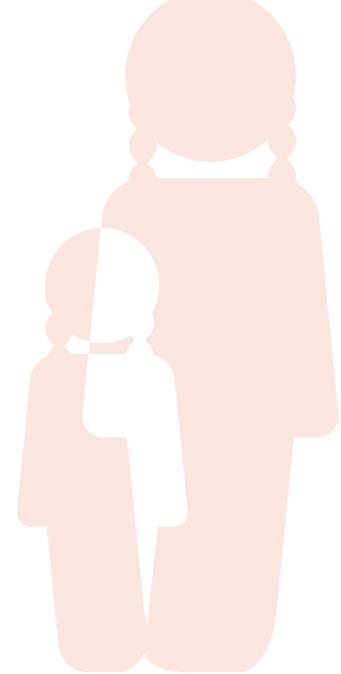


NA·HO·N

STRATEGIC PLAN & LOGIC MODEL



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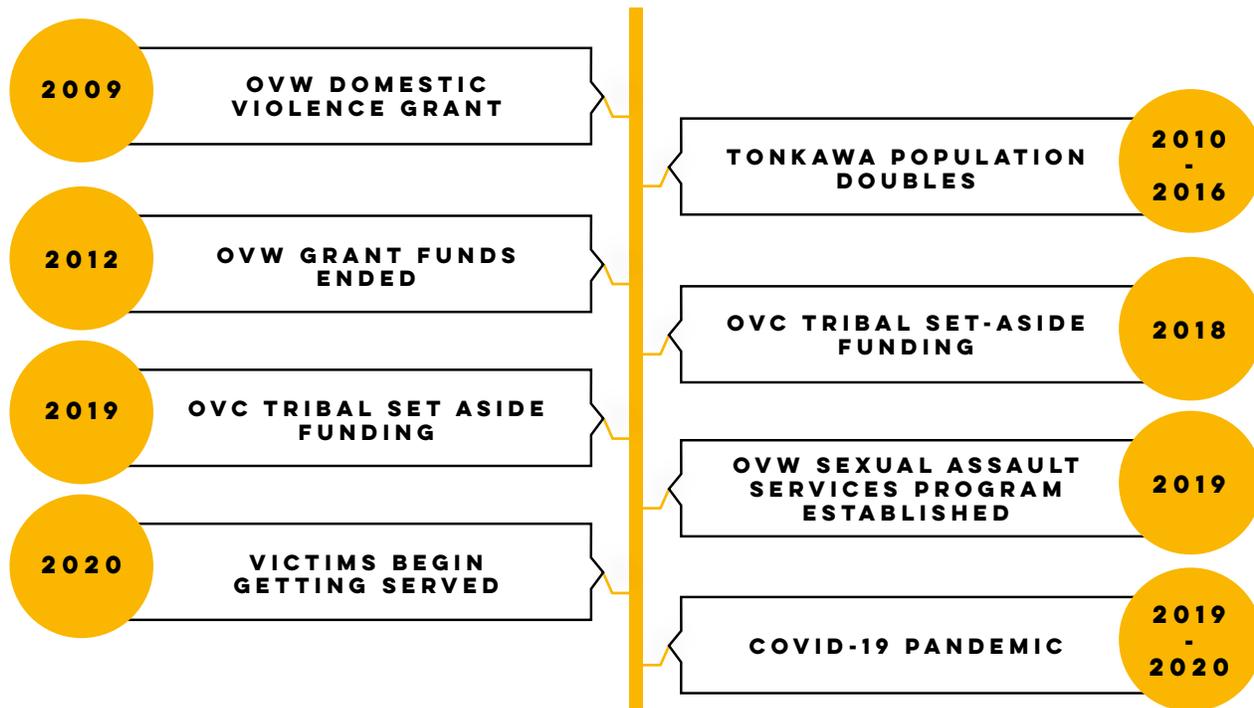
INTRODUCTORY STATEMENT



This strategic plan has been developed by the Tonkawa planning committee, supported by the Native Alliance Against Violence, and facilitated by Pioneer Technology Center’s Business Department in order to provide a disciplined approach to the provision of services to victims of crime over the next 3-5 years at the Tonkawa Tribe of Oklahoma.

There are 882 enrolled members of the Tonkawa Tribe with approximately 400 living in the Fort Oakland Community. Over half of our tribal membership includes members from ages 0 to 18. The community consists of tribal members, non-tribal members, and members of other tribes. The Tonkawa Tribe of Oklahoma is a federally recognized Tribe located within Kay County in rural north central Oklahoma. More than 80% of the Tribe’s membership resides in Kay County and almost half live on the tribal reserve of Fort Oakland. The Tonkawa Tribe is governed by a constitution, organized under the Oklahoma Indian Welfare Act of 1936. The governing body is a three-member Tribal Committee elected by the citizens.

HISTORY



When the 2018 Tribal Set-Aside funding came out, Oklahoma's tribal coalition, Native Alliance Against Violence (NAAV), began to reach out to every tribal nation in Oklahoma to provide support and assistance to apply for the funding. Tonkawa Tribe of Oklahoma was interested in the NAAV becoming a designee on their behalf, so they partnered together to fill a need in the Kay County area, long-term transitional housing. At that time, victim services had not been active at the tribe in 6 years and the tribe was understaffed and in need of writing for this funding. There was a previous OVW grant in 2012 that attempted to start a domestic violence program that they did not continue due to staff and no strategic plan.

Following our 2018 Tribal Set-Aside Transitional Housing project, the tribe also applied for two other victim service grants to expand victim services to provide

emergency services to human trafficking victims and emergency services to victims of crime.

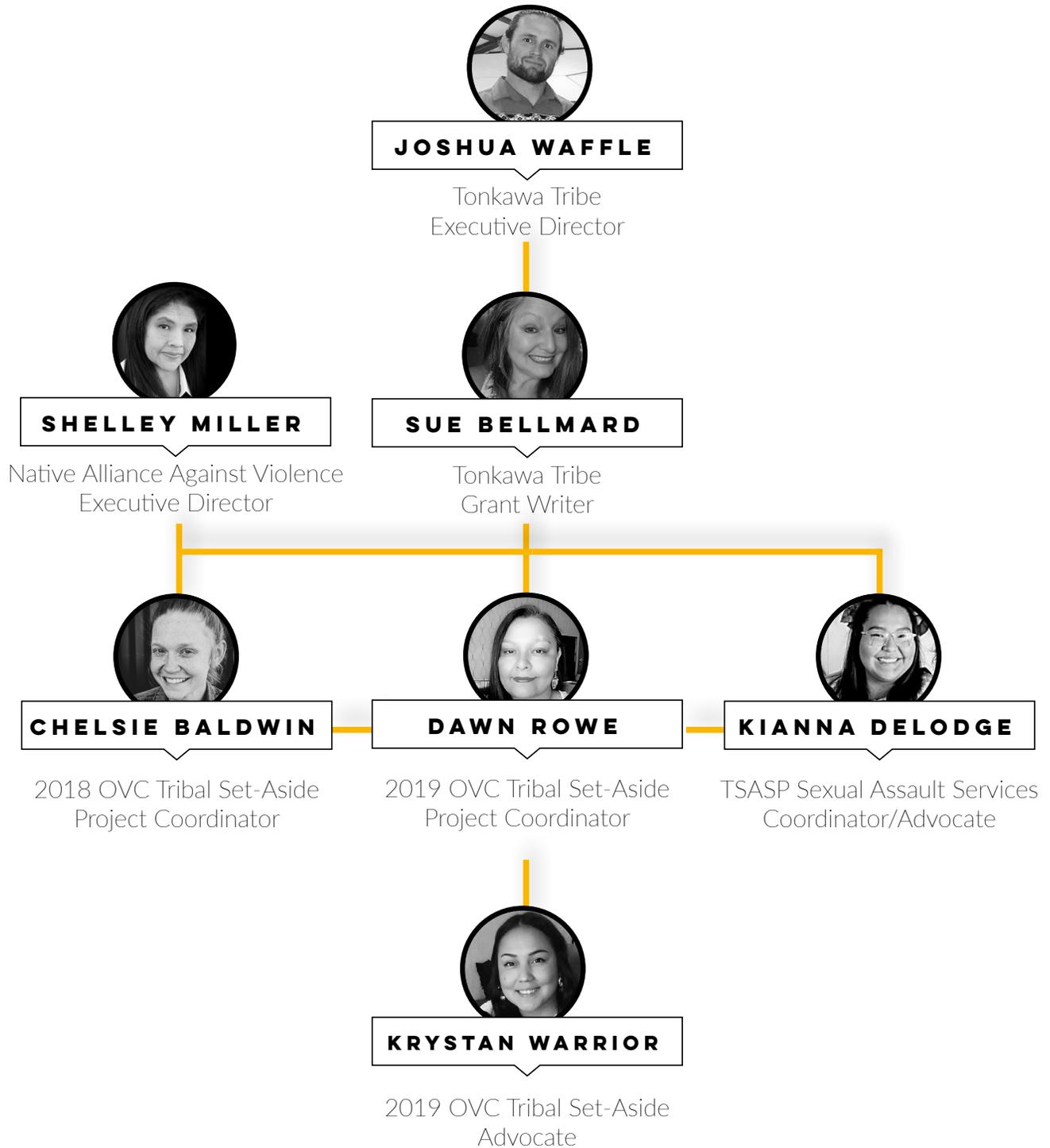
The current NA•HO•N Housing program is governed by both the tribal coalition and the Tonkawa Tribe. However, the goal was for Tonkawa Tribe to take ownership of a sustainable program at the end of FY18 and it is exactly where we are landing. The Project Coordinator reports to both the Executive Director of NAAV and the Executive Director and Grant Writer of the Tonkawa Tribe.

NA•HO•N Transitional Housing Program is supported by the local Tonkawa Tribe, the City of Tonkawa, Northern Oklahoma College Campus, Survivor's Resource network, the Dearing House, the United Way, and many local community members and property owners in the Kay County area. We have an MOU with the local

domestic violence shelter, the 6 Nations & Relatives Coordinated Response Team, the Dearing House, and ICW, who refers victims to our program. NA•HO•N has been a major contributor to the 6 Nations and Relatives cohort, writing their by-laws and establishing an MOU agreement between the 9 surrounding tribal nations. We are also part of the Kay County Coordinated Community Response Team as well as the Kay County Homeless Cohort.

Our strategic planning team consisted of Tonkawa Tribe Sexual Assault Services, Tonkawa Tribe Victims of Crime Program, Tonkawa Tribe Substance Abuse Program, Tonkawa Tribe Executive Director, Tonkawa Tribe Grant Writer, and Native Against Violence Executive Director and Administrative Assistant. We had a local technology center host our meetings.

ORGANIZATIONAL STRUCTURE & STRATEGIC PLANNING TEAM



TONKAWA TRIBE VICTIM SERVICES

The Tonkawa Tribe Victim Services is comprised of three programs that provide comprehensive wrap-around services to victims of crime, domestic violence, sexual assault, and human trafficking survivors. Each program offers services that compliment the other. We work together to make sure victims of crime are taken care of in our community.

Domestic Violence Housing

I qualify if I am a domestic violence survivor.

TTVAS offers:

- ▷ Goal Planning
- ▷ Budgeting
- ▷ Life Skills Classes
- ▷ Utility and Rental Assistance
- ▷ Advocacy and Empowerment
- ▷ Family Safety Planning



Human Trafficking / Sexual Assault

I qualify if I am a victim of human trafficking or sexual assault.

TTVAS offers:

- ▷ 24-Hour Crisis Line
- ▷ Emergency Client Assistance
- ▷ Housing Assistance
- ▷ Cultural Healing (Survivor's Dance and Workshops)
- ▷ Court Accompaniment and Legal Orientation
- ▷ Support Groups
- ▷ Workshops & Training
- ▷ Advocacy & Empowerment
- ▷ Medical Care (pregnancy options, STD testing, rape exam, and more)

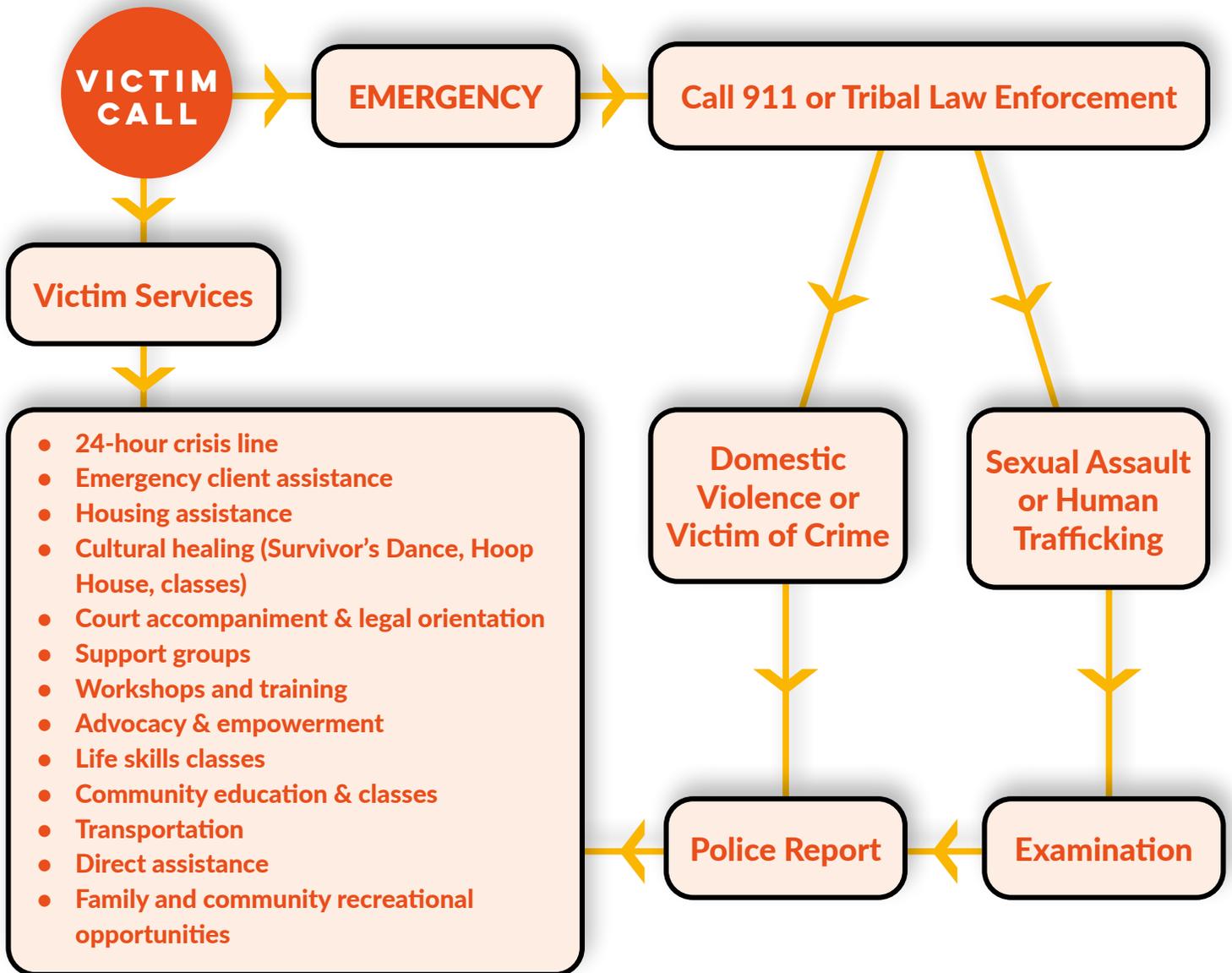
Victims of Crime

I qualify if I am a domestic violence, sexual assault, youth, elderly, or human trafficking victim.

TTVAS offers:

- ▷ 24-Hour Crisis Line
- ▷ Cultural Healing (Hoop House and Gardening)
- ▷ Outreach and Education
- ▷ Advocacy & Referrals
- ▷ Quarterly Community Meetings
- ▷ Transportation
- ▷ Direct Assistance Vouchers: shelter/housing, medical care, substance abuse treatment, dental care, mental health treatment, emergency mental health assessments, individual and group counseling, victim legal advocacy, education/ GED assistance, employment services, life skills, and follow up.
- ▷ Family and Community Recreational Opportunities

VICTIM SERVICES FLOWCHART



Our FY19 grant provides crisis services to victims of crime, our TSASP program offers crisis services and long-term housing to sexual assault survivors, while NA•HO•N Housing Program offers long-term care to domestic violence victims.



ORGANIZATIONAL TENETS

Program Vision

Our vision is to be a survivor-driven and trauma-informed program that provides safe and stable housing to Tonkawa residents and tribal members while remaining flexible and mobile in services. NA•HO•N wants to eliminate housing as a reason for survivors to stay in abusive relationships by providing flexible advocacy that gives survivors the ability to establish a home and the freedom to choose how best to rebuild their lives.

Mission Statement

The mission of Tonkawa Tribe NA•HO•N Housing Program is to focus on getting Tonkawa families who are survivors of domestic violence into stable housing as quickly as possible, continuing to provide support as they rebuild their lives, and increasing community engagement.

Values

With safe and stable housing at its core, the key components of NA•HO•N include survivor-driven, trauma-informed, mobile advocacy, flexible financial assistance, and community engagement to ensure Tonkawa families are safe, empowered, and provided with opportunities to achieve well-being, self-sufficiency, and a safe permanent environment.

T'O'K'ET'SANICI T'EWANAN TEAT'U

May you always live happily

NEEDS ASSESSMENT ANALYSIS

Our virtual roll-out of our community needs assessment was a tremendous success during the 2020 pandemic. Utilizing online platforms, we collected **82** total responses from tribal members, community members, and our community college students. The top 3 issues Tonkawa community were most concerned about were (1) theft/child neglect, (2) bullying, and domestic violence (3).

Most reported if they were a victim of crime, they would call law enforcement (75%), some said they would search the internet for programs (25%) or didn't know that we had a victim services program (25%), while only (1%) would call or ask friends or family for support.

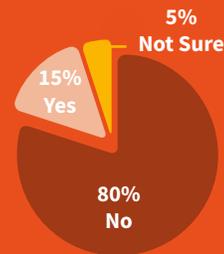
The community reported 'very likely' to contact law enforcement regarding an issue of domestic violence, sexual assault, or any other crimes. Most were not aware that the NA•HO•N Program could assist with domestic violence and were not sure what services we offered. Nearly 100% of our community had not accessed any type of victim services from a provider or program in the last 6 months.

It's interesting that our law enforcement crime statistics do not reflect the reporting data listed in our survey. Tonkawa City Police Department reports that they respond to domestic calls nightly. Although the survey reports that they were 'very likely' to contact law enforcement in the event of a crime, the report shows inconsistent data reporting that 81% of community members or family members were not a victim of crime in the last 6 months.

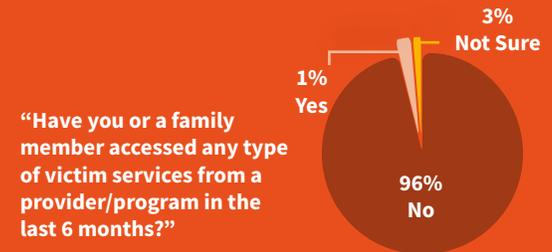
Most people in our community have experienced physical, emotional, psychological, sexual abuse, or stalking, yet a large percentage of people report they have never experienced any abuse or that this question did not apply to them. We believe the data could be inconsistent due to redundancy or lack of knowledge.

The main reason they chose not to seek services through a victim services program was because they were not aware of services, however other responses that were high were fear of confidentiality and retaliation and no transportation.

HOW WOULD YOU OR A FAMILY MEMBER ACCESS SERVICES IF YOU WERE A VICTIM OF A CRIME?



“During the last 6 months, have you or a family member been a victim of a crime in our community?”



“Have you or a family member accessed any type of victim services from a provider/program in the last 6 months?”

TOP 3 COMMUNITY PERCEIVED ISSUES





PROBLEM STATEMENT

The Tonkawa community acknowledges domestic violence, sexual assault, and stalking in their community as critically important but are unaware of victim services, lacking knowledge of the crimes, and fearful without solutions. With no community engagement, access to long-term housing, supportive services, or education, the community is likely to return to abusive relationships, continuing the pattern of abuse for generations and compounding trauma to exponential levels of dysfunction.

We graphed and analyzed the data from our community needs assessment and began examining the data with our strategic planning team. We invited many people to the table but ended up with a core team that attended all 4 sessions. We attempted to administer an on-line SWOT analysis virtually but ended up doing that together as a team, in-person. We had three in-person team sessions:

- **A GRAPHIC HISTORY WORK SESSION**
- **A DATA ANALYSIS AND GAP IDENTIFICATIONS SESSION**
- **A GOALS AND OBJECTIVES SESSION**
- **A FOLLOW-UP COACHING SESSION WITH PROJECT COORDINATOR**

Keeping the SWOT analysis results in mind, we formulated our goals. We brainstormed as a group what we wanted to achieve with our goals and began defining high level goals that broadly define strategic positions or conditions which the organization desired to reach.

We began to think about a “cover story” vision of where we wanted to be in five to ten years. We asked many critical questions such as: What are we trying to achieve with this goal? Does this goal statement help answer the question? How do we achieve our vision? And, will this goal satisfy clients and stakeholders when achieved?

Next, we did our strategic objectives exercise. We made measurable statements of achievement that led to the accomplishment of a goal; short term objectives that align with the long-term goals. We wanted to answer the question, What do we want to focus on in the next two years? We used the SMART Method: Is it specific? Is it measurable? Is it action oriented? Is it realistic? Is it time specific?

STRENGTHS



- Comprehensive Data
- Community Needs Assessment
- Programmatic Listening Skills
- Resources
- Knowledgeable Coordinators
- Staff
- Strong Partnerships/MOU's
- Support from Tribal Coalition and TA Providers
- Established Programs
- Grant Writer with Vision
- Current Funding
- Victims with a Need
- Victims Reporting to Law Enforcement
- Data
- A Community Need
- Services in Tribal Complex
- 6 Nations Partnership
- Voluntary Services
- Community Buy-in
- Curriculums for Life Skills Classes
- Policies/Foundational Program Documents

WEAKNESSES (PROBLEMS)



- Untrained Advocates
- Training Barriers from COVID
- Gaps in Services
- Disunity/Poor Relationships/Gossip
- Staff Gaps
- Negativity
- Lack of Adequate Office Space
- No Funds for Outreach
- COVID Pandemic
- Funding
- No Referral System
- No Community Engagement
- Low Criminal Justice Response
- Untrained Inter-Disciplinary Staff
- Untrained Officers
- Limited Awareness
- Social Stigmas

OPPORTUNITIES



- Outreach and Marketing
- Cross-Training Employees
- National Training for Staff
- Funding Opportunities
- Referral System
- Client Feedback
- Enhance Relationship with Law Enforcement
- Collaboration with Sister Tribes
- System Strengthening
- Community Education
- Ethical Consistency
- Strengthening Partnerships
- Utilizing Elders and Cultural Leaders
- Staff Development/Training
- Strengthen Criminal Justice Response
- Continued Strategic Planning
- Empowered Clients
- Long-Term Success of Program and Clients
- Decrease in Crimes

THREATS (EXTERNAL)



- Funding Decrease
- Reporting Barriers
- Misuse of Funds
- Lack of Support/Silence of Elders
- Unaware/Uneducated Tribe
- Confidentiality with Staff
- Non-Collaborative Attitudes
- Resurgence of COVID
- Law Enforcement Trouble
- Disunity/Lack of Acceptance
- No Space at Tribe to be Housed Collectively
- Lack of Compliance
- Content that Causes Harm
- Not Training Broadly Enough
- Lack of Inclusive Content
- Not Utilizing Data
- Not Part of Holistic Approach
- Poor Workplace/Community Culture
- No Program Transportation/Vehicle



2021 STRATEGIC PLAN

The goals for program improvements when implemented, will lead to significant program and process improvements. We believe these are the next steps forward.

NA•HO•N has created a solid foundation with established policies, program documents that help to empower survivors, and outreach material. We will enhance program services by expanding our program to include dating violence and stalking victims, outreach and education to the community, and enhance victim services. We want to take the next step forward to empower our tribal community to become safe and unified in vision. Taking our community needs data and strategic plan, we have concluded these goals.

Goal 1: Increase community engagement.

Goal 2: Support survivors to become stable in the long term.

Goal 3: Be a survivor-driven, trauma-informed, mobile advocacy program.

The plan may need to be revised as we go along and we plan to make decisions that benefit our clients and community, the Tonkawa Nation, and program staff. Not all plans are fool-proof, but we will remain flexible and continue program efforts with best-practice standards to make ethical decisions with our grant funds.

GOAL 1

Increase community engagement.

OBJECTIVE 1: Provide outreach to the community, professions, and partners in a variety of prevention activities centered on healing and character development through outreach and awareness, domestic violence education, and life skills classes through cultural and traditional practices.

Activity 1. Advertise program services through monthly advertisements in local newspapers/letters, billboards, church bulletins, and video boards on our college campus.

Activity 2. Print, develop, and distribute culturally appropriate posters, brochures, and other media for NA•HO•N program and community.

Activity 3. Develop and maintain an online presence through the development of a NA•HO•N webpage to raise awareness of the program, domestic or dating violence, stalking, and empowerment services and resources.

Activity 4: Collaborate with community partners to provide culturally relevant training that incorporate traditions and customs to increase teachings of honor and respect in the form of healing.

Activity 5: Provide quarterly update to Tribe.

Activity 6: Submit quarterly financial and programmatic reports to funder.

OUTCOMES/PERFORMANCE MEASURES: The program staff will develop culturally appropriate program advertisements utilizing the Tonkawa Tribe Newsletter which reaches an estimated 882 tribal members monthly for the entire project period. In addition, the program will advertise in the local Tonkawa newspaper that reaches 1,000 citizens quarterly. We will advertise five issues per semester (10 per school year) in the Maverick Student Newsletter and advertise weekly on the NOC (Northern Oklahoma College) Video Carousel Boards that reach an estimated 450 students and staff during the school year for both years. The program will develop at least three posters and brochures for advertisement of culturally appropriate services of the NA•HO•N Housing Program and of awareness subjects. The program staff will develop and maintain a webpage on Squarespace by the 2nd quarter of the first year. We will track page visits, pageviews, and unique visitors analyzing data via our webpage data report. The program staff will provide at least two culturally appropriate outreach activities per year. Develop partnerships with our local salons to empower front line stylists to recognize symptoms and refer victims of domestic violence to safety. We will train at least 5 salon staff members, and partner with at least 2 salons to provide complimentary services to clients for job interviews.

GOAL 2

Support survivors to become stable in the long term

OBJECTIVE 2: Provide transitional housing, resources, connection, and access to community-based services for long-term safety and stability; create community connections and help survivors navigate systems in education, economics, healthcare, and safety.

Activity 1. Provide victim services to include housing advocacy, information and referrals, case management, transports, safety planning, and supporting efforts to victims of domestic or dating violence and stalking to empower survivors to make decisions related to their ongoing long-term safety and well-being.

Activity 2. Ensure each client is educated and empowered to have access to healthcare, education, and safety for their children and themselves.

Activity 3. Empower survivors by assisting in locating and securing safe and affordable permanent housing.

Activity 4: Additional direct services will include job training and employment services, financial planning, and direct assistance.

OUTCOMES/PERFORMANCE MEASURES: Provide transitional housing to 12 victims of domestic or dating violence or stalking who are citizens of the Tonkawa Tribe or Tonkawa community annually. Transitional housing will pay deposits, and payments will be paid on a graduated scale with full rent paid for the first quarter, 75% for the second quarter, 50% for the third quarter, and finally 25% for the fourth quarter completing one year of transitional housing assistance for each client. Utility assistance will be paid at 100% for the full year based on client participation in the program. We propose to double our FY2018 services with increased awareness of the program during the project period. We anticipate assisting 12 victims avoid homelessness as a result of abuse for a total of 24 clients served for the entire project period. We want to allow for at least 10 of our new clients to receive education assistance for books, tuition, or class fees, substance abuse fees, or counseling services; and all 24 clients with emergency shelter if needed, deposit, grocery, and emergency clothing assistance, at least 10 clients with emergency dental work, and access to home security systems for any client with a protective order in the transitional housing program. We plan to make at least 10 referrals to NAAV's CIRCLE project for Protective Orders, Custody, or any other legal issues resulting from abuse annually. We also want to offer every client an opportunity to purchase furniture and household items. All 24 clients will be aided in gaining access to OK Job Force, Tonkawa Education Department, SoonerCare Insurance/OK Healthcare Authority, IHS Healthcare, GED/Continued education, and safety planning. Financial education and Trauma-Informed Parenting will be taught individually/as a group to participating clients via zoom throughout the entire project.

GOAL 3

Be a survivor-driven, trauma-informed, mobile advocacy program.

OBJECTIVE 3: Train staff and tribal officials to be relevant in best-practice standards.

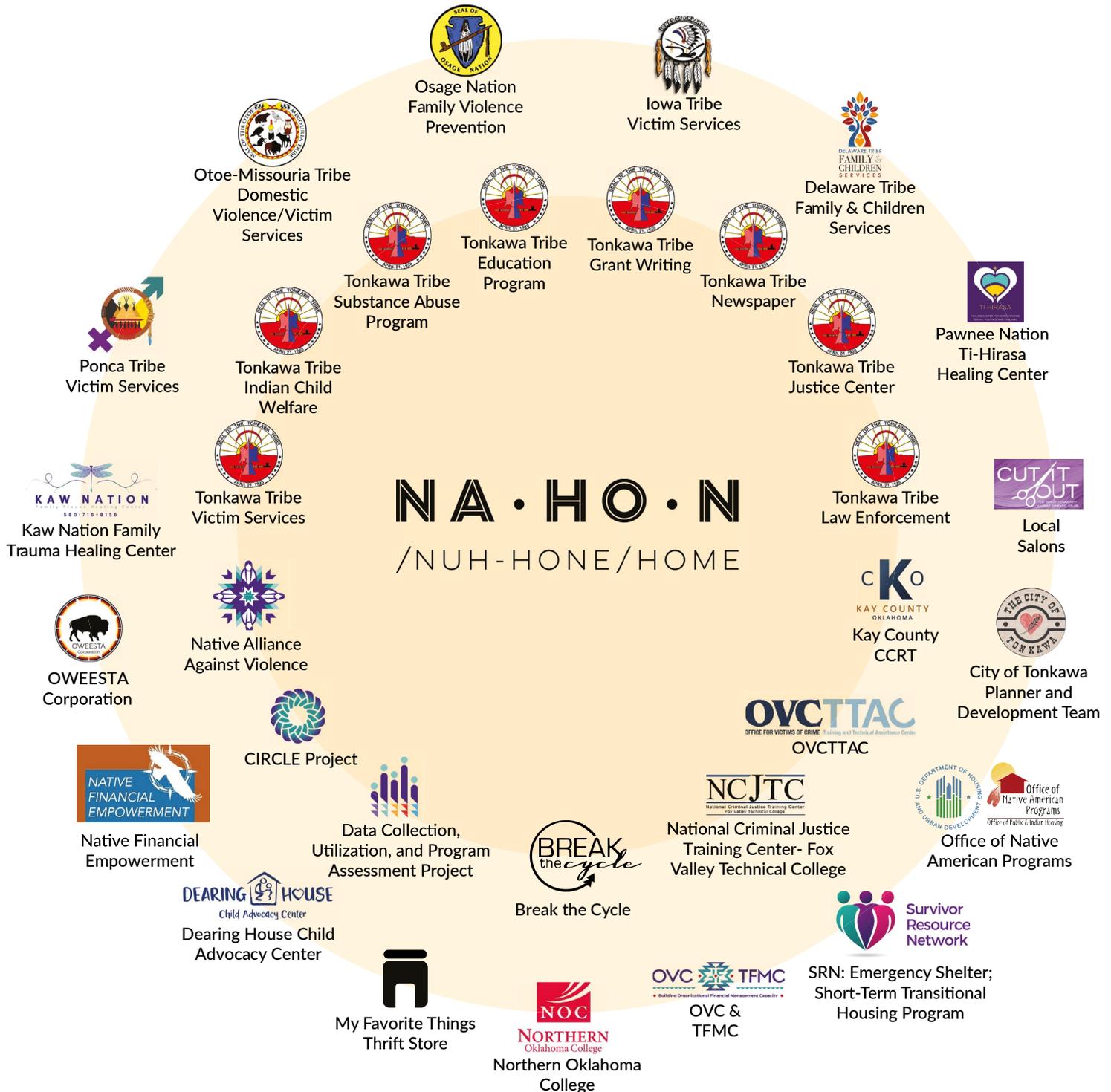
Activity 1. Provide staff development training to project partners, collaborators, NOC educators, Tribal Council, tribal staff, court personnel, law enforcement, court officials, and attorneys.

Activity 2. Send Project Coordinator to trainings relevant to victim services, housing first, financial empowerment or life skills certifications or trainings.

OUTCOMES/PERFORMANCE MEASURES: The program will provide training for at least 15 professionals (Tonkawa Tribe professionals, city and tribal officers, dispatchers, child welfare, tribal judge, substance abuse, Council, and MOU collaborators) annually, two for the project period. Quarterly zoom training will be provided to at least 10 tribal and community members for continued education to promote our program values, educate, and empower the community to respond to domestic or dating violence, and stalking. At least one training will be found by the Program Coordinator to attend annually to keep up with best practice.

YEAR 1 & 2 ACTIVITIES	PERSON(S) RESPONSIBLE	1ST QTR	2ND QTR	3RD QTR	4TH QTR
Advertise program services	Project Coordinator	✓	✓	✓	✓
Print, develop, and distribute culturally appropriate materials	Project Coordinator	✓	✓	✓	✓
Develop and maintain an online presence	Project Coordinator		✓		
Collaborate with community partner	Project Coordinator and TTVS	✓		✓	
Start the “Give the Power Back” initiative	Project Coordinator		✓		✓
Provide quarterly update to Tribe	Project Coordinator	✓	✓	✓	✓
Provide staff development training	Project Coordinator	✓	✓	✓	✓
Send Project Coordinator to training	Project Coordinator			✓	
Provide victim services and empower clients	Project Coordinator and TTVS	✓	✓	✓	✓
Submit quarterly financial and programmatic reports to funder	Project Coordinator and Finance Department	✓	✓	✓	✓

COLLABORATIVE PARTNERS



SUSTAINABILITY PLAN

TRAUMA SENSITIVE. HUMAN ORIENTED.
SAFETY SUPPORTING. RESILIENCE PROMOTING.



NA·HO·N Transitional Housing Program will prove to be a successful and sustainable program working with survivors because we plan to utilize these key components:

- WE WILL CONTINUALLY BE WATCHING AND WRITING FOR GRANTS TO EXPAND, CONTINUE, AND ENHANCE SERVICES
- CONTINUE OUR STRATEGIC PLANNING PROCESS
- CONTINUED OUTREACH AND MARKETING
- CROSS TRAINING AND COLLABORATION WITH OTHER PROGRAMS
- CONTINUE TO WORK AND ENHANCE WORK WITH STAKEHOLDERS
- USE GOOD MESSAGING AND DATA IN CONVERSATIONS AND PRESENTATIONS:
 - » IMPACT OF NA·HO·N PROGRAM ON SURVIVORS AND CHILDREN
 - » BEST PRACTICES IN HELPING DOMESTIC OR DATING VIOLENCE OR STALKING SURVIVORS OBTAIN SAFE AND STABLE HOUSING
 - » NA·HO·N FINDINGS FROM TRIBAL/OVC QUARTERLY PROJECT REPORTS



APPENDIX

A-1

NA•HO•N Logic Model

A-2

NA•HO•N Policies

A-3

NA•HO•N Community Needs Assessment

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NA•HO•N Brochure

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Project Coordinator Job Description

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Project Coordinator Resume

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Strategic Planning Session Notes

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Provider Referral Information

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TTVS Welcome Packet

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TTVS Brochure



This form was produced by Tonkawa Tribe under 2018-VO-GX-0168, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this form are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.