

DECEMBER 2019



**GREAT LAKES INTER TRIBAL
COUNCIL, INC.**

STRATEGIC PLANNING EXECUTIVE SUMMARY

***PREPARED BY:
BLUE STONE STRATEGY GROUP***

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Executive Summary

On September 27, 2019, the Great Lakes Inter Tribal Council, Inc. (“GLITC”) Board of Directors, Chief Executive Officer, and Deputy Administrator conducted the first day of a Two-Day Strategic Planning Work Session, facilitated by Blue Stone Strategy Group (“Blue Stone”). The second day was conducted on November 14, 2019, with the Board of Directors, Acting Chief Executive Officer, and the Administrator from the Wisconsin Department of Administration Office of Intergovernmental Relations. The purpose of these work sessions was to align the Board of Directors’ priorities in providing a clear path for the future growth and development of the organization.

Vision, Mission, and Values

During the Work Session, the Board reconfirmed the Vision, Mission, and Values from their 2015-2019 Strategic Plan. These will provide guidance for the Strategic Plan roadmap as well as decision-making for the organization.

Vision

GLITC shall be a diligent advocate for the advancement and promotion of Tribal Nations and Communities by honoring the Seventh Generation perspective.

Mission

To enhance the quality of life for all Native People.

Values

Culture, Respect, Diversity, Collaboration, Teamwork, Stewardship.

In feedback from the Board, the following responses were received when asked about the Vision and Mission for the GLITC.

Vision for GLITC’s Success

- Alignment and unity
- Having satellite brick & mortar offices in each community
- Jobs, economic development, housing
- Working to mitigate the drug crisis
- Meeting the challenges of the 21st century in our communities
- Being a bigger part of the Wisconsin community
- Raising the quality of life for our communities

GLITC’s Core Mission

- Transcending the individual sovereigns to benefit all Tribes
- Advocating on behalf of all Tribes
- Looking for funding and resources that will benefit all member Tribes
- The health and welfare of all Tribes
- Services to Tribes across the state
- To work with other Chairmen on a regular basis to confront the issues facing our Nations
- To improve the quality of life of our communities

Service Priorities

From the Work Session, the following service priorities and objectives were defined as priorities for the organization upon which to build. Further, it was agreed that these were focal points where the State of Wisconsin's programs may be able to provide support, as well as areas the GLITC grant writer could search for funding opportunities.

Since several of the services prioritized are new areas of focus for the organization, the primary goal is to gain an understanding of the current situation for each Member Tribe with respect to the individual priorities and leveraging work groups comprised of each Member Tribe's relative staff. The tribal work groups would focus on current efforts, funding, challenges, and gaps in services to be addressed. With the shared knowledge of the work groups, the findings and recommendations would allow the Board of Directors to make more informed decisions and take actions needed in collaborations with State and Federal stakeholders.



Priority: Housing

Goal: Address the housing shortages of the Member Tribes.

Objective 1: Collect data about each Member Tribes' community, including demographic assessment, current inventory, projected housing needs, infrastructure to facilitate new construction, available lands, potential acquisitions, easements and any unique community needs or concerns.

Objective 2: Organize Planning meeting/housing summit to bring in experts, share information, data collection and best practices among member Tribes.

Objective 3: Begin developing a pathway forward through a multi-pronged, collaborative approach in developing housing that meets the needs of each community.

Priority: Drug Crisis

Goal: Assess the current situation, needs, obstacles and opportunities within each Member Tribe to address the drug crisis in the communities.

Objective 1: Collect data on each Member Tribe, including current demographics and public health statistics on alcohol/substance abuse, tribal government efforts to address the drug crisis, existing programs and services, how they are funded, and identify gaps in providing services/support.

Objective 2: Facilitate a planning meeting/summit to discuss collaboration and mobilization of Tribal, state and federal resources to address gaps in services and how GLITC's current programming can be better leveraged and utilized in its service region.

Priority: Mental/Behavioral Health

Goal: Evaluate to better understand the unique challenges, needs and opportunities for Member Tribes to address mental/behavioral health in each community.

Objective 1: Collect current demographics and public data from each Member Tribe, including number of Tribal members currently being treated, number and types of services offered, how the programs are funded, and the gaps in providing services/support, et al.

Objective 2: Facilitate a planning meeting/summit to discuss collaboration and mobilization of resources in addressing disparities in services and how GLITC's current programming and staff can be better utilized to assist its stakeholders.

Priority: Economic Development

Goal: Create a more robust, long-term economic development/sustainable economic development plan for the advancement and promotion of the Member Tribes in their respective markets.

Objective 1: Collect economic data on each Member Tribe, including demographics, existing employment statistics, economic indicators, current business inventory, proposed businesses and market analysis.

Objective 2: Host and Facilitate an economic development summit with the objective of sharing Business Background information, best practices, potential partnerships and success stories of each Member Tribe.

Priority: Healthcare

Goal: Create realignment around existing services, programming, coordination and outreach to build healthier communities through multiple avenues.

Objective 1: Identify the healthcare challenges in each community through the collection of relevant statistical data, including demographics, communicable disease, injury, chronic conditions, mortality rates, maternal/child health, et al, for each Member Tribe.

Objective 2: Re-engage the Epidemiology Center to focus attention to the issues of the Member Tribes' communities.

Objective 3: Coordinate a healthcare summit to bring in experts, share information, best practices and success stories of the Member Tribes, as well as create potential partnerships and build on the work of GLITC's Epidemiology Center.

Priority: Emergency Management Planning Support

Goal: Renew EMS basics with Tribes and remind of emergency management responsibilities.

Objective 1: Hold a Session for Tribes on Emergency Management Basics and discussion of best practices; phases of emergency management; training in system; benefits of exercises by the end of February 2020. *(Assigned to Dawn Vick)*

Action Step 1: Development of agenda and gathering of internal resources.

Action Step 2: Outreach to State and Federal emergency management contacts.

Action Step 3: Communication of the Session to Member Tribes.

Objective 2: Host a presentation from State emergency management.

Objective 3: Host a presentation from Federal emergency management.

Objective 4: Coordinate with each Member Tribes' emergency management support.

Operational Priorities

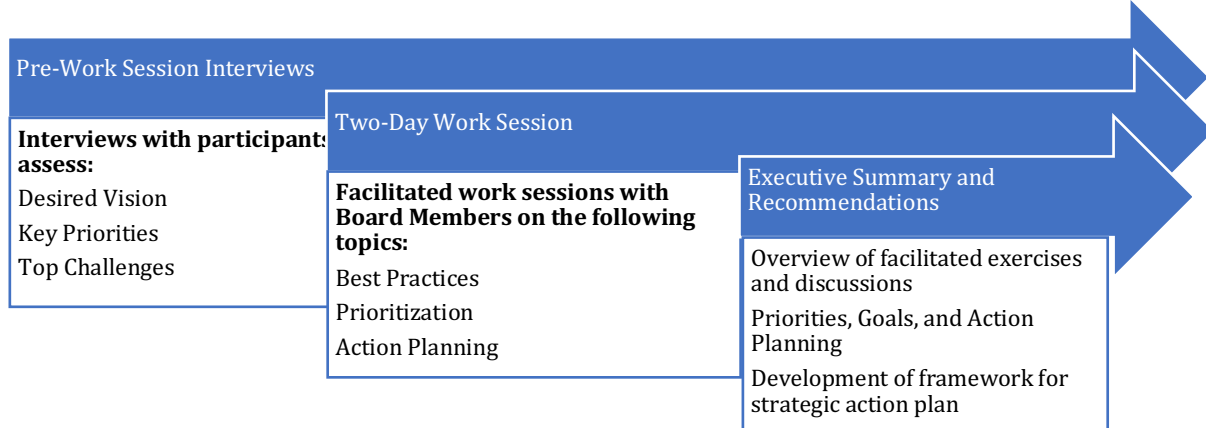
During the Work Session, the Board of Directors prioritized the following top operational goals to focus planning over the short- and long-term. These items were determined to be key to the operations of the organization and thus will be delegated to the current Acting CEO and staff to accomplish. These priorities came from facilitated exercises which can be found in the recap of the work session.

6 Months – 1 Year (Urgent/Important)	1 – 3 Years (Important/Not Urgent)
<ul style="list-style-type: none"> • Complete Strategic Plan → Implement Year One tasks from plan • 100% program compliance • Finalize revised policy & procedures handbook • Communication/sharing information • PR/PIO startup • Stabilize programs having problems (Complete Assessments) • Expansion of youth programming/initiatives (GLITC Youth Council) 	<ul style="list-style-type: none"> • Community Satisfaction survey of GLITC services • Unified voice for Tribes • Food Sovereignty • Service campaign/promotion • More public relations • Expansion and further outreach for epidemiology cancer study • New realities/brainstorming planning session

Recap of the Work Session Process and Best Practices

Process

The following figure shows the three-step process utilized in building the strategic action plan.



Pre-Work Session Interviews

Prior to the Work Session Blue Stone conducted individual interviews with participants of the work session which included members of the Board of Directors as well as the Chief Executive Officer. Interviewees were asked share their vision for the GLITC organization, their top priorities, the challenges in achieving those priorities and how overall success could be measured. Key themes from the interviews are in Appendix A.

Work Session Facilitated Exercises

Economic Development Initiatives

During the work session, the Board discussed the possibility of adding economic development initiatives to GLITC’s mission. The following table identifies the different initiatives the Board is interested in exploring. It was determined that the results of the economic summit and recommendations from the work group will help guide the level of involvement and areas with which the Board would like GLITC to become involved.

Describe 2 economic development initiatives GLITC could or should be involved in?	
<ul style="list-style-type: none"> • Develop a business incubator • Acting as a conduit between tribes to promote learning/education between tribes from a development standpoint • Housing • Tiny house building for Tribes using Tribes’ current workforce. How To. • Creating a Tribal work group to keep the Tribes going through coordinated summits • Facilitating, coordinating, business communication • Dialing into sustainability, unified buying, renewables • Job creation • Solar 	<ul style="list-style-type: none"> • Transportation infrastructure development • Tribal economic summit • Organized economic development summit for GLITC tribes • Identify assistance for Tribes • Economic development • TA/procurement • TA expansion on SB services • Develop a tribal economic development model • Annual or semi-annual economic development summit

New Service Offerings

Another facilitated exercise conducted gathered feedback on potential new services into which the Board members felt GLITC could or should expand. There was discussion as to the level of involvement in each area, but ultimately, they will be further explored through the work groups to further determine areas in which GLITC can support. The following table shows those responses.

One new service program that GLITC should be doing, now or in the future?
<ul style="list-style-type: none"> • Mentorship to education youth • Childcare development/training • Youth division – AISES, UNITY, IDENTITY, clearing house • Culture and language advocacy/assistance • Youth programming • Develop a safety net for Tribal children • Emotionally, spiritually, economically, safety • Data analytics • Expansion of services more specific to endemic issues like suicide prevention and mental health • Suicide/mental health

SWOT Analysis

The group conducted a SWOT Analysis to list the organization’s strengths, weaknesses, opportunities, and threats. Having a list of these will help in creating actions steps that consider opportunities for GLITC as well as proactively plan for challenges. In the discussions of the weaknesses and threats, it was noted that these can be turned into opportunities and should be leveraged in the planning process.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Collaboration • Unity voice • Experienced leadership • Dedicated staff • Good participation • Passionate leadership and staff • History of accomplishments • Educated staff • Helpful • Strong financials (clean audits) 	<ul style="list-style-type: none"> • Communication (4) • Outreach (2) • Missing one Tribe • Political appointments and continuity • Lack of technical support • Supporting staff shortage (retention) • Lack of consistent presence • No equity
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Unique Federal status of Tribes • Development of new programs • Use of Tribe to Tribe knowledge • Leverage/extend relationships with agency partners (State & Federal) • Think tank amongst members to improve the quality of life for Member Tribes • Outreach to other entities • Create discretionary funds • Traditional & cultural mentorship • Technology – communication improvement • Public relations 	<ul style="list-style-type: none"> • Decreasing of available funding • Competing interests for funding • Losing dedicated staff • Political change in Federal & State government • Workforce availability • Healthcare • Diminishment of trust and treaty obligations • Loss of culture due to environmental threats • Other government policies (changing year to year)

Clarifying GLITC Board Roles and Responsibilities

Best practices have demonstrated that clearly defined roles and responsibilities are imperative towards building a governance infrastructure that will support and foster success and stability. When an organization lacks the rules that define roles and responsibilities, the structure can become complicated, confusing, and difficult to manage; and as a result, it can function counterproductively and inefficiently, potentially leaving the organization vulnerable to misunderstanding about its service and programming.

Without clarification on roles in an organization, Leadership may appear to either micromanage or lack interest in the operations and effectiveness of the organization, which can be demoralizing and unproductive. Understanding of roles and direction helps to create clear expectations and accountability. General GLITC Board Roles and Responsibilities Include:

- **Leadership:**
 - Establish Long-Term Vision for the Organization
 - Establish Overarching Goals, Priorities & Plans
 - Build the Organizational Capacity Towards Self-Sufficiency
 - Support member Tribes Sovereignty and Self-Determination
- **Governance:**
 - Establish Roles & Responsibilities; Rules That Govern Who Does What
 - Oversight of Government Departments, Programs & Initiatives
 - Development of Organizational Budget
 - Develop Policies, Rules & Regulations
 - Represent the Constituency of the GLITC Member Tribes
- **Stewardship:**
 - Protect Tribal Sovereignty through Organizational Public Relations and Marketing
 - Ensure Dedication to and Use of Assets for the Benefit of the GLITC Membership

GLITC Board Short Term Priorities

GLITC Board members were asked to write their (short term) organizational priorities for the next year. These are opportunities for the Organization to develop or expand services over the near-term horizon.

Board Short Term Priorities To Consider Over The Next Year:

- Service campaign/promotion
- Economic development component
- Unified voice for tribes
- Stabilize remaining programs having problems
- Developing at least one new/or improved outreach educational mechanism
- Finalize revised policy and procedure handbook
- 100% program compliance
- Expansion and further outreach epidemiology cancer study
- Community satisfaction surveying GLITC services offered
- Complete strategic plan
- Implement year one tasks from strategic plan
- Complete service/program assessments
- Filling shortfall with GLITC staffing
- More public relations
- Mental health/behavioral health (program or PR)
- Expansion of youth programming • Environmental studies
- New realities planning session

Closing Thoughts

To conclude the two days spent in the work session, participants shared their closing thoughts, reflecting on their experience and the results of the facilitated work session, the responses are listed in the tables below.

Day 1 Closing Thoughts

- Today met my needs. I know what GLITC goals are and direction to go in. Impressed that everyone was pretty much on the same page and looking to make things better for the future. Impressed with that coming from so many different tribes.
- It's been a great learning process for me and to see everything falling place and learning, seeing how things are really put together and learning from that. Gives me a clearer picture on these things.
- I thought it was a very good exercise for me. I wasn't at the last one. Just to watch the evolution from three years ago to know, there were some changes needed and showing the accomplishments that have been achieved. It was very effective for me to be a part of it.
- I enjoyed today, I learned a lot. I appreciate some of the handouts and clarity. My understanding of strategic planning, a lot of those chairs are gone now, leaving framework for GLITC staff. I think it's important to keep this alive as a living document and revisited every year. Keep the staff lined up with the Board as leadership changes. Wayne will be in good standing. I hadn't seen that 2015 plan. We came up with a lot of good stuff and I am encouraged
- Overall, getting a better understanding of GLITC organization. Being in the present of great leadership here today and staff of GLITC
- I had a good time here today. I think it was good together to come together and see the similar priorities and some of the tasks that were already there. It helps to narrow the focus that someone isn't wandering off too far from the main road. I think would be good to visit annually because we can check of stuff and add things. Putting some next steps to things on an annual basis and keep it alive and not just put it on a shelf and updating regularly and celebrate the successes, at least every two years.
- I am very inspired. I think this is the first time we have collectively come together and created something cohesive and give the staff some sort of direction. I appreciate everyone's wisdom and insight. As tribal officers we sometimes struggle to set the agenda, for me it has been enlightening to have that input. As peers we have a road map to go forward with.
- I am very grateful that all of you are here, participated, and see this as a priority. You have given us direction and I appreciate your input and that everyone's priorities are the same. I think now you will give us the direction to find the programming and enhance the programming to meet the needs of our tribal members.
- The timing is great, right now is the time we need to do this. We used the old strategic plan to guide us, we wanted to accomplish those things that were decided on. Right now, you're telling me that this is important which is good because I can't guess what is important, this reinforces some of the things we have been thinking of. Have added somethings that are important and that has updated what we're going to do. We've developed a grant matrix to decide which to move forward with, now we can incorporate it with the decision matrix and see if it is a priority that is put in our strategic plan or ties to it. If it doesn't then we don't need to follow and pursue that.

Day 2 Closing Thoughts

- Appreciate everything today. It's got my mind going. The applicability of analyzing GLITC makes me think of analyzing my own tribal too. I appreciate it was a lot of the information. I look forward to seeing where this goes. That was our five-year vision, hopefully in five years we'll have a CEO who's had five years' experience.
- We're still moving forward and we're not done yet and we're just walking through this and making it into a core we're trying to create.
- I was glad again to be able to participate. Always a great opportunity to sit with my fellow tribal leaders and talk about issues that affect all of our communities and develop a focus for the organization going forward for the next 5 years.
- The steps you put us through made me rethink how I should go forward in doing things for my tribe. Coming here and listening to us talk about the same issues everyone is facing, it keeps me motivated.
- The cohesiveness and coming together, based on our comments on the five priorities, rejuvenated GLITC. Just being able to sit in this meeting and looking at what GLITC can do tribal and statewide along with the state, I'm pretty excited. The summit is when they get developed, count me in.
- It is sort of refreshing but sad we all share the same struggles. It's nice to be able to collaborate and find solutions and help each other. The universal struggle of our people has been going on for hundreds of years and it's great that we can come together and address these struggles. I will relay the importance of this and that I see the value of this just today.
- I want to help. I want to help make things more valuable to all of us, so thank you.
- My biggest takeaway is now, in some respects, I have my marching orders because we've been talking about some of these things for 10 years. We have put to paper what our priorities are. I feel like we're on the same page. It's unfortunate all of our tribes share the same disparities and problems but at least we can come together and come up with ways to go forward using Great Lakes to facilitate.
- I'm incredibly grateful and humbled by today. It's amazing what a small group of people do. There's the multiplier effect, it's going to affect all our communities and people will take homage to this. We identified the core areas but we don't have all the answers but are committed to finding the answers. The fact that we created this roadmap, we need to celebrate that we came this far. We go in with that same thoughtfulness and enthusiasm with our long-term objectives in creating healthy and happy communities.

Appendix

Appendix A. Pre-Work Session Interview Themes

Role of Board Members

- To guide and set priorities that facilitate the needs of our Nations.
- Ensure compliance and overall mission of GLITC.
- Provide input to GLITC on behalf of my Tribe.
- To represent my Tribe & collaborate with other Tribal Nations in dealing with the state & federal government.
- To ensure each member Tribe at GLITC is treated fairly and equitably.
- To provide oversight and direction to program services.
- To work collaboratively on policy decisions.
- To ensure effective communications.
- To ensure operations are running smoothly.
- To ensure that individual community members' needs are being met.

GLITC's Central Purpose

- Strength in numbers on behalf of all member Tribes.
- Health, wellness, education, economic development, technical assistance for member Tribes.
- Defending and upholding our sovereign rights.
- Working collaboratively on critical issues facing Tribal communities.
- Providing regional services to Tribes that may not have organizational structure to handle programs.
- To bring forward issues and to raise a spotlight on things that need our attention.
- Advocacy, Administration of programming aimed at the collective.
- Improving the lives of the Indigenous communities of our member tribes.

Top Three Priorities

- Alignment of collective priorities
- Improvement of delivery of services
- More outreach to Tribal Nations
- Drug Crisis
- Housing
- Health Care
- Economic Development
- Insuring equity and alignment of GLITC's work for all member Tribes.
- Aging
- Climate change
- Environmental issues
- Education

Opportunities for Improvement

- Better communication
- Strategic roadmap aligned with funding opportunities
- Better delivery of services to our communities
- Seeking more funding opportunities
- Staying focused on current priorities
- Not getting sidetracking
- Better reporting structure
- Long-term strategic planning
- Assessing the needs of our communities
- Strengthening GLITC's organization
- Better advocacy in policies and initiatives with state & federal government

Five Most Critical Issues

- Drug Crisis
- Diabetes
- Lack of job opportunities
- Stymied diversification because of location/isolation/poor infrastructure
- Continued erosion of sovereignty
- Environmental concerns, i.e., mining, stream restoration, agricultural best practices
- Health Care
- Housing
- Economic development
- Increasing enrollment
- Aging

GLITC's Efforts to Address Issues

- Plan of action
- Community Survey of all member Tribes
- Evaluation
- Assessment
- Better PR & Communications to Tribal communities to educate about what GLITC does
- Promote access to GLITC's services
- Leverage resources in a more effective way
- Better advocacy for tribal issues at the state & federal level