

The Draft Strategic Plan

From the July to September, the Tribal Council and managers reviewed and discussed the results of the surveys and community meetings. Their efforts resulted in a draft of the Strategic Plan. This section summarizes its key elements.

Purpose of the Plan

The Tribe's Strategic Plan describes the principles that guide the development of the Tribe's human, natural, and capital resources in the long run, and the specific actions it will take to further those principles in the short run.

The principles laid out in the Plan will guide the Tribal Council and Division Managers in the preparation of work programs and budgets as part of the Tribe's annual budgeting.

General Direction for the Tribe

The Tribe's annual report for 1993 contains a vision, or mission statement, that states:

"To be a tribal community known as a caring people, dedicated to the principles of honesty and integrity, building community and individual responsibility and self-sufficiency through personal empowerment and the responsible stewardship of human and natural resources; a community willing to act with courage in preserving tribal cultures and traditions for all future generations."

The focus of the statement is on building community and individual responsibility and self-sufficiency through personal empowerment and the responsible stewardship of human and natural resources.

The statement identifies important attributes (caring, honesty, integrity, courage). More important for strategic planning, however, are its focus on:

- **Building community** (both the spirit of community, and the facilities that allow a

community to interact and grow)

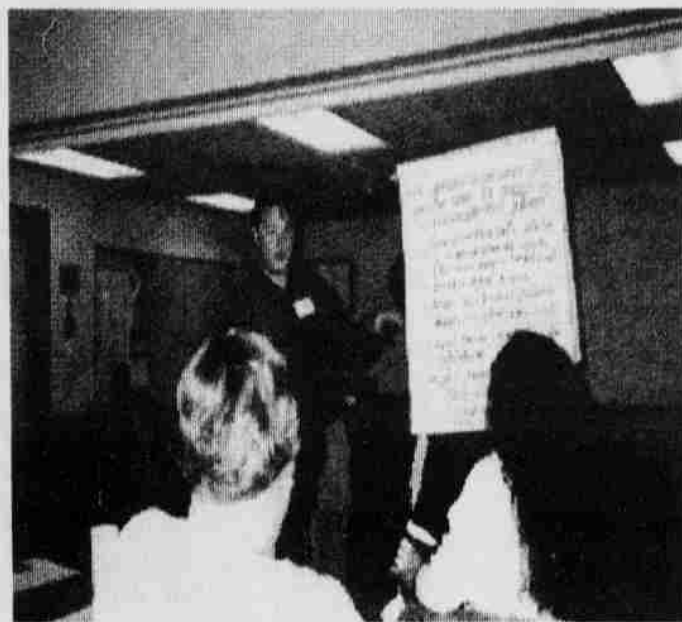
- Individual responsibility and self-sufficiency
- Stewardship of resources
- Preservation of culture

Principles and Strategies

The Tribe believes that a common theme for all these principles—a principle from which many of the others flow—is *providing opportunities for Tribal members to develop into capable people.*

That idea incorporates the values described at the Tribe's Strategic Futures Conference: that "the Tribe should have at its center healthy families and self-responsible individuals."

The Tribe's process for strategic planning in 1994 applied those general principles to key questions about the how to develop those capable people. The answers to those key questions, shown in the adjoining



Chris Leno leads a group of tribal members through the refinement of planning strategies.

box, provide general guidelines for Tribal programs, policies, and investments.

Though the previous principles are general and could be used to justify substantially different policies, the Tribe interprets them to encourage the following strategies:

Self-sufficiency

- Develop own-source revenues.
- Require that people using Tribal services give something back for the benefits they receive.

Community Spirit

- Strengthen the Tribal center at Grand Ronde.
- Increase communication and participation among Tribal members.
- Ensure fair distribution of resources among Tribal members.

Efficient Use of Resources

- Apply financial tests to Tribal ventures.
- Be explicit about the full costs of services, even if the choice is to offer those services at less than cost.
- Strengthen the Tribal center at Grand Ronde.
- Encourage independent decision-making by staff at all levels.

- Grow cautiously

Fairness

- Recognize different abilities to pay for service and different needs.
- Develop own-source revenues.

Involvement

- Increase communication among Tribal members, especially for those at a distance from the Grand Ronde center.

Actions Applicable to All Divisions

Each Division will develop specific actions consistent with these principles in October. At least three actions, however, apply to all Divisions:

- **Communication with clients**
The need for involvement implies the need for communication. Each Division will include in its work program a description of techniques it will use to get information to and from the people it serves now or could serve in the future.
- **Determination of need**
Most Divisions have some gaps in their information about the services Tribal members use now (both Tribal and non-Tribal services) and the services they think they need. A first step

The Underlying Philosophy of the Strategic Plan

How can the Tribe provide opportunities for Tribal members to develop into capable people?

By providing Tribal members with:

- Facilities and services that assist them in their efforts to develop their capabilities and become self-responsible

What services and facilities provide that assistance?

Services and facilities that:

- Encourage physical and emotional health and that preserve cultural traditions, the necessary foundations for any further development of human potential
- That provide the education to develop one's capabilities
- Manage natural and capital resources effectively so that funds are available to supply these essential services on a sustainable basis.

How should those services be provided to encourage the central goal of developing capable people?

By providing them in ways that promote:

- Self-sufficiency
- Community spirit
- Efficient use of resources
- Fairness
- Involvement