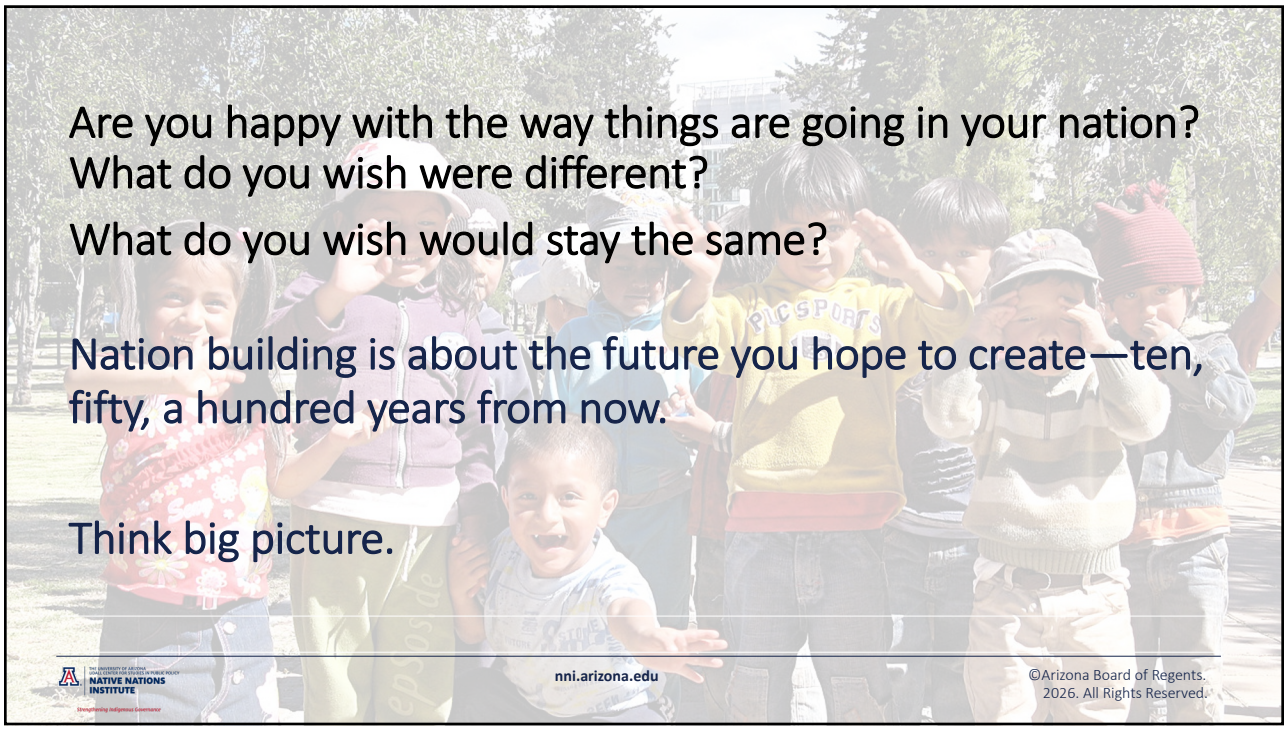
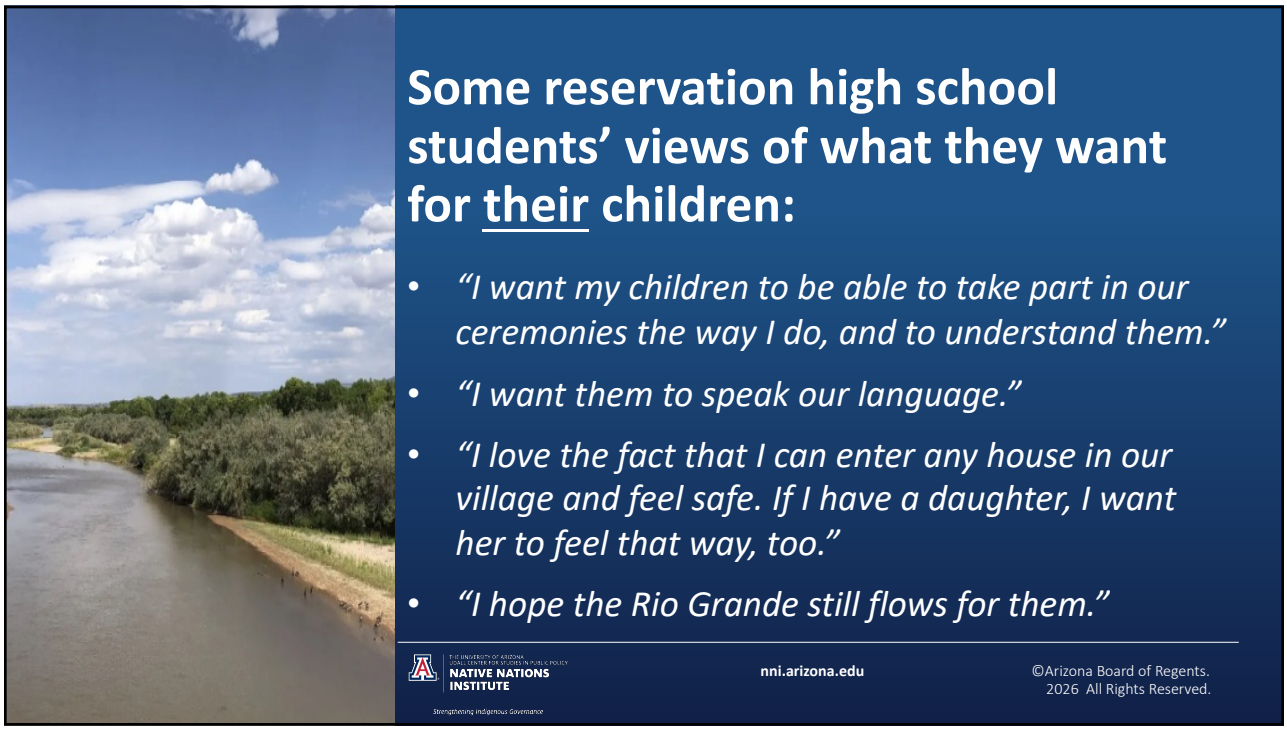




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Strategic Direction



A vision of the future you're trying to create can include many things, but it ought to be able to answer two questions:

Over the long run,
what do we want to protect?

Over the long run,
what do we want to change?

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Some Examples ...

	Yavapai-Apache Nation (AZ)	Osage Nation (OK)	Ysleta del Sur Pueblo (TX)
CHALLENGE	Limited land availability	Federal law dictated citizenship and form of government	Loss of revenue source
DESIRED OUTCOME	Process/plan for best use of land	Full control – constitutional reform	Capable self-governance and economic self-sufficiency
PROCESS	Series of educational and strategic planning sessions (SANN)	Series of educational sessions, Constitutional Reform Commission	Series of educational and strategic planning sessions
LEVEL OF CITIZEN ENGAGEMENT	Council, dept directors, citizens	Minerals Council, Commission, citizens, Legislature	Council, dept directors, citizens, and youth
OUTCOME	Annual update of yearly goals, Council adoption of priorities, matched to budget	Council approval of new constitution and form of government, own definition of citizen	In progress – approved codes, dev corporation established, strategic planning down to dept level, etc.

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Why Have a Strategic Vision?

Some not very good reasons…

- Our vision statement sounds really cool
- We need something that makes us feel good
- Those people from NNI said we should have one
- The funding application requires one

A better reason…

- A strategic vision provides a basis on which to make decisions consistently



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What Does Tribal Decision-Making Look Like Without Strategic Thinking?

- It responds to the needs, pressures, or considerations of the moment
- It creates a government by crisis
- It is more likely to be political because priorities have not been established, so you're more subject to political pressure
- It tends to be inconsistent
- It takes longer because you have no common basis on which to decide things

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In council deliberations, it makes it easier for this to happen:

"If I do this, I'll lose those votes. The heck with what the experts said. The question is, what will my political supporters get out of this."

Or this:

"Jeez, I haven't got a clue what's going on here. I couldn't make head or tail of all those numbers. Everybody else seemed to understand it. Better hide my ignorance, see how the others vote, then just go with the flow."

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What Does Tribal Decision-Making Look Like With Strategic Thinking?

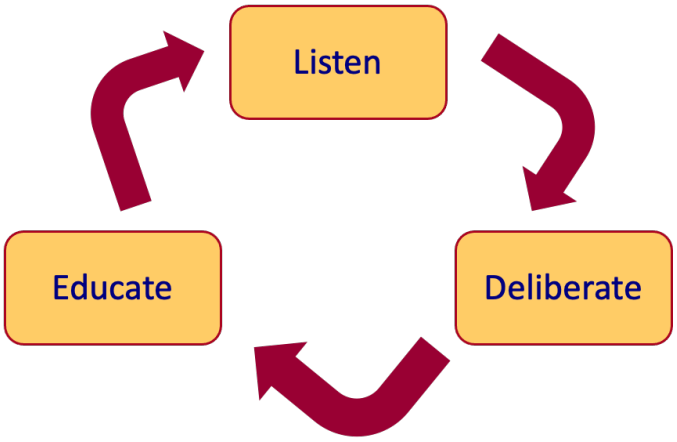
- It responds to long-term needs and possible consequences
- Clear priorities help keep factional politics in check
- It's more consistent because similar criteria are applied to each decision
- It's more efficient because you have a common basis on which to make decisions

Now it's easier, in council deliberations, for this to happen:
"Given our established priorities, this makes a lot of sense. I think it will move us closer to a couple of our key goals. I know it will be controversial, but a lot of people will understand that this has enormous long-term value for the nation."

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A key task: leadership and community have to be on the same page. For nation building to succeed, this has to be the *community's* vision and plan, too.



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And then it has to get practical …

What specific steps will you take to achieve your strategic vision? It may take a long time to do it. But you need a road map, and you have to figure out how to begin.

And do you have the tools you need?

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Pieces of the Nation Building Puzzle

Strategic Direction

- A vision of the future you're trying to create
- Priorities/concerns to keep in mind
- A sequence of steps to get you there
- A plan for community education and buy-in

Infrastructure, Tools

- Constitution
- Laws
- Codes (election, commercial, land use, etc.)
- Policies (especially financial, personnel)
- Agreements with other governments



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Discussion

	Yes	No
Does your nation have a strategic plan?	☐ Date: _____	☐
Have you read it?	☐	☐
What is its status?	_____	_____
How much has been completed?	_____	_____
What worked?	_____	_____
What did not?	_____	_____

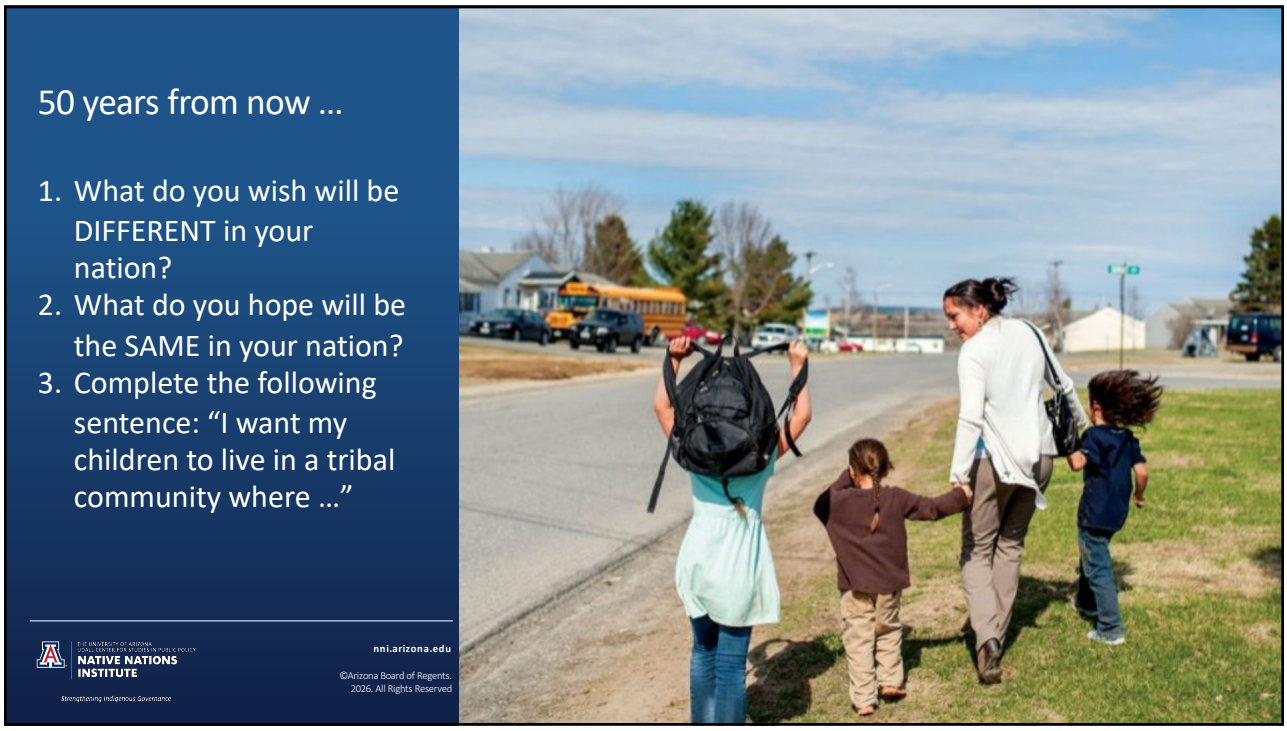
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