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MISSISSIPPI BAND OF CHOCTAW INDIANS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIC PLAN (CEDS)

Update based on the performance of the previous five-year CEDS

Five-year strategy: 2027 – 2031

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2027-2031 MISSISSIPPI BAND OF CHOCTAW INDIANS (MBCI) COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIC PLAN (CEDS)

Five-Year Strategic Plan

Strategic Goal

Build a resilient, diverse, and opportunity-rich economy for the Mississippi Band of Choctaw Indians (MBCI) by coordinating revenue diversification, infrastructure & site development, workforce development, industrial recruitment & business attraction, small-business entrepreneurship, and professional economic-development capacity.

Goal 1 – Revenue Diversification

Strategic Goal

Build a more diverse and resilient Tribal economy by expanding retail and commercial services, tourism and hospitality, industrial tenant investment, and the growth and retention of existing non-gaming businesses, while evaluating future agricultural opportunities for the next planning period. This strategy will reduce dependence on any single industry, increase Tribal revenue and sales-tax activity, improve quality of life, and create lasting employment and community benefits.

This five-year revenue diversification strategy will expand non-gaming commercial services, tourism and hospitality, industrial tenant investment, and the growth and retention of existing businesses while evaluating agriculture as a future-cycle opportunity. The Office of Economic Development will coordinate with Tribal enterprises, Finance, Pearl River Resort, Workforce Development, Public Works, and other partners to improve profitability, increase sales-tax revenue, and strengthen quality-of-life outcomes.

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Strategic Objective 1 – Expand Retail, Restaurant, and Commercial Service Opportunities

Objective

Increase non-gaming revenue and improve access to needed goods and services by recruiting and developing restaurants, retail establishments, convenience stores, and related commercial services at feasible Tribal locations.

Key Activities

- Evaluate retail, restaurant, convenience, personal-service, and other commercial opportunities across Tribal locations and maintain a list of opportunities.
- Recruit new restaurants, retail businesses, convenience stores, and related commercial-service operators at identified Tribal locations.
- Evaluate demand, competition, market leakage, pricing, operating models, capital needs, profitability, and potential sales-tax revenue for priority concepts.
- Advance projects through market, site, operating, and financial analysis and select an ownership or partnership model.
- Coordinate with responsible departments and partners on site, infrastructure, permitting, workforce, financing, and community requirements without duplicating their implementation roles.
- Prepare site packages, recruit operators or investors, and coordinate infrastructure, permitting, workforce, and community requirements.
- Track taxable sales, sales-tax revenue, jobs, profitability, visitor or resident spending, and quality-of-life benefits for supported projects.

Five-Year Target

Using a 2027 baseline for taxable sales and sales-tax revenue, develop or support at least 2 new or expanded restaurant, retail, convenience-store, and commercial-service projects across Tribal locations by 2031 while increasing non-gaming revenue, quality of life, and employment.

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Strategic Objective 2 – Evaluate Future Agricultural and Food-Based Opportunities

Objective

Determine whether agriculture and food-based enterprises are viable future economic development opportunities through a focused feasibility study that addresses food sovereignty, profitability, market demand, and value-added opportunities, while advancing next-step planning for a completed ag-related feasibility study.

Key Activities

- Define the feasibility study scope, priority questions, potential sectors, and Tribal locations to be assessed.
- Analyze other tribes with large agriculture or food programs; compare scale, management, market access, costs, value-added production, financing, and distribution models.
- Inventory available land, water, infrastructure, equipment, workforce capacity, regulations, logistics, and other agricultural resources or constraints.
- Analyze market demand and buyer interest for produce, livestock, poultry, aquaculture, food processing, and other value-added opportunities.
- Estimate capital and operating costs, revenue potential, profitability, workforce needs, management models, regulatory requirements, quality-of-life benefits, and project risks.
- Consult Tribal leaders, departments, enterprises, potential buyers, educational partners, agriculture agencies, and experienced producers before making a recommendation.
- Review the completed ag-related feasibility study as the baseline and develop an implementation-readiness roadmap covering governance, required approvals, legal and regulatory review, site and facility needs, financing, operations, security, compliance, workforce, procurement, market strategy, milestones, and decision points.

Five-Year Target

Complete a comprehensive agriculture and food-sovereignty feasibility and profitability study, including analysis of other tribal models, and adopt a recommendation identifying whether agriculture should advance, which opportunities merit further consideration, and what resources would be required. For the completed ag-related study, establish an implementation-readiness roadmap and document a formal decision.

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Strategic Objective 3 – Expand Non-Gaming Tourism, Hospitality, and Family Entertainment

Objective

Work with Pearl River Resort (PRR) to identify, evaluate, and advance non-gaming tourism, hospitality, and family-entertainment concepts that increase visitor spending, taxable sales, sales-tax revenue, profitability, quality of life, and revenue available for Tribal priorities while complementing PRR's gaming operations.

Key Activities

- Establish a joint OED–PRR process for identifying concepts, sharing information, setting decision points, and assigning next steps for non-gaming opportunities.
- Create joint screening criteria for family attractions, recreation, cultural experiences, events, lodging, dining, and related concepts, including demand, capital needs, profitability, sales-tax potential, quality-of-life benefits, and operational fit.
- Review PRR assets, visitor patterns, existing amenities, and planned improvements to identify opportunities that can increase non-gaming visitor spending and length of stay.
- Build and prioritize a joint pipeline of concepts and potential projects using documented market, financial, operational, and partnership analysis.
- Coordinate OED and PRR feasibility work, funding strategies, marketing approaches, project responsibilities, and leadership decision points for prioritized concepts.

Five-Year Target

Advance at least 1 tourism, hospitality, or family-entertainment opportunity into formal development while establishing a coordinated OED–PRR plan for increasing visitor spending, taxable sales, sales-tax revenue, and quality-of-life benefits across Tribal destinations.

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Strategic Objective 4 – Strengthen Business Expansion and Retention (BEAR) Program

Objective

Expand existing non-gaming businesses and Tribal enterprises by using the BEAR program to identify needs, expand or improve existing facilities, resolve barriers, support investment and profitability, and retain business activity and employment on Tribal lands.

Key Activities

- Maintain a current inventory of existing non-gaming businesses and an annual BEAR outreach schedule, including existing facilities that may need expansion, renovation, repurposing, or improved utilization.
- Conduct BEAR visits with a consistent questionnaire covering performance, expansion plans, facility condition and capacity, workforce, financing, infrastructure, space, procurement, and business barriers.
- Log each documented need and identify a responsible department or partner, next step, and target date.
- Coordinate timely resolution of issues involving utilities, permitting, land, facilities, workforce, financing, Tribal purchasing, or other operating requirements.
- Connect existing businesses and Tribal enterprises with training, funding, procurement, technical assistance, available property, infrastructure, and facility-expansion resources.
- Establish a 2027 baseline and performance-improvement plans for Tribal enterprises, including revenue, costs, margins, profitability, taxable activity, sales-tax contribution, employment, distributions, and quality-of-life measures.
- Develop action plans for expansion-ready businesses and track issues resolved, facility improvements, investment, revenue, profitability, sales-tax activity, and jobs retained or created.

Five-Year Target

Establish a consistent BEAR program that regularly engages existing non-gaming businesses and Tribal enterprises, resolves or advances documented needs, supports a pipeline of expansion and retention projects—including expansion or improvement of existing facilities—and, by 2031, supports at least a 50% improvement in profitability for participating or targeted enterprises while increasing investment, revenue, sales-tax activity, quality of life, employment, and revenue available for profit distributions.

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Five-Year Implementation Schedule

Year 1 – 2027: Establish Revenue Opportunities and Baselines

Primary Focus: Establish the baseline, opportunity lists, and coordination processes for retail and commercial services, agriculture and food-based opportunities, joint OED–PRR concepts, and BEAR.

Key actions:

- Evaluate retail, restaurant, convenience, personal-service, and other commercial opportunities and begin the inventory of Tribal opportunities.
- Define the agriculture and food-based feasibility-study scope, priority questions, and information needed to evaluate food sovereignty and profitability.
- Establish the joint OED–PRR process for identifying non-gaming tourism, hospitality, and family-entertainment concepts, sharing information, and setting decision points.
- Establish the BEAR outreach schedule and baseline for existing businesses, Tribal enterprises, and facilities that may need expansion or improvement.
- Define baseline measures for taxable sales, sales-tax revenue, profitability, spending, employment, quality of life, and revenue available for Tribal priorities.

Major Baseline: A baseline and coordinated opportunity list are established, with retail and commercial gaps identified, agriculture study questions defined, BEAR procedures started, and an OED–PRR process in place.

Year 2 – 2028: Complete Feasibility and Priority Planning

Primary Focus: Complete the analyses needed to prioritize retail, commercial, agriculture and food-based, and joint OED–PRR opportunities and prepare BEAR action plans.

Key actions:

- Complete market and feasibility analyses for priority retail, restaurant, convenience, and commercial-service concepts, including demand, operating models, profitability, and sales-tax potential.

- Analyze other Tribes with large agriculture and food programs, including management, market access, costs, value-added production, financing, distribution, and reasons some programs struggle to generate profits.
- Review PRR assets, visitor patterns, amenities, and planned improvements and apply joint screening criteria to non-gaming concepts.
- Complete the first BEAR cycle and prepare action plans for expansion-ready businesses, including existing-facility expansion, renovation, repurposing, or improved utilization.
- Document the market, financial, operating, quality-of-life, and partnership information needed for leadership and enterprise decisions on priority opportunities.

Major Outcome: Priority revenue opportunities have documented market and feasibility information, agriculture findings are available for review, joint OED–PRR concepts are screened, and BEAR action plans are assigned.

Year 3 – 2029: Advance Projects and Formal Decisions

Primary Focus: Move priority opportunities through ownership, partnership, funding, operating, development, or no-go decisions while advancing BEAR improvements.

Key actions:

- Prepare site packages, recruit operators or investors, and advance priority retail and commercial projects through ownership, partnership, funding, or implementation decisions.
- Complete the agriculture and food-based recommendation and implementation-readiness roadmap, including governance, approvals, financing, operations, workforce, compliance, and decision points.
- Build and prioritize the joint OED–PRR pipeline and advance at least one non-gaming concept toward an investment, operating-partner, development, or no-go decision.
- Carry out BEAR expansion and retention action plans, including approved existing-facility improvements, and track issues resolved, investment, revenue, profitability, sales-tax activity, and jobs.
- Review results for supported projects and enterprises and update next steps based on taxable sales, sales-tax revenue, profitability, spending, employment, and quality-of-life measures.

Major Outcome: Priority retail, commercial, agriculture, and joint OED–PRR opportunities have documented decisions and next steps, while BEAR projects are producing measurable performance and facility improvements.

Year 4 – 2030: Scale Approved Opportunities and Improve Performance

Primary Focus: Expand or improve opportunities that demonstrate demand, profitability, sales-tax potential, quality-of-life value, and responsible operating models.

Key actions:

- Advance approved retail, restaurant, convenience, and commercial-service projects and support operators or investors through the next documented project decision.
- Refine the agriculture and food-based implementation-readiness roadmap and 2032–2036 recommendation without beginning agriculture implementation during the current CEDS period.
- Advance approved joint OED–PRR non-gaming concepts and coordinate project responsibilities, funding strategies, marketing approaches, and leadership decision points.
- Expand BEAR retention and growth actions, including facility improvements where appropriate, and document jobs, investment, profitability, sales-tax, and quality-of-life results.
- Use performance information to improve the opportunity pipeline and identify reinvestment or follow-up actions that increase revenue available for Tribal priorities.

Major Outcome: Approved revenue opportunities and BEAR improvement models are advancing or scaling, with measurable gains in profitability, sales-tax activity, quality of life, and revenue available for Tribal priorities.

Year 5 – 2031: Evaluate Results and Establish the Next Revenue Strategy

Primary Focus: Evaluate the results of the first four objectives and establish evidence-based revenue-diversification priorities for 2032–2036.

Key actions:

- Evaluate supported retail, restaurant, convenience, and commercial-service opportunities, including taxable sales, sales-tax revenue, spending, jobs, profitability, and quality-of-life outcomes.
- Finalize the agriculture and food-sovereignty recommendation and implementation-readiness roadmap for the 2032–2036 CEDS.
- Review joint OED–PRR results, visitor spending, taxable sales, sales-tax revenue, profitability, and operating lessons for non-gaming tourism, hospitality, and family-entertainment concepts.
- Evaluate BEAR results, including expansion and facility improvements, business retention, profitability, sales-tax activity, employment, and progress toward the 50 percent enterprise-profitability target.
- Adopt the next revenue-diversification priorities and standardize the measures used to evaluate feasibility, profitability, taxable sales, sales-tax revenue, spending, employment, and quality of life.

Major Outcome: The Tribe has a documented record of revenue, sales-tax, profitability, distribution, business, and quality-of-life results and an evidence-based strategy for the next five years.

Goal 2 – Infrastructure & Site Development

Strategic Goal

Advance site and infrastructure projects for future economic growth while supporting Tribal departments and partners as they plan and develop housing, transportation, childcare, utilities, and infrastructure that strengthen quality of life and economic opportunities.

This five-year strategy will lead the planning, site-readiness, funding, and coordination required for projects, including shovel-ready industrial and commercial sites. OED will support departments and partners by providing input, data, grant assistance, and coordination for projects.

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Strategic Objective 1 – Advance Shovel-Ready Industrial and Commercial Sites

Objective

Lead the planning and advancement of feasible Tribal industrial and commercial sites by coordinating site-readiness, land, access, utilities, permitting, funding, and development.

Key Activities

- Maintain an inventory of vacant, underused, and priority commercial and industrial sites; document lease, utilities, access, permitting, and development constraints.
- Evaluate infrastructure needs and coordinate site-readiness planning for feasible Tribal locations.
- Advance site-readiness plans for the Pearl River Business Park and potential industrial development in feasible communities.
- Support Tribal departments in identifying road, water, wastewater, broadband, and other utility improvements and align projects with available funding programs.
- Maintain market-ready site, infrastructure, workforce, and development information for industrial, hospitality, and commercial prospects.

Five-Year Target

Complete documented site-readiness and infrastructure action plans for feasible Tribal sites and advance at least 2 sites to a defined funding, partner, or development decision.

Strategic Objective 2 – Support Transportation and Community Mobility

Objective

Provide support to Tribal departments and partners through input, data, grant assistance, and coordination for community transit priorities.

Key Activities

- Support transportation departments and partners in assessing transportation barriers affecting employment, education, health care, childcare, commerce, and community participation.
- Support Tribal departments in evaluating community transit needs.

- Support Tribal departments in prioritizing road repairs, regional transit connections, and access improvements that support community facilities and economic sites.
- Share relevant site, workforce, and market information with Tribal departments to support transportation planning when and if requested.
- Follow up on requested OED assistance and document transportation-related barriers and any funding opportunities.

Five-Year Target

Support departments with planning efforts on a coordinated transportation priority list and advance at least 1 transportation project to funded design, construction, or operating-partner decisions.

Strategic Objective 3 – Support Housing, Childcare, and Community Facilities

Objective

Provide support to responsible Tribal departments and partners as each plans housing, childcare, health, recreation, cultural, and community-facility projects that strengthen quality of life and support workforce and economic growth.

Key Activities

- Provide support to Tribal departments to complete community assessments and identify priority populations, locations, partners, and funding sources.
- Provide feasibility, market, and funding support for housing, childcare, and community facility opportunities.
- Provide data and grant assistance to support Tribal departments in evaluating public improvements identified by communities.
- Provide support in identifying sustainable capital, operating, ownership, and partnership models before projects advance to implementation.

Five-Year Target

Support coordinated housing, childcare, and community-facility planning and advance at least 2 priority projects to funded design, construction, or operating-partner decisions.

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Strategic Objective 4 – Plan Resilient Infrastructure and Future Growth

Objective

Lead feasibility, land, and resilience planning for economic development projects and provide support to responsible Tribal departments and partners planning infrastructure that accommodates future community and economic growth.

Key Activities

- Lead growth feasibility studies and use their findings to identify infrastructure and land needs that could accommodate future economic growth.
- Integrate resilience, maintenance, emergency response, and long-term operating costs into infrastructure project screening.
- Provide support in evaluating land acquisition and reuse opportunities around feasible Tribal locations.
- Coordinate infrastructure priorities with revenue diversification, workforce, tourism, and industrial recruitment.
- Review infrastructure progress annually and update the capital and feasibility pipeline as conditions change.
- Prepare or support a disaster-resiliency plan, when requested by responsible Tribal departments and partners, and identify implications for site and projects.

Five-Year Target

Complete an OED resilience and growth framework that guides capital priorities, funding applications, site development, and the 2032–2036 CEDS update, while documenting how OED will support related department- or partner-led projects when requested.

Five-Year Implementation Schedule

Primary Focus: Establish the site-readiness baseline and define how OED will lead its own site projects while supporting transportation, housing, childcare, community-facility, and resilience planning when requested.

Key actions:

- Maintain an inventory of vacant, underused, and priority industrial and commercial sites and document utilities, access, permitting, lease, and development constraints.

- Evaluate infrastructure needs and establish the planning scope for the Pearl River Business Park and other feasible Tribal sites.
- Support Tribal departments and partners, when requested, in identifying barriers affecting employment, education, health care, childcare, commerce, and community participation.
- Support responsible Tribal departments and partners, when requested, in identifying housing, childcare, and community-facility planning needs, potential partners, and funding sources.
- Establish project-screening criteria that consider growth, resilience, maintenance, emergency response, operating costs, land needs, and available funding.

Major Outcome: A shared site and infrastructure baseline is established, site projects have defined scopes, and requested support processes for community infrastructure priorities are documented.

Year 2 – 2028: Complete Site and Project Planning

Primary Focus: Move sites and Tribal department- or partner-led projects into needs assessments, concept plans, cost information, feasibility work, and funding strategies.

Key actions:

- Advance site-readiness plans, preliminary cost information, and market-ready site, infrastructure, workforce, and development materials for the Pearl River Business Park and other feasible sites.
- Support Tribal departments and partners, when requested, in evaluating transit needs, road repairs, regional connections, access improvements, and potential funding programs.
- Support responsible Tribal departments and partners, when requested, with housing, childcare, and community-facility needs assessments, feasibility information, grant assistance, and sustainable project models.
- Lead growth feasibility work and evaluate land acquisition, reuse, infrastructure, resilience, and long-term operating needs around feasible Tribal locations.
- Prepare or support funding applications, site-control decisions, and project handoffs for sites and requested partner-led priorities.

Major Outcome: Priority sites and requested community projects have documented needs, partners, costs, feasibility information, and funding strategies, with the strongest opportunities ready for decisions.

Year 3 – 2029: Advance OED Site Projects and Requested Partner Support

Primary Focus: Advance sites toward funding, development, or partner decisions and provide requested coordination and grant support to Tribal department- and partner-led projects.

Key actions:

- Advance the Pearl River Business Park and other priority sites through site-readiness, infrastructure coordination, funding, partner, or development decisions.
- Provide requested coordination and follow-up support for transportation priorities, documenting barriers, funding opportunities, and next steps without taking over transportation implementation.
- Provide requested feasibility, data, grant, and partnership support for housing, childcare, and community-facility projects as responsible Tribal departments or partners advance their own decisions.
- Use growth feasibility findings to update land, infrastructure, resilience, and future-growth priorities for OED-led economic-development projects.
- Maintain market-ready site information and report on site readiness, requested assistance, funding, partner decisions, and project milestones.

Major Outcome: Sites are advancing toward defined development decisions, requested support is documented, and current site-readiness and growth information is available for investors and partners.

Year 4 – 2030: Implement OED Projects and Support Priority Infrastructure

Primary Focus: Continue site advancement and support implementation of Tribal department- or partner-led infrastructure and community projects when requested and when OED assistance is needed.

Key actions:

- Continue advancing site-readiness, utility, access, land, funding, and development actions for active economic-development sites.
- Support Tribal departments and partners, when requested, as approved mobility, road, transit, or access projects move toward implementation or operating-partner decisions.
- Support responsible Tribal departments and partners, when requested, as housing, childcare, health, recreation, cultural, and community-facility projects move through funding, design, construction, or operating-partner decisions.
- Integrate resilience, maintenance, emergency response, land reuse, and long-term operating costs into project screening and recommendations.
- Update the capital and feasibility pipeline and coordinate site, infrastructure, workforce, tourism, and industrial-recruitment information around active economic-development projects.

Major Outcome: Site projects continue to advance, requested infrastructure support is provided where needed, and active projects have clearer resilience, operating, funding, and partner responsibilities with a prioritized 2032–2036 capital and feasibility pipeline.

Goal 3 – Workforce Development

Strategic Goal

Develop a skilled, resilient, and adaptable workforce that meets the employment needs of the Mississippi Band of Choctaw Indians and regional employers while creating clear pathways for Tribal members to obtain industry-recognized credentials, secure quality employment, advance within their careers, and increase their earning potential.

The five-year workforce strategy will strengthen coordination among Tribal programs, educational institutions, employers, and regional partners while addressing barriers to employment such as transportation, childcare, work readiness, skills gaps, and access to training.

Draft placement for review: the existing Workforce Development plan is carried forward here as the substantive Goal 3 content; its existing Objective 6 is renumbered Objective 5 so the CEDS sequence remains continuous.

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Strategic Objective 1 – Establish the Advanced Workforce Training Center as the Regional Workforce Training Hub

Objective

Develop the Advanced Workforce Training Center (AWTC) into the primary Tribal and regional location for technical training, workforce development, industry credentials, and employer-driven training. The Center will bring together education, workforce development, employers, Tribal programs, and the Workforce Development Taskforce to create coordinated pathways from career awareness and training to employment and career advancement.

Key Activities

- Complete development and equipping of the Advanced Workforce Training Center.
- Establish dedicated classrooms, technical labs, computer training areas, Maker Space, and flexible training spaces.
- Provide industry-recognized technical training.
- Expand partnerships with community colleges, universities, Tribal programs, and employers.
- Develop short-term training programs that allow employed individuals to upgrade their skills without leaving the workforce.
- Provide evening, hybrid, online, and employer-based training when appropriate.
- Develop customized training programs in response to employer needs.
- Utilize the AWTC to support recruitment of new industries and expansion of existing Tribal enterprises.
- Utilize the Maker Space and Digital Media programs to introduce participants to emerging technologies and creative career pathways, including digital fabrication, 3D printing, design, media production, and technology.
- Integrate the Workforce Development Taskforce into AWTC planning and implementation to provide ongoing coordination among Tribal departments, employers, education partners, workforce programs, and other stakeholders.

Priority Training Areas

- HVACR
- Electrical
- Welding
- Industrial Maintenance

- Carpentry and Construction
- Broadband/Fiber Optics
- Information Technology
- Cybersecurity
- Artificial Intelligence
- Healthcare occupations
- Other high-demand occupations identified by employers

Five-Year Target

Establish the AWTC as a sustainable workforce training hub serving Tribal members, Tribal employees, employers, students, and regional residents.

Strategic Objective 2 – Expand Skilled Trades and Industry-Recognized Credential Programs

Objective

Increase access to technical education and credentials that lead directly to employment, advancement, and higher wages.

Key Activities

- Continue and expand NCCER training in HVACR, Electrical, and Industrial Maintenance.
- Develop additional construction and skilled-trade programs based on employer demand.
- Provide progressive credential levels allowing participants to build skills over time.
- Develop incumbent-worker training for individuals already employed in skilled-trade occupations.
- Coordinate training schedules with employers to allow employees to participate while maintaining employment.
- Host practical nursing program at Choctaw.

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Five-Year Target

Create sustainable credential pathways that allow Tribal members to enter skilled trades or advance from entry-level employment into technician, journeyman, supervisory, and management positions.

Strategic Objective 3 – Build Stronger Education-to-Employment Career Pathways

Objective

Create clearly defined pathways connecting education, training, credentials, employment, and career advancement.

Key Activities

- Strengthen partnerships with ECCC and other colleges and universities.
- Align training programs with actual Tribal and regional job vacancies.
- Increase exposure to skilled trades, advanced manufacturing, technology, healthcare, and other high-demand careers.

Five-Year Target

Create an integrated education-to-employment pipeline connecting Tribal students and adults with careers available within MBCI and the surrounding region.

Strategic Objective 4 – Strengthen Work Readiness and Work Ethic

Objective

Prepare Tribal members for success in the workplace and in their communities by strengthening work readiness, life skills, cultural knowledge, personal development, and lifelong learning opportunities. Utilize the Chahta Immi Program to create community-based learning opportunities that promote Choctaw culture, knowledge sharing, skill development, community engagement, and continued learning across generations.

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Key Activities

Develop a Tribal Work Readiness Program addressing:

- Workplace expectations
- Attendance and punctuality
- Communication
- Teamwork
- Problem solving
- Workplace professionalism
- Financial literacy
- Digital literacy
- Resume development
- Interview preparation
- Workplace safety
- Conflict resolution
- Career planning
- Explore Expungement policy

Partner with employers to identify the workplace competencies most needed by new employees.

Integrate work-readiness instruction into workforce training programs and establish referral pathways for individuals needing additional employment preparation.

Chahta Immi programming may include:

- Choctaw culture and traditions
- Traditional arts and skills
- Community history and knowledge
- Language and cultural learning

Incorporate Choctaw culture, traditions, knowledge, and community values into Chahta Immi programming.

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Five-Year Target

Establish a standardized work-readiness curriculum that can be used across Tribal workforce, education, and employment programs.

Strategic Objective 5 – Strengthen Employer Engagement and Industry Partnerships

Objective

Ensure workforce programs respond directly to current and future employer needs.

Key Activities

- Establish regular employer workforce needs assessments.
- Maintain communication with Tribal government, Pearl River Resort, Tribal enterprises, manufacturers, healthcare employers, construction companies, and regional industries.
- Identify current vacancies and anticipated future occupations.
- Develop customized incumbent-worker training.
- Coordinate workforce planning with industrial recruitment efforts.

Five-Year Target

Develop an employer-driven workforce system in which training investments are directly connected to employment and economic development opportunities.

Five-Year Implementation Schedule

Year 1 – 2027: Build the Foundation

Primary Focus: Launch the workforce system around the Advanced Workforce Training Center.

Key actions:

- Complete AWTC development and equipment installation.
- Conduct employer workforce needs assessment.
- Continue NCCER skilled-trade programs.
- Establish standardized participant tracking.

- Establish formal education and employer partnerships.
- Develop Work Readiness Program.

Major Outcome: AWTC operational with foundational training, partnerships, supportive services, and performance tracking established.

Year 2 – 2028: Expand Programs and Employer Partnerships

Primary Focus: Increase training capacity and connect training more directly to employment.

Key actions:

- Expand NCCER and skilled-trade programs.
- Develop employer-customized training.
- Expand incumbent-worker training.
- Expand youth Maker Space/Digital Media programming.

Major Outcome: Increased credential attainment and stronger employer-to-training pipelines.

Year 3 – 2029: Build the Regional Talent Pipeline

Primary Focus: Position MBCI workforce development as a regional workforce resource.

Key actions:

- Expand partnerships with surrounding counties and regional employers.
- Expand hybrid and distance-learning opportunities.
- Develop targeted programs for unemployed and underemployed Tribal members.
- Expand youth career exploration.

Major Outcome: A regional talent pipeline connecting Tribal workforce development with existing and emerging industries.

Year 4 – 2030: Scale Successful Workforce Models

Primary Focus: Expand programs demonstrating strong employment and wage outcomes.

Key actions:

- Expand programs with high placement and credential completion rates.
- Expand emerging-technology credentials.
- Expand Train-the-Trainer initiatives.
- Develop additional community-based training opportunities.

Major Outcome: Workforce investments increasingly concentrated in programs demonstrating measurable economic outcomes.

Year 5 – 2031: Sustainability and Next-Generation Workforce Strategy

Primary Focus: Evaluate results and establish the next five-year workforce strategy.

Key actions:

- Complete five-year workforce impact evaluation.
- Conduct updated regional employer needs assessment.
- Update employer and education partnership agreements.

Major Outcome: A sustainable, data-driven workforce development system positioned to respond to future Tribal and regional economic opportunities.

Goal 4 – Industrial Recruitment & Business Attraction

Strategic Goal

Attract qualified industrial tenants, private investment, and complementary businesses to Tribal and regional sites by using evidence-based target sectors, a ready prospect pipeline, and coordinated site, workforce, and incentive support.

This five-year recruitment system will use the completed 2025 KPMG Target Market Study as its baseline and will launch the approved industrial recruitment marketing plan at the start of the new fiscal year. It separates prospect recruitment and marketing from

enterprise and investment initiatives and tracks leads, site visits, proposals, commitments, jobs, and investment.

Strategic Objective 1 – Make Sites and the Tribal Value Proposition Market Ready

Objective

Provide accurate, timely site, infrastructure, workforce, incentive, permitting, and quality-of-place information that helps prospects and site selectors evaluate Tribal locations.

Key Activities

- Maintain current site, utility, access, workforce, incentive, permitting, land, and development information for RFIs and site selectors.
- Prepare concise sector-specific value propositions for the five KPMG target sectors and complementary opportunities.
- Coordinate site-readiness improvements and infrastructure plans with Goal 2.
- Identify workforce, training, transportation, housing, and childcare supports that strengthen the recruitment proposition.
- Keep recruitment, RFI, site, and incentive materials aligned with approved Tribal policies and legal requirements.

Five-Year Target

Maintain a current, decision-ready recruitment package for priority sites and target sectors, with documented gaps assigned to responsible departments and partners.

Strategic Objective 2 – Execute Target-Market Recruitment and Prospect-Pipeline Strategy

Objective

Use the completed KPMG study, the approved marketing plan, and the existing business prospect list to conduct disciplined, targeted industrial recruitment.

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Key Activities

- Use the completed 2025 KPMG Target Market Study as the industrial recruitment baseline; do not repeat completed market analysis unless conditions materially change.
- Validate, segment, prioritize, and maintain the existing business prospect list across the five KPMG target sectors based on fit with the Pearl River Business Park and other suitable sites.
- Launch the approved industrial recruitment marketing plan at the start of the new fiscal year and keep outreach, value-proposition, site, and recruitment materials current.
- Conduct targeted outreach with MDA, TVA, counties, regional partners, companies, and site selectors.
- Track qualified leads, follow-up, site visits, proposals, negotiations, commitments, jobs, and investment in a shared recruitment pipeline.

Priority Areas

- Aerospace and Defense: avionics, composites, and defense electronics
- Automotive: electric-vehicle components, powertrain, and lightweight materials
- Building Materials: concrete, wood products, and roofing
- Machinery and Equipment: industrial, agricultural, and packaging machinery
- Metals: primary metals and fabricated metals

Five-Year Target

Execute the approved industrial recruitment marketing plan annually, maintain and advance the existing prospect list as a qualified pipeline, and secure one or more tenant commitments or private-sector investments.

Strategic Objective 3 – Convert Qualified Prospects into Tenant Commitments and Investment

Objective

Move qualified prospects from outreach through site visits, proposals, negotiations, approvals, and development while coordinating the public and private resources needed for successful projects.

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Key Activities

- Host site visits and discovery meetings for qualified prospects and document follow-up responsibilities and deadlines.
- Prepare timely proposals that address site, workforce, infrastructure, incentives, permitting, community, and operating requirements.
- Coordinate with responsible departments and partners, when requested, to document land, infrastructure, financing, approvals, and workforce requirements for projects moving toward commitment.
- Track negotiations, project milestones, jobs, capital investment, local purchasing, and other agreed performance measures.
- Conduct post-commitment follow-up and connect new tenants with workforce, supplier, and community partners.
- Conduct annual site visits with county economic-development staff, officials, and recruitment partners.

Five-Year Target

Advance qualified prospects into documented site visits, proposals, negotiations, tenant commitments, or private-sector investments, with jobs and investment tracked from commitment through operation.

Five-Year Implementation Schedule

Year 1 – 2027: Launch the Recruitment System

Primary Focus: Use the completed KPMG study, approved marketing plan, existing prospect list, and current site information to establish a qualified, assigned, and measurable recruitment pipeline.

Key actions:

- Maintain current site, utility, access, workforce, incentive, permitting, land, and development information for RFIs and site selectors.
- Prepare concise value propositions for the five KPMG target sectors and complementary opportunities without repeating the completed market analysis.
- Launch the approved industrial recruitment marketing plan at the start of the new fiscal year and keep recruitment materials current.
- Validate, segment, prioritize, and assign follow-up for the existing business prospect list across the five KPMG target sectors.

- Establish shared tracking for leads, follow-up, site visits, proposals, negotiations, commitments, jobs, and investment.

Major Outcome: The approved marketing plan is active, the existing prospect list is a managed pipeline, and market-ready recruitment materials and measures are established.

Year 2 – 2028: Deepen Targeted Outreach and Prepare Proposals

Primary Focus: Conduct disciplined outreach using the completed KPMG baseline and move the highest-fit prospects into discovery meetings, site visits, and proposal preparation.

Key actions:

- Conduct targeted outreach to companies and site selectors in the five KPMG target sectors using the approved marketing plan.
- Host qualified discovery meetings and site visits and document follow-up responsibilities and deadlines.
- Prepare sector-specific proposals that address site, workforce, infrastructure, incentives, permitting, community, and operating requirements.
- Coordinate with MDA, TVA, counties, and regional partners, when requested, to address information gaps and recruitment support needs.
- Update the shared pipeline and report on qualified prospects, outreach, site visits, proposals, and next actions.

Major Outcome: Targeted prospects are receiving complete information, site visits and proposals are increasing, and the highest-fit opportunities have defined next steps.

Year 3 – 2029: Advance Proposals and Tenant Negotiations

Primary Focus: Move the strongest prospects from proposals into negotiations, documented requirements, tenant commitments, or clearly documented next decisions.

Key actions:

- Host follow-up site visits and advance proposals for the strongest prospects.
- Coordinate with responsible departments and partners, when requested, to document land, infrastructure, financing, approvals, workforce, and incentive requirements.

- Connect qualified prospects with workforce, supplier, community, and regional partners as needed for project planning.
- Track negotiations, project milestones, jobs, capital investment, local purchasing, and other agreed performance measures.
- Update the prospect list and target-sector materials using current pipeline evidence and changed conditions, without repeating completed KPMG analysis.

Major Outcome: Qualified prospects have advanced into proposals, negotiations, commitments, or clearly documented next steps, with project requirements and follow-up assigned.

Year 4 – 2030: Convert Commitments into Projects

Primary Focus: Support tenant commitments and private investment through approvals, project coordination, workforce connections, and post-commitment follow-up.

Key actions:

- Advance qualified negotiations toward tenant commitments or private-sector investment where supported by documented site and project requirements.
- Support site, infrastructure, workforce, transportation, housing, and childcare actions for committed projects when requested, without taking over responsible departments' implementation roles.
- Conduct post-commitment follow-up and connect new tenants with workforce, supplier, community, and regional partners.
- Track construction, hiring, investment, procurement, and other agreed performance milestones.
- Continue approved marketing-plan outreach, refresh materials based on feedback, and maintain the qualified prospect pipeline.

Major Outcome: At least one qualified industrial or private-sector opportunity has reached commitment or active project implementation, while recruitment follow-up and the prospect pipeline remain active.

Year 5 – 2031: Evaluate Results and Set the Next Recruitment Strategy

Primary Focus: Measure recruitment performance, document lessons, and establish the 2032–2036 target sectors, prospect practices, and site priorities.

Key actions:

- Complete a five-year evaluation of outreach, qualified prospects, site visits, proposals, negotiations, commitments, jobs, investment, and lessons learned.
- Review every active, inactive, and completed prospect and update follow-up, closeout, or reactivation status.
- Assess site, infrastructure, workforce, incentive, permitting, and information gaps that affected recruitment outcomes.
- Refresh target-sector, prospect, value-proposition, and site priorities only where evidence or materially changed conditions support an update.
- Adopt 2032–2036 industrial recruitment and business-attraction priorities and maintain the next qualified pipeline.

Major Outcome: A measurable recruitment system is established with documented commitments, outcomes, lessons, an active qualified pipeline, and clear priorities for the next five years.

Goal 5 – Small Business & Entrepreneurship Development

Strategic Goal

Grow local small businesses and entrepreneurship by providing places, training, technical assistance, market access, and coordinated support for start-ups and existing entrepreneurs.

This five-year goal makes entrepreneurship a distinct CEDS priority. It uses the working-matrix priorities for business incubators and maker spaces while creating a practical support system for entrepreneurs, small businesses, and community-based enterprises.

Strategic Objective 1 – Establish Community Incubator and Maker Space Capacity

Objective

Develop accessible, sustainable spaces where entrepreneurs and small businesses can test ideas, create products, receive assistance, and grow.

Key Activities

- Create shared-use policies, membership models, and referral pathways for entrepreneurs and small businesses.
- Connect incubator and maker-space participants with training, mentors, procurement opportunities, and financing resources.
- Evaluate a business incubator and maker space in the communities.
- Coordinate space, broadband, equipment, safety, staffing, and programming requirements.

Five-Year Target

Establish an operating model and launch at least one community incubator or maker-space program, with a plan for additional locations as demand and resources support them.

Strategic Objective 2 – Build Entrepreneurship Education and Technical Assistance

Objective

Give aspiring and existing entrepreneurs the practical knowledge, coaching, and technical assistance needed to start, operate, and grow sustainable businesses.

Key Activities

- Offer business-planning, budgeting, financial-literacy, licensing, permitting, marketing, digital, and customer-service workshops.
- Create referral pathways to mentors, accountants, attorneys, lenders, technical-assistance providers, and entrepreneurship programs.
- Use maker-space and digital-media programming to support product development, prototyping, branding, and market testing.
- Provide youth and adult entrepreneurship exposure through schools, community programs, and Tribal initiatives.
- Track participation, businesses assisted, products tested, starts, and technical-assistance outcomes.

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Five-Year Target

Establish a recurring entrepreneurship-training and technical-assistance calendar and support a documented pipeline of new and existing entrepreneurs.

Strategic Objective 3 – Expand Small-Business Market Access, Financing, and Procurement

Objective

Help small businesses reach customers, financing, Tribal procurement, regional supply chains, and other growth opportunities.

Key Activities

- Map local, Tribal, county, and regional procurement opportunities and communicate requirements to small businesses.
- Connect entrepreneurs with loans, investment, revolving funds, and other appropriate financing resources.
- Support business registration, certification, bidding, contracting, e-commerce, and digital-marketing readiness.
- Build relationships with regional industries and Tribal enterprises that can create supplier, vendor, and partnership opportunities.
- Measure businesses assisted, financing accessed, contracts pursued or awarded, revenue, and jobs supported.

Five-Year Target

Establish a measurable small-business support pipeline that connects participating businesses to financing, procurement, customers, and regional partners.

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Five-Year Implementation Schedule

Year 1 – 2027: Define the Entrepreneurship Support System

Primary Focus: Confirm demand, available resources, operating models, referral pathways, and the first incubator or maker-space expansion plan.

Key actions:

- Inventory existing small-business, entrepreneurship, maker-space, training, and technical-assistance resources.
- Evaluate demand and potential locations for a business incubator and maker space.
- Create shared-use policies, membership models, referral pathways, and operating, staffing, equipment, safety, and funding models.
- Establish referrals to training, mentors, financing, procurement, and technical-assistance resources.
- Publish the first entrepreneurship-training and technical-assistance calendar and define outcome-tracking needs.

Major Outcome: The Tribe has a documented entrepreneurship-support model, referral pathways, first-year programming, and a decision-ready incubator or maker-space expansion plan.

Year 2 – 2028: Launch Programs and Prepare Participants

Primary Focus: Begin approved incubator or maker-space programming and deliver practical training, technical assistance, mentoring, and market-access support.

Key actions:

- Launch the first approved incubator or maker-space program and establish participant policies and shared-use procedures.
- Deliver recurring workshops in business planning, budgeting, financial literacy, licensing, permitting, marketing, digital tools, customer service, and procurement.
- Connect participants with mentors, lenders, accountants, attorneys, technical-assistance providers, procurement contacts, and entrepreneurship programs.
- Use maker-space and digital-media programming to support product development, prototyping, branding, and market testing.

- Establish tracking for participation, businesses assisted, products tested, starts, and technical-assistance outcomes.

Major Outcome: Entrepreneurs and small businesses are using shared spaces and support programs, with initial training, products, technical assistance, financing referrals, and procurement opportunities documented.

Year 3 – 2029: Strengthen Business Starts and Market Access

Primary Focus: Move participants from training into business starts, products, contracts, financing, customer access, and sustainable operations.

Key actions:

- Expand incubator, maker-space, and digital-media programming based on participation and outcome data.
- Provide individualized coaching for business plans, financing, certification, contracting, licensing, marketing, and digital sales.
- Provide youth and adult entrepreneurship exposure through schools, community programs, and Tribal initiatives.
- Develop supplier, vendor, procurement, financing, customer, and partnership connections with Tribal enterprises and regional industries.
- Review business starts, survival, contracts, financing, products, revenue, jobs, and technical-assistance outcomes.

Major Outcome: The entrepreneurship pipeline is producing documented starts, products, contracts, financing, and stronger connections to Tribal and regional markets.

Year 4 – 2030: Scale Effective Small-Business Supports

Primary Focus: Expand programs and partnerships that demonstrate strong participation, business outcomes, market access, and community value.

Key actions:

- Scale successful incubator, maker-space, mentoring, training, and technical-assistance activities.
- Evaluate additional locations or shared-use partnerships where demand, operating capacity, and resources support expansion.

- Increase small-business connections to procurement, supply chains, financing, customers, mentors, and technical-assistance providers.
- Coordinate entrepreneurship supports with Goal 1 BEAR referrals without duplicating the BEAR business-retention process.
- Publish an annual small-business outcomes summary and use results to adjust programming and referrals.

Major Outcome: Small-business and entrepreneurship supports are stable, connected to markets and financing, and scaled where measurable outcomes justify continued investment.

Year 5 – 2031: Evaluate Results and Establish the Next Entrepreneurship Strategy

Primary Focus: Measure business outcomes, review operating and funding models, identify gaps, and set the 2032–2036 small-business and entrepreneurship priorities.

Key actions:

- Complete a five-year evaluation of incubator, maker-space, training, technical-assistance, financing, procurement, and referral activities.
- Measure businesses assisted, starts, survival, revenue, financing, contracts, products, technical-assistance outcomes, and jobs supported.
- Review operating models, funding, equipment, staffing, safety, membership, and partner commitments for shared spaces.
- Identify the strongest entrepreneurship models and gaps requiring a new or revised approach.
- Adopt 2032–2036 small-business and entrepreneurship priorities and update the support pipeline.

Major Outcome: A measurable small-business and entrepreneurship system is established, with clear results, sustainable operating and partner models, and next-cycle priorities.

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Goal 6 – Operate a Professional & Effective Economic Development Office

Strategic Goal

Operate a professional, data-driven, and collaborative economic development office that advances the CEDS, supports Tribal leadership and communities, and coordinates partners effectively.

This goal protects the capacity needed to implement every other CEDS goal. It emphasizes professional development, CEcD support, project and data management, performance reporting, and dependable coordination among Tribal departments, counties, educational institutions, employers, and regional partners.

Strategic Objective 1 – Develop Staff Capacity and Professional Credentials

Objective

Build the skills, professional network, and credentials needed for staff to deliver high-quality economic-development services and implement the CEDS.

Key Activities

- Create an annual professional-development plan aligned with CEDS priorities, staff roles, and emerging economic-development needs.
- Support staff to become Certified Economic Developers (CEcD) and maintain relevant continuing education.
- Support staff training in project management, site development, business recruitment, grant development, data analysis, and facilitation.
- Use conferences, peer networks, and regional partnerships to share practices and identify opportunities.
- Maintain role clarity, cross-training, succession coverage, and documented operating procedures.

Five-Year Target

Support staff to achieve CEcD certification and maintain an annual professional-development and cross-training program aligned with Economic Development.

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Strategic Objective 2 – Manage CEDS Projects, Data, and Performance

Objective

Create a consistent system for assigning, tracking, measuring, and reporting CEDS actions, projects, investments, and outcomes.

Key Activities

- Maintain a CEDS action-plan tracker with responsible parties, milestones, dependencies, next steps, and status.
- Establish common definitions and data fields for projects, businesses, prospects, investment, jobs, revenue, services, and community outcomes.
- Produce regular internal and leadership reports that identify progress, risks, decisions, and needed support.
- Coordinate data collection with Tribal departments, enterprises, counties, educational partners, employers, and project operators.
- Complete annual CEDS reviews and a five-year evaluation that informs the next strategy.

Five-Year Target

Maintain an active CEDS dashboard and quarterly review cycle with documented owners, milestones, measures, decisions, and five-year outcomes.

Strategic Objective 3 – Strengthen Coordination, Communication, and Partnerships

Objective

Build dependable relationships and communication routines that connect Tribal leadership, communities, departments, counties, education partners, employers, and regional organizations.

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Key Activities

- Schedule regular cross-department and cross-jurisdiction coordination meetings for CEDS priorities and project barriers.
- Create clear partner roles and follow-up expectations for major projects, studies, recruitment efforts, and community initiatives.
- Provide concise progress updates, decision memos, and community-facing information as appropriate.
- Maintain current partner, prospect, business, education, workforce, and funding contacts.
- Use feedback from communities and partners to adjust implementation while preserving approved priorities and accountability.

Five-Year Target

Establish a predictable CEDS governance and communication cycle with documented partner participation, decisions, and follow-up across all six goals.

Five-Year Implementation Schedule

Year 1 – 2027: Establish Office Capacity and CEDS Governance

Primary Focus: Establish staff development, role clarity, the CEDS tracker, common measures, coordination routines, and the first reporting cycle.

Key actions:

- Create an annual professional-development plan aligned with CEDS priorities, staff roles, CEcD progress, and emerging economic-development needs.
- Confirm staff roles, cross-training needs, succession coverage, and documented operating-procedure priorities.
- Create the CEDS action-plan tracker with responsible parties, milestones, dependencies, next steps, and status.
- Establish common definitions, data fields, performance measures, and data sources for CEDS projects, businesses, prospects, investment, jobs, revenue, services, and community outcomes.
- Establish regular internal, leadership, community, and partner coordination routines and the first reporting calendar.

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Major Outcome: The office has defined roles, an active professional-development plan, a CEDS tracker, common measures, and regular coordination and reporting routines.

Year 2 – 2028: Build Consistent Project and Partner Practices

Primary Focus: Use common tools and routines to manage CEDS projects, partners, data, decisions, and staff development.

Key actions:

- Implement quarterly CEDS reviews with status, risks, decisions, owners, milestones, and next actions.
- Standardize project charters, partner assignments, feasibility scopes, decision memos, and follow-up expectations.
- Advance CEcD coursework, professional training, conference participation, peer-network learning, and cross-training activities.
- Improve data collection and reporting with departments, enterprises, counties, employers, educational partners, and project operators.
- Maintain a current partner, prospect, business, education, workforce, and funding contact and referral directory.

Major Outcome: CEDS projects use consistent ownership, reporting, partner, data, and decision practices, while staff capacity grows through planned professional development.

Year 3 – 2029: Strengthen Performance and External Coordination

Primary Focus: Use performance information and partner feedback to improve implementation, close data gaps, and focus resources on high-value work.

Key actions:

- Review measures and dashboards for each CEDS goal and correct data gaps or inconsistent reporting.
- Complete a mid-plan implementation review and identify actions needing leadership decisions, revised milestones, or additional partners.
- Schedule coordination meetings and strengthen relationships with counties, community colleges, employers, state agencies, and regional organizations.

- Continue targeted professional training, CEcD progress, peer-network learning, and cross-training identified through the mid-plan review.
- Provide a concise mid-plan progress update and document feedback, decisions, risks, and follow-up actions.

Major Outcome: Performance information and partner feedback are actively shaping CEDS implementation, data quality is improving, and cross-jurisdiction coordination is stronger.

Year 4 – 2030: Scale Effective Management and Partnerships

Primary Focus: Concentrate office capacity on initiatives demonstrating measurable progress and strengthen repeatable management practices and durable partner commitments.

Key actions:

- Refine the CEDS portfolio based on progress, outcomes, risks, dependencies, and resource availability.
- Formalize or renew partner roles, agreements, and recurring coordination arrangements where appropriate.
- Document standard operating procedures for recruitment, business assistance, grants, feasibility, data, reporting, coordination, and follow-up.
- Continue CEcD and professional-development activities and prepare succession coverage and cross-training plans.
- Use annual results to recommend investments, adjustments, closeouts, or additional support for CEDS actions.

Major Outcome: The office uses repeatable management practices, durable partnerships, staff capacity, and results-based decisions to advance and scale effective CEDS work.

Year 5 – 2031: Evaluate the CEDS and Prepare the Next Strategy

Primary Focus: Complete the five-year evaluation, document institutional knowledge, review staff capacity, gather feedback, and establish the 2032–2036 planning process.

Key actions:

- Complete a five-year evaluation of all six goals, objectives, projects, partnerships, measures, and outcomes.
- Document lessons learned, completed work, unfinished actions, risks, decisions, and recommended carry-forward priorities.
- Review staff capacity, CEcD progress, professional-development needs, role clarity, cross-training, and succession coverage.
- Collect leadership, community, Tribal department, county, employer, education, and partner feedback for the next CEDS.
- Adopt the 2032–2036 CEDS planning scope, governance, schedule, measures, and follow-up process.

Major Outcome: The CEDS has a documented five-year record of results and lessons, an experienced and supported office, and an approved process for the next strategy.