



OSAGE NATION STRATEGIC UPDATE

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(PLANNING FOR THE OSAGE)

THE NEXT 5 YEARS: 2026-2030



DECEMBER 2025

OSAGE NATION

STRATEGIC PLAN UPDATE

The Next 5 Years: 2026-2030



<https://www.osagenation-nsn.gov/government/executive-branch/strategic-planning>





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EXECUTIVE SUMMARY

The Osage Nation's 2026-2030 Strategic Plan Update reaffirms the Nation's 25-Year Vision and Core Values while setting clear priorities for the next five years. Development of the Strategic Plan Update was guided by extensive community input, including 18 in-person and virtual listening sessions and 1,275 completed surveys from Osage members. The plan identifies shared goals and generational perspectives that will shape the Nation's path forward.

Since the original 25-Year Vision, the Nation has expanded services, infrastructure, and cultural resources. Membership enrollment has grown from 9,748 in 2007 to over 26,000 in 2025. Major projects such as new health facilities, senior housing, and the Osage Ranch have advanced sovereignty and self-sufficiency. Cultural initiatives, including language immersion and regalia-making, have strengthened identity and intergenerational knowledge transfer. In this update, Health, Cultural Preservation, and Sovereignty emerged as the top three strategic focus areas, followed closely by Education, Economic Development, and Minerals and Natural Resources. Additional areas of focus include Accessibility to Services and Programs, Governance and Justice, Communication, and Connection. Each reflects the Osage Nation's commitment to building a strong, self-determined, and resilient future.

By combining community voices, past achievements, and forward-looking strategies, the 2026-2030 Strategic Plan provides a roadmap for strengthening sovereignty, protecting cultural heritage, enhancing wellbeing, and building prosperity for future generations. This plan embodies the will of the Osage people.



Osage Nation Principal Chief
Geoffrey Standing Bear

CORE VALUES

The process of preparing this update for the Osage Nation has been one of reaffirming the core tenants of our government and what makes our people one Osage family, near or far. These Core Values and 25-Year vision are still representative of the Osage people, whether living in Oklahoma or far from home.

- » Spiritual Strength
- » Pride for Our Heritage
- » Justice
- » Fairness
- » Compassion
- » Respect for and Protection of Children, Elders, All Fellow Beings, and Self



25 YEAR VISION

We will be a strong, proud, resilient, and enduring sovereign nation as demonstrated by:

- » A viable and sustainable economy driven by Osage Nation enterprises with which the income derived from is responsibly reinvested and reserved for future generations.
- » A flourishing Osage culture, a revitalized Osage language spoken at a basic level by a vast majority of Osage Nation members and a unique and vibrant Osage history taught to Osage children and fostered, promoted and memorialized throughout our homelands.
- » Conservation and responsible stewardship of natural resources balanced with sound management practices and efficient production of the mineral estate within our established territory.
- » Highly educated Osage Nation members supported and promoted by the Nation at the pre-school level continuing through the post-secondary level and beyond.
- » Physical, mental and spiritual vitality evident amongst our Osage people complemented by the ongoing development of health and wellness services.
- » A self-determining civically engaged society with ethically responsible government leaders who faithfully serve our Constitution and are accountable for their actions to Osage Nation members.

THIS IS THE WILL OF THE OSAGE PEOPLE.



OVERVIEW

Purpose

The 25-Year Vision & Strategic Plan Summary Report is an important tool in guiding the Nation's operations. The Nation consults the current strategic plan year after year to develop program goals. These goals determine plans and program budgets for each department, which are presented to the Osage Nation Congress for appropriations. Having a document to reference which accurately represents the needs and desires of the Osage Nation members ensures that the members can be represented in every aspect of how the Nation operates on a daily and yearly basis, as well as plan for the future.

Process

This update to the strategic plan used the same methodology, with outreach tools updated for the contemporary world. From December 2024 through March 2025, the Office of Self-Governance and Strategic Planning and its partners hosted community meetings for tribal members of the Nation throughout the United States. The meetings included 14 face to face meetings around Oklahoma and the states with the largest populations of Osages, as well as four webinars across the U.S. including one targeted for Gen Z. Three of the face to face meetings were held at colleges (Oklahoma State University, University of Oklahoma, and Tulsa Community College) to target and obtain input from Gen Z. A total of 18 meetings including webinars were hosted, and over 290 Osages participated in providing input. Input was also gathered from 284 Osage Nation employees, as they serve the people and have insight on their needs. The meetings were a broad solicitation for feedback, a place for important dialogue on core strategic areas and a means for the Office of Self-Governance and Strategic Planning to develop survey questions that get to the heart of important matters for the Nation. Surveys were made available to all Osage Nation members 18 and over in age. The survey was conducted and executed in collaboration with Cota Holdings. The Osage Nation Office of Self-Governance and Strategic Planning and its partners have collected the data and analyzed the responses. The results provide a valuable level of insight into the Nation's current priorities, with responses from Osages across the country.

The Office of Self-Governance and Strategic Planning has used both the data and the discussions which took place at the input meetings to develop this plan for the next five years. The 2026-2030 Strategic Plan priorities include:

1. Health
2. Cultural Preservation
3. Sovereignty
4. Education
5. Economic Development
6. Minerals and Natural Resources
7. Accessibility to Services and Programs
8. Governance and Justice
9. Communication
10. Connection



ACCOMPLISHMENTS 2020-2025

The success of the Osage Nation's use of the 25-Year Vision & Strategic Plan Summary Report as a guiding document is evident in just how much the Nation has accomplished since the adoption of the plan. Robust programs have been established in that time including Health Benefit Card, Osage Nation Higher Education Program, and Burial Assistance.



Here are some highlights of the successes achieved from the 25-Year Vision and Strategic Plan Summary Report:

- » Membership enrollment increased from 9,748 at the end of December 2007 to 26,640 Osage Nation members in June 2025.
- » Completion of the 2023 Osage Nation Census Report.
- » Resource Directory completed 2022 and updated in 2025 with icons provide a visual guide of those who qualify (Osage, Native, and Non-Native), the available service area (Osage Territory, Oklahoma, and Global), and how the categories of services and information are related to the Osage Nation Strategic Plan's top priorities (Health, Governance & Justice, Minerals & Natural Resources, Cultural, Economic Development, and Education).
- » Wahzhazhe Communications has expanded targeted outreach through reels and podcasts.



- » Butcher House Meats continues to grow and expand. They now are processing beef, bison, deer, and swine. They also continue to assist with providing meat at cultural events.
- » A newly renovated and expanded Osage Nation Visitors Center in Pawhuska and the completion of a Visitors Center in Fairfax provides a space for all to learn about Osage history and current events in and around the Osage Nation
- » Construction of the Osage Nation Funeral Home and Cemetery began in fiscal year 2025.
- » Completion of the new Wahzhazhe Early Learning Academy (3 Star certified child care center by the state of Oklahoma) in Pawhuska for children from 6 weeks to 4 years old to be immersed in the language and culture of the Osage.
- » Daposka Ahnkodapi (Osage Nation certified private school is now offering classes up to 8th grade.)
- » Completion of Senior Housing projects in Pawhuska, Hominy, and Fairfax.
- » The Osage Nation Ranch, a 43,000-acre ranch, was placed into trust reclaiming a massive tract of land within the heart of the original reservation boundaries and expanding our land base. Osage Ranch operates a successful cattle business on the ranch land, which is also home to 285 bison.
- » Preliminary planning for the expansion of the Osage Nation Museum.
- » Completion of a new Wahzhazhe Health Center to bring specialized care to the rural area of Pawhuska, OK.
- » Design and construction for an integrated broadband service expansion across the Osage Reservation.
- » Establishment of the Place to Borrow Money, a Community Development Financial Institution.
- » The development of the Osage Nation Harvest Land and Butcher House enhances food sovereignty by providing access to locally sourced, nutritious foods, promoting health, creating jobs, and stimulating the local economy. These initiatives support sustainable natural resource management and preserve traditional hunting and food preparation practices, strengthening the community's self-sufficiency and cultural identity.
- » Completion of new Primary Residential Treatment Center (PRT).
- » Completion of the Skyway 36 droneport renovation enhances economic development for the Osage Nation.
- » Construction of the Osage Nation Health System Assisted Living building began in fiscal year 2025.



TOP PRIORITIES AND RECOMMENDATIONS

Osage Nation members determined the following top priorities and recommendations that may help the Osage Nation bridge the gap between where it currently stands, and full implementation of the priorities listed in the preceding pages. They represent potential pathways, not mandates. They have been constructed using information about desired direction for the Nation both from the survey and robust conversations which took place at the community meetings.

Generational Differences

A summary of generational differences is included in each area of focus to show that while responses are similar across categories, priorities shift depending on the stages of life. The generation age ranges are listed below for reference:

- » Silent Generation (1928-1945) Born during the Great Depression and World War II, this generation is known for its strong work ethic, loyalty, and traditional values. They often value discipline, respect for authority, and financial stability.
- » Baby Boomers (1946-1964) Born in the post-World War II era of economic growth, Baby Boomers are often associated with ambition, optimism, and a focus on career success. They value personal fulfillment, stability, and civic engagement.
- » Generation X (1965-1980) Often described as independent and adaptable, Generation X grew up during rapid social change and the rise of technology. They value flexibility, work-life balance, and self-reliance.
- » Millennials (1981-1996) The first generation to come of age in the digital era, Millennials tend to be tech-savvy, socially conscious, and collaborative. They value purpose, diversity, and meaningful work experiences.
- » Generation Z (1997-2012) The most digitally native generation, Gen Z has grown up fully immersed in technology and social media. They are entrepreneurial, diverse, and value authenticity, innovation, and social responsibility.



Areas of Focus

The ten areas of focus are ranked in importance from most important (1) to least important (10).

1. Health
2. Cultural Preservation
3. Sovereignty
4. Education
5. Economic Development
6. Minerals and Natural Resources
7. Accessibility to Services and Programs
8. Governance and Justice
9. Communication
10. Connection

| Area of Focus | Ranking 1 | Ranking 2 | Ranking 3 | Ranking 4 | Ranking 5 | Ranking 6 | Ranking 7 | Ranking 8 | Ranking 9 | Ranking 10 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| Health | 227 | 222 | 180 | 160 | 128 | 124 | 96 | 63 | 58 | 17 |
| Cultural Preservation | 174 | 163 | 174 | 161 | 165 | 139 | 121 | 78 | 63 | 37 |
| Sovereignty | 252 | 151 | 132 | 113 | 110 | 98 | 114 | 126 | 116 | 63 |
| Education | 77 | 203 | 172 | 170 | 171 | 128 | 124 | 111 | 78 | 41 |
| Economic Development | 161 | 133 | 148 | 156 | 145 | 119 | 129 | 98 | 103 | 83 |
| Minerals and Natural Resources | 168 | 169 | 138 | 132 | 120 | 117 | 102 | 106 | 103 | 120 |
| Accessibility to Services and Programs | 112 | 104 | 133 | 140 | 140 | 161 | 152 | 139 | 122 | 72 |
| Governance and Justice | 32 | 64 | 82 | 104 | 113 | 176 | 167 | 207 | 170 | 160 |
| Communication | 53 | 44 | 71 | 93 | 110 | 128 | 156 | 216 | 282 | 122 |
| Connection | 19 | 21 | 45 | 46 | 73 | 85 | 114 | 131 | 180 | 561 |





HEALTH

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(Make one another healthy)



Photo by Osage News

HEALTH

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(Make one another healthy)

25-Year Vision of Health: Physical, mental, and spiritual vitality evident amongst our Osage people complemented by the ongoing development of health and wellness services.

Top Priorities for Health include:

- » Expanding the Health Benefit Card and providing additional insurance assistance.
- » Increasing home health care services for elders.
- » Enhancing youth healthcare by improving mental health facilities and expanding access to preventative care.
- » Offering classes on healthy cultural foods.

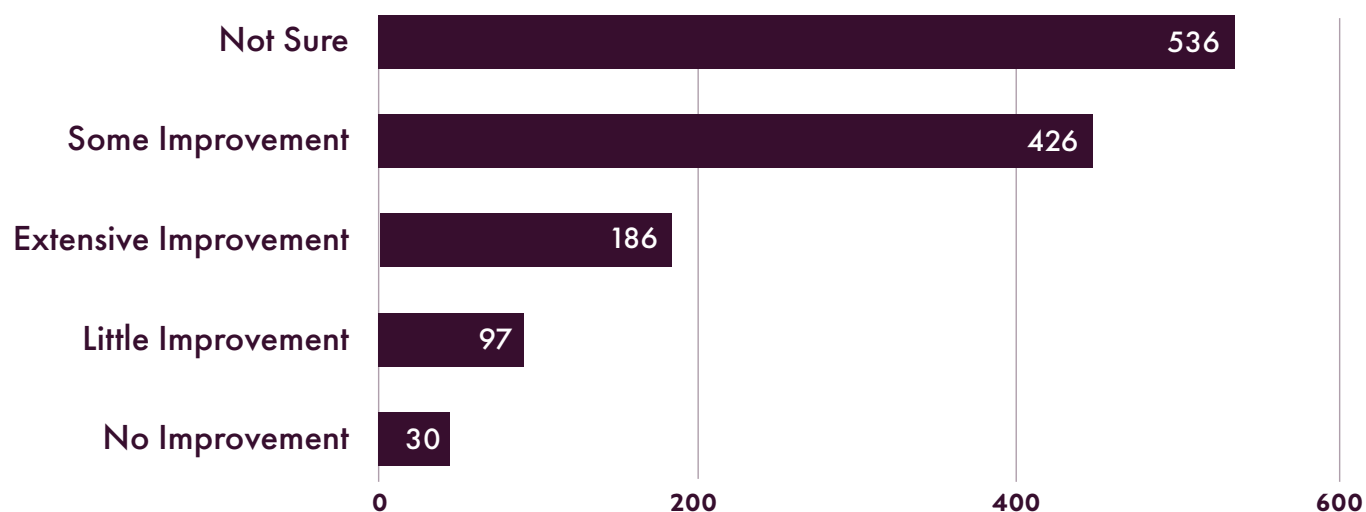
Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. Gen Z places a higher priority than other generations on increasing access to healthy foods grown by the Osage Nation. They also rank health education, awareness, and the creation of mental health support groups higher than other generations, while placing less emphasis on incentives or scholarships for Osage youth to pursue healthcare careers. Additionally, Gen Z believes the Osage Nation can best support the health and well-being of Osage youth by expanding access to traditional cultural healing practices, and they place less importance on improving access to preventative care compared to other generations.



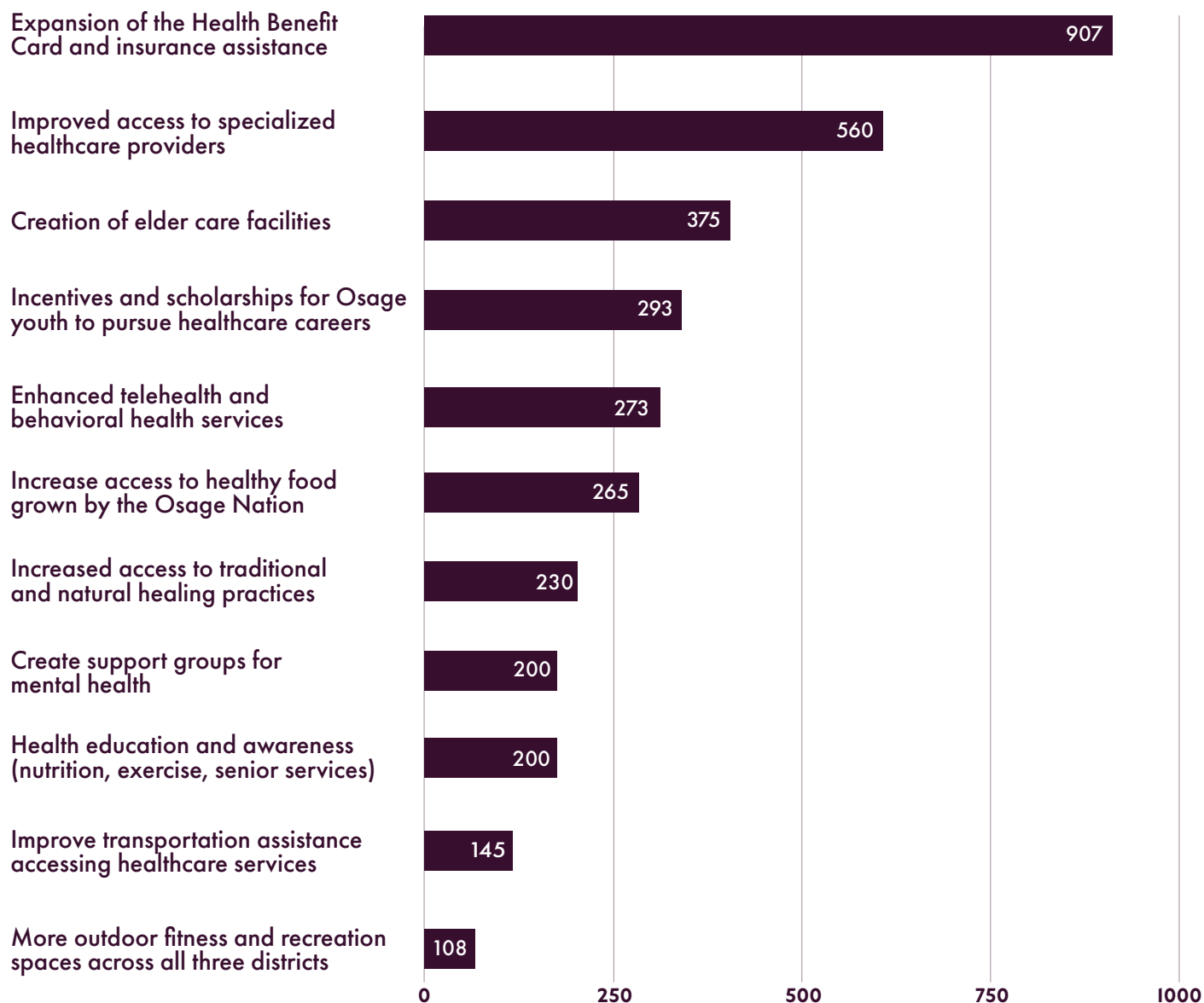
Health – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of health?



Health – Survey Responses

Which of the following initiatives should be Osage Nation's highest priorities for addressing health needs over the next five years?



Health – Survey Responses

What services do you believe are most urgently needed for Osage elders?

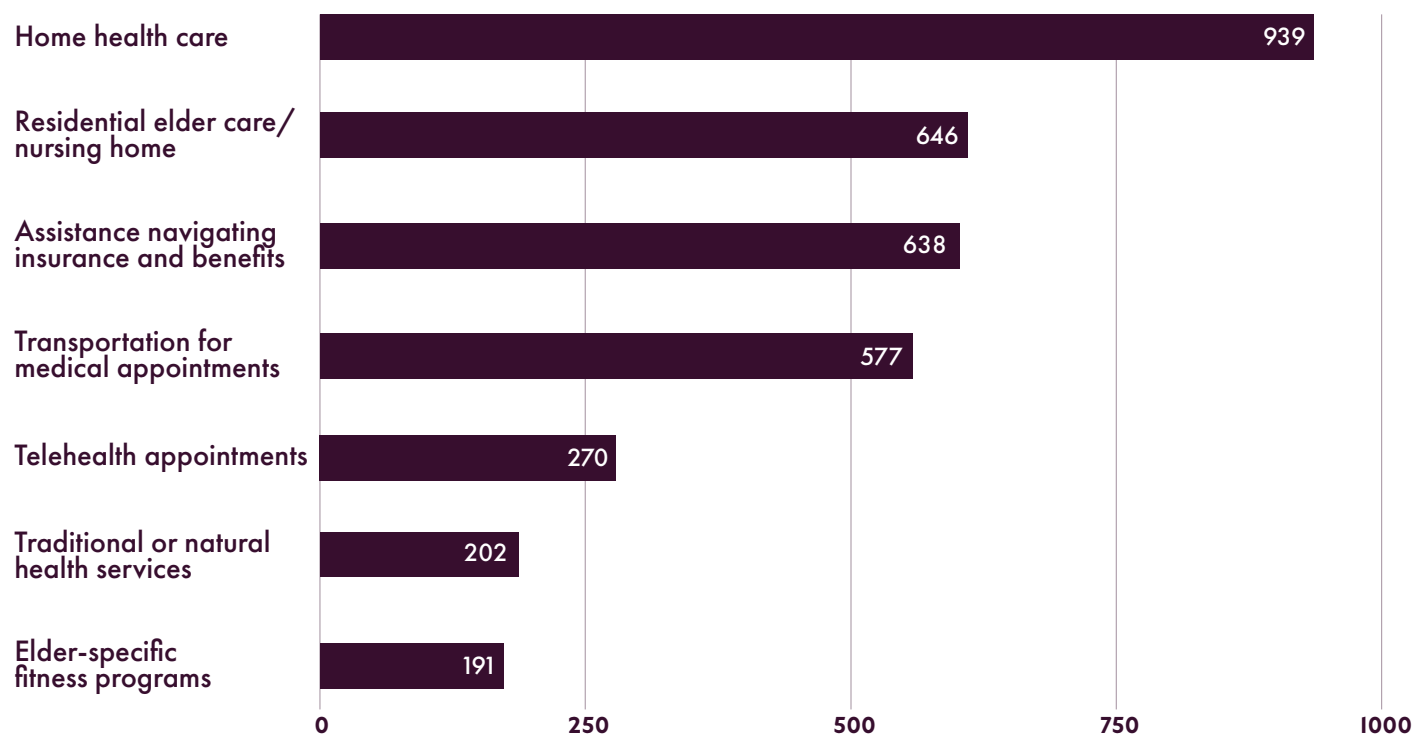
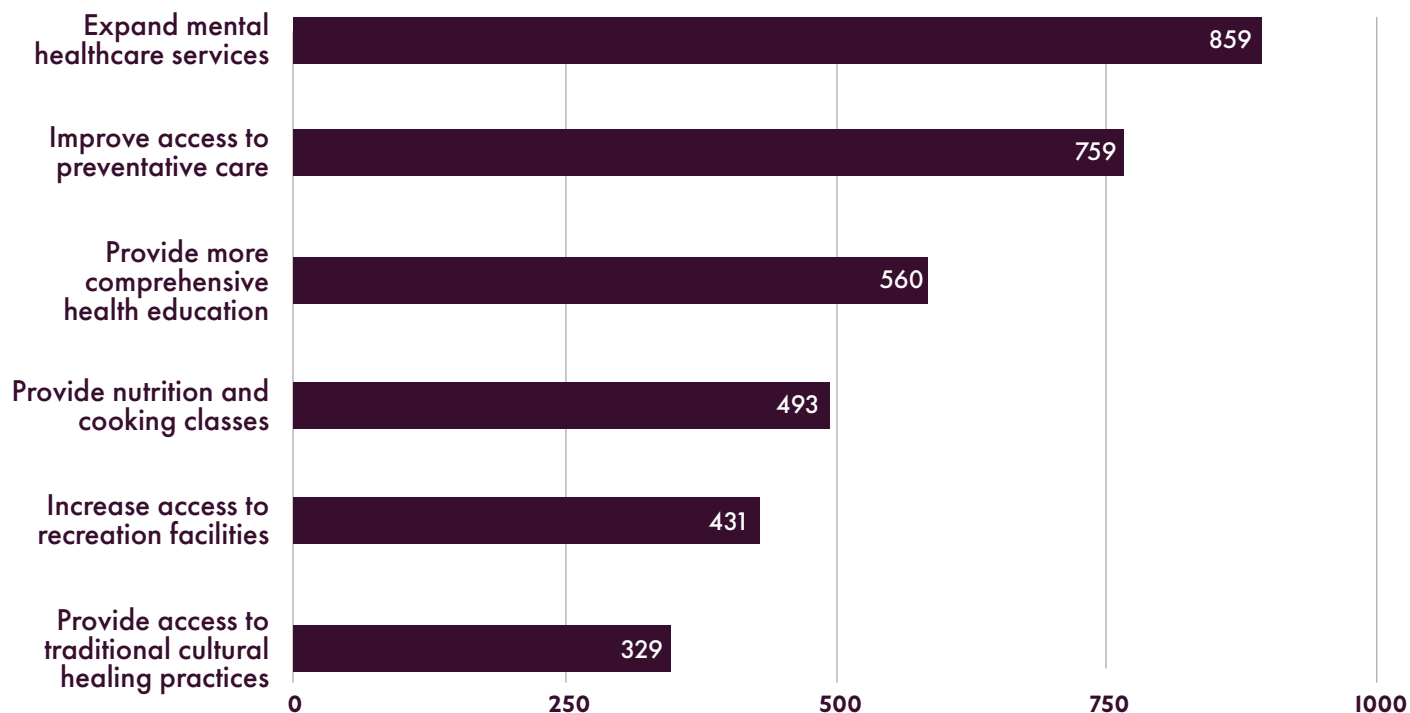


Photo by Osage News

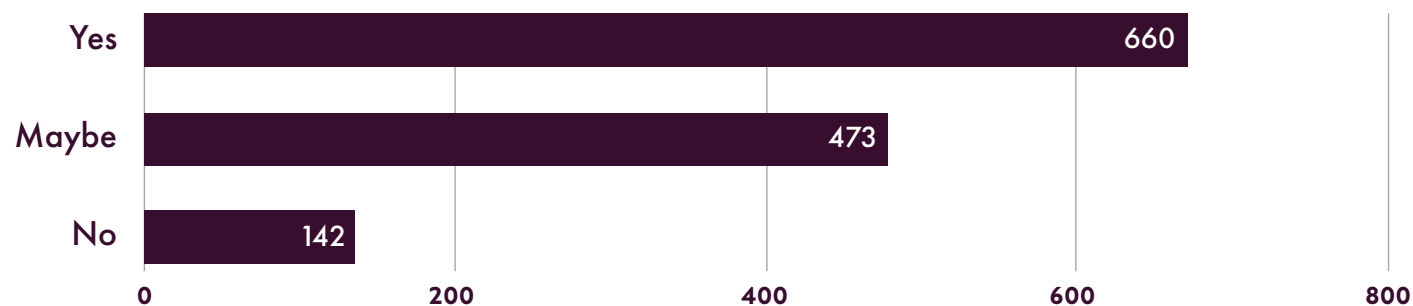


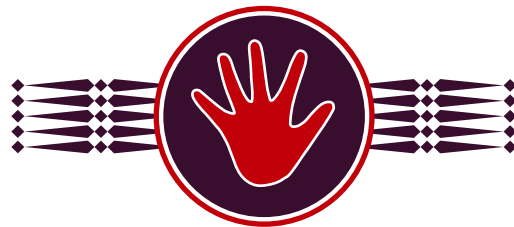
Health – Survey Responses

How can the Osage Nation best support the health and wellbeing of Osage youth?



Would you or someone in your household participate in classes on healthy cultural foods if they were offered?





CULTURAL PRESERVATION

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(Treasure Osage ways)



Photo by Osage News

CULTURAL PRESERVATION

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(Treasure Osage ways)

25-Year Vision of Cultural Preservation: A flourishing Osage culture, a revitalized Osage language spoken at a basic level by a vast majority of Osage Nation members and a unique and vibrant Osage history taught to Osage children and fostered, promoted and memorialized throughout our homelands.

Top Priorities for Cultural Preservation include:

- » Continue digitizing Osage historical materials and safeguarding family photos, memorabilia, and oral histories.
- » Continue recording the knowledge and experiences of Osage tribal historians and elders.
- » Develop a secure online curriculum on Osage protocol and ceremonies (e.g., appropriate dress, actions to take or avoid, timing, and related guidance).
- » Continue offering Osage language classes.
- » Create courses on Osage history and federal Indian policy.
- » Expand online access to all cultural classes.

Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. Gen Z places less emphasis on building and maintaining an Osage “Heritage Center” compared to other generations, but they rank the creation of an online curriculum higher than any other age group. Baby Boomers’ top priority is continuing to digitize Osage historical materials and preserve family photos, memorabilia, and stories. Both Millennials and Gen Z show stronger interest in the Osage Nation offering classes and supplies for Osage art forms and regalia-making. The Silent Generation places its highest cultural education priority on expanding Osage history and federal Indian policy education, though their interest in other categories is comparatively lower. Overall, Gen Z expresses higher interest across nearly every cultural education category, reflecting a strong desire to learn more.



Cultural Preservation – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of cultural preservation?

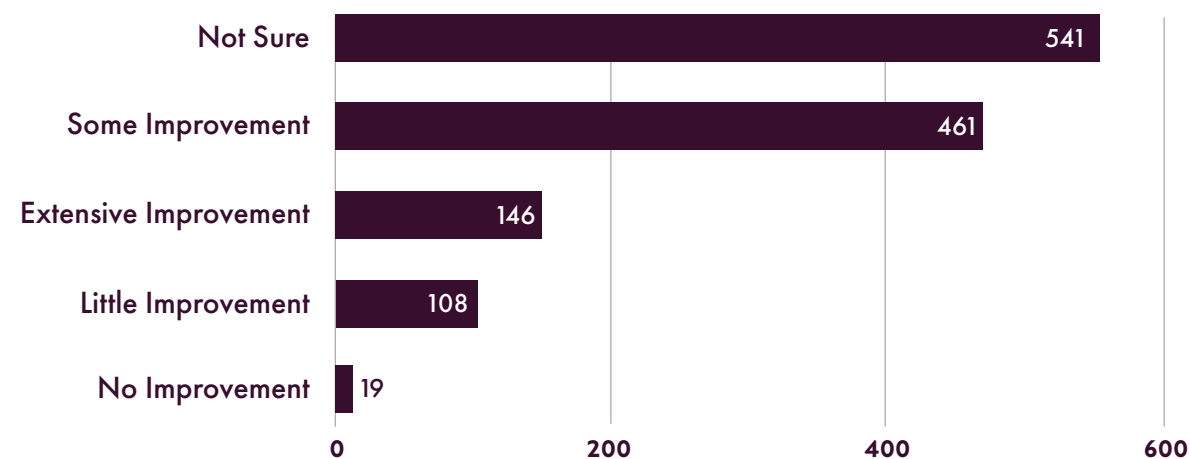
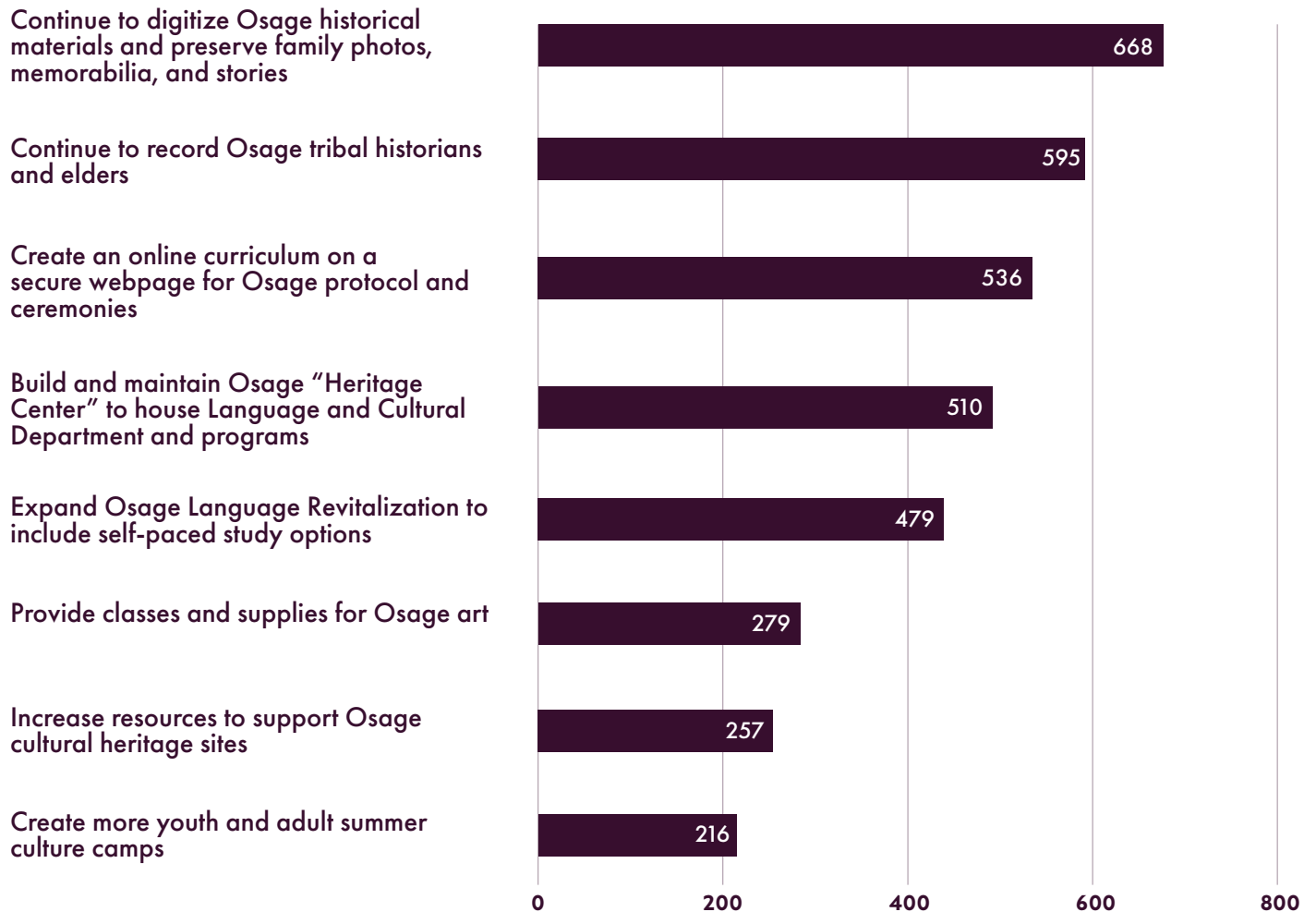


Photo by Osage News



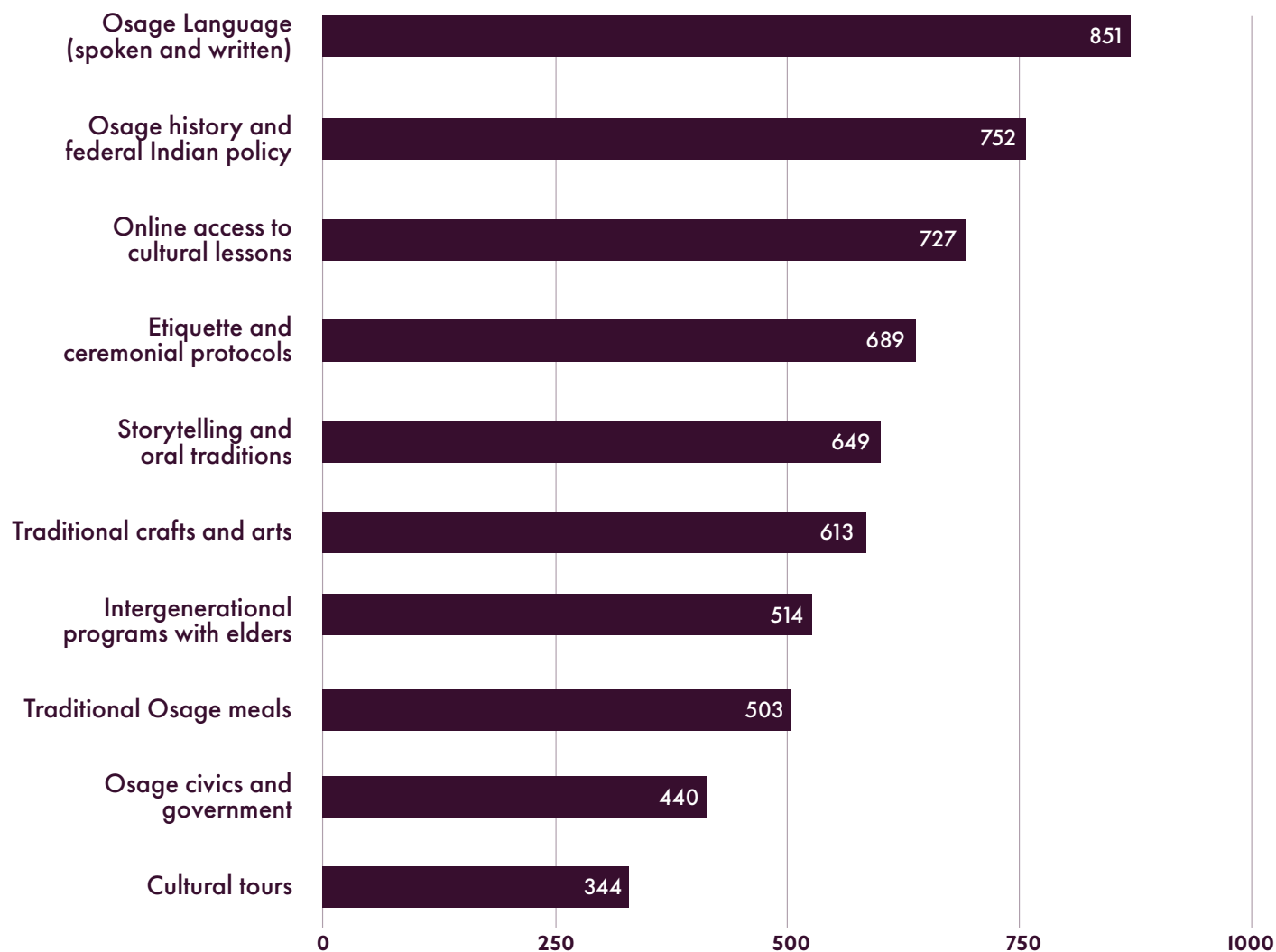
Cultural Preservation – Survey Responses

Which of the following initiatives should be the Osage Nation’s highest priorities for addressing cultural preservation needs over the next five years?



Cultural Preservation – Survey Responses

What kinds of cultural education do you believe should be offered more often?





SOVEREIGNTY

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(We are Osage People)



SOVEREIGNTY

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(We are Osage People)

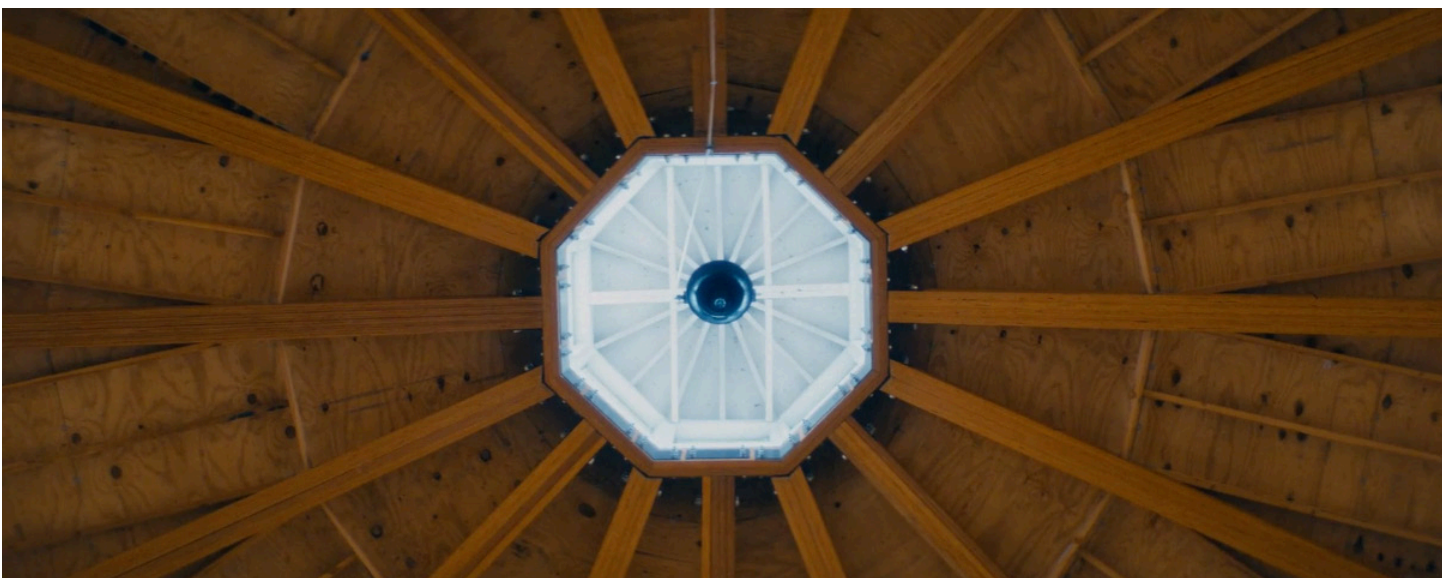
To further its sovereignty, the Osage Nation will continue to control its destiny through self-governance and management of its own affairs.

Top Priorities for Sovereignty include:

- » Holding the Federal government accountable for upholding laws and treaty rights
- » Continuing efforts to buy back land

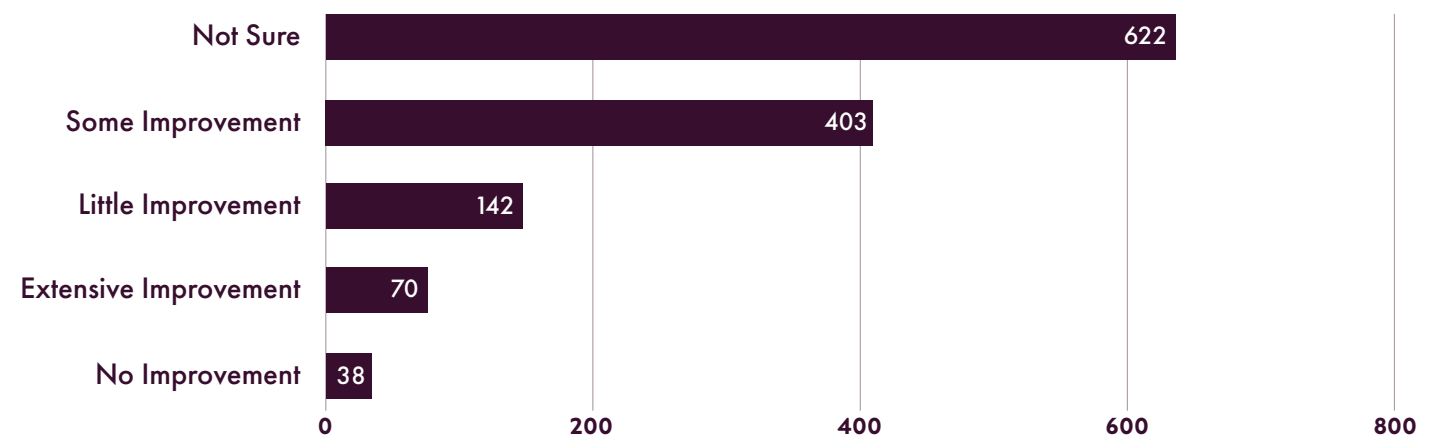
Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. All generations agree that the Nation must hold the Federal government accountable for complying with laws and treaty rights. The Silent Generation emphasizes addressing issues with the Osage Minerals Estate related to federal permitting and regulations, as well as strengthening government-to-government relationships with federal and state entities. Baby Boomers share concerns about the Osage Minerals Estate and also stress the importance of continuing land buybacks. Gen X, Millennials, and Gen Z believe that protecting sovereignty should focus on land buybacks and the preservation and revitalization of Osage language, culture, and traditions.



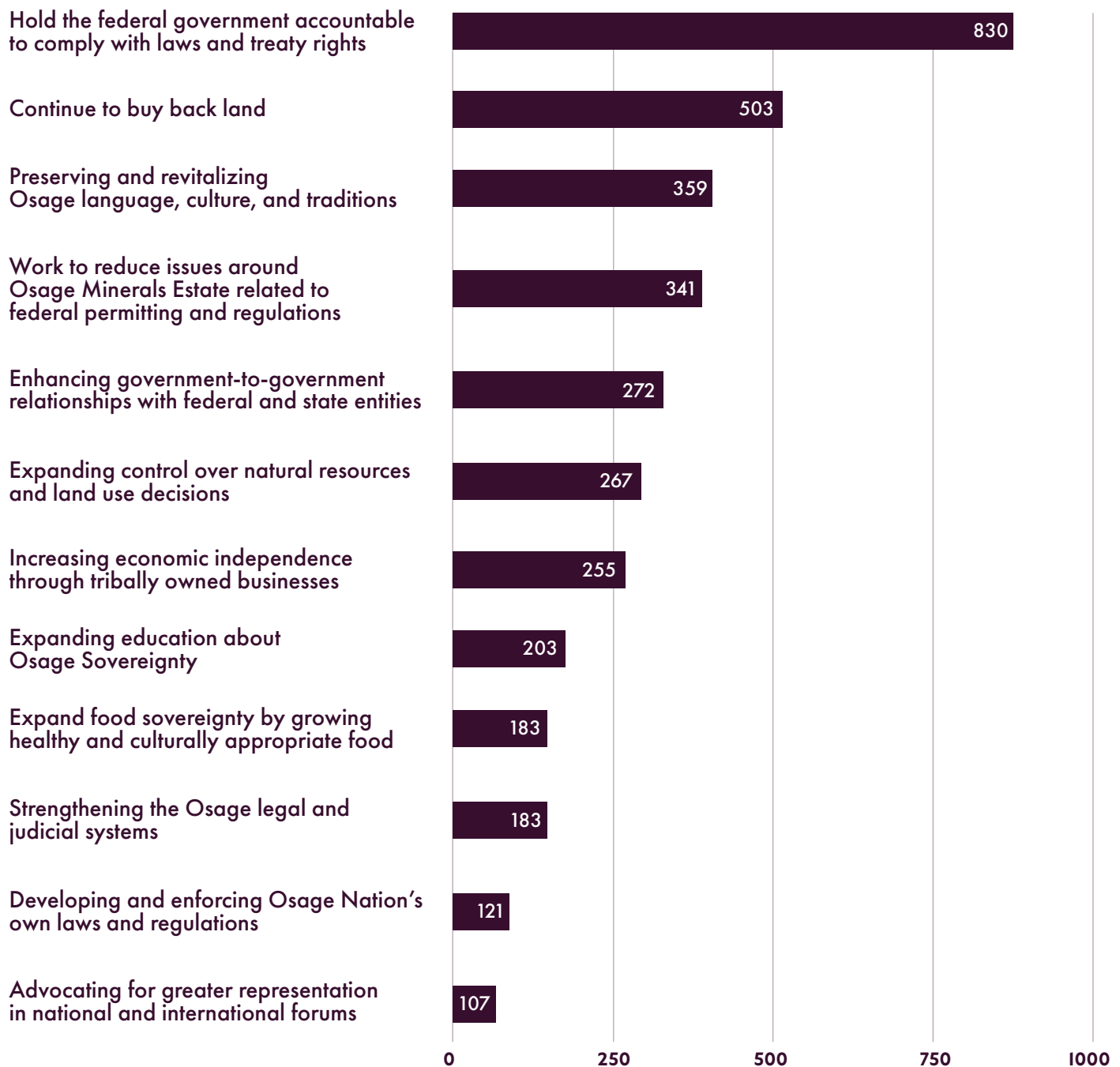
Sovereignty – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of sovereignty?



Sovereignty – Survey Responses

Which of the following do you think are the three most important ways for the Osage Nation to protect its sovereignty?





EDUCATION

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(Learning Books)



EDUCATION

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(Learning Books)

25-Year Vision of Education: Highly educated Osage Nation members supported and promoted by the Nation at the preschool level continuing through the post-secondary level and beyond.

Top Priorities for Education include:

- » Expanding scholarship funding for high-demand fields.
- » Increasing the availability of life skills and financial literacy courses for both youth and adults.
- » Supporting individuals pursuing college or university degrees as well as vocational and trade school certificates.
- » Offering Osage scholarships that provide housing and living expense support, increasing technical school scholarship opportunities, raising scholarship award amounts, and adding post-graduation assistance such as job placement services and loan repayment programs.
- » Raising the minimum GPA requirement for Osage scholarships.
- » Establishing a job placement program for Osage scholarship recipients.

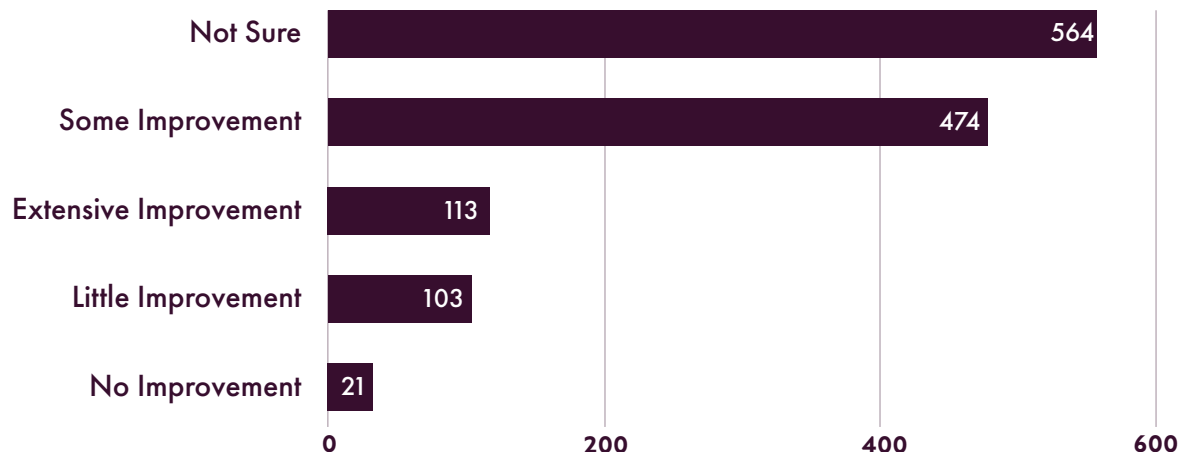
Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. The Silent Generation places less emphasis on establishing an Osage Nation college or trade school and more on expanding access to internships and job placement support compared to other generations. Gen Z shows the strongest interest in graduate or professional school and less in vocational or trade school, while the Silent Generation holds the opposite view placing greater value on vocational and trade education and showing less interest in graduate or professional programs. This difference helps explain why the Silent Generation views trade and technical school scholarships as the most beneficial, whereas Gen Z believes that post-graduation support such as job placement, loan repayment, and similar services would be most effective.

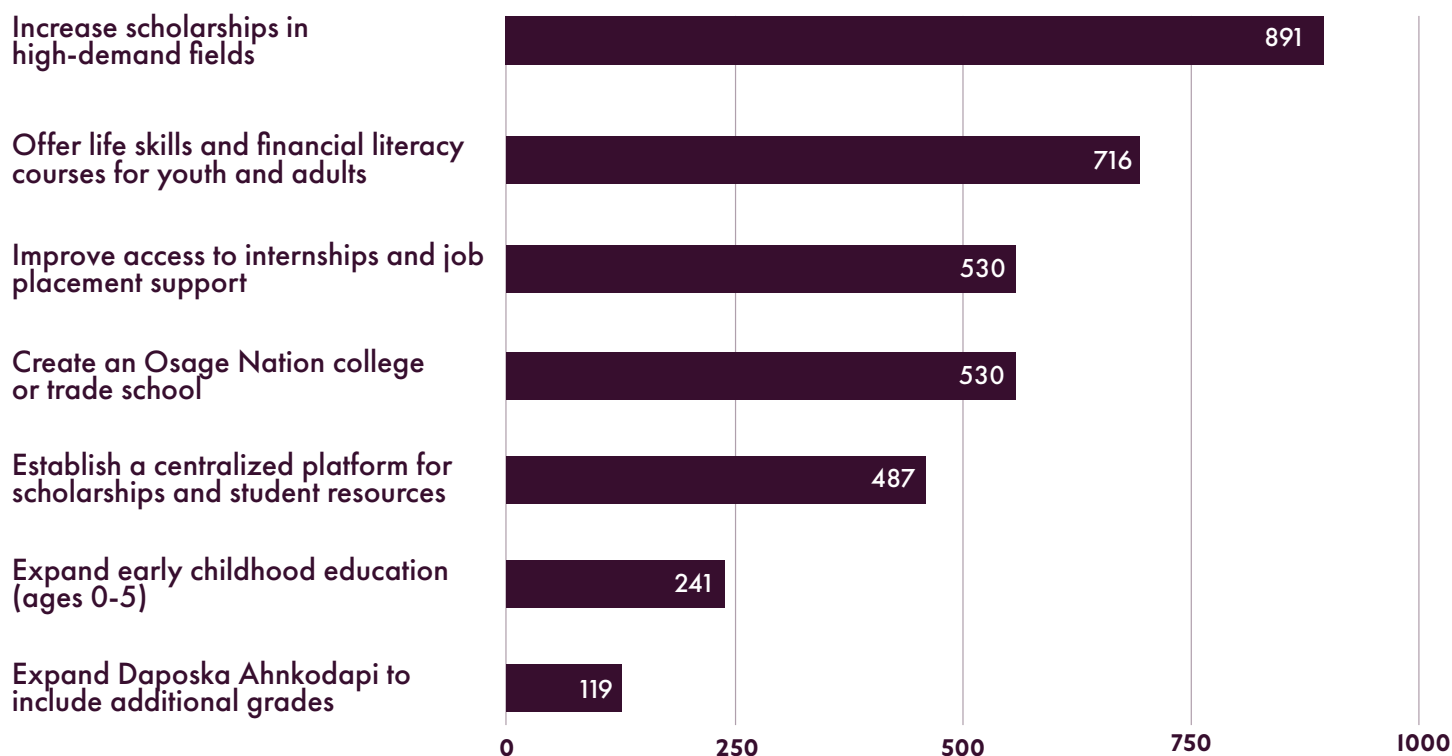


Education - Survey responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of education?

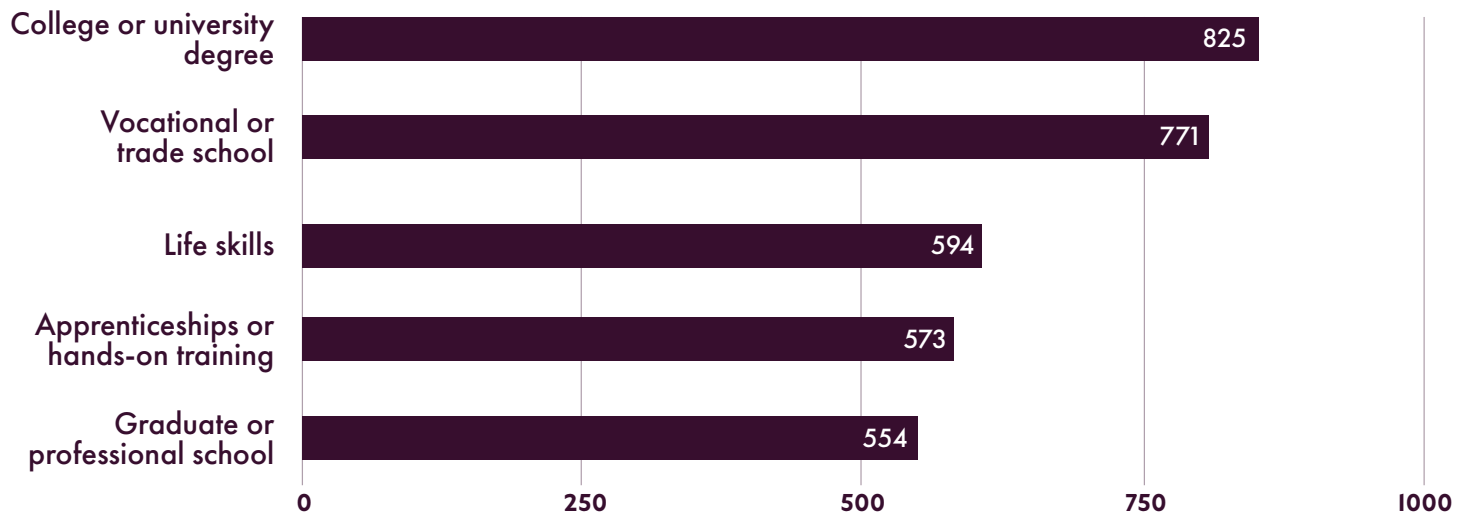


Which of the following initiatives should be Osage Nation's highest priorities for addressing educational needs over the next five years?

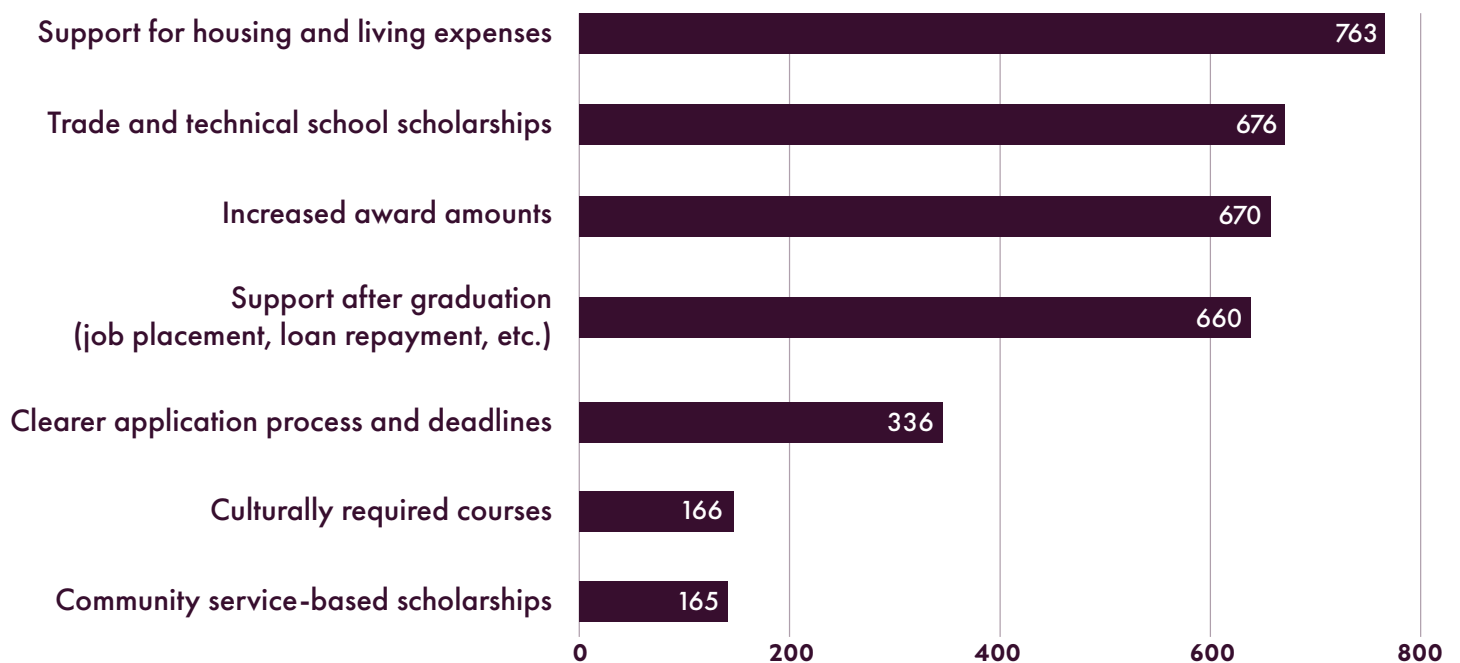


Education - Survey responses

What type of education or training are you (or your children) most interested in?

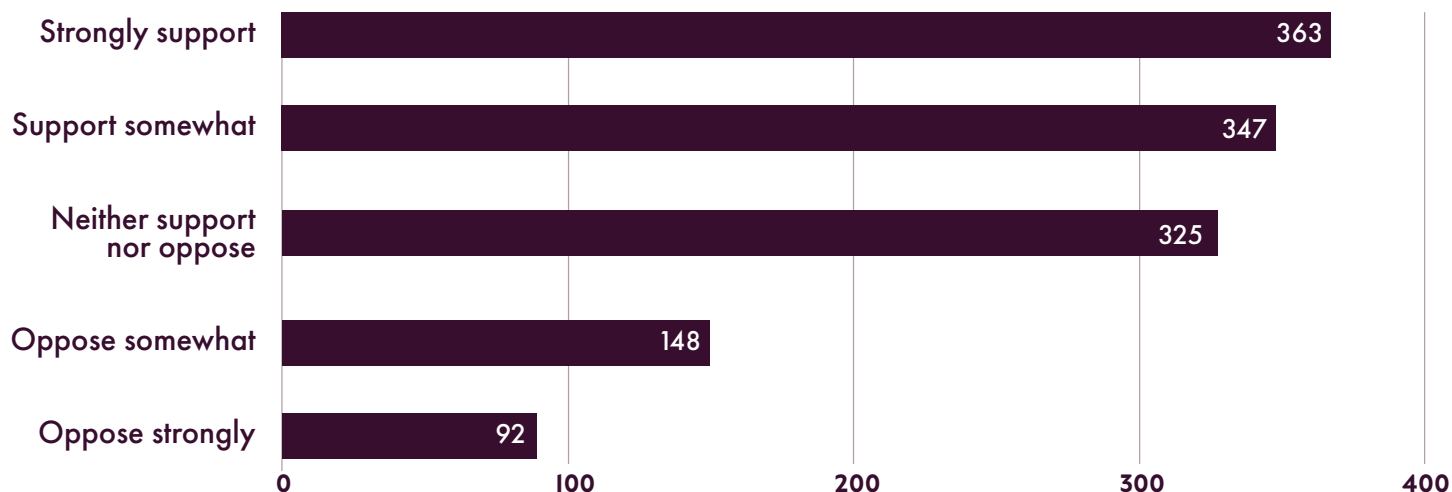


What would make Osage scholarships more helpful for you or your family?

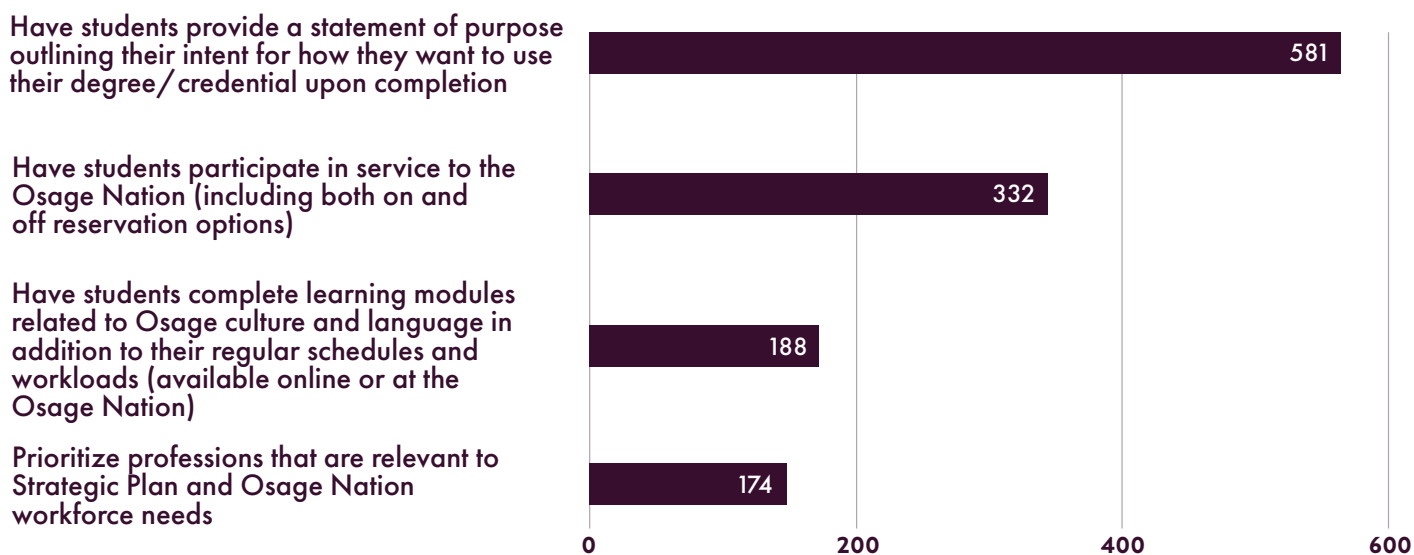


Education - Survey responses

Do you support or oppose increasing the grade point average (GPA) for scholarship eligibility from a 2.0 to a higher GPA?



If Osage Nation leadership were to make changes to the scholarship funding outside of using GPA to determine funding levels, which of the following would you prefer?



Education - Survey responses

Would you support a job placement program for Osage scholarship recipients?

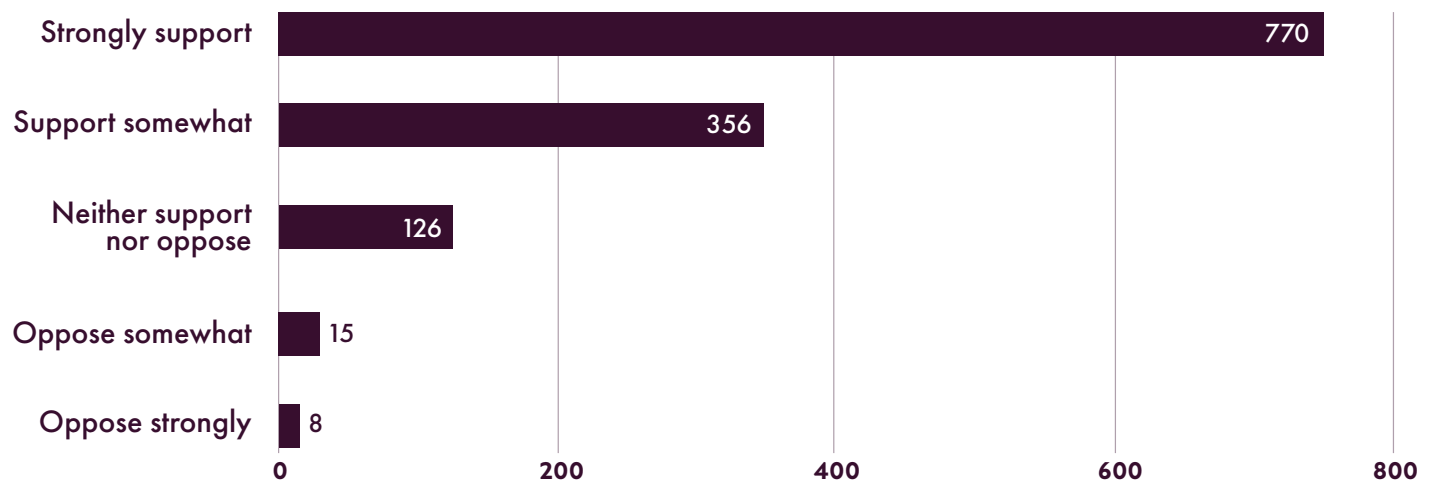




Photo by Osage News



ECONOMIC DEVELOPMENT

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(Watching over the money)



Photo by Osage News

ECONOMIC DEVELOPMENT

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(Watching over the money)

25-Year Vision of Economic Development: A viable and sustainable economy driven by Osage Nation enterprises with which the income derived from is responsibly reinvested and reserved for future generations.

Top Priorities for Economic Development include:

- » Launch youth career pathways and business development programs.
- » Offer start-up funding and support services to help establish successful, individually Osage-owned businesses.
- » Increase the availability of affordable housing.
- » Expand Osage Nation agriculture to produce food and generate revenue.
- » Invest in water infrastructure, including reservoirs, treatment plants, and distribution systems.
- » Provide start-up grants for entrepreneurs.
- » Ensure reliable access to clean water.

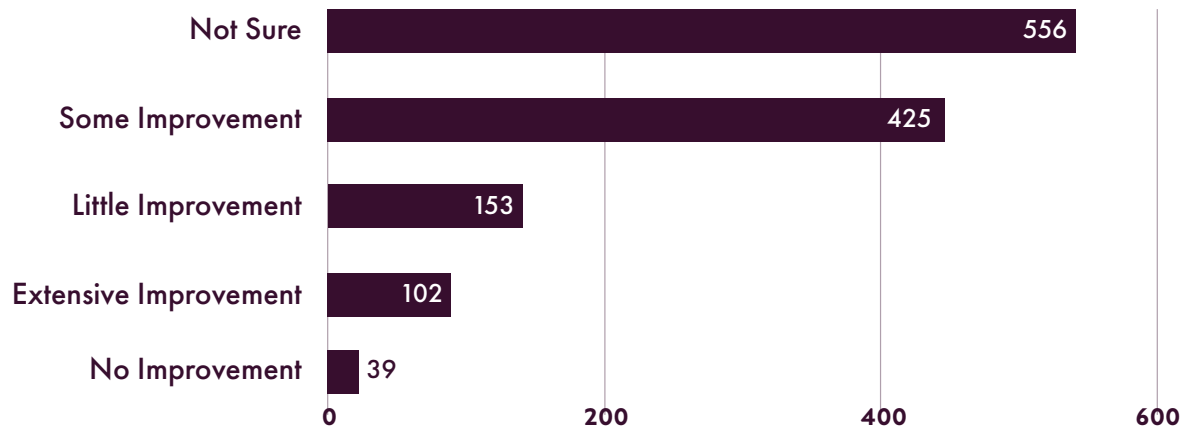
Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. Among all generations surveyed, Gen Z ranked building outdoor recreational facilities as a higher priority for Osage lands than other age groups. When it comes to supporting Osage-owned businesses, Gen Z placed greater value on mentorship programs and less on business loans. The Silent Generation continues to view broadband internet access as a pressing need, while Gen Z places less emphasis on broadband and more on improving roads and transportation, an area that receives fewer votes from the Silent Generation.

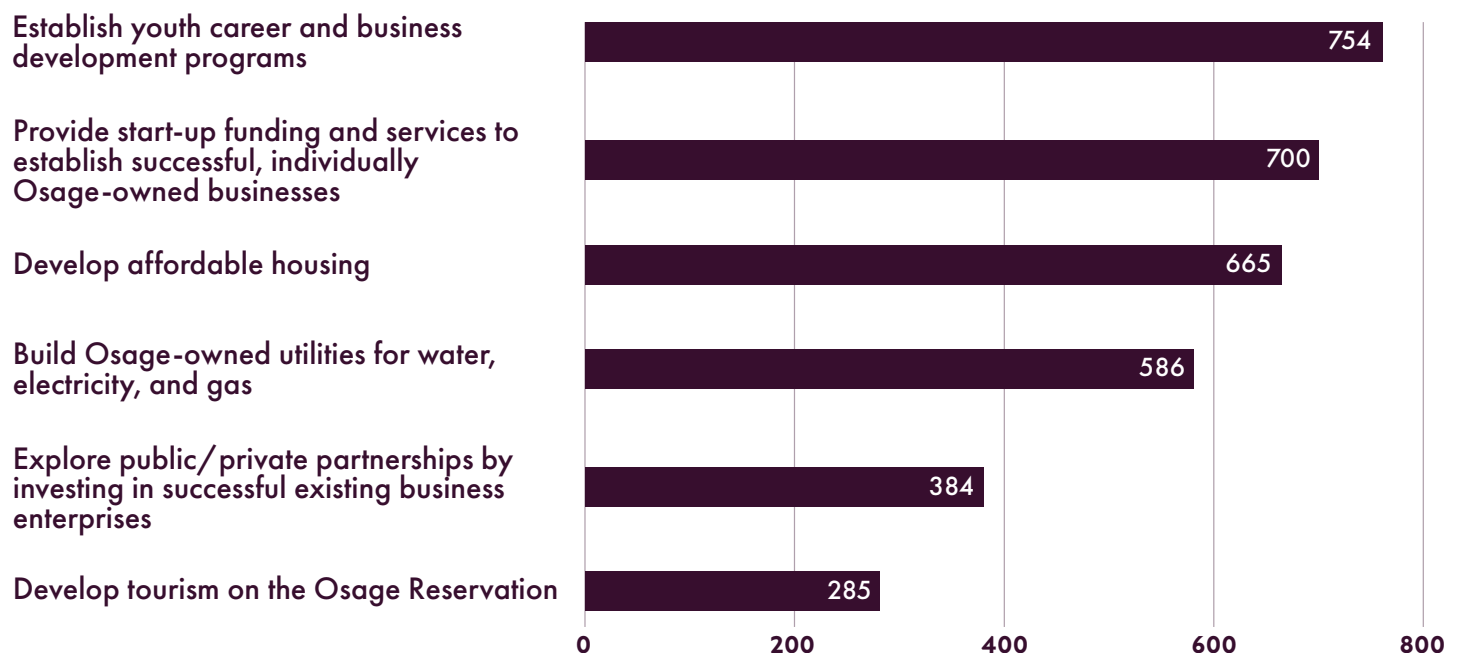


Economic Development – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of economic development?

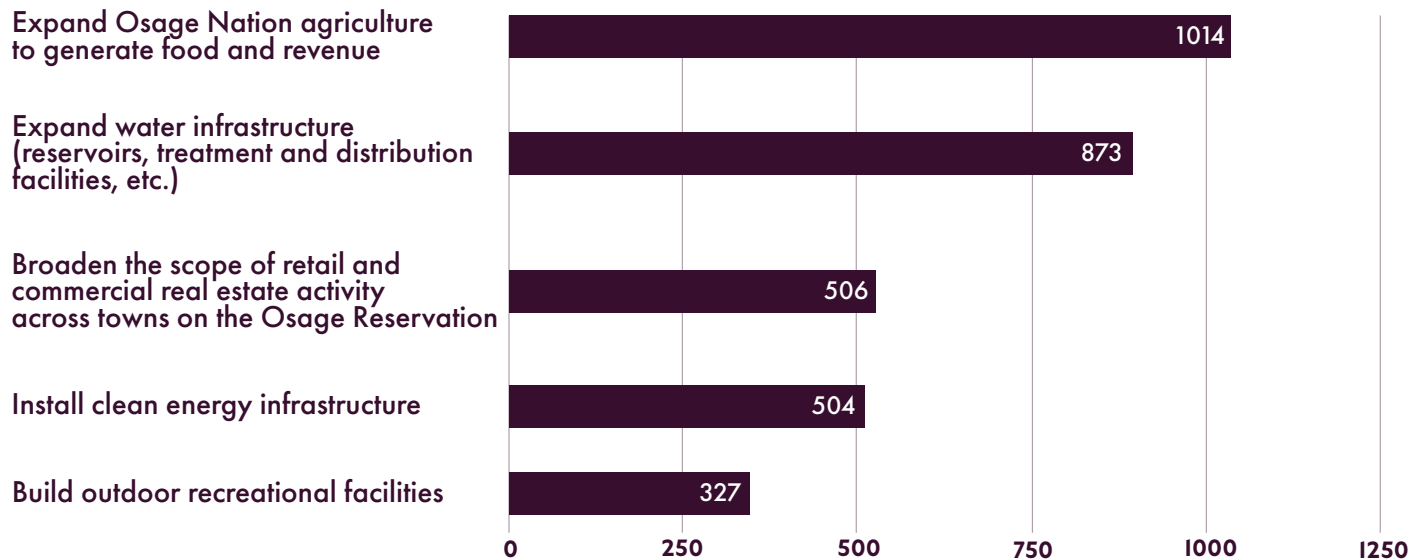


Which of the following initiatives should be Osage Nation's highest priorities for addressing economic development needs over the next five years?

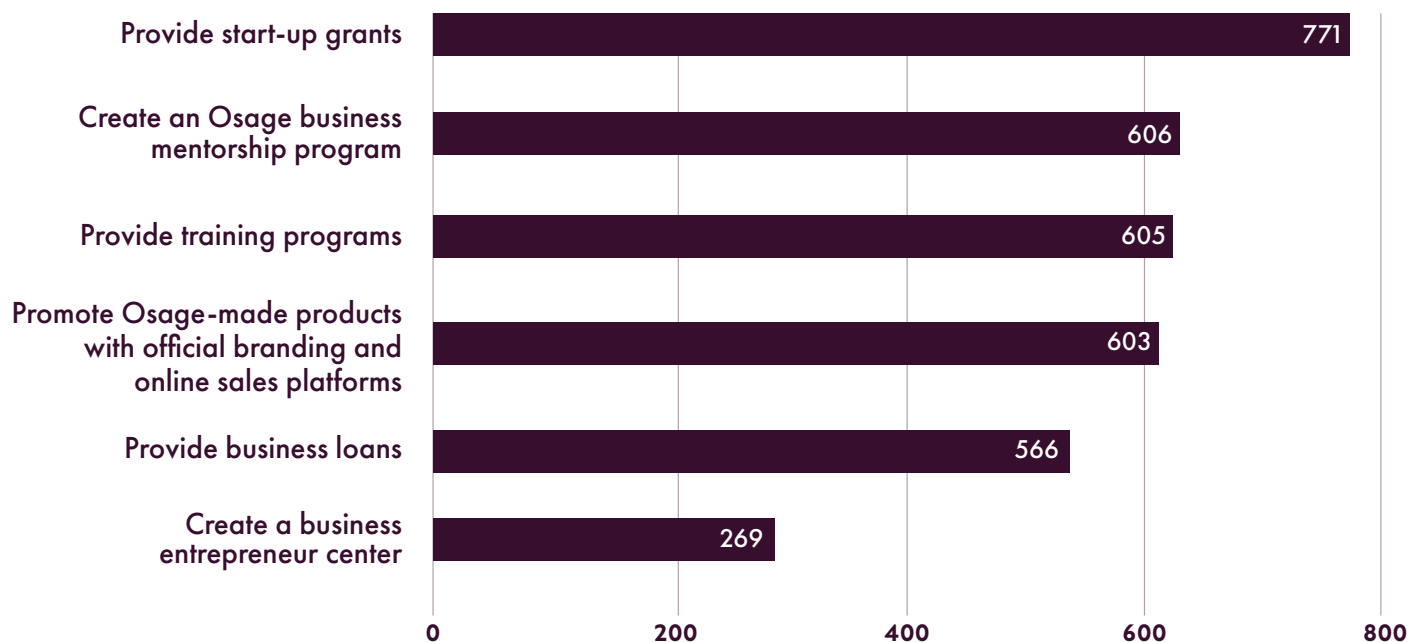


Economic Development – Survey Responses

Which of the following initiatives should be the Osage Nation's highest priorities for making the best use of Osage lands over the next five years?

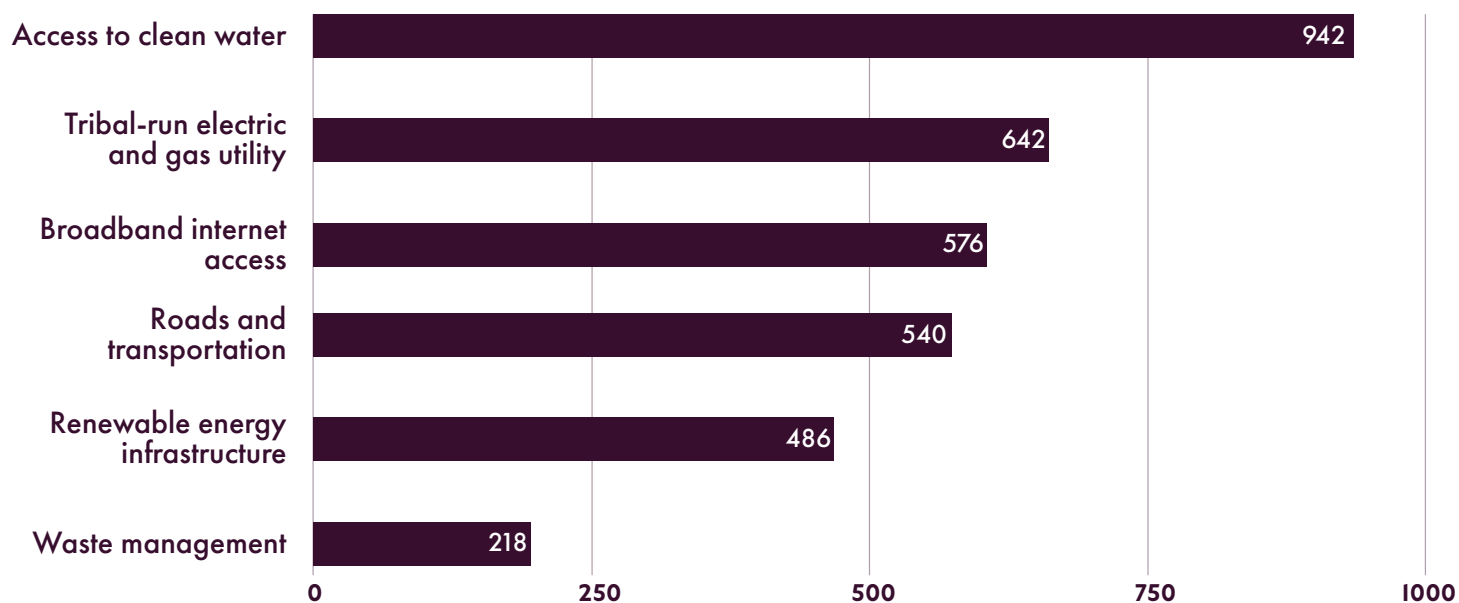


Which of the following would be the most effective ways to support Osage-owned businesses and entrepreneurs?



Economic Development – Survey Responses

What infrastructure improvements would you most like to see in Osage communities?





MINERALS AND NATURAL RESOURCES

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(oil, earth, and water)



Photo by Osage News

MINERALS AND NATURAL RESOURCES

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(oil, earth, and water)

25-Year Vision of Minerals and Natural Resources: Conservation and responsible stewardship of natural resources balanced with sound management practices and efficient production of the mineral estate within our established territory.

Top Priorities for Minerals and Natural Resources include:

- » Enhancing transparency and communication between the Osage Nation Minerals Council and shareholders.
- » Expanding outreach to headright owners to strengthen understanding of mineral rights and the decision-making role of the Minerals Council.
- » Investing in diversified revenue streams—such as renewable energy, real estate, agriculture, and tribally owned enterprises—to reduce reliance on oil and gas.
- » Protecting and improving water quality and access.
- » Supporting Osage-led agriculture and ranching programs.
- » Expanding the use of solar energy.

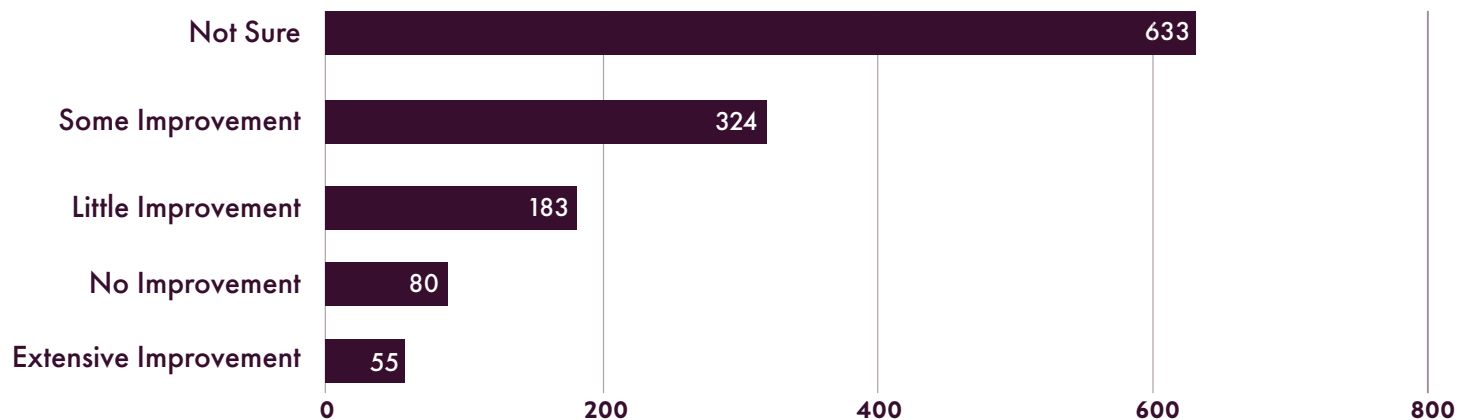
Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. Millennials and Gen Z place less emphasis on protecting and improving water quality and access compared to other generations, yet both groups prioritize the creation of Osage-owned hunting, fishing, and wildlife management businesses more highly than others. The Silent Generation places significantly greater importance on certain natural resource needs, particularly the development of a comprehensive tribal energy strategic plan. In the area of energy and natural resource development, the Silent Generation also ranks rare earth materials as a higher priority than other generations.

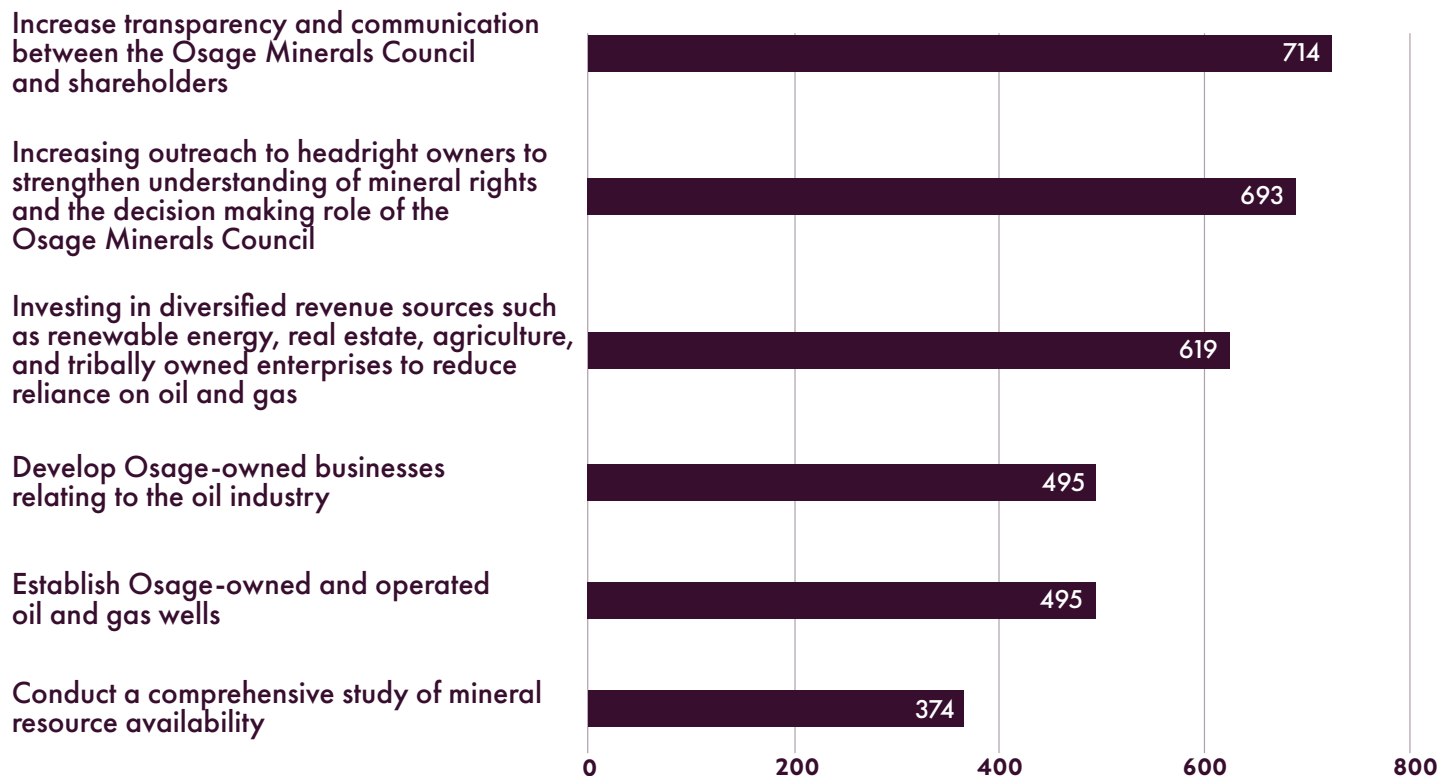


Minerals and Natural Resources – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of minerals and natural resources?

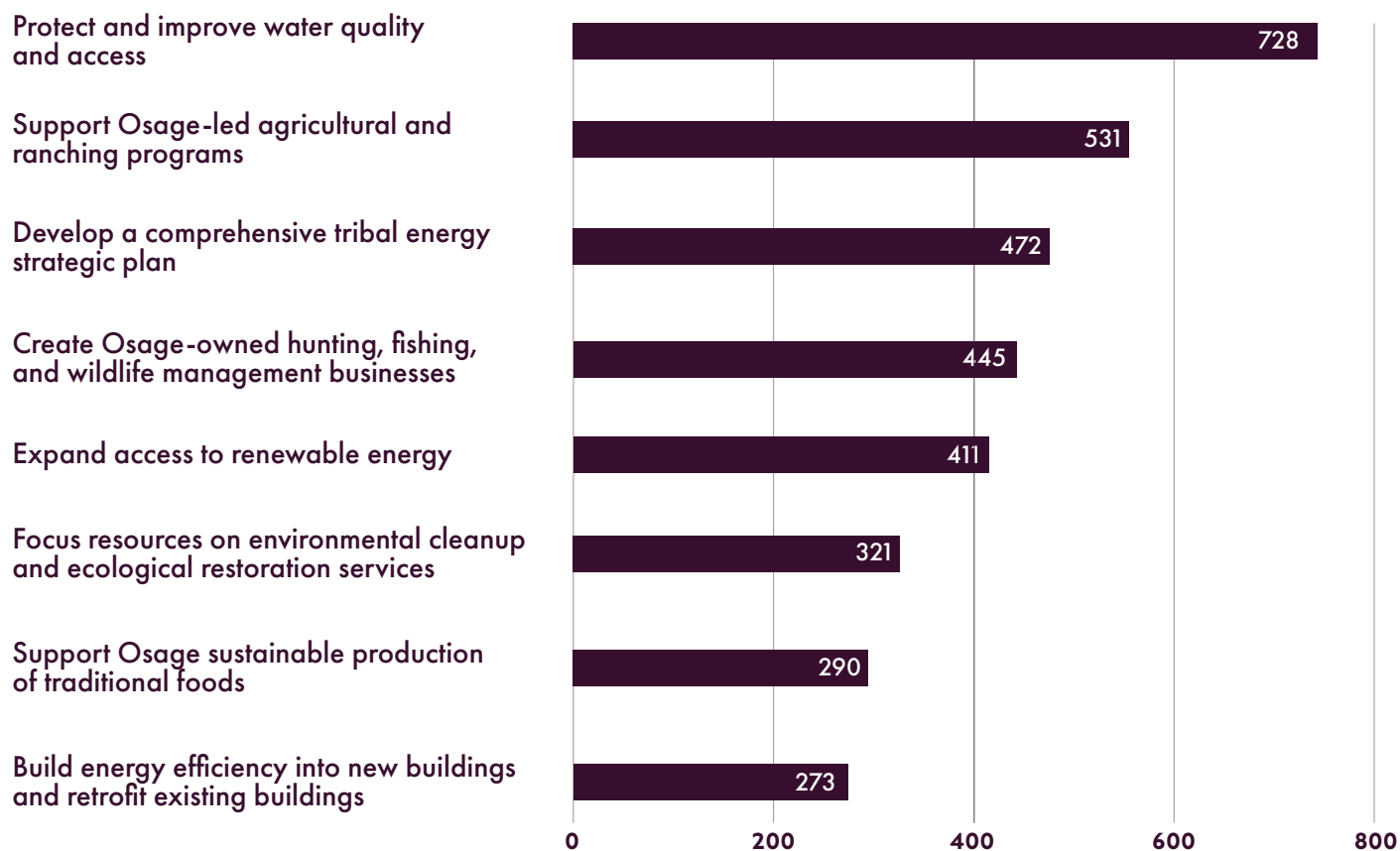


Which of the following initiatives should be Osage Nation's highest priority for addressing mineral needs over the next five years?



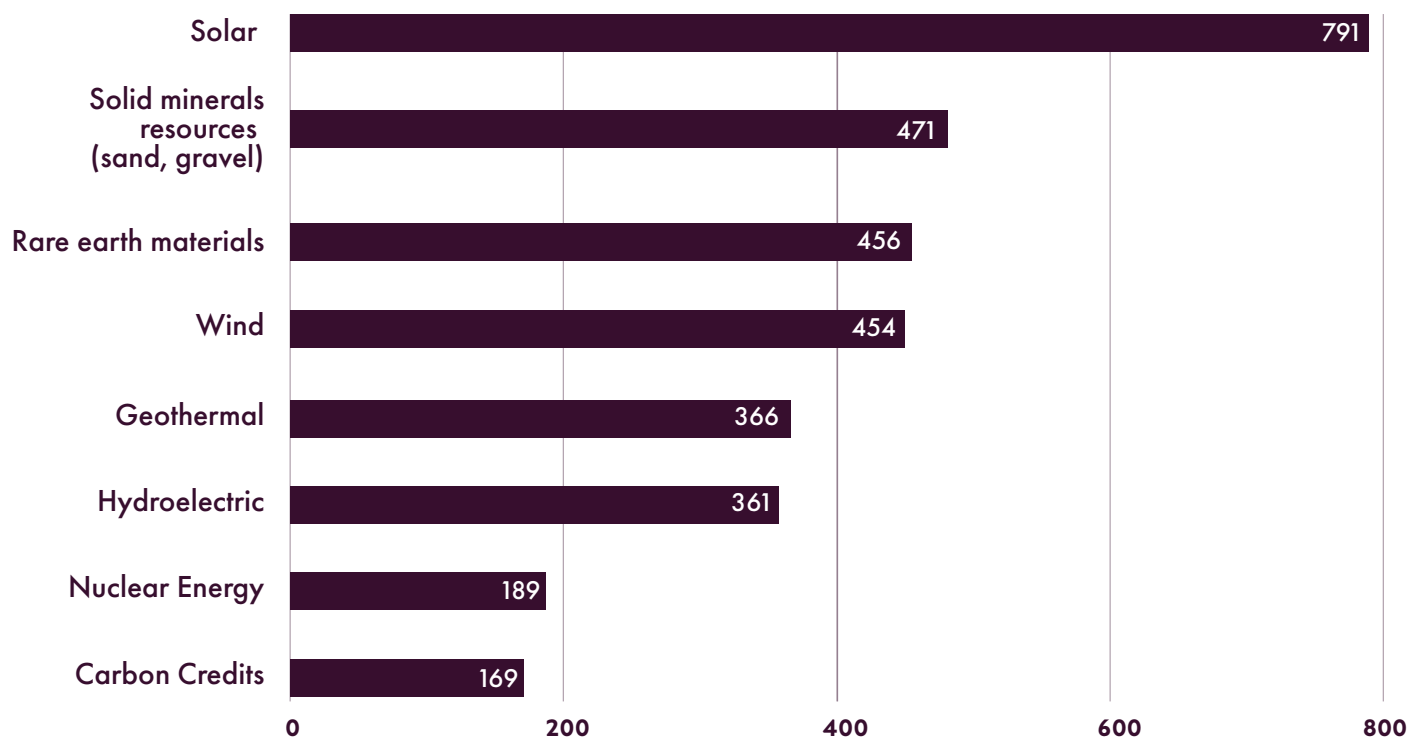
Minerals and Natural Resources – Survey Responses

Which of the following initiatives should be Osage Nation's highest priorities for addressing natural resource needs over the next five years?



Minerals and Natural Resources – Survey Responses

Which of the following energy and natural resources development opportunities would you most like the Nation to explore?





ACCESSIBILITY TO SERVICES AND PROGRAMS

ԿԱՅԱՆԱ ԿԱՑՈՒՐ ՕՅՈՒՆՈՒ ԿԱՔ՝ԱՅԱ

(easy to communicate with Osage employees)



ACCESSIBILITY TO SERVICES AND PROGRAMS

ՀԱՅԱՅԹ ԿԱՑՈՒՐՈ ՕՅՈՒՆՈՒ ՀԱՔՂԻՆ

(easy to communicate with Osage employees)

The Osage Nation's vision for improving accessibility to Osage Nation programs is to improve availability of information about services and programs for Osage Nation members.

Top Priorities for Accessibility to Services and Programs include:

- » Enhancing and maintaining the Osage Nation website to make it more comprehensive, user-friendly, and up-to-date, including revising the online directory of services and resources.
- » Addressing the biggest barrier is that many respondents are unaware of the Resource Directory posted on the Osage Nation Webpage that lists available programs based on geographical location. Meeting the greatest need, which is financial assistance for education, emergencies, and other essential expenses.
- » Developing a centralized online portal and a mobile app to simplify access to Osage Nation programs.

Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. The Silent Generation's primary needs center on elder care and outreach, while Baby Boomers are divided between elder care and outreach and assistance with navigating health care. Gen X, Millennials, and Gen Z report needs spread across financial assistance, housing or home repairs, and scholarship support. All generations agree that a centralized online portal would improve access to Osage Nation programs; however, Gen X, Gen Z, and Millennials also see value in a mobile app. The Silent Generation, in contrast, prefers a printed directory and personalized assistance in navigating elder programs.

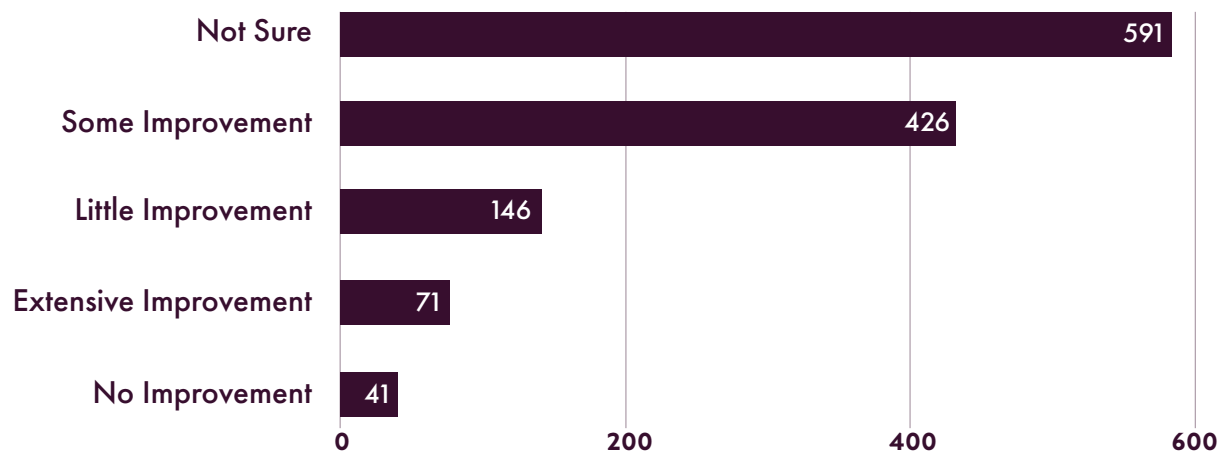


Photo by Osage News



Accessibility to Services and Programs – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of accessibility to services and programs?

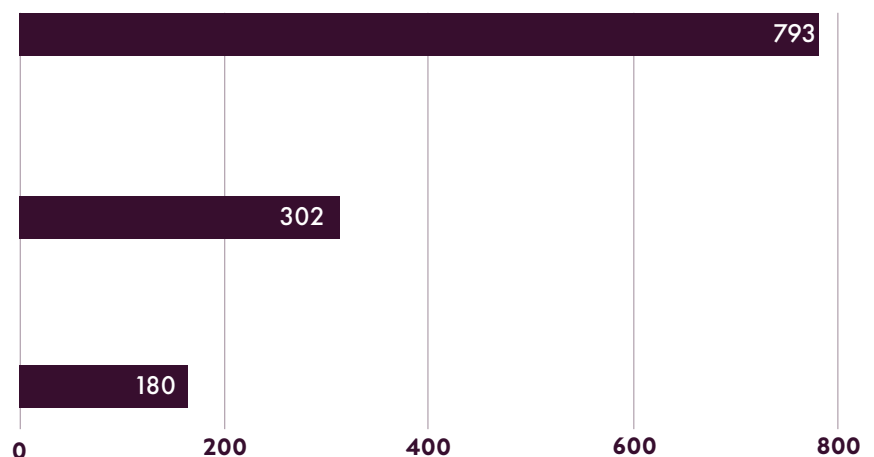


If the Osage Nation could make only one change to improve access to Osage Nation services and resources, which one of the following do you feel would be the most effective?

Improve and maintain the Osage Nation website to make it more comprehensive, user friendly, and up-to date, including revising the online directory of services and resources

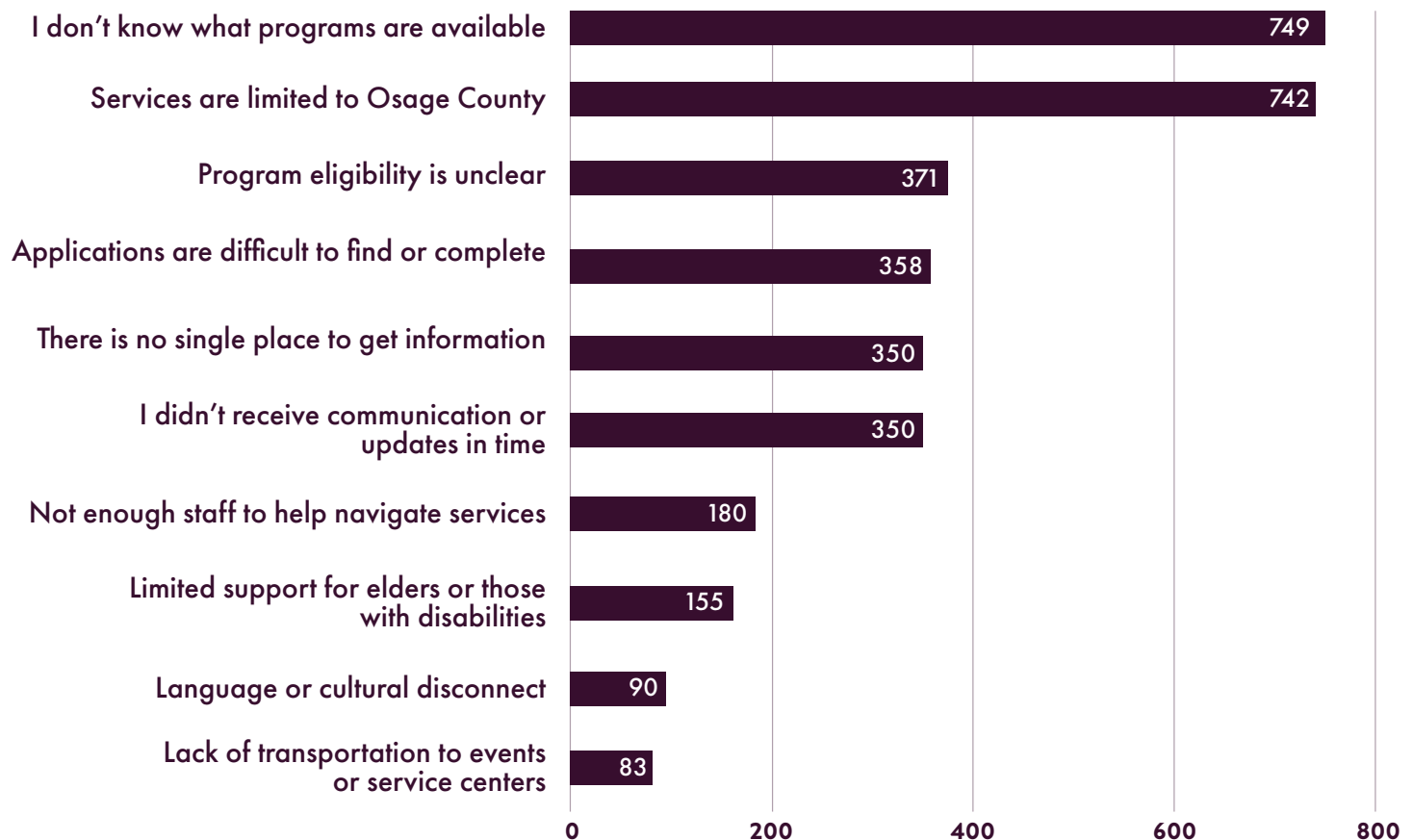
Publicize contact information for the Osage Nation Constituent Service Program, which is staffed with people who can answer questions and help guide Osage Nation tribal members to the appropriate resources

Create a telephone helpline to help Osage Nation tribal members navigate Osage Nation services and resources



Accessibility to Services and Programs – Survey Responses

What barriers have you experienced when trying to access Osage Nation programs or services?



Accessibility to Services and Programs – Survey Responses

What type of support or services do you or your family need most right now?

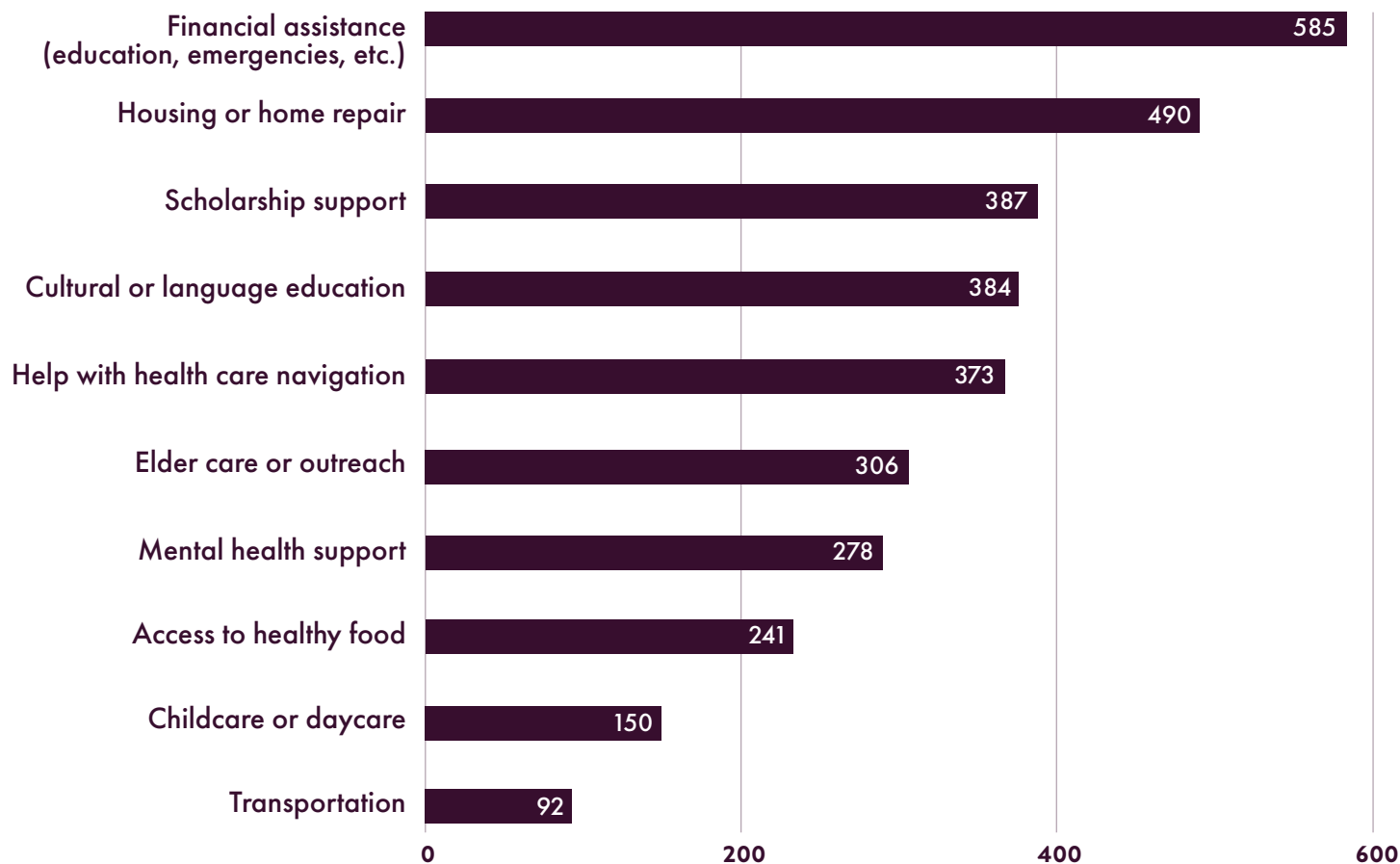


Photo by Osage News



Accessibility to Services and Programs – Survey Responses

Which of the following would make it easier for you to access Osage Nation programs?

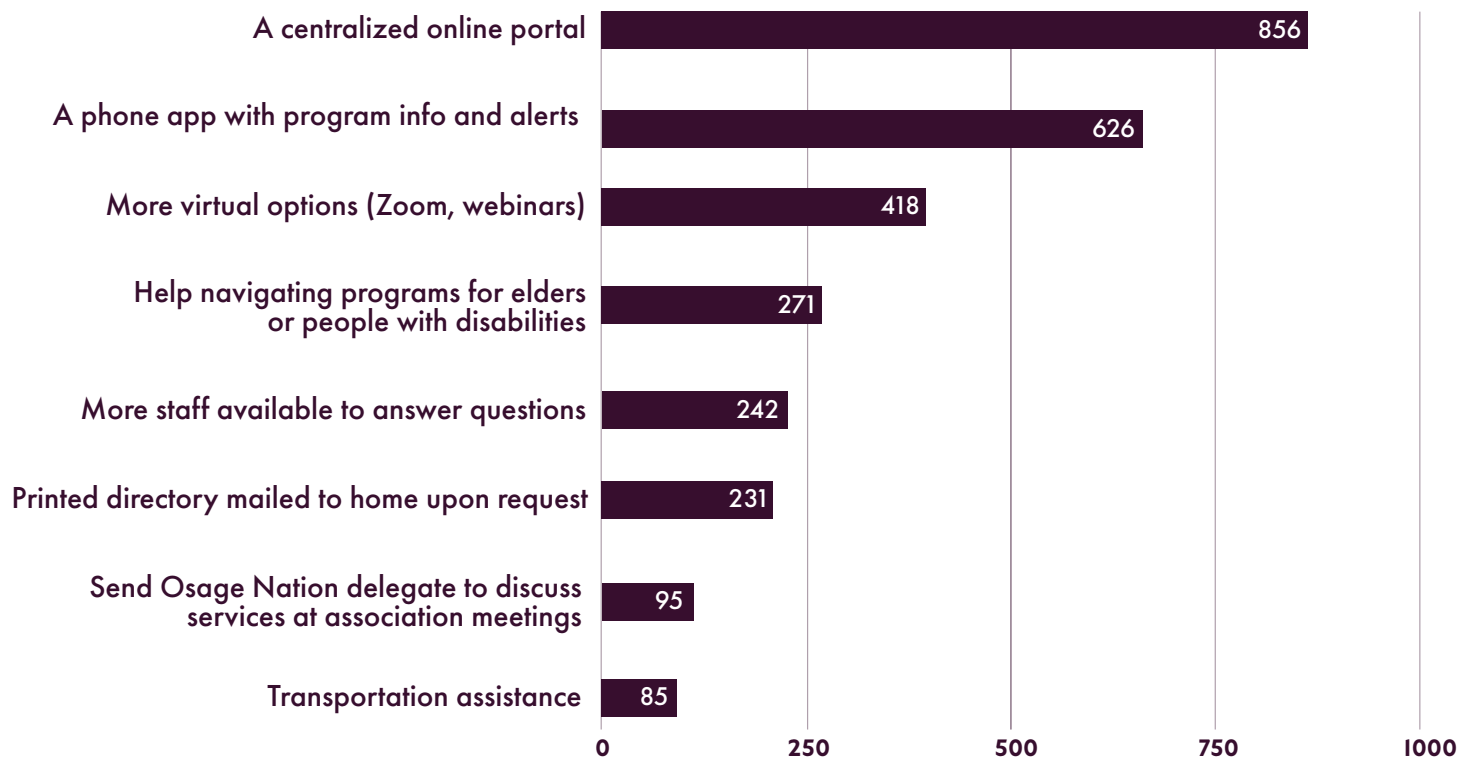


Photo by Osage News





GOVERNANCE AND JUSTICE

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(Osage governance and the justice)



GOVERNANCE AND JUSTICE

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(Osage governance and the justice)

25-Year Vision of Governance and Justice : A self-determining civically engaged society with ethically responsible government leaders who faithfully serve our Constitution and are accountable for their actions to Osage Nation members.

Top Priorities for Governance and Justice include:

- » Increase transparency and communication from all elected officials (Chief, Congress, Minerals Council).
- » Expand education on Osage governance, the constitution, and voting rights.
- » Implement online voting.
- » Provide regular updates from elected officials.

Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. Gen Z believes the Osage Nation should focus on improving education about Osage governance, the constitution, and voting rights, while the Silent Generation prioritizes increasing transparency and communication from all elected officials and continuing efforts to secure legal recognition of the reservation. Millennials emphasize the importance of creating more opportunities for civic engagement. When it comes to increasing voter participation, the Silent Generation sees regular updates from elected officials as the key, whereas other generations view online voting as the most effective approach.

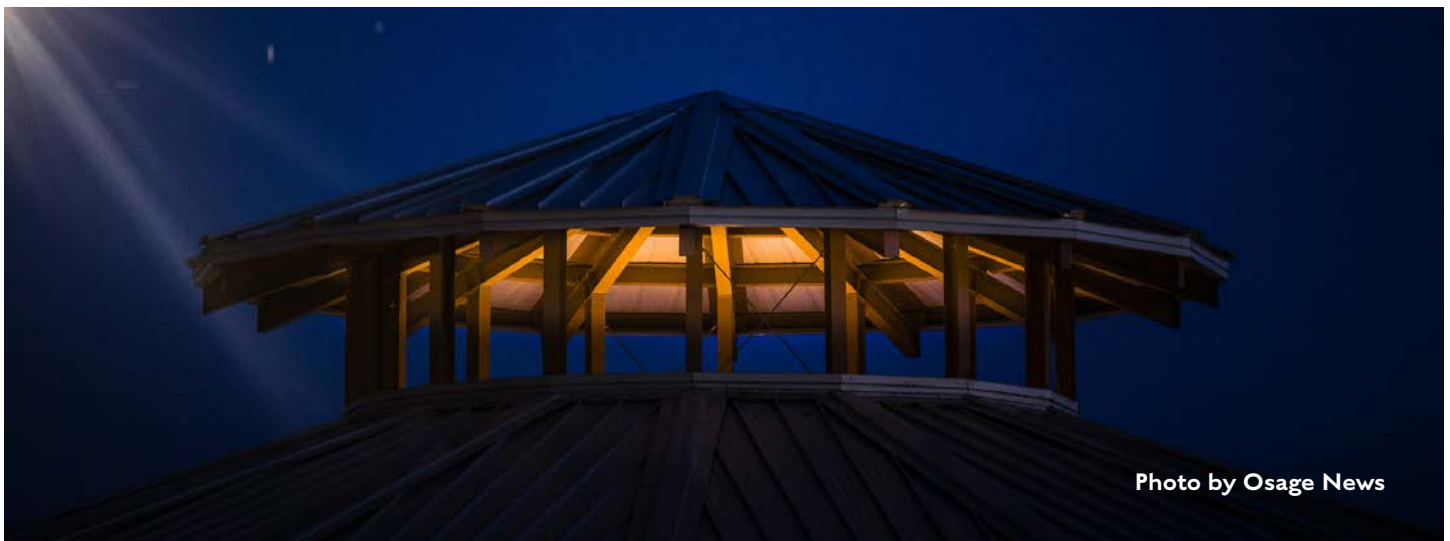
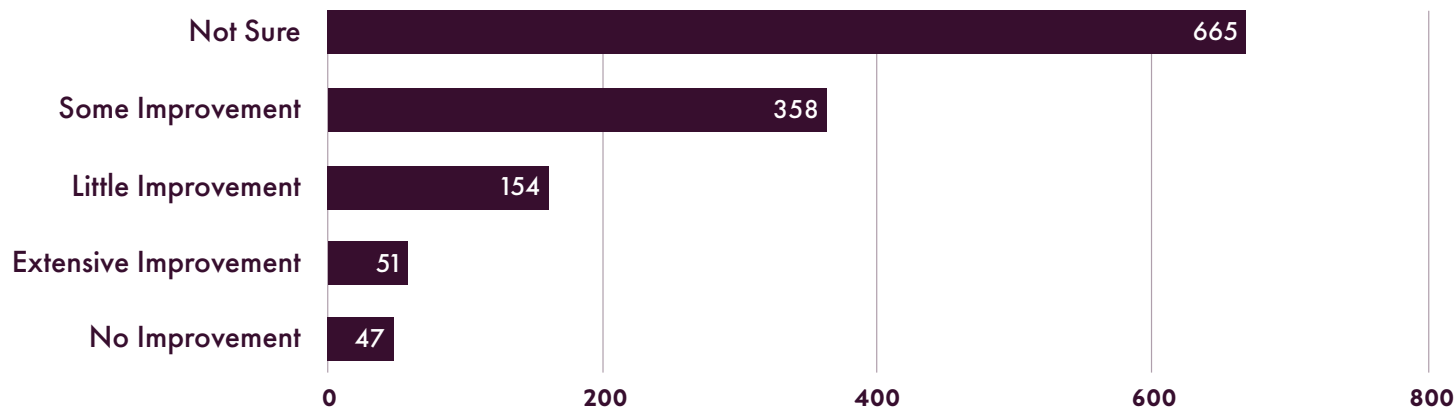


Photo by Osage News



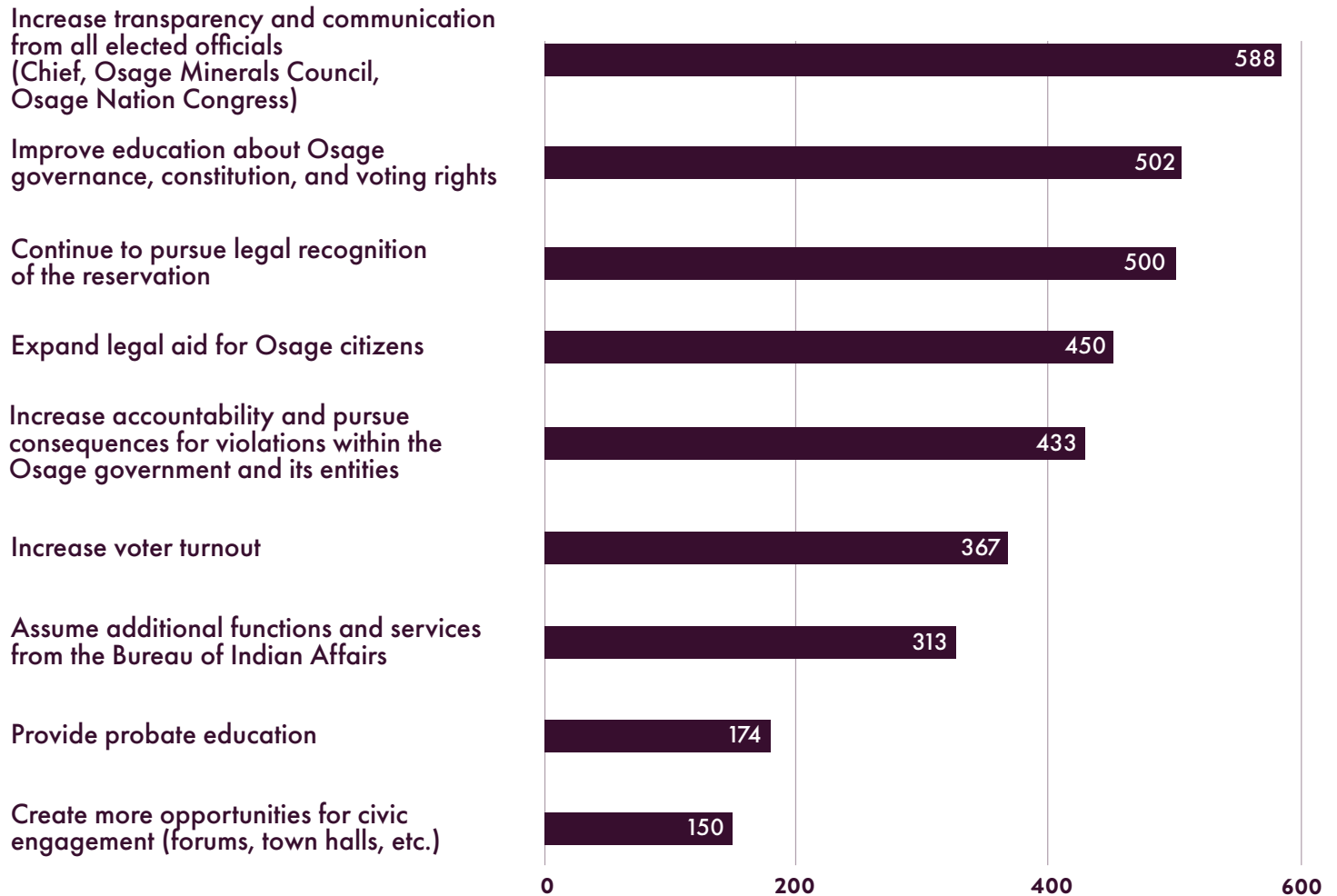
Governance and Justice – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of governance and justice?



Governance and Justice – Survey Responses

Which of the following initiatives should be Osage Nation's highest priorities for addressing governance and justice needs over the next five years?



Governance and Justice – Survey Responses

Which of the following initiatives would you most support to improve voter turnout?

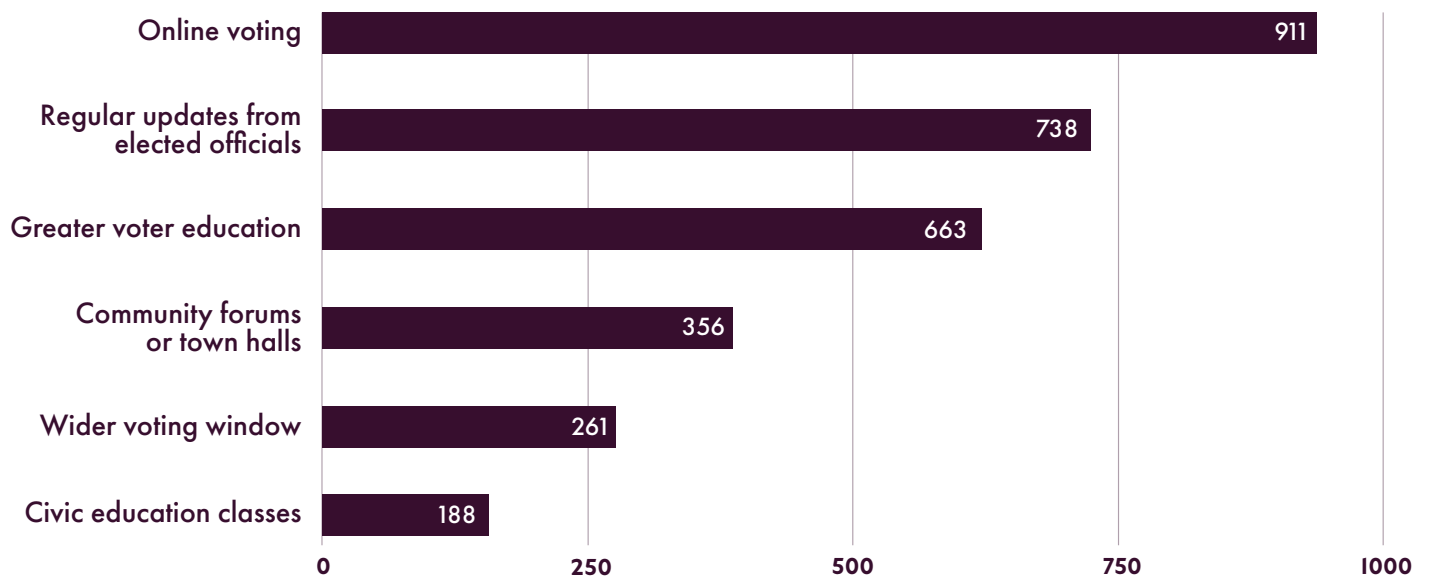
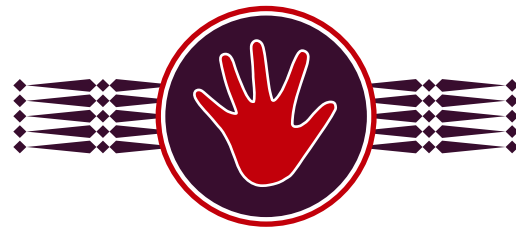




Photo by Osage News



COMMUNICATION

oknkn

(communicating)



Photo by Osage News

COMMUNICATION

oknknα

(communicating)

Communication is a way of providing information and knowledge that advises and educates Osage Nation members.

Top Priorities for Communication include:

- » Receiving information about current events and updates from elected officials via email, mail, or the Osage News on a monthly basis.
- » Increasing communication about Osage Nation services and events.
- » Improving communication on Osage Nation Minerals Council plans and updates.
- » Establishing a recurring newsletter from Osage Nation leadership.
- » Developing an Osage Nation mobile app with notifications and department information.

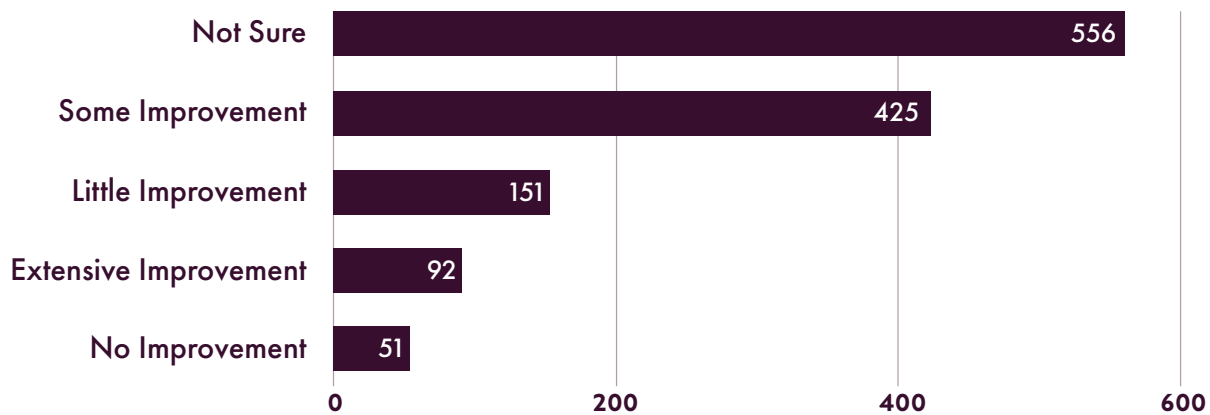
Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. Most Millennials prefer to receive information weekly, while other generations favor a monthly schedule. Millennials, Gen X, and Gen Z rely more on social media for communication and updates about current Osage Nation events compared to the Silent Generation and Baby Boomers. Baby Boomers use the Osage Nation website more than any other generation, while over 75% of the Silent Generation depend on email, mail, and the Osage News for most of their communication. The Silent Generation and Baby Boomers show the greatest interest in Osage Nation Minerals Council plans and updates, whereas Millennials and Gen X are more focused on learning about Osage Nation services, and Gen Z is most interested in Osage Nation events. The Silent Generation and Baby Boomers also place more value on receiving a regular newsletter from Osage Nation leadership than Gen Z. In contrast, Gen Z sees the most valuable communication improvements as developing an Osage Nation mobile app and creating social media content tailored for youth.

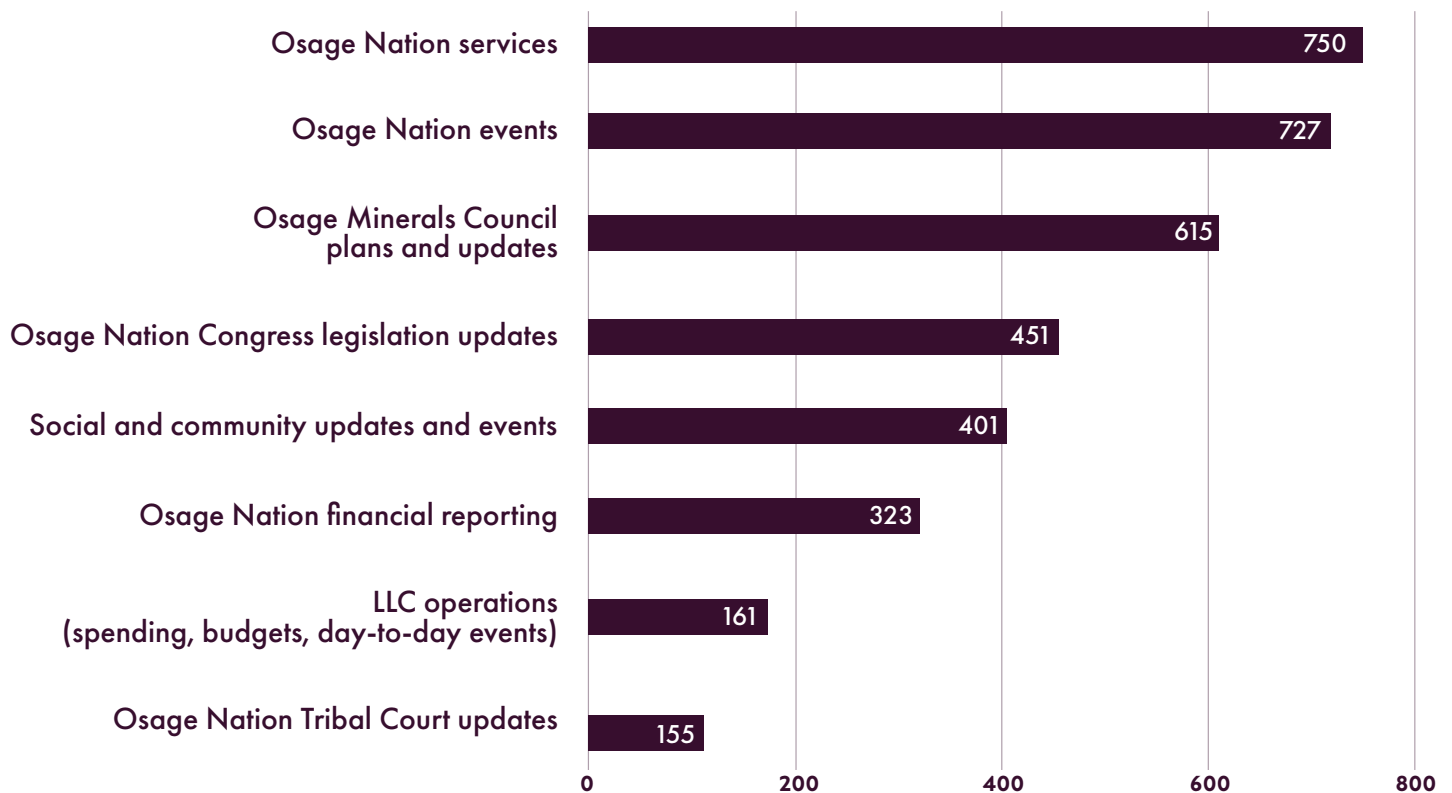


Communication – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of communication?

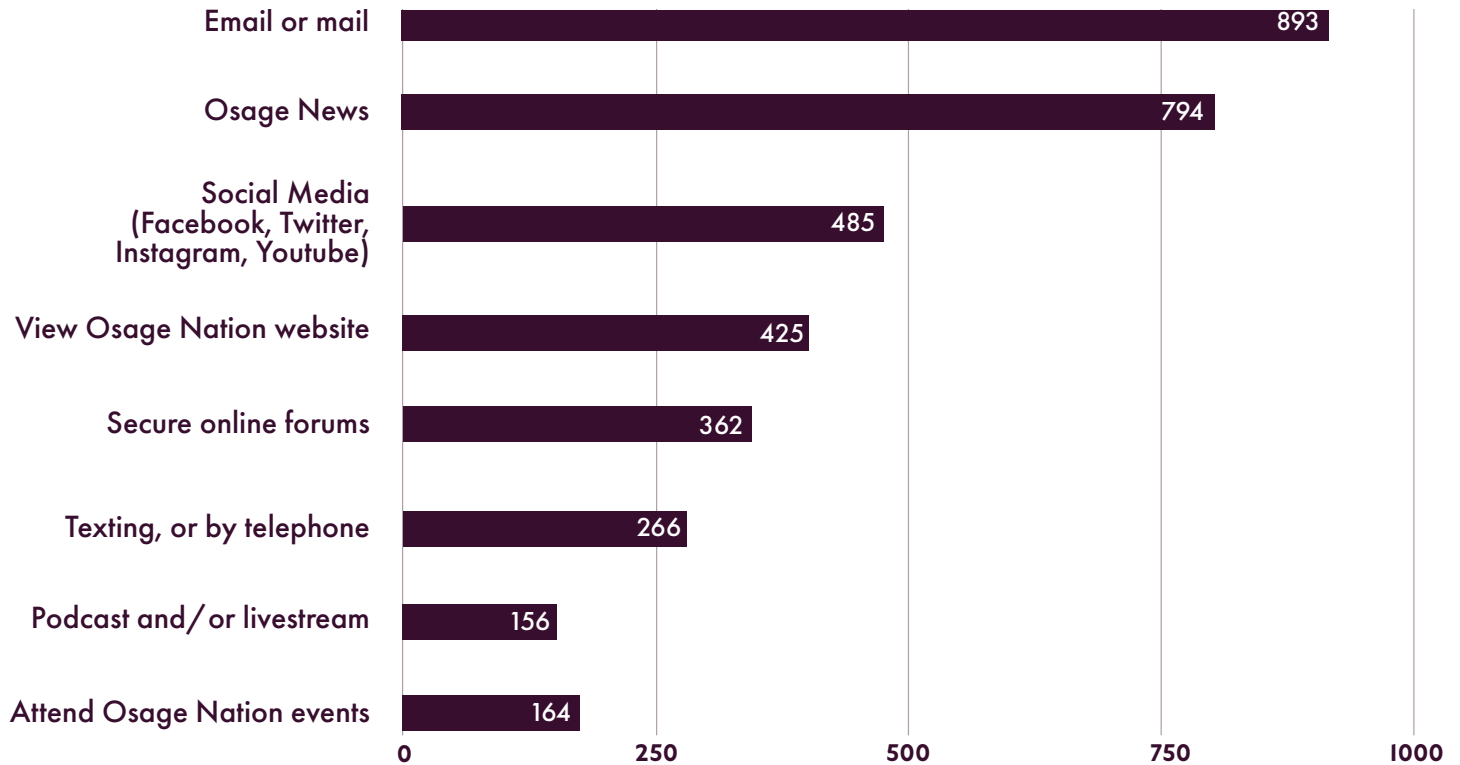


What types of information are you most interested in learning about?

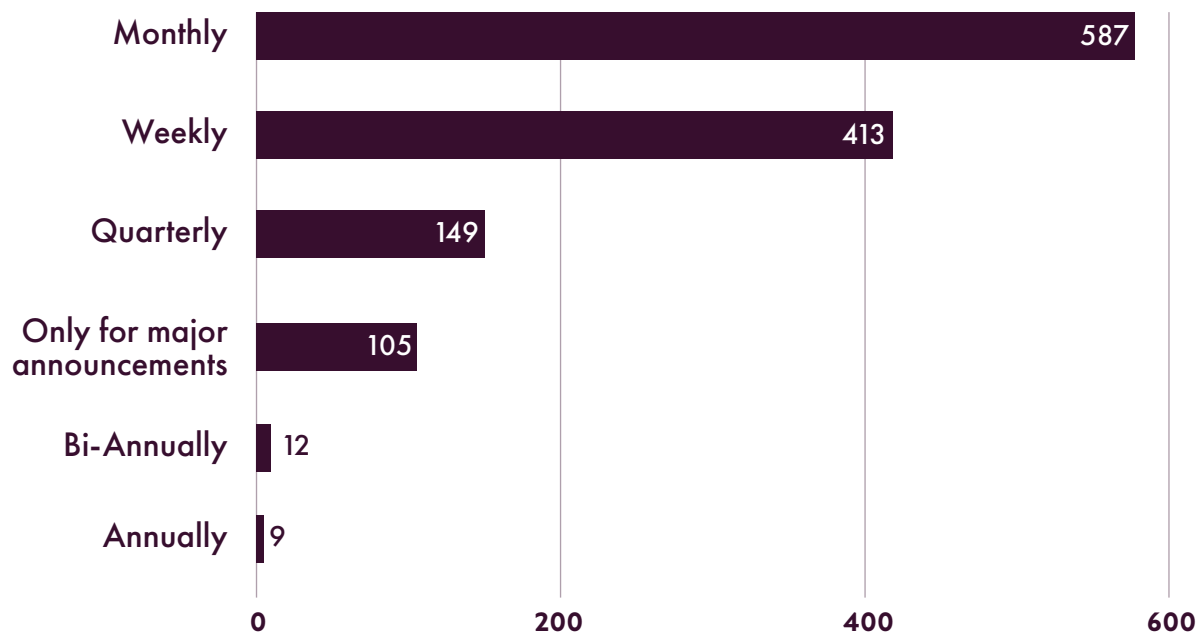


Communication – Survey Responses

Which of the following would you use to communicate or obtain information about Osage Nation current events?

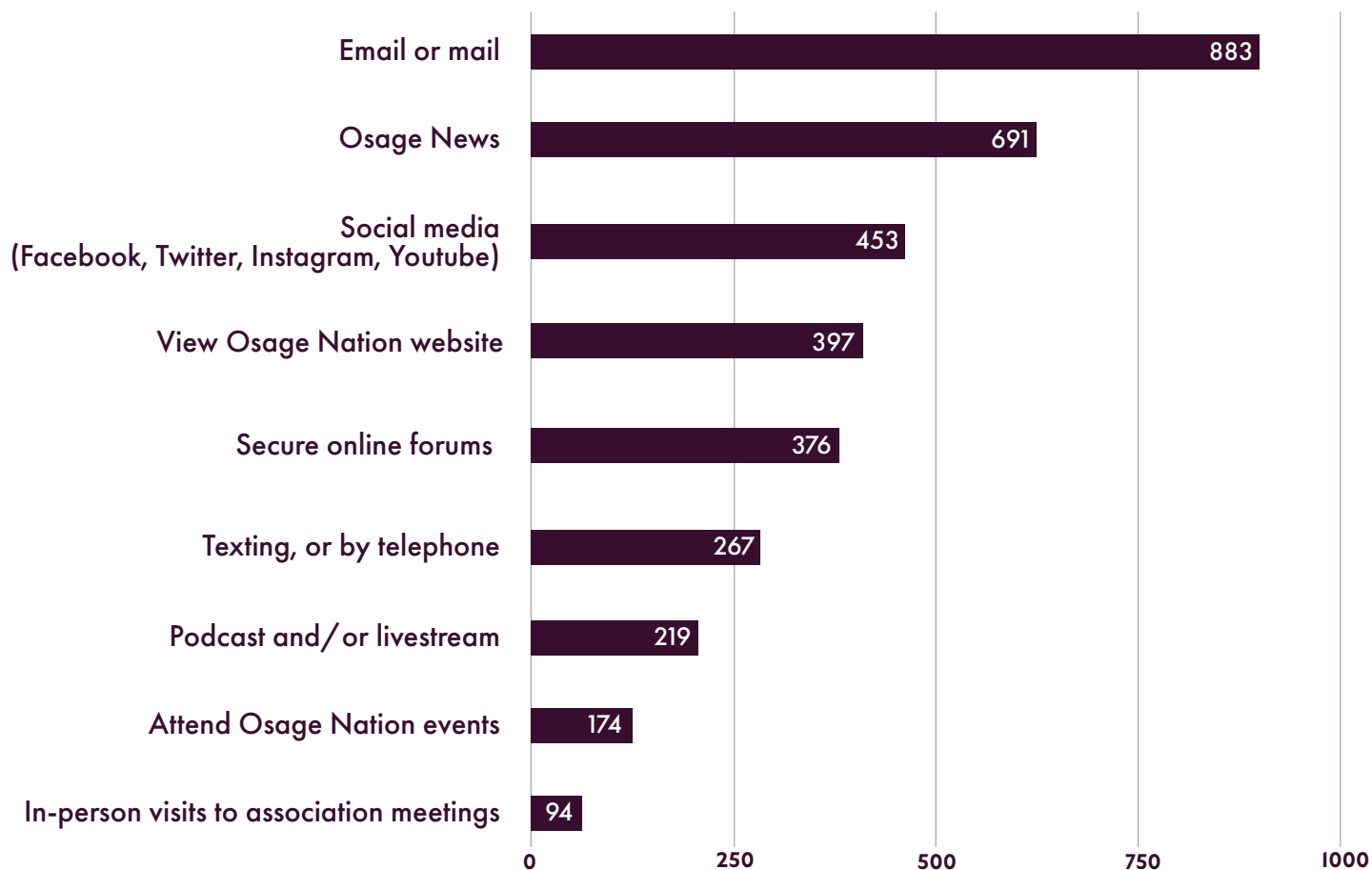


How often do you like to receive information from the Osage Nation?



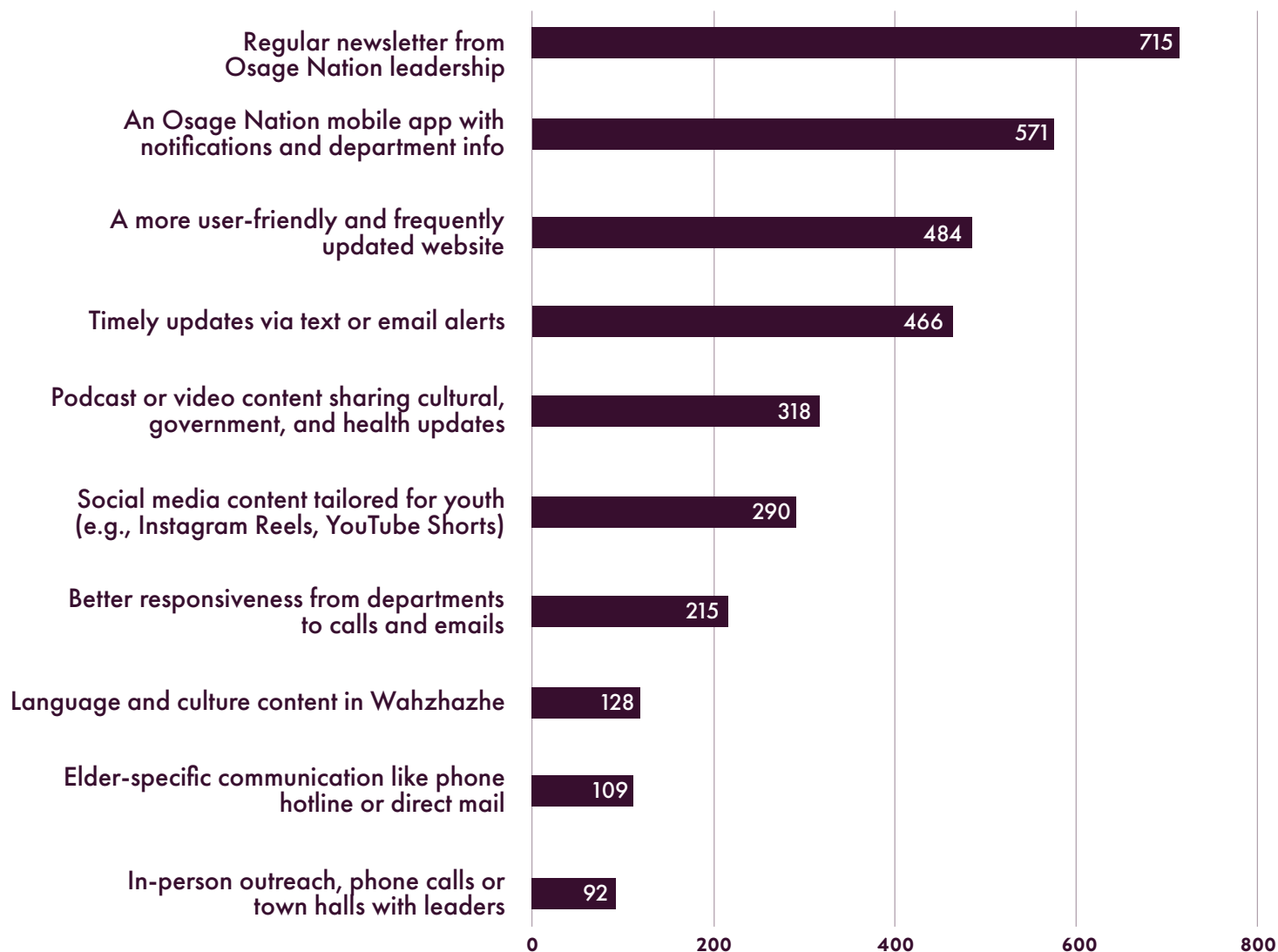
Communication – Survey Responses

How would you prefer Osage Nation governance and leadership communicate with Osage Nation tribal members?



Communication – Survey Responses

Which of the following communication improvements would be most valuable to you?





CONNECTION

oḥka ḅḥḥa

(telling information to each other)



CONNECTION

oʔaʔa ʔoʔa

(telling information to each other)

The Osage Nation seeks to connect Osage people and places, through culture, community, history, and traditions.

Top Priorities for Connection include:

- » Increase virtual and in-person cultural events (craft nights, regalia-making, storytelling, etc.)
- » Increase regular governmental updates via email or mail

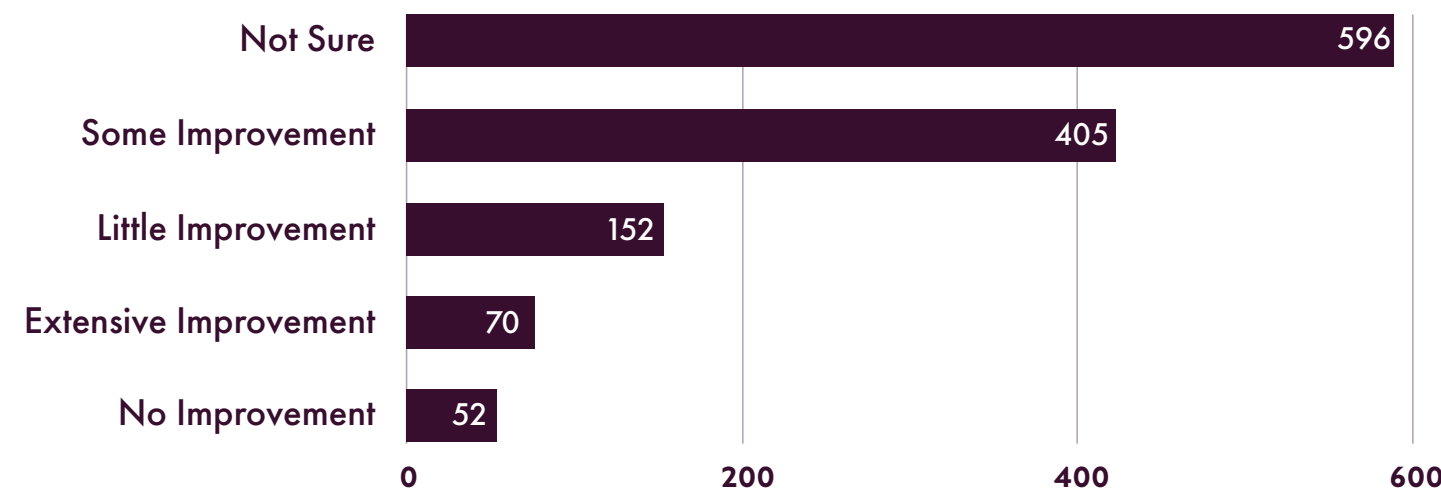
Generational Differences:

Survey findings highlight that although every generation is committed to strengthening Osage communities, their priorities shift depending on their stage of life. Over 75% of the Silent Generation feels most connected to the Osage Nation through regular governmental updates, while both Gen Z and Millennials report that their connection could be strengthened through virtual and in-person cultural activities such as craft nights, regalia making, and storytelling.



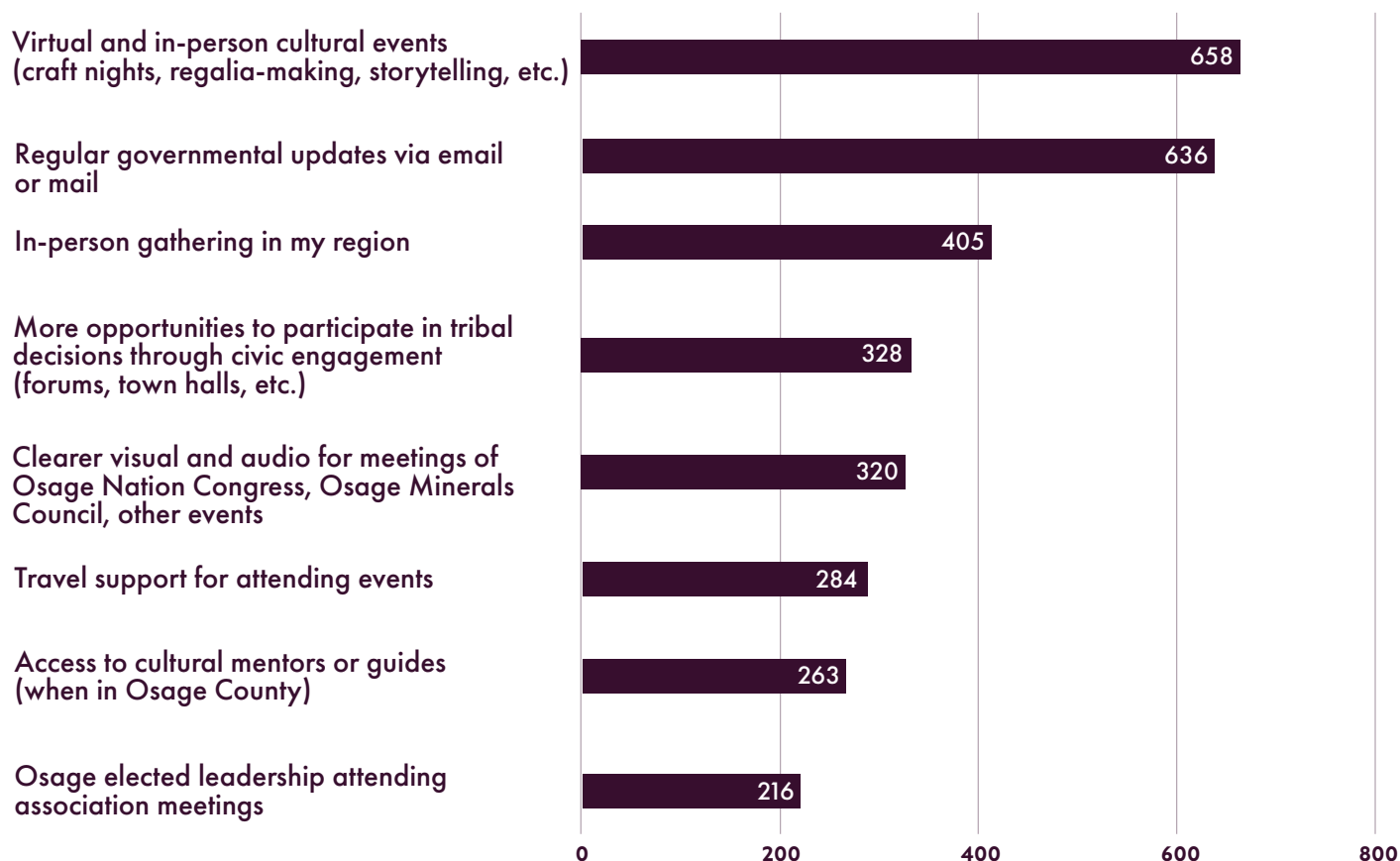
Connection – Survey Responses

How much improvement, if any, resulted from initiatives undertaken under the 2020 Strategic Plan in the area of connection?



Connection – Survey Responses

What would make you feel more connected to the Osage Nation?



SURVEY PROCESS

The Osage Nation conducted a nationwide survey, offered both online and on paper, to better understand member priorities, connections, attitudes, and awareness of the Osage Nation Strategic Plan. Any member of the Osage Nation, 18 years of age or older who supplied their membership enrollment number was eligible to take the survey. The survey's primary goals were to elicit Osage Nation member opinions on what priorities and initiatives leadership should be focused on throughout the next five years. Information provided can also help Osage Nation leadership evaluate the need for internal quality improvements.

Before embarking on the survey, the Osage Nation Office of Self-Governance and Strategic Planning conducted 18 group sessions in regions with high concentrations of Osage Nation members. The ensuing analysis, which identified key opinions, values and beliefs contributed greatly to the current understanding of Osage Nation member attitudes and to the crafting of survey questions. The input meetings were conducted from December 2024 to March 2025.

Out of 18,809 eligible Osage Nation members, 1,275 completed the survey. This response rate for the 2026-2030 Strategic Plan Survey Update survey is 6.8 %. This participation rate is 2.3% higher than the 2020 Strategic Plan Survey Update.

In addition to getting first-hand Osage Nation member feedback, this survey provided a unique opportunity to educate Osages about the importance of what the Osage Nation leadership is trying to accomplish. Between 14 face-to-face listening sessions and 4 webinars.

This report includes question by question responses, including the level of Osage Nation member support for each strategic priority and a preliminary summary of the key findings drawn from survey responses.



Input from these sessions, which were held from December 2024 through March 2025, was used to guide the development of almost four dozen questions in three essential areas. Questions were grouped by the following categories: Outreach Methods, Areas of Focus, and New Areas of Focus. General demographic information was also collected.

The survey questions were developed through listening sessions input and vetted by the Osage Nation Office of Self-Governance and Strategic Planning. Questions were developed so that they could be clear to all respondents and leading language was avoided to produce more accurate results.

The survey was administered by the Osage Nation Office of Self Governance and Strategic Planning. The survey was available on-line from Tuesday May 6, 2025 – Tuesday July 15, 2025. Paper surveys were mailed out upon request.

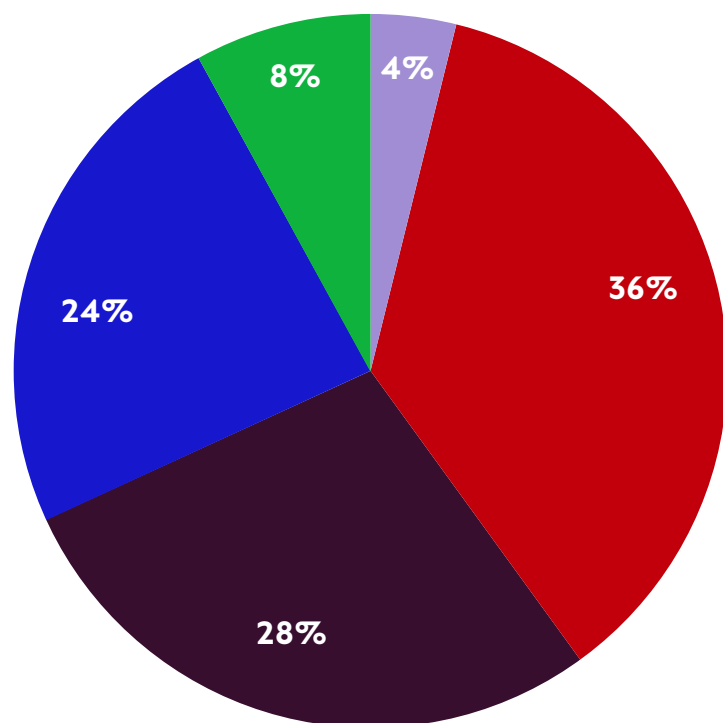
Principal Chief Standing Bear recorded an invitation to participate in the survey, which was posted to the Osage Nation website. A comprehensive marketing and communication campaign, including social media ads, webinars, Facebook events, and banners in the Osage News was implemented to encourage participation and notify all Osage Nation members about the survey.








Photo by Osage News



ADDITIONAL SURVEY RESULTS

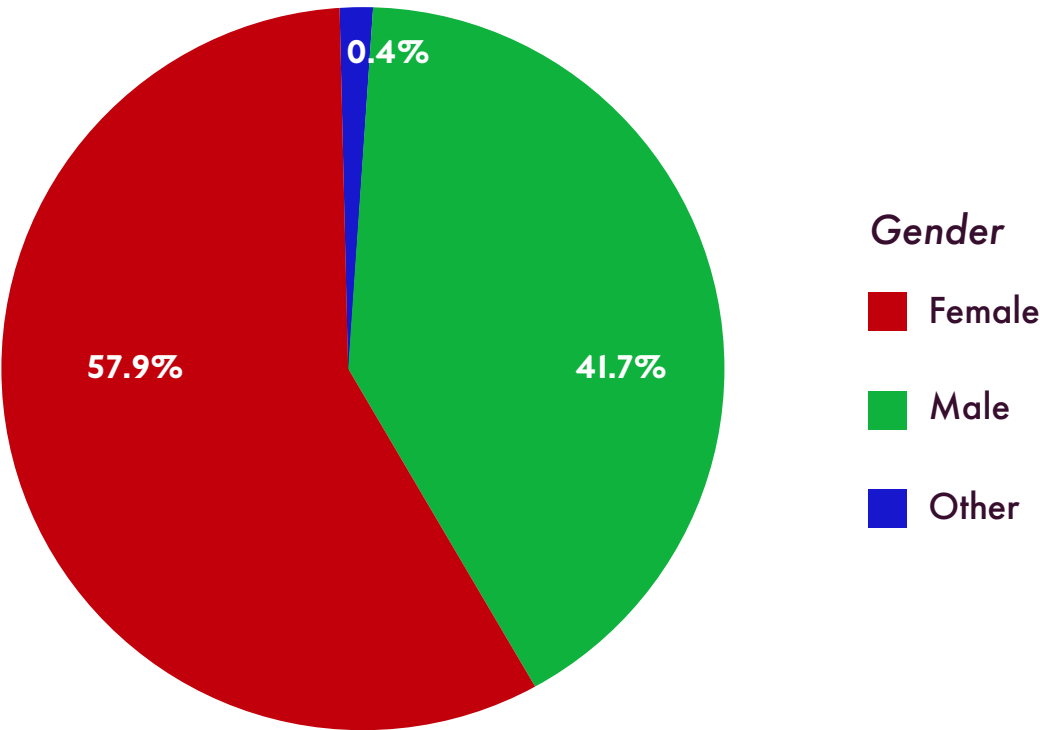


Age of Participants

-  Silent Generation (1928-1945)
-  Baby Boomers (1946-1964)
-  Generation X (1965-1980)
-  Millennials (1981-1996)
-  Generation Z (1997-2012)

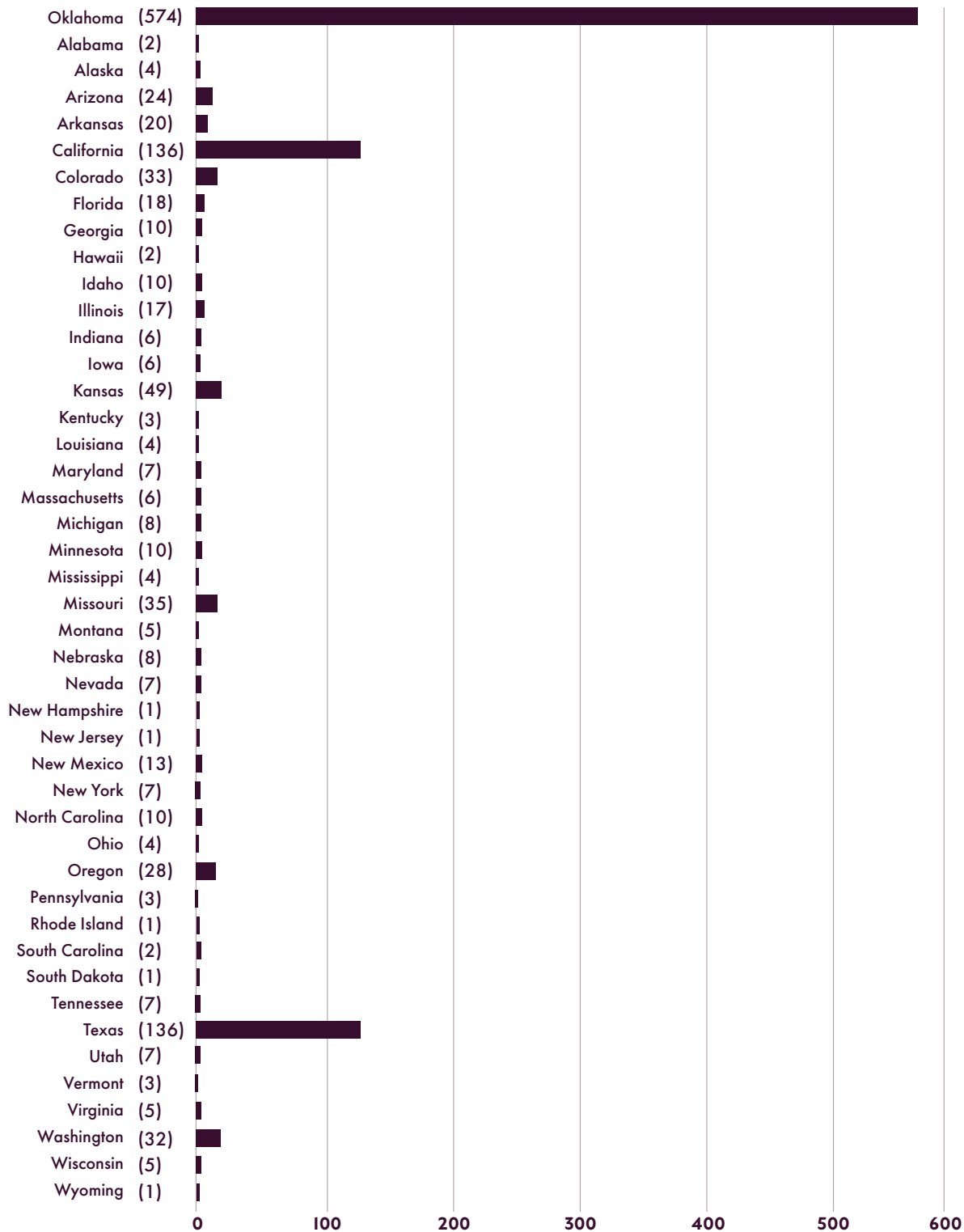


Additional Survey Results



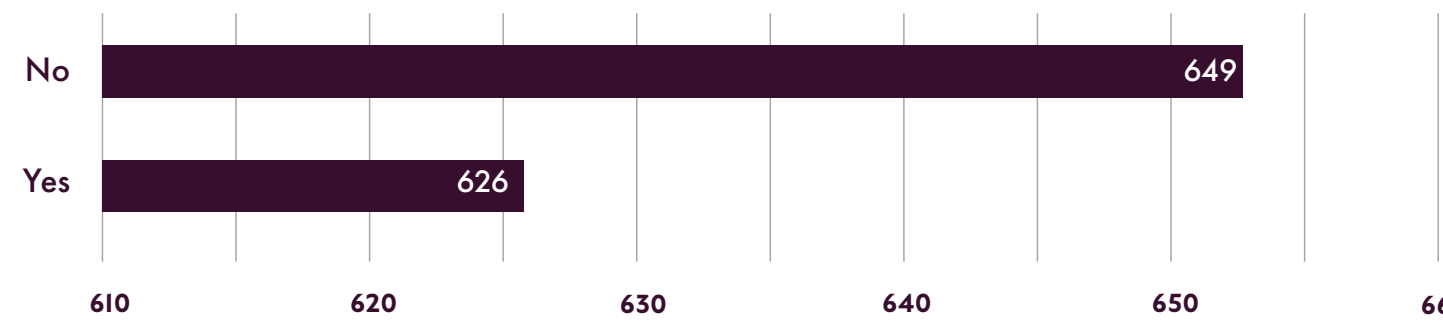
Additional Survey Results

What is your state of residence?



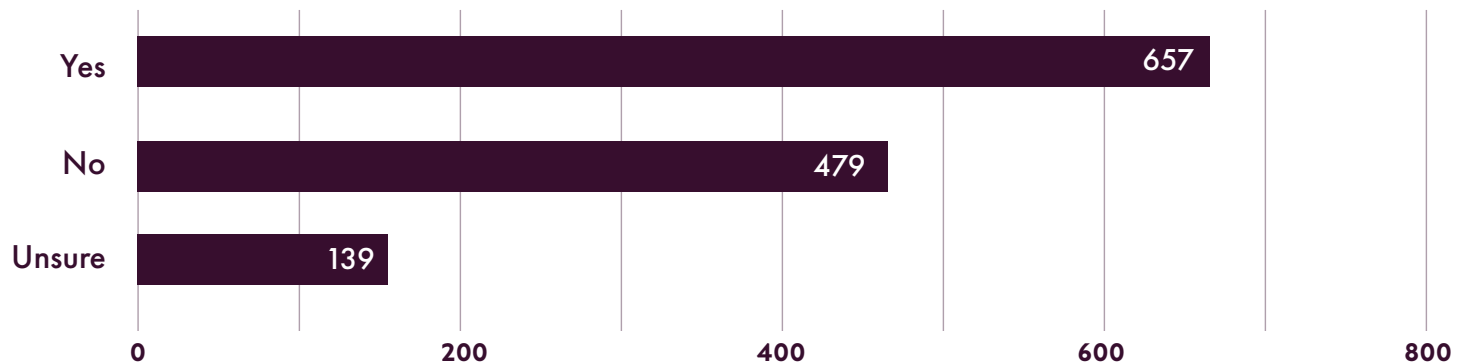
Additional Survey Results

Have you heard or read anything about the 2026-2030 Strategic Plan Comprehensive Update?

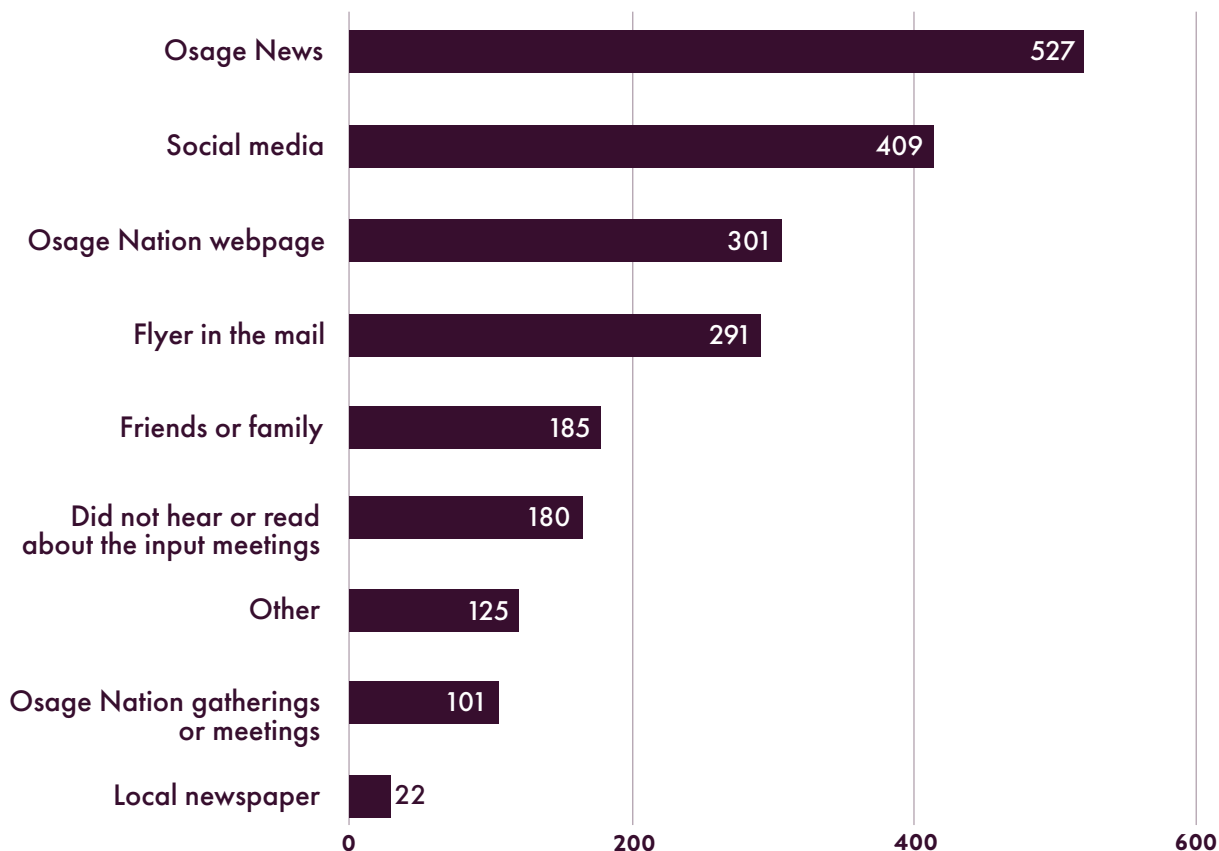


Additional Survey Results

Regardless of whether you participated, have you heard or read about any meetings or events intended to obtain input on priorities for the Osage Nation Strategic Update: The Next 5 Years 2026-2030?

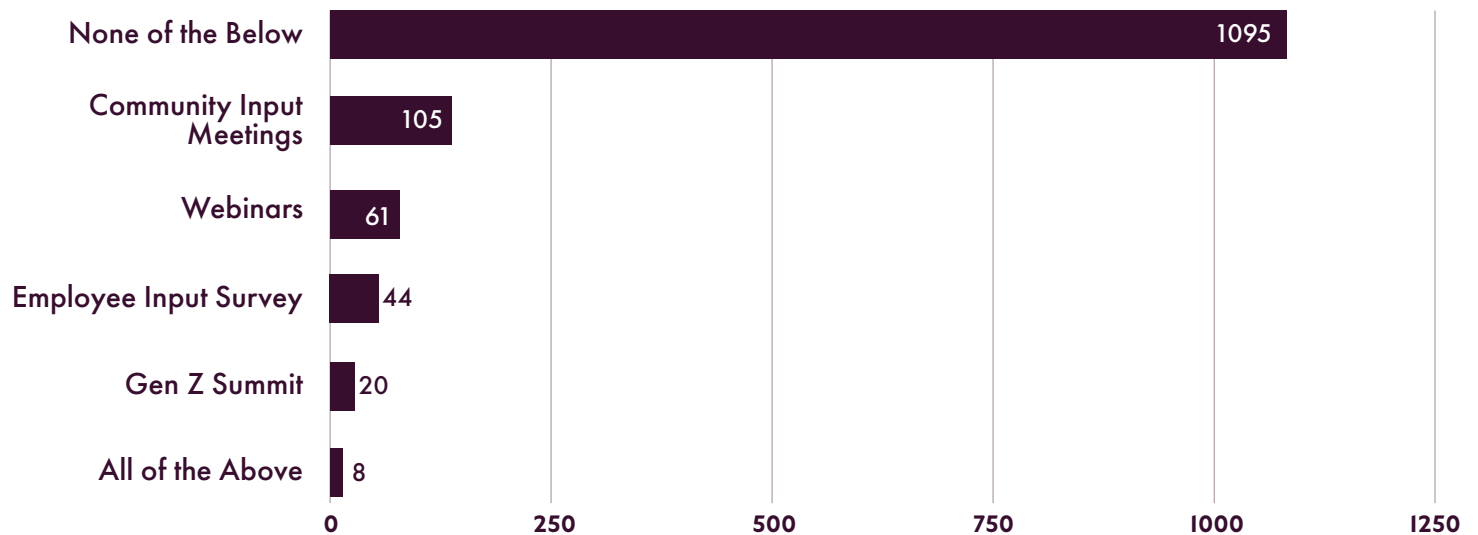


How did you hear or read about the Osage Nation Strategic Update: The Next 5 Years 2026-2030 input meetings?

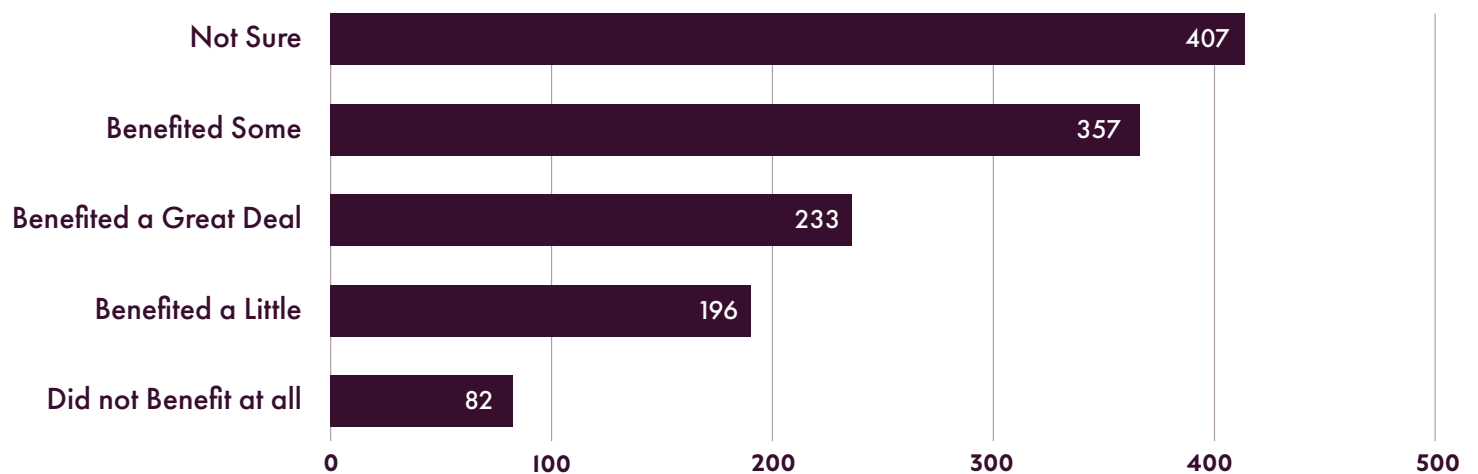


Additional Survey Results

Were you able to attend, watch, or participate in any of the following events?



Do you feel like you've personally benefited from any initiatives introduced through the Strategic Plan?



Additional Survey Results

Final Question

Please let us know the extent to which you agree or disagree with this statement: *This survey was helpful in addressing priorities for the Osage Nation for the next 5 years.*

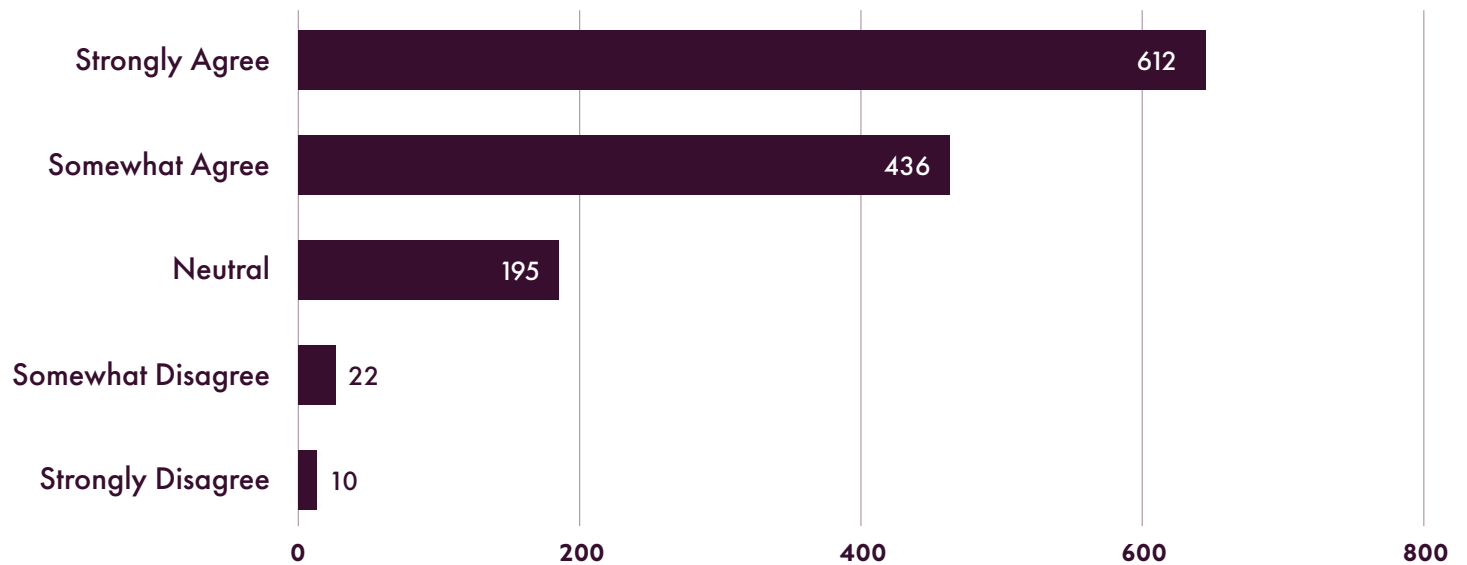


Photo by Osage News



ACKNOWLEDGEMENTS

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Jason Zaun, Chief of Staff
James Aldridge, Deputy Chief of Staff

Cabinet Secretary of Administration

Susan Bayro, Secretary of Administration
Blake Cunningham, Executive Administrative Assistant

Office of Self-Governance and Strategic Planning

Candy Thomas, Director of Self-Governance and Strategic Planning
Errin Loughridge, Strategic Planning Analyst
Joseph Pratt, Strategic Planning Analyst
Amy Bellamy, Self-Governance Financial Analyst
Amber Le Roy, Executive Administrative Assistant

Cota Holdings, LLC

Roger Fragua, President and CEO
Atherton Phleger, Technical Writer
Harleigh Moore-Wilson, Project Director

Wahzhazhe Communications

Abby Mashunkashey, Communications Director
Russ Tallchief, Communications Manager
Kelsey Zaun, Graphic Designer
Skyler Ammons, A/V Specialist

Osage News

Shannon Shaw Duty, Editor
Echo Reed, Photography



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“LET THEM HEAR YOU”

2025 OSAGE NATION STRATEGIC PLAN ENGAGEMENT TOUR

IN~PERSON

DECEMBER 20

Gen Z Intro to the Strategic Plan
Pawhuska, OK

JANUARY 06

Pawhuska, OK

JANUARY 07

Tulsa, OK

JANUARY 08

Greyhorse, OK

JANUARY 19

Oakland, CA

FEBRUARY 15

Katy, TX

FEBRUARY 16

Flowermound, TX

MARCH 01

Carlsbad, CA

MARCH 12

Elder Focused
Pawhuska, OK

MARCH 12

Ponca City, OK

MARCH 26

Hominy, OK

VIRTUAL

DECEMBER 19

Gen Z Intro to the Strategic Plan

MARCH 03

MARCH 04

MARCH 05

MARCH 06

MARCH 13

Gen Z Focused

COLLEGE TOUR

FEBRUARY 25

University of Oklahoma
Norman, OK

FEBRUARY 26

Oklahoma State University
Stillwater, OK

FEBRUARY 27

Tulsa Community College
Tulsa, OK





OSAGE NATION

STRATEGIC UPDATE: The Next 5 Years: 2026-2030

ᏌᏍᏏᏚᏚᏚ Thank you!