	*		