

Tribe in 2000

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dents can take classes via satellite and they can access educational tools and information on-line through the Internet.

Deputy Director of Operations **Chris Leno** said, in the future,



he would like to see tribal members afforded easier access to information about the various tribal programs.

Leno envisions that access coming on-line through the Internet.

Leno used the Member Benefits program as an example of how Internet technology could enhance a tribal member's access to important information that can sometimes be time consuming.

"They could go to a website and download the needed information right there or send information electronically," said Leno. "I think we could reduce our administrative cost and allow people to focus on other things. Maybe in the future you could be able to access your account balance on-line just like you would at a bank."

Leno said the problem many families face of not having a computer could be worked around. Public libraries have computers available for Internet access and eventually a program could be set up to provide personal computers to tribal members at a discounted cost that would make owning a computer more affordable.

The Tribal Enrollment office is now more efficient with the es-



tablishment of multi-user component system called TEAMS. TEAMS is an acronym for Total Enrollment Management System.

Enrollment Program Director **Margo Mercier** said the new system keeps track of address updates, members' ages and the counties those tribal members live in. Mercier said the information gathered and updated by the new system allows grant writers to have the latest in demographic information at their fingertips.

Mercier said the new system prints out labels and address lists and calculates Indian blood quantum automatically. She said the best part of the program is it's user-friendly.

"We just input the tribal member's information into the computer and it totals Indian blood quantum," said Mercier. "That is really a nice feature for us."

Mercier said TEAMS is an all-around program designed specifically for enrollment programs. She said the information can now be shared between departments to keep different tribal programs from duplicating their efforts.

Sergio Puga, a software developer from Ink Impressions in California, installed the TEAMS software for the Enrollment office. Puga said 32 other tribes use the enrollment software.

The new age brings new information and the Tribe is positioning itself to take full advantage of technological advances when they happen.

One of the ways new information systems will benefit the Tribe is by giving tribal programs a better idea of what they are doing and the impacts they are having in people's lives. One of the ways to get that information is through the new Social and Economic Assessment (SEA) survey being used by the policy and planning program.

The assessment information will be gathered from mailers, phone interviews and in some cases personal contacts within the community. The information gathered will then be fed into a Managed Information System (MIS).



"The tribal organization needs a comprehensive assessment in order to fully provide services," said **Bob McElderry** of the Tribe's Grants Development office. "What the assessment information does is lead us to the new technology that will be necessary for the year 2000. The SEA will give us the information and the tools necessary to design a managed information system that will be a state-of-the-art database. It is a system that any part of the organization can access based on a need-to-know basis."

McElderry said information from outside sources could be "dumped" into the MIS database and utilized. He said the Tribe will be connected with the Internet and major federal databases and the information gathered through SEA will help the Tribe in planning areas.

McElderry said the questionnaires

will be drawn up in coordination with other programs that have a need to gather information through similar questionnaires.

"Part of the reason we have chosen to do this is because we know this organization needs an assessment and this will also direct us to what changes need to be made to fully provide adequate services and the best services to the client," said the Tribe's Self-Governance Specialist **Janell Haller**.

"We should be able to project, based on population growth figures and past land values, the increase in the cost of land over a 10-year period," said McElderry of the new information database. "When we go to look at a piece of property that, today, is worth \$50,000, we will be able to know that in 10 years the property could be worth \$92,000. So, is it better for us to purchase it today, or in 10 years based on inflation figures? Would it be better to place the money in a trust account until it is time to buy or should we go ahead and buy it now? This information will help us make that determination."

"We hope to find out what the Tribe's population trends are and what the political trends are," said Haller. "We want the planning we do to be need-based planning."

McElderry said the Tribe will now do community-based, need planning.

"We will try to coordinate our social planning with our physical and infrastructure planning," said McElderry. "We are trying to integrate our planning efforts."

Haller said the new SEA survey should be completed in the next year and loaded into the MIS in the next two years.

"What this is going to do is allow our programs to examine their performance and improve if needed," said Haller.

The tribal program most likely to be at the forefront of both the desire to preserve the Tribe's traditional practices and the need for use of the latest in modern technology will most likely be the Natural Re-

sources department. Members are interested in maintaining their traditional hunting and gathering practices, but there is also a desire to maintain the forested lands as long as possible. The program's biological sciences unit will need to pursue the latest in scientific advancements to keep the program at the forefront while maintaining some production.

"It's hard to believe that in a few days we will be entering the year 2000," said Natural Resources Manager **Cliff Adams**. "I can only imagine the opportunities as well as the challenges that lie ahead for the Natural Resources department. As I ponder the significance of a new century, I look back to the beginning of the program and the changes that have taken place since 1988. The department began in the old depot building with a crew of one."

"The main objective was to generate timber revenue for tribal programs and investments; whereas today, we have five Natural Resources programs and a staff of 16," said Adams. "Our objectives include managing several resources on the reservation."

Adams said the program will keep up with the latest advancements.

"As I look into the year 2000, I see the program challenged to stay on the leading edge of new ideas and technology," said Adams.

Adams said another challenge for the program will be to stay on top of all the regulations and rules that govern Natural Resources management and lead to the agreements the Tribe has undertaken with several state, local and federal agencies.

The department is up for the challenge of managing tribal lands into the 21st century, said Adams.

The diversity of the people of the Grand Ronde Tribe is reflected in the diversity of the Tribe's current strategies, offerings and pursuits. Tribal Council and program leaders know that many tribal members believe the year 2000 will be a time of new and welcome prosperity balanced by a need to preserve the old ways. ■

New management monitoring system to come

By Brent Merrill

Tribal programs could become more efficient in the year 2000 if a new performance monitoring system works as it's designed.

New Executive Director **Robert Martin** wants to serve tribal members better and he wants the programs set up to help members to examine their effectiveness.

Martin plans to introduce what he calls a "balanced scorecard management system" as a way of beginning the process.

"The balanced scorecard is a performance management monitoring system," said Martin. "We have grown so rapidly that we need to make sure that we are meeting the needs of our members."

Martin said the system is a way of examining a program's actual performance.

"It answers four questions," said Martin. "It asks: what do we do (mission statement)? How well do we do it? How do we know how well we're doing it? And, how do we prove it to someone else? In

other words, how do we benchmark the work we do? Do we look at other Indian Tribes or other governments or businesses?"

Martin said those four questions need to be looked at by all the tribal programs.

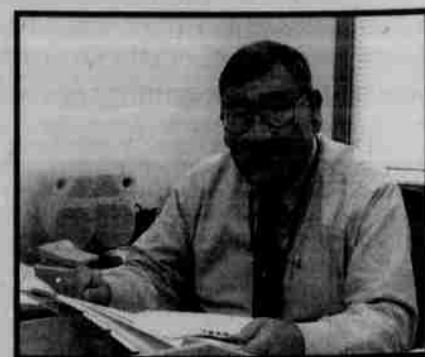
"It seems complex, but it is actually very simple," said Martin. "If we can answer those questions, we will know where we are."

Martin said the balanced scorecard method of management focuses on the best practices of each program.

"We want to proliferate those best practices throughout the organization," said Martin. "We want to look at the systems and processes that are in place."

The balanced scorecard was set up for business, but is suited to government organizations. Martin explained the four main aspects of the balanced scorecard system as being a way to ensure better services to tribal members.

"First, we have to look at finance," said Martin. "Are we staying within



Bob Martin, Executive Officer

our budget? Are we spending our money wisely? The second aspect is determining if we are a learning organization. How do we apply what we have learned to the future? The third aspect is incorporating the best practices into the entire organization. The fourth one is most important. How do we appear to our clients, our tribal members?"

Martin said the tribal administration will be trying to develop a strategy and begin implementing the balanced scorecard in a way that everybody can understand and adapt to.