STRATEGIC PLANNING FOR INFRASTRUCTURE DEVELOPMENT

TRIBAL PROCESSES FOR CRITICAL DECISION-MAKING

The 1st Interagency Conference on Comprehensive Planning in Indian Country: "Building Stronger Tribal Communities Through Planning"
COMPONENTS OF STRATEGIC PLANNING

- DECISION-MAKING
- MANAGEMENT
- TEAM-BUILDING
STRATEGIC PLANNING KEY PROCESSES

- SOVEREIGNTY WORKSHOPS
- S.W.O.T. ANALYSIS
- ISSUE ANALYSIS
- MANAGEMENT SYSTEMS-MBO
- TRIBAL COMMUNITY BUILDING
SOVEREIGN TY WORKSHOP

- SOVEREIGNTY--DEFINITION IN EACH TRIBAL LANGUAGE. WHAT DOES SOVEREIGNTY MEAN?
- IDENTIFY TRADITIONAL PRACTICES OF DECISION-MAKING, PLANNING, WORK.
- IDENTIFY TRADITIONAL LANDS AND RELATIONSHIPS TO LAND--ARCHITECTURE, DESIGN, SPACE RELATED TO INFRASTRUCTURE AND COMMUNITY.
SWOT ANALYSIS

- GROUP PROCESS TO DEVELOP SWOT CONSENSUS
- INDIVIDUAL IDENTIFICATION OF:
  - STRENGTHS
  - WEAKNESSES
  - OPPORTUNITIES
  - THREATS
- GROUP ANALYSIS OF SWOT
- STRATEGIES FOR ACTIONS
Report out Regional SWOT

Identify your region
List your priorities for the
Strengths
Weaknesses, Opportunities,
Threats

The 1st Interagency Conference on Comprehensive Planning in Indian Country:
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SWOT ANALYSIS

- Maintain and build on strengths
- Overcome or compensate for weaknesses
- Recognize and take advantage of opportunities
- Recognize and respond to threats
SWOT ANALYSIS

- GROUP PROCESS THAT PROMOTES TEAM BUILDING AND COMMON AWARENESS.
- GROUP INTERACTION BASED UPON PEOPLES’ PERCEPTIONS AND UNDERSTANDING OF ISSUES.
- GROUP DISCUSSIONS LEAD TO COMMON DIRECTION AND STRATEGIC ACTIONS.
ISSUE ANALYSIS

- Decision-making requires linkage between information, analysis, and action.
- Decision-making in tribal government requires institution building which links staff with decision-makers.
- Decision-making demands organizational structures which promote policy analysis.
ISSUE ANALYSIS

- ISSUES ARE PROBLEMS OR CONCERNS WITHIN A COMMUNITY.
- ANALYSIS IS A RATIONAL PROCESS FOR EXAMINING ISSUES
ISSUE ANALYSIS

- A PROCESS FOR DECISION-MAKING AND POLICY ANALYSIS.
- BUILDS ON THE ORGANIZATION OF AS MUCH INFORMATION AS POSSIBLE FROM AS MANY SOURCES AS POSSIBLE.
- SEeks to address a common issue: “What is the best action to resolve this issue?”
ISSUE ANALYSIS

- A COMPREHENSIVE PLANNING PROCESS WHICH IS DIRECTED AT ONE ISSUE AT A TIME.
- EACH ISSUE IS EXAMINED IN A COMPREHENSIVE CONTEXT, BUT WITHOUT EXTENSIVE FOCUS ON OTHER ISSUES.
- THE ORGANIZATION OF THE ISSUE ANALYSIS PROCESS IS REPEATED AS MORE RESEARCH IS COMPLETED:
  - PRE-SOLVE
  - RESEARCH DESIGN
  - CYCLE 1
  - CYCLE 2 (REPEAT UNTIL CONFIDENT)
- THE PROCESS AVOIDS POLARIZATION BY REDEFINING THE ISSUE.
ISSUE ANALYSIS S-STEP 1

- IDENTIFY ONE AND ONLY ONE CENTRAL POLICY ISSUE: “THE CENTRAL POLICY ISSUE IS WHAT IS THE BEST ACTION TO TAKE TO ADDRESS ….”
ISSUE ANALYSIS - STEP 2

- DEFINE THE UNDERLYING AND RELATED ISSUES.
  - LIST KEY ISSUES, TOPICS, AND AREAS OF CONCERN WHICH ARE RELATED TO THE CPI.
  - DISCUSS ISSUES BRIEFLY-- WHICH ARE MOST IMPORTANT? ARE ANY MORE IMPORTANT THAN THE CPI?
ISSUE ANALYSIS STEP 3

- Define the Policy-Making Environment
  - Identify the history and development of the issue.
  - Identify the key actors.
ISSUE ANALYSIS S-STEP 4

IDENTIFY ALTERNATIVES.

- LIST ALL ALTERNATIVES YOU CAN THINK OF. (HOW MANY?)
- USE ORGANIZATIONAL FRAMEWORKS TO IDENTIFY ALL COMBINATIONS OF ALTERNATIVES.
ISSUE ANALYSIS S-STEP 5

IDENTIFY AND LIST CRITERION BY WHICH YOU CAN MEASURE ONE ALTERNATIVE AGAINST ANOTHER.

- COST
- FEASIBILITY
- EFFECTIVENESS
- TIME FRAMEWORK
- POLITICAL FEASIBILITY
- PUBLIC ACCEPTANCE
- BENEFITS
- OTHER
ISSUE ANALYSIS S-STEP 6

- VALUATION--Determine the impact of each criterion on each alternative (matrix structure) initially (pre-solve) by scoring, and later by comparison of detailed information.

  - Positive impact = +1
  - Neutral or not sure = 0
  - Negative impact = -1
ISSUE ANALYSIS STEP 7

■ RECOMMENDATION AND RESEARCH DESIGN FOR FURTHER STUDY, OR ACTION

- BASED UPON RELATIVE COMPARISON OF ALTERNATIVES AGAINST CRITERION IN THE CONTEXT OF THE VALUES AND DESIRES OF THE TRIBE AND TRIBAL DECISION-MAKERS.
## ISSUE ANALYSIS MATRIX

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Building Stronger Tribal Communities Through Planning
MANAGEMENT SYSTEMS-PROGRAMS

- ESTABLISH A TRIBAL MISSION, GOALS, AND OBJECTIVES TO GUIDE THE TRIBE.
- ESTABLISH A MISSION, GOALS, AND OBJECTIVES FOR EACH TRIBAL PROGRAM OR AREA OF ACTION.
- DEVELOP ACTIVE COMMITTEES TO REPRESENT THE TRIBE AND GUIDE DECISIONS AND ACTIONS.
MANAGEMENT SYSTEMS-PERFORMANCE

- SET MEASURABLE PERFORMANCE OBJECTIVES FOR PROGRAMS.
- SET MEASURABLE PERFORMANCE OBJECTIVES FOR PROGRAM STAFF.
- ASSESS OBJECTIVES FOR IMPROVEMENT OF PERFORMANCE.
MANAGEMENT SYSTEMS-BUDGETING

- Link Program Objectives to Budgeting Processes.
- Link Performance Objectives to Budgeting Processes.
- Link Tribal Budget to Tribal Priorities as Identified in Plans.
- Recognize the Budget as a Key Planning Document.
TEAM BUILDING

- RECOGNIZE AND BUILD UPON HUMAN RESOURCES OF THE TRIBE
  - PERSONAL GOALS
  - FAMILY GOALS
  - WORK GOALS
  - TRIBAL GOALS

- RECOGNIZE AND BUILD ON TRIBAL CULTURE AND TRADITIONS
STRATEGIC PLANNING FOR INFRASTRUCTURE

- STRATEGIC PLANNING REQUIRES THE USE OF APPROPRIATE PLANNING PROCESSES AND TECHNIQUES WITHIN TRIBAL CULTURAL CONTEXTS AND VALUES TO ENGAGE TRIBAL MEMBERS AND TRIBAL GOVERNMENTS TO CREATE STRATEGIES AND ACTIONS TO GUIDE EACH TRIBE TOWARD ITS DESIRED FUTURE.
STRATEGIC PLANNING SUMMARY

■ PROCESSES TO DIRECT AND GUIDE TRIBAL STRATEGIC PLANNING.
  - BEGIN WITH AN UNDERSTANDING OF TRIBAL CULTURE AND HISTORY;
  - BUILD ON COMMON RECOGNITION OF ISSUES AND COMMON STRATEGIES;
  - USE ISSUE ANALYSIS MATRIX FOR GOOD DECISION-MAKING;
  - BUILD MANAGEMENT STRUCTURES TO CARRY OUT ACTIONS EFFECTIVELY;
  - BUILD COMMUNITY.