



STRATEGIC PLAN

2019-2021



Diné be'íiná
THE NAVAJO LIFEWAY



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*This plan was created
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Executive Summary

Diné be'iiiná, Inc. (DBI) is a grassroots nonprofit organization founded in 1991. Diné be'iiiná means “the way that we, the people, live” and the organization focuses on promoting a sustainable livelihood through the Navajo Way of Life. Traditionally, this has been sheep, wool, and weaving and whatever comes from that. Currently operating seven initiatives, DBI has created programs designed with the intent to restore status to sheepherding, wool processing, and fiber arts, and to promote the education that is necessary for their pursuit. DBI also seeks to develop value added sheep and wool products and help producers gain access to markets.

OUR MISSION...

is to restore the balance between Navajo culture, life, and land. We seek to preserve, protect, and promote the Navajo way of life; to encourage the participation and cooperation of the Navajo people among themselves and with other people and organizations; and to engage in research, education, development, establishment and promotion of projects and activities which further these ends.

Since its founding, DBI's activities and programs have grown organically and were developed in partnership with the Board of Directors and greater community. While DBI has experienced success and its programs have grown significantly, it now seeks to be more strategic in furthering its mission, including better telling its story, perpetuating Navajo language, cultural perpetuation, diversifying revenue streams and strengthening governance.



This plan was funded by First Nations Development Institute's Native Arts Initiative.



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Strategic planning is a systematic process through which an organization agrees on priorities that are essential to its mission and responsive to its operating environment. DBI underwent a strategic planning process in 2019, which included an analysis of where they are, where they want to go, and how they want to get there. DBI brought together its board, staff and other stakeholders four times from January to April 2019 for strategic planning sessions and trainings designed and facilitated by Daryl Melvin, Principal, and Eileen Egan, Partner, at Melvin Consulting PLLC. The gatherings were held on the following dates and program elements included:

DBI STRATEGIC PLANNING

Session I

January 24, 2019 | Window Rock, Arizona
(see Attachment A for agenda and full list of participants)

In this half day session, board and staff participated in facilitated exercise called Our Learning Journey® developed by Melvin Consulting. This facilitated exercise is designed to help participants better understand their organization's growth, celebrate accomplishments, identify networks of support and intentionally build on those collaborations. This interactive and creative exercise informed discussions on areas of programmatic success, challenges, funding and key program partnerships.

DBI STRATEGIC PLANNING

Session III

March 15, 2019 | Flagstaff, Arizona
(participants included Aretta Begay and Ilene Naegle)

In this four-hour session strategic objectives descriptions were created and intended results were identified. Training was also conducted on creating meaningful measures.

DBI STRATEGIC PLANNING

Session IV

March 29, 2019 | Winslow, Arizona
(participants included Aretta Begay and Ephraim "Zefren" Anderson)

In this four-hour session key performance indicators with measures and targets for success were created.

DBI STRATEGIC PLANNING

Session II

February 13-14, 2019 | Window Rock, Arizona
(see Attachment B for agenda and full list of participants)

In this 1.5-day session board and staff members participated in a visioning exercise, reviewed program descriptions and conducted a SWOT analysis (see Attachment C for SWOT analysis results). Participants also were trained on developing strategic objectives, meaningful metrics and a strategy map.



The intent of these gatherings was to develop clarity and focus for collective action and decision-making to move DBI's mission forward in a more strategic way. The overall goal of this plan is to ensure that DBI is positioned to grow and improve programs, while being accountable to stakeholders. DBI is grateful to its board of directors, advisors and others for their input and feedback on developing this strategic plan, which will ultimately contribute to advancing DBI's mission.

Core Programs

In an effort to validate the scope of services provided, DBI staff and its board of directors participated in a program read-back exercise in Planning Session II that provided an opportunity for participants to develop a deeper understanding of how programs were created and are currently operating. The group developed a shared understanding of program impacts and how various initiatives originated. It was determined that more work is needed to refine program descriptions and that program evaluation and expansion should be reviewed annually.

SHEEP IS LIFE CELEBRATION (FESTIVAL)

[Sheep is Life – Dibé be'íiná] is a celebration of traditional Navajo shepherding and all weaving cultures. It includes an outdoor festival showcasing Navajo weaving classes/demonstrations; Navajo cuisine demonstrations; sheep and wool shows; and professional sheep/land/Navajo churro experts presenting on the animal husbandry wool market, sheep preservation, agricultural practices and more. This annual festival is hosted by Diné College and the Land Grant Office of Diné College as official partners to DBI.

SHEEP TO LOOM (NAVAJO WEAVING & FIBER EDUCATION)

The concept of Sheep To Loom starts with learning about the sheep, where it grazes, how that affects its wool and how to work with its wool. Sheep To Loom apprentices learn about shearing, wool washing, carding, spinning raw to clean fleeces, spinning for yarn/warp, learning the anatomy of the Navajo loom, and finding plants for wool dyeing.

SHEEP TO TABLE (NAVAJO CUISINE)

This program offers meat and traditional Navajo cuisine workshops, seasonal plant walks, and workshops on traditional Navajo sheep harvesting techniques and teachings. The ultimate goals for this program are to continue the use of traditional foods (herbs, foraged herbs from the wilderness used by our ancestors and free-range harvest sheep) and to compile a set of Navajo recipes.

NAVAJO-CHURRO LAMB PRESIDIUM (NCLP)

The goal of the Presidium is to foster a viable income for traditional Diné sheepherders and weavers by establishing a niche meat market for Churro lamb and mutton, in addition to wool and fiber arts. Diné Navajo-Churro producers seek to expand the market for both meat and wool and help improve the Navajo-Churro breed. NCLP works with DBI to further shared goals when project are aligned and to seek sponsorship when needed.



SPIN OFFS (FIBER ARTS EDUCATION/ COMMUNITY OUTREACH)

DBI is dedicated to promoting economic self-sufficiency with sheep wool and sheep culture. Seasonally, across the Navajo Nation, small communities gather to share fiber projects and create value added wool pieces. Spin Offs are informal groups of sheepherders and wool/fiber enthusiasts that meet monthly to exchange knowledge about sheepherding, hands-on learning of new fiber art techniques and anything that connects to the Navajo pastoral lifeway. Communities learn various topics involving wool, hand carding, wool spinning, felting, wool dyeing, Navajo weaving and more.

NAVAJO-CHURRO SHEEP BREED ADVOCACY (EDUCATION/COMMUNITY OUTREACH)

DBI seeks to continue to educate individuals, communities, groups, and other entities about the importance of the role of the Navajo-Churro sheep (Táá dibéí) to Navajo textile/weaving history and its continued survival of this endangered breed. DBI partners with several groups who share a similar mission to preserve the Navajo-Churro sheep breed. DBI gives a Diné (Navajo) perspective of how the sheep plays a sacred role in Navajo creation stories to Navajo philosophy and Navajo textile history.

DINÉ BE'ÍINÁ NAVAJO TEXTILE & WEAVING CONSULTATION

DBI partners with professionals, entities, schools, businesses and others that would like the organization to conduct a workshop, presentation or develop a resource guide.

Our Learning Journey® RESULTS

Through a review of events and activities documented as part of the Our Learning Journey® exercise, participants arrived at a collective ownership of a shared story of their past and how it has shaped what DBI is today. The group created the following list describing their shared understanding of their journey since DBI's founding in 1991 based on a review of the Our Learning Journey® time-line with peaks, plateaus and valleys.

OUR SHARED UNDERSTANDING

We are Strong

We are Visionary

We are Resilient
and Persevere

We are All Teachers
and Mentors...

Passing Information to
the Next Generation is Vital

- Volunteers and Staff are the Key to Our Success.
- As Unrestricted Revenue Grew, DBI's Infrastructure Strengthened and Led to Increased Success.
- Investing in Our Internal Team (Staff) is Critical to the Future of DBI.
- We Now Better Understand Our Growth Areas.
- We Take Ownership of Our Organization.
- We Need to Grow Our Own Fundraisers to be Sustainable.
- We Need to Document History, Activities and Decisions.
- We Lack Information on the Early Years of DBI.
- When We Started to be More Intentional About Fundraising, Our Revenue Increased.
- If DBI Diversifies its Revenue, it will be Sustainable.
- DBI had a Rough Run on Consignment, Taxes, etc.
- DBI's Original By-Laws are Solid.
- Change in Leadership, Requires New Learning.
- Fundraising is the Backbone of a Nonprofit. The DBI Board Knows that Fundraising is a Key Responsibility.
- Spinoffs and Weaving Kits are Success Stories.
- Non-Natives Were Helpful in Writing Grants, but had Difficulty Documenting Impact Because They Lacked the Knowledge of Culture/Language.

Our Learning Journey[®]



"We've had a good journey and our journey looks good so far."

— ARETTA BEGAY

KEY LEARNINGS

In Early Years Relied Only on Federal Funding (ANA, USDA, etc.). Funding from one revenue source put an organization at risk.

2014 | 100% of Revenue Restricted. Restricts Org. Growth.

2016 | Hiring Paid Staff Precipitates Growth.

2017 | Intentional Fundraising Begins. Precipitates Growth.

2018 | 8-12% of Revenue Unrestricted. Encourages Innovation and Growth.



- GROUP 1 COMMENTARY
- GROUP 2 COMMENTARY
- TREND LINE

Our Learning Journey[®] was developed by **Melvin Consulting PLLC** as a way for Native communities to have the opportunity to reflect on their organizational growth, challenges and high points resulting in more intentional decision-making and ways to share the stories about the impact of their work. Our Learning Journey[®] may not be reproduced in whole or in-part without expressed written consent of Melvin Consulting PLLC. Please contact daryl@melvinconsultingpllc.com or visit melvinconsultingpllc.com for information on utilizing this tool.



2039 Vision

After the Program Read Back and Our Learning Journey® exercises, participants broke up into two groups to conduct a visioning session. Participants imagined the change they will see in their community in twenty years based on implementation of this strategic plan. The following goals and aspirations for 2039 were identified by two groups of participants in Session II:

GROUP 1

- DBI Members Market Eco-Wool Wash. "All ingredients are naturally sourced," - Ron G.
- DBI youth weavers dominate Santa Fe and Heard Museum art shows.
- Number of weavers increases from 10 to 150 since 2019.
- Diné be'iiná and Navajo Sheep Project Re-establish Southwestern Sheep Research Station...Fort Wingate, New Mexico Becomes Contemporary Multi-Cultural Sheep and Wool Sustainable Education Center.



GROUP 2

- NBC Features Sheep is Life Event on Today Show.
- Pastoral Degree and Land Stewardship Program Offered at Local College.
- DBI Offers New State of the Art Fiber Arts and Wool Mill Center.
- A New Generation of Navajo Shepherds and Fiber Artists. A Record Number of New Navajo-Churro achieved in 2039.
- Diné be'iiná statement:
 - o 20 Youth Complete DBI Apprenticeships in Shepherding and Fiber Arts.
 - o Number of Registered Navajo-Churro Reaches 10,000 – They are No Longer Considered Endangered.
 - o Navajo Shepherds Recognized for Restoring Health and Productivity to Over 10,000 Acres.
 - o Five New Markets for Tǎá dibéi Open in Europe.



Accountability & Communications

While it is important to develop a strategic plan, goals and metrics, it is equally important that the plan be intentionally executed. The staff and board who comprise the DBI strategic planning team are committed to operationalize the 2019-2021 Strategic Plan and to communicate results at least bi-annually. The team will report any obstacles in plan execution and revisions to the plan. The plan will be reviewed by the DBI internal strategic planning team at least annually and revised as needed. Written reports will be provided twice a year to the DBI Board of Directors on the status of strategic objectives and metrics.

DUE QUARTERLY:

WINTER	Report on Strategic Plan Budget Alignment
SPRING	Quarterly Report on Strategic Plan Budget Alignment Bi-Annual Update to Board on Plan Progress
SUMMER	Quarterly Report on Strategic Plan Budget Alignment
FALL	Quarterly Report on Strategic Plan Budget Alignment Bi-Annual Update to Board on Plan Progress Annual Review and Plan Revisions Annual Board Approval of Plan

Budget Implications

The intended goal of this plan is for the strategic objectives to guide DBI's day-to-day work resulting in a more efficient use of resources. This will increase the pool of funds available to grow and improve programs, ultimately meeting community needs and fulfilling DBI's mission. While the overall goal is to become more effective, it is understood that many of the strategic objectives in this plan will require budget allocations to ensure they are successfully executed. Thus, DBI has hired an external consultant to assist with aligning all program activities with the organizational operating budget. Ultimately, the DBI Board of Directors are responsible for allocating the resources during its annual budgeting process to ensure funds are allocated so the plan can be successfully executed.



Introduction to the Plan, Benchmarking & Implementation

The information from the four strategic planning sessions that are detailed in this report (and appendices) inform the following detailed plan, including: Management Scorecard Data Collection System and Performance Indicator Tool, the Four Perspectives and Strategic Objectives.

MANAGEMENT SYSTEM SCORE CARD DATA COLLECTION AND PERFORMANCE INDICATORS

The Balanced Scorecard is a management tool that has been developed to measure organizational strategic performance. As part of its scope of work, Melvin Consulting PLLC and DBI have integrated Balanced Scorecard core principles into their strategic planning process. The resulting model includes essential Balanced Scorecard components such as a strategy map and performance indicator linkages to strategic objectives. In addition to this strategy-focused output, DBI has contributed to the development of a core set of performance indicators that have been customized to meet their needs and address their unique challenges.

This document provides an outline of how to operationalize data collection and reporting for DBI Balanced Scorecard core performance indicators.

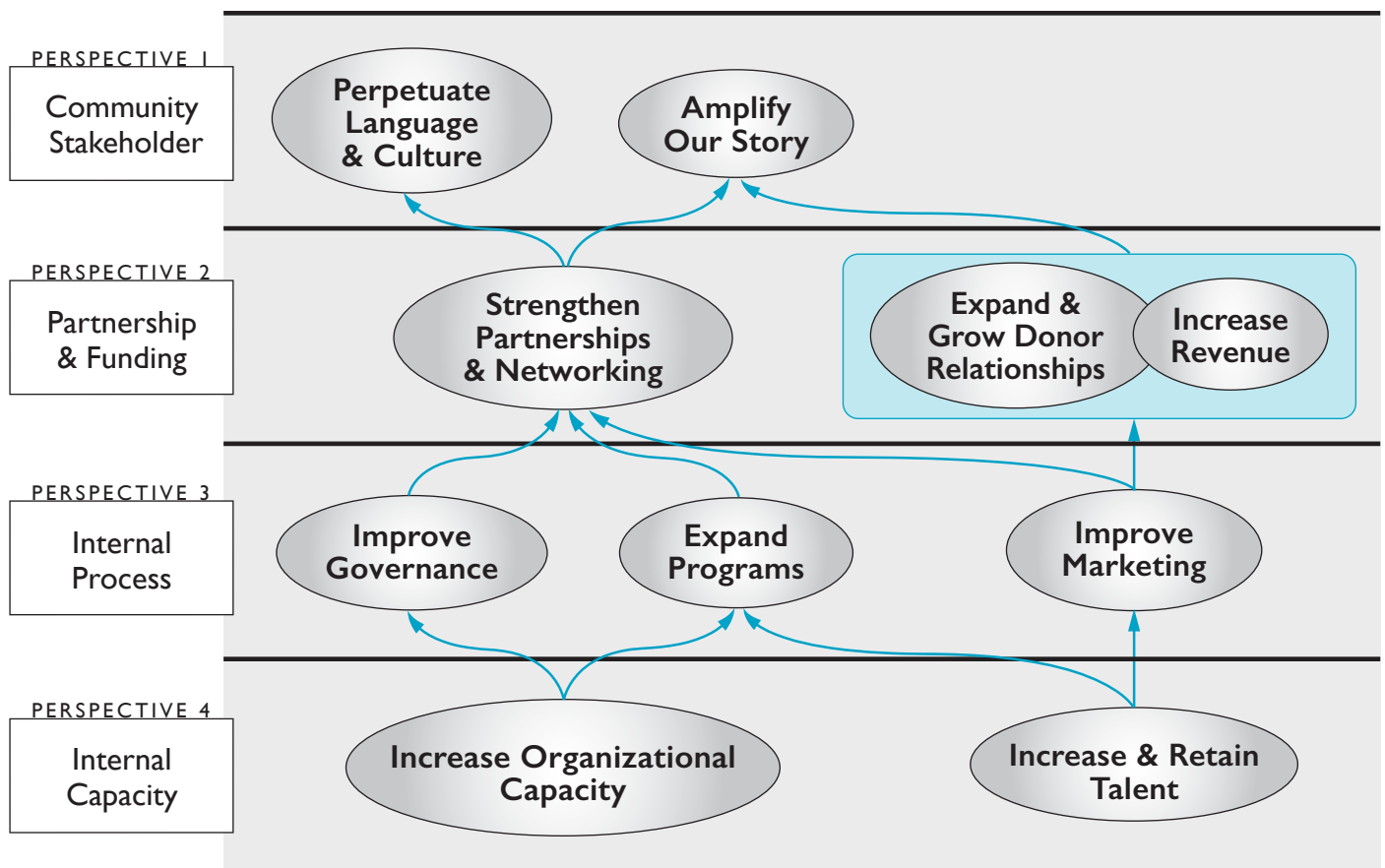
HOW THE BENCHMARKING PROCESS WORKS

Once DBI compiles performance data across a quarter, staff members can generate the customized benchmark reports.

The reports will track DBI performance across its strategic objectives and key performance indicators. Prior to generating the report, it is important to ensure that all necessary data is gathered to accurately calculate the core Balanced Scorecard indicators and ensure it reflects the reporting period performance.

Diné be'íiná | Strategic Map 2019

Our mission is to restore the balance between Navajo culture, life, and land. We seek to preserve, protect, and promote the Navajo way of life; to encourage the participation and cooperation of the Navajo people among themselves and with other people and organizations; and to engage in research, education, development, establishment and promotion of projects and activities which further these ends.



Four Perspectives

Strategic Objectives Description & Intended Results



PERSPECTIVE 1: Community Stakeholder

STRATEGIC OBJECTIVE:

Perpetuate Language & Culture

DESCRIPTION:

Integrating language and culture into our program activities to perpetuate the Navajo way of life.

INTENDED RESULTS:

- Preserve and perpetuate language and culture.
- Provide education and resources on fiber and textile arts.
- Involvement aligned with mental and spiritual wellness.
- Build self-confidence, understand responsibilities, and instill strength and determination.

STRATEGIC OBJECTIVE:

Amplify Our Story

DESCRIPTION:

Telling our story is vital to advancing DBI's mission and to engage stakeholders, including funders, volunteers and allies. A powerful story reaffirms our commitment to protecting, promoting and teaching our Navajo way of life.

INTENDED RESULTS:

- Promote DBI's mission.
- Increase understanding of DBI programs.
- Preserve the Navajo way of life.
- Increase youth participation.



PERSPECTIVE 2: Partnerships & Funding

STRATEGIC OBJECTIVE:

Strengthen Partnerships & Networking

DESCRIPTION:

Expand and maintain partnerships and networks to build a pathway to accomplish our mission.

INTENDED RESULTS:

- Expand Sheep To Loom program.
- Expanding Sheep Is Life program Navajo Nation-wide.
- Improve communication to eliminate duplicated services between similar entities by encouraging partnerships and maintain positives relationship with current partners.
- Increase number of youth groups involved with DBI.

STRATEGIC OBJECTIVE:

Strengthen & Grow Donor Relations

DESCRIPTION:

Increasing DBI's circle of donors that contribute time, knowledge and resources, which are critical to expanding and strengthening programs and building capacity. DBI is committed to diversifying its donor base, including engaging individuals in the local textile and fiber arts communities along with national and international audiences.

INTENDED RESULTS:

- Strengthen and grow DBI programs and capacity.
- Increase donor base.
- Increase and diversify revenue streams.
 1. Increase number of individual donors
 2. Establish recurring giving program
 3. Increase percentage of successful grant applications
- Establish a donor tier/gift/discount.
- Develop brochures with company information.
- Develop an understanding of professional fundraising strategies.





STRATEGIC OBJECTIVE:
Increase Revenue

DESCRIPTION:

Increase and diversify revenue streams to ensure that DBI is sustainable.

INTENDED RESULTS:

- Increase revenue to strengthen programs.
- Maintain funding for overhead.
- Increase unrestricted funds.
- Increase board engagement in fundraising.
- Achieve sustainable revenue through fundraising and entrepreneurial strategies.



PERSPECTIVE 3: Internal Process

STRATEGIC OBJECTIVE:
Improve Governance

DESCRIPTION:

Honor DBI's mission and vision to facilitate the recruitment of key volunteers with a continued focus on traditional practitioners and mentors. Through a strong and diverse board, DBI will enhance the experience and quality of board functions and meetings resulting in a rewarding experience that honors its collective knowledge.

INTENDED RESULTS:

- Attract committed board members, staff and volunteers.
- Offer opportunities to explore, learn and revive ancestral knowledge.
- Expand board committees.
- Increase board effectiveness and engagement.
 - Achieve quorum at board meetings
- Maintain a focus on DBI mission by focusing on traditional or holistic teachings.

STRATEGIC OBJECTIVE:
Expand Programs

DESCRIPTION:

Increase outreach and capacity to share our knowledge and wisdom with communities.

INTENDED RESULTS:

- Develop curriculum and utilize current materials.
- Reach more youth and schools.
- Utilize expertise of others.
- Increase availability/accessibility of Sheep To Loom and Sheep To Table teachings and experiences.
- Emphasize skill development, food summit, and education around cultural appropriate teachings.
- Elevate DBI as the authority on T'áá dibéí (the sheep) fiber arts.

STRATEGIC OBJECTIVE:
Improve Marketing

DESCRIPTION:

Increase DBI's presence on various marketing platforms while keeping expenses realistic and manageable.

INTENDED RESULTS:

- Promote Navajo self-sufficiency.
- Market DBI in the public's eye.
- Create advertisements in available media outlets.
- Build strong customer relations.
- Create a feasible demand for Navajo raised and Navajo made products.



PERSPECTIVE 4: Internal Capacity

STRATEGIC OBJECTIVE:

Increase Organizational Capacity

DESCRIPTION:

Develop internal processes and improve governance to strengthen youth leadership and engage committed individuals. Increase staff, community and board training and skill development.

INTENDED RESULTS:

- Expand the number of DBI staff resources.
- Strengthen DBI volunteers/donor coordination.
- Increase youth development within DBI programs.
- Strengthen youth community outreach.
- Improve the recruitment of DBI board members.
- Recognize key donors and prospects.

STRATEGIC OBJECTIVE:

Increase & Retain Talent

DESCRIPTION:



Investing in people is critical to DBI's success and it will work to enlist and retain talent and committee staff to execute its mission.



INTENDED RESULTS:

- Ensure progress with program objectives.
- Ensure qualified and knowledgeable individuals work for DBI.
- Staff maintain solid work ethics.
- Ensure quality and reliable work is performed.
- Grow positive relationships with board, co-workers, volunteers and the public.
- Staff possess the willingness to perform beyond expectations.
- Staff believe in the organization's purpose.



Table of Selected Key Performance Indicators

PERSPECTIVE	STRATEGIC OBJECTIVES	#	MEASURE	TARGET (ANNUAL UNLESS OTHERWISE NOTED)	SOURCE (S) / ASSIGNED (A)	COMPLETION TARGET DATE
PERSPECTIVE 1  Community Stakeholder	Perpetuate Language & Culture	1	Have fluent Navajo-English speaking staff.	Board confidence survey (using SurveyMonkey, scale 1-10). Set Baseline. Lower 0, upper 1.		December 2020
		2	Collaborate with Navajo traditionalists.	Number of Navajo traditionalists (presenters or consultants) engaged with organization per year. Lower 5, upper 10.		December 2020
		3	Provide hands-on activities for youth, such as labeling in Navajo.	Sheep To Loom, for each educational activity the percentage of Navajo language material. Lower 5%, upper 10%.		December 2020
	Amplify Our Story	4	Collect and document the DBI story, including program activities.	Create and release a five minute documentary on DBI. Lower 0, upper 1. (every two years)		December 2019 & 2021
		5	Find new venues and networks to share our story such as conferences, NPS, and cultivating other media outlets.	Number of DBI booths or speaking engagements. Lower 2, upper 4.		December 2019 (annually through 2021)
		6	Create media content for language and culture associated with textile art, to be archived by telling this story through a heritage product.	Number of activities or events where DBI uses its own media documentation. Lower 1, upper 3 (every six-months).		December 2020 (measured twice a year)
PERSPECTIVE 2  Partnerships & Funding	Strengthen Partnerships & Networks	7	Formal invitations to Sheep Is Life for Navajo Sheep Association and other key organizations.	Number of invitations issued to organizations. Lower 2, upper 7.		December 2020 (annually through 2021)
	Expand & Grow Donor Relationships	8	Create an annual giving program.	Number of fundraising plan sections completed for a total of 8 sections. Lower 2, upper 7.		December 2020
		9	Create donor collateral materials, impact report.	Number of reports done. Lower 0, upper 1.		December 2020 (annually through 2021)
		10	Cultivate donors through events like Sheep Is Life.	Number of donors attending events. Lower 1, upper 3.		December 2021
	Increase Revenue	11	Increase growth of programs and develop a fee structure for consultation.	Percentage of subcontractors using DBI fee structure. Lower 30%, upper 40%.		December 2021
		12	Increase unrestricted revenue.	Increase unrestricted fund by \$3,000. Lower \$1,000, upper \$3,000		December 2019 (assess goal annually through 2021)
		13	Use event invitations and increase social media to expand community outreach.	Percent increase in 1) email subscribers, 2) Facebook followers. Lower 10%, upper 20%.		December 2019 (assess goal annually through 2021)

PERSPECTIVE	STRATEGIC OBJECTIVES	#	MEASURE	TARGET (ANNUAL UNLESS OTHERWISE NOTED)	SOURCE (S) / ASSIGNED (A)	COMPLETION TARGET DATE
PERSPECTIVE 3  Internal Processes	Improve Governance	14	Offer training to strengthen board governance.	Participation in board training at board meetings. Lower 0 upper 1 (quarterly)		December 2019 (measure quarterly through 2021)
		15	Formally incorporate board appreciation into Sheep Is Life event.	Board Confidence Survey – board appreciation score (using SurveyMonkey, scale 1-10) lower 5, upper 8. (annually in June)		December 2019 (each Dec. through 2021)
		16	Increase board attendance to achieve quorum.	Percentage of board member attendance at board meeting. Lower 51%, upper 75% (quarterly)		December 2019 (measure quarterly through 2021)
	Expand Programs	17	Create books and guides (print or electronic media) to accompany existing programs.	Number of books or guide chapters done for 6 programs. Lower 1, upper 6. (twice a year, July 1 & Dec. 1)		December 2020
	Improve Marketing	18	Develop a marketing plan (including webpage, blog, etc.).	Number of marketing plan program objectives complete for the 6 programs. (twice a year, July 1 & Dec. 1)		December 2020
PERSPECTIVE 4  Internal Capacity	Increase Organizational Capacity	19	Select and purchase subscription to a CRM for record keeping of volunteers, donors, youth, etc.	Number of entries into CRM. Lower 10, upper 20 (20 per month).		December 2019 (track entries quarterly after Dec. 2019)
		20	Establish and strengthen a program evaluation system for six programs.	Number of outcome evaluations done for programs. Lower 0, upper 1 (quarterly).		Begins Dec. 2019 (tracked quarterly progress through Dec. 2020)
		21	Create a governance handbook.	Number of chapters/sections complete for a total of 12. Lower 1, upper 2 (quarterly).		Begins Dec. 2019 (assess progress quarterly through Dec. 2021)
	Increase & Retain Talent	22	Increase and leverage number of partnerships. NTU, youth center internships, etc.	Number of new agreements annually (formal/informal). Lower 1, upper 3.		December 2019, 2020 & 2021
		23	Conduct annual staff evaluations with review of potential salary increases.	Staff evaluations complete. Lower 0%, upper 100%.		December 2019, 2020 & 2021



Core Performance Measures

INDICATOR 1	Complete use of language confidence survey by DBI board members on incorporation of Navajo language in activities (survey using 1-10 scale).
INDICATOR 2	Track number of paid presenters or consultants (Navajo traditionalists) at any DBI activity.
INDICATOR 3	Calculate the percentage of education activities that incorporate Navajo language (spoken and written) that targets youth for all educational activities at the Sheep To Loom event.
INDICATOR 4	Create and release a five minute documentary on DBI.
INDICATOR 5	Count the number of events/conferences DBI attends where they have an informational booth or a speaking engagement.
INDICATOR 6	Track the number of activities or events where DBI uses its own media documentation.
INDICATOR 7	Count the total number of formal invitations issued to potential partners to attend Sheep Is Life event.
INDICATOR 8	Create sections of the DBI fundraising plan for existing DBI programs, total of 8 sections.
INDICATOR 9	Create one formal report.
INDICATOR 10	Report on the total number of donors attending the events.
INDICATOR 11	Calculate the percentage of DBI subcontractors that use the existing program fee structure at each event in which they participate.
INDICATOR 12	Track total increase in unrestricted funds.
INDICATOR 13	Determine the percentage increase in number of 1) email subscribers; and 2) Facebook followers.
INDICATOR 14	Count board member trainings using attendance at each board meeting.
INDICATOR 15	Conduct DBI board member confidence survey for appreciation (survey using 1-10 scale).
INDICATOR 16	Track individual board member attendance at board meetings.
INDICATOR 17	Count number of chapters completed for material for a DBI book/guide on 6 programs.
INDICATOR 18	Track total # of marketing plan program objectives completed for the 6 programs.
INDICATOR 19	Track selection and purchase of CRM and track total number of entries (person/organization) added into CRM.
INDICATOR 20	Complete an outcome evaluation for each program.
INDICATOR 21	Count the number of chapters/sections completed for the governance handbook, total of 12 chapters.
INDICATOR 22	Obtain number of new agreements (formal/informal) initiated by DBI.
INDICATOR 23	Board to complete review of director and director to complete annual evaluation of all other staff.

DBI Strategic Planning Session I Agenda

JANUARY 24, 2019



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Diné be'íiná -
Navajo Lifeway

Native Arts Initiative Training and Technical Assistance: Our Learning Journey and Board Roles and Responsibilities

January 24, 2019 | Navajo Nation Museum | Window Rock, AZ

Training Conducted by Melvin Consulting PLLC &
Sponsored by First Nations Development Institute

Training Objectives

- The DBI Board will develop a shared understanding of the organization's history, peaks, plateaus and challenges.
- The DBI Board and staff will increase their knowledge on their roles and responsibilities to operate a highly effective nonprofit.

Training Agenda | January 24, 2019

10:00 – 10:30 a.m.	Welcome, Objectives, & Introductions
10:30 a.m. – noon	Our Learning Journey©: Identifying Past Efforts, Successes and Challenges
Noon – 12:15 p.m.	Break & Transition into Working Lunch
12:15 – 1 p.m.	Working Lunch: Board Roles and Responsibilities
1:00– 1:15 p.m.	Break
1:15 – 1:45 p.m.	Board Roles and Responsibilities (continued)
1:45 – 2 p.m.	Next Steps, Our Shared Commitment, and Close

Training Participant List: Diné be'íiná, Inc.

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Jackie Frank, Board Member (Navajo) | rezboy.jf@gmail.com (Tentative)

First Nations Development Institute Staff

Catherine Bryan, Director of Programs, Strengthening Tribal and Community Institutions

Sarayl Shunkamolah, Program and Operations Officer

Trainers

Daryl Melvin, P.E. Principal
Melvin Consulting PLLC

With over two decades of experience working with tribal nations, private entities and the public sector in healthcare, engineering, strategy, leadership, and infrastructure development, Daryl Melvin is passionate about perpetuating tribal sovereignty and providing tribes with the tools and expertise necessary to development and implement initiatives that are in alignment with their values resulting in stronger economies. Prior to establishing Melvin Consulting PLLC, Daryl held the position of Chief Executive Officer for numerous tribal hospitals and health centers with a focus on elevating the work of critical access hospitals and expanding the services of ambulatory centers. Additionally, he worked with the City of Flagstaff in Governmental Affairs and Community Development providing him with a deep understanding of how tribes can work across city, county and state legislative bodies to advance tribal interests. In leading diverse and complex organizations, Daryl was responsible for organizational budgets of over \$38 million and for capital projects valued at \$160 million. Daryl currently serves on the boards of the Hopi Tribe Economic Development Corporation, Hopivewat - A Hopi Cultural Resource Center and Arizona Indian Living Treasures Awards. A member of the Hopi Tribe, Daryl previously served on the board for the Hopi Education Endowment Fund and Native Americans for Community Action. Daryl presents on topics such as budgeting, creating strong vision and mission statements, leadership, board governance, strategic planning, and entrepreneurship.

Eileen Egan, Partner
Melvin Consulting, PLLC

For nearly 20 years, Eileen has partnered with executives, boards and staff to empower them and their organizations to reach their goals through the effective use of resources, strategies and the facilitation of vital conversations. Eileen brings a breadth of experience in resource development, program management, facilitation, strategic planning and board governance. She has insights into a wide array of organizations at the national, regional and local levels spanning higher education, hospital foundations, grantmakers and rural nonprofits. Eileen previously served as the fundraising director at the American Indian College Fund for 11 years to support the nation's tribal colleges and universities with her expertise in major gifts, planned giving, corporate relations, foundation relations, annual giving and prospect research. She also worked at the Harvard University Native American Program focusing on student affairs, recruitment and advocacy. A member of the Hopi Tribe, Eileen served on the board of directors for the Hopi Education Endowment Fund, Arizona Indian Living Treasures Awards, Stories on Stage, among others. She presents and trains on topics such as diversifying fundraising revenue streams, grant writing, building individual giving programs, major gifts - "Making the Ask," board governance, planned giving, prospect research and strategic planning.

DBI Strategic Planning Session II Agenda

FEBRUARY 13-14, 2019



FIRST NATIONS
DEVELOPMENT INSTITUTE



Diné be'íiná -
The Navajo Lifeway

Diné be'íiná Board of Directors Strategic Plan Work Session

February 13-14, 2019 | Quality Inn Navajo Nation Capital | Window Rock, AZ

Facilitation and Training Provided by Melvin Consulting PLLC &
Sponsored by First Nations Development Institute

Objectives

- The DBI Board will strengthen alignment around organizational mission and programs.
- The DBI Board will gain an increased understanding of board roles and responsibilities.
- The DBI Board will participate in a strategic planning session, including conducting a SWOT analysis, developing strategic goals and objectives, and considering the resources and budget needed to mobilize strategic objectives.
- The DBI Board will be introduced to dashboard metrics and strategy mapping and how they relate to strategic planning implementation.

Agenda | February 13, 2019

10 - 10:15 a.m.	Welcome, Blessing, and Session Objectives (<i>Meet in the Red Room</i>)
10:15 - 11:15 a.m.	Team Building Exercise, DBI Program Readback, & Overview of Our Learning Journey
11:15 - 11:45 a.m.	Mission Affirmation
11:45 a.m.-12:15 p.m.	SWOT Analysis and Facilitated Discussion (1.5 hours)
12:15 - 1:30 p.m.	Working Lunch: Essential Board Roles and Responsibilities, Transition to Afternoon Session
1:30 - 2:30 p.m.	SWOT Analysis (continued)
2:30 p.m.	Break (10 min)
2:40 - 3:40 p.m.	Strategic Themes, Strategies and Objectives
3:40 - 5 p.m.	Our Vision for the Future
5 p.m.	Wrap up and Transition to Evening Dinner and Activity
6 – 7:30 p.m.	Working Group Dinner (Red Room): Diné be'íiná Board of Directors Asset Inventory Exercise

Training Agenda | February 14, 2019

9 - 9:30 a.m.	Opening & Reflections on Day 1 (<i>Meet in the Red Room</i>)
9:30 - 10:30 a.m.	Strategic Themes, Strategies and Objectives (continued)
10:30 a.m.	Break (10 min)
10:40 a.m.-12:15 p.m.	Introduce Logic Model, Strategy Maps and Identify Strategic Objectives
12:15 p.m.	Working Lunch: Wrap Up Strategic Objective Development & Consider Resource Planning and Budget Needed to Mobilize DBI's Strategic Objectives
1:15 - 2:30 p.m.	Demonstrating Impact: Developing Meaningful Measures
2:30 p.m.	Recap & Next Steps
3 p.m.	Close and Adjourn

Training Participant List – Feb. 13, 2019

Aretta Begay (Navajo), DBI Director | arettab@gmail.com, info@navajolifeway.org

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Training Participant List – Feb. 14

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Trainers

Daryl Melvin, P.E. Principal, Melvin Consulting PLLC, Flagstaff, AZ | Daryl@melvinconsultingpllc.com

With over two decades of experience working with tribal nations, private entities and the public sector in healthcare, engineering, strategy, leadership, and infrastructure development, Daryl Melvin is passionate about perpetuating tribal sovereignty and providing tribes with the tools and expertise necessary to development and implement initiatives that are in alignment with their values resulting in stronger economies. Prior to establishing Melvin Consulting PLLC, Daryl held the position of Chief Executive Officer for numerous tribal hospitals and health centers with a focus on elevating the work of critical access hospitals and expanding the services of ambulatory centers. Additionally, he worked with the City of Flagstaff in Governmental Affairs and Community Development providing him with a deep understanding of how tribes can work across city, county and state legislative bodies to advance tribal interests. In leading diverse and complex organizations, Daryl was responsible for organizational budgets of over \$38 million and for capital projects valued at \$160 million. Daryl currently serves on the boards of the Hopi Tribe Economic Development Corporation, Hopivewat - A Hopi Cultural Resource Center and Arizona Indian Living Treasures Awards. Daryl is Hopi/Navajo from the Roadrunner clan (Hoospowungwa) and born for the Coyote Pass clan (Muui'dez'gish'nii), he previously served on the board for the Hopi Education Endowment Fund and Native Americans for Community Action. Daryl has a Master's Degree in Civil Engineering from University of California-Berkeley, a B.S. in Civil Engineering from the University of Arizona and completed doctoral coursework and certificates in Public Health. Daryl presents on topics such as budgeting, creating strong vision and mission statements, leadership, board governance, strategic planning, and entrepreneurship.

Eileen Egan, Partner, Melvin Consulting, PLLC, Flagstaff, AZ | Eileen@melvinconsultingpllc.com

For nearly 20 years, Eileen has partnered with executives, boards and staff to empower them and their organizations to reach their goals through the effective use of resources, strategies and the facilitation of vital conversations. Eileen brings a breadth of experience in resource development, program management, facilitation, strategic planning and board governance. She has insights into a wide array of organizations at the national, regional and local levels spanning higher education, hospital foundations, grantmakers and rural nonprofits. Eileen previously served as the fundraising director at the American Indian College Fund for 11 years to support the nation's tribal colleges and universities with her expertise in major gifts, planned giving, corporate relations, foundation relations, annual giving and prospect research. She also worked at the Harvard University Native American Program focusing on student affairs, recruitment and advocacy. Eileen completed training on the strategy performance management tool Balanced Scorecard, earned a certificate in strategic management from DePaul University and is trained in the Institute of Cultural Affairs in the USA's ToP Facilitation methods. A member of the Hopi Tribe, Eileen earned a BS in Journalism from Emerson College and a Master's Degree in Education from the Harvard University. A member of the Hopi Tribe, she served on the board of directors for the Hopi Education Endowment Fund, Arizona Indian Living Treasures Awards, Stories on Stage, among others. She presents and trains on topics such as diversifying fundraising revenue streams, grant writing, building individual giving programs, major gifts - "Making the Ask," board governance, planned giving, prospect research and strategic planning.

INTERNAL

HELPFUL TO MISSION

STRENGTHS

OUTREACH

- Public Outreach
- Educational Outreach
- Spin Off
- Educational Community Outreach
- Community Development

PROGRAMS

- Community Development

RESOURCES

- Promote DBI With Very Little Resources

SHEEP-IS-LIFE

FOLLOW MISSION

- Accountability
- Focus on Mission
- Cultural Preservation
- Excellent Leadership and Committed Board of Directors
- Knowledge Wisdom Traditional Lifeways
- Follow Their Mission

YOUTH

- Engaging Youth

HARMFUL TO MISSION

WEAKNESSES

BUDGET

- Annual Plan Budget

REVENUE

- Unrestricted Funds
- Funding
- Physical Resources

STAFFING

OUR STORY

- Telling Our Story
- Being an Ambassador

GOVERNANCE

- Attendance
- Commitment
- Lack of Board Quorum
- Making A Commitment Ownership
- Policies Handbook

EXTERNAL

OPPORTUNITIES

PARTNERSHIPS/NETWORK

- Collaboration
- Networking
- Work with Similar Organizations

PROGRAMS

- Skills
- Food Sovereignty Appropriation
- Land Stewardship Pastoralism
- Becoming Authority – Sheep (Táá dibéí)
- Fiber Arts Advocacy

DONOR RELATIONS

- Donor Tracking

FUNDING

- Grants
- Fundraising

MARKETING

- Advertising
- Improved Marketing
- Public Relations Team
- Media Publicity
- Other Social Media Platforms
- Outsource Public Relations

CAPACITY BUILDING

- Building Capacity
- Youth Development for DBI Board

LANGUAGE AND CULTURE

THREATS

FUNDING

- Funding

FACILITY EQUIPMENT

- Equipment
- Permitted Office

POLICY LAW

- United States Navajo Nation Laws
- Grazing Laws
- Tribal Politics
- Regulations for Shepherders

PARTNERSHIP

- Institutional Differences

OPERATIONS

- Telecommunications
- Location and Access
- Rural Nature

VALUE DIFFERENCES

- Ignorance (Sheep, Culture & History)
- Competitiveness Cultural Differences

APPENDIX D

Scorecard Example

This Scorecard example shows how organizations show tracking and trending for performance measures.

Performance Legend			Trend Legend								
TBD	To Be Determined		0	Positive Trend							
p	Above Target		1	No Trend or No Change							
u	At Target		0	Negative Trend							
q	Below Target										
			</								