Before the
FEDERAL COMMUNICATIONS COMMISSION
Washington, DC

In the matter of	
Petition of Leech Lake Telecommunications Company, LLC for Designation as an Eligible Telecommunications Carrier pursuant to Section 214(e)(6) of the Communications Act of 1934, as Amended	WC Docket No. 09-197
Universal Service Reform – Mobility Fund	WT Docket No. 10-208

DECLARATION OF SALLY FINEDAY

I, Sally Fineday, declare as follows:

1. I am over the age of 18, have personal knowledge of the matter set forth below, and am competent to be a witness herein. I submit this declaration in support of the Amendment To Petition Of Leech Lake Telecommunications Company, LLC For Designation As An Eligible Telecommunications Carrier For Lifeline Service And Request For Expeditious Resolution ("Amended Petition"), filed herewith

2. I am a member of the Leech Lake Band of Ojibwe ("LLBO") and live on the LLBO Reservation.

3. I am employed by the Leech Lake Telecommunications Company, LLC ("LLTC") as the business manager. The LLTC is a Limited Liability Company (LLC) chartered under LLBO law. The LLTC is 100 per cent owned by the LLBO. The LLTC submitted its initial Petition for Designation as an Eligible Telecommunications Carrier on December 5, 2013. The LLTC has received no notice from the FCC as to the status of this Petition.

4. I manage all aspects of the business of the LLTC. My business address is 190 Sailstar Drive NE, Cass Lake, MN 56633. The LLTC provides broadband access services to its customers by using wireless spectrum licensed to the Tribe, a transmitter at the LLBO building

in Cass Lake, Minnesota and two transmission towers to serve the communities of Cass Lake and Bena. This service provides high-speed internet access at a rate of 10/1 mbps.

5. The LLTC system also provides voice-grade access to the public switched telephone network. Each customer is provided with an outdoor receiver that allows for a telephone and Wi-Fi home router to transmit and receive voice communications.

6. The LLTC currently serves 160 customers on the Reservation. Attached as Exhibit 1 is a true and correct copy of the customer application and broadband service agreement for the LLTC.

7. The LLTC services currently include local usage that allows customers to originate and terminate calls within a local calling area without incurring toll charges.

8. The LLTC provides access to emergency services that allow its customers to deliver automatic numbering information and automatic location information over the LLTC existing network to PSAPS that are capable of receiving and processing such information consistent with applicable state and federal E911 requirements.

9. LLTC is a facilities-based fixed wireless telecommunications carrier with its own switching, transport, towers, and associated telecommunications facilities in the proposed designated ETC service area. LLTC will be able to function in emergency situations as set forth in 47 CFR § 54.202(a)(2). The LLTC has a reasonable amount of back-up power to ensure functionality without an external power source, is able to reroute traffic around damaged facilities, and is capable of managing traffic spikes resulting from emergency situations.

10. LLTC does not need to provide toll limitation services, according to 47 CFR 54.401(a)(2). LLTC's flat fee package offering does not distinguish between local and toll calls at the point of dialing so no additional toll charges are incurred by a customer.

11. The LLTC will advertise its services throughout the reservation through a variety of means, including postings on the Band's website, www.llojibwe.com, and advertising in local and tribal newspapers and social media. We will provide radio announcements on our tribal radio, KOJB 90.1 The Eagle, which broadcasts throughout tribal lands. We will post notices in

tribal offices and public benefits offices and make all other reasonable efforts to advertise the availability of and charges for our services.

12. The LLTC will satisfy applicable consumer protection and service quality standards by committing to comply with the Cellular Telecommunications and Internet Association's Consumer Code for Wireless Service.

13. The LLTC also certifies that it is familiar, and will comply, with the minimum coverage requirements, build-out requirements and reporting obligations as stated in Part 54of Chapter 47 of the Code of Federal Regulations.

14. Attached as Exhibit 2 hereto is a recent study performed by the LLTC that shows the number of Tribal customers of wireline and wireless service providers on the Reservation who receive Lifeline subsidies.

15. Attached as Exhibit 3 hereto is a copy of Title 14, the LLBO Tribal Utilities Ordinance that governs the provision of utility service on the Reservation. It established the Leech Lake Tribal Utility Commission ("LLTUC").

16. Attached as Exhibit 4 hereto is an unexecuted copy of a Certificate of Good Standing that is awaiting issuance by the LLBO governing body, the Leech Lake Band of Ojibwe Council ("LLBO"), which next meets on June 29, 2017. Once it is executed by the LLBO the executed version will be filed and substituted for this Exhibit 4.

17. Attached as Exhibit 5 hereto is a copy of the Registration submitted by the LLTC to the LLTUC pursuant to Sec. 14.02.01 of Title 14.

18. Attached as Exhibit 6 hereto is an unexecuted copy of a Resolution of Endorsement for the Amended Petition that is awaiting issuance by the LLBO, which next meets on June 29, 2017. Once is it executed by the LLBO the executed version will be filed and substituted for this Exhibit 6.

19. Attached as Exhibit 7 hereto is a copy of the Five Year Economic Development Strategies of the Leech Lake Band.

20. Attached as Exhibit 8 hereto is a copy of a map that shows LLTC's actual and planned network.

21. Attached as Exhibit 9 hereto is a copy is a map that shows where CenturyLink has accepted Connect America Funds ("CAF") in Minnesota. Only a very small portion in Cass County might cover Reservation lands.

22. Attached as Exhibit 10 hereto is a copy is a copy of the FCC's CAF II-Final Eligible Areas Map.

23. Attached as Exhibit 11 hereto is a copy the Lifeline Alert that the LLTC intends to send out once it receives its ETC Designation.

24. Attached as Exhibit 12 hereto is a copy of the Leech Lake Reservation map.

25. Attached as Exhibit 13 hereto is a true and correct copy of the LLTC's five-year broadband expansion plan.

26. Attached as Exhibit 14 hereto is a copy of the LLTC's financial statements that demonstrate that the LLTC is financially and technically capable of providing a supportive lifeline services.

27. Attached as Exhibit 15 hereto is a copy of the LLTC proposed Lifeline Verification Form.

28. Pursuant to 47 CFR § 54.202 (c) I have provided to the LLTUC and the LLBC a copy of the Amended Petition, the Declaration of Judith A. Endejan and my declaration filed with the Federal Communications Commission on June 7, 2017

I declare under penalty of perjury under the laws of the State of Minnesota that the foregoing is true and correct.

Signed this 6 day of June, 2017, at Cass Lake, Minnesota.

Sally Fineday

GSB:8302756.1

EXHIBIT 1

190 Sailstar Drive NE, Cass Lake, Minnesota 56633 (218)335-3490 (218) 368-1766

CUSTOMER APPLICATION AND BROADBAND SERVICE AGREEMENT

NAME

STREET CITY STATE ZIP

MAILING ADDRESS IF DIFFERENT CITY STATE ZIP

TELEPHONE# MOBILE PHONE EMAIL ADDRESS

The customer signing below acknowledges:

- This is a pre-paid month-to-month service agreement.
- All indoor and outdoor transmittal equipment is owned by the Leech Lake Telecommunications Company LLC.
- The service is pro-rated for the first month if a customer enters an agreement between the 2nd and last day of a month.
- The customer's first statement reflects prepaid services for that month and payment is due on the 1st day of that month.
- If a customer becomes $100.00 past due, this agreement is null and void and all services will cease.
- Reconnect fees of $95.00 are available after all past due amounts are paid.
- Customer is responsible for arranging for retrieval of Company equipment. If equipment is not returned a $285.00 fee for loss of the equipment will be applied.
- Service calls are $25.00 for each visit and paid in full prior to scheduling a service charge.
- Pricing includes fees and taxes and is subject to change at the discretion of Leech Lake Telecom.

Price	Description	Fees	First statement
$50.00	Monthly broadband services - internet up to 5Mb + fixed telephone*		
$40.00	One-time fee - WIFI home router S/N:		Tele #
$20.00	One-time fee - Cordless Telephone		
	Pro-rated ____ days x 31 (1.61) or 30 (1.67)		
	TOTAL		
	If this box is checked you choose to sign the agreement and receive broadband services acknowledging your location is at an exterior distance and non-line of sight factors prohibit the best possible service.		
Broadband equipment Serial #			

* Up to 10 Mbps available with additional $50/month.

The Leech Lake Band of Ojibwe is a federally recognized Indian Tribe and nothing in this Customer Service Agreement is a waiver of the Band's sovereign immunity. Any disputes pursuant to this agreement shall be resolved by the Leech Lake Tribal Court. The customer waives any damages to property with installation.

Signature of Customer Print Name Date

Authorizing Signature Date

EXHIBIT 2

ETC's on Leech Lake Tribal Lands that receive USAC LifeLine subsidies for Low Income subscribers

https://usac.org/li/tools/disbursements/default.aspx

Eligible Telecom Carrier	Year	Non-Tribal Subscribers	Tribal Subscribers	Lifeline Subsidies
ARROWHEAD (BENA)	2013	13	9	$3,050
ARROWHEAD (BENA)	2014	10	13	$4,580
ARROWHEAD (BENA)	2015	7	16	$5,070
ARROWHEAD (BENA)	2016	7	17	$4,950
				$17,650
ARVIG	2013	568	322	$136,605
ARVIG	2014	419	200	$94,278
ARVIG	2015	340	147	$73,056
ARVIG	2016	326	122	$59,982
				$363,921
BLUE JAY WIRELESS LLC	2014	1234	296	$129,239
BLUE JAY WIRELESS LLC	2015	1720	404	$356,750
BLUE JAY WIRELESS LLC	2016	2435	1040	$697,779
				$1,183,768
BOOMERANG WIRELESS LLC	2013	23	1734	$715,047
BOOMERANG WIRELESS LLC	2014	198	1615	$1,485,461
BOOMERANG WIRELESS LLC	2015	368	1340	$1,183,103
BOOMERANG WIRELESS LLC	2016	1495	1819	$1,065,727
				$4,449,338
CENTURYLINK QWEST CORPORATION	2013	15012	23	$1,672,051
CENTURYLINK QWEST CORPORATION	2014	11582	13	$1,396,169
CENTURYLINK QWEST CORPORATION	2015	10078	8	$1,120,566
CENTURYLINK QWEST CORPORATION	2016	8891	6	$823,694
				$5,012,480
JOHNSON TELEPHONE COMPANY	2013	107	28	$17,599
JOHNSON TELEPHONE COMPANY	2014	90	21	$16,751
JOHNSON TELEPHONE COMPANY	2015	97	19	$14,990
JOHNSON TELEPHONE COMPANY	2016	85	18	$10,095
				$59,435
PAUL BUNYAN	2013	388	43	$52,978
PAUL BUNYAN	2014	358	28	$46,816
PAUL BUNYAN	2015	254	18	$33,049
PAUL BUNYAN	2016	125	25	$15,612
				$148,455
Grand Total				**$11,235,047**

EXHIBIT 3

LEECH LAKE BAND OF OJIBWE

TRIBAL UTILITIES COMMISSION

ORDINANCE

TITLE 14: Regulation of Utilities

Enacted

By

Resolution No. 2016-93, 7/23/16

Chapter 14.01 Findings, Authority and Purpose

14.0101 Legislative Findings

1. The Leech Lake Reservation Business Council ("Council") hereby finds:

(a) The availability of, and delivery of adequate public Utility service is necessary for the economic security, health and welfare of the Band.

(b) The rural nature of the Leech Lake Reservation, among other reasons, has caused the development and maintenance of public Utility services within the Reservation to be sub-standard and inadequate in comparison to such services in urban areas of the United States. This has had a serious negative impact which imperils the economic security, health, welfare and general well-being of the Band and all residents of the Reservation.

(c) Every Utility that enters and operates within the Reservation enters into consensual relations, commercial dealings and contracts with residents of the Reservation (Indian and non-Indian) and the Band's jurisdiction and legal authority, to provide services, operate facilities, construct and erect pipelines, transmission lines, poles, towers and other improvements upon and across Reservation lands owned by Indians, non-Indians and the Band.

(d) Some Utility service providers have placed Utility facilities, pipelines, transmission lines, poles, towers and other improvements over, across and upon land within the Reservation without proper authorization from the Band or the federal government.

(e) Based upon subsections (a)-(d), regulation of Utilities serving the Reservation is necessary and proper to provide for the economic security, health, welfare and general well-being of the Band and all residents of the Reservation.

14.0102 Authority to Act

1. The Council is authorized by the Revised Constitution and Bylaws of the Minnesota Chippewa Tribe (Article. VI § 1(c) and (d)) and the retained sovereign authority of the Minnesota Chippewa Tribe to:

(a) Set conditions for entry and occupation of land within the Reservation;

(b) Control economic activity within the Reservation;

(c) Require contributions from persons or enterprises engaged in economic activities within the Reservation.

2. Based upon the foregoing legislative findings and exercise of powers, the Council hereby enacts this Title 14 and establishes the Leech Lake Tribal Utility Commission ("LLTUC").

14.0103 Purpose and Goals

1. This title is intended to provide reasonable regulation of the Utilities that serve the Reservation for the following purposes:

(a) To ensure the provision of adequate, continuous, cost-effective Utility service;

(b) To provide access to medical, emergency medical, fire and law enforcement services;

(c) To provide access to necessary governmental services;

(d) To provide and enhance educational opportunities and economic development;

(e) To ensure recognition of, and sensitivity to, the unique culture and needs of the Band;

(f) To provide consumers with necessary information about the services they purchase and service options and a meaningful way to resolve service problems;

(g) To provide a fair, practical means for issuance of rights of way, easements or other necessary permits for placement of Utilities' facilities on the Reservation.

2. The goals stated in Minn. Stat. §§ 237.011, Telecommunications Goals, and 237.12, Broadband Goals, are adopted herein by reference. The Band shall reserve the right to defer to its own needs and goals if it is deemed necessary.

3. The LLTUC shall administer Title 14 consistent with the purpose and goals of this ordinance.

14.0104 Definitions

1. "Band" means the Leech Lake Band of Ojibwe.

2. " Indian Land" means Individually Owned Indian Land and Tribal Land as defined herein.

3. "Individually Owned Indian Land" means any tract in which the surface estate, or an undivided interest in the surface estate, is owned by one or more individual Indians in trust or restricted status.

4. "Tribal Land" means all land located within the boundaries as designated by the United States Congress.

5. "Reservation" means the Leech Lake Reservation as defined in the Leech Lake Band of Ojibwe Judicial Code, Title I, Part II, and Section 1(A).

6. "Right(s) of way" means an easement or a legal right to go over or across Tribal Land, Individually Owned Indian Land, or BIA land for a specific purpose, including but not limited to building and operating a line or road. This term may also refer to the land subject to the grant of right of way; however, in all cases, title to the land remains vested in the landowner. This term does not include service lines.

7. "Tribal Court" means the Trial Division of the Leech Lake Band of Ojibwe Tribal Court established by Title, I, Part I of the Leech Lake Band of Ojibwe Judicial Code, or its successor court(s).

8. "Trust Land" means land or any interest therein, title to which is held by the United States in trust for the Band, or title to which is held by the Band subject to federal restrictions against alienation or encumbrance, and includes such land reserved for Indian Bureau administrative purposes.

9. "Council" means Tribal Council and/or Reservation Business Committee.

14.0105 Waiver

To the extent any Utility is unable to comply with the specific requirements adopted herein, it may request a waiver of the requirement, but such waivers will not be granted absent a specific showing justifying the relief requested.

14.0106 Coverage

Title 14 applies to all Utilities ("Utility" or "Utilities") providing service to customers on the Reservation, including any person, corporation or other legal entity, its lessee, trustee, and receiver, now or hereafter located, operating or providing services within the Reservation, or maintaining or controlling within the Reservation equipment or facilities for furnishing of telecommunications services; pipelines/bulk storage Utilities engaged in the transportation or distribution of gas, oil, coal, wind, solar, geo-thermal, waste water, minerals and water; electric Utilities engaged in the generation and distribution of light, heat, or power; gas Utilities engaged in the distribution of natural, synthetic, or artificial gas, whether by pipeline or bulk distribution to storage tanks; water companies for the storage and distribution of water for domestic or other beneficial use; heating Utilities engaged in the distribution of heat; and all other Utilities which operate, maintain, or control any equipment or facilities within the Reservation.

Chapter 14.02 General Provisions for All Utilities

14.02.01 Registration Requirements for All Utilities

1. All Utilities providing service to customers on the Reservation (Indian and non-Indian) must provide the following information to the LLTUC:

(a) Name of Utility: legal name, doing business as name(s);

(b) Address, email, and phone numbers of Utility and Points of Contact ("POCs") for Utility; POCs should be provided for normal business hours and for outside of business hours;

(c) List of products and services provided;

(d) Geographic limitations to products and services provided; and

(e) Copy of rates, terms and conditions of products and services.

(f) Maps identifying the location of all lines and facilities operated, maintained, or controlled by the Utility within the Reservation, along with accompanying legal descriptions of such locations.

2. The information in sub (a)-(f) can be provided in any reasonable way by the Utility. This information can be provided electronically or by reference to specific websites or by any alternate means acceptable to the LLTUC. This information should be kept current at least on an annual basis.

3. Registration is not an application requiring approval. It is part of the authorization process. No Utility related activity shall occur without proper process and/or approval with a documented written approval including expiration date of such authorized action.

4. The registration required applies to any current or new Utility serving any customer within the boundaries of the Reservation, even if such Utility does not own or maintain facilities within the Reservation.

5. The initial registration shall require a non-refundable $500 fee to cover administrative costs of the Leech Lake Tribal Utility Commission. Upon receipt of all information required by Section 14.0201 Registration Requirements for all Utilities, the Utility Commission shall bring forth the request with all documents to the Council. The Council will review and provide directives to the Leech Lake Land Division to administer any specific right of way and easement.

14.0202 Annual Report and Annual Fee

1. All Utilities shall submit an Annual Report by February 1 of each year for the preceding calendar year identifying the following:

(a) Number of customers on the Reservation;

(b) Revenues billed to all classes of customers on the Reservation;

(c) Improvements in capital infrastructure on the Reservation completed in the prior year and planned for the current year; and

(d) The number of resolved and unresolved complaints received from customers on the Reservation.

(e) Plans for new developments for the next five (5) years.

2. All Utilities shall submit an annual fee when filing the Annual Report, based upon the number of customers it serves on the Reservation reported on the Annual Report multiplied by $1.00. The fee shall be used to cover the costs of administration of the LLTUC and not for general revenue-generating purposes.

14.0203 Registration and Filing

Please submit all Registrations and Filings through the Band's email filing system at utilities.commission@llojibwe.org or through the mail at the address below:

Leech Lake Tribal Utility Commission
190 Sailstar Drive NW
Cass Lake, MN 56633

14.0204 Utility Tax As defined and established by Title 5 of the Leech Lake Band of Ojibwe Judicial code.

14.0205 Consumer Protection

1. This title shall not relieve any Utility of any obligations imposed upon it by other applicable federal statutes, state statutes, or municipal codes with respect to providing service to customers in Minnesota.

2. If any Utility refuses to provide service requested by any resident of the Reservation (Indian and non-Indian), the Utility must provide notice to the LLTUC and information as to why service is being denied.

3. If any Utility disconnects service to any resident of the Reservation (Indian and non-Indian), the Utility must provide the LLTUC with a copy of all disconnection notices sent to the customer and information as to why service is being disconnected.

4. Utilities shall provide reasonable customer service to residents of the Reservation (Indian and non-Indian) in the following manner:

(a) By marketing Utility services in a culturally sensitive way;

(b) By rendering bills to customers in plain English that states clearly the basis for each charge including fees and such charges, the time for payment, and where the customer can locate information about the Utility's rates and terms and conditions of service (i.e., company website).

(c) By providing meaningful access to a customer service representative by providing toll free numbers for customers and establishing at least one location reasonably near the Reservation for in-person customer visits ("Customer Access Points"). The Utility shall advertise the Customer Access Points to customers on the Reservation by providing customer access point information in customer bills.

(d) By not discriminating against, or providing a preference to, any customer on the Reservation (Indian and non-Indian) in the provision of Utility service, product, or facility.

(e) Utilities must at all times maintain a process for receiving, processing, and resolving complaints that ensures the fair and efficient resolution of complaints. Utilities must also take reasonable steps to ensure that the process is made public and that customers can access information on how to submit an informal complaint to Utilities.

14:0206 Complaints to LLTUC

1. At least twice a year, all Utilities providing service to customers on the Reservation shall include the following information in its monthly bills, statement, or notices sent to customers or through Customer Access Points:

Complaints about Utility service may be made to:

LLTUC
190 Sailstar Drive NW
Cass Lake, MN 56633
Utilities.commission@llojibwe.org

2. Upon receipt of a customer complaint the LLTUC shall notify the Utility and require a response within five (5) business days, unless the complaint raises an issue requiring more immediate resolution because it poses an imminent threat of harm to any person. In such

an emergency situation, the LLTUC shall work with the Utility to resolve the complaint as soon as possible.

3. The LLTUC shall work with the Utility first on an informal basis to resolve all consumer complaints filed with the LLTUC. If the complaint remains unresolved, the LLTUC may request the complainant to file a formal complaint with the LLTUC stating all facts and information necessary to show:

(a) Why the LLTUC has jurisdiction to resolve the formal complaint (i.e., the complained of conduct occurred within the jurisdictional boundaries of the Reservation);
(b) The rules violated by the Utility's conduct;
(c) The facts constituting the alleged violation;
(d) Identifying information for all complainants and the Utility; and
(e) The relief requested.

4. The LLTUC will process the formal complaint, establish a procedural schedule to provide due process to allow all parties to be heard, and issue a recommendation to the Council as to resolution of the formal complaint, with stated reasons for the recommendation.

14.0207 Protection of Records Containing Commercial Information

Records filed with the LLTUC from any Utility which contain valuable commercial information, including trade secrets or confidential marketing, costs, or financial information, or customer-specific usage and network configuration and design information, shall not be subject to inspection or copying by the public if disclosure would result in private loss, including an unfair competitive disadvantage. When providing information to the LLTUC, a person shall designate which records or portions of records contain valuable commercial information and provide an explanation for the request for confidentiality. Nothing in this section shall prevent the use of reasonable non-disclosure agreements by the LLTUC governing disclosure of proprietary or confidential information.

Chapter 14.03 Tribal Utility Commission

1. The Council shall appoint a minimum of five (5) members to the LLTUC, the majority of which shall be members of the LLBO. Each member shall have one vote.

2. LLTUC members shall be appointed by the Council with recommendation of the Commission. To protect and serve the purpose of this Ordinance, the members shall serve in a manner based upon longevity and experience, a change of control shall not occur by Council, but only by the individual member who may choose to vacate the position or removal by the Commission pursuant to Section 14.0305.

3. LLTUC members shall be compensated as determined by the Council and reimbursed for all reasonable expenses, consistent with Band policy and approved by the LLTUC Chairperson.

4. A LLTUC member's duties shall be performed in good faith, in a manner the member believes to be in, or not opposed to, the best interests of the Band and the residents of the Reservation and with such care as an ordinarily prudent person would use under similar circumstances in a like position.

5. To be eligible for appointment to the LLTUC, an individual must be at least 25 years of age, submit to a background check and have a minimum of three years of experience in one or more of the following fields or a college degree in one or more of the following fields:

(a) Financial management
(b) Land management
(c) Business administration
(d) Facility management
(e) Tribal government
(f) Law
(g) Telecommunications
(h) Engineering
(i) Economic development
(j) Environmental Management
(k) Transportation

14.0302 Powers

1. The LLTUC is authorized to

(a) Conduct meetings in accordance with Section 14.0304;

(b) To make recommendations to the Council for enforcement of Title 14;

(c) To maintain all records necessary to implement and enforce Title 14;

(d) To collect all fees and taxes submitted by Utilities under Title 14;

(e) To issue all necessary authority to the Land Division who shall issue permits, easements, and rights-of-way consistent with Chapter 14.04 of Title 14;

(f) To handle consumer complaints pursuant to Section 14.0206 Complaints to LLTUC of Title 14;

(g) To assist in the application for and administration of grants to further the purposes of Title 14;

(h) To provide advice to the Council with respect to actions or omissions of Utilities serving the Reservation;

(i) To monitor as appropriate the activities of Utilities serving the Reservation and report to the Council, as requested; and

(j) To represent the Band with respect to any Utility tribal engagement efforts.

14.0303 Limitations of Powers of LLTUC

1. The LLUTC shall have no power:

(a) To expressly or by implication enter into any agreement of any kind on behalf of the Band.

(b) To pledge the credit or assets of the Band.

(c) To dispose of, pledge, or otherwise encumber real or personal property of the Band.

(d) To issue Orders or promulgate rules or regulations without express authority of the Council.

(e) To waive any right, privilege, or immunity of the Band or to release any obligation owed to or by the Band.

14.0304 Meetings

1. The LLTUC shall conduct regular meetings and special meetings if requested by the Council or any LLTUC members. Notice of all regular meetings shall be provided at least five days before the meeting by notice in the Debahjimon newspaper, the KOJB 90.1 FM radio station and/or llojibwe.org website. Notice of all special meetings shall be provided at least 24 hours before commencement of said meetings. All notices of meetings must state the date, time and place and the business to be conducted at the meeting, which shall be open to the public except for executive sessions.

2. The Chairperson may adjourn the meeting into executive sessions to discuss matters involving litigation, the provision of legal advice, personnel matters or matters of a commercial, proprietary nature, the disclosure of which would harm the Band. The chairperson

shall declare the time of adjournment into executive sessions and its purpose on the public record. Any action taken as a result of the executive session shall be taken in public.

3. The LLTUC shall hold an annual meeting with the Council. The meeting shall be for the purpose of reporting on the annual activities and business that may come before the LLTUC. Notice of the meeting shall be posted at customary and appropriate public notice locations at least 30 days in advance of the meeting.

4. A Chairperson and a Vice Chairperson shall be chosen by the Commissioners. The Chairperson shall be responsible for presiding over meetings of the Commission. The Vice Chairperson shall assume the duties of the Chairperson in the absence of the Chairperson. A quorum of members shall consist of two members. In the event a Quorum is not present, the meeting shall be adjourned for a period not exceeding ten days.

5. The LLTUC shall keep minutes of all meetings that will be available to the public and create a record of all decisions made.

14.0305 Resignation or Removal

1. Members may resign by submitting written notice of their resignation to be accepted by the Commission; then a recommendation from the Commission to the Council to accept the resignation.

2. Any member may be removed for cause by a unanimous vote of the Commission at a duly called meeting before a recommendation goes to the Council. Cause for removal shall be limited to the following:

(a) Such member has failed to attend any four meetings within a calendar year, unless any of such absences is excused; or

(b) Such member has, during his or her term on the LLTUC, been convicted of any crime reflecting upon such member's honesty or ability to fulfill the fiduciary obligations imposed by law upon such member; or

(c) The Commission has found, in a meeting where the topic was scheduled for discussion that the member has committed malfeasance or breached a fiduciary duty or other duty imposed duty imposed by the Band's applicable Code of Ethics under Section 100.5 of the Band's General Administration Personnel Policies.

14.0306 Conflicts of Interest.

1. No member shall participate in any matter in which such member has any direct personal pecuniary interest, or in any matter in which the member feels that he/she cannot perform the duties of a member in an unbiased manner.

2. A member shall vacate his office if during the term of the office he or she shall be a party to a contract for profit with an entity doing business under the jurisdiction of this Ordinance, and/or that presents a conflict of interest with the duties of the Member.

Chapter 14.04 Rights of Way within the Reservation

14.0401 Compliance with Federal Laws and Regulations

Utilities subject to this Ordinance shall at all times comply with federal statutes and regulations governing rights of way within the Reservation.

14.0402 Inventory of Real Property Rights and Rights of Way.

Utilities shall file with the LLTUC an inventory of all its real property rights on the Reservation, including a copy of the documents transferring the real property interests. Utilities shall also file an inventory of all rights of way it has obtained within the Reservation and where those rights of way are located.

14.0403 Procedure for Acquisition of Tribal Consent for Rights of Way

Applicants seeking a right of way within the Reservation must obtain consent from the Band, in the form of a tribal authorization Right of Way by the Environmental Land Department after successfully securing a LLTUC documented seal of registration, in order to receive a grant of right of way within the Reservation. As a condition of obtaining such consent, all Utilities seeking a right of way within the Reservation shall use the following procedure:

1. All Applications required by the Band, including, a duplicate of any Application for right of way over Indian lands as prescribed by the BIA, shall be filed with the LLTUC, along with the proposed nature and amount of compensation to the Band. Such Application shall be accompanied by all necessary environmental and archaeological reports, surveys, and site assessments, as needed to facilitate compliance with applicable tribal environmental and land use requirements refer to LLBO Land Use Ordinance 06-01.

2. The LLTUC shall review the Application, and amount and nature of proposed compensation, and shall either make a request to the Applicant that any additional information reasonably necessary for its review of the Application is submitted within a designated time period, or shall inform the Applicant that the Application is adequate for the LLTUC's initial recommendation to the Council.

3. Upon receipt of all requested information, the LLTUC shall review the Application and shall make a recommendation to the Council with regard to the terms, conditions, and compensation for the proposed right of way.

4. The Council shall then determine whether to accept the Application, and negotiate directly with the Applicant, or provide its consent to the Environmental Land Department.

14.0404 Notice of Intent to Seek Right of Way over Individually Owned Indian Lands

A Utility must provide notice to the LLTUC of its intent to submit an application to the federal government for a right of way over Individually Owned Indian Land within the Reservation. Individual Indian landowners ("allottees") may in their discretion provide or withhold consent for a right-of-way grant. The LLTUC is authorized, but not required, to provide additional assistance at the request of one or more allottees.

14.0405 Terms, Conditions, and Valuation of Rights of Way with the Reservation

In its discretion, the Band may negotiate:

1. The nature and amount of compensation the Band shall require in exchange for its consent to a right of way over Tribal Land consistent with 25 CFR **§169.110**;

2. A right-of-way term that is reasonable in the view of the Band; and

3. For any other restrictions or conditions on consent for a right of way, with any such restrictions or conditions to automatically become part of the right-of-way grant if included in a consent document or tribal resolution authorizing consent.

14.0406 Trespass Enforcement

1. A trespass occurs when:

(a) An individual or entity takes possession of, or uses, any land within the Reservation without an authorized right of way by the Band and anywhere a right of way are required under federal law;

(b) An individual or entity takes possession of, or uses unrestricted fee lands within the Reservation in which the Band has a legal interest without a right of way;

(c) An individual or entity engages in unauthorized use within or action over an existing right of way; or

(d) An individual or entity engages in some other action defined as a trespass under federal regulations governing rights of way over Indian Lands.

2. In the event of a trespass, the Band and/or the landowner(s) may:

(a) Bring an action in Tribal Court to recover possession and/or damages, including through an eviction action, and may pursue any additional remedies available under Band law.

(b) In the case of a trespass on BIA regulated lands, contact the BIA office with jurisdiction over the Indian Lands and request that the office take enforcement action on behalf of the Band or Indian landowners as consistent with 25 C.F.R. § 169.413.

3. In the case of a trespass over Individually Owned Indian Lands, landowners may initiate an action in Tribal Court to recover the possession. Landowners may also submit a request to the LLTUC that the Band initiate such action on their behalf. The LLTUC shall review such request and make a recommendation to the Council as to whether the Band should initiate such action on behalf of the landowner.

14.0407 Incorporation of Trespass Enforcement Regulations for Forest and Agricultural Lands

1. The Band hereby adopts and incorporates by this reference the trespass enforcement regulations for Indian agricultural lands under the American Indian Agricultural Resource Management Act, 25 C.F.R. Part 166, Subpart I. Any person or entity in trespass on Indian agricultural lands, including Utilities, shall be subject to concurrent tribal enforcement actions brought by the Band in Tribal Court, and by this Ordinance the Band declares its intention to bring primary enforcement actions in Tribal Court under 25 C.F.R. § 166.802, as amended or replaced.

2. The Band hereby adopts and incorporates by this reference the trespass enforcement regulations for Indian forest lands promulgated pursuant to 25 U.S.C. § 3106 and set forth in 25 C.F.R. § 163.29, as amended or replaced. Any person or entity in trespass on Indian forest lands as defined by federal regulations, including Utilities, shall be subject to concurrent tribal enforcement actions brought by the Band in Tribal Court, and by this Ordinance the Band declares its intention to bring primary enforcement actions into Tribal Court under 25 C.F.R. § 163.29(j)(2).

14.0408 Notice of Maintenance or Repair

Whenever practicable, all holders of rights of way within the Reservation shall give notice to the LLTUC prior to entering the Reservation for significant maintenance or repair purposes. Significant maintenance or repair includes non-emergency projects that have the potential to disrupt services, or residents' peaceful enjoyment of their property, or alter, damage, or change the existing natural environment. Such notice shall include a description of the maintenance to be performed and the timeline for the procedures. In the case of an emergency, best efforts shall be made to provide such notice.

14.0409 Service Line Agreements

1. Before beginning work to construct service lines within the Reservation, Utilities must execute a service line agreement with the Band as consistent with 25 C.F.R. § 169.54. A service line is a utility line running from a mainline, transmission line, or distribution line that is used only for supplying telephone, water, electricity, gas, internet service, or other utility service to a house, business, or other structure for which a right of way must be obtained. In the case of a power line, a service line is limited to a voltage of 14.5 kv or less, or a voltage of 34.5 kv or less if serving irrigation pumps and commercial and industrial uses. To obtain access to the Reservation for service lines, the right of way grantee must file a service line agreement meeting the requirements of this Ordinance with the LLTUC.

2. Service line agreements are agreements signed by a utility provider and the Band for the purpose of providing limited access to supply the owners (or authorized occupants or users) of one tract of land with utilities for use by such owners (or occupants or users) on the premises.

3. A service line agreement should address what utility services the provider will supply, to whom, and other appropriate details. The service line agreement should also address the mitigation of any damages incurred during construction and the restoration (or reclamation, if agreed to by the Band) of the premises at the termination of the agreement.

4. All Utilities must file for service line agreements, together with a plat or diagram, with the LLTUC no less than 30 days prior to the date of execution. The plat or diagram must show the boundary of the ownership parcel and point of connection of the service line with the distribution line. When the plat or diagram is placed on a separate sheet it must include the signatures of the parties.

Chapter 14.05 Amendments

14.0501 Amendments

1. Title 14 shall be amended as needed by the Commission and recommendations for changes or additions shall go to Council for approval.

Chapter 14.06 Appendix

14.0601 Appendix

1. Map of the Leech Lake Band of Ojibwe Reservation Lands
2. Map of the Leech Lake Band of Ojibwe Ceded Territory

EXHIBIT 4

PUBLIC VERSION

LEECH LAKE BAND OF OJIBWE

Faron Jackson, Sr., Chairman
Arthur LaRose, Secretary-Treasurer

Penny DeVault, District I Representative
Steve White, District II Representative
LeRoy Staples Fairbanks III, District III Representative

CERTIFICATE OF GOOD STANDING

The Leech Lake Band of Ojibwe hereby attests that Leech Lake Telecommunication Company, LLC is a Limited Liability Company in good standing of the Leech Lake Band of Ojibwe. The Leech Lake Telecommunications Company, LLC, was granted its charter on the 21st day of June, 2013. The Leech Lake Telecommunications is operated under the laws of the Leech Lake Band of Ojibwe as a tribally owned entity of the Band and continues to operate in good standing through the date of making this declaration. The foregoing Amended Petition for Designation as an ETC was duly presented and adopted by a vote at a regular meeting of the Leech Lake Band of Ojibwe.

Faron Jackson, Sr., Chairman	Date
Arthur LaRose, Secretary Treasurer	Date

190 Sailstar Drive NW, Cass Lake, MN 56633
Telephone: 218-335-8200 • Fax: 218-335-8309

EXHIBIT 5

Utility Certification

THIS CERTIFICATE HEREBY ACKNOWLEDGES THAT THE FOLLOWING UTILITY IS REGISTERED WITH THE LEECH LAKE TRIBAL UTILITIES COMMISSION (TUC):

Leech Lake Telecom

AND IS AUTHORIZED TO CONDUCT UTILITY RELATED BUSINESS WITHIN THE LEECH LAKE RESERVATION

MICHAEL NORTHBIRD, CHAIR

5/24/17

MAY 24TH, 2017

PUBLIC VERSION

OFFICIAL SEAL
SAS LAKE MN
LEECH LAKE BAND OF OJIBWE
Utility Commission

EXHIBIT 6

LEECH LAKE RESERVATION BUSINESS COMMITTEE

RESOLUTION NO. _____

RESOLUTION TO ADOPT THE LEECH LAKE TELECOMMUNICATIONS COMPANY, LLC, AMENDED PETITION FOR DESIGNATION AS AN ELIGIBLE TELECOMMUNICATIONS CARRIER

WHEREAS, The Leech Lake Band of Ojibwe ("Band") is a Federally recognized Indian Tribe organized under the Indian Reorganization Act of 1934, and operating under the Revised Constitution and Bylaws of the Minnesota Chippewa Tribe; and

WHEREAS, Pursuant to its inherent sovereign authority and its By-Laws, the Band's Reservation Business Committee ("RBC"), made up of duly elected representatives, is the governing body of the Band, having all the legislative powers and responsibilities of the tribal government; and

WHEREAS, The RBC is charged with the responsibility of protecting and advocating for the health and welfare of Leech Lake Band members within the exterior boundaries of the Leech Lake Indian Reservation; and

WHEREAS, The RBC Previously adopted and ratified the Leech Lake Telecommunications Company's Articles of Organization and its supporting documents on the 13th day of June, 2013.

WHEREAS, The RBC does certify the Leech Lake Telecommunications is in good standing and has operated within the laws of the Leech Lake Band of Ojibwe since its inception in June of 2013.

WHEREAS, The Leech Lake Telecommunications Company, LLC, does provide broadband and telephone service at a rate that is reasonable for its most disadvantaged citizens who without the service would otherwise not have access to broadband.

WHEREAS, The Leech Lake Telecommunications Company, LLC, does provide affordable and state of the art fixed wireless broadband with the capacity to serve the entire Leech Lake Band of Ojibwe Reservation when no other communications provider has not nor will serve in the foreseeable future the entire Reservation.

WHEREAS, The Leech Lake Telecommunications Company, LLC, as an ETC, will provide Lifeline services to the disadvantaged citizens of the Reservation giving them the same advantage with communications as all other citizens in the United States.

NOW THEREFORE BE IT RESOLVED, That Leech Lake RBC, at a duly called meeting with a quorum present, does hereby adopt, endorse and support the Leech Lake Telecommunications Company, LLC, with its Amended Petition for Designation as an Eligible Telecommunications Carrier; and

BE IT FINALLY RESOLVED, That this Resolution is effective immediately.

CERTIFICATION

WE DO HEREBY CERTIFY that the foregoing Resolution was duly presented and acted on by a vote of _____ for, _____ against and _____ silent at a Regular Meeting of the Leech Lake Reservation Business Committee, a quorum being present, held on _____, 2017 at Cass Lake, Minnesota. Accordingly, this Resolution is duly adopted by the Reservation Business Committee for the Leech Lake Band of Ojibwe, and the Reservation Business Committee further certifies that this Resolution is in full force and has not been amended or rescinded in any way.

_____	_____
Faron Jackson, Sr., Chairman Leech Lake Band of Ojibwe	Arthur LaRose, Secretary/Treasurer Leech Lake Band of Ojibwe

EXHIBIT 7

PUBLIC VERSION

"Empowering our communities through core traditional values, tribal sovereignty, and personal and economic development."

Comprehensive Economic Development Strategy (CEDS)

2014 - 2019

Approved by Resolution of the LLBO Reservation Business Council November 12, 2013

Prepared by

LLBO Economic Development Division

collaboratively with

LLBO Planning Division

October 30, 2013

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Executive Summary

An effective development strategy builds on local strengths, adjusts for local weaknesses, recognizes market realities, and attempts to achieve development that can be sustained for the foreseeable future. In addition, a development strategy attempts to meet local residents' objectives, since local support is necessary for implementing most development strategies.

The Leech Lake Band of Ojibwe has identified seven themes that form the building blocks of economic development.Surveys of the community clearly identify that the Leech Lake Band of Ojibwe and its communities have a strong sense of place born of its cultural traditions and the close knit family and community ties. This creates incredible sense of resilience and hope for the future. Thus, quality of place is unique to Leech Lake as they reported that the most important aspects of the community were culture, the land and the people. This is an incredible platform from which to launch a strategic economic development initiative.

The most vital projects within this CEDS focus on the highest priorities of the communities as reported in World Café sessions, small group discussions and surveys. Respondents reported that job creation - good jobs - was the most important activity in which to engage. Though dicsussions focused on the physical health of the community, social and chemical dependency issues, it was recognized that not being economically solvent as a family or individual was a chief cause of many of the problems faced by the community. Poverty and alleviation of poverty through job creation, workforce and infrastructure development are critical.

Priority 1: Infrastructure Development including telecommunications and broadband services and land acquisition. Without available development land we are unable to build or expand enterprises and create jobs.

Priority 2: Workforce development in tandem with job creation including opportunities for on-the-job training through joint ventures with regional industry, workforce development agencies and internally. This project would include the development of a workforce training/ enterprise center.

Priority 3: Increased participation in the healthcare industry including continued development of the continuum of care campus for elder care. Though important culturally, this project also has broad support throughout the community and instills a "can do" attitude and hope. Leech Lake has struggled over the last decade with near stagnant economic growth. This project serves as a beacon of things to come.

Leech Lake Reservation

The Leech Lake Band of Ojibwe (LLBO) was organized pursuant to the Indian Reorganization Act of 1934 and is one of six member-Bands of the Minnesota Chippewa Tribe. Jurisdiction over reservation matters is vested in a five-member council known as, the Reservation Tribal Council (RTC). Council positions include the Chair, Secretary/Treasurer, and three District Representatives.

The reservation is overlaid across four counties: Cass, Itasca, Beltrami, and Hubbard;and reaches across seven school districts. The major portion of the reservation is located within Cass County. Eleven tribal villages make up the reservation and are separated by distances ranging from 40 to 160 miles roundtrip. Most communities are very small (less than 100 residents) and isolated. Some tribal villages have facilities for community events and services such as medical clinics and programs for elders. Communities within the districts are represented by elected Local Indian Council (LIC) members to give a political voice to their concerns.

LLBO organizational mission:

The Leech Lake Band of Ojibwe is committed to the responsible operation of our government, preserving our heritage, protecting our heritage, protecting our sovereign rights, spiritual beliefs and natural resources for our Elders and present and future generations, while enhancing the health, economic well-being, education and our inherent right to live as Ojibwe people.

The LLBO government offices in Cass Lake serve as the central point of activity and services for the reservation. Other entities that serve our Band members are located in Cass Lake and include the following: Leech Lake Tribal College, Cass Lake Indian Health Service Hospital and clinic, Minnesota Chippewa Tribe and Chippewa National Forest. The Regional Bureau of Indian Affairs and Indian Health Service area offices are located 15 miles west of Cass Lake in the city of Bemidji, Beltrami County.

LLBO provides full governmental services to its constituents including, Planning and Economic Development, Health, Human Services, Education, Public Safety, Roads and Construction, Tribal Courts, and Resource Management. Its Housing and Gaming operations operate outside of the administration with their own boards. The Band employs 1,677 people in government services, 53 in Housing Services, and 1,012 in Gaming as well as part-time occasional employees in the Temporary Employment Program.

LLBO has a long history of community involvement demonstrated through hosting community meetings, Local Indian Council meetings and quarterly Council meetings that are held on a rotating basis in district communities. All of these events offer opportunities for open discussion and questions as well as providing information and updates. We often provide written feedback

opportunities through surveys at various events and location, including online through our website, www.llojibwe.org.

Themes

Health Improvement and Healthcare Industry Development

According to the Minnesota Department of Health (MDH), Minnesota is among the states with the greatest gap of health status disparity between whites and African Americans, American Indians, and other groups. American Indians and populations of color in Minnesota are at greater risk of suffering from cancer, heart disease, stroke, chemical dependency, diabetes, homicides, suicides, unintentional injuries, and HIV/AIDS.

According to the Tribal Tobacco Use Project Survey, American Indians in all age groups smoked at a higher rate than the general population. Among its findings the survey revealed:

Fifty-nine percent of American Indian adults are smokers compared to 16 percent of all Minnesota adults. American Indians suffer from higher rates of mortality for smoking-related disease than the general population. For instance, the heart disease rate is 1.5 times higher than the population as a whole, the diabetes rate is three times higher and American Indian men in the survey have the highest rates of lung cancer in Minnesota. These trends are a public health crisis for the people of Leech Lake. We must focus our attention on becoming healthier, exerting control and actively participating in the growing healthcare industry.

Project areas may include but are not limited to:

- Health Improvement Programs and Services
- Diabetes Prevention and Treatment
- Elder Care
- Active Partnership with Indian Health Services
- Co-location of administrative services for Health and Human ServicesDivision
- Prevention and Treatment—Wellness Campus for Addictions/Dependence and Opiate Treatment

Jobs and Workforce Development, Education and Training

Raising the level of education and training within the workforce is critical to the reservation's overall economic development strategy. Upgrading employee skills would make them more competitive in the marketplace, and make it more attractive for new industries to move into the area. Additionally, a coordinated approach to jobs training by matching job creation activities to the aptitudes and skills currently in the marketplace will be implemented with partner agencies in the region to maximize the skill pool, time and resources.

Project areas may include but are not limited to:

- Closer alliance between job creation and jobs training
- Assessment and Vocational Rehabilitation for chronically unemployed individuals or those returning from treatment or adjudication
- Regional Partnerships
- Cradle to Grave Education—Parenting, Early Childhood Education, Leech Lake Tribal College and on-the-job training

Business Assistance

The Economic Development Division strives to improve self-sufficiency and the economic well-being of the Leech Lake Band by providing resources for individuals and assisting tribal government in the development of new initiatives and the efficient operation of existing programs and businesses. Our goal is to create businesses that create jobs, stimulate economic growth, and develop viable opportunities to bring tribal members into the economic mainstream.

Our emerging Community Development Financial Institution (CDFI) offers business loans through the Small Business Development Fund and personal loans through the Credit Building program for Band employees. Other programs include Individual Entrepreneur and Financial Literacy Training.

Project areas may include but are not limited to:

- Entrepreneurship Development
- Business Consulting
- Business Financing

Infrastructure improvement

Infrastructure, including community and government facilities, equipment, transportation,and telecommunications investments improve quality of life and connects Leech Lake Reservation with the region and global economies. Hence, infrastructure improvements contribute significantly to our development strategies. Several areas of focus have been identified.

- Facilities: new Government construction, commercial and industrial
- Capital Improvement Plan
- Telecommunications—Broadband, Wireless
- Sewer and Water
- Energy

Natural Resources Preservation and Sustainability

The Leech Lake Tribe holds the smallest percentage of its reservation of any of the state's tribes. County, state, and federal governments owned well over half of the original land. Of the 677,099 original acres, 212,000 acres are surface area of three big lakes. Of the remaining 465,000 acres, other levels of government own 332,804 acres. We are actively working to regain our lost land base.

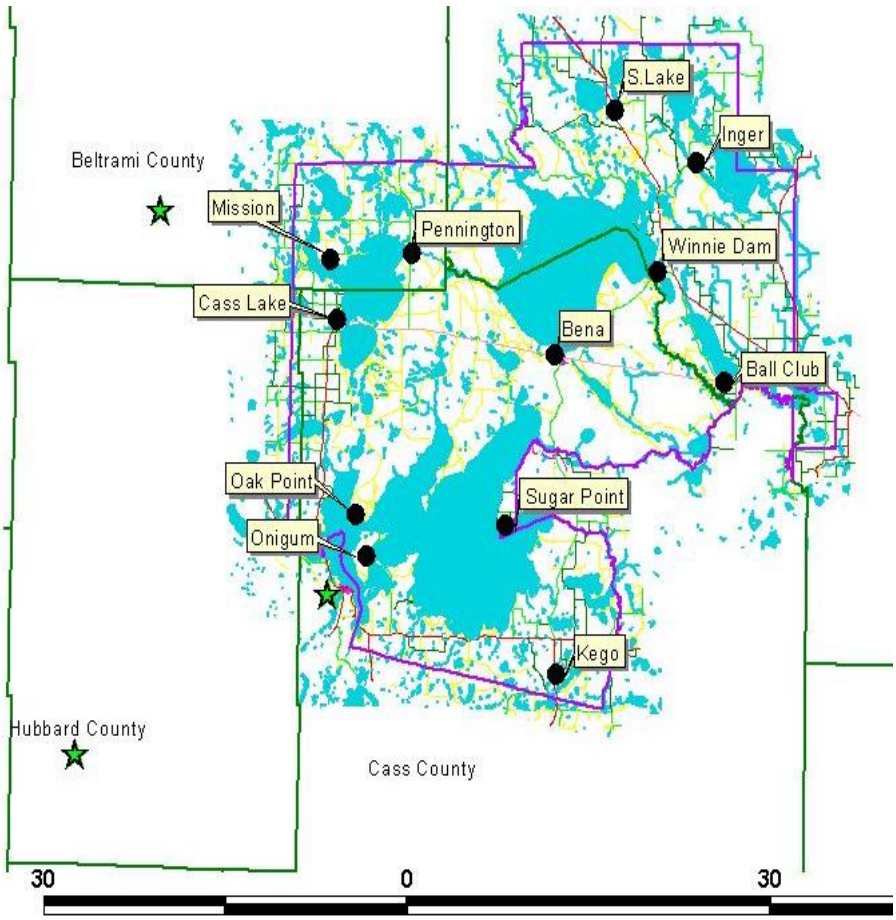
We are continually working to improve the management and use of our natural resources for maximum benefit to Leech Lake members, while preserving our cultural traditions and relationships.

Project areas may include but are not limited to:

- Land Acquisition
- Forestry Management
- Wild Rice Harvest and Protection
- Land Use Planning: Identifying under-utilized, poorly allocated or unused properties
- Natural Resource based tourism

Governance

The Leech Lake Band of Ojibwe has been in existence since 1934 under the Constitution of the Minnesota Chippewa Tribe. The LLBO continues to retain its rights and assert its authority. In a 1971 court case with the State of Minnesota, *Leech Lake Band of Chippewa v Herbst, 334 F Supp. 1001 D. Minn. 1971*, determined that the Greater Leech Lake Reservation continues to exist within the boundaries established by the treaties and executive orders. Under the authority of these treaties and executive orders, the Band retains its inherent sovereign authority over its members and the Reservation. The Band takes the position that sovereign authority over the Reservation extends to activities of a non-member within the Reservation boundaries, whenever such activities impact, or may impact economic security, political integrity or health and welfare of the Band.



Jurisdiction over **LLBO** interests are vested in the Reservation Tribal Council (**RTC**); comprised of five (5) members elected at large: Tribal Chairman, Secretary/Treasurer, and three (3) District Representatives. The reservation is divided into three (3) districts and Elections are held every two (2) years with staggered terms of four (4) years.

The RTC appoints an Executive Director and Deputy Director to oversee and manage interests and resources of the Band. There are currently fourteen (14) local Indian Councils (**LIC**) representing smaller Indian communities, including one in the Twin Cities. These councils are responsible for

overseeing local activities, as well as interfacing with the RTC to ensure that services, programs and needs of their districts are met. Other political entities within reservation boundaries include 55 townships, 4 counties, numerous state, local and federal agencies.

Cass Lake is the largest community on the reservation and is the headquarters for most of the Bands government offices. There are eleven (11) smaller communities within the boundaries of the reservation, including Ball Club, Bena, Inger, Onigum, Mission, Pennington, Smokey Point, Sugar Point, Oak Point, Winnie Dam and S-Lake (formerly Squaw Lake). Oak Point had previously been known as Squaw Point but was renamed in 1995. The reservation includes sections of four counties; Cass, Itasca, Beltrami, and Hubbard. A large section of the reservation is in Cass County.

In 1994, Leech Lake became a Self-Governance Tribe under P.L. 101-413, allowing Tribes the freedom to decide how best to manage their Trust resources and the Band to have broad authority to regulate the reservation environment.

With 79 years of existence as a governing sovereign body, the Leech Lake Band of Ojibwe has been developing and changing its formal government and ordinances to address ongoing challenges from external factors and to benefit the needs of its citizens. Significant changes include development, implementation and/or additions in the following areas: amended operating Ordinances, new business entities, Tribal Court for civil matters, Indian Child Welfare Act responsibilities, housing authority, public safety, Public Utilities Commission, Land Department, and Division of Resource Management. LLBO has ratified government policies for managing human resources and maintains an effective fiscal management system that is audited annually by a qualified external auditing company.

As we continue to strive to meet the needs of our members, Leech Lake has several initiatives that we are pursuing which include:

- Enterprise Development Task Force focused on developing a model under which LLBO can successfully own and operate business enterprises
- Review and revisions of our by-laws, including our constitution and other governing documents
- Self-Empowerment through Native Nation Building
- Court Systems unhindered by governmental activities
- Codes and Ordinance - Reviewed and Revised to reflect the current economic and political environment
- Innovation, Technology and Information—Data storage and retrieval systems
- Reinvigorating the Local Indian Councils (LICs) as voices for their communities

Demographic Trends in the Leech Lake Economy

The regional economy surrounding and encompassing the reservation is minimally diversified; comprised of tourism, the wood products industry, education, healthcare, retail/service and government. Government is a major employer in the region, and includes tribal, federal, state, county, and municipal governments. More than 1,200 people are employed by LLBO government and by LLBO casinos. Tourism at casinos, area resorts, state parks and federal forest campgrounds attract more than 2 million visitors to the region annually.

Tourism is the primary economic engine for the regional economy and the Tribal economy. Abandoned railroad tracks throughout the area have been converted into bike, ski and snowmobile trails. Casinos, area resorts and many campgrounds attract more than 2 million visitors to the region annually. Much of the land is covered by forests, lake and rivers and includes a significant amount of public land, which attracts hunters, fishermen, sportsmen, bicyclists, skiers, bird watchers, snowmobilers and tourists throughout the year. In 2007, tourism was an $11 billion industry in Minnesota, with $1.3 billion generated in the four counties comprising sections of the Leech Lake Reservation (EMT 2008).

Most economic, employment, education and health data are aggregated by county. It is challenging, if not impossible to disaggregate the data for the Leech Lake Reservation. Hence much of the data that is presented in this report is county data, in particular Cass County data because the majority of the reservation lies within Cass County.

Employment

According to the U.S. Department of Labor, unemployment for the thirteen month period July 2012-July 2013 fell from 7.6 percent to 6.9 percent.LLBO experiences cyclicalchanges inemployment because of the tourism-based, natural resource-based and construction-based industries on which we rely. The unemployment rate during the first six months of 2013 in Cass County varied from a high of 12.0% in January to 7.2% in July. Unemployment on Leech Lake Reservation and in Cass County historically trends higher than the rest of Minnesota and the nation. Rates on the reservation are estimated to be substantially higher than the County rates based on Census data for the number of those in the labor force who are employed. Unemployment on the reservation is nearly 11 percent.

Labor Force and Unemployment Rate July 2013

Geographic Area	Labor Force	Employment	Unemployment	Unemployment Rate
Beltrami County	22,122	20,642	1,480	6.7
Cass County	14,357	13,324	1,033	7.2
Hubbard County	9,919	9,283	636	6.4
Itasca County	23,553	21,862	1,691	7.2
Leech Lake Reservation	4,424	3,948	475	10.7
Report Area	69,951	65,111	4,840	6.9
Minnesota	3,012,495	2,859,720	152,775	5.1
United States	157,195,791	145,112,518	12,083,273	7.7

Source: U.S. Dept. of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics, Aug. 2013.

Population

According to the 2010 US Census, the total population of Leech Lake Reservation is 10,660 compared to 10,205 in 2000. Twenty-eight percent are under 18 years old and 15.5 percent are 65 or older. Forty-eight percent of the population on the Reservation identify as AI/AN alone or in combination with one or more other races. The median age is 39.0. According to the Leech Lake Band of Ojibwe Enrollment Office, Leech Lake Reservation Enrollment is 9,372 enrolled members. Many members live off the reservation in other urban areas including Minneapolis, Duluth and Bemidji.

Population Change 2000 - 2011

Geographic Area	Census 2000 Population	ACS 2007-2011 Population	Population Change	% Change
Beltrami County	39,650	44,233	4,583	11.56
Cass County	27,150	28,584	1,434	5.28
Hubbard County	18,376	20,318	1,942	10.57
Itasca County	43,992	44,955	963	2.19
Leech Lake Reservation	10,205	10,577	372	3.64
Minnesota	4,919,479	5,278,190	358,711	7.29

Source: U.S. Census Bureau, Population Division, Census 2010. Release Date: February 2011 and U.S. Census Bureau, American Community Survey, 2011 Data Release, December 2012.
The 2011 American Community Survey 5-year data is a 5-year average of data collected from 2007 through 2011.

Population By Gender and Age Group, 2007 - 2011

Geographic Area	0 to 4		5 to 17		18 to 64		Over 64	
	M	F	M	F	M	F	M	F
Beltrami County	1,686	1,515	4,114	3,804	13,822	13,571	2,291	3,120
Cass County	873	873	2,321	2,116	8,452	8,054	2,768	2,945
Hubbard County	633	604	1,675	1,535	5,912	5,745	1,856	2,186
Itasca County	1,274	1,207	3,829	3,466	13,642	13,134	3,592	4,486
Leech Lake Reservation	389	415	315	295	281	214	35	42
Minnesota	179,985	173,135	475,273	452,203	1,673,108	1,651,990	259,552	380,272

Source: U.S. Census Bureau, American Community Survey, 2011 Data Release, December 2012.
The 2011 American Community Survey 5-year data is a 5-year average of data collected from 2007 through 2011.

Income

The median household income of $37,076 on Leech Lake Reservation is substantially lower when compared to incomes in area counties and the state of Minnesota. 40% of Families have Incomes below 133% Poverty Guideline ($31,322 for family of 4).

Geographic Area	Median Household Income ($)
Beltrami County	40,657.00
Cass County	42,297.00
Hubbard County	41,196.00
Itasca County	44,957.00
Leech Lake Reservation	37,076.00
Minnesota	56,944.00

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2011. Estimates for 2011 were released in December 2012.

Leech Lake Reservation residents experience poverty at a high rate.

	Leech Lake Band of Ojibwe	United States
Median Household Income	$37,196	$52,762
Per Capita Income	$19,225	$27,915
Unemployment Rate	10.7%	7.7% (August 2013)
Median Earnings for Workers is $21,622. This is below the 100% poverty guideline of $23,550 for a family of four.		
47% of Households have Incomes Below 133% Poverty Guideline ($31,322 for family of 4)		
40% of Families have Incomes Below 133% Poverty Guideline ($31,322 for family of 4)		

Population for whom poverty status is determined (2011)	10,341	
All Individuals below:		Percent
50 percent of poverty level	1,320	13%
125 percent of poverty level	2,930	28%
150 percent of poverty level	3,686	35.6%
185 percent of poverty level	4,432	43%
200 percent of poverty level	4,814	46.5%

Source: US Census Bureau American FactFinder, 2011

Education

Educational attainment and performance at the local public school is below statewide averages. Cass Lake Bena public school has an American Indian population of 88 percent. The four-year on-time graduation rate is 47.4 percent compared to a rate of 77.6 percent in the state of Minnesota. The dropout rate at CLB is 15.4 percent, more than three times the rate for the state of Minnesota, which is 5.1 percent. Proficiencies in math, reading and science are below statewide averages according to the MN Dept. of Education.

Graduation Rate – Cass Lake Bena School		
	Number Graduates	Percentage
2010	46	43.40%
2011	24	33.80%
2012	37	47.40%

Student Proficiency - Cass Lake Bena School			
	Math Percentage	Reading Percentage	Science Percentage
2010	50.9	54.0	15.5
2011	32.3	51.5	10.3
2012	43.4	53.4	22.0
2013	34.5	27.8	18.7
State 2013	61.2	57.8	52.1

Source: Minnesota Department of Education online at http://w20.education.state.mn.us/MDEAnalytics/Reports.jsp

Low educational attainment results in high levels of poverty for reservation residents.

Educational Attainment and Poverty	Leech Lake Reservation and Off-Reservation Trust Land, MN		
	Total	Below poverty level	Percent below poverty level
EDUCATIONAL ATTAINMENT	Estimate	Estimate	Estimate
Population 25 years and over	6,795	1,139	16.8%
Less than high school graduate	760	333	43.8%
High school graduate (includes equivalency)	2,370	353	14.9%
Some college, associate's degree	2,435	382	15.7%
Bachelor's degree or higher	1,230	71	5.8%

Geography

The Leech Lake Reservation is located in rural north-central Minnesota, approximately 235 miles north of Minneapolis/St. Paul and 100 miles south of the Canadian border. Located along US Highway 2 east of Bemidji, MN, the reservation boundaries run from north of Cass Lake, south to Walker, east to Federal Dam and Deer River and north to S Lake (Squaw Lake). It is situated in a rural area and covers approximately 1,050 square miles (approximately 869,321 acres) of forest and water systems in the central pine and hardwoods forest eco-region of Minnesota. The National Chippewa Forest has the largest portion of the land. Seventy-five percent of the National Forest is within the reservation.

The area comprises a zone of transition between the boreal (conifer) forest and the deciduous (hardwood) forest and features some of the

best-managed forestland within the Great Lakes Basin. There are approximately 300,000 acres of lakes, 120,000 acres of wetlands and 260 miles of rivers and streams within the reservation boundaries. The Mississippi River traverses the reservation and Lake Winnibigoshish.

Drained by the headwaters of the Mississippi River, the area is generally swampy. With some 40 wild rice producing lakes, Leech Lake Reservation waters produce the largest natural wild rice harvest of any of the State's reservations. Tree cover on the land is mostly second growth.

The climate is moderate, characterized by two distinct seasons, a short, warm summer and a long, cold winter. Average annual temperature is 38 degrees Fahrenheit with a maximum of 100 degrees Fahrenheit and a low of 45 degrees below zero Fahrenheit. Winter temperatures average between 0 and 10 degrees Fahrenheit, while summer temperatures average between 65 and 75 degrees Fahrenheit. The average annual precipitation is 22 inches with a maximum of 40 inches and a minimum of 13 inches. Snowfall averages 50 inches annually. The growing season is short with the average number of days without killing frost at 110.

Workforce Development and Use

With 1,263 gaming employees and 869 employees in programs (2009 Labor Force report), administration and other government operations, the Band is the largest employer in Cass County. Other major employers in the Cass Lake area include the Leech Lake Tribal College, Indian Health Service, Cass Lake-Bena School District 115, Minnesota Chippewa Tribe, US Forest Service, Cass Forest Products and Teal's Supervalu. Major employers in Walker include the Northern Lights Casino, Cass County, US Forest Service, Walker School District 119, Woodrest Healthcare Center, First National Bank of Walker, Reeds Sports. Major employers in Deer River include White Oak Casino, Deer River Healthcare, Deer River School District 317, North Star Coop, and Rajala Timber Company.

LLBO created the Gaming Division to provide independence from government grants and programs. Gaming has three casinos located in rural Minnesota as well as the main Gaming administration facility. In all they provide over 1200 positions in the area and are an essential part of the economy on the reservation and for the region. They provide jobs for many in communities close to the reservation such as Grand Rapids, Walker and Bemidji. The casinos' remote locations have not generated the revenues needed for total independence however provide substantial funding for government operations as well as providing jobs for both enrolled Band members and local residents.

Currently, LLBO Economic Development Division oversees existing tribally-owned non-gaming enterprises. These include two convenience store/gas stations, wild rice sales and an office supply store. These enterprises provide approximately 50 jobs (some seasonal) predominantly at wages just above minimum wage. The enterprises currently operate below industry profitability

standards and are currently undergoing strategic redevelopment.

The LLBO Tribal Employment Rights program (TERO) requires that all employers who are engaged in operating a business on reservations give preference to qualified Indians in all aspects of employment, contracting, and other business activities.TEROjob quotas for projects on the reservation are generally not completely filled as authorized by ordinance by Leech Lake Band members and those that are filled are unskilled labor positions such as flagging jobs. Filling the TERO jobs is an opportunity that requires having a skilled labor force available.

Federal funding for road projects is a major source of development funds and could be a source of employment for members, but again, our labor force is not trained to be hired by local contractors. The tribe could take advantage of opportunities for road construction contracts if we had a trained workforce.

2007-2011 American Community Survey 5-Year Estimates

The five-year employment status projections for the Leech Lake area for the population 16 years of age and older estimated at 8,044 is as follows.

EMPLOYMENT STATUS	Estimate	Percent
In labor force	4,700	58.4%
Civilian labor force	4,699	58.4%
Employed	4,078	50.7%
Unemployed	621	7.7%
Armed Forces	1	0.0%
Not in labor force	3,344	41.6%
Civilian labor force	4,699	4,699
Percent Unemployed	(X)	13.2%

The mean travel time to work is 21 minutes with many traveling over 40 miles per day one way. Most people drive to work alone and 5.3% walk.

VEHICLES AVAILABLE	Estimate
No vehicle available	4.8%
1 vehicle available	22.2%
2 vehicles available	39.5%
3 or more vehicles available	33.5%

LLBO Education Division

The Education Division budget is comprised of both federal and state grants that include the Minnesota FamilyInvestment Program (MFIP), Workforce Invest Act (WIA) for both youth and adult,

the NativeEmployment Works (NEW), and Self-Governance programs including Johnson O'Malley(JOM), serving our students in eight school districts and our post-secondary scholarshipprogram.The Education Division currently assists the MFIP consumers in job search and job skill building activities, continually scanning the neighboring industry centers in three local cities to locate job and training opportunities for our constituents.

Tribal Employment Rights Ordinance (TERO)

TERO Offices were established and empowered to monitor and enforce the requirements of the tribal employment rights ordinance. TERO requires that all employers who are engaged in operating a business on reservations give preference to qualified Indians in all aspects of employment, contracting, and other business activities. In addition to sponsoring workforce training opportunities and/or sending individuals off site to be trained, TERO supports job seekers and new hires to construction jobs, predominantly, on and off reservation with funding for travel, tools and union dues if required. The TERO ordinance fees collected on construction projects within the exterior boundaries of the reservation are dedicated to economic development and/or education projects.

Raising the level of education and training within the workforce is critical to the reservation's overall economic development strategy.

Leech Lake Tribal College

Leech Lake Tribal College is a two-year liberal arts college located on the Leech Lake Reservation. The College was accredited as a Vocational School in 1993. The College was awarded candidacy status with the Higher Learning Commission of the North Central Association in 2002, and awarded continuing candidacy status in 2004 and full accreditation in April 2006.

The Leech Lake Band of Ojibwe adopted the original LLTC Charter in 1999 and established an independent Board of Trustees; in 2002, the LLBO revised the LLTC Charter. In 2003, Leech Lake Tribal College separated from the LLBO and assumed its own accounting and human resources functions, and the LLBO formally transferred all bank accounts, equipment, and some property to LLTC. Also, the IRS granted 501(c)(3) status to LLTC as a non-profit educational entity. While separately incorporated today, Leech Lake Tribal College still enjoys a vital relationship with the Leech Lake Band of Ojibwe, and receives about 11% of its annual funding from the Band. LLTC is a member of the American Indian Higher Education Consortium and the National Association of Land Grant Institutions. The College receives its base funding from the Bureau of Indian Affairs under the authority of the Tribally Controlled Community College Act.

Leech Lake Tribal College includes approximately 70 faculty, staff, administrators, and 250 full-time students. Most of our students come from the Leech Lake Reservation and the surrounding Reservations in Northern Minnesota. In addition, approximately 8% of the students enrolled at the College are non-Native American.

Temporary Employment Program (TEP)

The Leech Lake Temporary Employment Program (T.E.P.) provides temporary assignments to participants that may lead to full-time employment. For many workers new in the workforce, T.E.P. will give them the opportunity to explore different working environments and learn new skills while taking advantage of training opportunities available at Leech Lake T.E.P. T.E.P. is directly funded by the LLBO. The program is currently undergoing a strategic restructuring to ensure that it meets its mission and grows to become a tool for workforce development as well as become self-supporting through 8(a) contracting and regional partnerships with government agencies and private enterprises.

Workforce Center Planning

In 2010, Tribal Development staff examined the needs, options, and benefits of a proposed workforce training centerand providedinformation needed to make decisions about the training opportunities for LLBO. Astudywas completed to analyze the feasibility of building a Workforce Training Center adjacent to the Leech Lake Tribal College.

Several factors prompted the study:

- Many young people on the reservation do not earn a high school diploma
- Many TERO jobs go unfilled because of unskilled applicants
- Workforce training has been identified as an important need for tribal members
- Several divisions have training programs and band members could benefit from having them coordinated

In addition to providing Tribal members with marketable skills, a workforce training center would be a critical component of strategic and operational planning for Tribal workforce needs. The training center would play an especially helpful role in ensuring that an adequate labor force exists to meet human resource needs for tribal services and administration. Training programs would be offered to prepare current employees to move up the employment ladder to more skilled jobs within the tribal government organization or in the private sector.

One of the keys for student success would be providing supportive services throughout their learning program. These services may include help with driver's license reinstatement, transportation, andchild care.

Strategies that were identified:

1. Align Human Capital with Current and Emerging Economy

    - Sector-Based Strategies, partnering with trade unions and businesses
    - Postsecondary Training/Education
    - Retraining Incumbent Workers
    - Training to Support Job Creation
    - Career Pathways

2. Invest in Our Future Workforce

    - STEM (Science, Technology, Engineering, and Mathematics)
    - Dropout Intervention Strategies
    - College and Work Preparedness
    - Youth Employment Programs

Benefits of a workforce training program

- Assess learners and develop individual training pathways for each
- Increase the number of members earning their GED;
- Increase employment for LLBO members;
- Improve economic stability through employment;
- Assist individuals re-entering the community after incarceration or treatment with training and job placement;
- Develop necessary skills in the area workforce to make it attractive for new employers to come to the region;
- Provide opportunities for learners to continue their formal education and acquire additional certificates or degrees.
- Compliment LLTC credit-bearing programs withnon-credit certificates and short-term training

Industry recognized degrees or certificates are the key to placing graduates in jobs. Certificate programs that give graduates a reasonable chance of job placement would be the first to be offered. Based on input received during the planning process, several certificate programs seem to be appropriate for individuals who want to be employed on the reservation. The goal would be to design certificate programs that have partners, funding, and serve the current and future employment needs of the reservation. For example:

- HVAC Technician
- Heavy Equipment Operator
- Commercial Truck Driving
- Health care careers

Work Readiness and Skill-building classes would also be offered.

Work readiness is the knowledge, skills, and abilities that front line workers, supervisors, managers, and other workforce experts agree are most important to successful performance of entry-level work. People who possess good work-readiness skills are more likely to be prepared for financial setbacks and emergencies; to be self-supporting; to increase their standard of living through wise spending, saving and careful planning for the future; and to positively affect their local community. Financially savvy citizens tend to make good decisions, which allow them to thrive and thus contribute more fully to their communities.

Skill-building classes would include computer training, Microsoft Office programs, personal financial planning, communications and writing, and basic math. These types of non-credit learning programs

can be a step on the pathway to a certificate or advancement to credit-bearing courses at LLTC, ultimately leading to a degree. One of the goals of the training center would be to become a feeder program that directs additional learners/students to the tribal college.

LLBO does not currently have funding available to implement the workforce training strategy.

Transportation Access

Airport: Leech Lake is served by the Bemidji Regional Airport, which is 20 miles away. Delta provides 2 -3 fights in and out of Bemidji daily. Bemidji Airlines is the fixed-based operator service. Medical flights by helicopter are provided by two healthcare facilities.

Roads: The Reservation is transected by US Highways 2 and 371. County and tribal roads provide access to lakes, resorts, rural residential areas and reservation communities. Leech Lake Dept. of Public Works maintains all tribal roads and receives funding from the BIA.

Rail: The City of Cass Lake is served by Burlington Northern Railroad for freight; there is no passenger rail service.

Public Transportation: In 2010, Leech Lake began operation of our own public transportation system. The Leech Lake Tribal Transit Service operates fixed route bus services with specific pickup locations along the U.S. Hwy 2 corridor from Cass Lake to Bemidji and to Grand Rapids on the east; and an occasional northern route from S. Lake and Inger communities. Average monthly route miles traveled in 2012 were 2,406 miles for the Bemidji route and 3,461 for the Grand Rapids route. LLBO transit averaged 37 trips per month to Bemidji and 19 trips per month to Grand Rapids.

Jefferson Bus Lines operates long a distance route from Cass Lake south to Minneapolis/St. Paul; west to Fargo, ND; and east to Duluth, MN.

Natural Resources

The Leech Lake Environmental/Land Department is working towards strengthening the Leech Lake Band of Ojibwe's right to self-determination. There are many ways that this goal can be accomplished, none more important than the ability to govern one's lands and environment.

Recently, the Band has forged relationships with the U.S. Forest Service and Cass County; these types of relationships help affirm the Environmental/Land Department's role as it pertains to the land and the environment within the exterior boundaries of the reservation and the 1855 treaty area. In the summer of 2013 the Band and the Chippewa National Forest signed into a Memorandum of Understanding (MOU) which would help the new administration continue to build upon past successes and move forward in protecting tribal resources and rights. The Environmental/Land Department has been very successful in ensuring that the Band's interests and rights are prominent when the U.S. Forest service is proposing projects that may impact the Band.

A government's integrity and capability to govern can be measured by how well its laws are enforced and its ability to enforce those rules on activities within its jurisdictional boundaries

On other issues, such as Land Use and Fee-to-Trust applications, the Environmental/Land office has met with Cass County representatives and commissioners, which has led to the county repealing their previous opposition of Leech Lake's Fee-to-Trust applications. Also going forward there will be bi-annual meetings between Environmental/Land staff and County Commissioners to discuss the future of land use goals of both governments.

These types of government to government relations are a sign of the strength and capacity of the Leech Lake Band of Ojibwe Environmental/Land office.

The Environmental/Land Department is actively defending the Band's regulatory authority and jurisdictional borders which will ensure future generations will be able to define what kind of environment they want. The capabilities of any tribal governmental agency lies with the staff and their capacity to work with complex issues while still ensuring that tribal rights and a tribe's right to self-governance is protected. The Environmental/Land Department has been successful in enforcing tribal laws and regulatory authority over non-tribal entities within the reservation boundaries. Companies such as International Paper Corporation, Enbridge Inc. and other smaller non-tribal entities have all been subject to tribal law and regulatory authority.

The land is heavily forested and contains two of the five largest lakes in the state, Winnibigoshish and Leech. Nearly all of the Reservation is within the boundaries of the Chippewa National Forest. The lakes and the forest are major tourist attractions in the summer months.

Approximately 74% of Indian lands on the Leech Lake Reservation are commercial forest land. This amounts to 22,134 acres. However, a continually increasing demand for housing sites has been steadily decreasing this acreage, especially on Tribal lands in the pine and northern hardwood cover types. This has put greater constraints on the management activities for these lands. These activities include, but are not limited to: timber sales, forest regeneration, timber trespass investigation, timber stand improvement projects and management of the timber resource to enhance wildlife habitat. On allotted land, Indian owners decide on management activities for their properties.

Leech Lake Band of Ojibwe Forest Stands	
Species	**Acres**
Aspen	6,581
White Birch	373
White Cedar	586
Balsam Fir/Upland Spruce	149
Oak	477
Pine	2,268
Swamp Conifers	2,188
Swamp Hardwoods	1,214
Northern Hardwoods	5,976
Total	19,812

The forested resource is valuable for other things besides timber production. Trees, as well as plants in forested areas, are important for medicinal purposes, berries, maple syrup, basket making, boughs, and other items highly valued by Band members. Areas that contain rare plants, or are known to be historical gathering sites, are given extra consideration for protection and preservation.

These areas are identified, verified, and marked as necessary. Wildlife is one of the most important natural resources valued by Tribal members on Leech Lake Reservation.

Currently, there are many additional forest management plans in the final stages of development. Preliminary objectives include reclaiming some that have fallen victim to an over-abundance of beavers and stand conversion, or under-planting of stands to return them to their native condition. Generally, this results in an increase in pine species and helps return the native plant community for the site. Another objective is increasing prescribed surface fire-dependent stands. It is highly suspected this may be the key reason for the decrease in blueberry fruit on the reservation. There is a need for tribal loggers to utilize the timber market presented by the Chippewa National Forest. This would enhance DRM Forestry efforts as well, in managing and maintaining the Band's forest resources.

There are approximately 58 species of mammals that occur on the reservation, 243 species of birds, 27 species of reptiles and amphibians, along with untold numbers of invertebrates like insects.The diversity of species is due in part to our location at the transition between the boreal forest, deciduous forest, and tall grass prairie, but it can also be attributed to having relatively intact ecosystems.

About half of the Leech Lake Reservation is covered by water, including 256 named, fishable lakes totaling 246,836 acres, as well as over 120,000 acres of wetlands, forest ponds, ephemeral pools and 260 miles of rivers and streams.The Mississippi River crosses the north central part of the reservation from west to east. Leech Lake (112,950 acres), Cass Lake (29,780 acres)and Lake Winnibigoshish (69,829 acres)cover a large portion of the Reservation and are among the larger lakes in the state.

The Winnie Fish Ponds and Wildlife Management Area is used to rear fish and wildlife management, primarily waterfowl. There is also an interpretative trail on the site and an observation platform.

There are over 50 species of fish found on the Reservation with walleye, northern pike, largemouth bass and pan fish the most popular for sport fishing. Most fishing that occurs on the Reservation is in the form of hook and line sport fishing, but tribal members can also take fish by gill net under federal treaty rights that were never relinquished.

Naturally growing wild rice can be found on many of the lakes within the Reservation. Known as manoomin, which translates into 'the good berry' in Ojibwe, wild rice has played a major role in the lives of Ojibwe people. According to Ojibwe oral tradition, centuries ago the Ojibwe were instructed to find the place where "the food grows on the water" during their long migration from the East coast. This ultimately led them to the shores of Lake Superior and the northern inland lakes of the Michigan, Wisconsin and Minnesota where flowing fields of manoomin were found in abundance.

Wild rice, which is basic to the traditional diet, also developed importance culturally and spiritually and remains an important element in many feasts and ceremonies today.

Wild rice beds are controlled and regulated by the Reservation Business Committeethrough a process of licensing, traditional teachings and sustainable management.The harvest serves multiple purposes including: (1) provide income for local harvesters, (2) provide wild rice as a food staple for consumption by LLBO band members and (3) preserve cultural tradition.Wild rice is culturally important, as well as a food source for Band members. The Leech Lake Reservation has jurisdiction on all interior waters and boundary waters of the reservation with regard to the management of wild rice. In the most recent survey 63% of those who responded identified the harvest of wild rice as being an activity they actively participated in and 43% rated wild rice as important to their everyday lives and diet.

Of all the lakes over 10 acres on the reservation, 55 have regulated wild rice stands. With approximately 10,000 acres of natural wild rice stands, some being considered the largest in the lower 48 states. The Band purchases wild rice from Band members annually, processes locally and markets throughout the region under the Leech Lake label.

The only mineral resources on the reservation are sand, gravel and scattered areas of peat land. Other natural resources found on the reservation include fur bearing animals, maple sap and wild berries.

Cultural Resources

The Cultural Resources Department is comprised of the Heritage Sites Program and Tribal Historic Preservation Office (THPO).The Heritage Sites Program conducts archaeological research within the Leech Lake Reservation, the Chippewa National Forest, and other areas within Minnesota and the Upper Midwest.

The Tribal Historic Preservation Officer (THPO) is a federally appointed agent who oversees cultural resources within Reservation boundaries and advises federal, state, and county agencies in the management of cultural and historic properties throughout the region. The THPO works with the Tribal Archaeologist to ensure that all cultural properties are protected and preserved under current historic preservation legislation, including federal, state, and tribal regulations and ordinances.

Environment

Leech Lake has substantial authority for environmental protection within the Leech Lake Reservation boundaries. In recent years it has worked with the EPA towards cleaning up a toxic site located near Cass Lake; a former wood treatment plant that injected toxic “preservatives” into the wood and sold to utility companies. Much of the residue and toxins were disposed of into the surrounding soil and leached into the ground water. This effort has taken more than 30 years and still is not fully resolved. Public Works operates a solid waste operation and provides canister sites in the reservation communities of Inger, Ball Club, Onigum, and Bena. A waste transfer site is located in Cass Lake.

Housing Access and Affordability

In general, there is a shortage of decent, affordable housing on the reservation. The Leech Lake Housing Authority (LLHA) has been operating and providing for housing needs on the reservation for 50 years. LLHA is governed by an independent board that coordinates with the RBC. LLHA provides housing for rent and ownership. Like other City and County HRAs, Leech Lake Housing is eligible for a variety offunding available through the Federal Housing and Urban Development Department (HUD).

Leech Lake has 610 low-rent/home ownership units located throughout the reservation. The Native American Housing and Self Determination Act (NAHASDA) program is supported by an annual grant from HUD. Leech Lake currently has 340 housing units in this program. The federal Housing Tax Credit program provided resources for 25 single family units. These units have an occupancy rate of 98%.

At Cass Lake-Bena School, 80 percent of 1,119 students received free or reduced lunch.

Leech Lake maintains five master leases for Band members in Conifer Estates in Bemidji. Conifer Estates is a transitional housing project that provides short to mid-term housing for homeless families in Beltrami County.

According to the US Census, only slightly more than half of the available housing units on the reservation are occupied. The high number of vacant housing units reflects the area's seasonal homes that are vacant most of the year. The low rental vacancy rate (2.4%) indicates a shortage of housing, including multi-family housing. A high percentage of homes on the reservation are mobile homes, 17.5%, compared to 3.7% in the state of Minnesota.

LLBO completed a Ten Year Plan to End Homelessness in October 2011. Three goals were addressed in the plan:

1. **Systems Improvement—**Create policies and procedures that support our mission to prevent and end homelessness by using current, relevant information and data to educate the broader community.
2. **Education/prevention/service coordination—**Increase awareness and education on factors that contribute to homelessness and coordinate tribal and other resources for homelessness prevention and services.
3. **Resource Development—**Create collaborative partnerships and seek and develop new financial, and housing resources to generate additional housing units and services at all points along the continuum from emergency shelter to permanent supportive housing to affordable home ownership.

Health and Nutrition

A high number of children in our public schools qualify for free and reduced lunches. At Cass Lake-Bena School, 80 percent of 1,119 students received free or reduced lunch.Hunger makes it harder for kids to learn and harder for teachers to prepare students for college and careers. The recent

economic downturn and low wages has many families struggling. Some families are finding jobs, but not the wages they need to make it on their own.

According to the Minnesota Department of Employment and Economic Development, wage inequality is increasing in Minnesota. Low-wage workers have seen their real wages decline, even as high wage earners have seen increases. People in the lower half of the wage distribution are not seeing increases in wages, which affects their ability to provide for their families.

2011-12 Rates of Free or Reduced Lunch in Minnesota Schools on the Leech Lake Reservation		
SCHOOL	RATE	TREND
CASS LAKE-BENA PUBLIC SCHOOLS	80% of 1,119 students in the district receive free or reduced lunch in the 2011-12 school year.	*Up 1% from 2010-11* *Down 2% from 2009-10*
LAPORTE PUBLIC SCHOOL DISTRICT	72% of 255 students in the district receive free or reduced lunch in the 2011-12 school year.	*Up 8% from 2010-11* *Down 7% from 2009-10*
NORTHLAND COMMUNITY SCHOOLS (REMER, MN)	70% of 398 students in the district receive free or reduced lunch in the 2011-12 school year.	*Up 7% from 2010-11* *Up 1% from 2009-10*
DEER RIVER PUBLIC SCHOOL DISTRICT	66% of 878 students in the district receive free or reduced lunch in the 2011-12 school year.	*Up 8% from 2010-11* *Up 9% from 2009-10*
WALKER-HACKENSACK-AKELEY SCHOOL DISTRICT	53% of 808 students in the district receive free or reduced lunch in the 2011-12 school year.	*Up 8% from 2010-11* *Up 17% from 2009-10*
BEMIDJI PUBLIC SCHOOL DISTRICT	52% of 5,122 students in the district receive free or reduced lunch in the 2011-12 school year.	*Up 0% from 2010-11* *Up 5% from 2009-10*
GRAND RAPIDS PUBLIC SCHOOL DISTRICT	42% of 3,934 students in the district receive free or reduced lunch in the 2011-12 school year.	*Up 8% from 2010-11* *Up 8% from 2009-10*

According to the Minnesota Department of Health (MDH), Minnesota is among the states with the greatest gap of health status disparity between whites and African Americans, American Indians, and other groups. American Indians and populations of color in Minnesota are at greater risk of suffering from cancer, heart disease, stroke, chemical dependency, diabetes, homicides, suicides, unintentional injuries, and HIV/AIDS.

Teen pregnancy rate per 1,000 girls ages 15 to 17 for American Indians is 75.9, compared to a rate of 15 for White teens. MDH reports that low birth rate, which is often associated with health and development problems, is higher among American Indians (7.3%) than Whites (5.7%) in Minnesota. Teenage mothers, many of whom are single, face difficulties in providing a stable, supportive environment for their children.

Health Care: Medicare and Medicaid Providers

Total institutional Medicare and Medicaid providers, including hospitals, nursing facilities, federally qualified health centers, rural health clinics and community mental health centers for the 4 county

report area are shown below. According to the U.S. Department of Health and Human Services, there were 105 active Medicare and Medicaid institutional service providers in the report area in 2012. Itasca County, Minnesota, had the most active providers (41), while Hubbard County, Minnesota, had the fewest (12).

Institutional Medicare and Medicaid Providers, 2012

Geographic Area	Total Institutional Providers	Hospitals	Nursing Facilities	Federally Qualified Health Centers	Rural Health Clinics	Community Mental Health Centers
Beltrami County	28	14	5	0	1	0
Cass County	24	10	7	1	5	0
Hubbard County	12	8	1	0	1	0
Itasca County	41	19	11	1	1	1
Report Area	105	51	24	2	8	1
Minnesota	3,166	1,386	691	59	153	20
United States	141,034	84,437	17,397	6,110	8,832	1,880

Source: U.S. Department of Health and Human Services, Centers for Medicare and Medicaid Services, Provider of Services File, Fourth Quarter, 2012

Infrastructure

In general, water and sewer expansions and upgrades are needed throughout all reservation communities. Most water and sewer projects are funded with grant dollars and projected to take 2-3 years to develop. Leech Lake Public works is primarily responsible for construction, roads, well and septic services, solid waste, sanitation and maintenance. Basic infrastructure exists in all reservation communities, but needs upgrading and maintenance. New expansions and economic development continue to put pressure on existing systems and tax the systems in adjoining non-reservation communities. It is imperative that infrastructure development be given a high priority for future development.

Telecommunications / Broadband

Telecommunications and broadband access is scattered and limited on the reservation. In areas that do have access it is expensive and beyond the means of many reservation residents. However, the Tribal College, LLBO government offices and all three gaming facilities have high speed access. One local service provider, Paul Bunyan Telephone, has recently started laying cables in parts of the western areas of the reservation. Cell phone coverage is also scattered, especially in remote areas and in the northern end of the reservation. 92% of Minnesota has broadband access, and the reservation is in the 8% that isn't there yet. The businesses and households that do have high speed service generally follow the major highway and county road corridors on the reservation. The reservation is service providers. The remoteness of some areas of the reservation, as well the vast surface water coverage makes broadband coverage for the entire reservation difficult to provide for one provider.

To combat the high cost of long-distance between government and business facilities on reservation, in the Twin Cities Metro area and Duluth, MN, the Leech Lake Band of Ojibwe Telecommunication System has been developed over several years. LLBO Economic Development Division is currently investigating the feasibility of operating our own fixed wireless telecommunications company.

LLBO is completing an assessment and feasibility study leading to the creation of ubiquitous telecommunications services for all citizens and businesses within the jurisdictional boundaries of the Leech Lake Reservation. Currently gaps exist in the broadband network services provided to citizens because of the rural nature of the Band's reservation communities. Long distances from major highways and between homes generally make wire line service an unaffordable option. Because incomes on the reservation are low, existing cell and satellite service is over-priced for most rural customers. This is true even though several network companies claim to serve these high-cost areas and receive federal Universal Service Funds for that purpose. The Leech Lake Band of Ojibwe recently collaborated with Connected Nation, a national nonprofit organization, to accurately report to the FCC the underserved and un-served American Indian communities within the jurisdictional boundaries of the LLBO reservation. The mapping and "on the ground" assessment indicates that there are substantial gaps in coverage on the reservation. LLBO seeks to service these customers with state-of-the-art networks at an affordable price.

LLBO is well-positioned for expansion. LLBO has made substantial investments in our network and telecommunication system over several decades; especially in the last ten years. Currently, LLBO provides broadband services to its government entities and gaming industry. The expansion of services to the citizens and businesses within the jurisdictional boundaries of the reservation is the next step to enable all citizens access to affordable and consistent high-quality broadband service.

Federal resources exist to support and enhance telecommunication services to rural areas including tribal land areas. As a sovereign, federally recognized American Indian government whose citizens are valued and respected by the Reservation Tribal Council, the Leech Lake Band of Ojibwe is positioned to provide telecommunications services on the reservation and surrounding areas. LLBO has the desire and capacity to improve the overall connectivity across the reservation and to enable technology solutions that will reduce costs and provide more effective government to constituents and increase jobs by providing such service.

Current LLBO System Overview

Cass Lake: We utilize the water tower to provide point to point wireless service to serve LLBO government programs in the government center and additional satellite offices in Cass Lake, including the Diabetes Center, Health Division, Tribal Development, and Division of Resource Management (DRM). The signal goes from Cass Lake to Bena; then to Ball Club and then south to Onigum. This provides bandwidth for LLBO government programs, e.g., public health telemedicine, temporary employment job seeking, and Women's services.

Bena: Our tower in Bena serves several purposes. On the top (490-460') is the KOJB FM 90.1 radio antenna for full-power FM community radio station (18 KW). The service is from Pike Bay Twp (Cass Lake) to Bena via a T1 underground line that is leased from Arvig communications.

We also lease space on our Bena tower to external entities. AT&T leases space for cell service (at about 450') and LLBO MIS point to point wireless service is also on this tower. The Allied Radio Matrix for Emergency Response (ARMER) system uses Bena tower for communications. This includes County sheriffs', highway patrol, local police (Cass Lake, Walker, Pike Bay and several smaller communities in the northern part of Cass County), tribal police, EMT, ambulance, and fire. ARMER is the fundamental building block of Minnesota's strategy for public safety communication interoperability is the statewide implementation of an open standards digitally trunked communication system. An essential element in Minnesota's strategy is that the ARMER plan provides the opportunity for all public safety/service entities operating in the state to achieve the highest level of interoperability by operating on a shared platform.

LLBO Programs that utilize space on our Bena tower include: Bugonaygeshig School utilizes the tower for transportation radios and buses; Gaming transportation radios; DRM narrow band radios for Conservation Officers, foresters, and technicians; and Department of Public Safety and Roads Division. We also have a wireless connection to Bugonaygeshig School that is not currently being accessed. Below the Bena 500' tower is a shelter that houses the transmitter for KOJB, program radios, a generator and 500 gallon propane fuel for backup power.

Ball Club: The 100' water tower owned by LLBO in Ball Club receives the Bena point to point signal to serve the reservation community and provides point to point signal to White Oak Casino in Deer River. This tower allows LLBO to provide wireless service to the community center for telemedicine, Health clinic, temporary employment job seekers, Elderly Nutrition Project and a police substation.

Also in Ball Club we have a new 400' tower that is erected but not utilized by LLBO. We have an agreement with AT&T, who erected the tower and turned it over to LLBO in lieu of 25 years of free rent for their use of the tower. It is on tribal land and we also completed the environmental review for the tower. In order to put this online for LLBO we need additional point to point radios, a shelter, and generator. When this is accomplished, we will move all the service that is currently on the water tower over to the 400' tower. We also have the option of redesigning our system so we could utilize both by bouncing the signal to the water tower and the 400' tower. We have the same situation at Cutfoot where there is a new tower erected by AT&T and turned over to the Band that LLBO has not utilized as yet.

Onigum: A point to point signal from Bena to the 195 Onigum tower goes directly into the community center and serves LLBO programs, computers for community use, and the Giitize elder center. This tower also serves Northern Lights Casino. We currently have no backup generator, but our long-term plan calls for this addition.

Telephone network: LLBO provides four-number dialing service between all LLBO businesses and communities though the lease of other telecom company lines. Our long-term plan is to utilize wireless service and eliminate these recurring T1 charges we currently pay in our network. This could amount to up to $12,000 per month savings.

Financial & Business Development Resources

The reservation is served by banking institutions in the larger, neighboring communities. The City of Cass Lake has a bank branch and the Minnesota Chippewa Tribe offers business and mortgage loan programs, and is a CDFI. There is no revenue generated from taxes, with the exception of rebates from the state of Minnesota on cigarettes, gas and other areas, and several revenue streams from the state for the LLBO not exercising the full extent of its fishing and hunting rights. The Tribal government relies primarily on revenue from its gaming operations, program grants, rebates from the state and federal government, leases and easements, and for-fee services specific to various departments.

Leech Lake Financial Services (LLFS) is an emerging Native CDFI, affiliated with the Leech Lake Band of Ojibwe and is currently under the supervision of an independent board of directors and the LLBO Economic Development Division. LLFS offers credit building loans on average up to $1,000 for individuals and operates the USDA funded Small Business Loan Program. Technical Assistance programs are offered to small business owners and individuals desiring to improve their credit and/or learn more about personal finance and community economics.

Many area economic development programs operate on and near the reservation. These are available to the Band: the Minnesota Chippewa Tribe (loan programs and SBDC, CDFI) in Cass Lake, Cass County Economic Development Corporation and Headwaters RDC serves Beltrami County, Itasca Development Corporation serves Itasca County, and Hubbard County RDC serves Hubbard County; all serve the Leech Lake Reservation and provide access to business finance programs, marketing assistance, business planning and other services. Area universities and private foundations offer assistance in similar areas and provide pathways to grants, loans, training programs, and a range of business services.

In addition to the economic development agencies, foundations and educational resources the Band operates and can access, all the major communities adjoining the reservation have well developed banking communities. There are more than 50 banks in the immediate vicinity of the reservation, including, Cass Lake, Walker, Bemidji, Grand Rapids, Deer River, Blackduck, Northome and Longville.

Analysis of Issues and Opportunities

Strengths	Weaknesses
Place and People • Strong cultural traditions and ties to the land and community • Resiliency of the community • Traditionally entrepreneurial and creative communities and people **Economic Advantages** • Tax advantages • Education subsidies for Tribal Membership • 8(a) Contracting Preferences • Access to grants/financial resources **Natural Resources & Beauty** • Majority of land within the reservation boundaries is controlled by government, (federal, state, county and tribal), which prevents exploitation of the natural resource base. • Broad regulatory authority to manage the environment on the reservation. **Educational Resources** • Access to seven K-12 school districts; vocational and community colleges; Bemidji State University within the region • Leech Lake Tribal College - fully accredited 2-yr programs with capacity to build customized training programs to meet workforce development needs • Strong relationships with regional workforce development partners **Health Care** • Subsidized health care via the Indian Health Service • Strong internally operated health programs - birth to elder • Proximity to a regional healthcare center in Bemidji, MN • Internal funding available and dedicated to healthcare improvement **Infrastructure** • Broad public infrastructure and network to provide services to its members, manage its resources • Proximity to major highways and rail • Emerging CDFI and Business Services for Entrepreneurial Development	**Political** • The organizational structure of tribal government and its small voting population makes separating tribal politics from the Band's economic interests difficult, as historically kinship, extended families and relationships are intertwined with allocation of resources. **Financial Resources** • Lack of a tax base reduces the revenue available to the government for providing services and infrastructure on the reservation; lack of investment dollars from outside sources to grow the economy. **Poverty** • Poverty is the underlying cause of most social problems on the reservation which increases health related issues and drives increased crime, violence and substance abuse; drains government resources for addressing these issues; is an obstacle to families, and especially youth, seeking to attain education and job training opportunities to escape the poverty cycle. **Infrastructure** • Lack of a networked broadband and wireless telecommunication system • Minimal physical infrastructure, such as water and sewer • Deteriorating housing stock **Land** • The reservation controls less than 7% of the lands within in boundaries and lack land for developing housing, infrastructure, businesses, and green space; lack of land puts pressure on existing land currently reserved and used for wildlife, forestry, hunting and preservation. **Lack of educated and trained labor force** • The reservation has a large, available labor pool. However, for the most part it is un-trained, has low education and lacks job skills. **Economic** • The tribal government is substantially reliant on Federal funding for delivery of social and health programs • Economy lacks diversity and is reliant on gaming and tourism

Opportunities	Threats
Tourism • More than one million people visit the Chippewa National Forest annually. Promoting green tours, cultural events, developing an artist tour, eco-tourism and other tourism focused promotions, will increase tourism to the reservation, support the gaming businesses and provide opportunities to showcase the history and culture of the Band. • Regional and inter-tribal collaboration with neighboring Ojibwe Bands to brand and market the region. • Increased exposure and markets for art & cultural products and associated private enterprises. **Business Development** • Entrepreneurial spirit of tribal membership and the opportunity to develop a strong private enterprise sector. **Health care services** • Expansion of health services to include a continuum of care for elders through collaboration and regional partnerships creates jobs and keeps elders within the community. **Procurement** • Inter-tribal collaboration with other Tribal Nations to source services and materials reduces costs and recirculates money within the community. **Renewable Energy** • There are clear signs the world economy will be shifting from oil and coal based energy to more renewable energy sources. Developing alternative energy resources, such as solar, wind, bio-fuels and other will be part of the new economy. This represents opportunities for the Band to pursue renewable energy projects and capitalize on the Bands tax and marketing advantages, as well as government sponsored funding incentives. It will also help diversify the tribal economy. **Telecommunications** • Full development of ubiquitous fixed wireless telecommunication service has the potential of reducing transportation costs, allowing new business creation and supporting workforce development.	**Economy** • Because the reservation is so reliant on tourism for its gaming businesses, a downturn in the economy, wide-spread health threats, natural calamity/disaster or other factors that affect how people travel, spend their discretionary income, or their leisure time; would have a negative impact on the tribal economy. **Politics** • In Minnesota, Tribes have a monopoly on casino gaming. This could change through re-negotiating the state compacts, allowing bars to offer slot machines, or providing various gaming licenses to business interests promising to share profits with the state, (i.e.-Canterbury Race Track). • Loss of some or all of Federal supports for social and health programs **Loss of Youth & Elders** • The Band needs to provide more education, workforce training, jobs and business opportunities for it young adults aged 17-35. The median age on the reservation is 22 years. Beyond low wage jobs in the casinos there are few opportunities for young adults to earn a living on the reservation. The elder population is decreasing and when an elder passes away, so does a generation of history, values and traditions. The opportunity to preserve the language, as well as pairing of youth with elders, is diminished each year. There are less than 179 elders remaining on the reservation, (age 65+). **Land & Infrastructure** • Lack of available land on the reservation hinders economic development, development of affordable housing, and preservation of existing natural resources for wildlife habitat, forestry and other assets important to Band members. More than 90% of land within the reservation is controlled by non-tribal government agencies.

The following analysis overviews the Bands resources and addresses options to consider when viewed in the context of the regional economy.

Health and Healthcare Industry

Opportunities in health are intertwined throughout the economy. First, the health of the workforce is directly related to its productivity, thus the LLBO must actively engage in health improvement programs. Second, elders who require care outside of the home are placed from hospital to off-reservation elder care facilities at a loss to the community, which suffers from the lack of the wisdom of the elder and the jobs and revenue from participating in the healthcare industry, in particular a fast growing elder care industry focused on a continuum of care. Third, there is an abundance of opportunity in participating in the healthcare industry in peripheral businesses, both private and tribally-owned, that provide services to healthcare facilities such as, laundry, landscaping, and paper products. Given that the Leech Lake Reservation is centrally located to a large number of Federal and regional healthcare facilities, it is an opportunity that should be thoroughly vetted.

Jobs and Workforce Development, Education and Training

Social problems on the reservation, primarily driven by poverty and loss of culture, are one of the primary barriers to economic self-sufficiency. Whereas, LLBO is aggressively developing its educational programs and services to youth, the fact still remains that productive well-paying jobs are not readily available. Thus, many young people are either choosing not to remain on reservation, remain unemployed or underemployed, or they turn to socially destructive activities.

Increasingly, the most important economic resource for the reservation will need to be its human resources and labor force. In the emerging economy, skills and knowledge will determine the winners and losers. Given this, increased employment opportunities, education and training become an important strategy within the economic development plan. It will be vitally important to retain, educate and train the youth that will comprise the labor force on the reservation, and to pass the culture, language and traditions from one generation to the next.

Recent studies and statistics show the Band is losing many of its young people to drugs, violence, crime and gangs. Many youth leave the reservation in search of jobs, as few exist on the reservation outside of low wage jobs in the casinos and hotels. There is an unusually high drop-out rate after the 8th grade for reservation youth, according to a DOJ study in 2008. There is also a significant change in the composition of reservation youth between the ages of 16-18. Of those youth living on the reservation 0-16, 45% are female and 55% are male. However, this reverses for 17 and 18 year old; 55% are female and 45% are male. The decrease in the number of male young adults could be attributed to a variety of factors, including leaving the reservation for employment or education, incarceration for crimes/delinquency, or other factors.

In 2008, a study was conducted of the educational attainment for Band members 25 years old and over by the Department of Justice and the Community Capacity Development Office. Among their findings: approximately 2 in 3 males attain at least a high school degree, but only 1 in 3 goes on to post-secondary education; females attain their high school degree and go on to post-secondary education at a rate of 1:1; of those who do go on to higher education do so only to the associate degree level (24% male, 35% female); 28% of males and 25% of females do not get high school

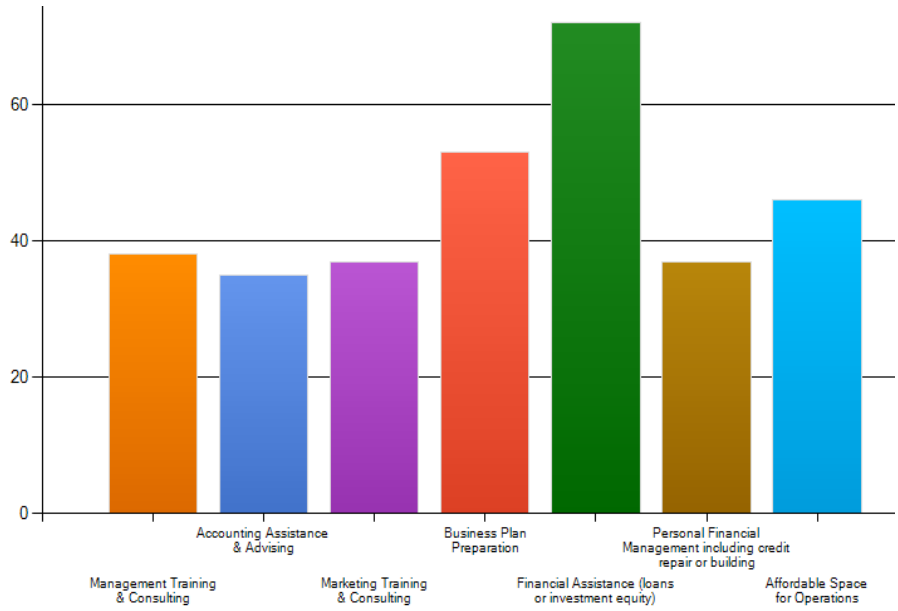
diplomas. The DOJ study attributed the following factors for the low educational attainment numbers: lack of motivation by youth to pursue schooling, lack of community role models, problem behavior emerging from dysfunctional family environments, youth gang activity and lack of employment opportunities for educated individuals. In addition, there "was a general community malaise that educated individuals returning to the reservation were out of touch with the community."

It is vital to the future of the Band to implement programs and the supporting infrastructure needed to educate, train and retain reservation youth. This will require efforts on many fronts, including law enforcement, school, government and developing the infrastructure and tools allowing access to distance learning, job skill training and workforce readiness programs. Issues such as transportation and telecommunication need to be addressed immediately. Forming alliances with partners outside the traditional sources of support will be needed.

The college is one of the major assets for the Band and could serve as a foundation for providing workforce training, distance education and business development services for Band members. It can be as much of an economic engine as the casinos are and be a catalyst for diversifying the tribal economy. Formation of a joint committee, between government leaders and key administrators from the college, to develop a strategy for linking government, education, business and culture together to retain and retrain the young population on the reservation should be explored. The future of the Band is with its youth and young adults. Providing the educational and economic infrastructure is a responsibility of government. Through policies and partnerships the government can determine the framework for how the reservation economy and its population will develop and evolve in the future. Utilizing the college as a foundation for accomplishing this must be a priority.

Small Business Development& Joint Ventures

In the Community Survey which initiated the comprehensive planning process in January 2013, 69% of survey respondents responded affirmatively to "Are you interested in owning your own business?" Additionally, they identified their needs as shown in the table to the right.



Major efforts should be directed to promote small business development by Band members. Currently, many Band members are reliant on the tribal government for most everything and the government provides many services that are normally provided by the private sector. Helping Band members become less reliant on the government

will benefit the reservation economy, tribal government and Band members. A plan should be developed for transitioning some of the services provided by the government to individual businesses operated by Band members. This will be more easily accomplished when the telecommunication infrastructure and network is in place for fostering entrepreneurship, workforce training and access to distance learning and markets.

Establishing the tools and access to funding that small business owners and entrepreneurs require may be linked to an enterprise center and/or integrated as part of a workforce training center. Leech Lake Financial Services (LLBO's emerging CDFI) with its credit building loan program, revolving loan fund, marketing assistance, business plan development and other business services will play an integral part in establishing business development services and essential personal financial education on the Leech Lake Reservation. Other agencies providing small business services in the area will be engaged in collaborative activities. A long-term sustainable partnership is under development with Minnesota Small Business Development Centers, Leech Lake Tribal College Business Programs and Customized Training, Minnesota Chippewa Tribe and the Minnesota Department of Employment and Economic Development (DEED.)

The concept of a small business incubator is to provide low cost building space and shared secretarial and office services to new startup businesses; allowing companies to put scarce operating capital into other areas such as marketing and product development. When the business reaches the point of earning a profit it moves out of the incubator into its own building, allowing other startups to take its place. An incubator located at the college would also foster utilization of existing college resources through its various education departments. If the college were to manage it, there could be new revenue streams created via the incubator that would help it be self-supporting. The incubator could start out as a "virtual incubator", without providing physical space for businesses, but providing a range of needed services and a market forum similar to eBay.

Developing joint ventures with existing businesses is one of the fastest ways to attract new businesses to the reservation and create profit and jobs for the Band, as well as diversify the tribal economy. The Band has distinct business advantages in marketing, tax policies and access to funding and training programs which are all attractive to private sector businesses. However, the Tribal Sovereignty issue outweighs these factors in most cases. Joint ventures allow the Band to access established products, markets and business acumen, while acquiring management and marketing training more quickly, versus developing new products and services on its own.

Infrastructure and Telecommunications

Telecommunications access and competitive pricing is critical to community survival. Because of its growing importance in business, education, medicine and community life, access to high-speed telecommunications has the potential of becoming an equity issue. Distance itself can increase the value of telecommunications for Band members by reducing the cost of distance and travel. E-mail, distance learning programs, telemedicine, telecommuting; all reduce the time involved in communicating across distances, while providing greater access to alternatives and opportunities. When businesses look for a location to relocate, or establish a new business, access to affordable communications is a high priority consideration. Telecommuting and tele-work offer Band members a greater variety of job opportunities, without having to move, provides access to education and

workforce training for the young reservation population, and establishes a foundation to develop businesses by Band members.

Continued development of the fixed wireless communications company (Leech Lake Telecom) to provide affordable broadband and wireless access is one of the highest priorities in the next five years. To accomplish this mission Alliances need to be forged with regional broadband initiatives and partners such as Region 5 Rural Development/Resilient Region Broadband Collaborative, other telecommunications providers such as AT&T and statewide efforts (Minnesota Ultra-High Speed Broadband Task Force charged with providing high-speed access to all Minnesotans by 2015.)

It will be critical to implement this technology driven economic infrastructure on the reservation before small business growth, workforce training and education, and aggressive efforts to retain youth and businesses can fully begin.

Land Acquisition

The Band lacks an adequate land base within the boundaries of the reservation for economic development, land preservation for wildlife and forested areas, for housing and infrastructure development, and many other needs. The largest land owner on the reservation is the federal government via the Chippewa National Forest, followed by the State of Minnesota and four counties. Land acquisition has been one of the highest priorities for successive Tribal governments and administrations. What has been a consistent challenge is finding the funding for acquisitions, as well as the long and tedious process of converting Band land from fee status to trust status. Another challenge is education for federal and state agencies to learn that a government to government land sale should exclude taxation for the Band when acquiring other government owned property.

The Band should develop a comprehensive strategy to regain land currently held by other governments within the reservation boundaries. This strategy should examine forming alliances and partnerships with other government agencies to jointly manage the land they control within the reservation, as a first step in acquiring it in the long term. Securing first right of refusal on any land sales within the reservation boundaries is another consideration.

The Band has a leasing program where it leases land it owns on an annual basis. There are approximately 300 leases currently in place. An assessment and appraisal of the market values should be completed and properties which would better serve the Band, such as tourism, cultural or environment projects. Determining the current use and value of leased land and comparing to current and future needs, as well as alternative uses should be explored. The highest and best use of a parcel of land from an economic perspective may not be the highest and best use from a cultural or environmental perspective, such as establishing a language camp or environmental learning center. Perhaps a Tribally owned and operated resort would be a better use for a particular lakeshore tract instead of leasing it for residential use.

The Band should inventory all leased land, appraise the value and best use of each leased parcel, and prioritize for use as economic, residential, cultural, environmental or historical. Strategic planning for best utilizing the leased lands can only occur once you know what you have and the value of it.

Tourism, Arts and Culture

The natural resource base on the reservation is what attracts visitors and tourists to the area. The land, people and culture are also what keep residents here according to a recent survey of Leech Lake Band members and employees. Protecting, preserving and enhancing these resources should be a high priority for the Band. Tourism drives the regional economy and is the target market for the Band's casinos and hotels. More than two million people come to this region each year to vacation and experience the natural resources. However, beyond the casinos, the Band has few other attractions to keep tourists here for longer period of time, or tribal businesses that capture their spending. Most tourists that come to the area spend their dollars in neighboring communities like Bemidji, Grand Rapids and Walker. At a recent Tribal Economic Development Summit hosted by the Leech Lake Band of Ojibwe in partnership with White Earth Band of Ojibwe and the Red Lake Nation, tourism and regional branding was touted as a regional activity in which the three tribes could collaborate.

Eco-Tourism is an area that's directly tied to the Band's natural resource base, represents opportunities for band members and respects one of the highest ideals identified in community surveys as part of the comprehensive development process: respect for and protection of natural resources. Eco-tourism is not new, but it has been re-energized by changes in the economic climate and the perspectives of consumers. It represents an opportunity to promote and develop wildlife tours to increase tourism on the reservation. Following are facts from a 2011 US Fish and Wildlife Service Study on wildlife watching.

- In 2011wildlife watchers spent $621 million dollars in the state of Minnesota, with more than 1.3 million people participating; 27% of participants earn $75,000/year and have 5 years of college education; MN ranked 5th out of all states for wildlife watching and attracted 10% of the people who participated from out of state.
- Next to fishing and bicycling, bird watching is the most popular outdoor recreation activity. Minnesota is home to half of the bird species in North America. 47% of bird watchers travel to resort destinations and spend over $200 million/year on food, lodging and transportation. There are more wildlife watchers/birders in Minnesota than all hunters and fisherman combined.

Leech Lake Gaming, Minnesota Office of Tourism, US Forest Service and Headwaters Audubon Society would all be good choices to partner with for wildlife tours and promotion, perhaps as part of a weekend hotel package. With 243 species of birds on the reservation, including the largest breeding population of Bald Eagles in the lower 48 states, consideration should be given to protecting the habitat which supports these birds, and exploring ways to capture a part of the bird watching market through ecotourism projects and guided tours. Funding for habitat protection and enhancement activities is available through grants at the DNR, US Fish and Wildlife Service, National Park Service, USDA, including the US Forest Service, and others.

An extension of the tourism economy is the arts and cultural sector. The Northwest and North Central regions of Minnesota are growing dynamic arts industries. Collaborating with the existing off-reservation art and cultural promotions and/or developing a cultural arts center strategically located within the region would maximize the collective interests of the three Tribal Nations.

The Minnesota State Legislature recently created the Arts and Culture Heritage Fund supported by proceeds from the state lottery.
A 2011 study, conducted by University of Minnesota Extension, examined the economic effects of the grants and contracts awarded and managed by the Minnesota Historical Society using dollars from the Minnesota Arts and Cultural Heritage Fund. The analysis found:

- Spending on projects from the Fund was $22 million and it generated another $20.3 million in output or sales effects for a total of $41.6 million in the Minnesota economy.
- Employment in full- and part-time jobs from the initial Fund expenditures was approximately 244 jobs.
- The re-spending by the people in those jobs with suppliers for the projects and household consumption using income earned to complete the projects supported another 160 jobs for a total of 404 jobs.
- Value added including employee compensation, proprietor income, property income (rents and leases) and indirect business taxes comprised approximately 57% of the expenditures or $12.2 million and after its effects were multiplied in the economy another $12.1 million was received by businesses owners, employees and government for a total of $24.3 million.
- Spending from the Fund affected 408 of the 418 or 97.6% of the sectors in the Minnesota economy.

Individually, artists and in particular tribal artists on the reservation struggle with adequate resources to promote their products and yet, the impact of a vibrant arts economy is well-known, both in attraction of new business ventures and in support of the art enterprises themselves. The findings of the study, illustrated here, demonstrate that not only can arts support the artist, but also have a larger impact on the regional economy. A close alliance between tourism and the arts enterprises in the region are a high priority for the Leech Lake Band of Ojibwe.

Agriculture &Sustainable Foods

Agriculture is tied to the land and natural resources on the reservation, yet has seldom been considered as a growth industry for Band members. In recent years a great deal of attention has been focused on producing more locally grown foods. Leech Lake currently does not promote or develop agriculture on the reservation, beyond the annual wild rice harvest each year, or gathering of boughs for making holiday decorations by local wreath producers. These are all seasonal activities. There are opportunities to develop community gardens throughout the LIC's and develop as both a source of food and as learning programs for youth. It represents a forum to connect elders and youth in a hands-on activity that benefits everyone.

The growth and interconnectedness of the worldwide market creates significant opportunity for the LLBO with its wild rice business and related sustainably grown and harvested products. LLBO has conducted a feasibility study which clearly identifies the economic value of the wild rice harvest. It has prepared a Value-added producer grant to be presented to the USDA to expand its marketing reach and promote its products using a social conscience model. The idled wild rice plant in Ball Club (formerly certified to package wild rice)along with a number of commercial kitchens owned by LLBO and underutilized could serve as processing facilities for jams, jellies, freeze dried food and other value added food products. A vertically integrated food products company on the reservation, where various foods are grown, processed and marketed by the Band, or Band members interested in starting their own business could provide employment and small business opportunity. Cooperatives could be developed linking reservation communities in production, processing and marketing activities. Members

share in the profits equal to contributions.

Using a singular branding promotion to promote arts and sustainable agriculture would maximize Arts, Culture, Forestry and Agriculture enterprises. Just as the people are uniquely connected to the land, so too are the economic opportunities.

Forestry

Indian Lands are 74% commercial forests, which is 22,134 acres. A growing need for housing and other land disturbing activities has put significant pressure on the forest resource, especially pine cover lands. The hardwood stands are generally poor quality and lend themselves to either a fuel wood market or wildlife management. According to DRM Forestry management, there are significant opportunities for Tribal loggers to work with the USFS; however, few tribal loggers exist. There is tremendous opportunity in working collaboratively with the US Forest Service to manage the forest lands currently under their jurisdiction. Recently, The Leech Lake Tribal College has established a forestry management program to develop the workforce essential to support this industry. Additional opportunity exists with short-term contractual relationships for the Temporary Employment Program to provide seasonal labor and develop a certified fire wood supply (now required in all state and national parks to prevent the spread of invasive species) business using the fuel wood on Indian lands.

Housing

Housing is not a natural resource, but is closely tied to land. The waiting list for housing currently averages 300 families. There are 589 sub-standard homes waiting to be upgraded. Homelessness is a significant problem on the reservation. For example, during the 24 month period from June 2006 to June 2008 more than 800 individuals (267 families) requested assistance through the Leech Lake Homeless Program (see www.wilder.org 2006 study on homelessness on reservation in Minnesota). Having suitable land for new housing is increasingly becoming a concern. The LLHA does not have a mortgage program or Revolving Loan Fund for Band member unable to access mortgage financing, (LLHA-2009).

Lack of available land for housing development on the reservation is also a priority concern. Due to the low income of reservation household, the affordability is the most critical issue. There are four major interrelated housing issues on the reservation:

- housing affordability
- high number of sub-standard units
- insufficient supply of affordable housing
- lack of home ownership opportunities

Due to funding shortfalls, housing development on Leech Lake Reservation has been minimal. In addition the cost of on-site stick built homes is prohibitive with the cost of transportation for home construction workers and materials. To meet the housing demands, create jobs and take advantage of multi-tribal purchasing power the following model could be implemented:

Governance / Building a Tribal Enterprise Model

Another key factor for promoting jobs and small business growth and development on the reservation is separating the government politics from the management and operation of its businesses. The goals of a business should be to earn a profit and sustain itself. Job creation will be a by-product of a successful business. Throughout Indian Country it is common for tribal governments to start a business enterprise on the reservation using its considerable resources and access to grants. However, government policy makers are often not experienced in running a business and the objectives of elected leaders may conflict with the actual needs of the business.

For these reasons and others, it is vital to separate tribal politics from tribally owned businesses. The LLBO Tribal Council is aware of this issue and has already directed their Economic Development Division to explore organizational models under which LLBO can successfully own and operate non-gaming enterprises. Essentially this would allow tribal ownership in businesses, but prevents the government from being involved in the day to day management decisions of the business. This recommendation was also made by the Department of Justice Development Office team that conducted a study in 2008, analyzing the tribal economy and legal infrastructure. The Harvard School of Business in its research entitled *Nation Building* on economic development and its incongruity to Tribal Government stresses the importance of developing a model that allows enterprises to function with but outside of the framework of Tribal government.

CEDS Goals and Objectives

Vision:*Leech Lake Band of Ojibwe, as a sovereign nation, and the Leech Lake Reservation will be a self-sufficient, sustainable and resilient economic region by being a competitive, business-friendly region, comprised of healthy communities that sustain a high-quality of life.*

Mission:*The Leech Lake Band of Ojibwe is committed to the responsible operation of our government, preserving our heritage, protecting our heritage, protecting our sovereign rights, spiritual beliefs and natural resources for our Elders and present and future generations, while enhancing the health, economic well-being, education and our inherent right to live as Ojibwe people.*

Goal 1 – Enhance health care services and actively engage in the regional healthcare industry cluster

- Objective1 – Expand health care workforce development through collaboration with Leech Lake Tribal College and the region's academic institutions and healthcare systems to meet the needs of planned continuum of care facility for elder, expanded health care services delivered by LLBO Health Division, and regional healthcare providers
- Objective 2 – Increase capacity to deliver services through facilities improvements and new construction
- Objective 3 – Increase awareness of the necessity of a healthy workforce for economic prosperity and future generations

Goal 2 – Improve infrastructure to support the development of tribally-owned enterprises, private enterprises, encourage small business investment and joint ventures

- Objective 1 – Increase broadband access to all LL Reservation communities through collaboration with other regional initiatives in rural Minnesota which border or include services within the exterior boundaries of the Leech Lake Reservation
- Objective 2- Increase land available for commercial and industrial development through acquisition
- Objective 3 -Increase capital, non-financial resources and technical assistance available for small business development including tribally-owned and privately owned enterprises
- Objective 4 - Assess current and future capacity requirements for sewer and water for economic development activities on or near the Leech Lake Reservation and work collaboratively with local, regional and state partners to increase capacity as needed

Goal 3 - Accelerate job creation in tandem with workforce development activities to retain younger labor force

- Objective 1 - Support small business development and joint ventures that bring new jobs to the Reservation
- Objective 2 - Work collaboratively with regional partners to promote tourism related business development
- Objective 3 - Work collaboratively with regional partners engaged in bringing manufacturing back to the region and use Tribal tax advantages, workforce development and labor pool as incentives to locate within proximity of the Leech Lake Reservation
- Objective4 - Work collaboratively with the Leech Lake Tribal College, Department of Resource Management, state and Federal forestry management agencies to promote job creation in forestry management and sustainable use of the forest

Community and Private Sector Participation

The Economic Development Division, under the leadership of the division director is undertaking a community effort in the completion of a five year update of our Comprehensive Economic Development Strategy (CEDS). Much time and effort was put forth in research and assessment of the economic conditions on the reservation and discussions regarding the CEDS sparked a great deal of interest in the community. This process has included meetings, a survey, and interviews with LLBO division directors. Discussions have been held at RBC meetings on several occasions.

Community meetings were held in all three representative districts in February and March 2013. Residents had an opportunity to provide input on the economic strategies for LLBO. Community members came out to voice their opinions on economic development at community meetings held in each of the three Districts on Leech Lake Reservation.

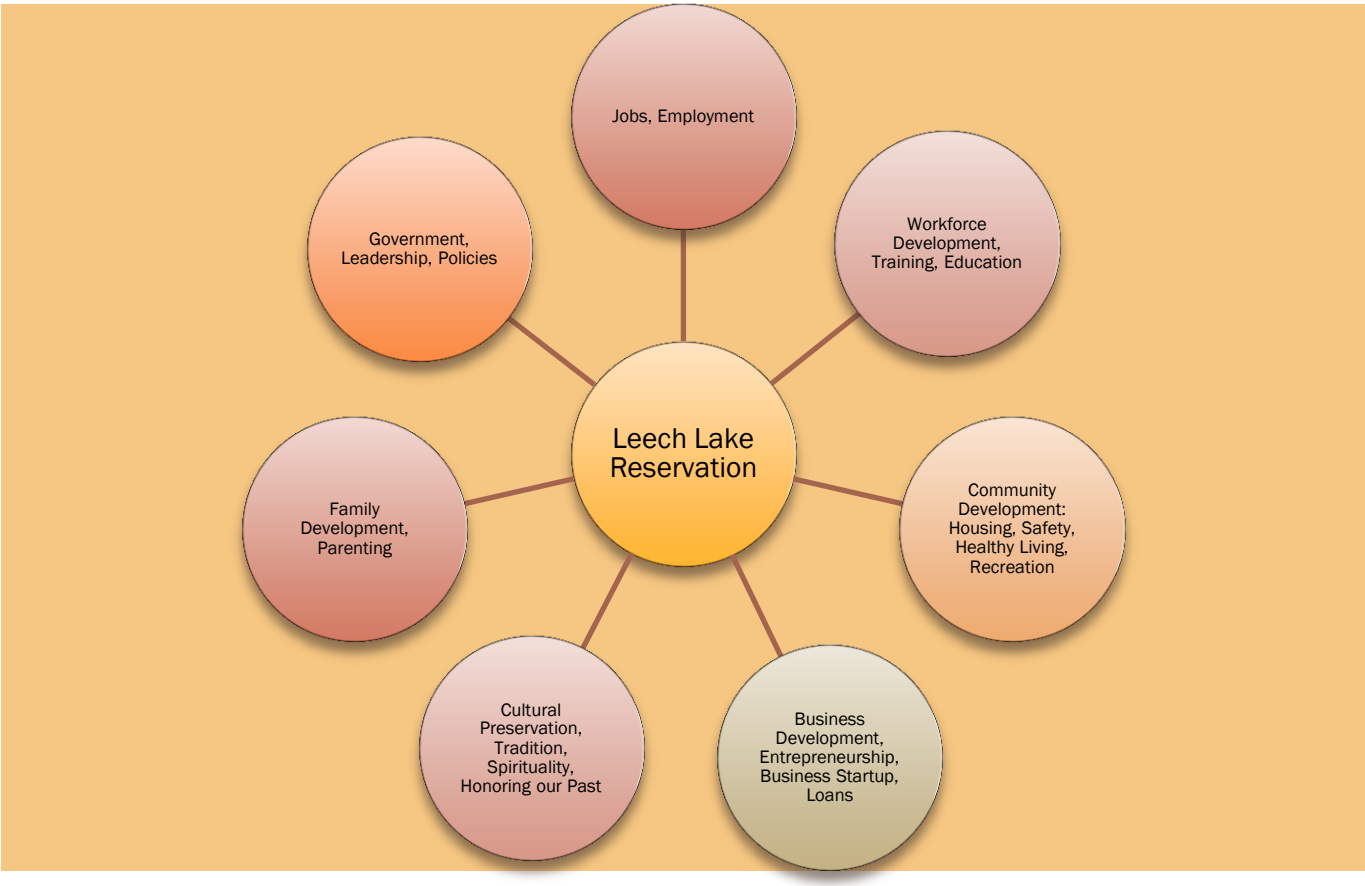
Meetings were hosted in Ball Club by District I Rep., Robbie Howe, in Bena by District II Rep., Steve White and in Cass Lake by District II Rep., LeRoy Staples Fairbanks III. Tribal council members

joined citizens in discussions that will aid in the development of a Comprehensive Economic Development Strategy (CEDS) for Leech Lake Band of Ojibwe.

Each meeting featured a meal and small group discussion facilitated by Kim Nagle, Economic Development Director and Rita Albrecht, planner from Tribal Development.

Three questions were posed to the groups: “Who are we?” “Where does our strength come from?” and “Where should we invest to gain the most?” Themes that arose included valuing family, education, and culture.Community members had lively discussions that provided thoughtful feedback that included strong opinions and also a lot of humor.

Over the past six months, community input sessions have been held in each of the three districts of the Leech Lake Reservation. Additionally, Economic Development and Planning staff have met collectively and individually with Leech Lake Band of Ojibwe division directors, Gaming administration and staff as well as regional partners to gather insight into the specific work and



strategic plans of LLBO government programs.

To gather further input, a survey tool was developed to hear from Band members and Leech Lake Reservation residents. 300 residents responded as follows:

- 68% of survey respondents identified that they had a strong interest in owning their own

business or being self-employed.

- An overwhelming majority identified that preservation of natural resources and cultural traditions is a high priority.
- Education and preparing young people with skills to meet the jobs of the future and today was identified as critical to creating a sustainable economy for Leech Lake.
- In tandem with education, jobs must be created that are meaningful, provide a high-quality of life and contribute to the overall health and well-being of the community.
- Respondents identified parenting skills, early childhood education, and support for young families as a foundational issue that must be addressed.
- Community members responding identified the need to proactively address health concerns, including treatment for drugs and alcohol as an immediate and pressing priority for the Leech Lake Band of Ojibwe.
- Overall, respondents reported that they choose to live on the Leech Lake Reservation because of the land, the people and the traditions. There was a strong sense of hope for the future of LLBO in responses to the survey and in community input sessions.

In response to the question, "What changes would you like to see?" most survey-takers said that strong and ethical leadership coupled with adherence to fair governing and employment policies was most important. "Leaders with integrity, leaders who strive to follow the 7 teachings in their daily lives. I believe that with good leaders everything else would fall in to place in the right order."

Leech Lake has been participating in the Native Nations Institute (NNI) funded by the Bush Foundation, a program that forms the basis for our project approach. The first meeting, the NNI Executive Session for Nation Building, was in January 2013. The two-day session covered Native Nations Institute Governance Assessment for Native Nations (GANN). We held the second session on May 28-29, 2013 and completed our third meeting in August. A draft mission statement was produced at the January NNI meeting:

"LLBO envisions an empowered community rooted in core traditional values, culture, and spirituality, which will sustain our unique identity, create healthy opportunities in education, employment, personal and economic development, and promote self-sufficiency and independence."

Over the past two months, a growing group of LLBO citizens, Tribal Council Representatives, employees, owners, gaming leaders, economic development and financial institution leadership have been gathering each Monday morning for *Business Brainstorming and Breakfast* to network and act as a strategic "think tank" for the economic development restructuring efforts. These informal conversations have been important for gaining trust between leaders, honoring ideas of individuals from all levels of authority and formulating the concepts of this proposal. Attendees have enjoyed the value of these sessions and are committed to continuing the "conversation" into perpetuity. This is Nation Building in action.

Community Review and Input has been an on-going process as portions of the plan have been created and shared with Local Indian Councils, with Division Directors and Regional Partners. The themes, suggested and vital projects of the plan have been thoroughly vetted by community members and regional partners beginning on August 22, 2013.

At the time of submission of this plan, Tribal Council has not been able to convene to vote on the final adoption of this plan. A Resolution for Adoption has been prepared and awaits signatures. This document will be available upon request and/or will be submitted to the EDA office.

Consistency with Applicable State and Local Workforce Investment Strategies

State Investment Strategies

The Minnesota Department of Employment and Economic Development (MN DEED) is the Agency that carries out the economic development investment strategies for the State of Minnesota. Their mission is to "enhance the economic success of individuals, businesses and communities by improving opportunities for prosperity and independence." They plan to accomplish their mission through the following objectives. These include:

- Attract, retain and expand businesses and create jobs
- Cultivate entrepreneurs
- Connect workers to jobs, prepare workers for jobs in demand and assist people to live independently
- Stabilize and stimulate the economy through benefit payments
- Help communities thrive

The Leech Lake Band of Ojibwe CEDS is closely aligned with these objectives.

Consistency of DEED and Local Workforce Investment Strategies with the identified Economic Development Problems and Opportunities in the Leech Lake Region

As one reviews the strategies established by MN DEED, and the Region's Local Workforce Investment Board, the major theme is on developing soft and occupational skill in all Minnesotans to meet the workforce demands of the 21st century. Three goals were developed by the Governor's Workforce Council to address these needs.

Strengthening the skills of our current workforce

- Creating a skilled workforce to meet the needs of the 21st Century Economy
- Creating work and lifetime learning options for Minnesota's aging workers
- Ensuring all high school graduates are ready for career and post-secondary success

When comparing this theme to the themes with the Leech Lake Band of Ojibwe's economic development problems and opportunities outlined within the Data Analysis and the Gap Analysis, one can easily see that they a align very closely. The Region is focused on developing a skilled workforce that meets the needs of the 21st century economy and keeping job creation activities in close alignment with the skills and aptitudes of the current workforce.

This relationship between the State's Economic Development Goals, the Local Workforce Investment Board Strategies and the Region's economic development needs will ensure that the economic development activities and workforce activities undertaken at the state, regional and local workforce area will align very closely.

Additionally, Leech Lake Band of Ojibwe Economic Development staff members actively participate as board members and commissioners of the Headwaters Regional Development Commission and Region 5 Development Commission. This activity develops consistency between independent activities conducted within and around the exterior boundaries of the Leech Lake Band of Ojibwe. Additionally, participation on regional planning boards fosters stronger regional relationships for the development of joint ventures and collaborative projects.

Suggested Projects

Project	Outcomes	Investment	Lead Org
New healthcare facilities to include a continuum of care campus for elders	• 40-50 new healthcare jobs • 20 Construction jobs • Increased opportunity for the development of peripheral business services to support the facility	$6 million Funded internally, private foundation support and Federal grants	LLBO Economic Development Division
Consolidate health and human services into one new facility to maximize resources and delivery of services	• Retain approximately 300 jobs • Conserve financial resources through consolidation • Improve service delivery	$3 million Funded internally, USDA, private foundation support	LLBO Planning Division
Health Improvement Programs and Services	• Improvement in productivity and job loss for current employees • Develop sustainable labor force for the future	$200,000	LLBO Health & Human Services
Active Partnership with Indian Health Services to improve health delivery systems	• Maximize current facility capacity • 5 new jobs	No cost	LLBO Health Division
Prevention and Treatment—Wellness Campus for Addictions/Dependence and Opiate Treatment	• 20 new jobs • New facilities and infrastructure	$4 million Funded internally, USDA, private foundation and revenues	LLBO Planning Division
Closer alliance between job creation and jobs training and education, i.e. Leech Lake Tribal College and on-the-job training programs	• Targeted job creation to fit the aptitudes of current workforce • 5-10 new jobs annually	Current resources and funding from state, private and Federal workforce development initiatives	Leech Lake Economic Development
Workforce Development Center/Enterprise Center (incubator)	• Improved opportunity for job skills training • 5 new businesses • 10-20 new jobs	$4 million TERO funding, USDA, private foundations	Leech Lake Economic Development

Project	Outcomes	Investment	Lead Org
Assessment and Vocational Rehabilitation for chronically unemployed individuals or those returning from treatment or adjudication	• 20 new jobs	$500,000 Private Foundations, Federal workforce development funds, Department of Justice	LLBO Economic Development Division
Business Consulting	• Improved business success and sustainability	$250,000 Annual Budget for LLFS US Treasury, private foundations, USDA	Leech Lake Financial Services
Business Financing	• Increased capital for business development • 3-5 new businesses annually		Leech Lake Financial Services
Facilities: new Government construction, commercial and industrial	• Development of a Capital Improvement Plan for long-range facilities planning	$100,000 planning budget	LLBO Administration
Telecommunications—Broadband and Wireless	• Improved business climate for entrepreneurial development • 2-4 new businesses annually (private ventures) • 5-10 new jobs	$11 million 3-5 year investment EDA, USDA, State funding through collaboration	LLBO Economic Development
Sewer and Water	• Improved business climate to encourage new development • Improvement plan for long-range acquisition of funding	TBD	LLBO Public Works
Land Acquisition and Land Use Planning: Identifying under-utilized, poorly allocated or unused properties	• Increase available land for commercial and industrial development by 25 acres per year • Development of a strategic land acquisition plan	$1 million annual budget	LLBO Department of Resource Management - Land Department
Forestry Management Workforce Development and Job Creation	• 2-5 new jobs annually • 1-2 new businesses (private ventures) • Increased control over National Forest	$1 million Private investment, Federal Funding	LLBO Department of Resource Management & LLTC

Project	Outcomes	Investment	Lead Org
Wild Rice Harvest, Sales and Protection	• Annual Harvest injects $400,000 into the local economy to harvesters • 1-2 new jobs in sales and marketing	$300,000 USDA VAPG	LLBO Economic Development
Natural Resource based tourism	• 2-3 new or expanded businesses annually, ie. hospitality, retail, service cultural programs, arts (private and Tribally-owned) • 20-30 new jobs created • Increased revenues in existing tribally-owned gaming enterprises	$3 million Private investment, State Tourism dollars, dollars leveraged through collaboration with regional partners	LLBO Economic Development
Enterprise Development Task Force focused on developing a model under which LLBO can successfully own and operate business enterprises	• Improved profitability of existing and future tribally-owned enterprises • 1 new business venture annually • 5-10 new jobs created	$25,000 development budget funded internally and private resources $250,000 annual budget funded through revenues	LLBO Economic Development
Review and revisions of our by-laws, including our constitution and other governing documents - Reviewed and Revised to reflect the current economic and political environments	• Improved government operations setting the stage for entrepreneurial development • Separation of Government from Enterprise	$150,000 Bush Foundation and other private resources	LLBO Legal
Innovation, Technology and Information—Data storage/retrieval systems	• Development of a Centralized Billing System • Increased revenues through 3rd Party Billing • Improved coordination of services for Band members, conserved finances	$1.5 million	LLBO Administration & Planning Division

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Vital Projects

Priority 1: Infrastructure Development including telecommunications, broadband services and land acquisition. Without available development land we are unable to build or expand enterprises and create jobs.

Priority 2: Workforce development in tandem with job creation including opportunities for on-the-job training through joint ventures with regional industry, workforce development agencies and internally. This project would include the development of a workforce training/enterprise center.

Priority 3: Increased participation in the healthcare industry including continued development of the continuum of care campus for elder care. Though important culturally, this project has broad support throughout the community and instills a "can do" attitude and hope. Leech Lake has struggled over the last decade with near stagnant economic growth. This project serves as a beacon of things to come.

CEDS Plan of Action:

Goal 1 – Enhance health care services and actively engage in the regional healthcare industry cluster			
Objectives	**Actions**	**Timeline**	**Outcome**
• **Objective1** – Expand health care workforce development through collaboration with Leech Lake Tribal College and the region's academic institutions and healthcare systems to meet the needs of planned continuum of care facility for elder, expanded health care services delivered by LLBO Health Division, and regional healthcare providers **Lead Agency:** LLBO Economic Development	• Convene development taskforce to include regional and tribal education and workforce partners. • Identify workforce needs and educational resources. • Using existing resources where available develop training programs to fit the needs of the trainees and employers. • Implement. • Assess. • Revise.	November 2013 (begin) Spring 2014 (implement first cohort) Spring 2015 (Assess / Revise) Fall 2015 (implement)	Trained Native American workforce for health care delivery regionally and Tribally - estimate 50-75 trained in year one. Year Two and On-going an average of 30-40 new students.
• **Objective 2** – Increase capacity to deliver services through facilities improvements and new construction **Lead Agency:** LLBO Planning Division	• Continue design process of elder care campus for spring construction 2014. • Planned completion and business operations. • Coordinate planning with Health and Human Services Division to design a new facility. • Collaborate with Indian Health Services and regional partners to offer expanded services. Convene conversations to forward a plan of operations.	Current - Spring 2014 Fall 2015 Current - Spring 2014 Ongoing	2 new health facilities will be constructed by Fall 2015 with an average of 40 new jobs created and 300 retained. Total investment of $10 million.
• **Objective 3** – Increase awareness of the necessity of a healthy workforce for economic prosperity and future generations **Lead Agency:** LLBO Health and Human Services	• Convene staff from appropriate internal agencies, i.e. health, human services, human resources, gaming, economic development, planning to design an internal marketing and awareness campaign that promotes wellness within current LLBO Government agencies and enterprises. • Implement, assess and revise for community wide implementation.	Summer 2014 Begin - On-going Fall 2014	Improved health of workforce and reduced loss time and workplace injury.

Goal 2 – Improve infrastructure to support the development of tribally-owned enterprises, private enterprises, encourage small business investment and joint ventures			
Objectives	**Actions**	**Timeline**	**Outcome**
• **Objective 1** – Increase broadband access to all LL Reservation communities through collaboration with other regional initiatives in rural Minnesota which border or include services within the exterior boundaries of the Leech Lake Reservation **Lead Agency:** LLBO Economic Development	• Continue business planning process. • Source funding. • Develop collaborative relationships with regional/state broadband initiatives. • Revise engineering plan as appropriate. • Begin build out of system.	Current - Jan 2014 Jan 2014 - 2015 Current - ongoing Summer 2014	• Improved business climate for entrepreneurial development • 2-4 new businesses annually (private ventures) • 5-10 new jobs
• **Objective 2** - Increase land available for commercial and industrial development through acquisition **Lead Agency:** LLBO DRM & Land	• Develop land acquisition plan and desired parcels. • Identify priority uses and ordinances governing existing land. • Work collaboratively with Federal, State and local agencies. • Source Funding for acquisition.	Current - Spring 2014 Spring 2014	• Increase available land for commercial and industrial development by 25 acres per year • Development of a strategic land acquisition plan
• **Objective 3** -Increase capital, non-financial resources and technical assistance available for small business development including tribally-owned and privately owned enterprises **Lead Agency:** LLBO Economic Development & LLFS	• Continue development of Leech Lake Financial Services. • Partner with LLTC and area business development agencies to support technical assistance. • Source funds for capital investment.	Current - Certification in 2015 Current - On-going Fall 2015	• Improved business success and sustainability • Increased capital for business development • 3-5 new businesses annually
• **Objective 4** - Assess current and future capacity requirements for sewer and water for economic development activities on or near the Leech Lake Reservation and work collaboratively with local, regional and state partners to increase capacity as needed **Lead Agency:** LLBO Economic Development, Public Works and Roads	• Work collaboratively with local, regional and state agencies to develop a long range public works plan. • Identify partnerships and resources for development.	Jan 2014 - Spring 2014 Spring 2014 - on-going	• Improved business climate to encourage new development • Improvement plan for long-range acquisition of funding

Goal 3 - Accelerate job creation in tandem with workforce development activities to retain younger labor force			
Objectives	**Actions**	**Timeline**	**Outcome**
• **Objective 1** - Support small business development and joint ventures that bring new jobs to the Reservation **Lead Agency:** LLBO Economic Development & LLFS	• Stabilize and expand the services of LLFS. • Develop incentive program (tax, land, labor). • Begin ideation and design process for workforce development center/ enterprise center.	Current - Ongoing Jan 2014 Jan - June 2014	• New business starts 2-5 annually • • Jobs Created 10-15 annually
• **Objective 2** - Work collaboratively with regional partners to promote tourism related business development **Lead Agency:** LLBO Economic Development	• Convene inter-tribal economic development commission around the concept. • Engage regional partners in conceptualizing the marketing strategy. • Contract with a marketing professional to lead process. • Identify business opportunities and creative ways of implementation. • Implement Strategy.	November 2014 January 2014 February 2014 Spring 2014 Fall and Winter 2014 - on-going	• 2-3 new or expanded businesses annually, ie. hospitality, retail, service cultural programs, arts (private and Tribally-owned) • 20-30 new jobs created • Increased revenues in existing tribally-owned gaming enterprises
• **Objective 3** - Work collaboratively with regional partners engaged in bringing manufacturing back to the region and use Tribal tax advantages, workforce development and labor pool as incentives to locate within proximity of the Leech Lake Reservation **Lead Agency:** LLBO Economic Development	• Identify manufacturing opportunities with low cost of entry, minimal workforce skill requirements and mature market, ie. laser engraving, panel built housing. • Develop incentive program for recruiting or internal investment. • Land acquisition for development - possibly Superfund site or vacated former board plant site.	Winter 2014 - on-going Jan 2014 Summer 2014	• 2 new manufacturing business enterprises by 2016 • 40 new jobs
• **Objective4** - Work collaboratively with the Leech Lake Tribal College, Department of Resource Management, state and Federal forestry management agencies to promote job creation in forestry management and sustainable use of the forest **Lead Agency:** LLBO Economic Development	• Convene working group with LLTC, US Forest Service, regional forestry advisory groups, potential logging enterprise owners, other agencies to develop a specific 5-year plan of action. • Identify resource needs and source funding. • Implement.	Winter 2014 Winter 2015	• 2-5 new jobs annually • 1-2 new businesses (private ventures) • Increased control over National Forest

Performance Measures:

Leech Lake Band of Ojibwe will evaluate the performance of its economic development activities using the following performance measures:

1. *Number of jobs created after implementation of the CEDS;*
2. *Number and types of investments undertaken in the region;*
3. *Number of jobs retained in the region;*
4. *Amount of private sector investment in the region after implementation of the CEDS;*
5. *Changes in the economic environment of the region;*
6. *Increased revenue in existing businesses;*
7. *New businesses created - Private and Tribally-owned; and*
8. *Individuals trained*

Qualitative Measures will also be developed for each activity including pre & post assessment of job trainees, job satisfaction, improved quality of life, and perceptions of community members. For example, in the beginning of this planning process we asked survey participants how hopeful they were about the Leech Lake economy and 40% responded very hopeful.

Disaster and Economic Recovery and Resiliency

Leech Lake Reservation cooperates with the Counties within its exterior boundaries in public safety activities and disaster mitigation. Leech Lake Reservation has its own emergency management plan which is overseen by its EMS program along with Public Safety. This is a comprehensive document, too large for attachment in its entirety herein. An abstract and table of contents is attached in the appendix.

Resiliency

Leech Lake Reservation's economy is based largely on tourism and gaming and is prone to significant impact with economic downturns. Additionally, a significant portion of the operations budget to fund services is support by the Federal government which in recent times has been prone to shutdowns, budget cutting and sequesters. It is imperative that Leech Lake Reservation immediately diversify its economy to mitigate fluctuations in tourism or significant policy changes in the gaming industry. Thus, initial recovery and resilience plans are as follows:

1. Diversify the economy to include more than one industry sector, i.e. expand health services, natural resource management and light manufacturing.

2. Support the development of a strong private business sector. By supporting private enterprise the impact would be three-fold: (1) increase the money circulating in the economy (2) create jobs (3) reduce reliance on government jobs and services.
3. Partner regionally to maximize the assets and resources available within this region, i.e. regional branding to increase tourism and create a "sense of place for residents".
4. Develop stronger inter-tribal relationships with neighboring Ojibwe Nations to maximize buying power and reduce the outflow of financial and human resources from the larger region.

Recovery

The people of Leech Lake are resilient and resourceful. Connected to the land, cultural traditions, and each other, they have supported each other in times of recovery for centuries. Close knit families and communities are one of the most important assets for Leech Lake.

Shown in the surveys taken as part of this planning process, Leech Lake Band members are also entrepreneurial with 69% reporting interest in owning their own business. Centuries of living sustainably from the land prove that as a people, the Anishinaabe will prosper even in times of hardship.

A formal plan for resiliency and recovery is part of the scope of work for this CEDS. The annual performance report will reflect the outcomes.

Appendix

Regional Data

Income

According to the American Community Survey (ACS), incomes on the reservation are substantially lower than off-reservation and for the state of Minnesota. The median incomes for all categories lag $12,000 to $27,000 below state median income estimates.

Incomes on Leech Lake Reservation are well below the national averages.

Poverty, 2011

Geographic Area	All Ages		Age 0-17		Age 5-17	
	Number of Persons	Poverty Rate	Number of Persons	Poverty Rate	Number of Persons	Poverty Rate
Beltrami County	8,835	20.4	3,280	29.6	2,135	27.9
Cass County	5,142	18.3	1,758	30.1	1,179	28.2
Hubbard County	2,835	14.1	969	22.8	650	21.4
Itasca County	6,201	14.1	1,934	20.7	1,243	18.0
Report Area	23,013	17.0	7,941	26.0	5,207	23.9
Minnesota	617,185	11.8	192,156	15.3	123,399	13.6
United States	48,452,035	15.9	16,386,500	22.5	10,976,987	20.8

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2011. Estimates for 2011 were released in December 2012.

Change in Poverty Rate, 2000 - 2011

Geographic Area	Persons in Poverty, 2000	Poverty Rate, 2000	Persons in Poverty, 2011	Poverty Rate, 2011	Change in Poverty Rate, 2000 - 2011
Beltrami County	6,042	15.6	8,835	20.4	4.8
Cass County	3,372	12.3	5,142	18.3	6.0
Hubbard County	2,102	11.5	2,835	14.1	2.6
Itasca County	4,150	9.5	6,201	14.1	4.6
Report Area	15,666	12.2	23,013	17.0	4.8
Minnesota	336,594	6.9	617,185	11.8	4.9
United States	31,581,086	11.3	48,452,035	15.9	4.6

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates (SAIPE), 2011. Estimates for 2011 were released in December 2012.

Poverty levels are most severe for children. The rates for those with children are alarming as demonstrated by the chart below. Nearly 60 percent of the children under five who are living with a single female householder are living below the poverty level.

Subject	Minnesota Percent	Leech Lake Reservation andOff-Reservation Trust Land, MNPercent
PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL		
All families	7.1%	17.0%
With related children under 18 years	11.6%	26.0%
With related children under 5 years only	14.1%	47.3%
Married couple families	3.0%	5.7%
With related children under 18 years	4.2%	5.7%
With related children under 5 years only	3.5%	11.9%
Families with female householder, no husband present	27.1%	39.4%
With related children under 18 years	34.7%	46.0%
With related children under 5 years only	47.1%	59.3%
All people	11.0%	22.7%
Under 18 years	14.0%	36.0%
Related children under 18 years	13.5%	33.2%
Related children under 5 years	16.5%	44.0%
Related children 5 to 17 years	12.4%	28.9%
18 years and over	10.0%	18.0%
18 to 64 years	10.3%	20.3%
65 years and over	8.3%	9.9%
People in families	7.9%	19.1%
Unrelated individuals 15 years and over	23.0%	36.5%

Source: U.S. Census Bureau, 2007-2011 American Community Survey

The table below shows that 11,470 students (or 55.33 percent) received free or reduced price lunches during the 2009 - 2010 school year. At 46.27 percent, Itasca County, Minnesota, had the smallest percentage of students participating in the school lunch program, while Cass County, Minnesota, had 63.00 percent of students participating, which is more than the national average of 46.62 percent.

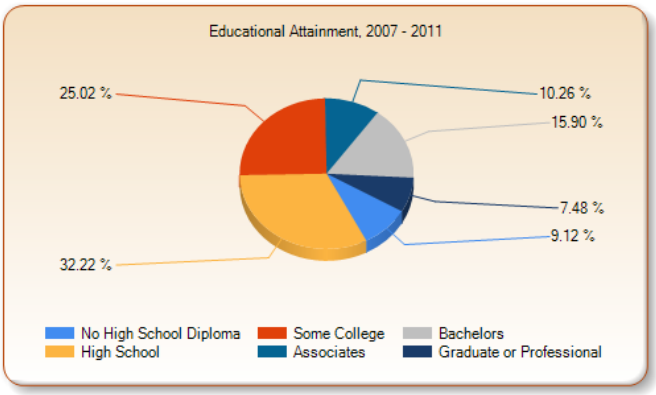
Students Participating in the Free and Reduced Lunch Program, 2009 - 2010

Geographic Area	Students Participating	Total Student Enrollment	Percent of Students Participating
Beltrami County	4,554	7,667	59.40
Cass County	2,597	4,122	63.00
Hubbard County	1,264	2,341	53.99
Itasca County	3,055	6,602	46.27
Report Area	11,470	20,732	55.33
Minnesota	296,756	836,936	35.46
United States	25,117,278	53,878,820	46.62

Source: National Center for Educational Statistics (NCES), Common Core of Data (CCD), 2009-10 School Universe data.

Education

The distribution of educational attainment levels in the 4-county region is shown below. Educational attainment is calculated for persons over 25, and is an average for the period from 2007 to 2011.

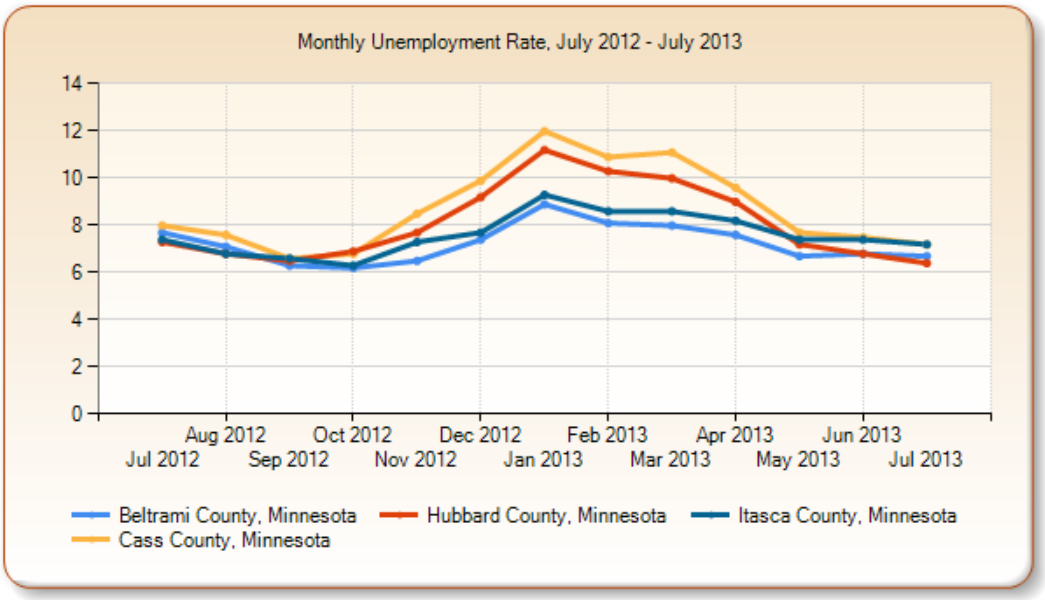


Percent Attaining Educational Levels, 2007 - 2011

Geographic Area	% No High School Diploma	% High School Only	% Some College	% Associates	% Bachelors	% Graduate or Professional
Beltrami County	10.78	26.8	24.1	9.3	18.8	10.3
Cass County	9.93	36.0	24.6	9.5	14.1	5.9
Hubbard County	8.54	33.5	24.5	11.2	15.5	6.8
Itasca County	7.50	33.8	26.3	11.1	14.8	6.4
Report Area	9.12	32.2	25.0	10.3	15.9	7.5
Minnesota	8.45	27.5	22.5	9.8	21.5	10.3

Source: U.S. Census Bureau, American Community Survey, 2011 Data Release, December 2012.
The 2011 American Community Survey 5-year data is a 5-year average of data collected from 2007 through 2011.

Employment



Change in Unemployment Rates, July 2012 - July 2013

Geographic Area	Jul 2012	Aug 2012	Sep 2012	Oct 2012	Nov 2012	Dec 2012	Jan 2013	Feb 2013	Mar 2013	Apr 2013	May 2013	Jun 2013	Jul 2013
Beltrami County,	7.7	7.1	6.3	6.2	6.5	7.4	8.9	8.1	8.0	7.6	6.7	6.8	6.7
Cass County,	8.0	7.6	6.6	6.8	8.5	9.9	12.0	10.9	11.1	9.6	7.7	7.5	7.2
Hubbard County,	7.3	6.8	6.5	6.9	7.7	9.2	11.2	10.3	10.0	9.0	7.2	6.8	6.4
Itasca County,	7.4	6.8	6.6	6.3	7.3	7.7	9.3	8.6	8.6	8.2	7.4	7.4	7.2
Report Area	7.6	7.1	6.5	6.5	7.3	8.2	9.9	9.1	9.1	8.4	7.2	7.1	6.9
Minnesota	5.8	5.6	5.1	5.0	4.9	5.4	6.6	6.0	5.8	5.4	4.9	5.2	5.1
United States	8.6	8.2	7.6	7.5	7.4	7.6	8.5	8.1	7.6	7.1	7.3	7.8	7.7

Source: U.S. Department of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics, August 28, 2013.

Estimates from the MN Department of Employment and Economic Development are shown below. In both Central and Northwest Minnesota, employment is expected to increase substantially over the next ten years.

Central Minnesota

	Estimated Employment 2010	Projected Employment 2020	Percent Change 2010 - 2020	Numeric Change 2010 - 2020
Total, All Industries	281,615	333,237	18.3%	51,622

Northwest Minnesota

	Estimated Employment 2010	Projected Employment 2020	Percent Change 2010 - 2020	Numeric Change 2010 - 2020
Total, All Industries	251,220	287,455	14.4%	36,235

Average Employees and Weekly Wage

Period year	Naics title	Area name	Avg. employees Q1	Avg. employees Q2	Avg. employees Q3	Avg. employees Q4	Avg. weekly wage
2012	Total, All Industries	Beltrami County	17277	18107	17972	18327	$659
2012	Total, All Industries	Cass County	8471	9977	10530	9370	$497
2012	Total, All Industries	Hubbard County	5095	5934	6285	5570	$596
2012	Total, All Industries	Itasca County	15598	16166	16247	15823	$698

Source: Minnesota Department of Employment and Economic Development, Employment Outlook Tool. http://www.positivelyminnesota.com/Data_Publications/Data/All_Data_Tools/index.aspx

Top Ten In-demand Occupations by Demand Rank, North Central Economic Development Region

SOC Code	Job Title	Current Demand Rank	Current Demand Indicator	25th Percentile Wage	Median Wage	Planning Area Growth Rate	Planning Area Total Openings	Education Requirements	On-the-job Training Requirements
399021	Personal Care Aides	1	★★★★★	$18,320/yr	$21,190/yr	Well Above Average	2,040	Less than high school	Short term on the job training
291141	Registered Nurses	2	★★★★★	$57,629/yr	$69,662/yr	NA	NA	Unavailable	Unavailable
412031	Retail Salespersons	3	★★★★★	$17,590/yr	$19,464/yr	Above Average	3,210	Less than high school	Short term on the job training
414012	Sales Representatives, Wholesale and Manufacturing	4	★★★★★	$44,294/yr	$57,271/yr	Average	610	High school diploma or equivalent	Moderate term on the job training
292061	Licensed Practical and Licensed Vocational Nurses	5	★★★★★	$33,206/yr	$37,718/yr	Above Average	1,470	Postsecondary non-degree award	None
311014	Nursing Assistants	6	★★★★★	$22,283/yr	$24,685/yr	NA	NA	Unavailable	Unavailable
353021	Combined Food Preparation and Serving Workers, Inc	7	★★★★★	$16,751/yr	$17,939/yr	Average	2,160	Less than high school	Short term on the job training
373011	Landscaping and Groundskeeping Workers	8	★★★★★	$18,424/yr	$22,893/yr	Above Average	840	Less than high school	Short term on the job training
439071	Office Machine Operators, Except Computer	9	★★★★★	$25,988/yr	$34,433/yr	Average	20	High school diploma or equivalent	Short term on the job training
434051	Customer Service Representatives	10	★★★★★	$23,767/yr	$31,583/yr	Average	770	High school diploma or equivalent	Short term on the job training

Source: MN Department of Employment and Economic Development Online Tools.
http://www.positivelyminnesota.com/Data_Publications/Data/All_Data_Tools/index.aspx

Top Ten In-demand Occupations by Planning Area Growth Rate, North Central Economic Development Region

SOC Code	Job Title	Current Demand Rank	Current Demand Indicator	25th Percentile Wage	Median Wage	Planning Area Growth Rate	Planning Area Total Openings	Education Requirements	On-the-job Training Requirement
399021	Personal Care Aides	1	★★★★★	$18,320/yr	$21,190/yr	Well Above Average	2,040	Less than high school	Short term on the job training
311011	Home Health Aides	12	★★★★★	$19,792/yr	$21,967/yr	Well Above Average	2,560	Less than high school	Short term on the job training
514041	Machinists	26	★★★★★	$33,774/yr	$43,335/yr	Well Above Average	440	High school diploma or equivalent	Long term on the job training
292052	Pharmacy Technicians	30	★★★★★	$28,084/yr	$32,240/yr	Well Above Average	280	High school diploma or equivalent	Moderate term on the job training
211014	Mental Health Counselors	32	★★★★★	$37,351/yr	$42,152/yr	Well Above Average	110	Master's degree	Internship/residency
291062	Family and General Practitioners	34	★★★★★	$143,873/yr	$175,088/yr	Well Above Average	160	Doctoral or professional degree	Internship/residency
514011	Computer-Controlled Machine Tool Operators, Metal	35	★★★★★	$29,168/yr	$37,050/yr	Well Above Average	280	High school diploma or equivalent	Moderate term on the job training
533032	Heavy and Tractor-Trailer Truck Drivers	47	★★★★★	$29,438/yr	$35,082/yr	Well Above Average	2,020	High school diploma or equivalent	Short term on the job training
499043	Maintenance Workers, Machinery	58	★★★★	$28,122/yr	$32,551/yr	Well Above Average	50	High school diploma or equivalent	Moderate term on the job training
131161	Market Research Analysts and Marketing Specialists	59	★★★★	$37,919/yr	$48,641/yr	Well Above Average	110	Bachelor's degree	None

Source: MN Department of Employment and Economic Development Online Tools.
http://www.positivelyminnesota.com/Data_Publications/Data/All_Data_Tools/index.aspx

Top Ten In-demand Occupations by Planning Area Total Openings, North Central Economic Development Region

SOC Code	Job Title	Current Demand Rank	Current Demand Indicator	25th Percentile Wage	Median Wage	Planning Area Growth Rate	Planning Area Total Openings	Education Requirements	On-the-job Training Requirements
412031	Retail Salespersons	3	★★★★★	$17,590/yr	$19,464/yr	Above Average	3,210	Less than high school	Short term on the job training
311011	Home Health Aides	12	★★★★★	$19,792/yr	$21,967/yr	Well Above Average	2,560	Less than high school	Short term on the job training
353021	Combined Food Preparation and Serving Workers, Inc	7	★★★★★	$16,751/yr	$17,939/yr	Average	2,160	Less than high school	Short term on the job training
399021	Personal Care Aides	1	★★★★★	$18,320/yr	$21,190/yr	Well Above Average	2,040	Less than high school	Short term on the job training
533032	Heavy and Tractor-Trailer Truck Drivers	47	★★★★★	$29,438/yr	$35,082/yr	Well Above Average	2,020	High school diploma or equivalent	Short term on the job training
439061	Office Clerks, General	15	★★★★★	$21,838/yr	$27,481/yr	Above Average	1,950	High school diploma or equivalent	Short term on the job training
292061	Licensed Practical and Licensed Vocational Nurses	5	★★★★★	$33,206/yr	$37,718/yr	Above Average	1,470	Postsecondary non-degree award	None
211093	Social and Human Service Assistants	19	★★★★★	$24,033/yr	$28,591/yr	Above Average	1,240	High school diploma or equivalent	Short term on the job training
372011	Janitors and Cleaners, Except Maids and Housekeepi	156	★★★	$18,029/yr	$21,440/yr	Average	1,210	Less than high school	Short term on the job training
433031	Bookkeeping, Accounting, and Auditing Clerks	13	★★★★★	$26,581/yr	$32,184/yr	Average	1,050	High school diploma or equivalent	Moderate term on the job training

Source: MN Department of Employment and Economic Development Online Tools.
http://www.positivelyminnesota.com/Data_Publications/Data/All_Data_Tools/index.aspx

Housing

	Minnesota	Minnesota Percentage	Leech Lake	Leech Lake Percentage
HOUSING OCCUPANCY				
Total housing units	2,339,293	2,339,293	7,837	7,837
Occupied housing units	2,094,265	89.5%	4,404	56.2%
Vacant housing units	245,028	10.5%	3,433	43.8%
Homeowner vacancy rate	1.8	(X)	2.9	(X)
Rental vacancy rate	5.8	(X)	2.4	(X)
UNITS IN STRUCTURE				
Total housing units	2,339,293	2,339,293	7,837	7,837
1-unit, detached	1,578,212	67.5%	6,077	77.5%
1-unit, attached	169,443	7.2%	130	1.7%
2 units	56,103	2.4%	78	1.0%
3 or 4 units	49,072	2.1%	49	0.6%
5 to 9 units	51,198	2.2%	59	0.8%
10 to 19 units	83,341	3.6%	19	0.2%
20 or more units	265,190	11.3%	49	0.6%
Mobile home	86,120	3.7%	1,373	17.5%
Boat, RV, van, etc.	614	0.0%	3	0.0%
YEAR STRUCTURE BUILT				
Total housing units	2,339,293	2,339,293	7,837	7,837
Built 2005 or later	103,457	4.4%	285	3.6%
Built 2000 to 2004	216,630	9.3%	799	10.2%
Built 1990 to 1999	316,262	13.5%	1,472	18.8%
Built 1980 to 1989	302,350	12.9%	1,285	16.4%
Built 1970 to 1979	375,300	16.0%	1,388	17.7%
Built 1960 to 1969	234,808	10.0%	866	11.1%
Built 1950 to 1959	248,644	10.6%	558	7.1%
Built 1940 to 1949	117,609	5.0%	424	5.4%
Built 1939 or earlier	424,233	18.1%	760	9.7%

Committee Members and Government Bodies

Leech Lake Tribal Council Governing Body List

Name	Title	District	Term of Office
Carri Jones	Chairwoman	At Large	July 2012-June 2016
Donald Finn	Secretary-Treasurer	At Large	Sept. 2012-June 2014
Robbie Howe	District Representative	District I	July 2010-June 2014
Steve White	District Representative	District II	July 2010-June 2014
LeRoy Staples Fairbanks	District Representative	District II	July 2012-June 2016
Total Council Members: 5	Note: all are elected		

Economic Development Strategy Group
Areas of Representation

⇒ Public Works / Roads - Art Chase
⇒ Health - Doris Jones
⇒ Education – Indian Education, Post-Secondary, Secondary & Elementary - Lee Turney and Gloria Dudley
⇒ Housing - Earlene Buffalo
⇒ Land - Levi Brown
⇒ Cultural Preservation - TIPHO Officer
⇒ Resource Management – Tribal and non-tribal - Richard Robinson
⇒ Public Safety – Tribal - Ken Washington
⇒ Tribal Courts
⇒ Veteran's Services - Frank Bowstring
⇒ Workforce Development
- Leech Lake Tribal College - Karen Carey, Don Day, President
- LLBO Human Resources - Sarah Jones
- TERO - Delmar Jones
- Northwest Indian Occupational Industrial Partnership - Tuleah Palmer
- MN Concentrated Employment Program - Craig Nathan

⇒ Economic Development
- Leech Lake Financial Services - Rob Aitken
- LLBO Economic Development - Kim Nagle
- LLBO Development & Planning - Rita Albrecht, Val Pacheco, Benay Fairbanks
- Headwaters Rural Development Commission - Ryan Zemek
- Region 5 Rural Development Commission -Cheryal Hills, Melissa Radermacher
- Greater Bemidji Development Corporation - Dave Hengel

⇒ Congressional – State& Federal Legislative Liaisons
⇒ Local Indian Councils (13 Councils serve Leech Lake Communities)
⇒ City of Cass Lake through their task force for strategic planning

Strategic Partnerships and Network of Resources

Northern MN Tribal Economic DevelopmentCommission(NMTED)

This organization is comprised of the Leech Lake, Red Lake, and White Earth Reservation Tribal Council members and economic development staff. It was formed in order to develop cooperative economic development efforts and other mutually beneficial projects among the three reservations. TED sponsors an economic development summit bi-annually. The 2013 summit was held on Leech Lake Reservation.

Headwaters Regional Development Commission

Region Five Development Commission

Initiative Fund

Northwest Area Foundation

Blandin Foundation

NW Indian OIC

Public Safety Partnerships:

Itasca County Courts

Cass County Courts

Headwaters Safe Trails Task Force

Paul Bunyan Drug Task Force

Education Partnerships:

Johnson O'Malley (JOM) committees in nine surrounding school districts

Leech Lake Tribal College

Bemidji State University

U.S. Forest Service, Chippewa National Forest

Leech lake Tribal Council has signed a Memorandum of Understanding with Chippewa National forest. The MOU outlines the relationship between Leech Lake and the U.S. Forest Service, including the process for consultation and communication. The Leech Lake Band and the USFS share very similar borders and the MOU will assist in continuing a collaborative and productive relationship between the Band and the USFS for years to come.

USDA Rural Development

Beltrami County HRA

EnvironmentAssessment

1. Are there are any designated State or National Parks, or National Wildlife Refuges?

Chippewa National Forest encompasses 666,542-acres within the exterior boundaries of the Leech Lake Reservation

2. Does the area being reviewed include any designated or proposed wilderness areas under the Wilderness Act (16 U.S.C. § 1131 *etseq*)?

No

3. Are there any wild or scenic rivers under the Wild and Scenic Rivers Act (16 U.S.C. § 1271 *et seq*.)?

No

4. List any endangered or threatened species under the Endangered Species Act of 1973 ((16 U.S.C. § 1531 *et seq*.) (plants, animals, or critical habitat)?

The Fish, Wildlife, and Plant Resources Department maintains a list of endangered, threatened, and sensitive species on the Leech Lake Reservation (link to Excel file: LLR TES List Jan.2007). As of January 2007, forty species of plants were listed. They include trees, orchids, ferns, and grasses. Habitats for the listed species include hardwood forests, coniferous forests, and bogs. The future existence of the listed species on the Leech Lake Reservation is mainly threatened by loss of suitable habitat. Activities that disturb or change the condition of soil, water, or sunlight in an area may result in conditions in which the current inhabitants of a site can no longer survive and reproduce.

To protect rare species, the Plant Resources Program conducts ecological surveys of sites that are proposed for home lease, timber harvest, or other ground-disturbing activity such as well or septic work. Recommendations are made based on the results of these surveys. We also collaborate with other agencies and educational institutions to monitor known populations of rare plants.

For example, we routinely survey for the rare goblin fern (Botrychiummormo). Because of serious threats to its habitat on the Reservation, LLDRM lists this species as Endangered. The goblin fern prefers old-growth sugar maple (Acer saccharum) forests, which normally have thick layers of leaf litter. Studies suggest that abundance of this species seriously declines in sites where leaf litter is absent and non-native earthworms are abundant. All earthworms in northern Minnesota today are non-native. When abundant, they can consume entire layers of leaf litter and dramatically change plant communities. The night crawler (Lumbricusterrestris), which is commonly used as fishing bait, has been identified as an especially threatening species. When anglers improperly discard unusedearthworms, the worms move into the surrounding forest where they consume the leaf litter and threaten the sustainability of entire ecosystems.

Although the habitat for wildlife on the reservation for many species is good, when compared to other parts of the country, we have, and continue to experience, losses to our wildlife populations. There are currently about 80 species of plants and animals that are considered sensitive, threatened, or

endangered on the reservation. A current list of these species can be found at (link to Excel file: LLR TES List Jan.2007) In addition, one species, the passenger pigeon, is extinct, and the eastern cougar, elk, caribou, moose, plains bison, grizzly bear, and sharp-tailed grouse have all been extirpated from the reservation. Several other species including the gray wolf, trumpeter swan, pine marten, and fisher were extirpated from the reservation, but due to protection from excessive harvest have returned.

To a large degree, wildlife populations are dependent on having the proper type of habitat in adequate amounts for a species to prosper. In the modern world, meeting these demands for all species is becoming increasingly difficult. Loss of wildlife habitat due to human development and timber harvest are big factors, but climate change and the introduction on non-native species are becoming bigger issues.

5. List any "prime/unique agricultural lands" designated by the U.S. Dept. of Agriculture under the Farmland Protection Policy Act (7 U.S.C. §§ 4201 – 4209)?

None

6. Are there any Superfund, Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) (42 U.S.C. S.C. § 9601 etseq)), Resource Conservation and Recovery Act (RCRA) (42 U.S.C. 6901), leaking underground storage tanks, or brownfield (abandoned, contaminated) sites in the area?

The St. Regis Paper Co. Superfund Site is in Cass Lake, Minnesota, on the Leech Lake Indian Reservation adjacent to the Chippewa National Forest. The property was used as a wood treating operation from approximately 1958 until 1985. On Sept. 21, 1984, the site was placed on the Superfund National Priorities List because of contamination of the soil and ground water with dioxin; pentachlorophenol, or PCP; and polycyclic aromatic hydrocarbons, or PAHs. A 1984 study showed these contaminants posed a potential risk to people and the environment.

The EPA became the lead agency in this cleanup effort in 1995. Several cleanup efforts have been undertaken since 1985. Monitoring efforts continue today.

7. Are there any hazardous chemical manufacturers or users or any facilities that store hazardous chemicals?

   None

8. Are there any major manufacturers or users of pesticides?

   None

9. Have all sole source aquifers for drinking water in the project area been identified? Yes

10. Are there any known archeological, historic, prehistoric, or cultural? Yes, this is assessed per project.

Disaster Recovery Plan

Leech Lake Band of Ojibwe works cooperatively with the counties encompassed by the exterior boundaries of the Leech Lake Reservation. Cass County has the largest land mass with the boundaries of the Reservation, thus the following information is provided regarding their emergency management planning process.

All of the counties in Minnesota by Statute have to have an Emergency Management Department to help plan, prepare and mitigate some emergencies to help assure a smooth response to emergencies. The emergency manager helps to assure coordination of people, equipment, communications, and in many cases the training of all local responding agencies. The county has an emergency plan that was developed by local community officials, emergency responders such as: law enforcement, fire and EMS agencies. The plan is updated and reviewed by different agencies once a year. The plan is exercised through trainings and drills, which we call ("preparedness") each year. The county plan also addresses ways to get the community back to a normal, which we call ("Recovery"). The county also has a five year plan to figure out how to prevent or reduce the impact of future emergencies, which we call ("Mitigation"). The plan is written so that everyone involved in the emergency knows how to get outside help when we exceed the capabilities of our local resources.

A link to the 423 page document is inserted herein:

http://resilientregion.org/docs/Cass-County.pdf

EXHIBIT 8

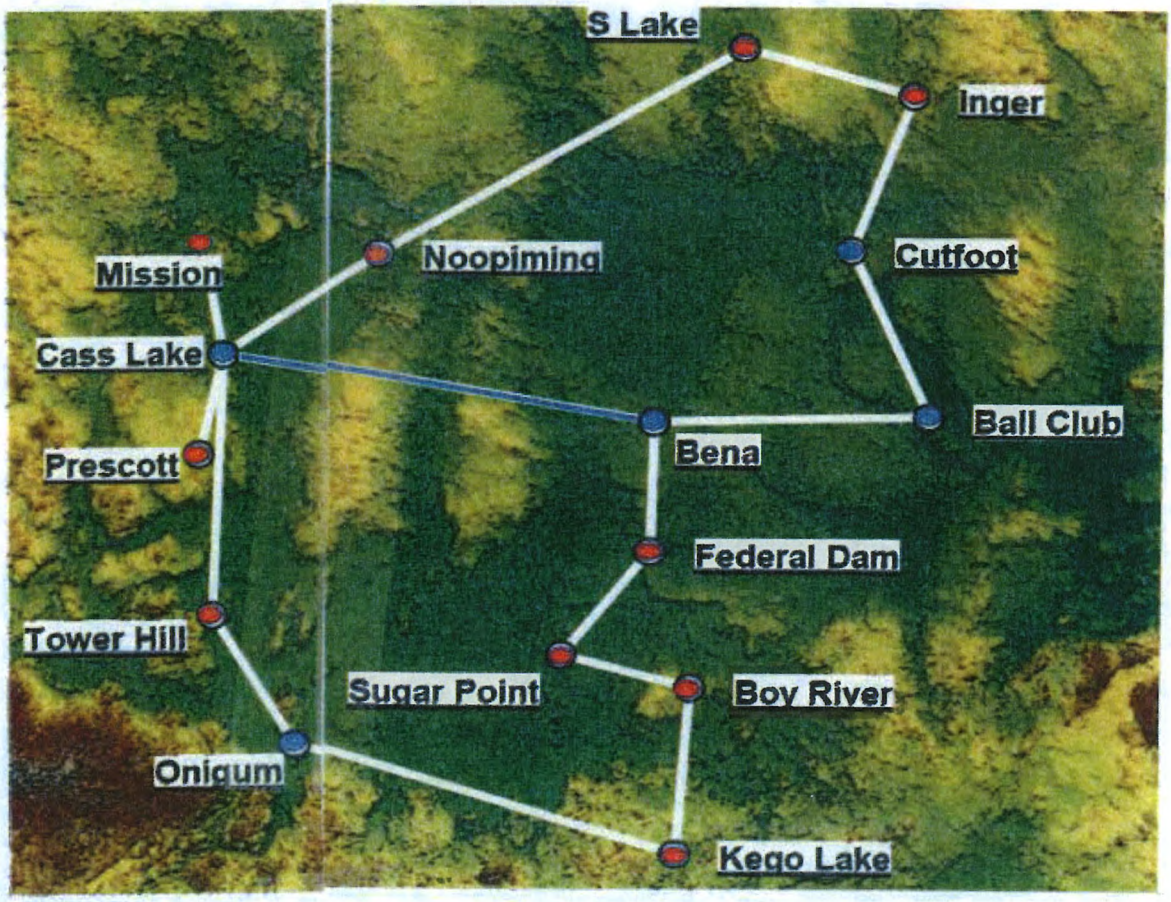
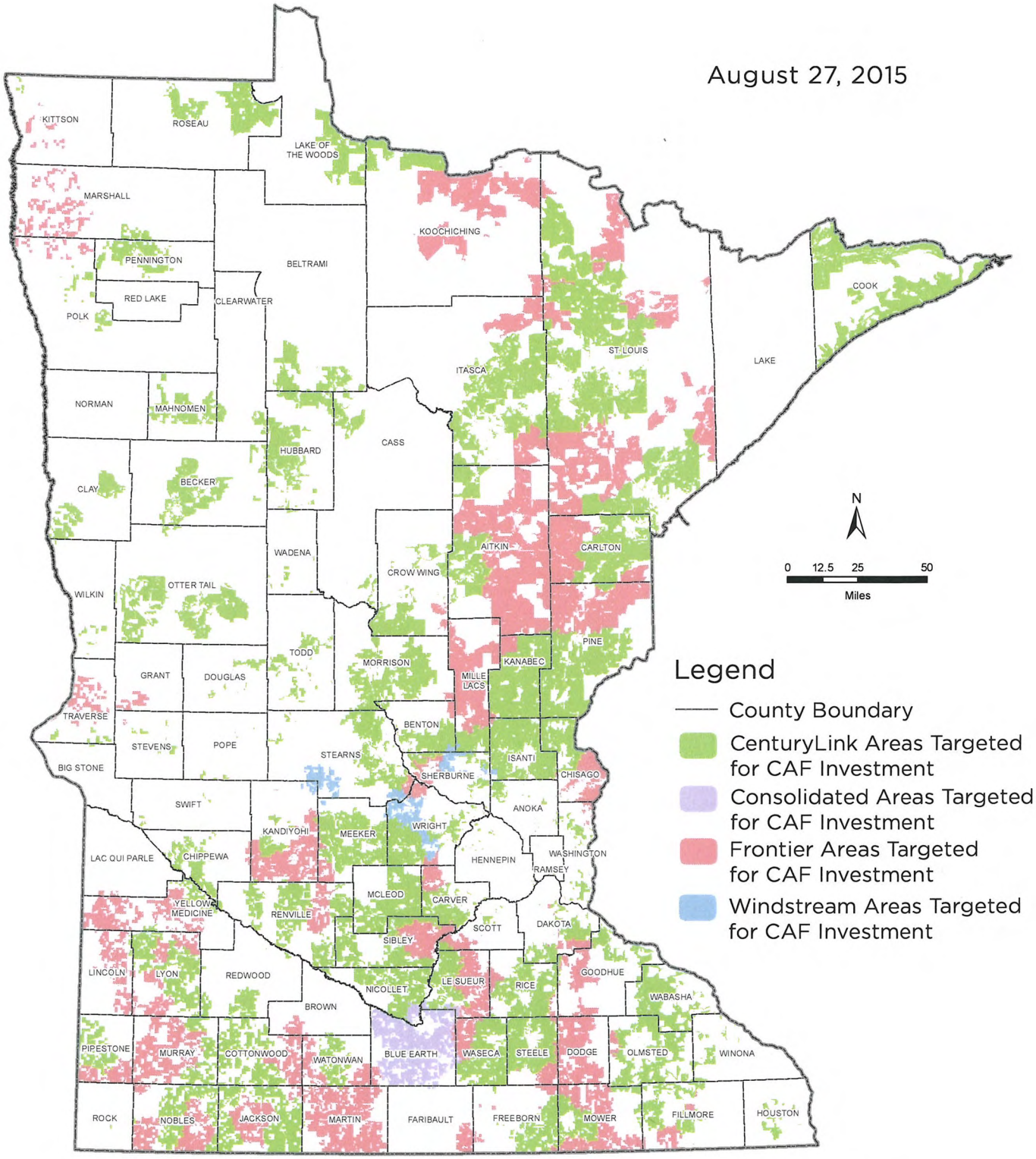

S Lake
Inger
Mission
Noopiming
Cutfoot
Cass Lake
Ball Club
Bena
Prescott
Federal Dam
Tower Hill
Sugar Point
Boy River
Onigum
Kego Lake

EXHIBIT 9

PUBLIC VERSION

Connect America Fund Phase II

Build-Out Commitments



CONNECTED NATION®

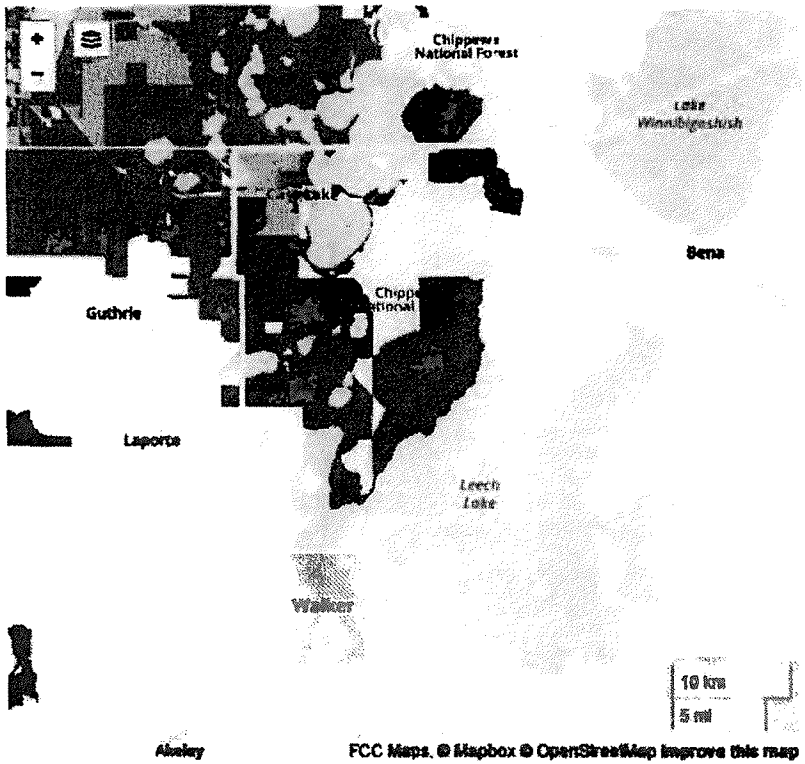
Carrier	Housing and Business Locations in Targeted Areas	Annual CAF Investment
CenturyLink	114,739	$54,035,150
Consolidated	4,266	$2,516,502
Frontier	46,910	$27,551,363
Windstream	4,440	$1,519,855

EXHIBIT 10

https://www.fcc.gov/reports-research/maps/connect-america-phase-ii-final-eligible-areas-map/

Connect America Phase II - Final Eligible Areas Map

Enter Location



County Summary

Cass County, MN

Total Price Cap (PC) County Locations: 4,679

PC Carrier	State	Eligible Locations	Support Amount
CenturyLink	MN	795	$310,616
Total		795	$310,616

Minnesota State Summary

PC Carrier	Eligible Locations	Support Amount
CenturyLink	114,739	$54,035,149
Consolidated Communications	4,266	$2,516,502
Frontier Communications	46,910	$27,551,367
Windstream Communications	4,440	$1,519,856
Total	170,355	$85,622,874

Map Legend

- Eligible
- Ineligible - Exceeds Threshold
- Ineligible - Below Benchmark
- Ineligible - Other
- Elected Frozen

This map identifies the areas that have been determined to be eligible for support for broadband and voice service from Phase II of the FCC's Connect America Fund. Specifically, the map identifies areas determined by a cost model as eligible for support and which are served by a class of larger carriers called price cap carriers. These areas are shown in bright green on the map. The map displays the outputs of the final version of the Connect America Cost Model (CAM) (version 4.3) adopted for purposes of making the offer Phase II support to price cap carriers. The model calculates costs per location in all price cap carrier census blocks for the entire country. Empty areas with no

asfdf ^ cam_auction_block....zip ^ Show all ×

PUBLIC VERSION

EXHIBIT 11

FREE

FREE PHONE SERVICE • FREE MINUTES MONTHLY

Wi-Fi for your home with local telephone service

FREE Wi-Fi

UNLIMITED DATA
(NETFLIX - HULU - AMAZON PRIME)
PLUS
FREE LANDLINE TELEPHONE SERVICE WITH UNLIMITED LONG DISTANCE

YOU MAY BE ELIGIBLE FOR THIS BENEFIT IF YOU PARTICIPATE IN:

- Supplemental Nutrition Assistance Program (SNAP)
- National School Lunch Program; Free Lunch Program Only (NSL)
- Supplemental Security Income (SSI)
- Medicaid
- Low-Income Home Energy Assistance Program (LIHEAP)
- Food Distribution Program on Indian Reservations
- Section 8 Federal Public Housing Assistance
- Tribally administered TANF
- Temporary Assistance for Needy Families (TANF)
- Bureau of Indian Affairs General Assistance
- Tribally administered Head Start (meeting the income qualifications of Head Start)
- Minnesota Family Investment Program (MFIP)

LEECH LAKE TELECOM

UNLIMITED TALK!!! UNLIMITED DATA!!!

For Leech Lake Band of Ojibwe Tribal Members residing on reservation land.

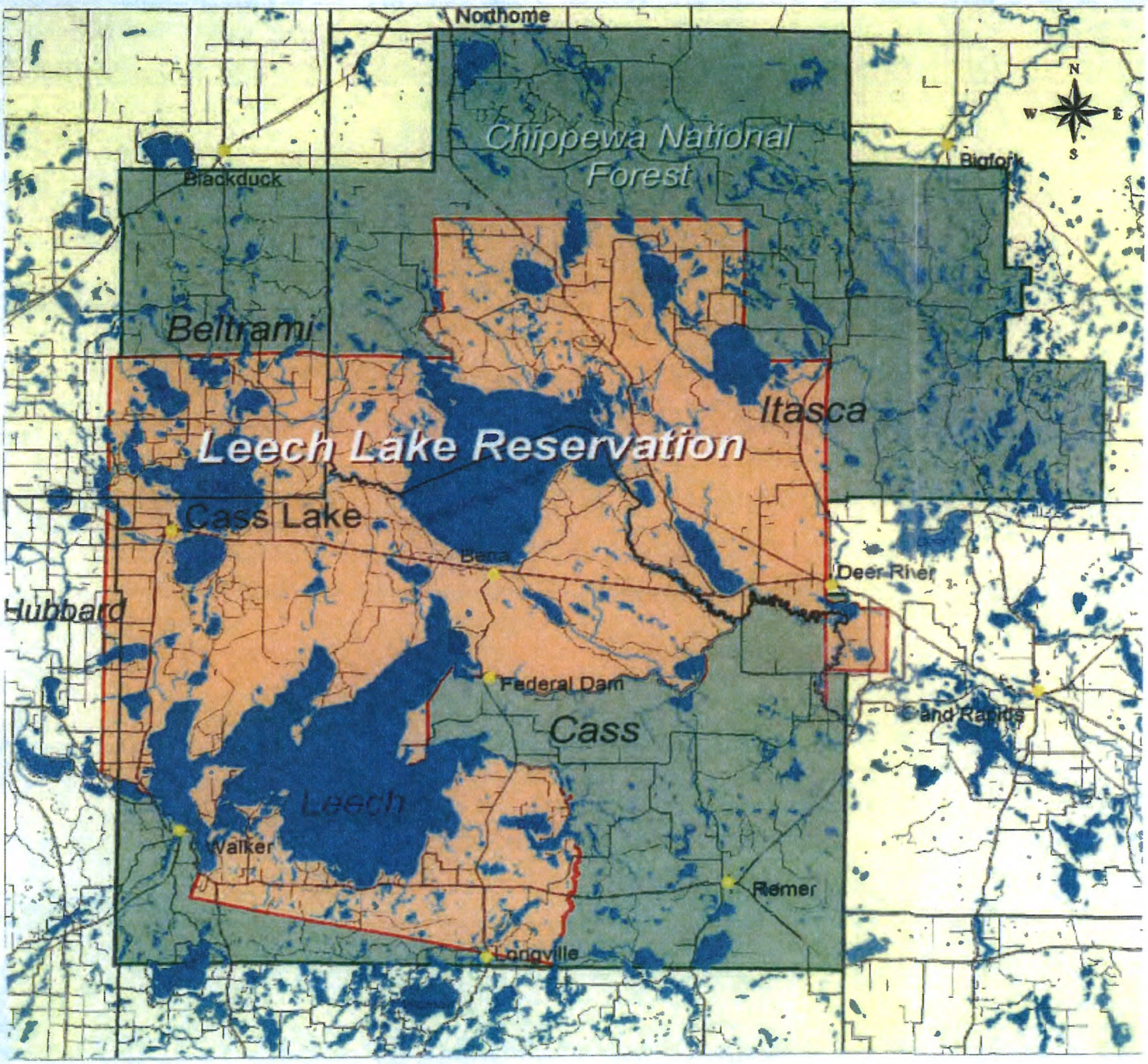
DATE: September 3rd - 23rd

TIME: M-F: 9am - 5pm | Sat: 9am - 2:30pm

PLACE: Cass Lake Facility Center

EXHIBIT 12

PUBLIC VERSION



Map Legend

- Leech Lake Reservation
- Chippewa National Forest
- County
- Lakes
- Stream/River
- Major Highway
- County Highway
- Township Road

5 0 5 10 Miles

Map created by C. Wells
LLBO DRM/Heritage Sites

EXHIBIT 13

LEECH LAKE TELECOM

LEECH LAKE TELECOMMUNICATIONS, LLC

BROADBAND

PLAN

2018 - 2022

Contents

Introduction 3
Technology 3
Figure 1 – Backhaul Costs 4
Figure 2 – Base Station Equipment 4
Buildout Priority Factors 5
Figure 4 – Planned Buildout 5
Funding Opportunities 5
Key Staff 6

Introduction

Leech Lake Telecommunications Company, LLC, is wholly owned and operated by the Leech Lake Band of Ojibwe (LLBO/The Band). The Company provides fixed wireless high speed internet and telephone services to citizens and businesses in the tribal lands of the LLBO. This document displays an in-depth five year plan to reach all communities of the Leech Lake Band of Ojibwe in its tribal lands. outlays equipment, labor, and materials to accomplish its last mile wireless broadband project.

Total population of the reservation tribal lands is 10,660 (US Census). The Band's unemployment rate is 10.7% and 58% of households are living below poverty level (American Community Survey 2007-2011). The primary focus of providing services in the tribal lands is to create accessibility of broadband in tribal lands where income is a debilitating factor in securing broadband. A study of companies in the tribal lands providing broadband display a gap of providing services to low income household and lack of the federal subsidy Lifeline and Linkup. Broadband for low income households will increase digital capacity for students, small entrepreneurs, and small businesses and emerging private businesses in rural tribal lands. Most important, this Company is utilitarian as it will serve those who will be left out of the statewide border-to-border broadband project if the Band does not offer services designed to reach the low income households.

Total population of the reservation tribal lands is 10,660 (US Census). In Figure 3 the estimated population indicates service areas that overlap and are outside tribal lands. Eliminating the overlaps and areas outside tribal lands is housing units are estimated 5543.

The Band's resources are advantageous to the expansion project but are limited. The cost of the construction project to deploy high speed internet and telephone to all communities in the tribal lands of the Band is $1,805,059 (total of Figures 1 and 2).

Technology

The Telecom's broadband network employs the latest state of the art technology using the Ceragon FibeAir IP-10 Series licensed microwave radios that provide connectivity between WIMAX Base Stations and Fiber Optic Access at the main switching core. These are the core Network Links, and can be upgraded through the use of wider microwave channels and additional spectrum to carry future gigabit broadband traffic. They provide a cost effective means of connecting tower sites and delivering wireless broadband service at 1/3 the cost of fiber and without the expense of a ground maintenance operation. Tower base station radios are Telrad Breeze Compact 3000, which are software-defined and scalable from WiMax to the LTE standard. Customer premise equipment used is the Telrad CPE 7000. Subscribers are currently receiving up to 11 Mbps up and 4 Mbps down.

The middle mile backhaul plan includes 16 communication links and 15 towers in the delivery of broadband to the LLBO's tribal communities (Figure 1). The Telecom will be increasing its range and throughput by upgrading to LTE. Equipment for the last mile delivery of fixed wireless service and upgrades are displayed in Figure 2.

Areas to be served are the tribal lands of the Leech Lake Band of Ojibwe including the counties of Cass, Itasca, Beltrami and Hubbard; and covers 1,300 square miles of forest and water systems in the Central Pine-Hardwoods Forest eco-region. There are 300,000 acres of lakes, 120,000 acres of wetlands and 260 miles of rivers and streams within the reservation boundaries.

Figure 1 – Backhaul Costs

	Backhaul Path	RADIO COST	DISH SIZE	DISH COST	LIC. COST	TOTAL COST
1	Cass Lake to Mission	33,207	6' & 6'	7,612	1,390	42,209
2	Mission to Noopiming	33,207	6' & 6'	7,612	1,390	42,209
3	Noopiming to S Lake	33,207	6' & 6'	7,612	1,390	42,209
4	S Lake to Inger	33,207	6' & 6'	7,612	1,390	42,209
5	Inger to Cutfoot	33,207	6' & 6'	7,612	1,390	42,209
6	Cutfoot to Ball Club	33,207	6' & 6'	7,612	1,390	42,209
7	Cass Lake to Bena	Existing				
8	Bena to Ball Club	33,207	6' & 6'	7,612	1,390	42,209
9	Cass Lake to Prescott	33,207	6' & 6'	7,612	1,390	42,209
10	Prescott to Oak Point	33,207	6' & 6'	7,612	1,390	42,209
11	Oak Point to Onigum	33,207	6' & 6'	7,612	1,390	42,209
12	Onigum to Kego Lake	33,207	6' & 6'	7,612	1,390	42,209
13	Kego Lake to Boy River	33,207	6' & 6'	7,612	1,390	42,209
14	Boy River to Sugar Point	33,207	6' & 6'	7,612	1,390	42,209
15	Sugar Point to Fed Dam	33,207	6' & 6'	7,612	1,390	42,209
16	Federal Dam to Bena	33,207	6' & 6'	7,612	1,390	42,209
						633,135

Figure 2 – Base Station Equipment

#	TOWER SITES	SITE COST	SITE TYPE	TOWER COST	TOTAL COST
1	Cass Lake	Existing	3 Sector		
2	Bena	Existing	3 Sector		
3	Ball Club	39,964	3 Sector		39,964
4	Noopiming	39,964	3 Sector		39,964
5	Cutfoot	39,964	3 Sector		39,964
6	Inger	39,964	3 Sector		39,964
7	S Lake	39,964	3 Sector		39,964
8	Oak Point	39,964	3 Sector	108,732	148,696
9	Onigum	39,964	3 Sector		39,964
10	Kego	39,964	3 Sector	108,732	148,696
11	Boy River	39,964	3 Sector	108,732	148,696
12	Sugar Point	39,964	3 Sector	108,732	148,696
13	Federal Dam	39,964	3 Sector		39,964
14	Prescott	39,964	3 Sector	108,732	148,696
15	Mission	39,964	3 Sector	108,732	148,696
	TOTAL	519,535		652,392	1,171,927

Buildout Priority Factors

1) Available funds for capital expenditures;
2) Existing towers owned by LLBO;
3) Other existing towers; and
4) Physical logistical links; and
5) Greater number of housing units.

Figure 3 – Planned Buildout

	TOWER LOCATION	HH UNITS	TOTAL	TOTAL	$/HH FY18	$/HH FY19	$/HH FY20	$/HH FY21	$/HH FY22
1	Cass Lake (existing)	1,904							
2	Bena (existing)	230							
	Bena-Ball Club		42209						
3	Ball Club	276	82,173						
4	Cut Foot	168	82,173						
5	Inger	430	82,173						
6	S Lake	278	82,173						
7	Noopiming	97	82,173	453,074	134				
8	Mission	399	190,905						
9	Prescott	113	190,905						
10	Oak Point	801	190,905						
11	Onigum	2,071	82,173						
12	Kego	1,326	190,905	845,793		180			
13	Boy	156	190,905	190,905			1224		
14	Sugar Point	185	190,905	190,905				1032	
	Federal Dam-Bena		42,209						
15	Federal Dam	150	82,173	124,382					829
		8,434	1,805,059	1,805,059					

Funding Opportunities

It is expected outside funds will be necessary to complete the buildout. The Leech Lake Telecommunication Company, LLC, will seek funds from CAF Phase II and Tribal Mobility Phase II, Minnesota State Taskforce on Broadband, USF High Cost Support, USF High Cost Maintenance, Leech Lake Housing Authority, and Leech Lake Band of Ojibwe government support.

Key Staff

Richard Schulman, Mr. Schulman is a member of the Leech Lake Band of Ojibwe. Mr. Schulman's background includes training in the U.S. Navy as an Electronics Technician. Mr. Schulman's experience spans thirty plus years. His employment in the technology and communications industry includes Program Support Representative and Customer Engineer, IBM, Minneapolis; Systems Programmer, Compten, Inc., Roseville, MN; Computer Site Manager, Cass Lake Indian Health Service; and the Leech Lake Band of Ojibwe's first MIS Director, LLBO 1999-2009. As MIS Director, Richard had developed the telephone network and was lead in designing and implementing the current telephone and broadband system utilized by the Leech Lake Band of Ojibwe today. Richard was instrumental in completing the installation of radios on LLBO water towers and the completion of the Onigum tower to serve the Northern Lights Casino. Mr. Schulman is the Manager of LLBO wireless telecommunications.

Sally Fineday, Ms. Fineday is a member of the Leech Lake Band of Ojibwe. Ms. Fineday studied Business Administration with an emphasis in Management at Bemidji State University. Ms. Fineday has experience and background in project management and all aspects of financial management and planning. Ms. Fineday's experience includes development of two nonprofit organizations – Native Vote Alliance of Minnesota and Moon Daughters. She has been active in community building with the Greater Leech Lake Adolescent Treatment Center community group and developed and implemented an American Indian Program with TakeAction Minnesota (a twin cities based political organization). Sally had worked with the LLBO from 2000-2003 as a Division Director and in 2005 as an Interim Executive Director of the LLBO and all business enterprises. Sally is currently employed with the Leech Lake Telecommunications Company LLC as the Business Manager and manages all aspects of the business development and operations of the new enterprise.

David DeVault, is a member of the Leech Lake Band of Ojibwe. Mr. DeVault is responsible for assisting with design and establishing telecommunication systems and specializing in voice and data telecommunication network circuits and equipment. Mr. DeVault plans network installations; voice and data networks by running, pulling, terminating, and splicing cables; installing telecommunications equipment, routers, switches, multiplexors, cable trays, building ironwork and ladder racks; establishing connections; programming features; establishing connections and integrations; following industry standards; activating remote access tools; coordinating with contractors; including service verification by testing circuits, equipment, and alarms; identifying, correcting, or escalating problems. Mr. DeVault is skilled with documenting network; recording configuration diagrams and specifications; including troubleshooting and repairing outages; testing network back-up procedures; updating documentation. Mr. DeVault maintains tower climbing training and experience; proper safety procedures, owns and maintains certified Tower Climbing Harnesses and Equipment certification; knowledgeable of N.E.C. Code wiring procedures; maintains and updates Elastix VoIP Courses; FreeRadius Courses; Daloradius Courses; AAA and Networking Courses.

Karmen Fairbanks, is a member of the Leech Lake Band of Ojibwe. Ms. Fairbanks is responsible for cash management and subscriber monthly billings. Ms. Fairbanks manages the office and responds to business situations on a daily basis. She maintains skills with Microsoft office and Quickbooks.

EXHIBIT 14

Budget Performance Report

Date Range 07/01/14 - 06/30/15

Include Rollup Account and Rollup to Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd
Fund 3 - Business Enterprise									
REVENUE									
Division 49 - Business Corp									
Program 1765 - LL Telecom LLC									
30320	Other Grants	50,000.00	(50,000.00)	.00	.00	.00	.00	.00	+++
30340	LLRTC Direct Funding	391,480.00	.00	391,480.00	53,448.49	.00	350,223.51	41,256.49	89
30360	Program Fees	76,593.00	(67,593.00)	9,000.00	640.00	.00	4,218.35	4,781.65	47
	Program 1765 - LL Telecom LLC Totals	$518,073.00	($117,593.00)	$400,480.00	$54,088.49	$0.00	$354,441.86	$46,038.14	89%
	Division 49 - Business Corp Totals	$518,073.00	($117,593.00)	$400,480.00	$54,088.49	$0.00	$354,441.86	$46,038.14	89%
	REVENUE TOTALS	$518,073.00	($117,593.00)	$400,480.00	$54,088.49	$0.00	$354,441.86	$46,038.14	89%
EXPENSE									
Division 49 - Business Corp									
Program 1765 - LL Telecom LLC									
40460	Cost of Products Provided								
50500	Wages								
50510	Fringe								
50520	Office Supplies								
50525	Advertising								
50535	Telephone								
50543	Travel								
50544	Mileage								
50550	Equipment Purchase								
50552	Equipment Lease								
50555	Equipment Maintenance								
50558	Gasoline								
50560	Training								
50565	Consultant & Professional Svs.								
50585	Indirect Allocation								
60600	Capital Expenditures								
60622	Dep. Exp. 120 General Govt.								
60650	Contracts & Consultants								
60698	Transfer of Asset								
	Program 1765 - LL Telecom LLC Totals	$518,073.00	($117,593.00)	$400,480.00	($73,125.51)	$9,035.53	$227,177.86	$164,266.61	59%
	Division 49 - Business Corp Totals	$518,073.00	($117,593.00)	$400,480.00	($73,125.51)	$9,035.53	$227,177.86	$164,266.61	59%
	EXPENSE TOTALS	[redacted]							
	Fund 3 - Business Enterprise Totals								
	REVENUE TOTALS	518,073.00	(117,593.00)	400,480.00	54,088.49	.00	354,441.86	46,038.14	89%
	EXPENSE TOTALS	518,073.00	(117,593.00)	400,480.00	(73,125.51)	9,035.53	227,177.86	164,266.61	59%
	Fund 3 - Business Enterprise Totals	[redacted]							

PUBLIC VERSION

Budget Performance Report

Date Range 07/01/15 - 06/30/16

Include Rollup Account and Rollup to Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd
Fund 3 - Business Enterprise									
REVENUE									
Division 49 - Business Corp									
Program 1765 - LL Telecom LLC									
30340	LLRTC Direct Funding	297,526.00	.00	297,526.00	72,125.71	.00	252,738.73	44,787.27	85
30360	Program Fees	24,000.00	.00	24,000.00	1,282.50	.00	37,338.54	(13,338.54)	156
	Program 1765 - LL Telecom LLC Totals	$321,526.00	$0.00	$321,526.00	$73,408.21	$0.00	$290,077.27	$31,448.73	90%
	Division 49 - Business Corp Totals	$321,526.00	$0.00	$321,526.00	$73,408.21	$0.00	$290,077.27	$31,448.73	90%
	REVENUE TOTALS	$321,526.00	$0.00	$321,526.00	$73,408.21	$0.00	$290,077.27	$31,448.73	90%
EXPENSE									
Division 49 - Business Corp									
Program 1765 - LL Telecom LLC									
50500	Wages								
50510	Fringe								
50515	Employee Incentives								
50520	Office Supplies								
50525	Advertising								
50530	Printing								
50535	Telephone								
50540	Meeting Expense								
50543	Travel								
50544	Mileage								
50550	Equipment Purchase								
50552	Equipment Lease								
50555	Equipment Maintenance								
50558	Gasoline								
50560	Training								
50565	Consultant & Professional Svs.								
50566	Dues, Subscriptions								
50580	Repairs & Maintenance								
50585	Indirect Allocation								
60622	Dep. Exp. 120 General Govt.								
60631	Space Rent								
60650	Contracts & Consultants								
	Program 1765 - LL Telecom LLC Totals	$321,526.00	$0.00	$321,526.00	$89,619.90	$26,142.22	$319,383.27	($23,999.49)	107%
	Division 49 - Business Corp Totals	$321,526.00	$0.00	$321,526.00	$89,619.90	$26,142.22	$319,383.27	($23,999.49)	107%
	EXPENSE TOTALS	$321,526.00	$0.00	$321,526.00	$89,619.90	$26,142.22	$319,383.27	($23,999.49)	107%
	Fund 3 - Business Enterprise Totals								
	REVENUE TOTALS	321,526.00	.00	321,526.00	73,408.21	.00	290,077.27	31,448.73	90%
	EXPENSE TOTALS	321,526.00	.00	321,526.00	89,619.90	26,142.22	319,383.27	(23,999.49)	107%

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PUBLIC VERSION

Budget Performance Report

Date Range 07/01/16 - 05/10/17

Include Rollup Account and Rollup to Account

Account	Account Description	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd
Fund	**3 - Business Enterprise**								
REVENUE									
Division	**49 - Business Corp**								
Program	**1765 - LL Telecom LLC**								
30340	LLRTC Direct Funding	.00	369,700.00	369,700.00	.00	.00	205,758.55	163,941.45	56
30360	Program Fees	.00	60,000.00	60,000.00	.00	.00	51,866.10	8,133.90	86
	Program **1765 - LL Telecom LLC** Totals	$0.00	$429,700.00	$429,700.00	$0.00	$0.00	$257,624.65	$172,075.35	60%
	Division **49 - Business Corp** Totals	$0.00	$429,700.00	$429,700.00	$0.00	$0.00	$257,624.65	$172,075.35	60%
	REVENUE TOTALS	$0.00	$429,700.00	$429,700.00	$0.00	$0.00	$257,624.65	$172,075.35	60%
EXPENSE									
Division	**49 - Business Corp**								
Program	**1765 - LL Telecom LLC**								
50500	Wages								
50510	Fringe								
50520	Office Supplies								
50525	Advertising								
50530	Printing								
50535	Telephone								
50540	Meeting Expense								
50543	Travel								
50544	Mileage								
50550	Equipment Purchase								
50555	Equipment Maintenance								
50558	Gasoline								
50565	Consultant & Professional Svs.								
50575	Utilities								
50580	Repairs & Maintenance								
50585	Indirect Allocation								
60600	Capital Expenditures								
60631	Space Rent								
60650	Contracts & Consultants								
	Program **1765 - LL Telecom LLC** Totals	$0.00	$429,700.00	$429,700.00	$871.50	$51,653.08	$258,496.15	$119,550.77	72%
	Division **49 - Business Corp** Totals	$0.00	$429,700.00	$429,700.00	$871.50	$51,653.08	$258,496.15	$119,550.77	72%
	EXPENSE TOTALS	$0.00	$429,700.00	$429,700.00	$871.50	$51,653.08	$258,496.15	$119,550.77	72%
	Fund **3 - Business Enterprise** Totals								
	REVENUE TOTALS	.00	429,700.00	429,700.00	.00	.00	257,624.65	172,075.35	60%
	EXPENSE TOTALS	.00	429,700.00	429,700.00	871.50	51,653.08	258,496.15	119,550.77	72%
	Fund **3 - Business Enterprise** Totals	[redacted]							
	Grand Totals								

PUBLIC VERSION

EXHIBIT 15

LEECH LAKE TELECOMMUNICATIONS COMPANY
190 Sailstar Drive N.W., Cass Lake, MN 56633
(218) 335-3490; (218) 851-8452

Lifeline Verification Form

This signed authorization is required in order to enroll you in the state and federal Lifeline Programs. This authorization is only for the purpose of verifying your participation in these programs and will not be used for any other purpose. Service requests will not be processed until this form has been received and verified by Leech Lake Telecom personnel.

I authorize the company to access any records required to verify my statements on this form and to confirm my eligibility for the Lifeline program.

Things to know about the Lifeline Program:
(1) Lifeline service is a federal benefit. Only eligible consumers may enroll in the program.
(2) Lifeline Service is available for only one line per household. A household cannot receive benefits from multiple providers; and
(3) A household is defined, for purposes of the Lifeline Program, as any individual or group of individuals who live together at the same address and share income and expenses.

Applicant Information:

First Name:_____MI: _____Last Name:_____

Date of Birth: Month:_____Day_____Year_____

Social Security Number (or Tribal ID Number if no SSN):_____(xxx-xx-xxxx) WTAP #_____

Contact Telephone Number: _____

Residence Address (No PO Boxes. Must be your principal address): This address is:☐ Permanent ☐Temporary ☐ Multi-Household

_____ Apt/Floor/Other _____

City _____State_ Zip Code _____

FOR OFFICE USE ONLY:
New ____ Recertification ___
Tribal:
_____ Yes ____ No
Other:
_____

_____
Initial Here

I hereby certify that I am an eligible resident of Tribal Lands (a reservation or other designated Tribal Land) and that I participate in at least one of the following programs (check all that apply).

☐ Bureau of Indian Affairs Gen Assistance
☐ Head Start (for those meeting income qualifying standard)
☐ Tribally-Administered Temp Assistance for Needy Families (TTANF)
☐ Food Distribution Program on Indian Reservations

_____
Initial Here

I certify that my household income is at or below 135% of the Federal Poverty Guidelines (FPG). There are ____ in my household.

I certify, under penalty of perjury: (Initial by Each Certification)

_____(1) The information contained in this form remains true and correct to the best of my knowledge and I acknowledge that willfully providing false or fraudulent information to receive Lifeline benefits is punishable by law with fines and imprisonment, and may result in de-enrollment or me being barred from the program.

_____ (2) I am a current recipient of the program checked above, or have an annual household income at or below 135 percent of the Federal Poverty Guidelines.

_____ (3) I have provided documentation of eligibility if required to do so.

_____ (4) I understand that I and my household can only have one Lifeline-supported telephone service. The company has explained the one-per-household requirement to me. I understand that violation of the one-per-household requirement constitutes a violation of the FCC's rules and will result in my de-enrollment from the lifeline program, and could result in criminal prosecution by the United States Government.

_____ (5) I attest to the best of my knowledge, that I and no one in my household is receiving a Lifeline supported service from any other land line or wireless provider.

_____ (6) I understand my Lifeline service is non-transferable. I may not transfer my service to any individual, including another eligible low income consumer.

_____ (7) I understand that if my service goes unused for sixty (60) days, my service will be suspended, subject to a thirty (30) day period which I may use the service or contact the company to confirm that I want to continue receiving their service.

_____ (8) I will notify the company within thirty (30) days if I no longer qualify for Lifeline. I understand this requirement and may be subject to penalties if I fail to notify my phone company. Specifically, I will notify my company if:

(1) I cease to participate in the above federal or state program, or my annual household income exceeds 135% FPG;
(2) I am receiving more than one Lifeline supported service;
(3) I no longer satisfy the criteria for receiving Lifeline support;
(4) Another member of my household is receiving Lifeline support.

_____ (9) I will notify the company within thirty (30) days of moving. Additionally, if my address listed above is a temporary address, I understand that I must verify my address with the company every ninety (90) days. If I fail to respond to the company's address verification attempts within thirty (30) days, my Lifeline service may be terminated.

Notice Information:
LEECH LAKE TELECOMMUNICATIONS COMPANY
190 Sailstar Drive NE
Cass Lake, MN 56633
(218) 335-3490
(218) 851-8452

_____ (10) The company has explained to me that I am required each year to re-certify my continued eligibility for Lifeline. If I fail to do so within thirty (30) days, it will result in the termination of my Lifeline service. I acknowledge that, in addition, I may be required to re-certify my continued eligibility at any time and failure to re-certify will result in de-enrollment and termination of my Lifeline benefits.

_____ (11) I authorize and understand that the company may provide to state and Federal agencies, as required by law, for the purposes of complying with the Lifeline program all the information related to my account including but not limited to my name, date of birth, social security, usage history, address and phone number. I understand that a failure to provide this consent will result in my being denied Lifeline service.

_____ (12) I understand that my name, telephone number, date of birth, last four digits of my social security number or tribal identification number, and address will be transmitted to the Universal Service Administrative Company (USAC) and/or its agents for the purpose of verifying that I do not receive more than one Lifeline subsidy. I understand that a failure to provide this consent will result in my being denied Lifeline service.

_____ (13) I understand that if USAC identifies I am receiving more than one Lifeline subsidy, all carriers involved may be notified so that I may select one service and be de-enrolled from the other.

_____ (14) I understand that by signing this form I am authorizing appropriate state and federal agencies to disclose or give access to confidential information about me for 90 days from the date of this application for the purpose of determining my eligibility for Life Line assistance.

_____ _____
APPLICANT'S SIGNATURE DATE

_____
PRINT APPLICANT'S NAME

GSB:8302189.1