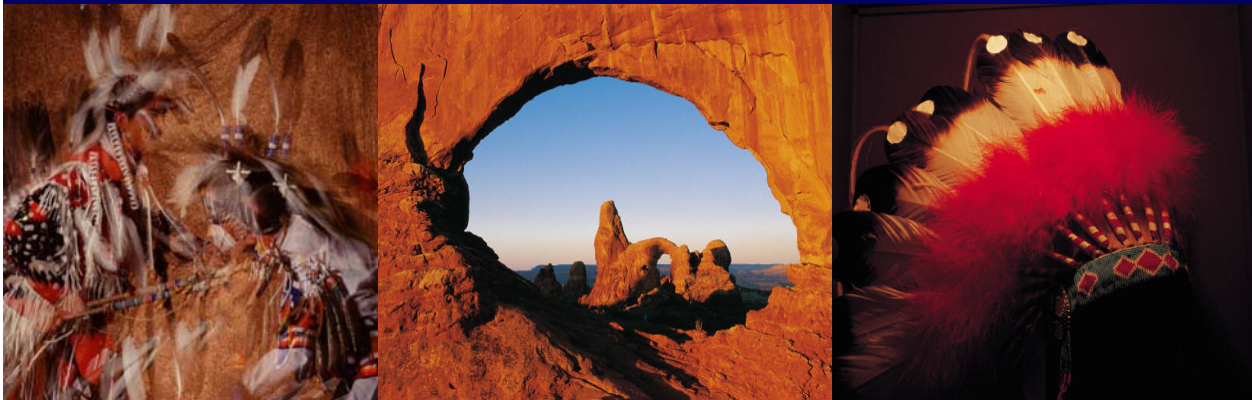


Las Vegas Indian Center

Strategic Plan 2005-2010

*Advocating on behalf of American Indian people to secure a more promising future
while preserving the rich historical legacy of the past . . .*



2300 West Bonanza Road, Las Vegas, Nevada 89106 (702) 647-5842

A Message About Our Strategic Plan

The Las Vegas Indian Center's revised strategic plan is a testimony to the leadership and service of the organization. Many of the elements of the document reflect the ongoing work established by the LVIC over the last 30 years. This latest plan, however, also offers a more formal emphasis on future priorities, particularly those that encourage stronger collaborations and partnerships, deliver more integrated services, expand communications to the community, and create opportunities for more proactive advocacy.

A collective effort between board members and staff, the 2005-2010 plan is intended to serve the organization by:

- Providing a five-year directional framework for annual planning and budgeting,
- Setting a direction for future decision-making,
- Establishing a vital informational piece essential for fund raising activities, and
- Being the primary tool for aligning board, staff and volunteers

We want to thank our staff, customers, friends, civic leaders and fellow human care agencies for helping to develop this comprehensive and insightful plan. Since it is intended to serve as a guide, we are committed to reviewing our progress annually in order to ensure that our activities remain viable in bettering the lives of Nevada's Native Americans and the communities in which they live.

Tammi Tiger
Chairperson, Board of Directors

Debra Reed
Executive Director



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VISION

To emerge as Southern Nevada's premiere resource of Native American cultural and community affairs.

MISSION

To advocate on behalf of American Indian people to secure a more promising future while preserving the rich historical legacy of the past. Our mission is accomplished through:

- > proactive programs for social and economic self-sufficiency
- > targeted outreach to youth and elders,
- > community partnerships that facilitate the delivery of services
- > cultural events that promote awareness and respect of indigenous people

INITIATIVES

5 FOCUS AREAS

- > Increase job skill levels of Native American adults in high growth occupations.
- > Connect individuals & families to resources offering basic human and self-help services
- > Forge partnerships with educational institutions to promote learning, academic achievement, workforce preparedness & leadership skills among Native American youth.
- > Nurture an understanding & appreciation of the Native American experience.
- > Lead a public-private campaign to establish a Native American Enrichment Center in Southern Nevada.

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EMPLOYMENT **FOCUS AREA 1**

Increase job skill levels of Native American adults in high growth occupations.

Short Term (2005-2008)	Intermediate (2009-2010)	Long Term (beyond 2011)
<p>> Continue to strengthen partnerships with local & regional workforce agencies, WIA approved training providers, trade unions and institutions of higher learning.</p> <p>> Act as a catalyst between the Community College of Southern Nevada, University of Nevada Las Vegas, University of Phoenix and other workforce partners to train & recruit Native Americans into "Fast Growth Occupations" as defined by the Nevada Department of Employment, Training & Rehabilitation.</p>	<p>> Initiate outreach activities to recruit Native Americans into more specialized and technical occupations that result in increased earning potential.</p> <p>> Develop mentoring program with local hospitality providers & UNLV's College of Hotel Management to help Native Americans gain access into Nevada's most viable industry.</p> <p>> Offer career referrals to post-graduate Native American students, while encouraging them to "give back" to the community through volunteer and skilled service.</p>	<p>> Become a WIA approved job training provider.</p> <p>> Ensure that at least 50% of budget is spent on efforts encouraging economic development</p>

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SUPPORT

FOCUS AREA 2

Connect individuals & families to resources offering basic human and self-help services.

Short Term (2006-2008)	Intermediate (2009-2010)	Long Term (beyond 2011)
<p>> Broaden relationships with human care agencies such as the Paiute Tribe Health & Human Services Clinic to ensure that Native Americans receive full access to available services.</p> <p>*Ensure that no less than 2% of referrals to Paradise Children's Dental Clinic are Native American youth</p> <p>*Conduct annual health fair in conjunction with other local non-profit health organizations that target the Native population in Southern Nevada.</p> <p>>Form a HUD Community Housing Development Organization (CHDO) to expand and manage our Affordable Housing program.</p> <p>*Conduct quarterly self-sufficiency follow-up session with individuals/families obtaining help during each program year</p> <p>>Increase outreach and intervention efforts to the number of adolescents participating in the State of Nevada Bureau of Alcohol and Drug Abuse outpatient treatment program by at least 10%.</p>	<p>> Restructure Affordable Housing program to serve as a transitional housing resource with strategies towards home ownership through community partnerships with local banks and homeownership assistance sources such as the Economic Opportunity Board of Clark County's HOME program.</p> <p>> Expand medical and wellness programming to address and prevent diabetes, hypertension and childhood obesity.</p> <p>> Ensure that all clients become aware of the center's greater goal of economic self-sufficiency and <i>moving beyond basic needs</i>.</p> <p>*Encourage clients to become active community volunteers in exchange for assistance</p> <p>> Begin researching economic development strategies in conjunction with business and corporate sponsors.</p> <p>* Create public-private task force to find innovative ways to diversity funding base including <u>Business Venture</u> initiatives.</p>	<p>> Begin initiating recommendations made during program years 09-10.</p>

EDUCATION **FOCUS AREA 3**

Forge partnerships with educational institutions to promote learning, academic achievement, workforce preparedness and leadership skills among Native American youth.

Short Term (2005-2008)	Intermediate (2009-2010)	Long Term (beyond 2011)
<p>> Forge a renewed relationship with the Clark County School District 's Indian Education program and UNLV's Center for Early Studies to ensure that Native American youth have access to a variety of educational opportunity programs including GEAR UP, EMBRACE, UPWARD BOUND, EDUCATIONAL TALENT SEARCH and I HAVE A DREAM FOUNDATON.</p> <p>* Encourage parents to participate in parent committees sponsored by offices noted above</p> <p>* Work with Community College of Southern Nevada Department of Student Affairs to step-up outreach activities to under served Native American youth.</p> <p>*Formalize and document educational partnerships through a mutual "Memo of Understanding".</p> <p>>Seek out increased funding to our "Shining Star Scholarship".</p>	<p>> Act as liaison with Clark County School District to create a task force aimed at identifying methods for initiating school readiness projects - including but not limited to - federal funding for EVEN START LITERACY, and INDIAN EDUCATION DEMONSTRATION GRANTS</p> <p>* Lobby local and statewide area legislators to secure additional funding for Native American educational pursuits.</p> <p>> Expand "Shining Star Scholarship" to include Graduate students.</p> <p>>Create Internship program with local gaming and business corporations for high school and undergraduate youth.</p>	<p>> Encourage UNLV Department of Education to create and offer courses that prepare American Indians for careers as teachers, teachers aides, social workers, and school administrators.</p> <p>* Work with UNLV Department of Education team to apply for Professional Development funding from government and private resources.</p>

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EVENTS & COMMUNICATIONS

FOCUS AREA 4

Nurture and understanding and appreciation of the Native American experience

Short Term (2005-2008)	Intermediate (2009-2010)	Long Term (beyond 2011)
<p>> Continue to promote in-house cultural events as well as other activities conducted by Native American organizations throughout the state and country.</p> <p>*Continue to offer youth workshop in partnership with Las Vegas Paiute Tribe, Moapa Band of Paiutes, and the City of Las Vegas, Dept. of Leisure Services, Cultural Affairs Division, New Directions YouthArts program.</p> <p>> Raise center's level of visibility in Southern Nevada as well as throughout the state.</p> <p>* Develop new marketing/fundraising package</p> <p>* Upgrade existing website</p> <p>* Prepare media press packet</p> <p>* Pursue corporate funding</p>	<p>> Offer cultural workshops aimed at influencing educators, policy-makers and employers about Native American issues.</p> <p>> Create on-site authentic arts and crafts marketplace with consignment opportunities for local artists.</p> <p>> Sponsor Native American "Artisphere" in tandem with Nevada Arts Council and other corporate sponsors.</p>	<p>> In conjunction with the Nevada Arts Council, create an on-site cultural, educational, performance and learning center. <i>Admission fee and "arts patrons" will provide primary financial support for the facility.</i></p> <p>*Hands-on learning activities for school-aged children to include dance, drum, basket weaving, beadwork and language workshops.</p> <p>*Annual dance, art, storytelling competition</p> <p>*On-line shop & crafts marketplace</p>

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MOBILIZATION

FOCUS AREA 5

Spearhead a public/private campaign to establish a Native American Enrichment Center

Short Term (2005-2008)	Intermediate (2009-2010)	Long Term (beyond 2011)
<p>> Place new emphasis on inter-personal relationships</p> <p>* Cultivate individual donors and partnerships with local corporations, local government representatives and community block grant funding.</p> <p>> Using grant funding package, noted in Focus Area 4, step up regional collaborations to apply for “ issue-based” private foundation dollars.</p> <p>> Continue with basic upgrades to existing facility</p> <p>* Follow building renovation plan guidelines.</p> <p>> Continue dialogue with City of Las Vegas to purchase existing site.</p> <p>>Develop CIP and budget for Enrichment Center development.</p>	<p>Begin campaign to get major partners “on board” including state, federal and local governments, LVCVA, Chamber of Commerce, UNLV, Nevada Arts Council, etc.</p> <p>* Recruit volunteers through workplace service programs, senior organizations (AARP), graduate schools, etc.</p>	<p>Break ground on first phase of Enrichment Center.</p>

ANNUAL PERFORMANCE MATRIX

ATTACHMENT A

GOALS

S E E E E

- > **S**trengthen Families
- > **E**ncourage Economic Self-Sufficiency
- > **E**rase Barriers and Create Opportunities
- > **E**nhance Visibility and Cultural Awareness
- > **E**mbrace collaborations with Community Partners

SERVICE STRATEGIES

E S T E E M

- > **E**mployment (skills development and placement)
- > **S**upport (basic necessities: food, shelter, clothing)
- > **T**reatment (freedom from addiction)
- > **E**ducation (learning, achievement, and leadership)
- > **E**vents & Collaboration (promoting American Indian traditions, heritage, and community issues)
- > **M**obilization (partnerships that enhance access to service and opportunities)