

TRIBALNET^{magazine}

FALL 2021

A PUBLICATION FOR TECHNOLOGY MINDED PROFESSIONALS IN TRIBAL GOVERNMENT,
TRIBAL HEALTH, TRIBAL GAMING AND NON-GAMING TRIBAL ENTERPRISES

Together we can &
WILL do more



TRIBALNETONLINE.COM FALL MAGAZINE



TRIBALNET

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FALL 2021



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WELCOME

TO TRIBALNET'S MAGAZINE

FROM SHANNON BOUSCHOR
TRIBALHUB'S DIRECTOR OF OPERATIONS

As the TribalHub team wrapped up an extremely successful first ever Tribal Cybersecurity Summit, prepared to release this Fall magazine edition, and all while in high-gear planning mode for the 22nd TribalNet Conference & Tradeshow, I couldn't help but think of how our ability to adjust to unexpected changes can really show us what we are made of. What I'm seeing time and time again, with tribes all across the U.S. right now, is that same awareness, that no matter how challenging, we can embrace the things that move us forward and it's easier when we try not to do it alone! TribalNet has always been about bringing people together and after 22 years of this effort, it's crystal clear that our story is your story. So while you flip through the pages of this issue, whether digital, or in old school print, I hope that you find value in what you read, discover something you can apply to your workplace, identify something or someone new and feel a sense of belonging to this great community we call TribalNet. Because **together we can and WILL do more!**

Shannon Bouschor

TribalHub, Director of Operations
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by Todd Williams



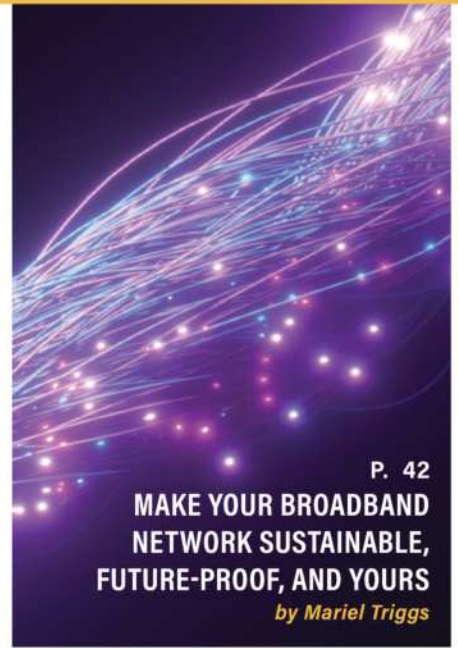
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TRIBALHUB



On Behalf of -
TribalHub's Founder and
Executive Officer - Mike Day

MOVING TO THE CLOUD AND REMOTE WORK

"Our research and communications with tribes all point towards the continued expansion of cloud services to communities and businesses. Tribes are beginning to understand and utilize the benefits of cloud and gaining a comfort level with using these services. I would expect to see tribes having an increased focus on the additional processes and products they can implement to further secure their cloud communications and cloud data services to protect the sovereignty of their data."

CYBERSECURITY AND TRIBES

"The point I am addressing here is that it is not taboo to consider outsourcing all, or part, of a tribe's cybersecurity program, rather it is a smart and rational business consideration that should be considered when (more) effective. If it is a cost effective solution, the only real question is: who can provide the security services better?"

Hear From Your Peers in the Industry Each Issue - Facing Similar Challenges as You!

SPORTSBOOK AND ONLINE GAMING

"A challenge every new operator will face is selecting a funding source to interface with the sports betting platform. Credit card merchant service companies and credit card companies are being very cautious transitioning into the online sportsbook space. Operators must produce comprehensive network diagrams and commissioning documents proving there is no violation of any Federal or State law, including the Wire Act. The Sky Ute Casino selected Sightline Payments as the funding solution and they were able to navigate their team through this complex environment." **Travis Garlick, Assistant General Manager, Sky Ute Casino Resort**

Hear From Valued
Product and
Solution Providers
in the Industry

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Best Tools &
Resources
Will Succeed

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Tiffany Korenic, Membership and
Resource Specialist -
tiffany@tribalhub.com

TribalHub Exists as a Platform for Tribes to Connect, Grow and Gain Opportunities



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AGENCY UPDATE: CISA

CYBERSECURITY AND INFRASTRUCTURE
SECURITY AGENCY (CISA)

Priority Services: Emergency Tele- communications Support with a Customer Care Team

TO LEARN MORE ABOUT HOW YOUR
TRIBE CAN BENEFIT FROM CISA'S
TRIBAL ENGAGEMENT ACTIVITIES AND
TECHNICAL ASSISTANCE AVAILABLE
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AFFAIRS AT:

CISATRIBALAFFAIRS@CISA.DHS.GOV



During an emergency, communications networks run the risk of becoming congested, much like what occurs on roads and highways during a traffic jam at rush hour. This network congestion can occur due to an increase in concurrent phone calls, or when network traffic needs to be rerouted because of damage to a section of network infrastructure. Network congestion may mean that an emergency call cannot go through when a community needs it the most. To prepare for communications interruptions and mitigate potential network congestion, tribes can access a variety of backup telecommunications tools provided by the [Cybersecurity and Infrastructure Security Agency \(CISA\)](#).

CISA provides three essential no-cost [priority telecommunications](#) subscription-based services that enhance call completion rates and prioritize circuit repairs during times of network congestion:

- **Government Emergency Telecommunications Service (GETS):** Provides users end-to-end priority over landline networks
- **Wireless Priority Service (WPS):** Provides users priority over wireless networks
- **Telecommunications Service Priority (TSP):** Provides subscriber organizations priority repair and installation of vital voice and data circuits



Priority services also provide no-cost access to a community of technical experts dedicated to helping you and your tribe with customer service needs, routine training support, and maintenance. The team consists of Priority Telecommunications Services Area Representatives (PARs) in each CISA region, the Service Center, and CISA headquarters staff who, together with commercial carriers, perform network testing and keep the services running when they are needed most. The PARs will help tribes navigate the enrollment process, answer questions, and provide training and testing support. The Service Center provides 24/7 customer service to help with enrollment, answer subscriber questions, and troubleshoot technical problems.

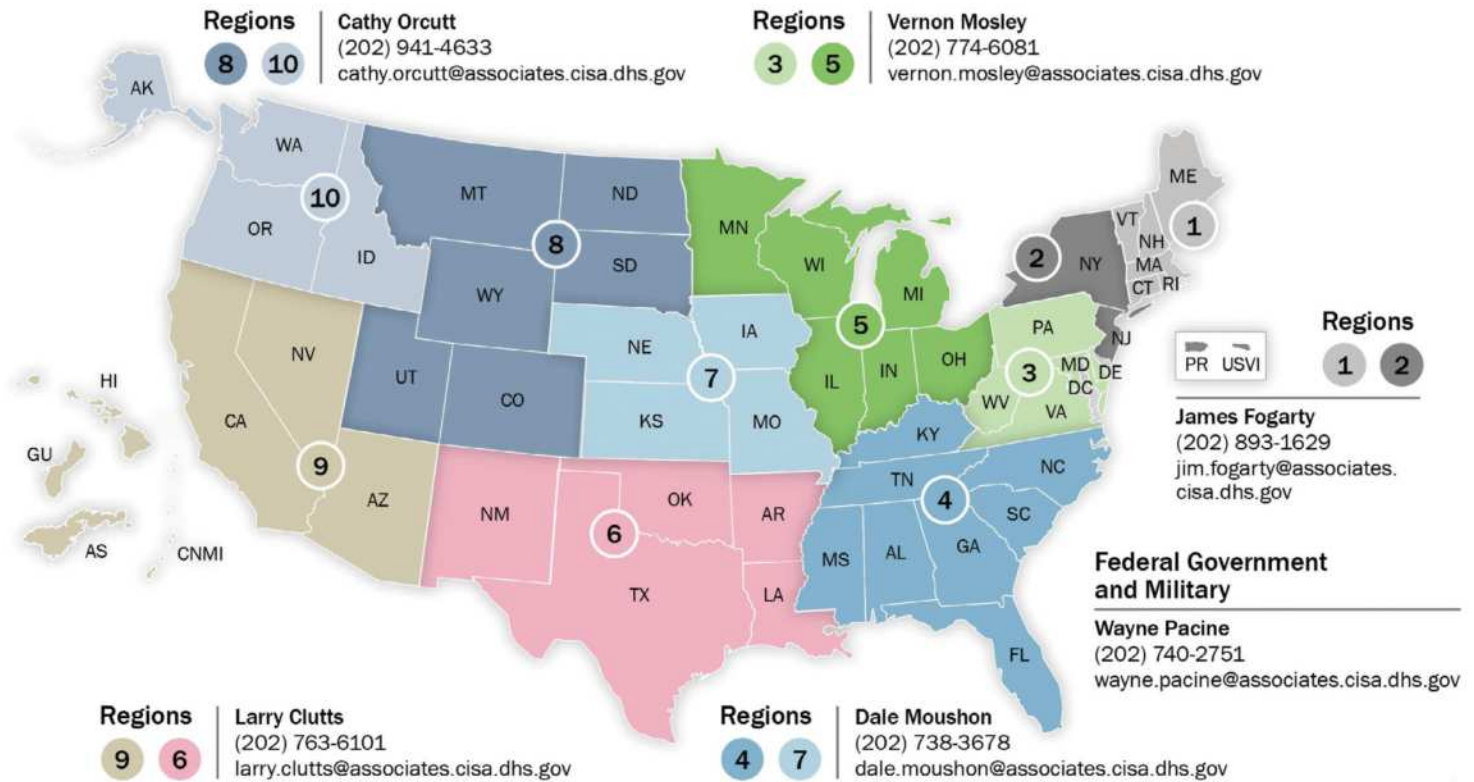
More organizations and people are eligible for priority services than you might think! A common misconception is that priority services are only available for emergency responders and individuals serving in leadership positions; however, any individuals or organizations considered essential to the functioning of your tribal community (e.g., public works, manufacturing, information technology, law enforcement, fire department and emergency medical services, environmental protection, transportation) should enroll. Currently, there are 766 tribal GETS and 1,010 tribal WPS subscribers, and these numbers continue to grow as awareness of these services expands. Your PAR can help you determine who within these organizations should receive GETS cards and enroll in WPS.

By taking advantage of these free services, you are joining a wider community of tribal and non-tribal organizations that are more resilient and better prepared to face known and unknown threats. With our Service Center team and regional representatives, your community will always have the support it needs.

To learn more about priority services, connect with the local representative by contacting the CISA Priority Telecommunications Service Center at 866-627-2255 or visit cisa.gov/pts.

CONTACT YOUR REPRESENTATIVES AT:

Regions 1 and 2 – James Fogarty, 202-893-1629, jim.fogarty@associates.cisa.dhs.gov
Regions 3 and 5 – Vernon Mosley, 202-774-6081, vernon.mosley@associates.cisa.dhs.gov
Regions 4 and 7 – Dale Moushon, 202-738-3678, dale.moushon@associates.cisa.dhs.gov
Regions 6 and 9 – Larry Clutts, 202-763-6101, larry.clutts@associates.cisa.dhs.gov
Regions 8 and 10 – Cathy Orcutt, 202-941-4633, cathy.orcutt@associates.cisa.dhs.gov



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Q&A with Renita DiStefano, VP of IT/CIO Seneca Gaming



I had the opportunity to sit down and connect with Renita DiStefano, one of the FIRST women, Native American CIO's in Tribal Gaming. Renita is a board member for TribalNet and has also been a writer and speaker at our events several times in the past, so we have many years behind us of working together. She is always open for connecting and conversation and I'm truly happy to call her a friend. As you read on you will see that Renita has some exciting technology projects happening at Seneca Gaming and is always pushing for continuous improvement. Her leadership style puts people first and it really was a pleasure to meet with her for this interview. Here is a look into our discussion!

-**SHANNON BOUSCHOR**, Director of Operations, TribalHub



INTERVIEW WITH
RENITA DISTEFANO
VP OF IT/CIO, SENECA GAMING CORPORATION

Q: WHAT CAN YOU TELL US ABOUT THE SIZE OF YOUR IT DEPARTMENT AND AREAS YOU OVERSEE?

A: At full staff we have 65 team members in our department and oversee IT for three gaming properties, two of them with a hotel, and one golf course. Our flagship property, Seneca Niagara has the largest footprint with roughly 2500 slots; we have about 5,000 slots in total. There's also event/conference center and full resort-style offerings.

Q: HOW WOULD YOU DESCRIBE SENECA'S CYBERSECURITY FOCUS?

A: Every member of the IT team has a role in information security, however, roughly 10-15% of our team is dedicated solely to information security and assurance. Cybersecurity is a big focus for Seneca; this cascades all the way from the top down. I am asked regularly to deliver our state of cybersecurity to the Board of Directors and also field questions and provide input to the Seneca Nation. We have several products and layers of protection and information security is baked right in at the start of every project. We don't want to do a vulnerability assessment AFTER implementation and see reports dripping in red. It's been unfortunate that during a time when tribal properties have had less staff and resources to dedicate to security, that the threat landscape and associated risks have increased. Every week, we see the headlines with tribal entities hit by ransomware. And, then there's a lot we don't see publicly, but we know it is happening. We've recently joined the Tribal Information Sharing and Analysis Center (Tribal-ISAC); we're

excited to be a part of it. As information security practitioners, we all try to think like the bad guys - but we aren't the bad guys. The threat landscape has exponentially increased and we need to come together to fight this.

Q: WHAT CAN YOU TELL US ABOUT YOUR JOURNEY AS A LEADER DURING THE COVID PANDEMIC?

A: I think for every IT leader, it's been about our ability to respond quickly and decisively to the changing needs of the business and our leadership. I am so grateful for a being part of a team that has a good incident response process. We were exceptionally "ready" to support a full remote workforce from a technical perspective. More importantly, we have a culture that is founded on building strong relationships and staying engaged with the team. In the beginning, when we were all scattered, I really tried to stay as much in contact and connected with my team as possible. It wasn't just about connecting on a professional level, it was on a personal level. The work that we do in technology is already challenging, so you can't ignore the human side of things. I genuinely care about my team and their well-being and throughout this whole thing, I have made sure they know that. It's about listening more, individualizing relationships and thinking employee-centric as a leader and as part of the bigger picture. Throughout the last 18 months, technology has allowed us to feel part of a team no matter where we are, but leaders still need to foster environments that help us continue to engage, be creative and collaborative.

Q: WHAT ARE SOME BIG TICKET PROJECTS YOU GUYS HAVE EITHER RECENTLY COMPLETED OR ARE KICKING OFF?

A: During the shutdown, we took advantage of an empty casino to complete maintenance projects, which almost never happens in a 24/7 environment. We moved quickly and methodically through infrastructure and upgrade projects including a complete wide area network (WAN) redesign. Reopening meant reprioritization and revisiting the cadence of our project portfolio as well as evaluation of emerging technologies. The last year has been a challenge and really we are still working through all the changes and expectations. The move to cashless, touchless and frictionless interaction with employees and guests was on the horizon even before COVID, but the pandemic really accelerated that conversation. Our biggest project on the horizon is our Enterprise Data Warehouse and BI project (EDWBI). This is

an organizational conversation more than a technical one so there are a lot of parties involved in the discovery stage. We engaged an EDW/BI "sherpa" of sorts to help guide us through. In a project like this when you are working on finding new and better ways of doing things it can be a challenge because you are managing the project and also managing change. The big question is, what will our competitive advantage look like when we can divorce the spreadsheets - it's a high priority project in the eyes of our CEO.

Q: BEING PEOPLE-CENTRIC, WHAT IS YOUR TAKE ON THE IMPORTANCE OF NETWORKING/CONNECTIONS?

A: For me, my network is critical to success. Within my peer group, one of us is almost always at the start, middle or end of a project that someone else about to be working on. We share lessons learned from our processes, selections, purchases and experience with

implementation. Sometimes it's not even about saving money, it's about the "gotchas". I rely heavily on my peers and lessons learned and I like to reciprocate. It's why I'm a member of TribalHub; it's why I attend events and participate in interviews. It always comes back to the people.

I would like to thank Renita for taking the time to connect with me and allow me to share our conversation with TribalNet's readers. If you would like to connect with her- she welcomes your email at:

RDStefano@senecacasinos.com



AGENCY UPDATE: FCC

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COMMISSION (FCC)

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EMERGENCY BROADBAND BENEFIT PROGRAM:

On May 12, 2021, the Commission launched the \$3.2B Emergency Broadband Benefit (EBB) program. The program provides eligible households with a temporary discount on broadband service and associated equipment rentals up to \$50 a month, or for eligible households on tribal lands, up to \$75 a month. Participating providers may also offer a one-time \$100 discount on the purchase of a laptop, desktop or tablet computer. The program will end six months after the Department of Health and Human Services declares the end of the COVID-19 pandemic, or when available funding runs out, whichever occurs first. Eligible Telecommunications Carriers (ETCs) are automatically eligible to participate in the EBB program. Broadband providers that were providing internet access service as of December 1, 2020 may apply to participate in the program. More information on the program can be found at: <https://www.fcc.gov/emergency-broadband-benefit-program>. The Universal Service Administrative Company (USAC), which administers the EBB program under the Commission's supervision, maintains an enrollment and expenditure tracker, including tribal household data, at: <https://www.usac.org/about/emergency-broadband-benefit-program/emergency-broadband-benefit-program-enrollments-and-claims-tracker/>.

EMERGENCY CONNECTIVITY FUND:

The Commission is currently reviewing applications submitted during the 45-day initial filing window, which closed on August 13, for its temporary \$7.1 billion Emergency Connectivity Fund (ECF). The ECF will provide qualifying schools and libraries with funds to purchase laptops and tablets, Wi-Fi hotspots, modems, routers, and broadband connections to serve the unmet needs for off-campus use by students, school staff, and library patrons during the COVID-19 pandemic. Remaining funds, if any, will be distributed through a second filing window. More information on the program can be found at: <https://www.fcc.gov/emergency-connectivity-fund>.

RURAL DIGITAL OPPORTUNITY FUND:

On July 26, 2021, the Commission announced that it is ready to authorize over \$311 million in broadband deployment funding across 36 states through the Rural Digital Opportunity Fund (RDOF). The Rural Digital Opportunity Fund is part of a broader effort by the FCC to close the digital divide in rural America and focus limited universal service funds on unserved areas that most need support. In October 2020, the Commission adopted rules creating the 5G Fund for Rural America, which will distribute up to \$9 billion over the next decade to bring 5G wireless broadband connectivity to unserved areas in rural America.



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CREATOR OF



Keeping the Community Connected Through Digital Culture



Ask anyone about the growing importance of technology throughout the COVID-19 pandemic and the conversation will most likely include the standard topics we have all been discussing since early 2020: the act of transitioning a workforce into a telecommuter status, the pain of trying to supervise kids' schooling from home, the lack of broadband in rural areas, etc. These are all very important topics that I believe we will be talking about for decades to come. However, I have noticed that one thing rarely gets mentioned: the major impact technology is having on tribal communities by keeping them connected — not just on an individual level, but on a deep, societal one.

Gathering for events is an important part of life for most people, in tribal communities even more so. Traditional gatherings, ceremonies, and other events with roots that reach back thousands of years often involve the whole tribal community. Then along comes a global pandemic and we were all told to stay inside and as far away from each other as possible. So out of necessity, the gatherings that create the bonds and hold tribal communities together did what everything else had to do: moved into a digital space.

For the Suquamish Tribe, one of the traditional events that transitioned to an online platform was the Lushootseed language program. Lushootseed is a Coast Salish dialect, spoken by the first peoples of the Pacific Northwest region, which was nearly lost after failed assimilation practices of the late 19th century. Today, the teaching and learning of Lushootseed is a way of connecting the past, present, and future of the tribe. Since October 2020, the Suquamish Lushootseed Language Coordinator, Lena Maloney, has transitioned her traditionally in-person language classes to an extremely popular digital series.

I was able to meet with Lena and gain some insight on how successful this transition has been, and the importance of this to the

Suquamish people. Early in the pandemic, Lena and her staff decided to move their classes to Zoom, and the response was extremely positive. "Once we got past some of the technical issues — elders on iPads, poor connections — it really started to flow," said Lena. "We use the idea of a language nest or a place where the language can live. [From home] students can select a room where only Lushootseed is spoken." Lena and her five-person team recorded pronunciation videos which were posted to the program's YouTube page so students could listen to the exact way a phrase was meant to be spoken. By Fall 2020, she had begun a "Phrase of the Week" email, which was sent to tribal members and tribal government employees so everyone could be involved. Each email includes a short phrase with its spelling in Lushootseed, an MP4 recording for pronunciation, and a link to their YouTube page if anyone is interested in more information.

The program always had a strong following, but after moving online, interest has been massive. Lena stated that "Our last 8-week class had 62 students. Tribal members living in Idaho and Florida now get to join us." Before, in-person classes were always seen as a difficult time commitment. Now, tribal members can enjoy these events from the comfort of their own homes and don't even need to live in the area. When I asked Lena the all-important question of if she were considering ever returning to a pre-COVID program, she replied, "No, we'll continue online forever."

Lena went on to tell me about her growing list of ideas for what she'd like to do next with technology and the language program. This includes everything from QR codes to mobile apps for pronunciations on the go, and even some physical products like interactive children's books with buttons that play recorded phrases when pressed. As someone who is about to become a first-time father, I love that idea and would be first in line to purchase this book from Lena's team.

As we continue to fight against the pandemic, I believe it is important to find these positive examples of digital transformation. Something as essential to the Suquamish people as their language now has a new home — a home where it is thriving and growing every week. And once the pandemic is far behind us, the Suquamish Lushootseed Language Program will still be bringing people together from all over the country and keeping that community spirit flowing across the internet.



BY

AARON WHEELER

IT DIRECTOR, SUQUAMISH TRIBE

ABOUT THE AUTHOR

Aaron Wheeler is the Information Technology Director for the Suquamish tribal government. Aaron has been with the IT department for over 15 years and has been serving as its director since 2015. Aaron leads a team of 8 IT technicians and engineers, who support and maintain the systems for the nearly 400 government employees. Aaron has a Bachelor of Science in Information Technology Administrative Management from Central Washington University, and recently graduated from Washington State University with his Executive Master's in Business Administration.

A woman with two long, dark braids, wearing a white sweatshirt and a black bandana with a white pattern, is smiling and looking upwards. She is standing outdoors in front of a large, circular, grey stone structure. In the background, there are green trees and a tall, multi-story brick building under a blue sky with light clouds.

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AGENCY UPDATE: IHS

INDIAN HEALTH SERVICE (IHS)

Indian Health Service Office of Information Technology Industry Update

WRITTEN BY

Mitchell Thornbrugh, Indian Health Service Chief Information Officer & Director of the Office of Information Technology

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The Health IT Modernization project at IHS has the opportunity to make a generational impact on healthcare in Indian Country. The modernized infrastructure will replace the existing Resource and Patient Management System (RPMS) Electronic Health Record and ensure interoperability with existing tribal, urban, and Veterans Affairs systems. This also includes keeping tribal and urban Indian organization partners engaged through listening sessions and routine updates. IHS conducted listening sessions on June 15 and 17 regarding progress and acquisition planning.

IHS held a Virtual Industry Day on May 21 to provide additional information on the modernization effort and acquisition approach. Over 300 attendees participated, representing almost 200 organizations. The Virtual Industry Day information can be accessed at [sam.gov](https://www.sam.gov).

A draft Statement of Objectives was recently posted to [sam.gov](https://www.sam.gov) to solicit feedback from industry about the HIT modernization acquisition approach. The IHS Acting Director issued a Dear Tribal Leader Letter on August 9 to invite tribal and urban Indian organization partners to comment on the draft as well. The feedback will be used to improve and finalize the Request for Proposals that will be released later this year. The final Request for Proposals will include a Statement of Objectives instead of a detailed list of functional requirements to give the industry broad flexibility to offer creative solutions that address the modernization project's objectives. This acquisition will include all system components needed to replace the existing IHS Electronic Health Record, including site organizational and technical readiness assessment, training, implementation, and ongoing system support.

IHS recently completed an interoperability pilot that allowed RPMS users to connect to eHealth Exchange and query the Veterans Administration for shared patient information. The pilot focused on technical capabilities and successful onboarding with eHealth Exchange and the Veterans Administration. The information will inform a future national rollout plan and connectivity with additional tribal and urban community partners.

The IHS Office of Information Technology will continue to support the existing RPMS suite and related technology infrastructure to ensure our communities and health systems have digital tools to deliver high-quality care. The 21st Century Cures update will be necessary to advance interoperability, address information blocking requirements, COVID-19 priorities, and other development efforts.

IHS will continue to post announcements and training regarding RPMS development on the RPMS training page and through the listserv. Training will include recordings, live eLearning sessions, hands-on examples, office hours, and train the trainer programs.

Updates for the Health IT Modernization Project are available at <https://www.ihs.gov/hit/>.

Please follow IHS on [Facebook](#), [LinkedIn](#), and [Twitter](#) for the latest updates from the agency.

If you are interested in supporting the IHS mission and furthering your career in health information technology, informatics, administration, or direct patient care, please consider applying to join the IHS team. New positions are posted weekly on <https://www.ihs.gov/careeropps/> and [USAJOBS.GOV](https://www.usajobs.gov).

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- **Scott Harding**, IT Supervisor
Greenville Rancheria



THE TIME TO ACT IS NOW

How Info-Tech can partner with you to Maximize the Potential for ARP Funding

ARP is a 1.9 trillion-dollar relief package offering aid across the United States to combat the effect of the COVID-19 pandemic.

IT organizations can emerge as business enablers and community leaders. For that, they need to leverage ARP funding by partnering with the business.

Use this opportunity to re-assess priorities, identify budget needs, make your case, confidently execute, and ensure compliance.



1. Think Big

I WANT TO PIVOT FROM REACTING TO INNOVATING.

Are you ready to stop firefighting and start transforming the business? With the influx of funds across various industries and agencies, it's a great time to explore transformational projects.



2. Align With the Business

I WANT TO START PREPARING FOR ARP FUNDING.

Are you looking to prepare for ARP funding?

There is a lot to unpack in the new American Rescue Plan Act, and the potential for IT departments is undeniable.

During unprecedented times, the U.S. government has authorized numerous stimulus packages to help organizations continue operations and adapt to new challenges.

If you need help with a plan, we're here for you.



3. Analyze IT Budget and Staffing

MY ORGANIZATION RECEIVED ARP FUNDING.
HOW DOES IT GET A PIECE OF THE PIE?

Are you looking to leverage ARP to fund your IT budget and staffing needs? The past year has tested the adaptability and resilience of many IT organizations. Use this opportunity to analyze deficits and identify the need for new IT skills.

- Use our research to analyze your IT budget and staffing needs.
- Whether you are looking to build a new budget or identify the skills required to maintain services deployed during the pandemic, we can help.
- Explore our related research to DIY or speak to a subject matter expert in these areas.



4. Build the Case for Funding

I HAVE A TECHNOLOGY PROJECT I WANT TO FUND.

Are you looking to use ARP funds for a specific technology project?

There are billions of dollars earmarked for technology as part of ARP. Position your IT department to take advantage of funds as soon as they become available.

Use Info-Tech's blueprint to gain an understanding of the grant writing lifecycle and learn best practices to enhance your organization's grant funding success rate.

Formalize your grant writing process to increase the chances of being successfully awarded grant funds to support your organization's programs and services.



5. Execute With Confidence

I NOW HAVE THE FUNDS BUT NO BANDWIDTH TO EXECUTE.

Are you looking to use a vendor for an ARP project?

Expedite projects by leveraging funds to hire external resources and partner with vendors.



6. Ensure Compliance and Reporting

HOW DO I REMAIN ALIGNED WITH FUNDING TERMS AND EXPECTATIONS?

Do you need to establish reporting to demonstrate compliance?

Safeguard your funding by reporting on project outcomes and showcasing the impact of funds on the IT organization.

Review Info-Tech's American Rescue Plan Centre



Contact the NATRC
to get started today



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Larry Fretz
Practice Lead, NATRC
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YOUR TEAM, YOUR COMMUNITY



BY
CHRISTOPHER OROZCO
DIRECTOR OF TEAM MEMBER RELATIONS
WIN-RIVER RESORT & CASINO

ABOUT THE AUTHOR

Christopher is the Director of Team Member Relations at Win-River Resort & Casino. He believes the fundamental purpose of HR is to improve the quality of life of every single person within an organization, both inside and outside the workplace. He's passionate about purposeful leadership; listening to the needs of others, setting out to intentionally do good for others, and seeing the potential in someone to empower them to add something meaningful to our world. You can read more about Christopher's thoughts on life and leadership by following along with him on [Twitter](#).

Back at the 2020 TribalNet Conference & Tradeshow, I had the opportunity to (virtually) speak about the long-term impacts the COVID-19 pandemic would have on our workplaces. I admittedly viewed those impacts through the optimistic lens that we'd hopefully see the end of the pandemic sooner rather than later, and we'd be able to put words into action to transform our workplaces. Fast forward to Fall 2021, and it's clear we are not living in a post-pandemic world yet; we are still very much in a battle against COVID-19. Despite this, it is still a powerful time to take a hard look at our workplaces and to honestly question what we've learned from this pandemic and how we can put these lessons into action.

Essentially, an employer is building a community when they are hiring people. With each hire, your community grows and the chance to change lives also grows. When you think of a community, what comes to mind? For me, I think of fellowship, belonging, acceptance, love, and connection. Communities come in all shapes and sizes, but they all share some of the same characteristics. By the very definition of the word, community is a feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals. Sound familiar? It should, because the signature of a great workplace is the ability to bring people together around a common vision and mission, in pursuit of the same outcomes. And this is all built around human connection.

Now, building connection may seem like an impossible task when the world seems to be

built on keeping people apart in the name of safety and health. But this doesn't have to be the case. A pandemic does not present a rigid barrier to creating a connection among workers. Believe it or not, there has never been a better time to build connections between people. At a time when folks may feel the most alone and are experiencing some of their greatest struggles in everyday life, an employer can step up and truly build their community in a way that delivers in the deepest ways for the people that are a part of that community.

An employer can be such a powerful social force, and connection is an equally powerful force. Whatever the mission of your organization is, regardless of the products you sell or the clients you serve, there exists a chance to deliver a purpose that's built on the fellowship and passion of good people. I personally know that being part of a community can be difficult at first. The fear of rejection can be incredibly daunting to overcome. But I know a force that's too powerful for even fear to conquer, and that is compassion. Whether it's kindness, empathy, or love, compassion in all its many forms is free to give and is relentless in its power to change a life. Discussions about mental health have now become commonplace within the modern workplace. It's unfortunate that it took a global pandemic to get here, yet here we are. And we should not throw this opportunity away.

We cannot talk about building communities without first acknowledging mental health. We often prioritize physical fitness in corporate wellness programs, but the conversation about mental health has to

share the same importance. People come to work every single day with their own hopes and dreams, but they also come to work with their own struggles and sorrows. Employers may often ask their people to leave their personal lives at the door when they clock in for work. Employers ask workers to be ready to serve others, but don't consider how they might first serve their employees. It is often said that the customer is always first and the customer is always right, but this immediately strips your employees of their value and negates their role in creating solutions. In each of these scenarios, compassion is completely absent and the focus on employees' mental health is lost. With those absences comes the challenge of showing employees that you, as their employer, genuinely care for them. In these difficult times, this is simply not an option. Employee well-being should be the highest priority of an employer.

Imagine for a second what it would be like if every employer fostered a work environment in which their people felt loved, accepted, and knew they truly belonged among their peers. What would leadership look like in this environment? We can never effectively serve people we do not understand. This is where leadership truly begins, when leaders take those first steps towards understanding the most essential role they have — to serve the people in their community, to lift them up, to create opportunity for them, and sometimes, just to listen. In good times and in bad, it's so important for leadership to understand what support looks like to the people in a community. Let's hear from them — check in with them and know how they're doing. If a community is built on belonging, acceptance, love, and connection, then the best way to bring people together is to know their hearts and give them the trust that is necessary to help them unleash their talent.

Work is such a big part of people's lives, and it shouldn't be a bad part of their lives. The one memory that can last someone a lifetime is how much you cared about them, the times you looked out for them, the times you showed love for them. That's what they'll remember. That's where fellowship starts, and that's where the social impact an employer can make begins. Even when a pandemic may push us apart, it's possible to still be emotionally present for each other even when we can't be physically together in the same building. Start looking at your workplace as a community and then use that to look for fresh ways to connect with your people and to build a connection among them. Something really special happens when compassion exists between people — lives are changed and people are brought together. Let your workplace be the catalyst for that change.



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How our **Business Intelligence & Data Warehouse Project** Became an Overnight Success at Foxwoods Resort Casino

(never mind the 20+ years in the making)



BY

TODD WILLIAMS

SYSTEMS DEVELOPMENT MANAGER
FOXWOODS RESORT CASINO

ABOUT THE AUTHOR

Todd Williams has worked in Information Technology at Foxwoods Resort Casino for over 25 years delivering business solutions. He has served as the Systems Development Manager with a Team of five and a focus on hospitality software solutions for the past 12+ years. He also performs the role of Data Warehouse and Business Intelligence Program Manager.

There's no such thing as an overnight success, but let's not let facts get in the way of a good story...

I have been the humble Information Technology (IT) steward of three different generations of Data Warehouse (DW) and Business Intelligence (BI) Technology here at Foxwoods Resort Casino over the course of the past 20+ years. During that time, the DW/BI project has seen its share of successes and missteps. I have learned immensely and fallen "virtually" on my face more than I care to remember. My best lessons learned were usually a result of the hardest challenges I faced.

IN THE BEGINNING:

At the beginning of my career my directive from my then CIO was to implement a DW with Super User Analytical Tools and an Interactive Executive Dashboard to help drive and steer the business. It was branded as a Decision Support System at the time. At that point, we had no staff, no software tools, no clear requirements, and no DW Database. Additionally, no one, including most executives, was asking for this. What could possibly go wrong? The status quo of our corporate culture was to receive ad-hoc Excel reports via email from the analysts who culled the data in whatever way they could. Those organizational habits were difficult to break, but I won't bore you with every twist and turn over those 20 years of software selections, leadership changes, waning and then surging interest in DW/BI, and billions of transactions loaded and analyzed. It probably makes more sense to share the lessons that I've learned through this odyssey.

LESSONS LEARNED:

1. Don't fall in love with a specific technology. Of course, perform your due diligence and research all of the relevant technologies out there. Score them based on your organization's unique priorities, make a selection, and stay focused on getting the most out of that product suite. Squeeze the value out of it for as long as you can, but remember, all software products have strengths and weaknesses, and eventually evolve over time. Software company acquisitions also have a nasty penchant for throwing curveballs at you. Looking back, I can attest to the fact that 75% of the BI/DW companies that we've used through the years have been acquired by other companies, which in many cases resulted in a product being phased out or morphed into something unrecognizable. There are some notable exceptions, which we've been lucky to bet on.
2. IT cannot be the primary driver of a Data Warehouse or Business Intelligence project. IT has and always will play a strong supporting role. The push needs to come from the Business Unit; Operations, Marketing, Finance, etc. Executive sponsorship is critical. When the "pull" comes from the Business Unit, the "dance" becomes so much easier. At times in my career, IT tried to "push" the BI project. Early on our DW/BI Team developed an interactive map of our Table Games Floor Layout with color coding and a drill-through by win/loss per day. It was cool, slick, and demonstrated well, but it was barely ever used. This may have been because no Business Unit specifically asked for these data, and the actionable value of it was limited. This was

definitely not a case of “The Field of Dreams” — we built it, but they did not come.

3. The maturity of your Business Intelligence Competency Center (BICC) is another key to the success of your BI/DW project. Our BICC has evolved and the bench has deepened through the years. Ours is primarily made up of our Financial Analysis & Planning Department, along with the Database Marketing Analysis Group. The communication is much tighter between these groups and IT, especially through the COVID-19 pandemic. We now have daily huddles to stay in sync and constantly reprioritize projects and data acquisition targets to stay profitable and ahead of budget. The camaraderie on those calls is palpable, especially now that we know in hindsight how precariously our business was teetering on the edge financially during the COVID lockdown.

4. Don't underestimate the value of a strategic partnership with your vendor. Our relationship with analytics software and

solution provider, SAS has developed over time. We first implemented SAS technology as our BI Platform back in 2003, riding on top of what was then our DW database, Red Brick. A few years later the DW database migrated to a Netezza Data Warehouse appliance. The data store may have changed, but SAS has persisted as our BI Platform ever since then. We reinvested in their technology in 2008 to include Marketing Automation, and a decade later we doubled down on their technology and upgraded to their latest platform (9.4) which included SAS Visual Analytics (VA). As we've implemented their newest technologies, we continue to partner with SAS's Customer Success Team to get the greatest value out of their product suite through SAS Workshops.

BACK TO THE BEGINNING:

So, whatever happened to that Interactive Executive Dashboard that my then CIO asked for 20+ years back? Fast forward by a number of years, and things started to fall into place. Key executives were demanding it, the SAS

Platform version supported it, the funding was there, and training ensued on SAS Visual Analytics in January of 2020. Then COVID-19 struck. After being open 24/7 for the prior 28 years, we painfully closed our doors (along with the rest of the country) for the first time since the casino opened. We reopened about three months later, very cautiously with carefully calibrated Interactive VA Reports that measured and analyzed all areas of the business including marketing promotions, slots and table game operations, hotel occupancy, food and beverage sales, and labor costs. We reopened the gaming floor, hotel rooms, and food and beverage locations in a measured way based on customer volume while constantly tweaking hours of operation. Our organization has stayed profitable every month since reopening and continues to beat budget projections. So yeah, our Business Intelligence and Data Warehouse Project became an overnight success at Foxwoods Resort Casino. It just took 20+ years and a global pandemic to get there.



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Remote U.S. Tribal Nations Leverage EBS Program for High-Speed Internet in **Major Connectivity Boost**



BY

ED CHOLERTON

SENIOR VICE PRESIDENT OF CUSTOMER EXPERIENCE,
NORTH AMERICA MARKET, NOKIA



BY

ALBERT KANGAS

COO, NEWCORE WIRELESS

ABOUT THE AUTHORS

Ed Cholerton is Senior Vice President of Customer Experience, North America Market at Nokia and Albert Kangas is COO for NewCore Wireless.

As high-speed broadband increasingly drives business, commerce, healthcare, and education, there are those who have been left behind in the digital divide — unable to conduct basic tasks online or afford quality service in their area. In many cases, remote and rural Native American tribes have been greatly impacted by this digital inequity.

According to the Federal Communications Commission (FCC), in 2020 628,000 native households did not have access to standard broadband. However, efforts are underway to improve the situation by using the Tribal Educational Broadband Service (EBS) spectrum, which leverages the frequency band 117 megahertz (MHz). This program is serving tribal lands with a license for broadband and wireless networking buildouts. To help reservations with these developments, Nokia, in partnership with WorldCell Solutions (previously NewCore Wireless, which has since integrated operations with WorldCell Solutions), has come on board to extend private wireless to parts of North and South Dakota, Oklahoma and California.

Initially, three indigenous communities are set to benefit from this endeavor, including the Standing Rock Sioux Tribe in North and South Dakota and the Cheyenne and Arapaho Tribes in Oklahoma. The first deployments will cover more than 12,000 square miles and provide broadband to more than 15,000 individuals residing on these reservations.

For decades, many native communities have had to rely on an obsolete dial-up connection or use mobile phones tied to costly data plans, since it was not possible to meet the upfront costs that service providers needed to establish network

infrastructure. The situation further worsened after the COVID-19 pandemic. As schools, universities, and businesses closed, and local clinics became overwhelmed by patients seeking care, the need for robust connectivity was acutely felt. One of the biggest challenges faced by these tribes was funding. Erecting cellular towers and putting fiber-optic cables into the ground requires large investments — a near-impossible task for communities reliant upon farming and modest entrepreneurial ventures.

The U.S. government's Coronavirus Aid, Relief and Economic Security Act, also known as the CARES Act, was specifically aimed to manage the public health and economic impacts of the pandemic. As a result, the funds allocated to tribes like the Cheyenne and Arapaho played a major role in helping to build the required infrastructure.

Reggie Wassana, Governor for the Cheyenne and Arapaho Tribes said, "The CARES Act that provided money directly to the tribes made it possible for us to establish three separate cellular towers in the region. It has not only allowed us to provide internet to the tribal emergency programs but also to the tribal citizens within our service area." John Pretty Bear, Councilman for the Standing Rock Sioux Tribe's Cannonball District, summed up the impact saying, "This is critical for the well-being of our people, especially during the pandemic when information about mass testing or vaccinations needs to be shared in real time. From online schooling, to telehealth, to affordable mobility and cellular phones, we look forward to improving the quality of life for everyone in our community."

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AGENCY UPDATE: NTIA

NATIONAL TELECOMMUNICATIONS
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(NTIA)

NTIA Grant Program Update

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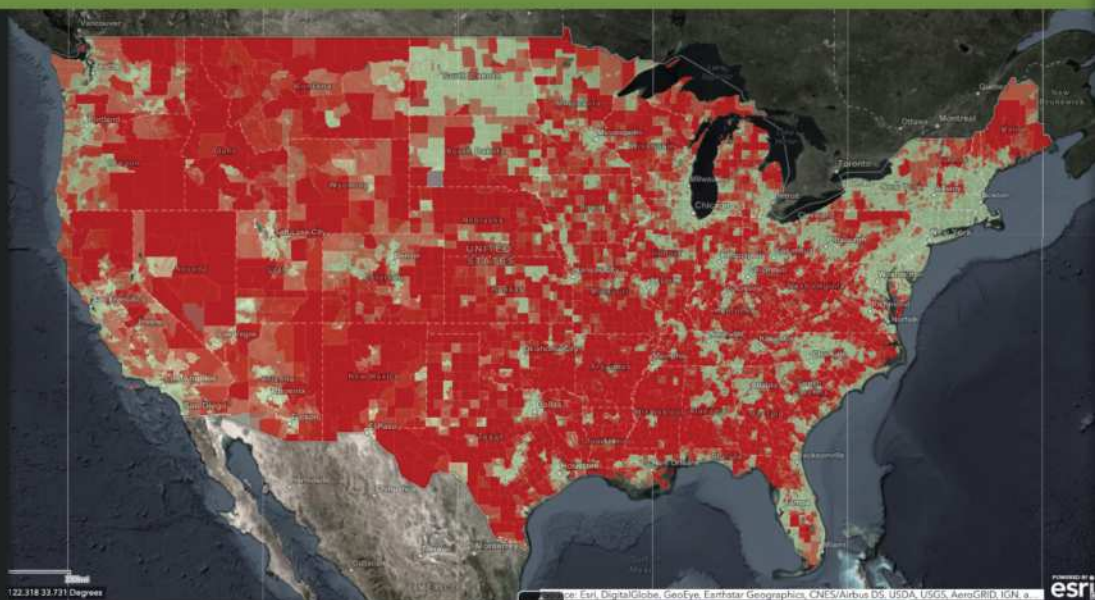
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BROADBANDUSA

National Telecommunications and
Information Administration
United States Department of Commerce



The Tribal Broadband Connectivity Program (TBCP) is a \$980 million grant program administered by the Department of Commerce's National Telecommunications and Information Administration. The TBCP is directed to tribal governments to fund broadband deployment on tribal lands as well as telehealth, distance learning, broadband affordability, and digital inclusion programs. The TBCP was officially announced on June 3, 2021, at the White House by Vice President Kamala Harris, Secretary of the Interior Deb Haaland, and Secretary of Commerce Gina Raimondo, who noted that "these investments will help many Native American, Alaskan Native and Native Hawaiian communities gain long-overdue access to life-saving technologies, economic opportunities, remote learning and countless other benefits."

During the process of developing the TBCP, NTIA conducted three separate tribal consultation sessions totaling over 13 hours. Other TBCP outreach efforts included partnering with the Department of the Interior and roundtable events with Navajo and Mississippi Choctaw representatives.

The application window for the Tribal Broadband Connectivity Program closed on September 1, 2021, and the program is now in the application review stage. Please visit the [NTIA's BroadbandUSA website](https://broadbandusa.ntia.doc.gov/) for more details.

NTIA is administering two additional broadband grant programs, the Broadband Infrastructure Program and the Connecting Minority Communities Pilot Program. The Broadband Infrastructure Program is a \$288 million grant program directed to partnerships between a state or one or more political subdivisions of a state, and providers of fixed broadband service to support broadband infrastructure deployment to areas lacking broadband, especially rural areas.

The Connecting Minority Communities Pilot Program (CMC) is a \$268 million grant program directed to Historically Black Colleges and Universities (HBCUs), Tribal Colleges and Universities (TCUs), and Minority-Serving Institutions (MSIs) for the purchase of broadband internet access service and eligible equipment or to hire and train information technology personnel. The application period for the CMC pilot program is open, with applications due on December 1, 2021. Additional information, including the program's Notice of Funding Opportunity, FAQs and previous webinars are all available on the [NTIA's BroadbandUSA website](https://broadbandusa.ntia.doc.gov/).

INDICATORS OF BROADBAND NEED MAP

In June 2021, NTIA released the Indicators of Broadband Need map, which uses different data sources to show information on broadband availability within the United States. The map contains data at the county, census tract, and census block level, which were obtained from both public and private sources including the U.S. Census Bureau, the Federal Communications Commission (FCC), M-Lab, Ookla, and Microsoft.



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- Todd Hughes
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Q&A with Andrea Storm, Clinical Applications & Data Manager Forest County Potawatomi Health



FOREST COUNTY POTAWATOMI
HEALTH DIVISION



Honoring Health, Healing & Tradition

I had the opportunity to chat with Andrea Storm, Clinical Applications and Data Manager of Forest County Potawatomi Health & Wellness Center. I've known Andrea for several years and she has always been so easy to talk to on both a personal and professional level. Her easy going and approachable demeanor must be a blessing for her team especially during tough times! Andrea has a critical and high-level of responsibility that rests on her shoulders as she leads the day to day operations of managing the Electronic Health Records (EHR) of the Forest County Potawatomi Health Center- which pre-covid saw over 35,000 visits per year. The word impressed came to mind so many times when I listened to her answer questions with ease and I couldn't help but notice how invested she is not only in the lives and quality care of patients today but of generations to come. Here is a little slice of our convo!

-SHANNON BOUSCHOR, Director of Operations, TribalHub



INTERVIEW WITH **ANDREA STORM**

CLINICAL APPLICATIONS AND DATA MANAGER,
FOREST COUNTY POTAWATOMI HEALTH &
WELLNESS CENTER

Q: WHAT CAN YOU TELL US ABOUT THE SERVICE AREAS OF FOREST COUNTY POTAWATOMI HEALTH?

A: Forest County Potawatomi Health provides health services for tribal members, employees and is also open to the public. We manage the health record and interfaces for many systems that allow us to provide services such as; medical, optical, dental, lab/imaging, pharmacy, community health, behavioral health, rehabilitation and traditional medicine.

Q: CAN YOU GIVE US AN IDEA OF WHAT STAFF LEVELS HAVE BEEN LIKE THE PAST 18-MONTHS?

A: Similar to what I'm sure many other tribal facilities have felt or are still feeling over the course of the last 18 months, we have seen a significant decrease in staff. Things have been improving in the past few months with more new hires and people returning to work but we are still not there yet. Funding related to the recovery from Covid is helping us bring back and hire much needed positions. In addition to getting back to full staff levels, the need for more technology roles in healthcare in order to provide

quality care is sure to continue to accelerate this year and beyond.

Q: WHAT DOES PATIENT CARE LOOK LIKE FOR YOUR HEALTH CENTER IN 2021?

A: When the pandemic first started we pivoted as quickly as we could to implementing telehealth and successfully adapted services like behavioral health with positive acceptance. We of course had the challenge of connectivity but tried to combat that with some wifi stations in our parking lots. Then parking lots became Covid testing drive throughs and after that vaccination sites. The biggest thing beyond contact tracing, treating Covid cases and vaccination responsibilities I think we are seeing is the data that is showing the gaps in quality measures. Well-child visits are being missed, critical eye appointments for diabetic patients are being skipped, cancer screenings and regular vaccinations aren't happening as they should and we are starting to see the impact of that in data. Limited staff has also resulted in a lack of campaigns encouraging the community for regular wellness/care. No one has been available to actively push those

things out. Just as an example, pre-covid we used to have seasonal cycle campaigns such as encouraging back to school or sports physicals, during breast cancer awareness month we would provide free screenings and so on. Covid dollars are helping us bring these people back so there's more eyes and more effort in wellness/care campaigns and we also received a grant that we plan to use towards communication tools and systems that can automate campaigns, paperwork and access to the patient portal. Our goal is to improve patient care and access while improving efficiencies internally.

Q: HOW DO YOU FEEL THAT THE ROLL OUT OF VACCINES WENT FOR FOREST COUNTY POTAWATOMI?

A: We were very pleased with how quickly we received supplies and it felt like Indian Country as a whole was doing a great job and continued to be on pace if not ahead of public health. It has been very successful. We were proactive with as much as we could be, communication has been a priority and it hasn't just been a priority in our department,

it came from all departments and the leadership of Tribal Council who regularly went LIVE on facebook to share information, updates and encouraged the community to get vaccinated. People tuned into listen and took action for themselves. The technical struggle seemed to be related to data and the double documentation. Our EHR interfaces with the State immunization system but it still had to be entered into another system so the record itself felt a little clunky, but obviously given the circumstances there wasn't time to prepare. Our team did a great job.

Q: SO, WHAT'S NEXT FOR YOUR TEAM AND THE HEALTH CENTER?

A: Our biggest upcoming project is transitioning to a new health record Winter 2021/Spring 2022. We will be sunsetting our legacy system and moving onto a new one. This is a HUGE project and migration of data. Keeping as many of our staff as we can through such a large project on top of everything else will be critical. It's been a challenging year but we are ready to be focusing on this project and what's ahead.

I would like to thank Andrea for taking the time to connect with me and allow me to share our conversation with TribalNet's readers. If you would like to connect with Andrea- she welcomes your email at:

Andrea.Storm@fcpotawatomi-nsn.gov

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2021 FULL CONFERENCE AGENDA

(Agenda subject to change)

Monday, November 8th, 2021

7:00-4:00 • Registration/Information

7:00-9:00 • Welcome Coffee on Behalf of Our Sponsors

9:45-10:45 • LEARNING SESSIONS

WORKFORCE STRATEGY: Automation and Innovation - When is it effective to replace humans with a technology solution?

INFORMATION SECURITY: Security Policies and Procedures - What EVERY tribe should have in place

LEADERSHIP & MANAGEMENT: Leadership Development - elevating your communication skills, conflict and problem resolution skills

11:00-12:00 • LEARNING SESSIONS

GAMING & HOSPITALITY TECHNOLOGY: Online Gaming - preparing to work successfully with your third party solution provider

GOVERNMENT TECHNOLOGY: Broadband Update - hear directly from funding and oversight agencies on opportunities

LEADERSHIP & MANAGEMENT: Leadership in a Ransomware World - what EVERY leader needs to know about security and their tribe or tribal enterprise

12:00-1:15 • Opening Welcome by 2021 Emcee Team!
• Lunch on Behalf of Our Sponsors

2021 Emcees - Stefanie Buckskin & Dr. Stallcup



1:30-2:30 • LEARNING SESSIONS

GAMING & HOSPITALITY TECHNOLOGY: Cashless - the role of technology in preparing and implementing

INFORMATION SECURITY: Supporting and Securing the Remote Workforce

LEADERSHIP & MANAGEMENT: Developing Leaders - mentoring techniques and developing the skill/mindset of an effective leader in your team

2:45-3:45 • LEARNING SESSIONS

LEADERSHIP & MANAGEMENT: Change Management - the tools of organized and effective change

WORKFORCE STRATEGY: Compensation - benchmarking, how to compete - who has statistics, who makes what in what region

INFORMATION SECURITY: The Cloud and Security - what I need to know

4:00-4:45 • TribalHub Members Only VIP Access
Trolley Transport and Drinks

4:45-7:15 Looping Trolley Pickup/Return -
to/from the Meet & Greet Event



4:30-5:00 • TribalHub Members Only VIP Early Access
To Meet & Greet Event

5:00-7:00 • MEET & GREET EXCLUSIVE EVENT AT THE GLASS CACTUS ONSITE



Tuesday, November 9th, 2021

7:00-4:00 • Registration/Information

7:00-8:15 • Breakfast on Behalf of Our Sponsors

8:30-9:30 • Keynote Presentation
- "Cybersecurity for Today's World"

9:45-10:45 • LEARNING SESSIONS

LEADERSHIP & MANAGEMENT: Alignment of Technology Strategy and Vision with Business/Operations

WORKFORCE STRATEGY: Assessing Your Organization's IT Department Structure - single vs. separated

HEALTH INFORMATION MANAGEMENT: Youth Identity Theft - protecting the cyber-identities of our youth

GOVERNMENT TECHNOLOGY: Preparing for Change & Collaboration for Tribal Judicial/Public Safety

11:00-12:00 • LEARNING SESSIONS

GOVERNMENT TECHNOLOGY: Tribal Broadband Challenges/Connectivity

GAMING & HOSPITALITY TECHNOLOGY: The March Towards Contactless Technology in Gaming and Hospitality

HEALTH INFORMATION MANAGEMENT: Health IT Modernization

LEADERSHIP & MANAGEMENT: Leading Post 2020 - the shift from tactical to strategic & what will never be the same

12:00-1:15 • Lunch on Behalf of Our Sponsors and
Hear from the TribalHub Team

Tuesday, November 9th, con't

1:15-2:15 • LEARNING SESSIONS

GAMING & HOSPITALITY TECHNOLOGY: Gaming & Hospitality Pandemic Changes - what will stay and what will go
WORKFORCE STRATEGY: Recruiting & Retaining Talent in 2021 and Beyond
INFORMATION SECURITY: Real Life Stories - tribes under attack

2:30-3:30 • LEARNING SESSIONS

INFORMATION SECURITY: Roadmapping - Tribal-ISAC
HEALTH INFORMATION MANAGEMENT: Health Informatics Certification - career pathing

2:15-6:15 • TRADESHOW FLOOR OPEN AND SPONSORED HOSPITALITY EVENT



6:30-7:30 • COCKTAIL HOUR NETWORKING EVENT Sponsored by Cendyn



Wednesday, November 10th, 2021

7:00-2:00 • Registration/Information

7:00-8:15 • Breakfast on Behalf of Our Sponsors

8:20-9:20 • Keynote Presentation delivered by **Andy Masters** - "Leadership Lessons From HOLLYWOOD"

9:30-10:15 • LEARNING SESSIONS

INFORMATION SECURITY: Zero Trust Networks
WORKFORCE STRATEGY: Outsourcing - leveraging third parties and current vendors to operate with few in-house staff
GOVERNMENT TECHNOLOGY: Building Sustainability into Spending ARP and CARES Funds

10:30-11:15 • LEARNING SESSIONS

GAMING & HOSPITALITY TECHNOLOGY: Hotel In-Room Tech - from WiFi to casting and services, customer expectations
GOVERNMENT TECHNOLOGY: Preparing to Securely Share and Integrate Government Service Data Between Tribal Departments
HEALTH INFORMATION MANAGEMENT: Social Determination of Health (SDOH) - data analytics

11:30-12:15 • LEARNING SESSIONS

GAMING & HOSPITALITY TECHNOLOGY: Sportsbetting - prepare for and optimize this new digital technology
INFORMATION SECURITY: The Security Operations Center (SOC)
HEALTH INFORMATION MANAGEMENT: Lessons Learned from the COVID Crisis

12:15-1:15 • Lunch on Behalf of Our Sponsors

12:45-1:45 • Keynote Presentation delivered by **James Anderson** - "ENERGY IS EVERYTHING"
PLUS \$1,000 Drawing

1:30-5:30 • TRADESHOW FLOOR OPEN AND SPONSORED HOSPITALITY EVENT



4:45-5:30 • Booth Prizes, PLUS \$2,500 Grand Prize Tradeshow Bingo Run Drawing



5:30-7:00 • ANNUAL JAMAPALOOZA Sponsored by Handel IT



Thursday, November 11th, 2021

8:00-9:30 • Breakfast on Behalf of Our Sponsors

9:30-12:30 • WORKSHOPS

INFORMATION SECURITY: Breach Incident Response - best practices for before-during-after
WORKFORCE STRATEGY: How to Better Understand & Manage the Growing Remote Workforce

12:30 • END OF CONFERENCE - SEE YOU NEXT YEAR!

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GAN SPORTS



SALES CONTACT

Marcus Yoder, SVP
Sales & Business Development
myoder@GAN.com

www.gan.com

GAN's technology platform allows casino operators to extend their digital brand to their on-property players at any time, in any place, on any device. When a player leaves your property, GAN activates its proprietary digital platform to extend your brand by immersing them in Play-For-Fun Simulated Gaming (Social Casino), Real Money iCasino, and Sportsbook experiences wherever they go, to establish a 360-degree view of a player.

GAN SPORTS

As a B2B platform, GAN has had long standing experience of successfully standing up multiple Sports Betting stacks across our existing partners. GAN has prided itself on optimizing toward any technical specifications, regulatory requirements, and operating strategy which has prepared us for the launch of GAN Sports in early 2022. Last year, GAN successfully closed its acquisition of Coolbet, a B2C Sports Betting operating live across 9 territories in Europe, South America and Canada. GAN's proprietary tech platform and newly acquired in-house bookmakers, and innovative tech stack gives tribal operators a new Sportsbook option across retail and online.



Our proprietary Sports Betting platform, GAN Sports, creates a seamless plug & play experience for our partners to launch their desired Sportsbook. Whether you're entering into Retail on-property, Online, or both, GAN has the experience to successfully stand up your Sports Betting platform and configure your Product, Odds, Lines, and Marketing activities to enable you to achieve your strategic and commercial goals.



Our platform allows our partners to select if they'd like to manage risk on some or all sports or enable our team of over 60 traders to do so on their behalf. Equally important, our platform allows for localized pricing, giving our partners' (or our) trading team the ability to manage risk at the property level. What this means is that each property can control its pricing parameters down to the event level.

Fully scalable to meet each property's unique needs, our kiosk-first approach allows our partners to launch and operate a Sportsbook on-site without the need for additional staff. Our highly configurable platform allows us and our partners to make on-the-fly changes to provide product differentiation and meet constantly changing player, market, and regulatory demands. We are not limited by the restraints of legacy systems that often inhibit the ambitions of brands when utilizing other sports betting suppliers.



Increase Security Awareness with Meaningful Data

Meaningful data should ultimately make an impact on behavior and awareness, induce an ah-ha moment, and increase curiosity.

Phish awareness has been a consistent topic of our organization's security awareness training program. In the past, we've created newsletters, online training modules, videos, and more to spread awareness. Our security awareness tool allows us to run mock phish campaigns to test the effectiveness of our instruction. This combination of tools has served us well, but there is always room for improvement. When returning to a full workforce after the COVID-19 closures, there was a higher need than ever to make a personal connection with the topics we had already been addressing.

TRAIN, NOT TRICK

The goal of our mock phish campaigns is always to train, not to trick our users. We are very clear with our team that although phish tests are an integral part of our training arsenal, the goal is to use these tests to reinforce awareness. The TRAIN, TEST, TRAIN model provides us the opportunity to identify a threat, test training retention through the use of mock phish campaigns, and follow up with a play-by-play of the test. By calling out the intended lesson, we hope to increase user awareness of threats that are common in our environment and in industries similar to ours.

UNDERSTAND THE ENVIRONMENT

During the COVID-19 pandemic, the world increased its use of technology. Some members of our enterprise had not regularly utilized mobile devices prior to the pandemic, so device security was not at the top of their minds during this already uncertain time. As employees made their way back to the office in 2021, our information policy guidelines became more important than ever. Security breaches littered our media and revealed the potential for real threats. As a result,

internal security awareness training pivoted to include new messages and methods of communication.

MAKE A CONNECTION

Over the last year, we have seen varying effects of not only the pandemic, but of data breaches, including supply chain shortages, property closures, and missed work. Regardless of our job, we have all experienced at least one of these challenges during COVID. Our training awareness tools help our team to identify training gaps, particularly from phish campaign data. It was clear that users needed to hear more from us than best practices and campaign data – our users needed to be assured that they play a vital role in our security. We realized that it's easy for a user to half-heartedly read or listen to training initiatives if they believe they are not a target due to their specific role or level of responsibility within their team. We wanted to reinforce that every team member is critical in the effort to keep our environment secure — that they are important enough to be phished, and that their actions matter.

A recently-run campaign warned users of a missed Zoom meeting. The number of clickers, multi-clickers, and clicks from team members that don't attend online meetings as part of their role was really eye-opening. During the course of the campaign, the missed meeting link continued to be clicked multiple days after the original email was sent. This is a clear indication that our teams are not thoroughly reading their emails, which means we must make some changes in the way we disseminate our training topics.

The third piece of the Train, Test, Train model is a follow-up email to all clickers of the phish campaign link. We map out the phishing email with callouts to all red flags that should have warned the user that this was, in fact, a bogus email and potentially malicious. The message was and always is – slow down, read the messages, verify the information. In an effort to express

this data in a varied, and potentially more meaningful way, our Technical Training Team created a podcast. In the podcast, the team reviewed the purpose of the phishing program and the methods for selecting and running campaigns. Then, they touched on the meat of the communication – the numbers, what they mean to IT, and how they can directly affect our community.

Curiosity and panic were big factors in the increase of clicks in the missed meeting campaign. We are hoping the podcast will hit home with our email users. Perhaps presenting the information in a conversational setting will help the data sink in deeper than it would if users simply skimmed (or deleted) a newsletter. We sure hope so and will continue to layer our training materials for maximum efficacy.



BY

SHEILA MANSOLILLO

INFORMATION SECURITY BUSINESS SYSTEMS ANALYST
SALT RIVER GAMING

ABOUT THE AUTHOR

Sheila serves as the Information Security Business Systems Analyst at Salt River Gaming Enterprises in Scottsdale, AZ. As an inaugural member of the Information Security Team, her role supports the Team's effort to develop Security Awareness training initiatives, and assist with planning and analysis of future Security-related projects.



The New Game of Cybersecurity: **MODERNIZE YOUR PLAYBOOK**

THE GAME HAS CHANGED.

To be successful at sports, you need to put together a strategy for a winnable game. This of course, assumes your opponent is playing on the same field and is subject to the same rulebook. When it comes to cybersecurity today and into the future, we're no longer playing by the same rules. Everyone, including tribal organizations, is finding themselves in a never-ending play that requires you operate both defense and offense simultaneously. *Sound familiar?*

For decades, traditional Managed Services Providers (MSPs) sold themselves on their ability to stay in front of security with IT support and network monitoring. They secured client environments with best practices and industry-specific tools designed to 'control' the infrastructure and maintain operational efficiencies. When something happened, protection was easier because variables were minimized.

This game strategy used to work. It met the expectations of clients, contracts, and the industry. But again, the game has changed, and the strategy to succeed needs to change along with it.

CHANGE YOUR PLAYBOOK: MODERN THREATS REQUIRE MODERN SECURITY

Your tribe has become a target for every sort of engineered cyberattack. These attacks are costly to your bottom line and can expose your customers, employees, and most importantly,

your tribal members. The global pandemic only worsened matters. Have your on-premises assets been left vulnerable?

Our company has hosted cloud discussions with tribes for years on the benefits of security, flexibility, and agility cloud technology offers. In the past, if your tribe was hesitant to move your applications to the cloud, you had good reason. You probably didn't feel the cloud was as secure as your on-premises infrastructure, and your internet access was sub-par.

Fast-forward to 2021, and these same conversations have shifted. Understanding what it takes to defend against a modern threat depends on many factors, but it boils down to three things: **Security, Reliability, and Accessibility**. Modern gameplay requires every tribe to address these factors, and in doing so, choosing the right technology is critical.

PUT MICROSOFT IN THE GAME

The Microsoft 365 cloud platform helps address the requirements of the modern game.

Security. It is built into in every facet of Microsoft 365. Microsoft has taken a "**Zero Trust**" approach to their security framework, meaning your users are

1. Always authenticated and authorized based on identity, location, device health, etc.
2. Limited to accessing only what they need and nothing more

3. Prevented from lateral movement across your system due to an **"Assume Breach"** design

Reliability. The Microsoft 365 platform has a guaranteed Microsoft Online uptime of 99.9% in the service level agreement (SLA). With datacenters located throughout the U.S., Microsoft hosts a redundant network architecture that no on-premises environment can rival. This ensures your team can stay productive without worrying about server outages or disruptions to your everyday operations.

Accessibility. Deploy and manage your endpoints remotely with Microsoft 365. This functionality enables business continuity because employees can work securely from anywhere using the Microsoft Office applications you already use every day. And, with the collaboration tools like Teams, SharePoint, and OneDrive (again, built right in), your team stays connected from wherever work takes them.

BRING IN THE GAME-CHANGING PARTNERSHIP OF MICROSOFT 365 AND ARCTIC IT

If you're ready to modernize and secure your operations, Arctic IT is a trusted Cloud MSP with extensive experience supporting tribal governments and enterprises. We will help you migrate to the right Microsoft 365 subscription for your needs and provide support for your IT team, so they can focus on proactive strategies. You'll benefit from technology and services that evolve with you as you grow.

Arctic IT offers this and more with **ArcticCare 365 cloud managed services** for tribal organizations on Microsoft 365. The Microsoft 365 Business Premium and E3 subscriptions are ideal for medium-size to enterprise tribal organizations looking for access to Office 365 business applications and the latest Windows operating system (Windows 10, 11) with leading-edge security built-in.

YOUR IT TEAM + ARCTIC IT = A WINNING COMBINATION

Combined with the power and security of Microsoft 365, ArcticCare 365 works in concert with your IT professionals, addresses security gaps operationally, and helps you maintain regulatory compliance. This allows you to focus on your business and mission, while our team handles the day-to-day cloud lifecycle services.

We help you improve operational maturity and increased security posture, that would otherwise be financially unachievable, with advanced technology including

- Machine learning
- Artificial intelligence
- And robotic process automation in the Microsoft cloud.

ArcticCare 365 provides an opportunity for tribal organizations to leverage security at scale, regardless of your size, helping you to play a winnable game.

If you're interested in learning more about what Arctic IT's cloud managed services can do for you, connect with us today at connect@arcticit.com.

By
DAVE BAILEY
President and General
Manager at Arctic IT



AGENCY UPDATE: USDA/RD

UNITED STATES DEPARTMENT OF AGRICULTURE RURAL DEVELOPMENT (USDA/RD)

PROGRAM & CONTACT INFORMATION:

RECONNECT LOAN & GRANT PROGRAM
<https://www.usda.gov/reconnect>

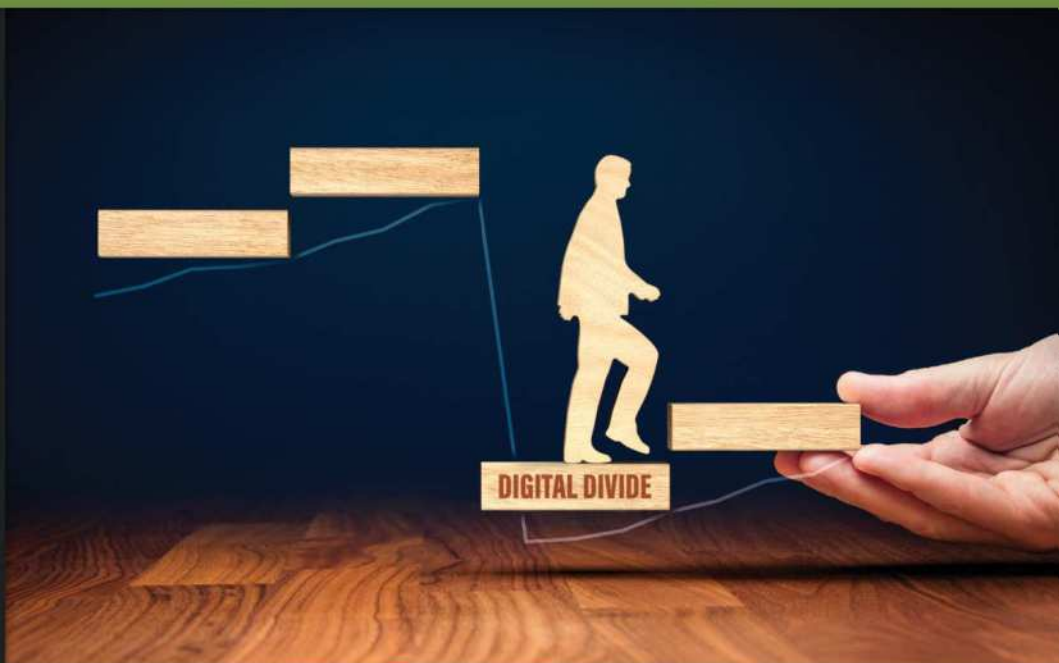
COMMUNITY CONNECT GRANT PROGRAM
<https://www.rd.usda.gov/programs-services/community-connect-grants>

DISTANCE LEARNING & TELEMEDICINE GRANT PROGRAM
<https://www.rd.usda.gov/programs-services/distance-learning-telemedicine-grants>

TELECOMMUNICATIONS INFRASTRUCTURE PROGRAM
<https://www.rd.usda.gov/programs-services/telecommunications-infrastructure-loans-loan-guarantees>

CONTACT INFORMATION FOR RUS TELECOMMUNICATIONS NATIONAL OFFICE STAFF
https://www.rd.usda.gov/sites/default/files/UTP_Con-tactStaff.pdf

CONTACT INFORMATION FOR RUS TELECOM GENERAL FIELD REPRESENTATIVES (GFRS)
<https://www.rd.usda.gov/contact-us/telecom-gfr>



USDA Rural Development stands ready to collaborate with tribes and our federal partners to help make the most of the unprecedented funding Congress has made available across the federal government through bills like the [American Rescue Plan](#) and the fiscal year 2021 budget. This funding can be used to help close the digital divide in Indian Country and Alaska. Just like you, we look forward to witnessing the resulting improvements to broadband infrastructure in tribal communities.

We also recognize that the work does not stop here. In addition to this historic funding, our agency will continue to support tribes that have unmet broadband infrastructure needs. That's why we are encouraging you to keep USDA Rural Development's programs and resources in mind as you look for ways to complement your current broadband infrastructure improvement projects.

USDA is preparing to announce the third round of funding of the [ReConnect Loan and Grant Program](#) in the coming weeks. This round of funding will implement program changes to help meet the ongoing needs of tribal communities.

The ReConnect Program provides loans, loan and grant combinations, and grant-only funding for the costs of construction, improvement, or acquisition of facilities and equipment needed to provide broadband service in eligible rural areas. Lists of prior ReConnect awards are available for 2019 and 2020 at www.usda.gov/reconnect. A map of all proposed and approved projects is also available.

It's never a bad time to contact USDA Rural Development staff to learn more about our current opportunities. The agency has broadband and telecommunications program staff, general field representatives, and state office staff across the country who can help provide technical assistance.

In addition, USDA Rural Development's Innovation Center has a growing tribal relations team that is ready to help address any questions or concerns. We look forward to building new working relationships with you and nurturing our current ones.

Thank you for your ongoing work to improve the quality of life, economic opportunity, and infrastructure in your tribal community. We wish you all a safe and prosperous fall.

Program and contact information are available at the links listed on the left. Please don't hesitate to connect with us!



United States
Department of
Agriculture

Rural Development



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The Hibernating Bear



Sometimes I feel like a bear who has been hibernating, and upon awakening and crawling out of my cave in Spring, finds that someone has built a bustling city around me. This “new normal” seems to look a lot like the old normal, but I am still reeling over the last year and a half and trying to figure out what has changed or progressed. Did the world just stop, or did we progress in some ways? The last eighteen months have been like a long hibernation for all of us, and we have emerged from our slumber into a new world, in which everything has been touched by the COVID-19 pandemic. The cynical side of me says that we seem to be right back to where we started circa March 2020. The positive side of me says that something good came out of the last eighteen months and that we were not stopped along the side of the road, losing time and halting progress.

Maybe it is a little of both.

Technology has been exponentially growing for the last couple of decades, so maybe a pause in that growth allowed us to catch up a little. Maybe we were able to stop and look at current technology holistically and push forward on initiatives that might have been skirted over.

In gaming, the push for sports betting has never been stronger than it has been in the last eighteen months. It was always being pushed but not with nearly as much success as during the last year and a half. Was that part of the pause? I think everyone agrees the growth of sports betting was inevitable, but the speed with which it became a reality for so many tribal casinos suggests that the pause in everything else helped us get enough people focused on what needed to be done to get sports betting passed in so many states.

Non-smoking floors have become a huge reality in many of the tribal casinos. So many of our guests are now non-smokers — more than ever before. We are still gathering numbers, but the

statistic that was traditionally repeated was that if you go non-smoking, you will lose 15% revenue in that space. Well, revenues are skyrocketing, and smokers are now getting smoking areas that are equivalent to non-smoking areas of the past. Could it be that the game selection in those old non-smoking areas was so poor that non-smokers were willing to move into smoking areas? I don't know, but I think we are all looking around and wondering if, like the hibernating bear, we closed our eyes to this non-smoking trend and were unwilling to try something new for fear of lost revenue. It's possible that because of this pause and instant move to non-smoking we got the chance to change the players' habits. Will we end up slowly changing back to smoking floors out of tradition? I'm not sure, but the guests will always let us know what they want.

Cybersecurity has found renewed interest during this pause as well. ISAC membership has grown across the board. When everyone went home, IT professionals had to figure out ways to guard and protect the properties and the remote workforce, in some cases without funding. When you don't have money but you have time to spend on independently increasing your knowledge. From what I gathered talking with colleagues around the country, their cybersecurity awareness, which was extremely high already, took a leap into the stratosphere during the pandemic. For example, I took the time to go through Certified Ethical Hacking certification and joined two ISAC's.

Before the pandemic, keeping a remote workforce was always a bit taboo — then it became necessary. The argument was that people wouldn't work or be nearly as productive when working from home. I think the jury is still out, but from what I have seen and heard, the productivity levels of remote workers are not much different from on-premises workers. In fact, the acceptance of remote work has opened up a new pool of available resources and talent. Single mothers and fathers now have options for employment that were unavailable based on child-care needs.

IT professionals who live in large cities don't necessarily have to move to small towns and vice versa. I don't know about you, but I still dread my days of commuting in San Francisco.

Painfully, the world gave us a chance to step far outside our comfort zone. It was horrible in many ways, but from horrible things we can sometimes find a way to make something positive — that is what humans do. In this moment of painful pause, technology didn't stop advancing, I think the world just took the time to figure out how to use it better.



BY

JOHN FILIPPE

AUTHOR, SPEAKER AND AN EXECUTIVE DIRECTOR OF TECHNOLOGY

ABOUT THE AUTHOR

John Cash Filipppe has been a technology leader in the world of Gaming and Entertainment for twenty-five years. His experience spans across all gaming environments and locations, from Operator to Vendor, from National to International, from On-premise to Online. He is an author of a book called Soulbraider still awaiting release, as well as a contributor for several industry magazines. He also writes a fun weekly blog called Vegas in the Morning which being circulated for a potential sitcom, and can be read at johncashfilippe.com.



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BY
MARIEL TRIGGS
CEO, MURALNET

ABOUT THE AUTHOR

Mariel Triggs is the hands-on CEO of the nonprofit MuralNet. MuralNet works with dozens of Tribal communities to build fixed wireless networks. MuralNet helped write over one hundred applications for the 2.5 GHz Tribal Priority Window. Mariel has two engineering degrees from UC Berkeley and a Master's in Education from Stanford. Visit MuralNet.org for more information.

At least one hundred tribal networks will launch next year. Advancements in technologies like network-in-a-box solutions, the 2.5 GHz Tribal Priority Window, COVID-19 hardships reduced through internet access, and the billions in seed funding from the federal government are the perfect storm that will lead Native communities in the U.S. to launch broadband networks. It is a scramble right now, and tribal leadership everywhere is making decisions fast to capitalize on the opportunity to build broadband infrastructure without spending a dime. My advice is simple: build long-lasting, flexible tribally-controlled network infrastructure that will grow with your community and your broadband vision.

FLEXIBLE INFRASTRUCTURE THAT WILL GROW WITH YOU

The best hardware and software for a community will depend on their long-term goals, which many communities don't know yet. Get carrier-grade equipment that can be run by almost any network core (software) worth its mettle. Equipment that can handle cellular traffic opens up another income stream and provides a needed service. The other choice is a proprietary software/hardware package, often with a binding monthly subscription fee that ties you to your vendor. Buying into a proprietary system is like buying an iPhone: it is designed to work seamlessly with other Apple products, but you must buy their charging cable, which is thirty bucks.

Comparatively, open radio access network (O-RAN) architecture is like an Android phone. It allows for interoperability between devices from different brands and access to "apps" that innovate how the network can be used and maintained. As your community's broadband vision forms and the community's technical capabilities build, the software running your network can be adapted without having to make significant changes to your hardware.

EXAMPLES OF NOVEL SUSTAINABLE SOLUTIONS AFFORDED BY OPEN NETWORKS

The Tested: REDINet, an open-access fiber community broadband network owned and operated by local and tribal governments in New Mexico, gives households access to virtual service providers (VSPs) through [Entry Point](#). Similar to the municipal network of Ammon, Idaho, households will receive one home device that allows them to choose from a list of providers and broadband packages. Therefore, new tribal network operators that do not want to run their own front office or deal with issues like billing software can use these platforms to build in reliable and competitive providers.

The Weird: MuralNet has reliably used [FreedomFi](#) local gateways to run LTE networks and soon LTE/5G networks. The newest version of their core trades cryptocurrency for excess network capacity for cellular phone and Internet of Things (IoT) traffic to other carriers.



The Photo is of the KBPT Radio Tower during the Bishop Paiute Tribe's test network deployment. Taken by Phil Fowler 2020.

The Noncommittal: Many wireless networks went up fast in 2020 to connect communities in crisis. MuralNet worked on a dozen of them last year using 2.5 GHz, CBRS, and unlicensed spectrum. There are low- or no-cost software solutions that you can use while your broadband team makes the design decisions for your full network deployments. [Magma](#) and [Open5GS](#) are open-source platforms we have used since 2017 to run most of our pilot networks. You can download the software from [GitHub](#) and install it on any computer running [Debian](#), an open-source operating system. Do not overlook internet security: Cloudflare offers free and robust internet security tools to community networks through their [Pangea](#) program.

OPEN NETWORKS: NOT EVERYTHING IS TECHNICAL

Ownership doesn't mean control, nor does control mean ownership. This applies to

spectrum licenses right of ways, poles, towers, conduit, and networking equipment. A common bad deal is the 51%/49% ownership model in which the tribe is the majority investor. Further, when you look at the composition of the governing board, there are only three tribal representatives versus the five outside investors, and the tribe's interests are constantly outvoted. Exclusive Indefeasible right to use (IRU) agreements and long-term, one-sided leases are another example of ownership without control. Reserve tower space, bandwidth, and any other expectations of a partnership in your legal documents if there is no time to do a full review.

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- Chris DeCamp, Director of Technical Services, Win-River Resort & Casino



"I chose to become a TribalHub member because of the collaborative dialog between its members. The value of the membership is in sharing diverse use cases that organizations encounter in their day to day operations and also during long term strategic deliberations."

- Ram Patrachari, CIO/VP of Technology, Viejas Enterprises



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"The TribalHub Membership is of great value for me as it allows me to access to the Information Portal to connect with my peers."

*- Hugh Lambert, Executive Director of Information Technology,
Cherokee Indian Hospital Authority, EBCI*



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Q&A with Jerry Beavers, IT Director Ho-Chunk, Inc. (HCI)



I had the opportunity to meet Jerry for the first time this past year at one of TribalHub's virtual regional events. He was an active participant and so engaged in conversation with his peers, learning from others AND sharing his experience and knowledge. He absolutely represented what our events are all about! Jerry is with Ho-Chunk, Inc, an award winning economic development corporation owned by the Winnebago Tribe of Nebraska. Their impressive and diversified portfolio of services showcases their long-term and overall goal of prosperity. It was an honor to sit and chat with Jerry- here's a look into our conversation.

-SHANNON BOUSCHOR, Director of Operations, TribalHub



INTERVIEW WITH JERRY BEAVERS

IT DIRECTOR, HO-CHUNK, INC. (HCI)

Q: WHAT CAN YOU TELL US ABOUT HCI AND THE IT DEPARTMENT?

A: HCI's mission is to create a better community. Everything we do in the IT department is to support that mission and the many divisions including: government contracting, gaming management/operations, housing/construction, commercial markets and local businesses. HCI is all about creating jobs and economic opportunity for the community, people and next generations of the Winnebago Tribe of Nebraska. As the Director of IT, I oversee a team of nine, and report up to the CFO. Being an economic development corporation and our largest arm being in government contracting, ¾ of our 1600 employee workforce is on a job site. The other ¼ is primarily what our team supports.

Q: WHAT WOULD YOU SAY HAS CHANGED FOR YOU AND YOUR TEAM OVER THE LAST 18 MONTHS?

A: The pandemic accelerated a lot of things for us. I had the opportunity to be a part of the taskforce that tackled how we could maintain and secure operations remotely. Before the pandemic I hadn't even met the IT Director at the Tribe or Tribal casinos, that all changed when we all came together to share ideas and resources. Mobility is something that changed faster than expected as did modernizing our infrastructure. We updated our VPN, rolled out devices, implemented video conferencing options with Zoom and Microsoft Teams. We had a high level of productivity during the pandemic, even when we were fully remote. Operationally we've had to work on updating our policies and procedures to keep up with the pace of changes.

Q: WHAT CAN YOU SHARE WITH US REGARDING HOW YOU HANDLE AND PRIORITIZE CYBERSECURITY INITIATIVES?

A: Cybersecurity is a huge focus for us. We are heavily involved with the NIST cyber maturity model. Security controls are the biggest role we have in the company. We have organized and implemented several policies and procedures to be in compliance both with NIST and the CMMC. Our cybersecurity journey is always evolving. We've been pleased with our audits and assessments but we are NEVER over-confident, being so would be a mistake for anyone. We most recently hired a cybersecurity analyst to more effectively manage emerging cyber threats. It was actually a person that was an intern for us then finished their degree in cyber and came to work for HCI. We love these success stories and feel fortunate this worked out the way it did. A benefit for them and for us! In addition, we have continued to enhance

our hybrid IT infrastructure by modernizing our internal servers and networks, and moving more things to the cloud when we are able.



Q: WHAT'S NEXT ON THE HORIZON FOR YOU AND YOUR TEAM?

A: In November 2020, Nebraska passed casino gaming state-wide. So, in addition to the two casinos the Tribe owns, HCI will now be adding new gaming properties, starting with casinos in Omaha, Lincoln and South Sioux City, Nebraska that are not on Tribal land. This is a brand new venture for our IT team and we are fortunate to have a seat at the planning table for building/design and will also be responsible for system selection for the back office and partnering with the Gaming team on selecting the Casino Management and Hospitality systems. Cybersecurity is a priority here again as we will have heavy compliance pieces and customer data to protect while ensuring business continuity. Building out the infrastructure correctly is critical.

We would like to thank Jerry for taking the time to do this interview with us. He welcomes your questions or comments and can be reached at:

jbeavers@hochunkcorporateservices.com



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What areas is TribalFocus assisting your tribe/enterprise with?

"We at Chumash worked with TribalFocus to better align our technology team with the goals of the business. The resulting assessment was competent and thorough in both the alignment process and results. We chose TribalFocus because of their experience working with tribal entities and their close relationships with industry research teams. I expect that we'll see some great results as we implement the recommendations from TribalFocus."

John Ormond, CITO, Santa Ynez Band of Chumash Indians



What have you gained by utilizing TribalFocus consulting services?

"TribalFocus consulting services have been extremely valuable in that they have helped point us in a direction for the future of our IT department. The engagement did not just lead to a report and wish us luck on execution, but also led to helping us get the recommendations off the ground and started. TribalFocus provided a sounding board and a valued consultant to help steer us in the right direction."

Jason Doxtator, Manager of Network Services, Oneida Tribe of Wisconsin

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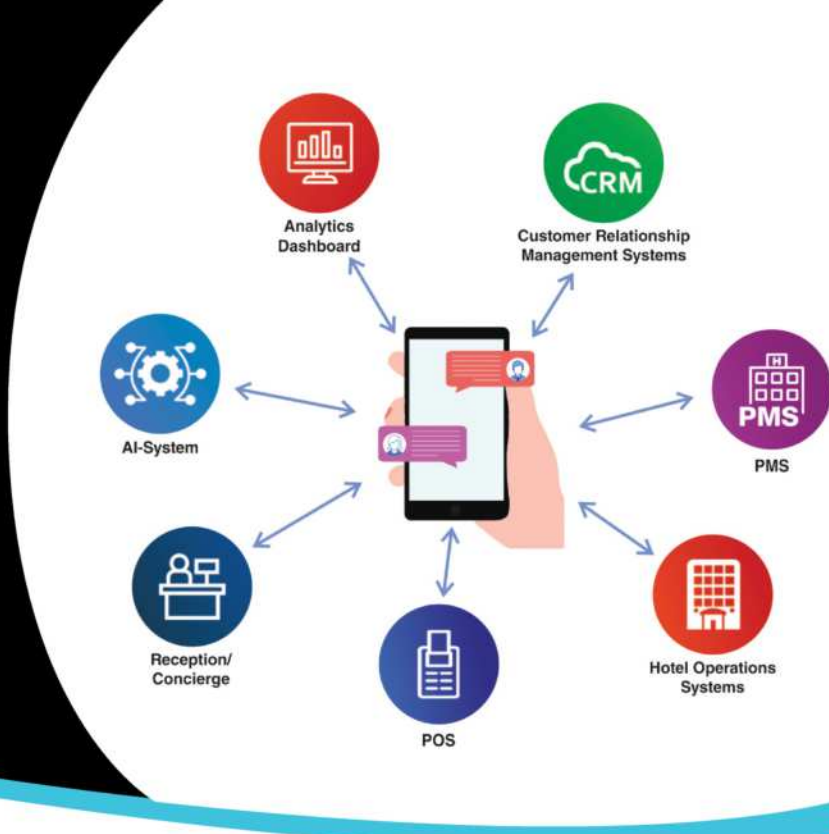
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Text-Messaging as the Primary Tool for Guest Interaction in a Hotel:

WHAT SHOULD YOUR SYSTEM HAVE TO 10X YOUR GUEST EXPERIENCE



BY

KARM CHOUDHRY

DIRECTOR OF PRODUCT & STRATEGY
NEVOTEK IN NORTH AMERICA

ABOUT THE AUTHOR

Karm Choudhry has over 10 years of experience building tech products in the hospitality industry. He currently serves as the Director of Product and Strategy for Nevotek in North America. Karm has a passion for digital products, user experience and has been responsible for a number of new product ideas and development efforts to deliver business outcomes. He has an undergrad in Computer Science, and an MBA from University of Chicago. Karm can be reached at: Email: karm@nevotek-usa.com

As casino and hotel reopening plans progress and in-room occupancy levels steadily climb, we continue to monitor trends for post-Covid guests. In a previous article, we explored the second revolution in hotel communication and the seamless handoff of everything inside the hotel room to a guest's personal device – including how that might happen and what that means for the guest. In this article, we're diving deeper into a singular focus – how guests can interact with their hotel via texting, and what this might mean for Hotel Operations & Management firms.

First, we must identify a few key factors that are non-negotiable for both guests and hotels when it comes to guest-facing technology:

1. A single point of contact, or as close to it as we can get.
2. The pivot point for guests continues to be their mobile phones.
3. No mobile Apps! Despite #2 above, there seems to be severe apprehension towards installing yet another app – regardless of potential guest experience improvements (including amenity discounts and self-checkout convenience).
4. Real value. With barriers to technology adoption already at a high, training any new

guest behavior must come with significant benefit – think 10x not, 2x.

So what does this new technology look like? Well, there seem to be two major strategies for guest engagement being adopted today – browser-based apps that open via a QR code or communicating with guests via text message. The second of these is the focus of this article.

Texting remains a very convenient way to communicate for most people today, and that includes hotel guests. Because it doesn't require any user "training," adoption of this method is high and it remains an excellent option for hotels to interact with their guests. But how far can texting really go?

From our analysis, an ideal texting platform should integrate with, at minimum, the following systems within a hotel:

1. Reception/Concierge – This is the most obvious, as communication from guests requires a response from the hotel guest services team. There are two potential areas of cost optimization for the hotel management – AI-based responses to frequently asked questions (like, "what time is checkout?"); and now, allowing team members to work remotely and not requiring they be physically located on the property.

2. Property Management System – Hotel guests should be able to request check-in and check-out via text message, and in turn, the texting solution must be able to update the reservation accordingly.

3. Point of Sale System – The ability to make in-room dining orders must have a logical endpoint, as orders are sent to a POS system to be eventually billed and delivered by the kitchen staff. Texting platforms must also be able to easily navigate guests through the ordering process – be it via sharing links to the menu or enabling a web/text message-based ordering portal.

4. Hotel Operations Systems – Housekeeping requests for towels and soaps, similarly, must be programmatically delivered to hotel operation systems so staff members can pick up the guest requests and complete the task.

5. Customer Relationship Management Systems – Traditional information on the hotel's CRM system may be enhanced with data points sourced from the texting system. There is a lot of customizability on what this might be, but at the very least, cell phone numbers and engagement metrics may be retained to enable better guest service in following stays.

6. Manager Dashboard – We're not going backward in time, and intelligent texting solutions today must have language processing and machine learning tools built in, which can quickly identify problem areas for the business and quickly escalate strained guest service cases to manager eyes before they go from bad to worse and get flashed on social media.

7. Analytics Dashboard – Finally, no texting solution is complete without a comprehensive dashboard that monitors costs of outgoing messages, engagement levels from guests, and helps optimize staffing needs. A single dashboard with metrics including response rates, order requests, and overall guest satisfaction ratings (from the machine learning tools described above) allows leadership to quickly gather a live bird's eye view of all business operations within the hotel.

I hope this list has been useful in understanding current possibilities related to text messaging within hotels and acts as a guide so that any product you select has most of the capabilities above.

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How Information Sharing Can *REDUCE* the Impact of Blended Threats



BY

DAVID POUNDER

SENIOR THREAT AND RISK ANALYST,
THE GATE 15 COMPANY

ABOUT THE AUTHOR

David Pounder is a Senior Threat and Risk Analyst for The Gate 15 Company. He advises on both physical and cyber security issues. Dave spent over 20 years in the Army as an Intelligence and Security Officer, specializing in counter-terrorism, force protection, and counterintelligence efforts as well as serving in the private sector for leading financial institutions responsible for information security and mobile applications. Dave twice served in senior command positions responsible for both counterintelligence operations and investigations. He has briefed Senior Army Leadership on intelligence and security issues and operations including General David Petraeus and General Martin Dempsey. David was a regular guest instructor at the Department of Defense Joint Counterintelligence Training Academy in Quantico, VA. Dave graduated from George Mason University and from the US Army's Command and General Staff College and has served internationally including tours in Iraq, Cuba and Qatar.

A blended threat is a natural, accidental, or purposeful physical or cyber danger that can have crossover impacts and the potential to harm life, information, operations, the environment, and/or property. Recently, this type of threat was observed in the colonial pipeline attack in May 2021. During this event, a [ransomware attack](#) "forced the company to proactively close down operations and freeze IT systems." This "temporarily halted all pipeline operations" and caused a ripple effect that had lasting repercussions and impacted critical supply chains across various businesses and industries. Another threat to critical infrastructure occurred earlier in the year, during which a threat actor [broke into the computer system](#) of a water treatment plant in Florida and tried, unsuccessfully, to poison drinking water for a Florida municipality's roughly 15,000 residents. These two cyber incidents led to physical issues and impacts, but blended threats can also occur in other ways:

- Raging wildfires occurring around the world can have physical impacts through the destruction of power lines or cell towers. In 2020, [150,000 people lost power](#) from one California wildfire. Similar effects could occur as a result of severe storms or hurricanes.
- Poor physical security access controls could directly lead to an unauthorized visitor infecting a computer network.

- And of course, as we have seen during the past 18 months, a pandemic can have security impacts that affect personnel and processes organization-wide.

As organizations, and specifically as security becomes more and more integrated, blended threats highlight the importance of breaking down organizational silos and emphasize the importance of information sharing. This may be especially important for tribes – many of which maintain a variety of critical infrastructure from critical lifelines to vital services to entertainment and leisure. There is a natural tendency to want to group similar things together as a way of streamlining processes, personnel, and workflows. But this tendency can also have negative impacts, particularly for information sharing. Information sharing is one of the more challenging processes that security organizations face. This is not necessarily because these organizations intentionally withhold information, but because they are often so focused on their internal processes, that they do not consider sharing information externally or even laterally across the organization. There is a belief that because they are working out an issue, it is being handled responsibly and no information needs to be shared. However, they may not consider that because of the blended nature of threats and business processes, the risk or threat they are working on could have broad



and potentially severe impacts elsewhere in the organization, and perhaps broadly across the tribal community. This week, a special committee of the Berlin state parliament [released its report](#) on the December 2016 Christmas market terror attack. One of the findings in the report noted that judicial and security offices did not adequately coordinate the exchange of information, particularly about the attacker. Even when they did meet, it was not clear "whether the participants in the meetings were actually comprehensively informed about all relevant findings."

Some items for consideration related to information sharing include:

Internally. Across the security elements, are there routine meetings to discuss the latest updates? If not, then this may be a time to initiate that discussion. If yes, it may be important to discuss the type of information that will be discussed.

Here's a list to consider:

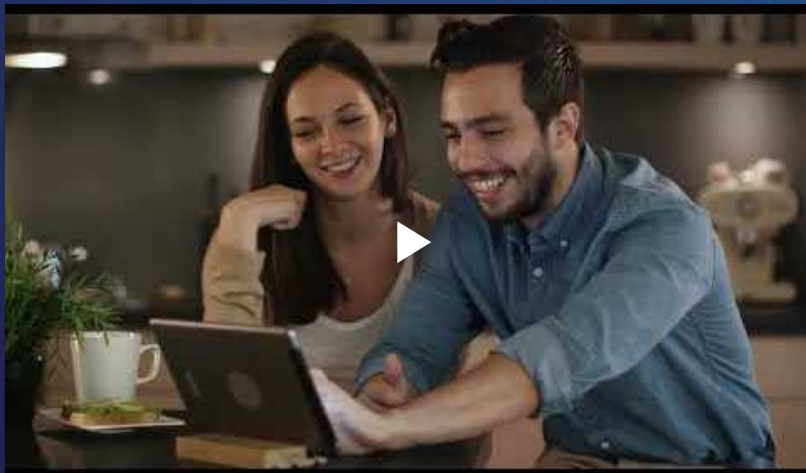
- Who are the attendees?
- What are the criteria for escalating activities and incidents?
- What is the sensitivity of the information?
- What level of detail needs to be discussed?
- Who needs to know the level of detail required for effective understanding?
- Should smaller meetings be held as necessary when an incident of concern needs to be shared?

Externally. The same type of questions can apply with external agencies and partners, and especially with Tribal-ISAC which literally has "information sharing" in its name. External communication and coordination is a practice that is advocated for many reasons, but chief among them is

building relationships with trusted partners that can enable an increased awareness. At a minimum, members should communicate with local law enforcement, community partners, and neighbors in an effort to gain a greater understanding of the environment, as well as to share any unusual activity. These partnerships can be very effective in informing organizations about the various risks and threats that are impacting them. At the local level, even starting a Security Working Group could be an effective measure to begin sharing information within your specific area.

Regardless of threat type – physical, cyber, or blended – tribes are encouraged to share information for the security of all sovereign nations. Being a member of Tribal-ISAC provides a trusted community to securely share information that all tribes can benefit from – we are stronger together!

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AGENCY UPDATE: FIRSTNET

The Impact of FirstNet on Tribal Communities in a Post 9/11 World

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MARGARET GUTIERREZ
National Tribal Government Liaison,
First Responder Network Authority



Twenty years ago, the 9/11 terrorist attacks on our nation revealed fundamental problems with our emergency communications systems. Police officers, firefighters, and paramedics could not communicate across radio systems, and cell towers were congested with commercial usage. First responders' inability to communicate on that fateful day underscored significant public safety communication shortfalls nationwide – including on tribal lands.

Following years of public safety advocacy, Congress passed legislation in 2012, establishing a nationwide public safety broadband network known as FirstNet. In past agency updates, we have highlighted the critical voice tribal leaders provided throughout the planning, design, and buildout of the network. Today, because of their input, tribal nations are experiencing improved coverage through new cellular infrastructure on tribal lands and the expansion of deployable network assets.

FIRSTNET COVERAGE BRINGS CRITICAL CONNECTIVITY TO TRIBAL LANDS

The First Responder Network Authority ([FirstNet Authority](https://www.firstnet.gov)) and its network contractor AT&T are working to bring FirstNet's unique capabilities to areas historically prone to communication challenges. Today, the FirstNet network provides [over 2.71 million square miles of coverage](#), and new cell sites are launching nationwide, including in tribal communities such as the [Nez Perce Reservation in Idaho](#), the [Spirit Lake Reservation in North Dakota](#), and the [Yankton Sioux Reservation in South Dakota](#).

For the first responders serving the Yankton Sioux communities, having a new FirstNet cell site directly on the reservation is bringing much-needed coverage and capabilities to the area. "The site will not only support enhanced signal strength for data transfer in our police cars, but also public safety will be able to travel across the reservation and connect to voice and data on FirstNet devices, ultimately improving officer safety and benefiting communities across our tribal lands," explained **Yankton Sioux Tribal Police Chief Chris Saunsoci**.

FIRSTNET DEPLOYABLES BOOST COVERAGE FOR TRIBAL RESPONDERS

Tribal first responders subscribed to FirstNet also have access to the network's fleet of deployable assets. These portable cell sites are available free of charge to FirstNet users in need of on-demand coverage.

Last year, the FirstNet Authority [approved investment funding](#) to expand the FirstNet deployable fleet to meet the growing demand for deployables. FirstNet subscribers now have access to [more than 100 portable assets](#), including SatCOLTS (satellite cell on light trucks), flying cells on wings, an aerostat, communication vehicles, and compact rapid deployables. First responders in Indian Country can rely on FirstNet's enhanced coverage solutions to provide life-saving responses across tribal lands and rural communities.

WORKING TOGETHER TO ENHANCE TRIBAL BROADBAND

Public safety communications have drastically changed in the twenty years since 9/11, but there is still work to be done. As we look to the future, the FirstNet Authority will continue to actively engage with tribal leaders and public safety officials to ensure their needs are reflected in the network.

Learn more about the FirstNet Authority's tribal activities at firstnet.gov/tribal. For more information about participating in a FirstNet Authority engagement or to request a tribal consultation, email the Tribal Team directly at tribalconsultation@firstnet.gov.

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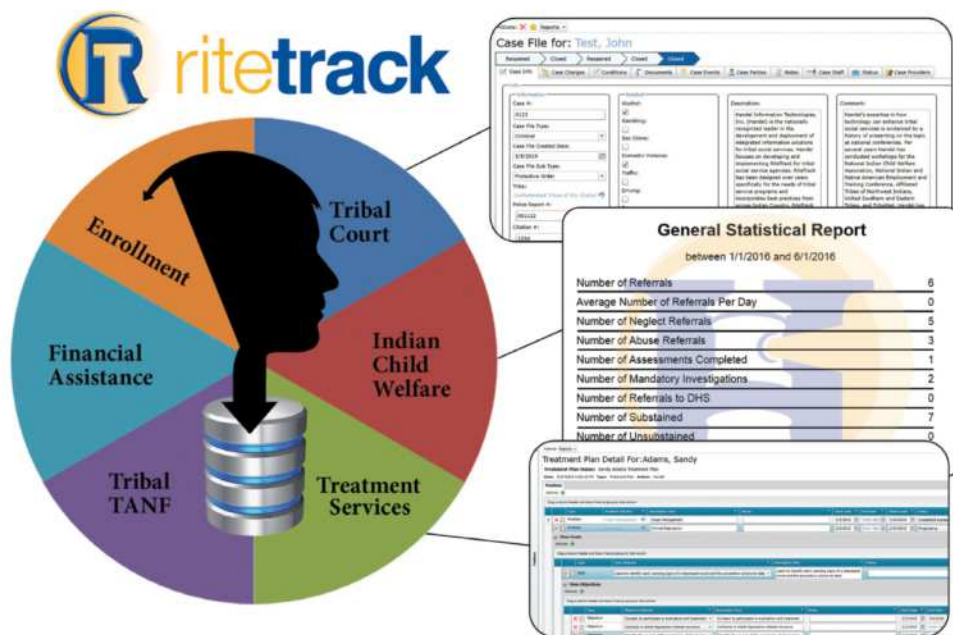
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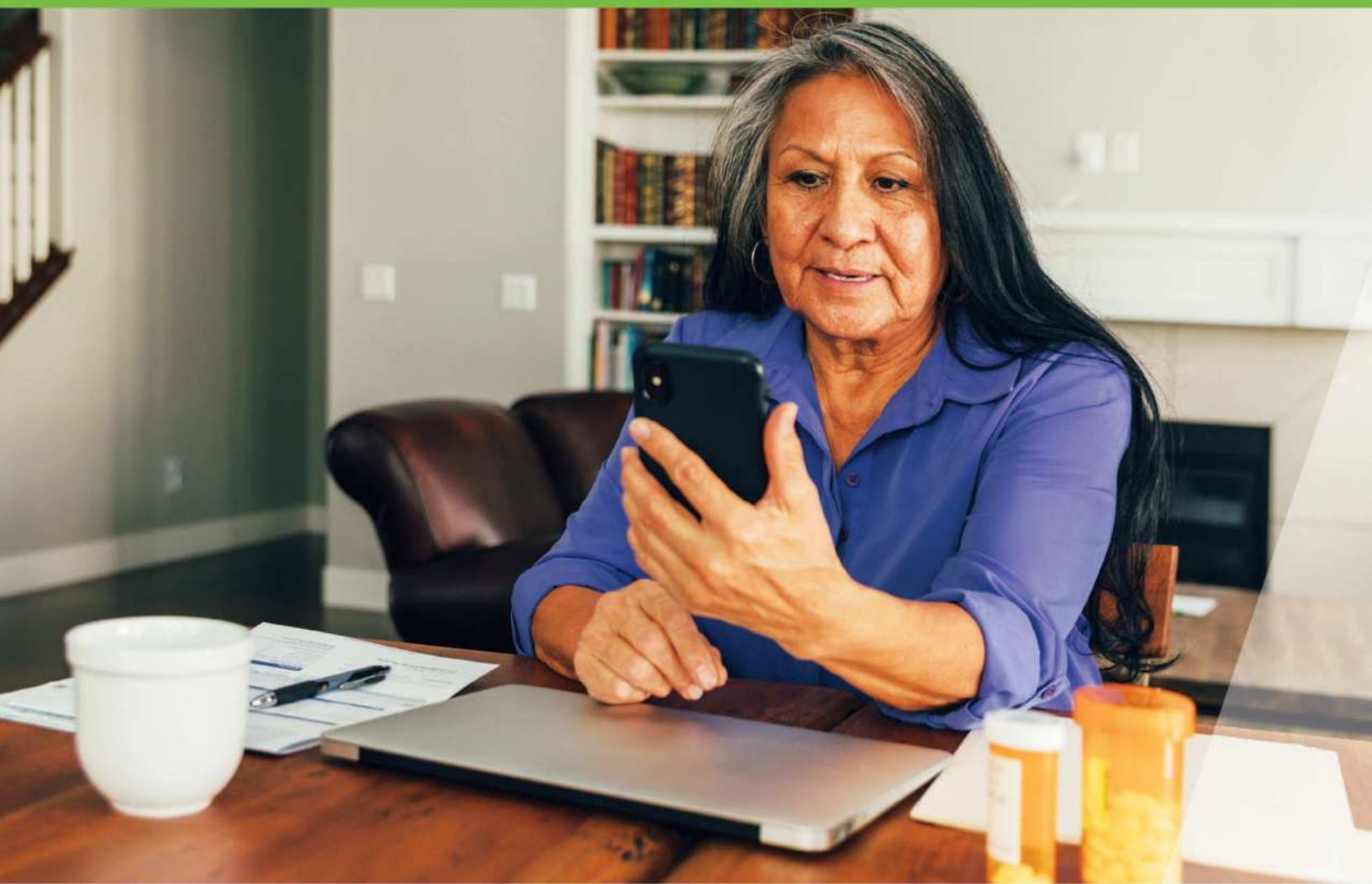
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