



NATIVE AMERICAN YOUTH AND FAMILY CENTER



STRATEGIC PLAN 2023 - 2028



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LETTER FROM THE BOARD CHAIR AND CEO

July 1, 2023

The Native American Youth and Family Center is truly an amazing organization that is unparalleled anywhere in the United States. We sometimes take for granted all that we do because every day we live in service to the Native community. NAYA Family Center's long-established mission is to enhance the diverse strengths of our youth and families in partnership with the community through cultural identity and education. We do this while being youth centered, family driven, and elder guided. Guided by this mission, we have accomplished much over the past 50 years. We have a 10-acre campus that we completely own, next to an environmental jewel with vibrant wildlife, and a huge community and wellness garden. We have a thriving Native American high school, the Many Nations Academy. We serve Native American youth and families with broad wrap-around services throughout the Portland Metropolitan Area and into Southwest Washington. We have 8 affordable housing properties and offer a continuum of housing services that support our clients from houselessness to becoming homeowners. The NAYA Family Center is now a Native American non-profit affordable housing developer. We lead with education and seek to remove all barriers to success with college and career. We center art and culture with every program and space, such as the wonderful developments in the Cully neighborhood.

So how did this happen? It happened because there were Native American families in the 1970s that were so frustrated that Native youth had a dismal 24% graduation rate, and our youth were being lost due to street violence. They had a better vision for the Native American community. This vision was to support these youth directly to be more successful with their own education and their own destiny. Afterschool sports, arts, education and mentoring works. And it still works today here at the NAYA Family Center. This happens because we know that we cannot do this alone and need partnerships to realize this vision. We are so blessed with incredible partnerships to help us realize this vision.

We firmly believe that our ancestors would be very proud of the NAYA Family Center. We play a key role in the perseverance of the Native American community. The Neerchokikoo Village used to be in this area and the NAYA Family Center is here for a reason. We recently completed our Return to Neerchokikoo campaign and can now confidently say that this land, here at the NAYA Family Center, is a permanent home to the Native community. Our togetherness made this happen. As we celebrate our 50th anniversary, we are confident that with this vision the next 50 years, and the next seven generations, will be just as strong.

The Board of Directors and executive leadership at the NAYA Family Center deeply acknowledge that the true value of the organization is the staff who carry out our vision, mission, and this Strategic Plan. Thank you for all that you do every single day in partnership with the community we serve.

Molly Washington
Chair, Board of Directors

Paul Lumley
Chief Executive Officer

NATIVE AMERICAN YOUTH AND FAMILY CENTER

OVERVIEW

The Native American Youth and Family Center (NAYA) was founded as an urban Indian agency by parent and elder volunteers in 1974 and incorporated as a 501(c)(3) nonprofit organization in 1994. NAYA serves self-identified Native Americans, from infant to Elder, across the Portland, Oregon, metropolitan area. Throughout its history, NAYA has sustained its diverse traditions while expanding and modernizing its programs and services to meet the needs of its people. Today, it impacts the lives of over 10,000 individuals from over 380 tribal backgrounds annually.

NAYA's *vision* of Portland's Native community in 50 years is one in which the Portland region has a large, growing proud Native community grounded in its traditional worldview. Its united and connected community celebrates its multicultural and multi-tribal heritage as a source of strength. Its healthy community understands the connection between environment, culture, spirituality, and wellness. Its economically secure families thrive and live in homes that provide stability and a place to practice culture and connection to community. Its successful businesses support the entire Native community and its prosperity. NAYA strives to achieve this vision through its *mission* to enhance the diverse strengths of our youth and families in partnership with the community through cultural identity and education.

NAYA believes that *traditional cultural values* are integral to regaining sovereignty and building self-esteem. NAYA respects the environment, places the larger community before the individual, and involves Elders. NAYA promotes healthy living through positive alternatives to high-risk behaviors and promotes the values of sobriety, family stability, culture, active lifestyles, and education. NAYA's *organizational values* are centered in daily life at its campus and service locations and include respect, balance, pride, giving, community, tradition, kindness, accountability, diversity, and leadership.

NAYA is proud to share Native American cultures with its community, partners and neighbors within the context of NAYA programs. As a culturally specific mission-based organization, NAYA's services are designed to be responsive to the needs of the Native American/Alaska Native community. NAYA welcomes anyone who seeks its services and strives to communicate effectively and respectfully within the context of varying beliefs, behaviors, orientations, identities, and cultural backgrounds.

The Relational Worldview Models at the Individual and Family Level and at the Organizational Level, developed by Terry Cross of National Indian Child Welfare Association, are at the center of NAYA's approach to meeting its community's needs and Practice Based Evidence is at the heart of its success

STRATEGIC PLANNING PROCESS OVERVIEW

The participatory planning process began in June of 2022 with the formation of the Strategic Planning Circle (SPC), which included the following staff members from different levels of the organization:

- Oscar Arana, Director of Community Development
- Daniel Guilfoyle, Director of Youth and Education Services
- Tamara Henderson, Chief Operating Officer
- Brent “Ka’imi” Lee, Home Repair Coordinator
- Paul Lumley, Chief Executive Officer
- Kay Pedery, Chief Finance Officer
- Kaelyn Rushforth, Executive Assistant
- Christine Rontal, Consultant, Capacity Bridge (external partner)

The goal of the planning process was to create a strategic plan inspired and informed by the community NAYA services that unites staff around a common vision and purpose and ushers in a new phase of connectedness and cultural celebration after recent years of crisis and isolation.

The SPC finalized the planning process design, surfaced community engagement participants, created engagement prompts, designed and supported the implementation of staff and board retreats, and finalized the strategic plan in partnership with Department Directors inclusive of:

- Lisa Otero, Many Nations Academy Principal
- Tawna Sanchez, Director of Family Services
- Ann Takamoto, Director of Development and Communications

Over 100 individuals were asked to share their perspective on the future of NAYA over the course of six months through a robust community engagement process. Engagement participants included staff members at all levels and within all departments of the organization, direct service staff members who shared client perspectives, funders, partners, and board members. The plan’s goals, strategies, and objectives are a reflection of the feedback received.

Once the plan was drafted, listening sessions were held with staff, managers, and board members to ground truth the suggested goals and strategies and to communicate what feedback wasn’t incorporated into the plan and why. The plan was adopted by the board in June and launched at the start of the fiscal year in July of 2023.

COMMUNITY ENGAGEMENT SUMMARY

Approximately 95 staff members, seven members of NAYA's Board of Directors, and 15 community partners shared in conversations related to priorities for this strategic plan. Over the course of these conversations, consistent themes arose which formed the plan's foundational elements. Themes included:

- Centering the Relational Worldview Model
- Balanced and sustainable organizational growth
- Increased capacity in human resources, finance, and IT departments
- Increased organization-wide fundraising, communications, and public relations
- Cross departmental relationship building and system development
- Increased wages
- Hybrid work environment
- Staff wellness
- Safety and ADA access improvements on campus and at housing developments
- Expansion of NAYA's service locations
- Cully neighborhood development
- Natural lands that support the campus' garden and traditions

Staff envision a future where a balanced Native community enjoys a return to a full Neerchokikoo village with access to:

- Housing
- Healthy food
- Strong families and access to child care
- Pre-k through post-secondary education
- Physical and mental health
- Cultural pride
- Financial freedom
- Opportunities to practice traditions
- Traditional ecological land stewardship expanding to the Columbia River
- A sweat house
- A longhouse

The most common responses from staff for "words that best describe the Native community in seven generations" include:

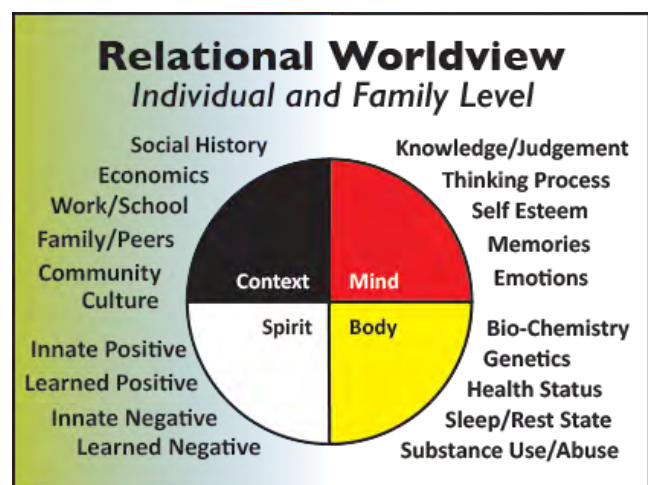


NAYA's clients are grateful for the relationships they have with staff; the stability they have from assistance related to utilities, housing, and family services; expanded pandemic era resources; and accessible services that are free, low-barrier, and offered both in-person and online. Requests for the next three to five years include:

- Family planning
- Housing, rent, and utility assistance
- Transitional housing for youth aging out of foster care and adults with access barriers
- Workforce preparedness/employment resources
- Access to technology
- Transportation and money for gas
- Better access to mental health care from community partners
- A return to in-person services supplemented with virtual options
- Accessible hours

Community partners hold NAYA in high esteem and among the many appreciations shared are its wrap-around design, cultural specificity, community-based programming, advocacy, strong reputation, and responsiveness. Much of the partners' dialogue centered on the themes surfaced above by staff and clients. Partners also suggested that NAYA ensure pandemic era investments are sustainable, increase advocacy for urban Native community members, ensure a full return to in-person community while developing hybrid service designs, and prepare for a post-inflation era recession.

Board members resonated with the above reflections from staff, clients, and partners. Of additional interest is to ensure staff and core services experience wellness and are thriving, to create an endowment to fund NAYA in perpetuity, to educate funders on how to best support a culturally specific organization such as NAYA and on why a thriving organizational culture is worth funding, and to support Elders in passing down stories and values.



THEMES AND STRATEGIC GOALS



Themes

Community, Connectedness, Growth, Balance, Culture, and Prosperity

Strategic Goals

Infrastructure: NAYA has a strong and high functioning infrastructure so that we meet our mission.

Infrastructure: NAYA's cohesive wrap-around programming is coordinated and responsive to the current needs of its community.

Resources: NAYA has the resources to sustainably serve its community.

Mission: Culturally specific and community centered programming and operations at NAYA exceeds and redefines/influences nonprofit best practices and inspires long term relationships with staff and partners.

Environment: NAYA's service locations and stewarded lands provide safe, sustainable, and accessible opportunities for cultural connection.

Relational Worldview Model: Infrastructure

Accountability Leads: CEO, COO, and CFO

Support: Department Directors and HR Manager

Sample Measures of Success: Client feedback on efficacy and quality of services and staff feedback on professional experience.

Goal 1: NAYA has a strong and high functioning infrastructure so that we meet our mission.

Strategy 1.1: The Human Resources department develops and retains exceptional talent with the capacity to meet client needs.

Strategy 1.2: The Finance Department has the capacity to meet staff and partner needs and the processes and procedures in place to ensure financial excellence.

Strategy 1.3: NAYA's policies and procedures support an effective wrap-around service design.

Strategy 1.4: NAYA's Information Technology supports productive operations and communications across the organization.

Goal 2: NAYA's cohesive wrap-around programming is expertly coordinated and responsive to the changing needs of its community.

Strategy 2.1: Community Development's community wealth building programs and services ensure the Native community's prosperity.

Strategy 2.2: Family Services is NAYA's front door where community can enter in crisis, move through all of the services NAYA has to offer and come out strong, stable, safe, and able to succeed in their future.

Strategy 2.3: Housing and Stabilization Services provides trauma-informed services so clients can access and retain safe and affordable housing.

Strategy 2.4: Many Nations Academy provides a culturally responsive accredited high school program to increase student graduation rates for interested community members.

Strategy 2.5: Youth and Education Services provides education, recreation, and positive cultural identity development so that youth and their families have successful futures.

Relational Worldview Model: Resources

Accountability Leads: CEO, COO, Director of Development and Communications

Support:

Sample Measures of Success: Current programs operate at full capacity and meet their goals, staff turnover rate is reduced and retention rate increased, specific measures of financial health are met, surplus resources allow for growth.

Goal 3: NAYA is fully resourced to sustainably serve its community.

Strategy 3.1: NAYA has the financial resources required to fully implement its service design and support a thriving staff.

Strategy 3.2: NAYA's strategic communications promote organizational needs, respond to community requests, and position NAYA as a leader in the community for greater community participation and financial support.

Strategy 3.3: Staff members have the resources they need to thrive and be fully present for the community they serve.

Strategy 3.4: Client services and organizational operations are improved through NAYA's collaboration with coalitions and partnerships.

Strategy 3.5: NAYA's Board of Directors ensures NAYA is a strong and financially resilient organization.

Relational Worldview Model: Mission

Accountability Leads: CEO and COO

Support: Department Directors

Sample Measures of Success: NAYA's operational and service designs are models of success used by community-based organizations, both culturally specific and non-specific, across the country. Staff and partner satisfaction.

Goal 4: NAYA exceeds and influences nonprofit best practices, inspiring long-term relationships with staff and partners through culturally specific, community-centered programming and operations.

Strategy 4.1: The foundational elements for operational and programmatic designs must include Relational Worldview Model and trauma-informed practices.

Strategy 4.2: Programs are inspired and informed by the community NAYA serves.

Strategy 4.3: NAYA board and staff are grounded in the organizational mission and NAYA's values driven service delivery.

Strategy 4.4: Connectedness and cultural celebration are centered in daily life at NAYA.

Relational Worldview Model: Environment

Accountability Leads: CEO, COO, Director of Youth and Education Services, and Director of Community Development

Support: Department Directors

Sample Measures of Success: Decreased % of reported safety incidents, increased access to services, measures of a healthy ecosystem, community and staff feedback, measures of disaster preparedness.

Goal 5: NAYA's service locations and stewarded lands provide safe, sustainable, and accessible opportunities for cultural connection.

Strategy 5.1: NAYA owned assets are safe and accessible.

Strategy 5.2: A disaster preparedness plan is adopted and able to support Native communities disproportionately impacted by them.

Strategy 5.3: Service areas are expanded to meet client needs throughout the Portland metropolitan area.

Strategy 5.4: NAYA's Native agricultural practices and Indigenous land stewardship are centered in NAYA's natural resources.

Strategy 5.5: NAYA Provides space and opportunity for the community to practice culturally based traditions.

Strategy 5.6: NAYA's campus serves as a Native American community space and hub for accessing needed services.



GOAL I

RELATIONAL WORLDVIEW MODEL: INFRASTRUCTURE

Accountability Leads: CEO, COO, and CFO

Support: Department Directors and HR Manager

Sample Measures of Success: Client feedback on efficacy and quality of services and staff feedback on professional experience.

Goal 1: *NAYA has a strong and high functioning infrastructure so that we meet our mission.*

Strategy 1.1: The Human Resource department develops and retains exceptional talent with the capacity to meet client needs.

Objectives:

1. Develop a culturally specific onboarding program for new staff members and ongoing training for all staff on the Relational Worldview Model.
2. Provide new supervisors with a comprehensive supervisors packet (policies, procedures, electronic approval systems, forms and codes) and training opportunities on how to effectively manage people.
3. Establish a system of marketing open positions through a broad range of platforms to ensure exceptional talent is applying for jobs at NAYA.
4. Ensure personnel policies are reviewed and updated annually, such as the Personnel Policy Manual and the Leadership Continuity Plan.

Strategy 1.2: The Finance Department has the capacity to meet staff and partner needs and the processes and procedures in place to ensure financial excellence.

Objectives:

1. Annually review the Finance Department team structure to evaluate whether restructuring is needed to better manage the increasing complexity of grants, contracts and compliance work.
2. Employ best practices for financial operations, meeting funder requirements and staff needs, and long term sustainability.
3. Partner with the Development department to create a visionary full financial health plan.
4. Ensure financial services for each department meet funder requirements.
5. Make informed decisions about intentional growth that is based on sound financial analysis, policies and procedures.

Strategy 1.3: NAYA's policies and procedures support an effective wrap-around service design.

Objectives:

1. Develop and fully implement an agency-wide trauma-informed process for screening participants into NAYA programming.
2. Effectively refer clients across the organization and other organizations by prioritizing program information sharing at All Staff, Directors, Managers, Leadership Team and Department meetings.
3. Practice-based evidence is used to evaluate programmatic effectiveness so that clients can access the services they need.
4. Develop an effective internal client referral system.
5. Develop a policy and process for flexible work locations and alternative work week, while keeping in mind the onsite needs for the community.
6. Streamline the organization's grant writing function with a dedicated staff person.
7. Prior to establishing new programs, develop and implement a strategy screen to access organizational capacity and infrastructure
8. Establish a Native workforce development program to staff difficult social services programs.

Strategy 1.4: NAYA's Information Technology supports productive operations and communication across the organization.

Objectives:

1. Modernize our conference room spaces for exceptional and easy to use hybrid meeting spaces.
2. Modernized website with an intranet portal for staff.
3. Provide a mobile option for evaluation database system (currently Efforts to Outcomes).
4. Fully integrate Sharepoint, Integrated MS Office 365 and MS Teams.
5. Consistent staff training on the full spectrum of IT tools
6. Improve WiFi throughout the campus.
7. Expand electronic record retention.



GOAL 2

RELATIONAL WORLDVIEW MODEL: INFRASTRUCTURE

Goal 2: NAYA's cohesive wrap-around programming is expertly coordinated and responsive to the changing needs of its community.

Strategy 2.1: Community Development's community wealth building programs and services ensure the Native community's prosperity.

Objectives:

1. Collaborate closely and intentionally with other departments to ensure NAYA development projects are designed, built and operate to successfully meet the unique needs of our residents and clients.
2. Establish a strategy to redevelop the NAYA campus to include a residence hall and childcare facility, and additional development for Phase 2 Generations, Ceel Ocks vision, community center in SW Washington with affordable housing development, and transitional housing for youth, families and single adults.
3. Implement the vision of the cultural corridor in the Cully neighborhood by integrating culturally specific housing, Native-owned businesses, Indigenous art and culture, career and job opportunities and securing a place where the Native community can proudly claim and call home.
4. Strategically align and differentiate, when necessary, the NAYA Action Fund's work and resources to ensure our community engagement, advocacy, policy and systems transformation efforts align throughout the organization so that clients and community members are culturally empowered and civically engaged.
5. Deliver services outside of NAYA's main campus where clients can easily access support and resources in all the counties within the Portland-metro region by establishing and operating multiple community-focused sites.
6. Develop and support Indigenous leaders by providing leadership programming and opportunities for staff, partners, clients, community members, housing residents and the Board of Directors.

Strategy 2.2: Family Services is NAYA’s front door where community can enter in crisis, move through all of the services NAYA has to offer and come out strong, stable, safe, and able to succeed in their future.

Objectives:

1. Assure that services, building design, data tracking, and IT infrastructure are appropriately designed to meet the safety needs of domestic violence participants.
2. Expand foster care services to meet the needs of bio-parents.
3. Develop a transition process for early childhood participants into YES programming.
4. Assure elder access to the building and other services including emergency resources.

Strategy 2.3: Housing and Stabilization Services provides trauma-informed services so clients can access and retain safe and affordable housing.

Objectives:

1. Ensure every HSS staff member receives trauma-informed care training, and that our partners and vendors are expected to provide trauma informed services when working with our clients.
2. Implement clear program systems and procedures to collect, protect and evaluate client data and exceed contract outcomes.
3. Develop thoughtful partnerships to provide robust resident services programs with access to behavioral health resources so NAYA residents feel safe, heard and supported, and have high housing retention outcomes.
4. Develop and implement culturally specific, transitional housing services where needed in all counties within the Portland-metro region.
5. Improve internal referral processes, targeted outreach methods, and develop stronger partnerships with NAYA departments to improve our wraparound services and serve more Native clients.
6. Advocate to, and partner with, external funders to update their existing funding practices so our housing and utility services can more appropriately reach Native clients.

Strategy 2.4: Many Nations Academy provides a culturally responsive accredited high school program to increase student graduation rates for interested community members.

Objectives:

1. The MNA will continue to develop an educational delivery model that meets the current needs for student success based on a 21st Century Learning Model.
2. Recruit and retain highly qualified teaching and support staff that are culturally responsive.
3. Increase and maintain student enrollment and success.
4. Increase the MNA graduation rate to 85% by 2028 in collaboration with all other departments.
5. Implement an academic schedule that honors Indigenous ways of knowing and learning.

6. Develop opportunities to partner with mental health providers in the community for in-house student and teacher care.
7. Partner with YES to ensure youth advocates are providing support for MNA students that meet their needs.
8. Ensure payment rates per student are in line with what it actually costs to run the school and teachers are paid a wage commensurate with PPS teachers.
9. Explore the viability of MNA transitioning to a Private or Charter school model.

Strategy 2.5: Youth and Education Services provides education, recreation, and positive cultural identity development so that youth and their families have successful futures.

Objectives:

1. Establish consistent seasonal cultural activities and Indigenous games at NAYA with annual events for the community to build positive and shared cultural identities and knowledge.
2. Young adults engaged in post secondary education and careers are supported by direct service staff.
3. Ensure that youth and MNA graduates have a financially viable path to post-secondary education, college and career.
4. YES staff are onboarded with the intention of connecting new staff with the diverse programs within the YES department to support wrap-around services.
5. Implement the comprehensive NAYA Two Spirit Initiative to include NAYA Equity Statement, planning in all operational and programmatic conversations, inclusive of both youth and Elders, and focus on suicide prevention.
6. Ensure that the Native community is supported in their health goals through culturally appropriate health education, health services, navigation, policy, and other public health centered services.



GOAL 3

RELATIONAL WORLDVIEW MODEL: RESOURCES

Accountability Leads: CEO, COO, and Director of Development and Communications

Support:

Sample Measures of Success: Current programs operate at full capacity and meet their goals, staff turnover rate is reduced and retention rate increased, specific measures of financial health are met, surplus resources allow for growth.

Goal 3: *NAYA is fully resourced to sustainably serve its community.*

Strategy 3.1: NAYA has the financial resources required to fully implement its service design and support a thriving staff.

Objectives:

1. Invest in staff capacity to ensure fundraising goals are attained.
2. Create a visionary full financial health plan that considers a staff sustainability fund, completion of the Return to Neerchokikoo campaign, financial reserves and endowment.
3. Engage NAYA Board and Board of Trustees in relationship building and fundraising.
4. Foster a culture of philanthropy within the organization.
5. Advocate for funding opportunities with our government, foundation and corporate partners, and also advocate for lower grant reporting requirements.
6. Advocate to our funders that restrictions on our indirect rate harms our organization.

Strategy 3.2: NAYA's strategic communications promote organizational needs, respond to community requests, and position NAYA as a leader in the community for greater community participation and financial support.

Objectives:

1. Invest in staff capacity to ensure communication goals are attained.
2. Increase awareness through unified branding and messaging and a modernized NAYA website.
3. Implement a cross-departmental communications team to enlist NAYA staff in storytelling, including leveraging opportunities with community partners.
4. Regularly share NAYA success stories throughout communication channels.
5. Launch and implement a celebration of NAYA's 50th Anniversary.

Strategy 3.3: Staff members have the resources they need to thrive and be fully present for the community they serve.

Objectives:

1. Begin each contract negotiations with our funders by advocating for a living wage and allowing full administrative and operations funding.
2. Complete an organizational wage analysis, in comparison to similar organizations and our competitive government partners.
3. Adjust wages where possible to ensure NAYA offers competitive wages and benefits.
4. Explore the possibility of offering childcare benefits for NAYA staff.
5. Create a staff wellness program incorporating all four Relational Worldview Model quadrants that allows staff time to focus on self-care and ultimately supports staff retention.

Strategy 3.4: Client services and organizational operations are improved through NAYA's collaboration with coalitions and partnerships.

Objectives:

1. Participate in, or create, coalitions that dismantle dominant culture systems in housing and education, with a focus on funding and policy change for the Native community in Oregon and Southwest Washington.
2. Participate in coalitions made up of Native organizations to advance fundraising, benefit the Native community and improve client services.
3. Establish a program to serve as an entry point for access to Missing and Murdered Indigenous programs.
4. In partnership with other organizations, establish a mental health care program for youth, clients and staff.
5. Explore the feasibility of offering additional childcare services at NAYA-owned housing properties.



Strategy 3.5: NAYA’s Board of Directors ensures NAYA is a strong and financially resilient organization.

Objectives:

1. Ensure new Board members are onboarded annually to address term limits.
2. Develop robust recruitment, efficient orientation, training, and retention plans for board members.
3. Develop the capacity of all board members to cultivate a culture of philanthropy at NAYA by ensuring effective public relations and communication strategies that tell the NAYA story.
4. Develop a fundraising plan with annual goals and assist Board members to meet fundraising goals along with a mutual accountability model.
5. Develop the board’s fiduciary responsibility capacity through a training program for all board members focused on finance, accounting, and oversight.
6. Accurately record all Board and Committee meeting materials with a focus on retention of approved minutes and records.
7. Engage board of trustees in relationship building to build awareness and revenue.



GOAL 4

RELATIONAL WORLDVIEW MODEL: MISSION

Accountability Leads: CEO and COO

Support: Department Directors

Sample Measures of Success: NAYA's operational and service designs are models of success used by community-based organizations, both culturally specific and non-specific, across the country. Staff and partner satisfaction.

Goal 4: *NAYA exceeds and influences nonprofit best practices, inspiring long-term relationships with staff and partners through culturally specific, community-centered programming and operations.*

Strategy 4.1: The foundational elements for operational and programmatic designs must include the Relational Worldview Model and trauma-informed practices.

Objectives:

1. All staff that interact with the community receive onboarding and ongoing training on how to conduct intake interviews in a trauma-informed and strengths-based manner.
2. Evaluation Database System and Goal Plan documents align with NAYA's service delivery model and the Relational Worldview Model.
3. Administrative teams conduct an internal assessment of department policies and procedures to ensure internal services are as trauma-informed and clear as possible, as well as assess alignment with the Relational Worldview Model.
4. Increase staff understanding of NAYA's policies and procedures along with a process to seek training and clarification where needed.
5. All organizational meetings are a supportive space for cross departmental collaboration and information sharing, including HR and Finance policies and procedures relating to supervision.

Strategy 4.2: Programs are inspired and informed by the community NAYA serves.

Objectives:

1. Regularly share NAYA program offerings at community events and other social media opportunities, with ability to solicit feedback for NAYA leadership consideration.
2. Solicit feedback from community and staff through standardized surveys that can be measured over time.
3. Report survey results back to the community and staff, along with a response of how NAYA will use this information to adjust NAYA programming.

Strategy 4.3: NAYA board and staff are grounded in the organizational mission and NAYA’s values-driven service delivery.

Objectives:

1. Ensure that all staff are aware of NAYA’s origin and mission, as well as the history of the Native community that we serve.
2. Provide NAYA board and staff the opportunity to fully participate in an annual progress report for this strategic plan.
3. Staff and board meetings are designed to provide consistent and intentional updates on the shared strategic and annual plans.

Strategy 4.4: Connectedness and cultural celebration are centered in daily life at NAYA.

Objectives:

1. Develop and implement a process to regularly share information about Native events that Board and staff can participate in.
2. All NAYA buildings and properties express themselves with Native art and cultural programming.
3. Develop and implement a process for cross-departmental staff collaboration in the cultural planning of NAYA events.
4. Express Native culture at annual and special events, such as the I Neerchokikoo Powwow and NAYA’s 50th anniversary.
5. Share Native culture to encourage relationship development and strengthening allies that support the Native community.



GOAL 5

RELATIONAL WORLDVIEW MODEL: ENVIRONMENT

Accountability Leads: CEO, COO, Director of Youth and Education Services, and Director of Community Development

Support: Department Directors

Sample Measures of Success: Decreased % of reported safety incidents, increased access to services, measures of a healthy ecosystem, community and staff feedback, measures of disaster preparedness.

Goal 5: NAYA's service locations and stewarded lands provide safe, sustainable, and accessible opportunities for cultural connection.

Strategy 5.1: NAYA owned assets are safe, accessible and maintained.

Objectives:

1. Develop a sustainable long-term operations and maintenance plan for all NAYA services and properties with a physical plan and layout to advance NAYA's mission.
2. Increase the ADA accessibility at the NAYA campus and among our assets, such as our vehicles.
3. Update and maintain a safety manual, and provide an annual report of measures implemented to enhance safety and accountability.
4. Provide annual staff safety training and seasonal training for programs responsible for safety procedures.
5. Ensure NAYA's information technology (IT) supports access throughout NAYA office space sites, and with other properties where NAYA IT staff are included in the development phase.
6. Effectively address safety issues on Columbia Boulevard.
7. Increase parking for guests and elders.
8. Assess lighting and security on campus and where appropriate at housing locations.
9. Ensure that the NAYA campus is safe and secure with enhanced control of who is on campus.

Strategy 5.2: A disaster preparedness plan is adopted and able to support Native communities disproportionately impacted by them.

Objectives:

1. Ensure a disaster preparedness plan at all NAYA properties is established and understood for all staff and affordable housing residents.
2. Ensure staff are prepared for an earthquake at our campus and housing locations
3. Complete a seismic assessment of campus buildings and explore building upgrades to meet modern codes.

4. Explore how the NAYA campus could be an information hub for emergency response, and partner with City and County about whether NAYA could be an emergency location for shelter and services.
5. Upgrade NAYA's generator system to support emergency services for 2 weeks.
6. Create and maintain a storage area for emergency supplies.

Strategy 5.3: Service areas are expanded to meet client needs throughout the Portland metropolitan area.

Objectives:

1. Develop a plan to establish capacity and infrastructure for services that can be supported in Multnomah, Washington, Clackamas and Clark counties.
2. Work directly with the Native community to develop programs that are needed and requested throughout the Portland metropolitan area.
3. Determine the need for new office space for service delivery with a focus on efficiency, effectiveness and not being duplicative.

Strategy 5.4: NAYA's Native agricultural practices and Indigenous land stewardship are centered in NAYA's natural resources.

Objectives:

1. Increase partnerships and connections that result in access to education and stewardship with the slough and Columbia Watershed Council.
2. Expand the community wellness garden and increase access to food and traditional medicines at NAYA.
3. Develop and implement a curriculum on traditional Indigenous agriculture and land stewardship practices to the Native American and Alaska Native Community.
4. Develop a multi-year seasonal garden activity plan to bring the community together in support of the NAYA gardens that include food storage, food preparation , and storytelling.

Strategy 5.5: NAYA Provides space and opportunity for the community to practice culturally based traditions.

Objectives:

1. Increase opportunities and facilities provided for indigenous games.
2. Increase access and opportunities to learn, grow, and cultivate traditional foods and medicines.
3. Design and implement a program plan to educate all staff on traditional medicines, foods and drinks.
4. Develop a Master Plan for the campus through an inclusive, community-based process to ensure the built environment meets the educational, spiritual, cultural, holistic health and community needs for Native Americans.
5. Provide space for a sweat lodge to meet the cultural needs of the community served

Strategy 5.6: NAYA’s campus serves as a Native American community space and hub for accessing needed services.

Objectives:

1. Provide space and opportunity for the community to practice culturally based traditions.
2. Develop a culturally relevant playscape, beyond early learning, for youth ages 6 - 12 and high school aged youth.
3. Provide effective meeting space for individual and group meetings that are aligned with modern technological needs.
4. Research and develop a plan for student residence halls on campus.
5. A culturally-based kitchen and food pantry program serves the needs of students, elders, staff and community.



COMMUNITY ENGAGEMENT PARTICIPANTS

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Columbia River Intertribal Fish Commission

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Former Board Member
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