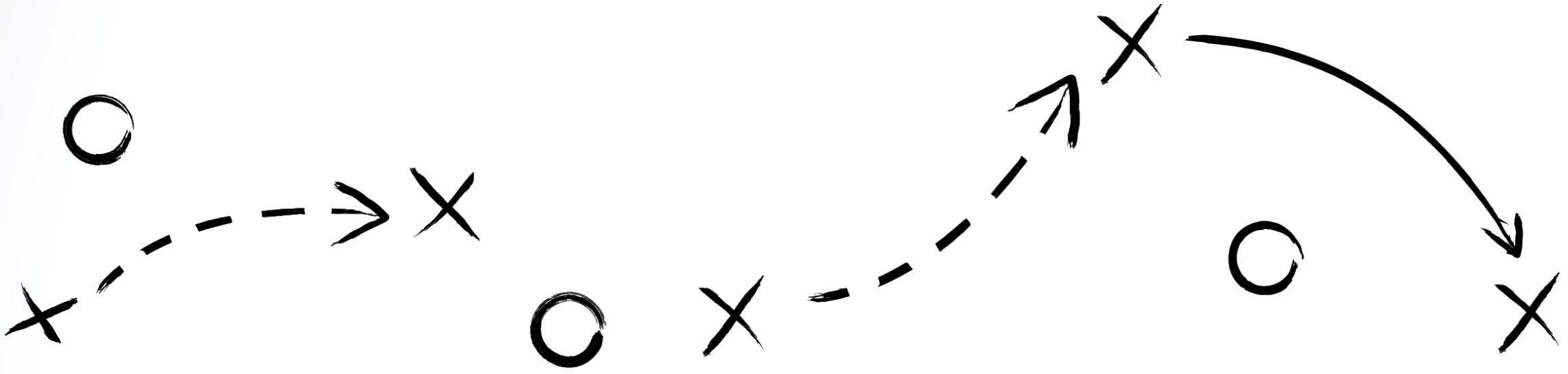
magazine

TRIBALHUB

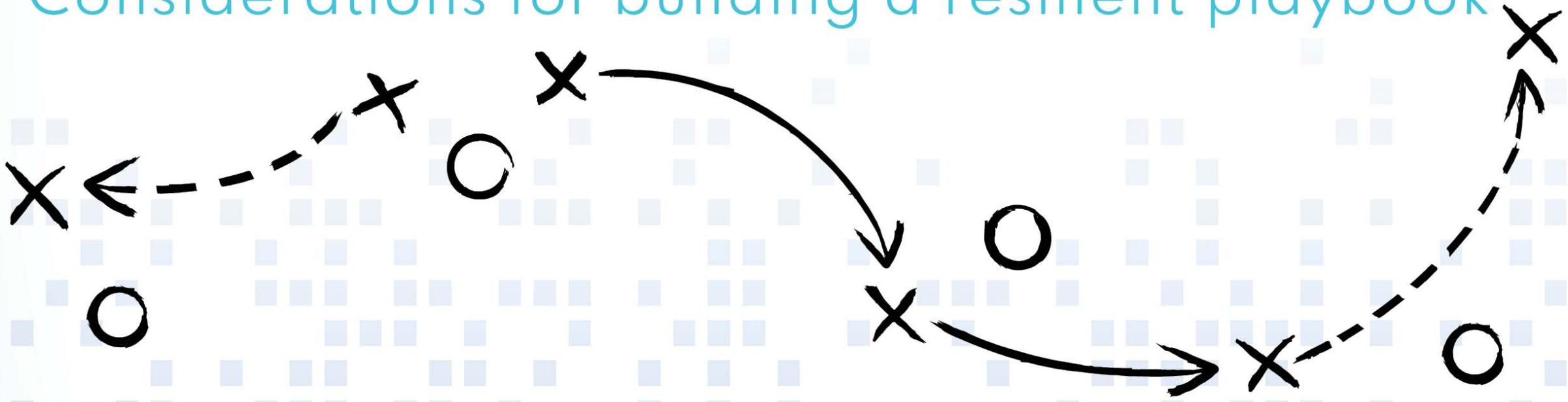
TRIBALNET
SHOW ISSUE 2022

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



NO TIMEOUTS IN TECHNOLOGY

Considerations for building a resilient playbook



Enabling Tribal Communities for Tomorrow

With Sustainable, Efficient, AI-Driven Fiber Networks

Adtran

AD11312B Copyright © 2022 ADTRAN Inc. All rights reserved

Not Just A Conference,
AN EXPERIENCE.

23RD ANNUAL
TRIBALNET
Conference & Tradeshow
by TRIBALHUB

The 3 nights of networking events are true highlights of the agenda - make new valuable connections, see old friends and create some amazing memories!

All events onsite at the Grand Sierra Resort & Casino

MEET & GREET EVENT
Monday, 9/12, 5:00 – 7:30 p.m.
(TribalHub members get early access at 4:30 p.m.)

Sponsored by:

DELL Technologies

COCKTAIL HOUR
Tuesday, 9/13, 6:30 – 7:30 p.m.

Sponsored by:

CENDYN

8TH ANNUAL JAMAPALOOZA
Wednesday, 9/14, 5:30 - 7:30 p.m.

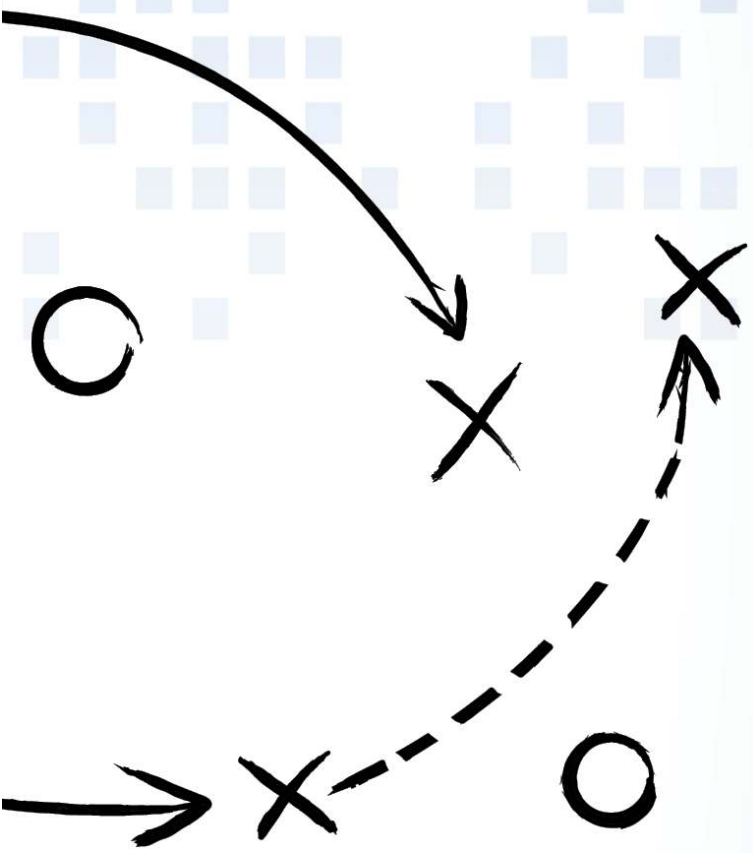
Sponsored by:

ritetrack

magazine

TRIBALHUB

FALL 2022



SHOW ISSUE

23RD ANNUAL

TRIBALNET

Conference & Tradeshow

by TRIBALHUB

Copyright © 2022 TribalHub® All rights reserved.
TribalHub is the parent company of the organizations: TribalNet™, TribalWise™, TribalValue™ and TribalFocus™. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. Although the author and publisher have made every effort to ensure that the information in this publication was correct at press time, the editor, authors and publisher do not assume and hereby disclaim any liability to any party for any loss, damage, or disruption caused by errors or omissions, whether such errors or omissions result from negligence, accident, or any other cause.

E: contactus@tribalnetonline.com
P: 269-459-9890
TRIBALHUB.COM

WELCOME

TO TRIBALHUB'S MAGAZINE - THE TRIBALNET SHOW ISSUE

FROM SHANNON BOUSCHOR
TRIBALHUB'S DIRECTOR OF OPERATIONS

Our theme this issue is:
"NO TIMEOUTS IN TECHNOLOGY- Considerations for building a resilient playbook"

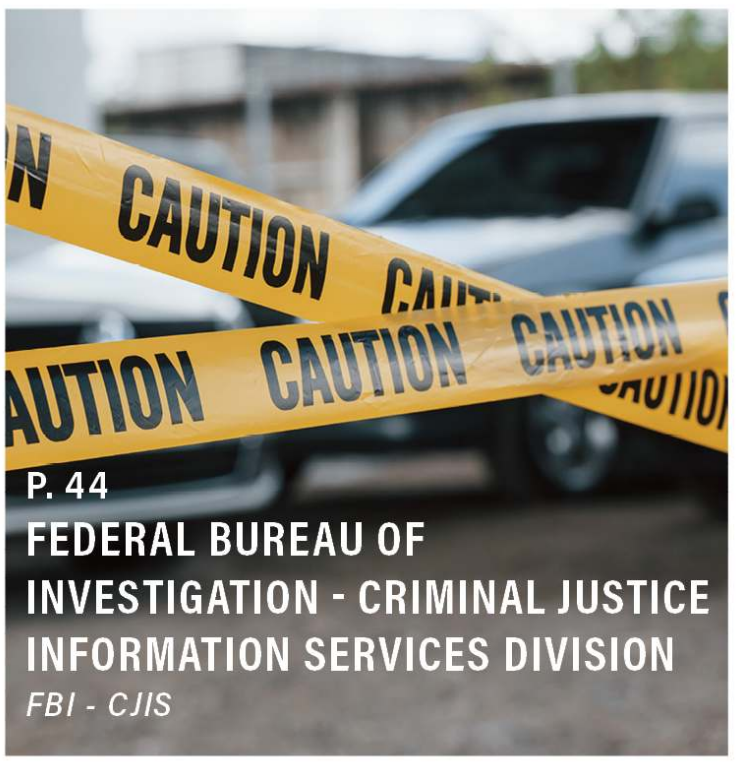
The rules are ALWAYS changing in technology and as decision makers in this 24x7 environment where the game is always on the line, a resilient playbook is required to have a solid defensive AND offensive game. You may be looking for game-changing, game-saving and game-winning solutions and plans. Guess what? You will find them in the pages of this edition! So many great articles focused on the topics that are most meaningful to our audience. Important updates from agencies and entities that are critical to our readers. Insightful best practices shared and so much more.

We are pleased to deliver our biggest issue EVER to you, in our cool digital format and in print if you are onsite at TribalNet this year. We're just getting started on an amazing Fall with all of you with this release. Next up, the 23rd Annual TribalNet Conference & Tradeshow happening September 12-15, 2022, two more regional events in November and you never know what else we have up our sleeves! Always bringing you the most value and keeping you connected.

Kudos to those of you are living the "no timeouts" life. Keep reading to build or enhance your playbook! Your team needs you.

Shannon Bouschor

TribalHub, Director of Operations
shannonb@tribalhub.com

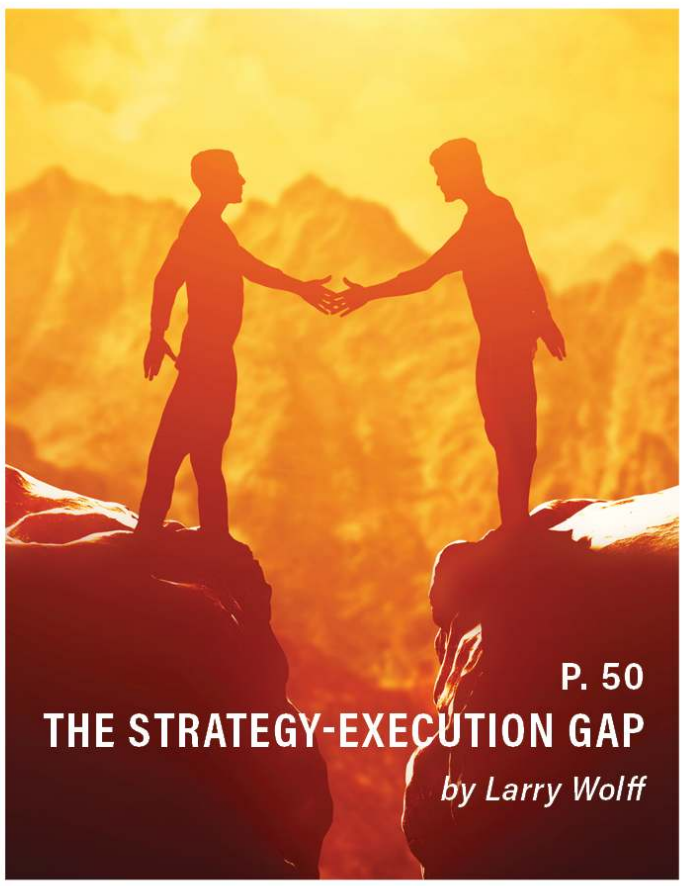


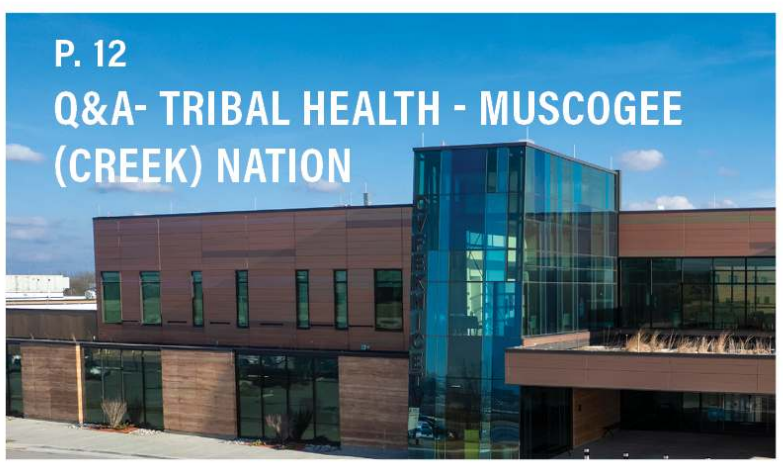
P. 44
FEDERAL BUREAU OF INVESTIGATION - CRIMINAL JUSTICE INFORMATION SERVICES DIVISION
FBI - CJIS

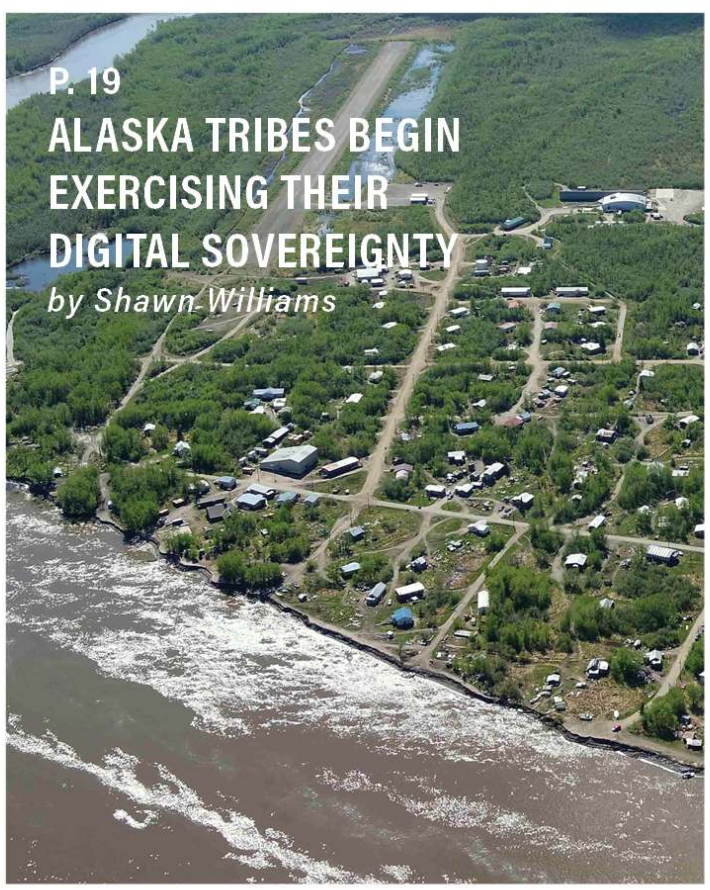
P. 29
THE IMPORTANCE OF HAVING A GAMING TECHNOLOGY UNIT IN YOUR TRIBAL GAMING COMMISSION
by Brandon Macheta

FALL 2022 AD INDEX

2 Adtran **7** Microsoft **11** Fortinet Federal **13** 1st Dragon/CME **14** Arctic IT **16** EnerTribe **21** Signature Systems Inc.
27 IntelligentTag **31** Baicells Technologies **34** Info Tech **37** CTIconnect, LLC **39** Kajeet **41** M S Benbow & Associates
43 Handel IT **45** Cofense **47** Link Technologies **49** AmpliFund **51** Tribal Data Resources, Inc. **56** Leidos







AGENCY UPDATES

8 CISA: Cybersecurity and Infrastructure Security Agency

15 IHS: Indian Health Service

18 NTIA: National Telecommunications and Administration

28 NIGC: National Indian Gaming Commission

35 FirstNet: First Responder Network Authority

38 FCC: Federal Communications Commission

44 FBI-CJIS: Federal Bureau of Investigation-Criminal Justice Information Services Division

52 USDA/RUS: U.S. Department of Agriculture - Rural Utility Service

TRIBALHUB HAPPENINGS

3 Hear from TribalNet Conference MCs

3 Networking at TribalNet 2022

9 Tribal-ISAC- Cyber Strategy

23 TribalValue Working for YOU

24 TribalNet 2022 Conference Agenda

25 Members, VIP, & Discounts

27 TribalNet Keynote Presenters

33 TribalHub Members

37 TribalHub Regional Events

43 Cybersecurity Summit

53 Thank You to Our Sponsors

54 2022 TribalNet Board Members

FEATURES

6 LEADERSHIP IS EVERYWHERE AND NOWHERE ALL AT ONCE *by Luke Freeman*

10 MULTI-FACTOR ALL THE THINGS *by David Pounder*

19 ALASKA TRIBES BEGIN EXERCISING THEIR DIGITAL SOVEREIGNTY *by Shawn Williams*

20 IT'S CHANGE AND THE END USER JOURNEY *by George Wood*

26 THE PERFECT SECURITY GAME *by William Menard*

29 THE IMPORTANCE OF HAVING A GAMING TECHNOLOGY UNIT IN YOUR TRIBAL GAMING COMMISSION *by Brandon Macheta*

30 NOT YOUR SAME TIRED LEADERSHIP PROGRAM, GO LEADER-LED *by James Beal*

36 HOW TO SURVIVE RANSOMWARE *by Kevin Adler*

40 DEVICES - HR, IT AND LEGAL CONSIDERATIONS *by Richard McGee*

42 THE IMPORTANCE OF HAVING A ROBUST ASSET MANAGEMENT DATABASE *by Mike Hammer*

46 TRANSFORMING YOUR ORGANIZATION: CLOUD-FIRST STRATEGY *by Ram Patrachari*

50 THE STRATEGY-EXECUTION GAP *by Larry Wolff*

Q&A's

12 TRIBAL HEALTH - INTERVIEW WITH BRANDY RUSSELL, MUSOKEE (CREEK NATION)

22 GAMING/HOSPITALITY - INTERVIEW WITH CHRIS DECAMP, WIN-RIVER RESORT CASINO

32 RETIRING/SUCCESSION - INTERVIEW WITH ERIC OLANDER, GRAND CASINOS

48 BOOK RELEASE - INTERVIEW WITH D.J. VANAS, AUTHOR OF THE WARRIOR WITHIN

LEADERSHIP IS EVERYWHERE AND NOWHERE ALL AT ONCE

BY

LUKE FREEMAN

PRINCIPAL, LEADERSHIP DESIGN
PURPOSE & PERFORMANCE GROUP

ABOUT THE AUTHOR

Luke has over two decades of experience working with emerging and senior leaders of all ages and in multiple industries. He specializes in the design and delivery of programs that help individuals and teams grow their capacity as healthy and effective leaders. Luke works closely with leadership teams to facilitate strategic planning, steward change management initiatives, and build leadership development pipelines that help organizations train and mobilize talent. Whether it's leading an experiential learning activity or in the boardroom, he specializes in implementing Organizational Development programs and asking questions to help leaders discover new perspectives in their leadership practices and corporate strategies. Luke completed his graduate work in Organizational Dynamics at The University of Oklahoma in 2012.

In one sense, we're surrounded by leaders. From our first breath, we experienced the leadership of parents or guardians. Growing up, we were influenced by teachers, coaches, religious and club leaders, and others who guided the activity of our lives. Today, we're connected to supervisors, executive leaders, local or tribal officials, and national leaders who direct our work. All those in positions of authority are what we call "positional leaders." Whether we have a rebellious anti-authoritarian streak or a need to please, we've been learning our whole lives about how others lead and building our own unconscious leadership philosophies based on these positional leaders.

However, if we stop and think about it, true leadership still seems scarce. Most of us have a story or two about a positional leader who did things differently. They may be a special family member who seemed to see us in a different light, that one special boss who encouraged our development when we were new to the world of work, or a coach who helped us become more without making us feel less. These few people stand out because of how different they are from most of the positional leaders around us.

I'm convinced that no one wants to be a boss who team members complain about to their spouse at night. If you want to be a leader worth following, or maybe even one of the few great leaders who leave behind a better world than they were given, I encourage you to reflect on three counterintuitive principles.

LEADERSHIP IS FOR EVERYONE.

Some people may be named a leader by receiving a promotion, but organizations that consider everyone a leader create cultures of ownership and continuous improvement. I believe that leadership isn't defined by title but is a teachable behavior consisting of three steps:

1. **Notice** something that could be better. This could be noticing a piece of trash on the ground, or noticing the emotional atmosphere when we enter a room (Are people engaged in conversation? Is everyone on their phones?). At enterprise scale, noticing could mean observing that there are people with authority and resources who could correct a problem within your organization if someone brought them a clear plan and explained how they could help.

2. **Choose.** Choosing is making a value judgment; deciding that the thing you noticed is a wrong that should be righted. Whether you're aware of

them or not, your values determine what wrongs you notice and which ones you choose as priorities. You gain power when you know your values and consciously apply them to issues that you notice.

3. **Act.** Unfortunately, noticing and choosing are of little worth without an act of courageous leadership. In my work, I always try to give emerging, high-potential, and executive leaders practice acting to solve real issues. Practice is the only way to truly gain the habit of intentional leadership.

ALL LEADERSHIP TRAINING IS RETRAINING.

In my work with tribal enterprises across the country, I often hear, "We've never done leadership training before." But the truth is, everyone who is leading has learned their approach from somewhere. Lessons in leadership may have come from a parent or a boss, but it's hard to deny that there are always systems within an organization that have trained leaders to model certain behaviors. Until we admit we've learned our current approach from somewhere, it will be very difficult for us to stop unhelpful leadership behaviors and practice new ones. The same goes for the leaders we are developing: until we stop accidentally tolerating – or even rewarding – harmful leadership behaviors, it will be hard to train new approaches to leadership.

NEVER. STOP. LEARNING.

No matter the skills we've learned so far in our leadership journeys, there is always another level of leadership intentionality to achieve. First, we learn to lead ourselves. We then add skills to lead a team. Managers and directors must learn new approaches to lead and develop other leaders. Executive leaders must dive deep into their personal purpose and values to have any hope of providing a meaningful vision for an enterprise. At each of these levels, we must let go of old practices and refocus our time on new disciplines. The journey of intentional leadership only ends when we choose to stop learning.

Ram Charan says, "This is an era in which the demand for leadership greatly exceeds the supply." If we are to meet the demand, we must view leadership as an ever-expanding discipline. My hope for you is that you aspire to differentiate your leadership approach from the over-abundance of leaders defined by position and become a truly transformational force in the lives of those you influence every day.

Microsoft

Lead your tribal organization with confidence

Microsoft equips tribal leaders with modern work tools built on one of the most trusted and secure platforms—empowering tribal organizations to preserve history and innovate in healthcare, education, and beyond.

See how partnership and innovation transformed these organizations:

- Yakama Nation
- Choctaw Nation

Learn more by contacting:
mstribalteam@microsoft.com

AGENCY UPDATE: CISA

CYBERSECURITY AND INFRASTRUCTURE SECURITY AGENCY (CISA)

SAFECOM Nationwide Survey: Helping Tribal Nations Assess Emergency Communications Capabilities

To learn more about the survey and how to participate, visit cisa.gov/safecom/sns

For additional questions and feedback, please email sns@cisa.dhs.gov

The Cybersecurity and Infrastructure Security Agency (CISA) is excited to announce the upcoming launch of the SAFECOM Nationwide Survey (SNS).

The SNS is a data collection tool that enables CISA to assess emergency communications capabilities. Every five years federal, state, local, tribal, and territorial public safety organizations are invited to participate in the survey, which yields statistically reliable data about our collective emergency communications capabilities. Data obtained from the SNS can help tribal leaders, government officials, and emergency responders make data-driven funding, policy, and programmatic decisions to strengthen emergency communications capabilities for the future. Its findings are reported to Congress and inform the update of the National Emergency Communications Plan (NECP). In addition, the data is available to tribes to help inform their emergency communications efforts.

BENEFITS OF TAKING THE SURVEY

Tribal Nation participation in the SNS is essential to identifying the communications needs of tribes, however, in 2018, less than 10% of tribal organizations completed the survey. The SNS is an opportunity for tribes, as well as other partners in the Emergency Communications System, to have their voices heard. Data gathered through the SNS provides an understanding of emergency communications needs that can be used by CISA, Statewide Interoperability Coordinators, and other organizations to tailor technical service offerings to address capability gaps. Increasing that percentage through greater participation will provide tribes with more accurate data about tribal emergency communications.

As noted by Theron T. Rutyna, SAFECOM member and Director of Technology for the OSNI PONCA business development corporation for the Ponca Tribe of Nebraska, "It is critical that tribes participate in surveys such as the SNS. Federal entities must have the thoughts, directions, and capacities of Tribal Nations reflected in the overall assessment of first responder communications. The more data that can be collected, the more that can be done to include Indian Country in the future of emergency communications."

Tribal Gaps Identified by the 2018 SAFECOM Nationwide Survey (SNS)

The **majority** of tribal organizations indicate no funding, or insufficient funding, for capital investment (82%), operations & maintenance (78-80%), upgrades (84%), and decommissioning costs (89%).

Only **3%** of tribal organizations indicated sufficient funding to address network needs past the current budget cycle.

34% of the tribal respondents indicated having no communications standard operating procedures or equivalent guidelines.

Almost half (45%) of tribal respondents indicated that their systems meet only basic mission requirements.

HELP SPREAD THE WORD

CISA is committed to helping Tribal Nations improve their emergency communications capabilities and resiliency. Recognizing that each tribe has unique cultures, capabilities, and challenges, increased participation in the SNS will help provide greater insight into tribal needs. CISA and SAFECOM also need help with spreading the word about the importance of tribal participation in completing the SNS. Here's how you can help:

- Encourage your tribal colleagues to take the survey
- Emphasize the importance of the SNS during meetings and conferences
- Contact CISA for an outreach toolkit (e.g., fact sheets, social media messages, slide decks)

The SNS is set to launch in the next few months. To learn more about the survey and how to participate, visit cisa.gov/safecom/sns.

For additional questions and feedback, please email sns@cisa.dhs.gov.

DO YOU HAVE ALL THE PIECES OF THE PUZZLE TO PUT TOGETHER A COMPREHENSIVE SECURITY STRATEGY?

TRIBAL ISAC
INFORMATION SHARING & ANALYSIS CENTER

A Tribal-ISAC membership immediately provides access to a tribe specific community built on the principles of collaboration among tribes, incident response, support, learning and preparing together.

Improve confidence in your cybersecurity preparedness

Gain access to new cybersecurity resources

JOIN NOW.
TRIBALISAC.ORG
CONTACTUS@TRIBALHUB.COM

A Tribal-ISAC membership is a small investment but a big step towards enriching your tribe's Cybersecurity posture while supporting tribes across America.

Tribal-ISAC is a 501(c)(3) nonprofit created for tribes, by tribes.

Multi-Factor ALL THE THINGS!

BY

DAVID POUNDER

SENIOR THREAT AND RISK ANALYST
GATE 15

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 to include 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 to include tours in Iraq, Cuba and Qatar.

Earlier this year, the Cybersecurity and Infrastructure Security Agency (CISA) promoted the use of Multi-Factor Authentication (MFA) to encourage individuals and organizations to be more secure. An important part of Zero Trust, MFA is a great, simple step that individuals and tribal organizations can take to help enhance security, right now! MFA means exactly what it says – a process that requires multiple ways for users to identify themselves at login. MFA was previously looked upon as a nuisance for customers, but the facts are facts – MFA makes users more secure and reduces the risk of identity theft. It not only verifies the user, but protects individual accounts, makes online transactions more secure, and protects all organizations. CISA encouraged users and organizations to adopt MFA on a number of levels:

- Start with email accounts.
- Then move on to financial services, social media, online stores, etc.
- Before you know it, MFA won't be an inconvenience, and you will be thankful for implementing it.

The threat environment has grown more complex and challenging, and there are several reasons why MFA is needed. Threat actors are increasingly capable of guessing or harvesting passwords to gain illicit access. Threat actors harvest credentials through phishing emails or by identifying passwords reused from other systems or breaches. Check out Troy Hunt's Have I Been Pwned website and input your username.

In addition, password-cracking techniques are increasingly sophisticated and tools and high-powered computing are increasingly affordable.

Authentication is based on the three levels. Single authentication, such as username and password or PIN, is the least secure method. Every step taken to increase security means frustrating an adversary.

- **Something you know (knowledge):** Examples include a password, passphrase, or PIN (common single authentication).
- **Something you have (possession):** Examples include a smart card, token, look-up secrets, one-time password devices, or cryptographic devices.
- **Something you are (inheritance/ physical traits):** Examples include fingerprints, iris, facial characteristics, voice pattern, or gait.

MFA makes it more difficult for threat actors to access accounts, and also reduces the risk of human error that is often exploited by threat actors. Having a second component of authentication, such as those listed above, makes it more challenging.

- **Text Message (SMS) or Email:** Every time you access an account, you'll be asked to provide a code sent to you. This is the weakest form of MFA and you should only use it if none of the other options are available.

- **Authenticator App:** An authenticator app is an app that generates MFA login codes on your phone.
- **Push notification:** Instead of using a numeric code, the service "pushes" a request to your phone to ask if it should let you in. You see a pop-up and can confirm the login request or deny it.
- **FIDO Key:** FIDO stands for "Fast IDentity Online" and is considered the gold standard of multi-factor authentication. The FIDO protocol is built into all major browsers and phones. It can use secure biometric authentication mechanisms – like a fingerprint or voice recognition – and is built on a foundation of strong cryptography. Often it uses a physical device – a key – essentially an encrypted version of a key to your house.

Despite the strengthened security, there are still opportunities for threat actors to bypass MFA. Below are three such methods.

1. **Man in the middle (MITM).** When using text messages or email, a threat actor could compromise a user's device and intercept one-time passcodes sent to the phone or email.
2. **Social engineering.** In this case, threat actors will log on using the target's credentials (previously acquired), prompting the SMS code to be sent out. They will then send out a specifically tailored message of their own to obtain the code.
3. **SIM swapping:** This relies on tricking (using phishing and social engineering techniques) the phone company into porting the target's phone number to a different SIM card (one the hackers) and that way allowing hackers to receive the SMS communications instead of the legitimate user.

MFA acceptance is growing by the day. In fact, many organizations are doing forced updates – making MFA part of a mandatory update. Initially, there will be some customer complaints or disruptions, but as more organizations transition to MFA, the more customers will accept it. Nevertheless, upgrades are not just as simple as flipping a switch – there are a lot of considerations and preparation that go into each change. CISA has developed a guide to help organizations get started implementing MFA.

FORTINET FEDERAL®

Increase Agency Security with Zero Trust Access. Everywhere you Need it.

Digital security, everywhere you need it.

Learn more at www.fortinet.com/federal

Q&A with Brandy Russell, Technology and Analytics Officer, Muscogee (Creek) Nation Department of Health

INTERVIEW WITH
BRANDY RUSSELL
TECHNOLOGY AND ANALYTICS OFFICER
MUSCOGEE (CREEK) NATION DEPARTMENT OF HEALTH

Q: WHAT CAN YOU TELL US ABOUT THE SIZE AND STRUCTURE OF YOUR DEPARTMENT?

A: The mission of the Muscogee (Creek) Nation Department of Health (MCN Health) is and always has been to ensure healthy generations of native people. However, as the health system for the fourth-largest federally recognized tribe in the United States, the health and well-being of the communities within the MCN Reservation are a major focus as well. Since 1977, MCN Health has grown to be one of the largest tribal health systems in Oklahoma, providing for more than 201,000 visits annually.

The MCN Health facilities include:

- Two community hospitals located in Okmulgee and Okemah
- One specialty hospital, Council Oak Comprehensive Healthcare, located in Tulsa, OK
- Six outpatient primary care clinics

The MCN Health Information Technology Department oversees all areas of technology for the organization. The landscape of our department changed almost overnight with the implementation of a new Electronic Health Records System (EHR), Epic. When we started the project we had 16 staff members, today we have more than 55. The majority of the new staff members are Epic Analysts. I fully expect the department to continue to grow to support the needs of MCN Health as we continue to expand services.

Q: WHAT CAN YOU TELL US ABOUT YOUR CHOICE TO MOVE TO EPIC; AND WHAT WAS THE CHANGE DRIVEN BY?

A: In 2019 an internal committee was formed to begin the process of exploring a transition to a single EHR system. At the time we were using Cerner in our hospitals and NextGen in our Clinics. While we had been successful in completing some integration between the two different software platforms, we still did not have one record system that provided a single source of data. The need for a consistent EHR that would provide a single medical record and better continuity of care for patients helped drive the decision to implement a new system. The process of submitting an RFI/RFP, evaluating formal demos from vendors, conducting internal meetings for reviews, and then going through the selection process and contract signing took approximately eighteen months. We went live with Epic in March of 2022.

Q: WHAT CAN YOU SHARE ABOUT THE TIMELINE OF THIS PROJECT?

A: We worked very diligently with our vendor to develop a timeline that we felt would be efficient but achievable. We wanted to put the least amount of stress on our implementation team and frontline staff providing care to our patients. The eighteen-month timeline was very achievable for us – not that there weren't stressful moments, but it was manageable.

Q: WHAT CAN YOU TELL US ABOUT THE CHANGE MANAGEMENT REQUIRED FOR THIS TYPE OF PROJECT?

A: One important thing to note is that the data gathering and input came from all departments across the health system. These tasks were not just completed by the Epic implementation team. Each specific area (registration, nursing, providers, billing, etc...) had small group meetings and then larger group meetings on a weekly and monthly basis. These subcommittee groups made decisions for their specific areas. This is where change management began.

Each area then reported to a governing body made up of a manager and/or directors that approved changes in their respective discipline. This is how change management was handled for the project and also how we ensured that decisions were being made by key stakeholders.

We continue to utilize these subcommittees to review requested/needed changes. We also have five project managers and one project director that are responsible for specific areas. During the implementation process, they worked very closely with counterparts on the vendor side to ensure we stayed on our timeline.

Q: WHAT WERE SOME OF THE "GOTCHAS" YOU WISH YOU'D HAVE KNOWN BEFORE? ANY ADVICE?

A: When thinking about some of our lessons learned, I would recommend reviewing staffing needs and committing to them.

Implementing an EHR can be staffing intensive; follow the vendor's recommendation. While it may seem unreasonable, they do have your best interest in mind for a successful go-live.

In addition, put the vendors through their paces during the demonstration phases. Salespeople will always promise the moon and stars.

I recommend the following:

- Ask them to demonstrate specific workflow – have them show you solutions to the things you have had issues with in your current software.
- Have them demonstrate and produce reports you utilize on a daily basis.
- Ask for a list of tribal clients and a list of non-tribal clients on their reference list and reach out to those folks. They may provide some very good insight you may not otherwise get.
- It's also important to understand what is included with your software. All EHR vendors are different. You can't assume that if one comes with patient education or a built-in interface engine that the next one will, too. The need to purchase additional third-party software will drive up the cost of implementation, support, maintenance, training and staffing.
- There can also be other hidden costs. Do you need extra servers for test environments or remote web access for staff? How is training going to be handled – in-house or by the vendor?

Any planning and pre-work that can be done will help eliminate the hidden cost and surprises.

Q: WHAT CAN YOU TELL US ABOUT THE CAPABILITIES AND OPPORTUNITIES THIS CHANGE HAS CREATED?

A: The MCNDH has already seen the rewards of having one EHR. We have been able to streamline the care of our patients. Inpatient and outpatient records are readily available for our providers; they do not have to wait for records to be sent or log into two different EHR systems. We have also streamlined billing. Patients have easier access to their medical records through one online patient portal. We have data at our fingertips that live in one database. This allows us to identify our most vulnerable patients and target care as needed.

MCNHealth

THE #1 CLINICAL DOCUMENTATION COMPANION JUST GOT BETTER

Trusted by over 550,000 users, **Dragon Medical One** earns praise from Tribal health clinicians as the top conversational AI speech recognition solution helping them deliver and document better patient care. Click the image to learn more.

#1 Best in KLAS Speech Recognition: Front-End EMR for Two Consecutive Years!

BEST IN KLAS SOFTWARE & SERVICES 2021 · BEST IN KLAS SOFTWARE & SERVICES 2022

Dragon® Medical One

powered by Microsoft + NUANCE

7-DAY FREE TRIAL

1ST DRAGON
Computers Made Effective

Optimize Tribal Healthcare Using Your Voice and the Power of AI Technology

866-977-3324 | 877-272-8280 | sales@1st-dragon.com | www.1st-dragon.com

Enhance Member Services with Modern Cloud Software

Tribal Platforms® is a suite of **cloud-based applications** designed to improve communication, efficiency and productivity for tribal governments.

Mobility: Work anywhere, anytime, on any device

Security: Regular, automated software updates

Cloud Lifecycle Management: Upgrades, unlimited support and maintenance included

Capabilities: Integrations with Microsoft 365 application suite (Outlook, Word, Excel, etc.)

Feature Enhancements: Ongoing updates based on user feedback

Microsoft Platform: The application functionality benefits from Microsoft's ongoing investments

ARCTIC IT
Tenacious Ingenuity®

Ready to elevate and simplify?
844.461.9500 | connect@arcticit.com

AGENCY UPDATE: IHS

INDIAN HEALTH SERVICE

Building a Modern Health IT System with our Partners

WRITTEN BY

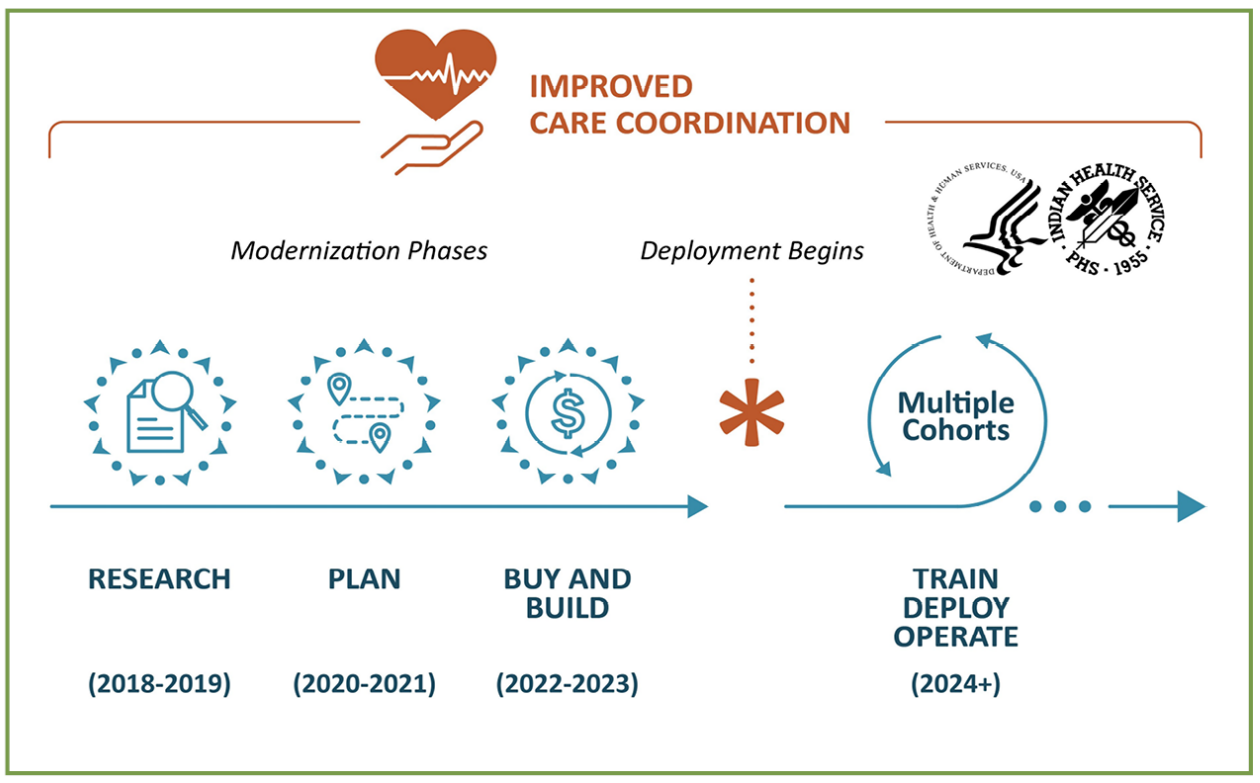
MITCHELL THORNBRUGH
Indian Health Service
Chief Information Officer & Director
IHS Office of Information Technology

FOLLOW IHS
to get latest agency updates on:

Facebook
LinkedIn
Twitter

FOR MORE INFORMATION, VISIT
https://www.ihs.gov/hit/

I am excited that the IHS Health IT Modernization Program is moving into a new phase, "Buy and Build." While many are eager to have the new enterprise electronic health record (EHR) system in place as soon as possible, we continue on a methodical path – one that accounts for time to gather input from our partners and experts in the field, analyze and understand data, and create an approach to roll this technology and its associated business processes out across Indian Country. We plan to do so in a way that sets up local care teams for success with minimal disruption to patient care.



The IHS Health IT Modernization Program will methodically create and deploy the new enterprise EHR system across Indian Country in coordination with our partners.

Within this phase we will build the enterprise EHR system with our partners in several ways:

- **Focus Groups:** IHS will establish focus groups in management/analytics. These groups, comprised of tribal, urban, and federal technical and clinical experts, will begin meeting after the acquisition process has been completed. Individuals participating in focus groups will provide input to support improved health care services and outcomes for Indian Country. Interested persons can email their name, title, credentials, organization, email address, and focus group(s) of choice to Modernization@ihs.gov, to volunteer. Vendors are not eligible to participate.

- **Tribal Consultation and Urban Confer:** IHS will continue discussions that help us better understand local health care systems' needs to build an enterprise EHR that matches or exceeds our current capabilities. We plan to hold multiple sessions in 2023, which IHS will announce through a Dear Tribal/Urban Leader Letter. Reports from past sessions are available on the IHS website in the Newsroom.

As we begin the build phase, I want to emphasize the IHS pledge to effectively retain and archive patient records and other information currently stored in the Resource and Patient Management System (RPMS) EHR. As IHS retires RPMS and transitions to the new enterprise EHR system, we will implement a robust data management strategy that focuses on the active maintenance and protection of patient records to support continuity of care, federal records retention requirements, tribal rights, access, and record retention.

This data management strategy will leverage health data standards to maintain the security and privacy of patient data and information. It will enable access, interoperability, and electronic exchange of information among tribal and urban Indian community hospitals, clinics, health centers, data systems, and partners who choose to participate.

Finally, I encourage all of our healthcare partners to visit the updated Health IT Modernization webpages on the IHS website. The pages include the research that led to the decision to replace RPMS, the current status of modernization, benefits anticipated from the new system, and frequently asked questions. You can also stay connected by signing up on the IHS website to receive Health IT Modernization updates.

EnerTribe's BROADBAND

ENERTRIBE HAS ASSISTED HUNDREDS OF TRIBES

Over the past 14 years, EnerTribe has assisted hundreds of tribes with their broadband infrastructure planning needs, and currently, we are overseeing nearly $400 million in infrastructure projects for tribes and providers. We are professionals in the industry with an in-depth understanding of the common threads that exist within our indigenous communities in regard to the negative repercussions that result from the severe lack of broadband infrastructure. EnerTribe has a wealth of experience working with cellular and fiber providers on behalf of the tribes, and for tribes who do not own an internet service provider, ensuring that their needs are included in the infrastructure planning of providers is more important than ever.

Like any natural resource, the negative impacts resulting from nonexistent or unreliable broadband internet service have been felt by thousands of tribal citizens. Many indigenous communities have been severely limited in their ability to provide educational services, telehealth, public safety, economy, and remote employment. Tribes have been unable to function efficiently in their governmental operations.

STRUGGLES AND CONCERNS ARE CHALLENGING

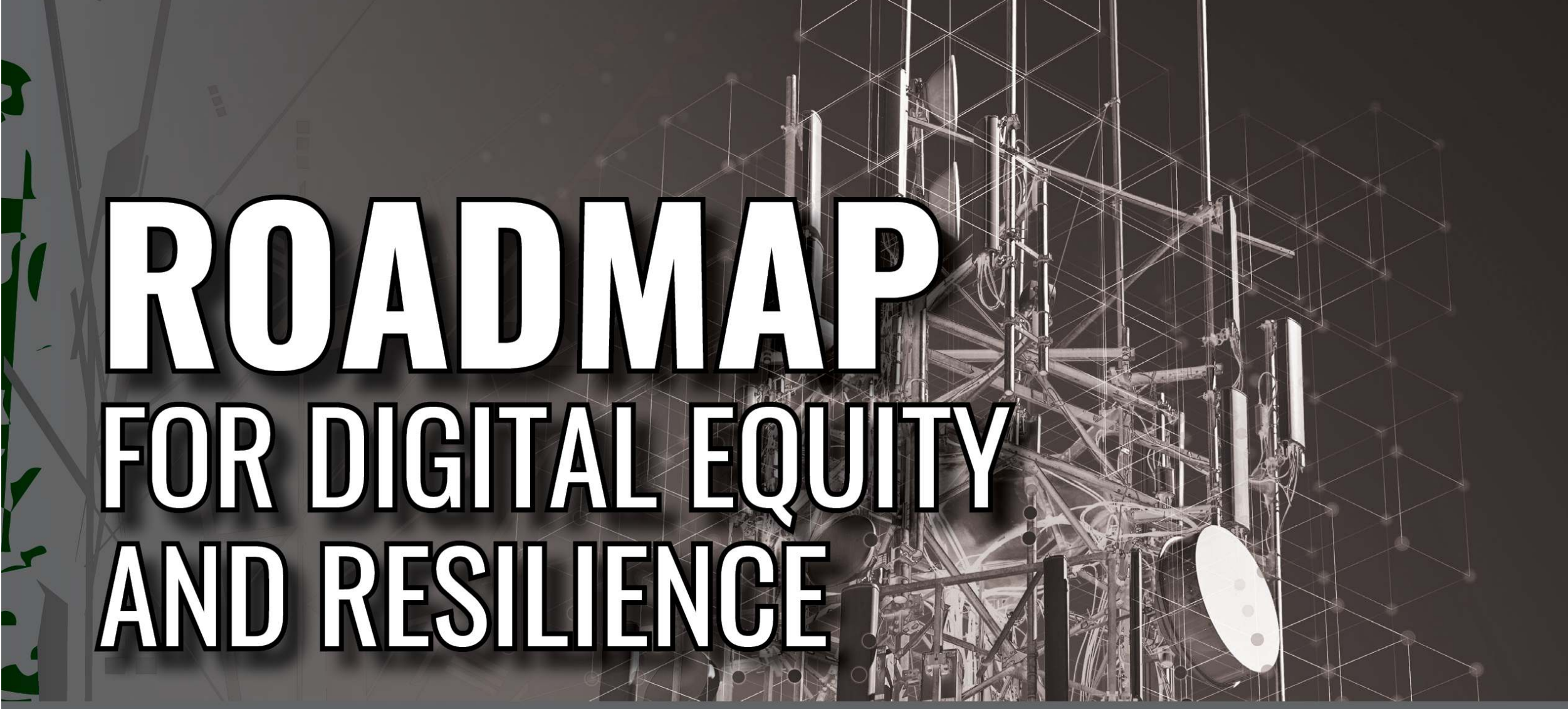
These struggles and concerns are challenging enough for the tribes, but they also bear the weight of needing to ensure that communities are prepared for whatever comes next. Fortunately, as we cautiously ease into the lull in the fluctuating health crisis and economic instability, tribes can take a breath and prepare for a possible new wave. During this opportune time, and amidst ample funding that requires careful planning, the tribes should assess their infrastructure, reexamine their partnerships and resources, and flesh out their community broadband roadmap.

In order to maximize the minimal resources most tribes have, it is vital that they understand where they are in their respective broadband roadmaps, if one exists. Additional attention should be given to the tribe's Comprehensive Economic Development Strategy (CEDS), and broadband should be woven throughout the CEDS. Developing an understanding of where they are in a broadband roadmap consists of planning, funding, engineering, construction, operations, and maintenance. Also crucial are the public/private partnerships that maximize resources and efficiently deploys reservation, county, state, and regional broadband.

BROADBAND DEVELOPMENT HAS ACCELERATED

Over the past few years, broadband development has accelerated greatly with an intense focus on tribal communities, as evidenced by numerous funding opportunities targeted for them. Federal, state, and local governments have turned attention to creating policy, funding mechanisms, and easier ways to address gaps in broadband infrastructure and the application of services. Many tribes struggle with resources to spearhead broadband development in their communities, prompting federal and state funding bodies to identify ways to bring technical assistance providers, or companies such as EnerTribe, to assist in carrying forward the efforts to develop a plan.

This has made broadband more accessible and has assisted communities, which are often under-resourced and have staff who wear many hats, in building a roadmap and outlining the essential steps for a comprehensive plan. The roadmap also allows communities to map gaps in education, health, economic growth, and other critical appli-



ROADMAP FOR DIGITAL EQUITY AND RESILIENCE

cations identified as areas of need. While roadmaps can be daunting at first, when they are correctly planned and initiated and where all of the elements are addressed, they can be a valuable tool of efficiency that successfully helps the tribes see their projects progress to fruition, and more importantly, allow tribal members to have broadband access to much-needed services.

BROADBAND HAS A FINANCIAL AND OPERATIONAL IMPACT

It is critical to understand that broadband has a financial and operational impact on all aspects of a tribe, regardless of the separation of departments or government and business. For instance, the local office of emergency services is considering improving their two-way communications for public safety needs, which would require the installation of new towers; meanwhile, the local casino has a need for an increase in Distributed Antenna Systems (DAS) for two-way and cellular communications, and the tribal government has a new Housing and Urban Development (HUD) nearing completion. While each of these three entities has its own budget, resources, and timeline, they can all maximize timelines and resources if proper planning is in place, regardless of whether each entity is in a different phase of development.

Whether or not you have a tribally chartered broadband infrastructure project, it is important to have an understanding of where the local project is at within this roadmap. You may want to make sure, for example, that a provider using your funding to build, own, and operate fiber/wireless infrastructure is doing so on behalf of the tribe. Ensuring that the site-acquisition and easement process during permitting also factors the interest of the tribes is critical. And once the infrastructure is built, you may want to make sure that the tribe is granted ownership over several fiber strands through which to operate the government, which could be accomplished through a measure such as an indefeasible right of use (IRU) that would grant, for example, service for 30+ years at no cost. It is considerations like these that should be addressed before projects are completed. For a list of suggested questions and discussion topics to go over with the local broadband provider, please contact us.

THE ENERTRIBE TEAM IS HERE TO HELP

We have experience working with every department within a tribe, and we will help expand resources, not your workload.

Shu' shaa nin-la (Thank you), **and we'll see you out there!**

There are seven components of a roadmap that are necessary to ensure its success:

1. Brainstorming/Planning
2. Funding
3. Engineering
4. Permitting
5. Construction
6. Operations
7. Maintenance

"There is value in getting the internet, but the true value is when people use the internet"
-Forest James, CEO/Founder

EnerTribe
Native American– and Woman–Owned Consulting Firm
www.EnerTribe.com
971.319.3372

AGENCY UPDATE: NTIA

NATIONAL TELECOMMUNICATIONS AND INFORMATION ADMINISTRATION (NTIA)

All 50 States, U.S. Territories, and the District of Columbia Join Biden-Harris Administration's "Internet for All" Initiative

FOR MORE INFORMATION ON TRIBAL NATIONS WORK AND BROADBAND GRANTS:

ADAM GEISLER
Division Chief, Tribal Coordination and Nation to Nation Coordination, OICG
202-494-7820
AGeisler@ntia.gov
https://www.internetforall.gov/program/tribal-broadband-connectivity-program

The National Telecommunications and Information Administration (NTIA) is pleased to announce that every state and territory in America is "signed on" to the Biden-Harris Administration's Internet for All initiative. These new federal programs will connect the unconnected and give Americans the tools necessary to make the most of affordable, reliable high-speed internet. The programs were announced in May with the launch of three opportunities funded through the 2021 Bipartisan Infrastructure Law (BIL).:

- Broadband Equity, Access, and Deployment (BEAD) Program: Provides $42.45 billion to expand high-speed internet access by funding planning and infrastructure deployment and adoption programs in all 50 states, Washington D.C., Puerto Rico, the U.S. Virgin Islands, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands.
- Enabling Middle Mile Broadband Infrastructure Program: Establishes and funds a $1 billion program for the construction, improvement, or acquisition of middle-mile infrastructure. Tribal governments are eligible applicants for this program.
- Digital Equity Act Programs: Provides $2.75 billion to establish three grant programs that promote digital equity and inclusion. They aim to ensure that all people and communities have the skills, technology, and capacity needed to reap the full benefits of our digital economy.
    - **State Digital Equity Planning Grant Program:** A $60M formula grant program for states, territories, and tribal governments to develop digital equity plans.
    - **State Digital Equity Capacity Grant Program:** A $1.44 billion formula grant program for states, territories, and tribal governments. It will fund an annual grant program for five years in support of digital equity projects and the implementation of digital equity plans.
    - **Digital Equity Competitive Grant Program:** A $1.25 billion grant program. It will fund annual grant programs for five years to implement digital equity projects.

Please sign up to receive email updates, attend or view our technical assistance webinar series in connection with the new programs, and check grant program information pages on the Internet for All website for notices of funding opportunities, links to the application portal, application guidance, checklists, and additional technical assistance resources as they become available. For help on how to start a broadband project, visit BroadbandUSA.

TRIBAL BROADBAND CONNECTIVITY PROGRAM UPDATE

The BIL provided an additional $2 billion to the Tribal Broadband Connectivity Program (TBCP), an NTIA program previously implemented under the CAA. The TBCP directs funding to tribal governments to be used for the deployment of high-speed internet on tribal lands, as well as for telehealth, distance learning, affordability, and digital inclusion.

During the program's 90-day application window, which closed on Wednesday, Sept. 1, 2021, NTIA received more than 300 applications for the TBCP, for a total of over $5.8 billion in funding requests representing over 75% of Federally Recognized Tribal Governments. Please visit the TBCP page for updates as awards are announced and additional information becomes available.

In August 2021, NTIA also established the Office of Minority Broadband Initiatives (OMBI), which fulfills the requirements of the Connecting Minority Communities provisions enacted into law as part of the CAA. The office builds upon the foundational work that began under NTIA's 2019 Minority Broadband Initiative, which involves partnering with Historically Black Colleges and Universities, Tribal Colleges and Universities, and Minority-Serving Institutions to expand high-speed internet access and leverage their role as hubs for innovation and economic opportunity.

BROADBANDUSA TRIBAL NATIONS RESOURCES

See the Tribal Nations page on BroadbandUSA's website for relevant news, a planning toolkit, and additional publications for tribal governments, as well as contact information for NTIA's Tribal Connectivity and Nation to Nation Coordination Team.

ALASKA TRIBES BEGIN EXERCISING *THEIR DIGITAL SOVEREIGNTY*

Throughout Alaska, tribal broadband leaders are beginning to emerge. In some cases, it's a local elder or village advocate. Other times, it's a telecom champion who knows enough to guide tribes to a consortium. One such leader is Chief Mike Williams. He grew up in Akiak and remembers when his village got electricity for the first time. According to Chief Williams, gaining electricity changed everything and brought Akiak into modern times.

Akiak sits along the Kuskokwim River, about 380 air miles northwest of Anchorage and 20 air miles from the nearest hub community, Bethel. Akiak is subject to flooding during spring break-up, and river bank erosion is an ever-creeping problem. All infrastructure must be above ground on supports or poles.

During the COVID-19 pandemic, Chief Williams realized Akiak was painfully behind when it came to internet connectivity. In Anchorage, everyone received their Health Department mandates online. To access the internet, Akiak only had the cellular data option on cell phones.

Having family members tethering for entertainment and homework all day meant everyone was streaming and the bill was often twice the normal cost. Not only was it expensive, but it wasn't nearly as dependable as urban connectivity options. Something had to change.

Recently, Chief Williams launched Alaska's first tribally-owned broadband network in his hometown community. He also started Akiak Technologies and the Yukon-Kuskokwim Delta Tribal Broadband Consortium which represents 17 tribes who are installing their own tribally-owned broadband networks. The Yukon-Kuskokwim Delta Tribal Broadband Consortium membership is growing as neighboring tribes see Akiak's success and realize digital sovereignty means not waiting for the telecoms to deploy fiber.
Pacific Dataport, based in Anchorage, has taken a lead role in providing the tribes and tribal consortiums in Alaska with satellite middle mile options – both LEO and GEO HTS technologies. In the process of working with Alaska's tribal leaders, we've discovered a few tips that clearly help ensure success.

Firstly, groups or consortiums are a great way to increase economies of scale. This will reduce costs and increase efficiencies. Secondly, promoting competition between equipment providers – letting them know that winning the contract comes down to unit cost – helps drive prices down. The same can be said for middle-mile providers if you have more than one option. Thirdly, find an unbiased network expert in all types of technologies – fiber, microwave, satellite. This may be like finding a unicorn, but a neutral technology consultant is worth their weight in gold. Fourthly, secure an experienced grant writer who specializes in federal broadband grants. This person will keep track of opportunities and deadlines, and make sure the tribe's goals align with the goals of each grant program they suggest.

The current federal government is rightly supporting the concept of tribal digital sovereignty with funding programs like the NTIA Tribal Broadband Connectivity Program. The FCC supported this concept as well with the issuance of 2.5 GHz Tribal Spectrum awards. Take advantage of this once-in-a-lifetime opportunity by growing tribally owned broadband networks on tribal lands.

Connectivity is knowledge. Knowledge is power.

BY
SHAWN WILLIAMS
VP OF GOVERNMENT AFFAIRS AND STRATEGY
PACIFIC DATAPORT

ABOUT THE AUTHOR

Shawn Williams is the VP of Government Affairs and Strategy for Pacific Dataport in Anchorage. He's a 40-year resident of Alaska, former Assistant Commissioner of Commerce for the State of Alaska and an enrolled member of the Karuk Tribe of California. He holds a BA in Economics at the University of Alaska, Anchorage and an Executive MBA in Strategic Leadership at Alaska Pacific University. Shawn is an expert in the economics of broadband in rural Alaska.

IT's Change and the End User Journey

BY

GEORGE WOOD

DIRECTOR OF ICT APPLICATIONS
THE MOHEGAN TRIBE

ABOUT THE AUTHOR

George Wood has been with the Mohegan Tribe for 21 years starting as a Systems Analyst in 2001. He has also held the positions of Project Manager, Applications Manager, Director of Applications and now as the Director of ICT Operations.

George's desire to help deliver effective and efficient solutions for the tribe's business processes have driven him throughout his career. In his current role he oversees all applications, application development and technology for the Mohegan Tribal Government. The Mohegan Information and Communications Technology Team is currently 20 members strong with a very diverse skillset.

George holds a BS degree in Information Technology from Western Governors University. He has held Network+, Security+, Project+ and several other certifications throughout his years in IT.

As IT professionals we have had to deal with many changes over the last few years, not the least of which was learning how to work remotely and support our customers from afar. It's easy to get caught up in our own challenges and forget how IT changes and new initiatives affect our users/customers. In IT we are often able to quickly implement a solution, but the customer may not be able to adapt as quickly.

We have had to adjust the way we handle change with our customers recently. In talking with department heads and users, I have become painfully aware of the many changes we are asking them to accept while they still have a job to do. What the IT team sees as a minor system change can have a major impact on how users get their job done. Even changes that make life easier for the user can produce anxiety and confusion if they are not communicated correctly.

To avoid confusion when starting a new IT initiative, engage the customer as early in the process as possible. When making technology decisions involve them in the process. Users will be more accepting of the solution when they feel part of the selection process.

Communication is the key. Talk to others that have implemented a chosen solution and see what issues their users have reported. It is not only imperative to communicate the change to users and explain how it will impact their day-to-day operations, but it is vital to communicate the reason for the change. For example, a technology change might increase security, eliminate paper processes, or could be a necessary replacement if the current solution is end of life. Communication needs to go two ways. It is important to empathize with the impacted users and let them know you will be their partner throughout the process. Be sensitive to major business events. For instance, it is not best to implement a change in finance during tax season. Make sure not to force an arbitrary timeline and be flexible when you can even when we have pressure to get things done sooner than sometimes possible.

Sometimes simpler is better. We recently had a solution that was selected because of several advanced features it offered above and beyond the current solution. When we tried to show all those features to the users at the initial rollout, they were dazed and confused. We then decided to implement the core functionality, let that settle in the environment for a while, and then double back to the new features. The customers were less stressed by this method, and we gained early acceptance which led to a smooth transition.

Measure success. Just because you have implemented a solution and the solution is running does not make it successful. Engage the users post-rollout to make sure they can use the new technology to get their job done. Listen to their frustrations and try to address any issues. Make sure that you follow up with them even if the answer you offer may not be what they want to hear. You may be surprised to find they are having a problem that can be easily addressed with a quick configuration update.

Always keep in mind that change is not only hard for us in IT, but is also difficult for the customer. When we are done with the change on the IT side, the customer's journey is just beginning.

LARRY FIEL
VP OF MARKETING AND COMMUNICATIONS
Larry.Fiel@pdqpos.com

SIGNATURE SOLUTIONS, INC. SALES DEPARTMENT

MIKE NARDI
Sr. Sales Executive
Michael.Nardi@SSIpos.com;

JOHN WHITE
SVP/CTO
John.White@SSIpos.com

MEET

Signature Solutions, Inc.

WHO WE ARE

For 35+ years, Signature Systems, Inc. (SSI), a forward-thinking technology solutions innovator, has been providing leading-edge, point of sale products and services to its ever-growing customer base.

With an all-in-one solution set that's focused on casino-based restaurants/retail of all sizes and concepts, SSI leverages all-in-house development to provide custom, fast-cycle deliverables and seamless, fast-cycle integrations regardless of scope or complexity. While its philosophy of all-in-accountability ensures hassle-free, end-to-end issue resolution and reliability on a holistic level, its acclaimed 24x7x365 Help Desk offers exemplary support whenever needed.

Poised to disrupt the casino industry with transparency, enhanced communication, and determined resolve, SSI will uphold and enhance your most important asset: your valued brand.

OUR MESSAGE TO TRIBE/ENTERPRISES

Rather than making-do with uninspired off-the-shelf products, costly add-on services, and underwhelming support, Tribes can now reap the myriad benefits of our proven, all-encompassing, value-added, custom point of sale solution for their F&B operations.

PRODUCTS/SERVCES

Our comprehensive product solution set includes all-in-one and mobile POS, self-serve kiosk POS with multiple tenders, integrated kitchen display systems, integrated camera systems with text-overlay, integrated digital menu boards, guest-facing monitors--all of which function seamlessly in order to help you sell more food to more guests, more quickly and efficiently and elevate the guest experience, both measurably and meaningfully.

Our innovative software solutions include holistic, cloud-based enterprise reporting with mobile app, natively integrated and third-party integrated online ordering, natively integrated "in-place dining, contactless and 100% cashless functionality, and more.

Our acclaimed services include all required integrations with expert project management, 24x7x365 live, domestic support with on-demand menu management, ironclad data & cybersecurity protection for your connected environment, and more.

WHY VISIT OUR BOOTH

Rather than getting an uncomfortable sales pitch, you'll receive insight into our company, our people, and our processes--as well as the knowledge you need to make informed decisions regarding your current needs and future growth. Can't wait to see you at TribalNet, Booth #201.

Because the true measure of a company is best conveyed when issues arise, a recent testimonial from one of our loyal Jimmy John's owners aptly describes our culture of caring, something that is richly embedded in our corporate DNA:

"We couldn't open on time yesterday because we had connectivity issues. A magnificent tech from your call center the necessary time it took to troubleshoot, try things, reconfigure, re-route, etc. in order to get our system running. Although I forgot his name, he never stopped trying to resolve our unique issue with patience and expertise. Because of his efforts, we are again running flawlessly. He deserves epic praise, kudos, congratulations, laud, and hip-hip-hoorays all around! He is a hero and I want to recognize his incredible persistence and ability to boldly go forward courageously into the unknown to perform monumental acts of service and skill. He is so very talented, and I want to make sure he is recognized for going way above and beyond. He has both the skills and work ethic to keep our stores running. Thank you!"

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

INTERVIEW WITH

CHRIS DECAMP

DIRECTOR OF TECHNICAL SERVICES
WIN-RIVER RESORT CASINO

Q: CAN YOU GIVE US A SNAPSHOT OF THE IT DEPARTMENT SUCH AS THE SIZE OF YOUR TEAM, THE REPORTING/ DEPARTMENT STRUCTURE AND AREAS YOU OVERSEE TECHNOLOGY FOR?

A: Compared to some, our IT team is on the smaller side. Including myself, we have 13 team members: five helpdesk techs, one help desk supervisor, three engineers, two programmer analysts and one IT manager. In our reporting structure, the helpdesk techs report to the helpdesk supervisor. The helpdesk supervisor, engineers and analysts report to the IT manager who in turn reports to the Technical Services Director. The Technical Services Director answers directly to the General Manager. We are fortunate that leadership has seen fit to involve IT at the highest levels of the organization. We are actively included in the organization's strategic planning, ensuring we meet the needs of all of the organization's business divisions.

Our team oversees all aspects of IT for the organization, supporting everything from helpdesk, security, server support, networking, analytics, and reporting. Covering this many areas with a small team can be challenging, but we take pride in running a lean operation, which keeps expenses down and actively contributes to the organization's EBITDA.

Q: HAVE YOU DONE ANY SIGNIFICANT CONSTRUCTION PROJECTS WITHIN THE LAST YEAR OR ARE ANY ON THE HORIZON YOU CAN TELL US ABOUT? IF SO, WHAT IS IT'S ROLE/INVOLVEMENT?

A: We are currently in the process of planning our new casino and resort location on interstate 5 and are in the schematic design phase of the project cycle. Once our land is placed in trust (hopefully during this administration), we will begin the design development phase and creation of construction documentation. When we get the go-ahead with construction we are looking at a 20-24 month construction cycle. IT has been closely involved in the development of the project to ensure all of the proper infrastructure is included to support a smooth start to operations. We have consulted with the architects to make sure the facility is designed to support an ever-evolving technology environment. Some of the things we have been working on are data center size and location, telecommunications room locations, telecommunications pathways, power requirements, design and sizing of the helpdesk, and engineering environments. As an organization that embraces technology, IT has been fortunate to be heavily involved in the development of the project.

Q: WHAT ARE SOME OF THE KEY PROJECTS ON THE HORIZON FOR YOUR TEAM FOR THE REMAINDER OF THE 2022 BUDGET CYCLE AND MOVING INTO 2023?

A: In 2022 and 2023 we have focused heavily on security. In today's cyber environment we are witnessing an industry-wide increase in cyber risks and attacks. This year, we have invested heavily in the arena of cyber security. One of our big pushes is rolling out multifactor authentication organization-wide; we plan to finish this project in the next several months. We are also in the process of migrating the accounting portion of our ERP to a cloud-based solution, which will reduce expenses and increase support; this will also allow us to re-allocate server resources. In 2023 we will be replacing the portion of our networking equipment that is nearing end of life or end of support. We will also be deploying a solution to monitor system performance from end to end including the cloud. As we move further into the cloud this will allow us to accurately identify and communicate when and where system performance issues are occurring.

Q: WHAT ARE YOUR BIGGEST CHALLENGES OR OBSTACLES THIS YEAR AND WHAT ARE SOME THINGS YOU ARE DOING TO TRY AND OVERCOME THEM?

A: One of our biggest challenges is balancing day-to-day operations with larger project implementations. This year we have had a heavy project load and it has been a challenge to ensure projects are progressing and we are meeting goals while not compromising on customer service and day-to-day operations. We have weekly all-staff meetings to discuss challenges and opportunities and ensure we are meeting both project and day-to-day operations goals.

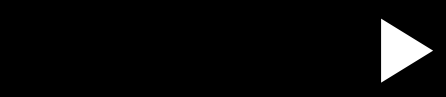
Q: WHAT DO YOU THINK SOME OF THE HOTTEST TOPICS WILL BE THIS YEAR AT TRIBALNET?

A: I believe the cashless gaming floor and slot data platforms in regards to functions and analytics will be big on people's minds. I know our organization has had many discussions on these topics this year.

Q: ANYTHING ELSE YOU WOULD LIKE TO SHARE?

A: One of the most significant things we do as an IT organization is invest heavily in training and education for our team members. This creates an environment that leads to greater team member confidence and buy-in to the organization's success. It makes me proud to say that every engineer and analyst in our organization started at the help desk and their hard work and the organization's investment have made them the highly-qualified and very loyal team members that they are.

WE WOULD LIKE TO THANK CHRIS FOR TAKING THE TIME TO CONNECT WITH US AND ALLOW US TO SHARE OUR CONVERSATION WITH TRIBALNET'S READERS. IF YOU WOULD LIKE TO CONNECT WITH HIM - HE WELCOMES YOUR EMAIL AT: CHRIS.DECAMP@WIN-RIVER.COM



LOOK TO OUR PARTNERS BEFORE MAKING YOUR NEXT PURCHASE!

Technology - Hardware, Support, Service and Security

Softchoice

NUTANIX

Microsoft

BULLETPROOF

splunk>

Planet Technologies

Marketing & Gaming Services

Industry Research

USB US BOOKMAKING

NEXGEN TECHNOLOGY FAST CASH

ENGAGED Nation

INFO~TECH RESEARCH GROUP

Food Service

BUYERS EDGE PLATFORM

CSM | Cost Solutions®

National food group

TO SEE ALL DEALS, visit tribalvalue.com or contactus@tribalhub.com

TRIBALVALUE ....a division of TRIBALHUB

WHAT'S HAPPENING AT TRIBALNET 2022

**subject to change- for the most up to date agenda visit tribalnetconference.com*

Monday, September 12

EVENTS

- 1st Annual Tribal Share Golf Outing: A Day of HACKtivism - Fore the love of Tribal-ISAC
- TribalNet Exclusive Meet & Greet Event - Sponsored by Dell Technologies - onsite at LEX

SESSIONS

Leadership

- Creating a Coaching Culture: a workshopped case study
- Love & Leadership - creating better workplaces through compassion

Information Security

- IoT Security
- Managing the Hybrid Workforce - policy, budgets, privacy concerns
- Distinction Between Data Security and Data Sovereignty (Data Governance)

Tribal Government Technology

- Broadband - the evolution & sustainability model
- Tribal Member Self-Service Portals

Tribal Gaming & Hospitality Technology

- Gaming & Hospitality Location Services

Tribal Health Information Management

- Project Management/Change Management in Health
- Social Determinants of Health (SDoH) - capturing and using data
- Indian Health Centers and Electronic Consult - improving access to specialty care

Tuesday, September 13

EVENTS

- MC Morning KickOff and Welcome
- Keynote Presentation from Garry Golden: Think Like a Futurist - the slow pace of fast change
- Vendor Tradeshow and Hospitality Event
- Tribal-ISAC Happy Hour
- Cocktail Hour - Sponsored by Cendyn

SESSIONS

Leadership

- Leadership in an Automated World - enhancement not replacement
- Pillars of Developing the Next Generation of Tribal Member Leadership
- Technology - your best offense

Information Security

- A New Truth -modern cyber defense requires a united strategy & team approach
- Cyber/IT Audit - best practices, pain points and lessons learned
- Multi-Factor Authentication (MFA) - best practices

General Technology

- Moving Onsite Enterprise Apps to the Cloud Successfully

Tribal Government Technology

- Funds for Broadband & Cyber

Tribal Gaming & Hospitality Technology

- Cashless - technical & strategic
- 360 Degree View of Guest for a Better Experience - integrating loyalty on prem and off

Tribal Health Information Management

- IHS update- RPMS Modernization - what can be shared
- Health Specific Cybersecurity - continuity of care

Wednesday, September 14

EVENTS

- MC's Morning Kick Off and Keynote Session with Jerrod Murr: From 8-Track to Emoji
- TribalHub Delivers - Where We Came From, Where We Are and Where We Are Headed
- Closing Keynote Session with Dan Thurmon: Positive CHAOS
- MC Wrap-Up and $1000 Giveaway
- Vendor Tradeshow and Hospitality Event
- Booth Prizes, Awards and Sponsored $2500 Bingo Run Grand Prize Drawing
- Jamapalooza Networking Event - Sponsored by RiteTrack by Handel IT

SESSIONS

Leadership
- The Intersection of Leadership, Technology and Legal

Information Security
- Lessons Learned from Ransomware - tech and business perspective
- Data Exchange Agreements and Security Summaries - third-party agreements

General Technology
- Project Management & Best Practices for System Selection

Tribal Government Technology
Technology in Tribal Public Safety - building safer communities

Tribal Gaming & Hospitality Technology
- Mobile Wallet- what's happening and what's next?
- Slot Data Performance- enabling other functions/ analytics

Tribal Health Information Management
- Informatics - certifications & the roadmap

Thursday, September 15th

WORKSHOPS

- Information Security: Back to Basics - security testing for defense
- General Tech: Microsoft Azure Fundamentals Training

TRIBALHUB MEMBERS ENJOY A VIP EXPERIENCE AT TRIBALNET!

- ✶ Save $200 on attendee pass
- ✶ Early access to the Monday Night Meet & Greet Event
- ✶ Walk the red carpet to the VIP lounge for an exclusive welcome experience complete with refreshments
- ✶ Receive a members-only gift at conference registration
- ✶ Receive a members-only T-Shirt
- ✶ Enter the members-only drawing
- ✶ ...and MORE!

TRIBALHUB MEMBERSHIP

LEARN MORE AT:
www.tribalhub.com/tribalhub-membership

THE PERFECT SECURITY GAME

BY

WILLIAM MENARD

DIRECTOR OF ISO
SAN MANUEL BAND OF MISSION INDIANS

ABOUT THE AUTHOR

William Menard "Will" is a change agent with more than 20 years of information security and compliance experience at all levels within information security, ranging from support and administration to engineering, solution architecture and leadership. Will joined San Manuel Band of Mission Indians in 2018 proving leadership and oversight to the security operations, governance, and engineering teams.

Is it possible to play the "perfect" game? That is a challenging question. An environment with both Tribal Gaming and Tribal Government can feel like two completely different teams, even though they are both parts of one sovereign nation. Finding the right balance is key to big numbers on both sides of the scoreboard.

Information Security (IS) experience tells us that there is no such thing as a perfect game. Imagine a football team driving toward the goal line and pushing the ball down the field. The end zone is within view, but then you hear a whistle blow. The referee calls a penalty for offensive holding and the 10-yard penalty pushes the goal just out of reach. Our days are filled with the ups and downs of gaining yardage then something unexpected sets us back a few yards and we need to re-think the strategy.

Much like football, tackling information security risks requires careful planning and execution. Improving our game requires change, and change is not always embraced on the first pass. Changes may impact people or deep-rooted processes embedded across the enterprise and culture. The first "penalty" can include hearing something like "but, we've always done it this way…"

Years of experience managing countless security initiatives have taught me three common factors that make or break the game: Requirements, Planning, and Communication (RPC).

1. **Requirements** – Strong teams are comprised of hand-selected players with specific roles – who fulfill different requirements. Likewise, when implementing a new security system it's important to understand the requirements first. A new Data Loss Prevention suite has a much better chance of scoring points if both security and business requirements are carefully defined from the start. If not, you are going to get hit with penalties.
2. **Planning** – No great coach goes into a game without a plan. Winning the game requires nimble implementation of a plan that addresses the requirements and regularly engages project stakeholders at critical milestones, as you move the ball down the field. They will provide invaluable feedback on the way to the goal.
3. **Communication** – A quiet quarterback will not be a winning quarterback. Encourage open dialogue and make no assumptions that the team understands exactly what is to be done. Communicate and communicate often. Discuss each play in advance and its potential impact on the enterprise.

HERE IS HOW ONE GAME PLAYED OUT:

The goal was to implement a new content filtering solution. The challenge was to balance the needs and risk profiles of tribal gaming and government. Government is moderate and risk-averse, while gaming leans more risk-tolerant. The team fumbled the requirements, so the first penalty hit pretty quick. A newly implemented global content policy was blocking gaming employees from accessing authorized websites. Upon review it was identified that the team gathered requirements from tribal government, but not for tribal gaming: lesson learned. The result was an emergency rollback and a time penalty as new gaming requirements were gathered. Often a new implementation will reveal broken business processes or gaps in awareness and education. In this case, the different risk profiles required only minor changes to the global policy. However, this exercise exposed significant gaps in the exception process with broad risk implications had they not been addressed.

Encouraging open dialogue and engaging stakeholders early can surface issues quickly. The only bad question is the one that wasn't asked. The perfect game is elusive. Up your requirements gathering, planning, and communication skills, and you will always play a great game.

23RD ANNUAL

TRIBALNET

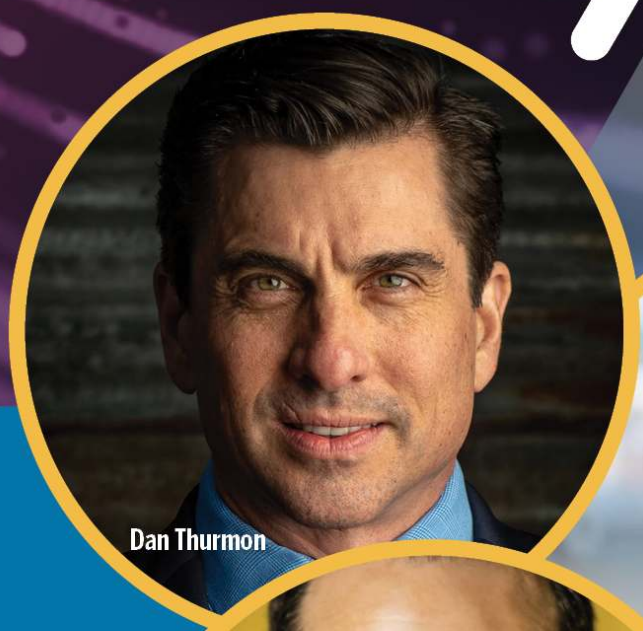
Conference & Tradeshow

by TRIBALHUB

SEPT 12-15, 2022 • RENO, NV

GRAND SIERRA RESORT & CASINO

CHECK OUT THIS YEAR'S KEYNOTE SPEAKERS



Sessions:

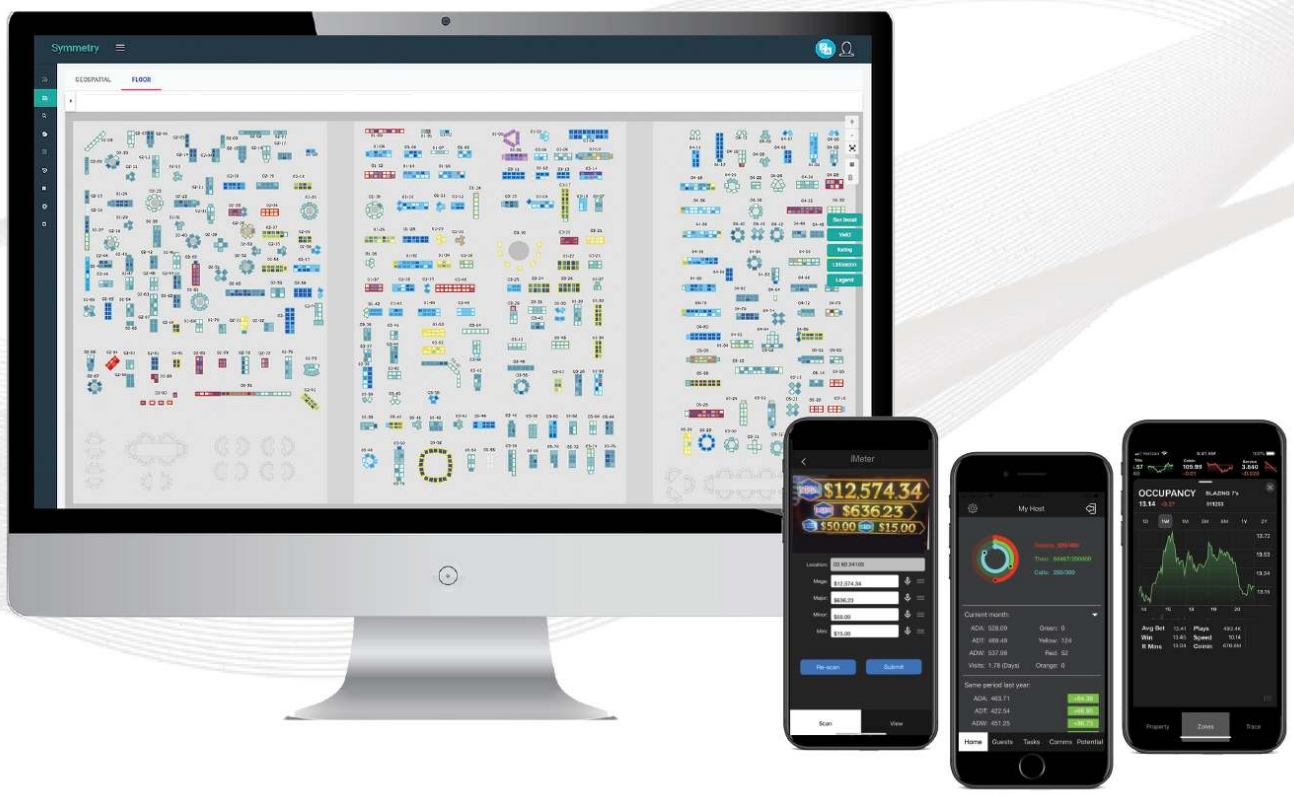
- Positive CHAOS (Dan Thurmon)
- Think Like a Futurist: The Slow Pace of Fast Change (Garry Golden)
- From 8-Track To Emoji (Jerrod Murr)

#TheTribalNetExperience
#TribalNet2022

www.tribalnetconference.com

Meet Symmetry.

The Open Intelligence Platform ™



Providing insights for your **Floor**, **Player Segments**, **Campaigns** and **Auditors**.

intelligentTag.com

866.468.8241

intelligentTag

AGENCY UPDATE: NIGC

NATIONAL INDIAN GAMING COMMISSION

The Risk Impact and Probability Cyber-Attacks Represent for Indian Gaming

CONTRIBUTOR:

E. SEQUOYAH SIMERMEYER
Chairman National Gaming Commission

NATIONAL INDIAN GAMING COMMISSION

MARY PARKER, MAAL
Public Affairs Manager
mary.parker@nigc.gov

To learn more about supporting the NIGC's efforts visit www.NIGC.gov.

CYBER-SECURITY ATTACKS REPRESENT A GROWING THREAT TO INDIAN COUNTRY'S MOST SUCCESSFUL, WIDESPREAD, AND PROMISING ECONOMIC ENTERPRISES

Indian gaming has grown into an industry generating tens of billions of dollars annually. For 35 years it has operated under a stringent, multi-jurisdictional regulatory framework. Unlike for other casinos, the oversight requirements set for Indian gaming are set by a law establishing a federal regulator and mandating specific categories for appropriate tribal governmental expenditures of gaming revenues. This federal law's system protects casino customers and staff, and it strengthens tribal governments' regulatory capacity and economies.

The National Indian Gaming Commission (NIGC) wants to ensure preparedness against the threats cyber-attacks pose to Indian gaming's continuity of operations and the public policy objectives behind Indian gaming's system of regulation.

CYBER-SECURITY THREATS HAVE UNIQUE RISK IMPACTS FOR INDIAN GAMING AND ARE MADE MORE CRITICAL BY THE INCREASING PROBABILITY OF CYBER-ATTACKS ACROSS ALL INDUSTRIES

Cyber-attacks in Indian gaming are increasingly sophisticated and frequent. Rather than attack gameplay integrity, cyber-attacks disrupt a casino's regulation and operation. The NIGC Tech Advisories located on the NIGC website detail methods used by various ransomware attacks seen in Indian gaming since 2020.

The risk impacts from these attacks go beyond extorted funds and lost revenues during a closure.

- Indian gaming is driven by innovation and competition. A gaming operation's ability to adopt new technology becomes less likely the more uncertain the cost and oversight required to protect the technology.
- Indian gaming is a tribal government enterprise. Cyber-attacks paralyze leadership's ability to meet its responsibilities by disrupting the normal course of government decision-making.
- Indian gaming regulators and operators manage sensitive data and public safety infrastructure with networked technology. Cyber-attacks threaten criminal history records, player data, and the interoperability for emergency response measures at likely the largest and most active gathering spaces in many tribal communities — the casino floor.
- Tribal leaders are ultimately responsible for articulating public policy goals. Although an invaluable and welcome partner, the cyber insurance industry's objectives cannot be a substitute for the community goals informing and being represented by elected tribal government leadership.
- Indian gaming has a shared reputation as a well-regulated and stable industry. Protecting this reputation is an industry-wide responsibility benefiting many communities, and if not prioritized, harm to the industry's reputation can result from cyber-attacks.

TOGETHER, REGULATORS AND INDUSTRY OPERATORS CAN MITIGATE THE THREAT CYBER-ATTACKS REPRESENT FOR INDIAN GAMING

NIGC's efforts to help mitigate the risk impact and probability of cyber-attacks include information technology vulnerability assessments, assessing regulation, enhancing partnerships and technical assistance, and developing a network for real-time information sharing. These efforts work best when made in partnership with other regulators and the industry.

ABOUT NIGC:

"The National Indian Gaming Commission was created in 1988 with the passage of the Indian Gaming Regulatory Act (IGRA), which was enacted to support and promote tribal economic development, self-sufficiency, and strong tribal governments through the operation of gaming on Indian lands. The Act provides a statutory basis for the federal regulation of Indian gaming. IGRA establishes the Commission to regulate and support tribal gaming as a means of generating revenue for tribal communities."

The Importance of Having a Gaming Technology Unit in your Tribal Gaming Commission

What happens when test software ends up on the gaming floor and becomes available to a patron? What happens when an Electronic Gaming Device (EGD) flashes an error screen that says, "Reconfigure to recover properly"? The only way the technician can think of to clear the error screen is a RAM clear. These are some challenges that the members of the Pokagon Band Gaming Commissions (PBGC) Gaming Technology Unit (GTU) have addressed recently. These questions also emphasize the importance of establishing a Gaming Technology Unit in your Tribal Gaming Commission or Regulatory Agency.

Given the frequency of changes to the technology that we see on a typical gaming floor and with the inclusion of gaming offerings such as sports wagering, iGaming, and live studio gaming, as well as new methods of payment and payment collection such as cashless transactions, the PBGC recognized the need for a specialized unit that would be tasked with overseeing these advancements. This new unit – the GTU – now monitors innovations in the gaming industry as they arrive and become operational at the Four Winds properties in both Michigan and Indiana.

The GTU is responsible for reviewing and approving shipments of gaming equipment and reviewing and auditing certification packets for EGD projects such as new installations, conversions, and upgrades. The GTU conducts all the random EGD audits that are required by the National Indian Gaming Commission, monitors down games, and handles all software certification processes both pre- and post-installation. These software certification practices include software and components for both Class II and Class III gaming. The GTU also monitors all customer notifications from EGD vendors as well as software status changes that are communicated by Independent Testing Labs.

HOW DID THE PBGC BUILD THE GTU?

Unfortunately, there isn't any blueprint out there with instructions on how to develop your own GTU. When a Google search of, "How to build a GTU?" let us down, we designed our own blueprint, which has helped the PBGC create additional specialized units that concentrate on regulatory issues related to Public Health and Safety as well as Responsible Gambling.

WHY DID THE PBGC DECIDE TO IMPLEMENT A GTU?

We were finding it extremely difficult to communicate all these industry changes as well as teach nearly thirty PBGC employees the ins and outs of gaming technology-related tasks. After reviewing some of our internal data, we knew we had to make improvements. So, the GTU was born. We tasked a small group of individuals that had extensive experience in gaming technology to review the internal processes that we had relied on for years and plug the holes in those processes to improve our efficiency. Within a matter of months, we noticed a dramatic improvement in our audits, our paperwork, data input, and how we dealt with gaming technology-related issues. We also experienced an improvement in our collaboration and interaction with Casino EGD personnel.

To keep our staff engaged in emerging and existing gaming technologies, the PBGC created a Temporary Duty Assignment (TDA) which was made available to all PBGC Compliance & Enforcement Inspectors. In the TDA, the Inspectors still get to stay up to date on emerging technologies while also becoming familiar with the Casino's current gaming offerings. This specialized hands-on training improves information retention and provides an opportunity for staff dialogue, which isn't possible in informational email dissemination. An additional benefit of creating a GTU is that Inspectors now have more time to concentrate on monitoring other areas of Casino operations, such as food & beverage service, cage operations, and table games. With their new areas of focus, we have seen an increase in discoveries that we may not have had time for in the past.

HOW HAS THE ESTABLISHMENT OF THE GTU HELPED THE PBGC?

Well, in the scenario described at the beginning of this article, when test software – or software that is used at expos for demonstration purposes – ended up on our floor, our GTU caught it and was able to communicate to the vendor, who, incidentally, did not think this was possible. In the other example, a member of the GTU stopped a RAM clear from occurring, and the data that was saved helped determine that there was a one in three million chance of a payout error occurring. This discovery resulted in an industry-wide revocation. If we didn't have a GTU monitoring software information and addressing errors almost daily, the software that could have caused harm to our operations might still be on our floor.

BY

BRANDON MACHETA

CHIEF GAMING TECHNOLOGY INSPECTOR
POKAGON BAND GAMING COMMISSION

ABOUT THE AUTHOR

Brandon Macheta currently serves the Pokagon Band Gaming Commission (PBGC) as Chief Gaming Technology Inspector. Mr. Macheta supervises the PBGC Gaming Technology Unit in ensuring the integrity of gaming at the four properties of the Four Winds Casinos located in Michigan and Indiana. Chief Macheta applies his eight years of experience working for the PBGC and extensive technical expertise in ensuring Tribal/State Gaming Compact Compliance in two states and overseeing the technical management of over 5,000 gaming devices, iGaming, and sports wagering.

Chief Macheta has presented on the topic of gaming technology regulation at national training forums and authored technical guides and articles featured in Indian Gaming magazine on regulating emerging gaming technology. Brandon has designed cutting edge gaming testing and operational standards and worked with an independent gaming testing laboratory to establish the PBGC as a GAT jurisdiction.

Mr. Macheta holds a Bachelor of Science degree in Business Administration with an emphasis on Organizational Leadership.

NOT YOUR SAME TIRED LEADERSHIP PROGRAM, GO LEADER-LED!

BY

JAMES BEAL

DIRECTOR OF LEADERSHIP AND TALENT DEVELOPMENT - KALISPEL TRIBE OF INDIANS/ NORTHERN QUEST RESORT & CASINO

ABOUT THE AUTHOR

James has a decade of training and talent development experience in the tribal and hospitality industry. James currently serves the Kalispel Tribe and Northern Quest as the Director of Leadership and Talent Development. James has a distinct focus on the curated experience that learners have when engaging with any programs, initiatives, conferences, focus groups or workshops that he has facilitated or developed. Learner eXperience Design (LXD) is an approach he has naturally embraced as a foundation for all learning and development opportunities.

"I live to innovate and create processes that others may leverage to better themselves. Through my creative design and people focused development programs, leaders learn and grow to be people focused."

If you are lucky enough to work in an organization that has learning as a pillar of its culture, then you are already on your way. If you are like many other organizations in which learning is not always top of mind for your executive leadership, do not fret – there's still hope for you. I want to share with you a couple of approaches that can help you level up learning and leadership development programs in your organization. These strategies are not a magic pill; they still take hard work, willing leaders, and creative scheduling to implement. So, whether you are starting from zero, have a fully functioning Talent Development (TD) team, or are somewhere in the middle keep calm and read on!

You might be saying to yourself, *my TD team is already working on this, they purchased that learning software or leadership development package we all follow so we can do things like communicate and coach better.* Well, we did that too. The content was quality, but we struggled with identifying how it applied in our organization. We found ourselves re-writing the content we just paid a bunch of money for and it felt counter-intuitive to our goals. So, we leveraged our senior leadership to gain their perspective on what works and what doesn't. We discovered that their stories and experiences translated on such a personal and meaningful level that we felt more of our workforce needed to hear them.

This began our organization's new venture into Leader-Led Development. We invited those same leaders that were giving feedback on the curated content to co-facilitate on topics such as Leading with Empathy, Accountability, Lifelong Learning and Time Management. Our TD team can now build quality learning experiences and with the infusion of experienced leaders, our workforce is getting a wonderful balance of philosophy and practical application. In our first year of this approach, which included microlearning, an internal conference, and discussion panels, we learned some additional benefits of the Leader-Led Development approach.

The first thing we noticed in our organization when we added leaders to our learning opportunities was an **increase in attendance.** We observed our team members attending more learning sessions when they knew their leader was speaking or part of the facilitation. We had some leaders facilitate sessions completely solo and some in partnership with TD. We have done large-scale panels which brought in even more of our workforce to hear the leaders speak on different topics pertaining specifically to our organization. This also allowed us to scale from 40 learning sessions in a year facilitated primarily by our TD teams to more than 150 in the same time frame.

These learning opportunities also created the ability to connect philosophy with practicality. Our TD facilitators would share things like what it means to be a good communicator, how to delegate effectively, or how to hold your team accountable. We then partnered with a leader who was passionate about those topics and who could share stories about how these lessons apply in our specific organization. In this partnership,

we built bridges to shared experiences and solutions and in turn **increased the credibility** of these learning opportunities. Through these opportunities, our TD team learned more about our operators and their experiences and were able to leverage them as we built more meaningful learning opportunities.

Our organization has adopted the use of microlearning (less than an hour) in which our goal is for our workforce to walk away with at least one practical and **tangible skill** that they can begin to apply in the workplace. As we build out these learning opportunities, we ask the facilitating leader to be prepared with one thing they do that would support the specific topic being discussed. In these learning opportunities, we have senior leaders share about how they lead and suggest what others can do to be more productive or effective in their roles. We remind our operators they don't need to be master facilitators to come in and share their perspective – they just need to be willing to come to one of those sessions in partnership with our TD team.

So, whether you are looking to start a program or re-energize your current offerings, infusing leaders within your learning opportunities can build credibility, increase participation, and add tangible skills for your operational leaders.

5 STEPS TO START LEADER-LED DEVELOPMENT

1. **Find your Story Tellers** - Who has experiences worth sharing? It's probably more people than you think.
2. **Create Partnerships** - Combine experienced facilitators with your storytelling leaders.
3. **Schedule for Ease** - Find meaningful times that support easy attendance. If you have time for a meeting, you have time for a microlearning session.
4. **Bridge the Gap** - Ask questions like, "Who else has had this experience or challenge?"
5. **Be Practical** - Provide at least one thing that can be done immediately in the workplace.

Q&A with Eric Olander - FORMER VP of IT at Grand Casinos

INTERVIEW WITH

ERIC OLANDER

FORMER

VP OF IT
GRAND CASINOS

Q: WHAT CAN YOU TELL US ABOUT THE SIZE AND STRUCTURE OF YOUR TECHNOLOGY DEPARTMENT?

A: The IT Department has gone through many changes over the years. From a team of 4 in 1999 when I joined the team, to upwards of 45 team members at one point. Then, after a couple of major restructurings and after outsourcing the support for many of the Mille Lacs Corporate Ventures (MLCV) small businesses, we are currently at 23 members of the team, supporting primarily the two Grand Casino properties.

Q: WHAT ARE THE AREAS YOUR TEAM OVERSEES TECHNOLOGY FOR?

A: The team supports all aspects of technology for the casinos, from network and server infrastructure to all of the systems used in the operations and administration of the casinos, including the Gaming Systems (IGT), POS, PMS, Finance, and HR Systems, just to mention a few.

Q: WHAT CAN YOU TELL US ABOUT YOUR CAREER PATH TO A LEADERSHIP ROLE?

A: I have been in IT for over 35 years and have held positions in IT ranging from entry-level computer operator to VP of IT. In my 23 years with MLCV (Grand Casinos) I have been in roles ranging from IT Engineer to leadership positions including IT Director and VP. MLCV has given me many opportunities to develop myself on both professional and personal levels, which have all been instrumental in getting me to the place I am today.

Q: WHAT ADVICE WOULD YOU GIVE TO SOMEONE JUST GETTING STARTED IN THEIR CAREER IN IT AT A TRIBE/ CASINO?

A: There is a lot to learn in IT, and the learning never ends. Be patient with yourself and others as you grow your career in IT. Take the time to learn from people that have been in the industry for a while, even if it feels like your career is not advancing as quickly as you would like. All great careers require a solid foundation of learning, understanding, and a network of resources (technical and people) to help you down the path.

Q: AS YOU LEAN INTO RETIREMENT FROM YOUR VP OF IT POSITION WHAT ARE YOU REFLECTING ON THE MOST?

A: It's going to sound cliché, but it is truly the people on your team and other areas of the operations that make you feel like a success in your career. Count on others to help you along, and return the favor of helping others when the opportunity comes around. Many of those relationships last beyond your career, so be sure to take time to connect with people.

Q: IS THERE ANYTHING YOU CAN SHARE WITH US THAT YOU DID TO PREPARE YOUR TEAM OR ORGANIZATION FOR YOUR DEPARTURE?

A: I have an incredibly strong team that can without a doubt carry on without me. I have always believed in empowering people to make decisions by giving them the training, tools and support to know that they can be confident that I have their back in the event that something goes wrong. I know that they will make the best possible decision based on the information that they have. They truly do not need me there, and that is the best way I can prepare them for my departure.

Q: WHAT SUCCESSION PLANNING ADVICE WOULD YOU HAVE FOR ANYONE IN OUR INDUSTRY WHO IS LEADING A TEAM?

A: Don't let them see you struggle with daily operational challenges, or nobody will want your job when you leave. Make the job look easy! (lol) .... Seriously, IT succession planning is tough. IT people love their work and the challenges that technology can bring them, but many do not want the administrative and political challenges that can go along with leadership. If the ones that you know can easily step into your position do not want the "hassle" that goes with it, you have to have a "Plan B." Make your team strong enough that they don't need you, then if nobody wants your position, the organization has the time to find a good leader that can step in and be successful because they have a solid team behind them.

Q: IT'S 9 A.M. ON MONDAY IN YOUR FIRST MONTH OF RETIREMENT – WHAT WILL YOU BE DOING?

A: Sitting on the river in my long-neglected fishing boat, patiently waiting for noon so that I can crack open that first retirement beer.

We would like to congratulate Eric on his retirement and thank him for sharing his insight in this Q&A- Cheers Eric from the TribalHub community!

- Akwesasne Mohawk Casino Resort (St. Regis Mohawk Tribe)
- Angel of the Winds Casino Hotel (Stillaguamish Tribe of Indians)
- Bay Mills Indian Community & Bay Mills Resort and Casino
- Bear River Casino & Hotel (Bear River Band of Rohnerville Rancheria)
- Blue Lake Rancheria & Blue Lake Casino and Hotel
- Casino AZ/Talking Stick Resort (Salt River Pima-Maricopa Indian Community)
- Chehalis Tribe
- Chicken Ranch Tribal Gaming Agency
- Choctaw Nation of Oklahoma
- Chumash Casino Resort (Santa Ynez Band of Chumash)
- Citizen Potawatomi Nation & Enterprises
- Clearwater River Casino & Lodge (Nez Perce Tribe)
- Cliff Castle Casino (Yavapai-Apache Nation)
- Confederated Tribes of Grand Ronde & Spirit Mountain Casino
- Confederated Tribes of the Colville Reservation
- Confederated Tribes of the Coos, Lower Umpqua, & Siuslaw Indians of Oregon
- Confederated Tribes of the Umatilla Indian Reservation
- Eagle Mountain Casino (Tule River Tribe)
- Fond Du Lac Band of Lake Superior Chippewa & Black Bear Casino
- Gila River Indian Community
- Grand Traverse Band of Ottawa & Chippewa Indians
- Graton Resort & Casino (Federated Indians Graton Rancheria)
- Gun Lake Tribe & Gun Lake Casino Resort
- Ho-Chunk Nation & Enterprises
- Housing Authority of Cherokee Nation (Cherokee Nation)
- Island Mountain Development Corporation
- Jackpot Junction Hotel & Casino (Lower Sioux Indian Community)
- Kaibab Paiute Band
- Karuk Tribe
- Keweenaw Bay Indians
- Klamath Tribes: Klamath, Modoc, & Yahooskin
- Leech Lake Band of Ojibwe
- Little River Band of Ottawa Indians & Little River Casino Resort
- Mille Lacs Band of Ojibwe
- Mille Lacs Corporate Ventures - Grand Casino: Mille Lacs, Grand Casino: Hinckley (Mille Lacs Band of Ojibwe)
- Mississippi Band of Choctaw Indians & Pearl River Resort
- Odawa Casino (Little Traverse Bay Bands of Odawa Indians)
- Oneida Tribe of Wisconsin & Enterprises
- Pascua Yaqui Tribe
- Pawnee Nation of Oklahoma
- Poarch Creek Band of Indians & Enterprises
- Pokagon Band of Potawatomi & Four Winds - New Buffalo Casino
- Port Gamble S'Klallam Tribe
- Prairie Band Potawatomi Nation
- Prairie Flower Casino (Ponca Tribe of Nebraska)
- Prairie Knights Casino & Resort (Standing Rock Sioux Tribe)
- Pueblo of Isleta & Isleta Resort and Casino
- Reno-Sparks Indian Colony
- Rolling Hills Casino (Paskenta Band of Nomlaki Indians)
- Saginaw Chippewa Indian Tribe & Enterprises
- San Carlos Apache Tribe
- San Manuel Band of Mission Indians & Yamaava' Casino
- Santa Rosa Rancheria - Tachi Palace Hotel & Casino
- Sault Ste. Marie Tribe of Chippewa Indians & Kewadin Casino
- Seneca Casinos (Seneca Nation of New York)
- Seven Feathers Casino Resort (Cow Creek Band of Umpqua Tribe of Indians)
- Shakopee Mdewakanton Sioux Community & SMSC Gaming Enterprises
- Soboba Band of Luiseno Indians & Soboba Casino Resort
- Sycuan Casino (Sycuan Band of the Kumeyaay Nation)
- The Mill Casino Hotel (Coquille Indian Tribe)
- The Mohegan Tribe & Mohegan Gaming & Entertainment
- The Suquamish Tribe
- Thunder Valley Resort (United Auburn Indian Community)
- Tohono Oodham Nation & Enterprises
- Tulalip Resort Casino (Tulalip Tribes)
- Tunica-Biloxi Tribal Gaming Commission (Tunica-Biloxi Tribe of Louisiana)
- Twenty-Nine Palms Band of Mission Indians
- Twin Pine Casino & Hotel (Middletown Rancheria Band of Pomo Indians)
- Ute Mountain Casino Hotel Resort (Ute Mountain Tribe)
- Valley View Casino (San Pasqual Band of Mission Indians)
- Viejas Band of Kumeyaay Indians & Enterprises
- Warm Springs Casino Enterprises (Confederated Tribes of Warm Springs Reservation)
- Win-River Resort and Casino (Redding Rancheria)
- Yavapai-Prescott Indian Tribe
- Yocha Dehe Wintun Nation

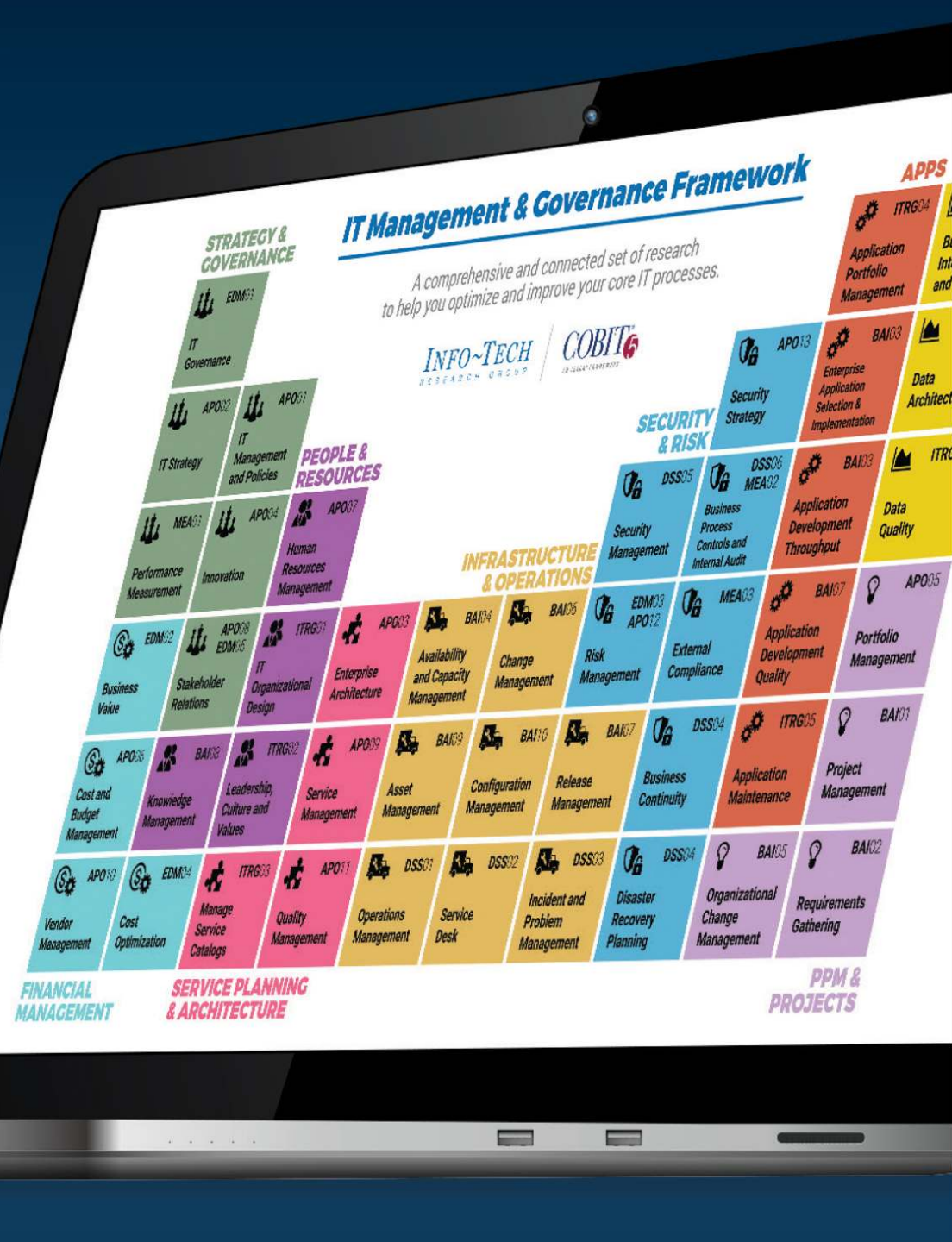
INFO~TECH
RESEARCH GROUP

GAMING & HOSPITALITY
POWERED BY INFO-TECH
RESEARCH CENTER

A STEP-BY-STEP PROGRAM TO SYSTEMATICALLY IMPROVE YOUR IT DEPARTMENT

through unique IT research, best practices & advisory

- A self-sufficient IT team that improves & optimizes your core IT processes
- A data-driven IT strategy that impresses your CEO & executive peers
- An IT training & coaching program that develops A-players & your IT leadership team
- Technology projects that get done on time & on budget



IT Vendor Contract Pricing Is Complex & Wildly Inconsistent

Utilize Info-Tech benchmarking data and our extensive contract negotiation experience to reduce risks and save significantly on every IT vendor negotiation.

Price Benchmarking & Negotiation
Achieve an objective assessment of vendor pricing and leverage exclusive negotiation intelligence to secure a market-competitive price on IT vendor contracts.

Contract Review
Partner with an Info-Tech expert and leverage proven processes to improve your vendor contracts with an in-depth contract review process.

Contact the GHRC to get started today

Erin Font
Managing Director, GHRC
1-548-888-1379
efont@infotech.com

Larry Fretz
Sr. Managing Partner, GHRC
1-702-574-4575
lfretz@infotech.com

AGENCY UPDATE:
FirstNet Authority

FirstNet Authority's Broadband Integration Guide, Collaboration with Indian Gaming Association

CONTRIBUTOR
JACQUE WARING
National Tribal Government Liaison
FirstNet Authority

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 Tribal.Consultation@FirstNet.gov

THE LATEST WITH FIRSTNET

The First Responder Network Authority, or FirstNet Authority, and our contractor AT&T have been working steadily to build out FirstNet, the nationwide public safety broadband network. Through ongoing consultation with public safety and infrastructure investments, the network supports more than 21,500 public safety agencies and organizations with coverage reaching more than 99% of the U.S. population across 2.81 million square miles. While these milestones are significant, our work is not done.

We have made it a priority to bring broadband to all first responders — local, state, federal and tribal — in rural and urban areas. Our nation-to-nation relationships with tribes help determine how FirstNet can best serve communities across Indian Country. Our team continues to develop resources and collaborate with key voices in the tribal community to bring broadband to those communities.

PREPARING TRIBAL PUBLIC SAFETY FOR BROADBAND ADOPTION

To help tribal first responders integrate broadband, the FirstNet Authority developed the "Preparing for Public Safety Broadband: Considerations for Tribal Public Safety Planning" guide. The guide is a "go-to" resource for tribal agencies interested in adopting broadband-based technologies. It covers important topics related to broadband implementation, such as operations, technology, policies, and acquisition. Addressing these areas early on can make broadband adoption more successful. The guide is available upon request to the FirstNet Authority Tribal Team (Tribal.Consultation@FirstNet.gov).

COLLABORATING WITH THE INDIAN GAMING ASSOCIATION TO ENHANCE EMERGENCY RESPONSE

Recently, the FirstNet Authority and AT&T announced a collaboration with the Indian Gaming Association, an inter-tribal association that focuses on economic self-sufficiency through gaming and community development.

Tribal gaming facilities are critical to tribal emergency operations, providing safe lodging and other forms of support during natural disasters. A dedicated, interoperable connection for tribal public safety is critical to enhancing security and emergency operations in these settings.

Together with the FirstNet Authority and AT&T, the Indian Gaming Association is working to raise awareness of the benefits of FirstNet for tribal public safety. These three organizations will work with the association's nearly 200 member tribes to identify and promote best practices for implementing FirstNet and help them understand how broadband technologies can be used to enhance security and emergency response.

WORKING WITH THE FIRSTNET AUTHORITY TRIBAL TEAM

From developing planning guidance to engaging with tribal public safety leaders, the FirstNet Authority is committed to bringing broadband to tribal public safety.

HOW TO SURVIVE RANSOMWARE

BY

KEVIN ADLER

CYBERSECURITY AND DATA PRIVACY ATTORNEY
WOODS ROGERS VANDEVENTER BLACK

There are many articles purporting to describe ways for your organization to survive ransomware, most of which are simply advertisements for a company peddling its services or tools. This is not one of those articles. In my practice as a breach counsel for communities and corporations across the United States, the adoption of these expensive tools or consultants has very little bearing on remediation and recovery from a ransomware attack. More often, personnel and their understanding of their institutions and networks play the biggest role in speedy recovery from disaster. Here we will be discussing the threats facing every organization regardless of their sophistication, the preparation necessary to limit pain and speed response, and the process of learning to love bombing your network.

THE THREAT

Ransomware is the threat of the day. It has evolved from a scam wrought by five-and-a-quarter-inch floppy disks sent in the mail, to single extortion (your files will stay encrypted unless you pay), double extortion (your files will stay encrypted and we'll publish/sell your information if you don't pay), and ransomware as a service (RAAS). RAAS presents a model where you can buy everything you need to attack someone with ransomware, from access to indexing, exfiltration, propagation, and encryption, to negotiation and payment. This makes it possible for almost anyone with a pulse and an internet connection to try their hand at the booming business of cybercrime. This profitable business model has made every organization a potential target.

KNOW YOURSELF

Just as your organization is prepared for a fire, with fire extinguishers in place and signs pointing personnel to emergency exits, your organization needs to prepare for a cyber incident. Many organizations will sell you an incident response plan, and you may find reasonably good examples online. These plans, though, are only as valuable as the level of interest, knowledge, and buy-in of your management and personnel. Often we see plans without buy-in, forgotten in a desk drawer, not based in reality, or encrypted along with everything else in an incident. These are not helpful.

Instead, try this. First, spend time getting to know your institution and its capabilities and priorities both technically and organizationally, as if you would be hit by ransomware or some other catastrophic event.

Technically, what do you have and what does it do? These two simple questions can fundamentally change the speed of recovery from ransomware. The free but time-consuming activity of counting assets and mapping them out in your network can be life-changing in incident response. By identifying resources and where they are, your incident response team can "clean" your IT environment faster or can otherwise leverage available hardware while they eradicate and rebuild.

Now that you know what you have, what does it collect? Understanding what types of logs your various appliances and tools create and how often those logs roll over can save valuable forensic information that informs you and law enforcement in the case of an incident.

Organizationally, think about priorities. What is the first priority to recover during an incident? What is next? These leadership decisions will be different for different organizations. These priorities may seem obvious, like E911 services, but they might not be. In my work with school districts affected by ransomware, the priorities have included phones (so parents could pick up and find their children), physical security systems (doors that became unresponsive to swipe cards and electronic keys), and student testing systems (during a state-mandated testing period). Your communities and their priorities will be unique. You need to think through those priorities to limit damage to the most important thing in your community.

ABOUT THE AUTHOR

Kevin Adler is a Cybersecurity and Data Privacy Attorney at Woods Rogers Vandeventer Black. In his role, he advises communities, corporations, and members of critical infrastructure around the country on cybersecurity incident response, data privacy and new technologies. Prior to joining Woods Rogers Vandeventer Black, Kevin was a Presidential Management Fellow with Department of Homeland Security and the Cybersecurity and Infrastructure Security Agency (CISA).

LEARN TO LOVE THE BOMB

In any ransomware event, there is a real potential that all your data is gone forever. Your organization needs to plan and be prepared for this possibility. Paying the ransom likely will not save you. Remember, you are dealing with criminals here. Often, the best solution is to restore from bare metal. It's a hard message, especially for a large organization, but our actual experience in the field shows starting over is often faster, more effective, and less expensive than any other solution. Being prepared to restore from nothing gets people in leadership thinking of mitigations like air-gapped backups and slack hardware. Think through this scenario and you will identify steps you need to take to prepare your organization for the worst case. Everything else will be, if not easy, then at least easier than it would have been.

TRIBALHUB

REGIONAL EVENTS

Preparing for the Future Together.

FACING THE FUTURE - TOGETHER

Come together with peers in your region to make connections and gather resources that position you and your tribe or casino to move forward with a purpose in 2022 and beyond!

Two more dates to look forward to in 2022!

CENTRAL (KS, NE, OK, TX)

WHEN: NOVEMBER 2 - 3, 2022

WHERE: IN-PERSON, LOCATION TBD

SOUTHWEST (AZ, CO, NV, NM, UT)

WHEN: NOV 7-8, 2022

WHERE: ISLETA RESORT & CASINO, ALBUQUERQUE, NM

- Stay tuned for 2023 dates!
- Registration is **FREE** for those who work for a tribe
- Sponsorship opportunities available

SCAN THE CODE OR VISIT TRIBALHUB.COM TO LEARN MORE!

CTIconnect™ + TARANA

Building carrier-class, high capacity, private wireless networks.

The only wireless Point-to-Multi-Point solution in 3GHz and 5GHz to offer 500Mbps+ to the customer.

For more info, please contact: **561-295-7899**

CTICONNECT.COM

TARANA apex9™

AGENCY UPDATE: FCC

FEDERAL COMMUNICATIONS COMMISSION (FCC)

THE FCC'S OFFICE OF NATIVE AFFAIRS AND POLICY

SAYURI RAJAPAKSE
Acting Chief
202-418-2579
sayuri.rajapakse@fcc.gov

LLOYD COLLIER
Legal Advisor
202-418-2712
lloyd.collier@fcc.gov

DERIK GOATSON
Legal Advisor
202-418-1981
derik.goatson@fcc.gov

FEDERAL COMMUNICATIONS COMMISSION (FCC) is continuing its efforts to ensure that everyone, including tribal communities, can connect online. Updates follow on some FCC initiatives that will positively impact tribal communities through our E-Rate program, Affordable Connectivity Program (ACP), Broadband Data Collection (BDC), and our proceeding on how to prevent and eliminate digital discrimination.

E-Rate Tribal Libraries: Earlier this year, the Commission updated its E-Rate rules and made it easier for tribal libraries to apply for support. E-Rate is a Universal Service Fund program providing financial support to help schools and libraries obtain affordable, high-speed broadband services and internal connections (e.g., Wi-Fi networks). Funding Year 2023 runs from July 1, 2023, to June 30, 2024, but the application process for FY 2023 has already begun. Learn more about applying for the E-rate program at https://www.usac.org/e-rate. Tribal Nations can find targeted information about the Commission's support programs at https://www.usac.org/about/tribal-nations/ and about the E-Rate program specifically at https://www.fcc.gov/general/e-rate-schools-libraries-usf-program.

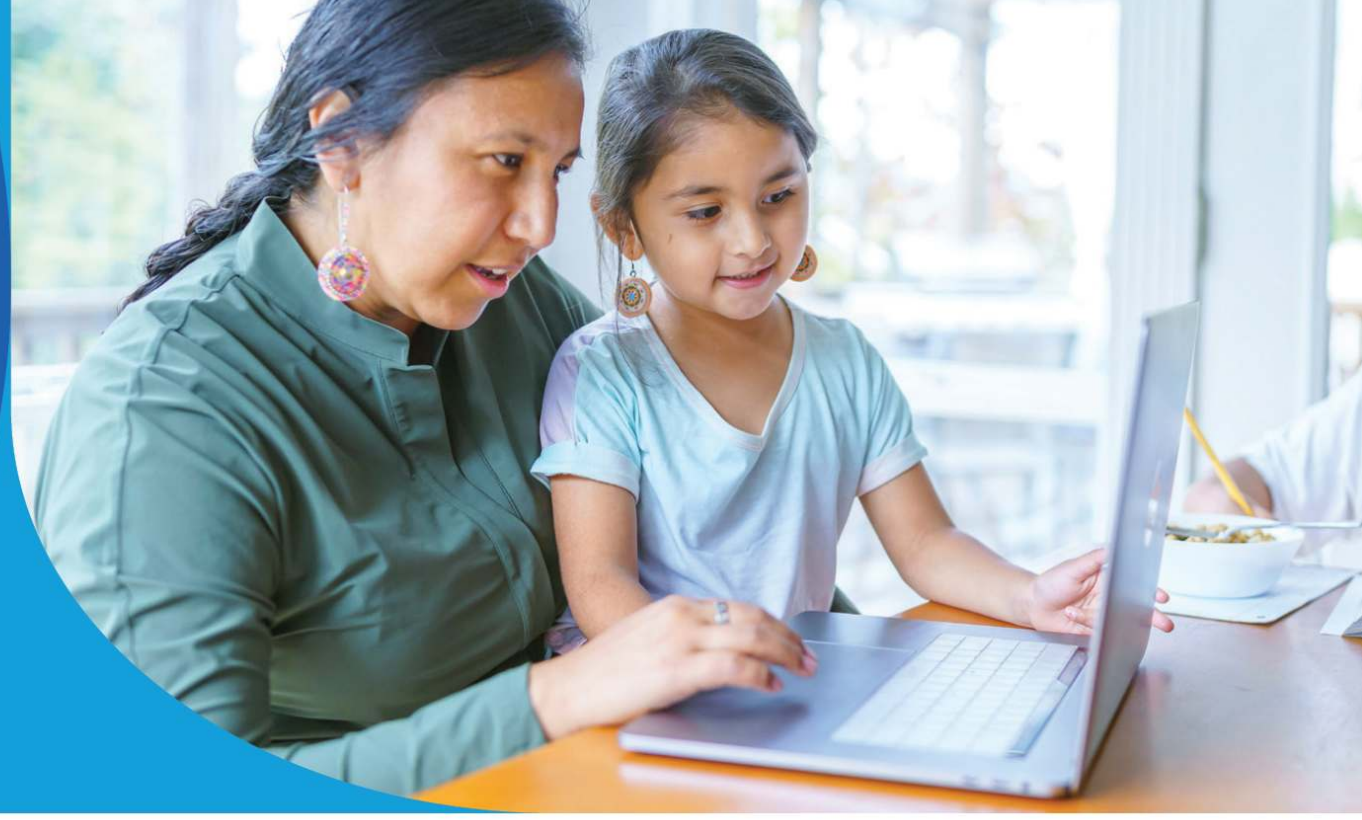
Affordable Connectivity Program: The ACP helps households afford the broadband they need. Replacing the temporary Emergency Broadband Benefit Program, the longer-term ACP offers eligible households up to a $30 basic discount (up to $75 on qualifying tribal lands) on their monthly internet service bills, and up to a one-time $100 discount toward the purchase of a computer or tablet from a participating provider. The FCC is continuing outreach in collaboration with participating providers, state, local, and tribal governments, and other program partners and stakeholders. Sign up to be an ACP Outreach Partner at https://www.fcc.gov/acp. Apply to receive benefits from the program at AffordableConnectivity.gov.

Broadband Data Collection: Accurate broadband availability maps are critical to many support programs. The FCC is continuing to develop its process to collect more granular data on broadband availability from providers and third parties and to make this information publicly available on new coverage maps. The filing window for primary broadband availability data opened on June 30, 2022, and will close on September 1, 2022. Please note that during this filing window, authorized tribal governmental entities **may submit** verified broadband availability data for their areas, and tribal broadband providers **must file**. As part of its commitment to provide technical assistance to all broadband data collection participants, the FCC launched an Online Help Center, which includes regularly updated technical information, tutorials, and an option to submit a request for additional support.

Preventing Digital Discrimination: The FCC has adopted a Notice of Inquiry (NOI) starting a proceeding on how to prevent and eliminate digital discrimination to ensure that everyone has equal access to broadband internet service, regardless of income level, ethnicity, race, religion, or national origin. The NOI asks if there are unique considerations to be taken into account regarding members of Tribal Nations. Although the formal comment period ended on June 30, 2022, written *ex parte* submissions still may be filed.

kajeet®

Private Wireless. Simplified.™



Connectivity for Tribal Inclusivity

Looking to close the digital divide on your tribal lands?

Kajeet Private 5G allows you to manage and build your own Private Wireless network for fast, reliable, affordable internet connectivity for your schools and community.

Kajeet Private 5G simplifies the deployment and management of private 4G & 5G wireless networks for broadband coverage to tribal regions despite the complexities of their terrain and connectivity needs. **As the use of 2.5Ghz spectrum increases in tribal regions, Kajeet helps to meet the FCC build-out requirements for gaining permanent licenses.**

Why Kajeet Private 5G is good for Tribal Communities:

- **Affordable** — Less expensive than satellite communications & fixed broadband.
- **Customized Design Network** — Custom designed for e-commerce & cultural needs of native communities. Turnkey design & managed solutions with 365/24/7 support.
- **Community-Wide Coverage** — Consistent bandwidth unaffected by terrain or geography for the whole community. Excellent signal quality with use of EBS/2.5Ghz & CBRS spectrum gives a wider span of signal propagation & enhanced consistency.
- **Internet & Cloud Access** — High-bandwidth Internet access for homes, schools, libraries, & businesses. Opens tribal regions to information sources nationwide with cloud access.
- **Single-Pane of Glass** — Manages diverse devices & policies for consistent quality of services via Kajeet's award-winning Sentinel Platform.

SOLVING CONNECTIVITY CHALLENGES:

56.9% OF TRIBAL LANDS

IN THE LOWER 48 STATES HAD HIGH-SPEED INTERNET ACCESS DEFINED AS 25 MBPS DOWNLOAD & 3 MBPS UPLOAD

18%

OF PEOPLE LIVING ON RESERVATIONS HAVE NO HOME INTERNET ACCESS

PROHIBITIVE MONTHLY INTERNET COST OF

$130

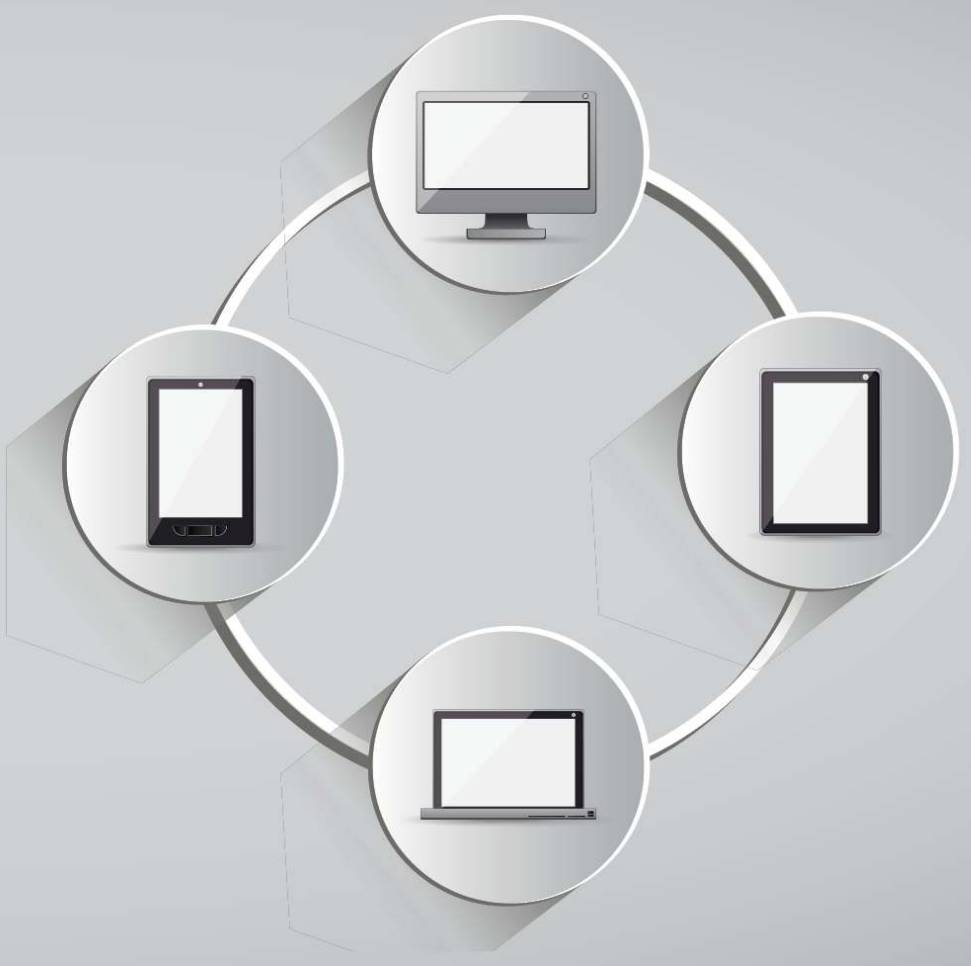
FOR JUST 10 Mbps/1Mbps IS 1.5X MORE THAN COMPARABLE SERVICES IN URBAN AREAS

Call today to set up a FREE consultation about how private wireless can benefit you.

kajeet®

© 2022 KAJEET KAJEET.COM 866.4KAJEET SALES@KAJEET.COM

DEVICES - HR, IT and Legal Considerations



BY

RICHARD G. MCGEE

ATTORNEY

LAW OFFICE OF RICHARD G. MCGEE

ABOUT THE AUTHOR

Richard G. McGee is the principal attorney at the Law Office of Richard G. McGee. Mr. McGee works with tribal employers on the full range of employment related issues and assists tribes with drafting employee handbooks, promulgating employment codes, performing employee investigations, representing tribes in court, and consulting on employment decisions. In addition to his work as an attorney, Mr. McGee serves as a Justice of the Appeals Court for the Ponca Tribe of Nebraska. Mr. McGee was Assistant General Counsel for the Prairie Island Indian Community and before joining the Prairie Island Indian Community, Mr. McGee spent over a decade litigating business and employment cases as a lawyer at Arnold, Anderson & Dove in Minneapolis, Minnesota. Mr. McGee is a graduate of the Oklahoma University Law School located in Norman, Oklahoma. Richard can be contacted at richard@richardmcgeelaw.com or 612-812-9673.

Human Resource professionals toss around acronyms that shorten conversations about laws, best practices, and hardware. For example, the BYOD acronym references hardware and is short for Bring Your Own Device. Employees already own sophisticated mobile devices (which we used to call telephones) and employers might ask themselves if there is a way to leverage these devices so that employers save money and employees receive reimbursement for some or all of their device-related costs. The answer may be BYOD. The BYOD conversation addresses whether cell phones, smartphones, and tablets used at work should be owned by the employer or employee. That conversation must address cost, benefits, and risk.

The numbers make for an interesting and relevant conversation. In an article in Corporate Counsel regarding BYOD, the authors cited a Cisco survey which estimated that 71 million BYOD devices are in use today in the United States – and that number will likely exceed 100 million in a couple of years. On the accounting side of the analysis, Cisco estimates that BYOD programs can save employers up to $3,150 per employee per year if the program is executed effectively. Before you evaluate the workplace risks and benefits of BYOD, invite your CFO to lunch and talk about the financial impact of BYOD. Do the cost savings of a BYOD program add up for you as a tribal organization?

If a BYOD program is attractive from a financial perspective, please consider implementing a strong policy that includes provisions covering the employer's confidential information, the employee's right to privacy, electronic discovery, and off-the-clock work.

CONFIDENTIALITY

Mobile devices may access important tribal files like enrollment records, personnel files, sensitive financial data and player club information. We must protect the tribe's data and trade secrets and therefore, the inclusion of confidentiality language in your BYOD policy is important. On this important point, even if you do not have a BYOD program, you still must recognize the risks associated with employee-owned devices, and through policy and training, address employee access and potential removal of the tribe's confidential information and trade secrets. For example, eliminating the use of unofficial email accounts by employees when they are performing tribal business or sending tribal documents is an important part of preserving confidentiality, with or without a BYOD program. Once the confidential document is sent to a personal email account, the tribe has lost control over the document.

In addition to promulgating a strong policy, tribal employers must include the policy in their employee training. Courts will not protect our information unless we protect our information. Through policy, training, and consistent enforcement of the policy, the tribal employer can demonstrate its due diligence.

Your IT professionals can be a strong source of information in addressing the risks of device confidentiality, so it's important to include them in drafting the policy and planning for effective training.

PRIVACY

The risks associated with the tribe's confidential information may conflict with the expectation of privacy from the employee (device owner). First, the BYOD policy should clearly assert that the employee should have no expectation of privacy regarding any communications made with the device relating to work for the tribe. Second, employees who participate in the BYOD program must also acknowledge the risk that some of their personal information stored on the device may be disclosed to the employer or lost if the employer utilizes a program that erases device data under certain circumstances. As with all aspects of this and other policies in the workplace, get legal advice in drafting these policies, and as to employee privacy, legal counsel should be prepared to discuss potential risks.

DISCOVERY

Sometimes employers get sued by employees, vendors, and others. Additionally, employers could be audited. In these instances, there may be disclosures that are made in the court or audit process. Employees must be aware of the tribe's document retention policy, which preserves information. Finally, ensure your policy informs employees that their devices may be reviewed by the employer if there is litigation, an audit, or an internal investigation.

OFF-THE-CLOCK WORK

There is a dispute about whether the Fair Labor Standards Act applies to tribal employers, but if it does, or if the tribe applies the standards, be aware of employee use of employer-owned and employee-owned devices when the employee is supposed to be off-the-clock. This issue is relevant for both your exempt (not overtime eligible) and non-exempt (overtime eligible) employees. These devices make it easier for employees to work more (and shop and game and be distracted more).

Since exempt employees are not entitled to overtime compensation, some employers limit the BYOD program to exempt employees. In those instances, there is still the risk of employee use of the device to perform work when the employee has taken time off for vacation or some other purpose. For example, if the exempt employee takes Friday as a vacation day but does work on Friday with her device (or with pencil and paper), the exempt employee is entitled to be paid for Friday, which may eliminate the need for a vacation day. The impact of the FLSA on exempt employees is complicated and deserves serious consideration in implementing and executing policy.

For non-exempt employees, these workers are entitled to pay, and if they work enough in a workweek, overtime pay for all hours worked. The policy should therefore prohibit the use of devices for work when the employee is off the clock and work should include, but not be limited to, checking work-related emails or making work-related phone calls. If the employee does perform work on the device (or without the device) policy needs to encourage the employee to report the work time and the employee must be paid for that time and any overtime generated. This portion of the policy deserves extra attention to make sure it is drafted correctly and applied in a manner that is consistent with the rules.

IS YOUR WIRELESS INFRASTRUCTURE HOLDING YOU BACK?

Wireless connectivity is essential to a thriving Tribal Nation. From the classroom to the health clinic to the casino floor, the team at MSB is respected for its technological expertise and trusted for its experience working with Tribal Nations. If you're thinking about wireless technology, we should talk.

COMMERCE
GOVERNANCE
EDUCATION
OPERATIONS
HEALTH SERVICES
RURAL BROADBAND
GRANT APPLICATIONS

MSB
M S BENBOW & ASSOCIATES
CONSULTING ENGINEERS

CALL US OR VISIT OUR WEBSITE
888-221-5741 | www.msbenbow.com/tribal-nations/

MSB IS A PROUD 2022 ASSOCIATE MEMBER OF TRIBALHUB.

THE IMPORTANCE OF HAVING A ROBUST *ASSET MANAGEMENT DATABASE*

BY

MICHAEL A. HAMMER , JR. MPH

DIRECTOR OF COMPLIANCE & ENFORCEMENT
POKAGON BAND GAMING COMMISSION

ABOUT THE AUTHOR

Mr. Hammer has over 14 years of experience in the gaming industry having worked in Tribal gaming. Michael's experience has been primarily in Compliance and Enforcement, and Information Technology. He also has a background in public health focusing on infectious disease epidemiology and mental illness with a focus in substance addiction.

Mr. Hammer is currently the Director of Compliance and Enforcement for the Pokagon Band Gaming Commission. The Pokagon Band operates four Casino's, three in Michigan and one in Indiana. The Pokagon Band in one of seven TRGA the is self-regulated. Pokagon Band is also a GAT jurisdiction, offering iGaming, Sports wagering Class II & Class III, and Studio Gaming.

How many of us have a single system that tracks assets like Electronic Gaming Devices (EGDs), Class II servers, software inventory, CXCs, JXCs, sports wagering terminals and supporting equipment, table games, progressive controllers, media controllers, and shipping notifications? It is a very long list. The purpose of this article is to emphasize the importance of having a robust, single-point system and to provide a high-level overview of steps to help you implement such a system. Following a systematic process will enable you to keep software and hardware for your floor in one place, safe, and accurate.

We have been tracking software and hardware (EGDs) for years. However, during the COVID-19 pandemic when we were forced to furlough our team members, we realized very quickly that something needed to change. Our process needed to become more efficient, more robust, and more streamlined. Out of this experience, we developed a single team in Compliance & Enforcement: our Gaming Technology Unit (GTU). This team became a single point of responsibility for developing and maintaining a database of assets like those listed at the beginning of this article.

When the GTU first launched, the team began auditing each EGD on our gaming floor, both from a hardware and software standpoint. We then audited and recorded each CXC and JXC in our environment, noting serial numbers and installed software, and, like our EGDs, assigning them a government stamp as a means of tracking the asset inside our database. We continued this same process for Class II servers, sports wagering terminals and supporting equipment, progressive controllers, media controllers, and table games, and placed these data points inside of our database as a single point of resource accountability for our team.

This auditing and recording step allowed our team to have a quick point of reference when needed. Since we are self-regulated, we must share our data annually with the National Indian Gaming Commission (NIGC). I cannot begin to tell you how much easier this became when we began relying on our new data management process. Having all EGD Certification packets, machine verification SHA-1, CDCK, and MD-5 results along with backend accounting system results all in one place is invaluable. The database our GTU created makes it much easier to track hardware, software, and inventory.

It goes without saying there is a lot of up-front work to set up a database like this. However, the back-end reward is priceless. Having this kind of single-point database allows us to better protect tribal assets. The TGRA is responsible for ensuring gaming integrity, gaming compliance, and patron confidence in our offerings. As we have continued to improve our processes, we have also added shipping notifications to our database to help keep track of incoming software and hardware. We continue to develop our database and as it evolves, we look forward to having a shared environment with casino operations and gaming suppliers to streamline our approval process for incoming shipping notifications and requests. This will help casino operations get equipment into their inventory much faster. It will also aid in getting machines on the floor for our patrons, all while maintaining the highest level of compliance and integrity of our gaming devices.

TRIBALHUB

CYBERSECURITY SUMMIT

Equipping Tribes to Prepare, Prevent & Protect

Thank you to all who joined us virtually for the 2nd Annual Tribal Cybersecurity Summit in June.

Be on the lookout later this year for 2023 dates for this annual event that you now need to make sure is on your calendar year after year.

Sponsored by TRIBAL-ISAC

"Cybersecurity is part of EVERYONE's job, and tribal leaders need to be informed and actively participating to protect their tribe or tribal enterprise to be effective. For nearly 25 years, TribalHub has been committed to bringing tribes the information that matters most for the present and future times. We continue to be in the middle of a wave of increased cybersecurity attacks that are knocking on, knocking down and even temporarily closing the doors of tribal governments and their enterprises nationwide. It's our responsibility and place in the tribal community to inform and arm tribes with the best practices, tools, education, resources, and connections to enhance their cybersecurity posture. The annual Tribal Cybersecurity Summit provides an enhanced level of understanding of how to lead and participate in your tribe's security strategy, navigating your tribe or tribal enterprise through the current turbulent cybersecurity waters."

Mike Day, Founder & Executive Officer, TribalHub

Handel Celebrates 25 Years

We've released a new platform in honor of the milestone!

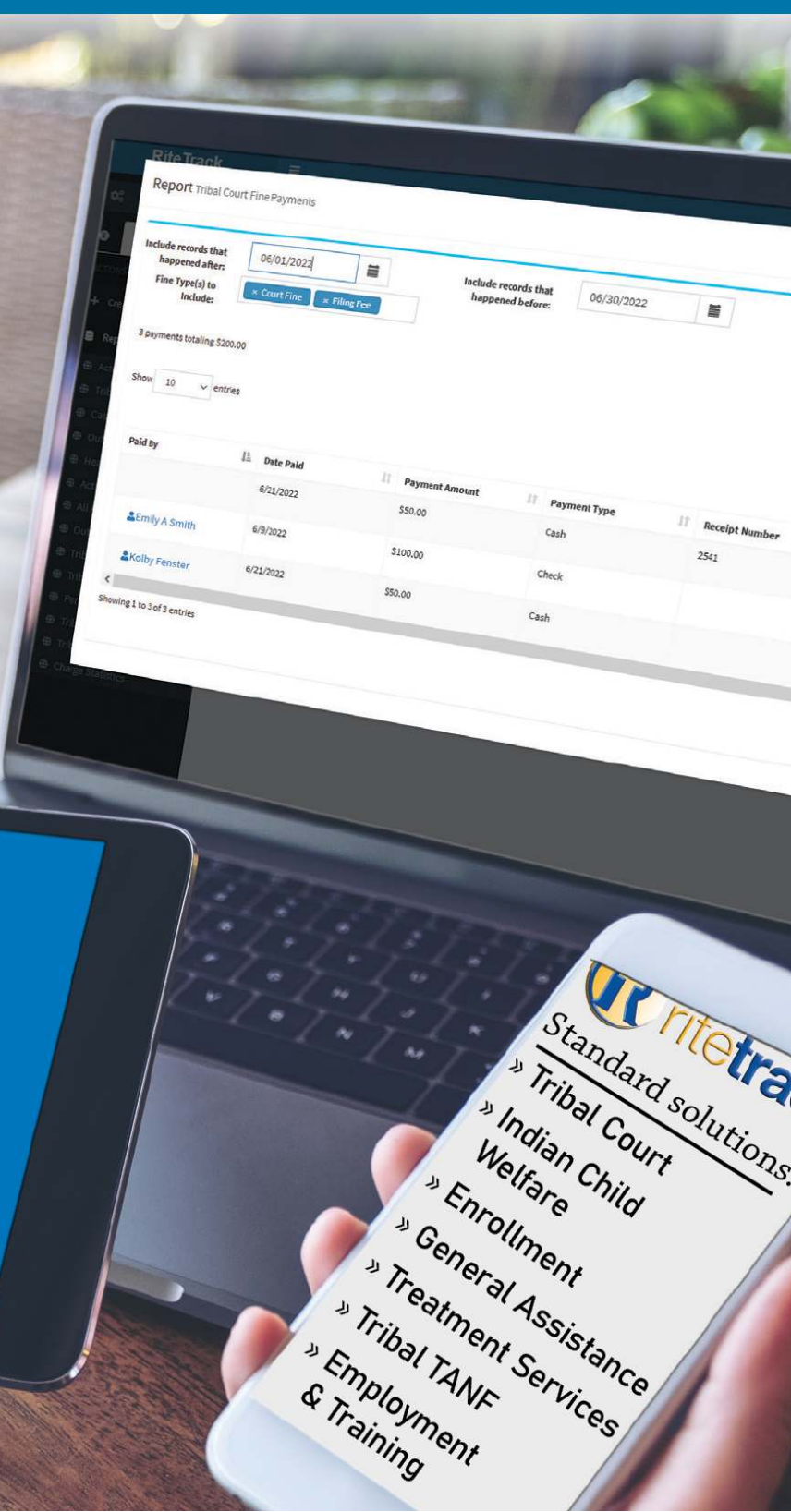
ritetrack

~off-the-shelf database systems for tribal social and judicial services~

- Mobile-responsive on any tablet or phone
- Single sign-on/two-factor authentication capabilities
- User-defined dashboard tiles
- Manage notification policies for any object
- Advanced configuration options for more control
- Full audit log for administrators
- Two-way API for communication between systems
- Form builder to develop your own documentation using data in RiteTrack

Contact us for more info or to schedule a demonstration

www.handelit.com | 307.742.5555 | info@handelit.com



1997-2022 HANDEL INFORMATION TECHNOLOGIES

TRIBALHUB 2022 PROUD ASSOCIATE MEMBER

Gold Microsoft Partner

AGENCY UPDATE: FBI'S CJIS DIVISION

FEDERAL BUREAU OF INVESTIGATION'S CRIMINAL JUSTICE INFORMATION SERVICES DIVISION

Tribal Participation in the National Incident-Based Reporting System (NIBRS)

cjistribaloutreach@fbi.gov

TRIBAL PARTICIPATION IN THE NATIONAL INCIDENT-BASED REPORTING SYSTEM (NIBRS)

On January 1, 2021, the FBI's Uniform Crime Reporting (UCR) Program retired the Summary Reporting System (SRS) in favor of the more comprehensive NIBRS-only data collection. NIBRS is primarily an incident-based data collection, identifying when and where a crime takes place, what form it takes, and the characteristics of its victims and perpetrators. In contrast, SRS only collects data on a singular offense and a limited number of characteristics. This increased granularity provides law enforcement with detailed information that can better define the resources it needs to combat crime, as well as use resources in the most efficient and effective manner.

The UCR Program recognized that not all law enforcement agencies could justify purchasing or updating their Records Management System to report NIBRS data, which created a significant gap in reporting crime incident data. As a solution, the UCR Program created the NIBRS Collection Application (NCA) to allow federal and tribal law enforcement agencies to submit NIBRS data to the FBI free of charge. The UCR Program subsequently also offered the NCA to the U.S. territories and local law enforcement agencies.

In March 2021, the FBI Criminal Justice Information Services Division approved the expansion of the NCA as a submission mechanism for additional data collections. Due to the expansion, the NCA was rebranded as the Collection of Law Enforcement and Crime Tool (COLECT). The COLECT houses the NCA and Law Enforcement Employee Counts; however, it may serve as the submission platform for additional UCR data collections in the future.

With the creation of the NCA and the expansion of the COLECT, the UCR Program has seen a significant increase in tribal participation in the NIBRS data collection. In 2020, 186 of 574 tribal law enforcement agencies reported NIBRS data to the UCR Program. This resulted in 534 NIBRS incidents being submitted to the NCA. With more tribal agencies onboarding and utilizing the NCA, the UCR Program received over 58,000 NIBRS incidents from tribal agencies in 2021. In 2022, 243 of 574 tribal law enforcement agencies are reporting NIBRS data to the UCR Program. This is a significant success for all tribal law enforcement agencies.

The UCR Program appreciates the hard work and continued collaboration with its tribal law enforcement partners.

COFENSE

Intelligent Email Security

POWERED BY CROWDSOURCED INTELLIGENCE + MACHINE LEARNING

An easier and more effective way to eliminate active threats, like Ransomware and BEC, is HERE.

Defend your organization with a complete suite of email security solutions built to stop phishing threats.

LEARN HOW TODAY

www.cofense.com

TRANSFORMING YOUR ORGANIZATION: CLOUD-FIRST STRATEGY

BY

RAM PATRACHARI

CIO

JAMUL CASINO

ABOUT THE AUTHOR

Ram is the CIO at Jamul Casino with over 30 years of industry experience. He has worked at premium organizations like Bell Labs, AT&T Wireless and Compaq. He has won the San Diego top tech awards twice and is a member of the judging committee. Ram holds an MBA from Monmouth University, a Master's Degree in Electrical Engineering from Stevens Institute of Technology and is credentialed by the CIO Institute at UC Berkeley's Haas School of Business. He is a certified PMP, CISSP and a Certified ScrumMaster.

The joke goes like this: "I connected my new iPhone to the cloud, then I had mist calls." You know a technology has arrived when it becomes part of the lingua franca. Although cloud computing has been talked about for more than a decade, it has only just begun to see widespread usage in the tribal gaming sector. For many tribal organizations, Microsoft Office 365 was one of the major forays into cloud computing. Many tribal organizations have had to grapple with the explosion of security issues and have concluded that cloud computing makes them more scalable and more secure.

A typical large casino has more than a dozen enterprise software systems to support its operation. To list a few, most enterprises have the following systems: Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Business Intelligence (BI), Human Resources (HR), Marketing Automation, Business Process Management and Automation, Casino Management System (CMS), Point of Sale system (POS), and Cash/Credit approval and dispensing systems, among others. Cloud computing can help in the digital transformation of many of these systems, thereby transforming the enterprise.

GENESIS OF CLOUD-FIRST STRATEGY:

Strategy is about how people throughout an organization make decisions and allocate resources to accomplish key objectives. An enterprise's strategy has to be derived from the enterprise's mission and goals. The evolution of cloud computing has led many gaming organizations to adopt a "cloud-first" strategy. The strategy suggests that organizations should look first to cloud solutions when developing new solutions or adapting old processes before considering in-house or non-cloud-based solutions.

In this challenging environment, organizations want to uncover value faster and don't have the luxury of time. Instead of building a solution from the ground up, organizations subscribe to a service provider who can provide premium services at a cheaper cost. Some of the data points from an IDG survey illustrate these points:

- 92% of the survey participants indicated that their IT environment relies on the cloud
- IDG predicts that this will grow to 95% over the next year
- The average cloud spending by enterprises has risen by almost 60% in the last couple of years

BENEFITS OF CLOUD-FIRST STRATEGY:

There are many benefits to committing to a cloud-first strategy. A cloud-first strategy allows businesses to save money on software, platform, infrastructure, and the integration required to put a solution together. Organizations are able to leverage the knowledge of cloud providers to improve security, disaster recovery, and more. During the pandemic, remote workforce enablement was accomplished quickly because of the cloud. Many organizations have leveraged the multiple layers of security that are embedded in cloud solutions. A correctly tailored cloud solution can result in reduced costs in hosting, equipment, licensing and labor. A

cloud-first strategy can also accelerate data analysis and lead to faster business decisions. Overall, adopting a cloud-first strategy enables an organization to easily scale based on business requirements and get away from the "build and they will come" attitude.

ADOPTING A CLOUD-FIRST STRATEGY:

Adoption of a cloud-first strategy involves the technological, human, and cultural aspects of an organization. A useful step in building a cloud-first strategy is learning from the experiences of other organizations that have implemented this approach. The entire organization has to be brought up to speed and incorporated into the corporate culture. Employee engagement and education initiatives are musts that will help bring the entire team on board.

Gartner lists the following 6 steps when creating a cloud strategy: https://www.gartner.com/smarterwithgartner/6-steps-for-planning-a-cloud-strategy

1. Design cloud strategies for speed and value
2. Prioritize a primary provider in multicloud architectures
3. Build resilience into application architecture
4. Enable hybrid architectures with distributed cloud
5. Optimize for cloud-native with containers and serverless computing
6. Grow public cloud skills internally and bridge the talent gap

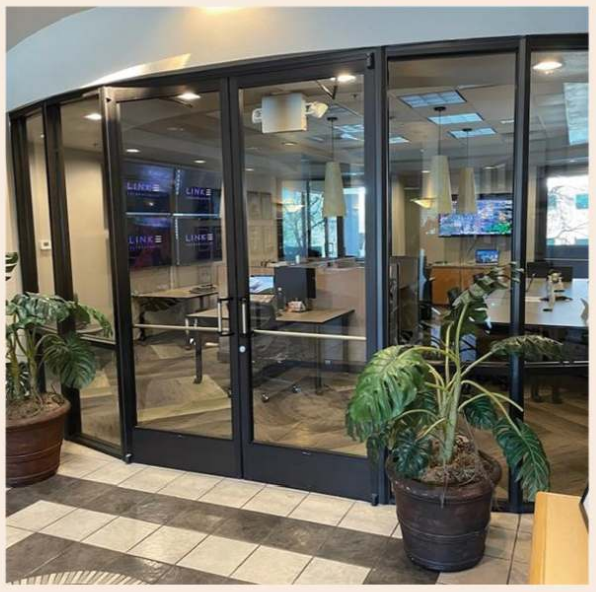
Adopting a cloud-first strategy can bring tremendous benefits to an organization, but it is important to avoid common pitfalls like runaway costs and to ensure ongoing security and stability through the process. Many organizations are in the process of reluctantly submitting to this change but would be better off embracing it wholeheartedly. Cloud-first strategy and the investment that goes along with it is imperative to remain competitive. It is just not a matter of catching up to stay relevant. Tribal organizations must view a cloud-first strategy as an opportunity to thrive and ultimately strive for complete digital transformation.

We have come a long way from a quote in a Cloud survey back in 2012: "First to mind when asked what "the cloud" is, a majority respond it's either an actual cloud, the sky or something related to weather." Long live the cloud! ...Or is it IN the cloud?

Connect. Trust. Grow.

Link Technologies connects companies with the most talented information technology professionals and services from across the nation.

We fill information technology gaps for large projects or staffing shortages by providing professional services and staff augmentation in:



Secure Service Center

SUPPORT SERVICES

- Network and Service Desk Support
- Cloud Migration and Services
- Mobile Applications, Web Development, and QA
- Engineering Services
- ERP Design and Implementation
- Project Management
- Systems Integration

SECURITY SERVICES

- SOC / NOC
- PCI, QSA
- Security and Compliance
- Assessment and Gap Analysis
- Governance, Risk Management
- Policy and Procedure Development
- Architecture Review
- Risk Assessment

NUTANIX™ Partner and Reseller

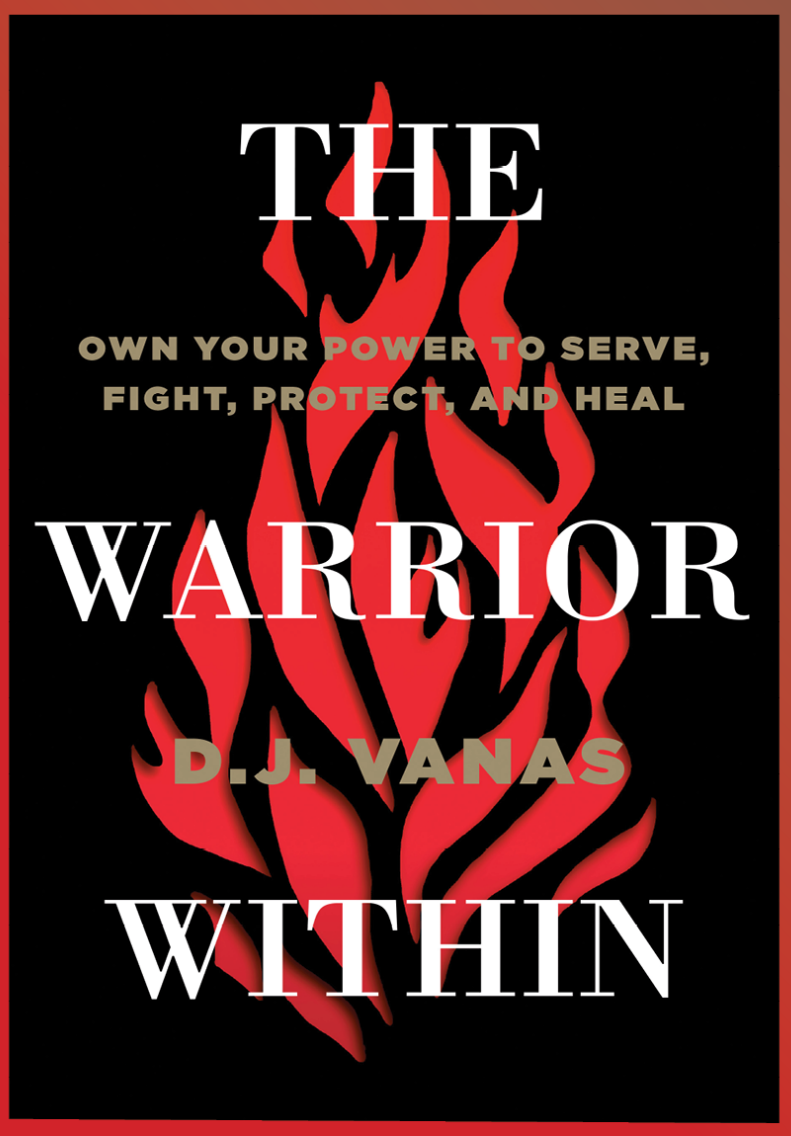
https://linktechconsulting.com/

debbieb@linktechconsulting.com

702-233-8703

9505 Hillwood Drive, Suite 150
Las Vegas, Nevada 89134

LINK TECHNOLOGIES



Q&A with D.J. Vanas

Internationally-Acclaimed Speaker for Fortune 500 Companies, Hundreds of Tribal Nations, and Over 7,000 Audiences Nationwide

INTERVIEW WITH

D.J. VANAS

SPEAKER, AUTHOR AND OWNER OF NATIVE DISCOVERY INC. "INSPIRING THE WARRIOR SPIRIT..."

Q: BASED ON THE TITLE OF YOUR NEW BOOK WE'D FIRST LIKE TO ASK YOU WHAT THE WORD "WARRIOR" MEANS TO YOU?

A: When I use the word "warrior" I'm not referring to the over-the-top Hollywood image of the sweaty, chiseled figure strutting down the street and shooting bazookas, bullets and surly looks at the camera. I use that word in the context of the traditions of our collective tribal communities. My people (Anishinaabe) call a warrior "ogichidaa" which has little to do with that stereotypical media role. A warrior is someone who commits to becoming an asset or benefit to the tribe they serve – and today, that tribe may be their family, community, company or clients. A warrior is someone willing to fight for something bigger than themselves, lead by example, who isn't in it for the glory, and does not quit. A warrior is someone who dedicates their life to serving and impacting others in a good way. Our traditional warriors were clear in their role, which was to feed and protect their people – not their egos – and we need that now more than ever!

Q: YOU'VE BEEN KNOWN TO BE A GREAT STORYTELLER – WOULD YOU DEFINE YOUR BOOK AS A STORY OR MORE OF A GUIDE?

A: Thank you for that! Stories are in my blood, bones and DNA...my tribal heritage, so of course there are a lot of stories in the book. My first two books were each one story start to finish. Unlike those books, The Warrior Within has a lot of vignettes -- small stories that share ideas, provide guidance, encouragement, and great examples of how to use the content to serve others. The other wonderful addition to this book is the inclusion of beautiful, moving stories from people like LeAnn Thieman, who creatively used scarce resources to make Operation Babylift during the Vietnam War a huge success, or John Herrington, who showed vision and grit through a gauntlet of challenges to become our nation's first Native American astronaut. It was so much fun making this book more of a collaboration, working side-by-side with friends, to share a collective of strong voices to inspire the reader.

Q: WRITING A BOOK IS NOT SOMETHING WE ALL DO EVERYDAY – WHAT LED YOU TO TAKE THIS ON?

A: Necessity. The majority of the work I do is to "provide for the providers" – keeping those who serve others strong, resilient and motivated. It was heartbreaking to watch these folks – whether they work in healthcare, business, education, as community builders or government employees – fall apart due to stress, overwhelm and chaotic disruption. I wrote this book to guide those warriors of service to get back to (and stay in) position to deliver their best to those they serve – and stay strong and healthy in the process. Our Indigenous warriors of the past practiced principles that echo across time and are as relevant, effective and needed as ever.

Q: WHAT CAN READERS EXPECT TO LEARN OR GAIN BY READING THE WARRIOR WITHIN?

A: The book walks the reader along a roadmap to become a better, stronger version of themselves by first explaining what a warrior is and isn't from a traditional perspective, why it matters, and how we can leverage that role in our lives. I looked to the past and found beautiful principles, as well as a time-tested framework of perseverance and resilience through chaos, that enabled our warriors in tribal communities to endure against incredible odds and unbelievable obstacles and remain effective. I found solutions to keep us strong in the fight, stay balanced, serve at our best through chaos, keep improving, and enjoy our lives of service so much more through the process. It's worked wonders for me and has resonated deeply with my audiences through the years when they understand that the role of warrior can make us warriors in our roles.

Q: WHEN TURNING THE LAST PAGE AND THEN CLOSING YOUR BOOK HOW CAN READERS EXPECT TO FEEL?

A: My hope is that readers walk away with a feeling of newfound confidence in their own abilities, belief in their own power and optimism about what they have to work with on a daily basis to impact others in a positive way. On a personal note, I'd like the reader to feel that they got to know me better and had a friendly, benevolent guide on their journey to practically use the ideas in their own life and career. I love what I get to do and who I get to do it with – and hope that joyful passion emerges from the pages for the reader.

For more information on D.J. or to inquire about his programs, please go to www.nativediscovery.com

I've thoroughly enjoyed serving TribalHub's community in the past, both with articles in the magazine and delivering in-person sessions at the TribalNet conferences. It's always inspiring to see the eager exchange of information, best practices, and technology advances that serve to benefit all the tribes involved. I wrote The Warrior Within with that same spirit of "share the best stuff you know with as many people as you can." I've always felt like a welcomed member of this organization and look forward to continuing!

AmpliFund

www.amplifund.com

Improve the lives of your nation.

Maximize your grant outcomes.

Stay current on the latest guidelines for federal funding and learn how to streamline your grant processes.

Tribal Resources

Tribal Blog

SUBSCRIBE NOW

Grant Management Software To Help You Achieve Your Mission

The Strategy-Execution Gap

Tribal leaders need to bridge the gap between strategy and execution to dramatically improve financial outcomes.

BY

LARRY WOLFF

FOUNDER & CEO
WOLFF STRATEGY PARTNERS

ABOUT THE AUTHOR

Larry Wolff is the founder & CEO of Wolff Strategy Partners, a boutique consulting firm specializing in IT Leadership, Digital Transformation, Enterprise Strategy Management, and Executive Coaching. Larry has served as CIO, Chief Digital Officer, COO, CEO, and management consultant for public, private, international, and emerging growth companies. His specialties include technology led business transformation, business and IT turnarounds, corporate and IT strategic planning, merger integration and large-scale project rescues. His methodologies span industries and scale to organizations of all sizes.

For more information or to connect with Larry direct, email LWolff@WolffStrategy.com *or visit* https://WolffStrategy.com

WHAT'S THE STRATEGY-EXECUTION GAP?

Harvard Business Review reported that organizations on average deliver only 63% of the financial performance their strategies promise.

While many organizations have effective strategic planning, few consistently deliver the desired results. That huge chasm is referred to as the Strategy-Execution Gap.

HOW BIG A PROBLEM IS THIS?

According to a McKinsey survey, an overwhelming 74% of executives don't have faith that their company's transformative strategies will succeed.

A Bridges Business Consultancy survey revealed only 10% of organizations achieve at least two-thirds of their strategic objectives and only 2% of leaders are confident that they'll achieve 80-100% of their strategic objectives.

The Economist Intelligence Unit found that 61% of respondents acknowledge that their firms often struggle to bridge the gap between strategy formulation and day-to-day implementation.

Is your tribe leaving millions of dollars behind because of poor execution of its strategy?

HOW TO BRIDGE THE GAP

We use an eight-step process to ensure effective strategic planning and execution. This process has been applied to large and mid-sized companies, divisions and departments within numerous organizations.

Our methodology extends the Balanced Scorecard®. We prepare the strategy to be ready for execution: align the entire organization, provide specific performance objectives to all employees, and transparently track progress.

Here, I'll just summarize these steps and I encourage you to email Emily@WolffStrategy.com and set up a complimentary call if you'd like to learn more.

1. **Five Filters** – Mission, Vision, Values, Ideal Client, and Differentiators frame the strategy
2. **Strategic Objectives** – We define our aspirations within the boundaries of the Five Filters
3. **Measurable Goals** – Translate the Objectives into measurable goals
4. **Action Plans** – Work with employees at all levels to define how to achieve the Goals
5. **Resourcing Plan** – Assign people to Action Plans to ensure we have enough resources to successfully execute
6. **Performance Plans** – Assign performance objectives, linked to the strategy and action plans, to all employees
7. **Program Management** – Rigorously and transparently manage a comprehensive program of related Action Plans
8. **Communication** – Keep people informed at all levels from staff to tribal leadership

We bridge the Strategy-Execution Gap by aligning all employees around a measurable strategy that's bounded by the Five Filters and translated into measurable goals and action plans. Those action plans are properly resourced and personal performance objectives are linked. Finally, we apply transparent oversight, and we communicate frequently throughout the eight-step process.

Most organizations see a measurable financial benefit the first year they apply this process. I ran IT and corporate strategic planning for a mid-sized, public company and we saw 23% growth in our customer base the first year we implemented this process.

Try it. You will see benefits as you bridge the Strategy-Execution Gap. Let your competitors deliver less than two-thirds of promised results while you consistently execute your strategy.

Tribal Data Resources, Inc.™

Tribal Data Resources, Inc. (**TDR**), established in 1982, proudly serves over 350 American Indian, Alaskan Native, Canadian First Nations, Hawaiian Native organizations and the BIA, throughout the U.S. and Canada.

The **TDR** software suite includes Progeny, People Data Systems and Pathways, and allows every department, including Enrollment, Housing, Child Care, Health, Facility Management, etc. to seamlessly integrate and to share the most up-to-date information, while keeping their departmental data secure.

TDR specializes in providing quality products and services that increase self-sufficiency and administrative capabilities of Tribes and Organizations.

40 YEARS IN BUSINESS

Thank You!

We would like to take this opportunity to extend our appreciation to each of our clientele.

Without you, your trust, and your confidence in **TDR**, we would not be the **#1** tribal membership enrollment software company.

Thank you for your business and trust in **Tribal Data Resources, Inc.** as we continue to improve and build upon **C.R. Rick Anderson's** legacy.

EMAIL: INFO@TDRONLINE.COM TEL: (530) 222-2964

TRIBAL DATA RESOURCES, INC. COPYRIGHT 1982 - 2022, ALL IMAGE RIGHTS RESERVED

AGENCY UPDATE: USDA/RUS

UNITED STATES DEPARTMENT OF AGRICULTURE (USDA) RURAL DEVELOPMENT - RURAL UTILITIES SERVICE (RUS)

RECONNECT PROGRAM

RUS TELECOMMUNICATIONS NATIONAL OFFICE STAFF:
https://www.rd.usda.gov/sites/default/files/UTP_ContactStaff.pdf

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

SUBMIT QUESTIONS, COMMENTS, AND SUGGESTIONS TO TELECOM'S CONTACT US PAGE
https://www.usda.gov/reconnect/contact-us

High-speed internet continues to propel America's rural and tribal communities forward. With the influx of new government programs and funding, it is an ongoing challenge for many organizations to determine which program, from which agency, works best for specific projects. Equally challenging is figuring out which programs these groups can leverage to utilize complementary resources to finance different aspects of a project. USDA Rural Development continues to offer a wide range of telecommunications and high-speed internet funding programs. Our staff can help you navigate the landscape of new and ongoing programs.

The ReConnect Program has announced several funding rounds over the last few years. In the first two rounds of the program, USDA invested $1.5 billion in rural and tribal communities.

Demand for the third round of the ReConnect Program was extremely high. We received 305 applications requesting $4.8 billion in funding. Of note, the third round included several new provisions for tribes and tribal applicants. USDA set aside $350 million for tribal governments and socially vulnerable communities – with no matching funds required. Additionally, tribes were able to self-certify if high-speed internet service was available in their lands. Non-tribal applicants proposing to serve tribal lands were required to submit a resolution from the tribe(s) if they were proposing to serve tribal lands.

USDA Rural Development is preparing for a fourth round of funding for the ReConnect Program, provided under the Infrastructure Investment and Jobs Act (IIJA). This historic legislation implemented several statutory changes, and we continue to improve the program to make it more accessible to tribes and tribal applicants.

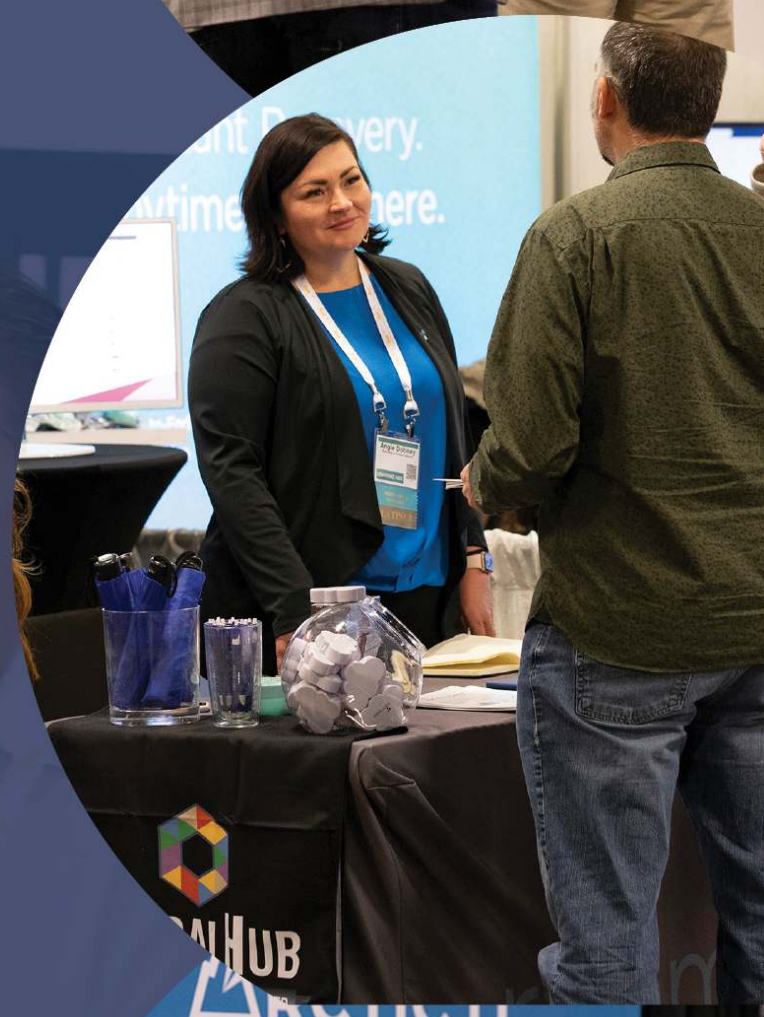
In addition to the ReConnect Program, USDA Rural Development continues to provide support through the Telecom Infrastructure Loan Program, the Distance Learning and Telemedicine (DLT) Program, and the Community Connect Grant Program.

The DLT program helps rural and tribal communities use the unique capabilities of telecommunications to access educational opportunities and critical and specialized medical care in their region. The ability to use telehealth resources is especially critical now, during a global pandemic. The DLT funding window is scheduled to open later this year.

The Community Connect Grant Program provides financial assistance to eligible applicants that will provide high-speed internet service in rural, economically challenged communities, where service does not exist. Unfortunately, many tribal communities continue to have no high-speed internet service, so we encourage tribes and tribal applicants to keep this program in mind. The Community Connect funding window is also scheduled to open later this year.

As you work through high-speed internet priorities this fall, we encourage you to explore the many programs available through USDA Rural Development. Please don't hesitate to reach out to us for more information and assistance!

THANK YOU TO THE TRIBALNET CONFERENCE 2022 SPONSORS



MEET & GREET SPONSOR
- Dell Technologies

COCKTAIL HOUR SPONSOR
- Cendyn

PLATINUM LEVEL SPONSORS
- Signature Systems
- Arctic IT
- Fortinet Federal
- Armis
- DocuSign
- VMware/Carahsoft
- Lenovo
- AvePoint Public Sector
- World Wide Technology
- Leidos

DIAMOND LEVEL SPONSORS
- Microsoft
- Esri
- Mainline Information Systems
- Structured Communication Systems
- TruBridge
- Planet Technologies
- ITsavvy
- Amazon
- Conquest Cyber
- Bulletproof, a GLI company
- Wipfli
- Peraton
- CDWG

SPECIALITY SPONSORS
- Dell Technologies
- RiteTrack by Handel IT
- ComOps
- GDIT
- Amazon

BRONZE LEVEL SPONSORS
- Brother International
- ImageSource
- Naviant
- RiteTrack by Handel IT
- Veeam
- AmpliFund
- Summit Partners
- Adobe
- Cities Digital, Inc.(CDI)
- DZS
- Acrisure Group
- GitLab
- Pure Storage
- T-Mobile USA
- ExaGrid
- Greenway Health
- Link Technologies
- eCivis
- Solutions II
- DruvStar
- Bitdefender
- Ampersand
- Genetec
- Varis
- Jabra
- Info-Tech Research Group
- Cradlepoint
- Spy Ego Media/SEMCOMM
- ExtraHop
- Podimetrics
- CCI Systems
- Native Network
- ESD
- Bluwave Consulting Group
- BIG Cyber
- Sightline Payments
- IBM
- Clutch Solutions
- Zscaler
- Nutanix
- Insight Public Sector
- Darktrace

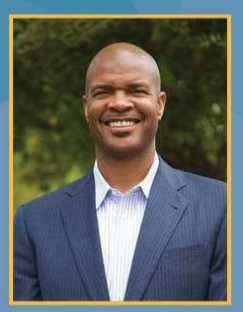
DENOTES TRIBALHUB MEMBERS

For a full list of who's sponsoring/exhibiting at the TribalNet Conference & Tradeshow visit us online at TribalNetConference.com.

**Sponsors Registered as of 7/20/22*

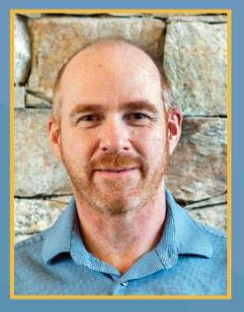
SPECIAL THANK YOU

TO OUR DEDICATED ADVISORY BOARD MEMBERS!



GAMING & HOSPITALITY BOARD

VIRGIL DEBROSSE, IT Sr. Account Manager, Chickasaw Nation
CHRIS DECAMP, Director of Technical Services, Win-River Resort & Casino
RENITA DISTEFANO, VP of IT/CIO, Seneca Gaming Corporation
JOHN FILIPPE, Director of IT, Rolling Hills Casino
AMY GATES, Director of IT, Saginaw Chippewa Indian Tribe of Michigan
JOHN ORMOND, CITO, Santa Ynez Band of Chumash Indians
RAM PATRACHARI, CIO, Jamul Casino
RICHARD RADER, CTO, Umpqua Indian Development Corp & Seven Feathers Casino & Resort
BRYANT SANTINI, CIO, Casino Arizona/Talking Stick Resort
PATRICK TINKLENBERG, VP of IT, Sycuan Casino



GOVERNMENT & MEMBERSHIP SERVICES BOARD

CHRISTOPHER ABEL, CIO/Director of IT, Citizen Potawatomi Nation
JEFF CARROLL, IT Manager, Cherokee Nation – IT Dept
JOHN MILLER, IT Director of Government Services, Choctaw Nation of Oklahoma
JON SUTHERLAND, Director of Technology, Quinault Indian Nation
AARON WHEELER, IT Director, Suquamish Tribe
JIMMY WILLIAMS, CIO/Executive Officer IT, Choctaw Nation
GEORGE WOOD, Director of ICT Applications, Mohegan Tribe

HEALTH IT BOARD

LISA LYON, Senior Clinical Informatics Coordinator, Cherokee Nation Health Services
SHARON POSTOAK, IT Database Admin Health Manager, Chickasaw Nation Medical Center
TONI POTTS, Director of Health Applications, Cherokee Nation Health Services
BRANDY RUSSELL, Technology and Analytics Officer, Muscogee (Creek) Nation Department of Health
CDR ANDREA SCOTT, Retired USPHS CDR, Indian Health Service
ANDREA STORM, Clinical Applications & Data Manager, Forest County Potawatomi Health & Wellness Center
REESE WEBER, Chief Information Security and Privacy Officer, Indian Health Service, California Area Office

LEADERSHIP & EXECUTIVE BOARD

DEBRA FLUTE, Senior Associate General Counsel, Saginaw Chippewa Indian Tribe of Michigan
BRITANEY FRANCIS, Director of Talent Acquisitions, Kalispel Tribal Economic Authority
DAWN MCGRADY, Director of Finance, Little River Casino Resort
STEVE NEELY, General Manager, Rolling Hills Casino
CHRISTOPHER OROZCO, Director of Team Member Relations, Win-River Resort & Casino
MICHAEL WILLIAMS, Director of Casino Operations, Rolling Hills Casino

Introduce Yourself to the Advisory Board Members onsite at TribalNet 2022!

*Board Current as of 7/19/22

Swift, secure access to healthcare data. Better patient outcomes.

Accessing integrated healthcare data securely and swiftly enables enhanced healthcare delivery and better patient outcomes for all. We harness the power of technology to design and deliver patient-centered solutions that improve user experience, enhance interoperability, and transform healthcare.

leidos.com/tribal-health

©2022 LEIDOS. ALL RIGHTS RESERVED. 22-611603

leidos