

Intertribal Timber Council

2007

Strategic Planning And Interim Action Plan



Intertribal Timber Council Strategic Planning – Past, Present and Future

Indian forestry has benefited from the Intertribal Timber Council’s strategic planning throughout the years.

Initial strategic planning was created by ITC’s Vision 2000 back in 1989. The ITC has used Vision 2000 as a guideline for planning symposiums and projects related to Indian forestry.

As time as gone by, the ITC has decided to update and revise its strategic planning efforts. In September 2006, the ITC board of directors started to review, develop and draft a revised strategic planning process for the member tribes and partners to review, comment and participate with the implementation.

Participants at the September 2006 Session included:

Don Motanic, ITC	Phil Rigdon, Yakama	Bryan Mercier, USFS Central Office
Aaron Miles, Nez Perce	John Vitello, BIA Central Office	John DeGroot, Nez Perce
Larry Blythe, E. Band of Cherokee	Steve Andringa, Yakama	Gary Morishima, Quinault
Jim Durglo, CTSKT	Meri Parker, Makah	Mark Phillips, ITC
Reggie Atkins, Colville	Jim Erickson, ITC	Bill Downes, BIA Central Office
Paul Declay, White Mountain Apache	Joann Reynolds, ITC	Tim Miller, Grand Portage
Will Putman, Tanana Chiefs Conference	Al Ketzler, Tanana Chiefs Conference	Jim Owle, E. Band of Cherokee

“Good words do not last long unless they amount to something.” Chief Joseph

"In preparing for battle I have always found that plans are useless, but planning is indispensable." Dwight Eisenhower

The ITC would like your comments on the strategic planning and the ongoing action plan.

Vision 2000 - Strategic Plan (1989)	Revised Draft Strategic Plan 2007
<p>Vision “Forest resources are vital to the economic and social welfare of many Indian nations and native Alaskan Corporations. The management of these valuable and renewable natural resources not only provides income and employment opportunities for our people, but also affects our lives in many other ways. The harmony of man, trees, and other vegetation, soil, water and wildlife which collectively comprise the forest community influence our very emotional and spiritual well being.”</p>	<p>Vision “Indigenous stewardship of natural resources supports thriving, fully empowered communities that share success in exercising sovereign decision-making, create sustainable economies and implement strategies that perpetuate forest health for generations to come.”</p>
<p>Mission “To pursue and promote the development and protection of forests for the benefit and advancement of Indian people.”</p>	<p>Mission “To pursue and promote stewardship of forests for the benefit and advancement of Indian people.”</p>

The revised strategic plan has utilized the word “stewardship” to convey the idea to balance economic and environmental issues.

In the following table, the original Vision 2000 goals are outlined with the revised draft strategic plan. The revised strategic plan combined three goal areas, which are tribal-federal relationship, management and economic revitalization, into one goal area, natural resource management policy and practices.

<p align="center">Vision 2000 – Strategic Plan (1989) Goals</p>	<p align="center">Revised Draft Strategic Plan 2007 Goals</p>
<p>Forest Management Personal-</p> <p>There is a cadre of well qualified professionals managing reservation resources</p>	<p>Communication and Education-</p> <p>ITC’s goal is to educate individual members, tribes, stakeholders and the public at large about issues affecting natural resource management and the development of leadership. Communications among member tribes, partners, and the public are timely, relevant, accessible, and comprehensive.</p>
<p>(Vision 2000 did not have a goal for the organization’s management system)</p>	<p>Organizational Effectiveness</p> <p>It is a goal of the ITC to have a financially secure management system and maintain its system (finance/procurement/record keeping/personnel) to be functionally effective and efficient.</p>
<p>Tribal – Federal Relationship-</p> <ul style="list-style-type: none"> • The United States will have enunciated a policy statement that is has and will maintain a trust responsibility to ensure the continuity of Indian tribes as distinct and cultural sovereign entities. • Each tribe will determine the extent and character of its trust relationship with the United States. • The United States will act to implement its trust responsibilities in accordance with tribal determinations of the nature of those responsibilities. • Each individual tribe will be able to assume the degree of resource management responsibility that its leadership determines to be prudent and appropriate, without diminishing the trust responsibility of the United States. • There is an effective means to ensure that Indian concerns are adequately reflected in administrative and legislative policies. • Federal policies are administered so as to advocate achievement of tribal goals and objectives. • Stable, adequate funding is provided to fulfill trust responsibilities towards Indian tribes. • Tribal Governments will reinvest sufficiently, funds obtained from timber proceeds, into forest management to enhance their tribal timber business. • There is efficient and effective delivery of services to Indian tribes. 	<p>Natural Resource Management Policy & Practices</p> <p>It is a goal of the ITC and member tribes to have significant influence over development, adequate funding, implementation and monitoring of public natural resource program policy and best practices that affects trust management of Indian lands and traditional areas.</p>
<p>Management-</p> <p>Individual tribes have assumed the degree of resource management responsibility that its leadership determines to be prudent and appropriate without diminishing the trust responsibility of the United States. Tribal governments understand multiple resource management concepts and alternatives and have ready access to information necessary to make decisions regarding integrated, multiple resource management.</p>	<div style="border: 1px solid black; padding: 5px;"> <p>ITC appreciates the facilitation by Shari Shetler, BLM, during the initial planning phase for the strategic planning in September 2006. ITC also appreciates Tim Murphy, BLM for allowing her to devote her time with assisting our organization.</p> </div>
<p>Economic Realization-</p> <p>Tribes will be operating forest products businesses which are economically efficient and competitive and provide a variety of employment opportunities to tribal members so that not only are additional profits/employment generated but the tribal resources (human, natural, and economic) are more efficiently utilized for the economic and non-economic benefit of the tribe as a whole.</p>	

Strategic Planning

ITC Principles

Future generations – We believe that stewardship decisions must be taken in light of the effects upon future generations.

We believe in today's natural resource management decision and actions must be driven by profound stewardship responsibility because of their consequences for future generations.

Tribal sovereignty – we will support and encourage tribes to exercise their sovereignty.

Traditions-We respect and honor tribal cultures, therefore ITC will be an active participant in cultural ceremonies and promote the value of traditional knowledge in improving natural resource management

Leadership-We believe effective natural resource management requires leadership at all levels, therefore will cultivate leadership.

Respect-We value and respect diverse knowledge, perspectives and capabilities; therefore we encourage sharing of information and opinions.

Collaboration-We value collaboration therefore we will build and strengthen partnerships.

Intertribal Timber Council's Goal Statements, Objectives, Critical Stress Factors, Barriers, Strategies and Action Plan - Status 2007

Goal and Statement	Objectives	Critical Stress Factors <small>(Items that must go right to achieve objectives)</small>	Barriers	Strategies <small>(Establish, develop, utilize, revise)</small>	Action Plan – Status 2007 <small>(What, Who, When)</small>
<p>Goal 1 Communication and Education</p> <p>ITC's goal is to educate individual members, tribes, stakeholders and the public at large about issues affecting natural resource management and the development of leadership. Communications among member tribes, partners, and the public are timely, relevant, accessible, and comprehensive</p>	<p>COMMUNICATION</p> <ol style="list-style-type: none"> Increase amount of information accessible through ITC Website and the number of locations (venues) where published information on Indian natural resources is available (Evergreen, IFMAT, Newsletter, timely bulletins, emails etc.) and continue monitoring federal policy and disseminate information as appropriate Gather first hand information and maintain surveys with member and other tribes. Maintain annual symposium and Convene annual membership forum Convene and increase workshops for training, educational exchange and information 	<ol style="list-style-type: none"> Must make information available for the website Timely dissemination of information to tribes in a manner that allows them to understand and participate in policy development Must commit more resources for publication and distribution Hold board meeting in different locations throughout the US. Identifying subject matter experts including trust issues 	<ol style="list-style-type: none"> Communication is challenged by lack of internet access Insufficient resources Organization barriers to get information where it needs to go Scheduling and timing of workshops 	<ol style="list-style-type: none"> Develop editorial group for making information accessible. Assess current surveys and methods for collecting information and create rewards and incentives to participate Assess pass symposiums and create a long term plan Develop a workshop process and plan 	<ol style="list-style-type: none"> ITC committee chairs develop process by 2008 Ed/Ops committee chairs designate group to complete by 2009 Symposium. Committee chair designates group to complete by 2008. Committee chairs designate member to complete process by 2008
	<p>HIGHER ED & LEADERSHIP</p> <ol style="list-style-type: none"> Increase number of tribal youth going into forestry/natural resource management Increase number and amount of scholarships for AI/AN students in natural resource management Establish an academy to enhance Natural Resource Leadership Skills 	<ol style="list-style-type: none"> Increase awareness of importance of natural resources Identifying and recruiting interested individuals Enhance "liaisoning" Make students aware of career opportunities in natural resources. Foster/support students in high school and college 	<ol style="list-style-type: none"> Membership's ability to articulate what they want Monitor the number of participants – success – retention, etc. Ability to attract American Indians into Natural resource careers – suitable candidates. Time and money Other career opportunities outside. Careers are technically/ scientifically based – more difficult to get degrees 	<ol style="list-style-type: none"> Develop a national model for local tribes to utilize to attract youth, on and off reservations to natural resources. Develop assessment process to market scholarships efficiently Research current leadership academies, assess feasibility 	<ol style="list-style-type: none"> Education committee chair designates member to complete by 2008. Education committee chair designates member to complete by 2008. Conduct symposium workshop 2007
<p>Goal 2 Organizational Effectiveness</p> <p>It is a goal of the ITC to have a financially secure management system and maintain its system (finance/procurement/record keeping/personnel) to be functionally effective and efficient.</p>	<p>ENGAGEMENT</p> <ol style="list-style-type: none"> Increase number of membership tribes and collaborations with intertribal natural resource & Indian education entities to retain individuals with the natural resource fields, and create incentive to motivate members and entities to participate 	<ol style="list-style-type: none"> Identifying needs of the members Boost tribal awareness of ITC's wonderful values and contributions to Indian country A good timber economy Establishment of partnerships communications with intertribal entities that can survive political vacillations. Legislation and ITC policies to encourage and enhance additional partnerships (state, private) 	<ol style="list-style-type: none"> Being able to reach diversity of tribes (perceived narrow purpose of ITC) Litigation Special interest agendas 	<ol style="list-style-type: none"> Develop marketing plan to attract and create incentives while collaborating with tribes and other Indian education organizations. Develop profiles of past and current graduates through a "my space" type of media. 	<ol style="list-style-type: none"> Education committee will take the lead with other committee assistance by 2008.
	<p>FINANCIAL STABILITY</p> <ol style="list-style-type: none"> Increase portfolio of funding sources and reduce dependency on federal funds while maintaining the support network through the ITC Foundation (ITCF) ITC provides services for fees ITC assume federal activities 	<ol style="list-style-type: none"> Identify contributors Effective management of endowment through ITCF 	<ol style="list-style-type: none"> Contributor fatigue Our mission may not fit into mission of major contributors Get 60 member tribes to agree under 638 	<ol style="list-style-type: none"> Develop a marketing plan & establishment of endowment w/ ITCF Expand services to collect fees Research feasibility to contract via 638 	<ol style="list-style-type: none"> ITC Foundation develops and implements plan by 2008. Education committee completes by 2008 Finance committee completes by 2008.

Intertribal Timber Council's Goal Statements, Objectives, Critical Stress Factors, Barriers, Strategies, and Interim Action Plan - Status 2007

Goal and Statement	Objectives	Critical Stress Factors <small>(Items that must go right to achieve objectives)</small>	Barriers	Strategies <small>(Establish, develop, utilize, revise)</small>	Action Plan – Status 2007 <small>(What, Who, When)</small>
<p>Goal 3 Natural Resource Management Policy & Practices</p> <p>It is a goal of the ITC and member tribes to have significant influence over development, adequate funding, implementation and monitoring of public natural resource program policy and best practices that affects trust management of Indian lands and traditional areas.</p>	<p>TRIBAL FOREST AS MODELS</p> <ol style="list-style-type: none"> Increase public awareness and acceptance of the potential benefits to be gained from incorporating tribal values into resource management and increase visibility of successful Indian natural resource management examples and tribal participation in seeking to influence the development of policy Develop mechanism to compensate forest land owners for ecological services 	<ol style="list-style-type: none"> Administration must be motivated to address trust reform issues by transforming from a paternalistic role to one of supporting tribal self-determination Public needs to be educated on the necessity of active management Maintain continuity in Natural resource policy direction Natural resource management must be a priority for tribal governments 	<ol style="list-style-type: none"> Lack of a market mechanism to compensate for ecological services Short term nature of political appointees and ability to maintain continuity of policy Resources to fund ecological resource values Restrictions to the use of federal funding (BIA) on non-trust lands. 	<ol style="list-style-type: none"> Develop and expand plan to publicize tribal natural resource management values and success stories and monitor feedback on how successful the outreach is completed. Research and monitor methods on compensating forest land owners. 	<ol style="list-style-type: none"> Operations utilizes videos and other media to build library and distributes with survey. UW Denman 2007 Conduct symposium workshop by 2009 Invite USFS and other agencies for presentations
	<p>TRIBAL INFLUENCE ON POLICY</p> <ol style="list-style-type: none"> Increase policy implementation participation of tribes in public and private land management in traditional use areas and opportunity (including legislative authority) for direct tribal control of environmental policy 	<ol style="list-style-type: none"> Must be proactive in sharing success stories Must be represented at policy implementation forums 	<ol style="list-style-type: none"> Difficult to obtain/communicate success stories Lack of representatives and/or resources to participate in forums Representation of Indian country in these forums (imbalance – tribes/federal agencies) 	<ol style="list-style-type: none"> Develop a plan to expand ITC's participation with federal agencies including the U. S. Forest Service 	<ol style="list-style-type: none"> Conduct symposium workshop by 2009
	<p>TRIBAL SOVEREIGNTY</p> <ol style="list-style-type: none"> Maintain an active role in monitoring and influencing trust reform while developing IFMAT-III Indian forest assessment criteria to assess how the federal government fulfills its trust responsibility. Transform the trust responsibility from one where trustee determines best interest to one where trustee strengthens and supports tribal sovereignty Incorporate recommendations from IFMAT – I and II into ITC strategic plan 	<ol style="list-style-type: none"> Identify and make available subject matter experts (understand trust reform) Effectively communicate updates to member tribes Plan, fund and implement IFMAT-III report <p>Indian Forest Management Assessment Team (IFMAT) Reports on Indian Forest Land & Management</p> <p>IFMAT-I 1993 report IFMAT-II 2003 report IFMAT-III 2013 project</p>	<ol style="list-style-type: none"> Not effective collaboration/consultation by federal government Objectives of federal government are at odds with tribal agendas Availability of knowledgeable people Comprehension of a complex system Funding Current litigation is limiting the federal government to work with tribes cooperatively and collectively 	<ol style="list-style-type: none"> Monitor and update membership on latest trust reform. Research legislation and other methods to transform trust to support tribal sovereignty. Review IFMAT-II recommendations develop plan and monitor results. 	<ol style="list-style-type: none"> Report to membership in newsletters, memos and symposium as needed. Conduct symposium workshop by 2009 Operations and Tech Specialist will develop plan by 2008
	<p>FOREST MANAGEMENT</p> <ol style="list-style-type: none"> Pursue more and better tribal integrated resource management plans 	<ol style="list-style-type: none"> Expansion of self-determination, self-governance Having tribal capacity Tribal commitment Convincing state and local government Overcome special interests 	<ol style="list-style-type: none"> Uncooperative congress Inadequate funding Lack of resources 	<ol style="list-style-type: none"> Review current status of the IRMP program and make recommendations to BIA 	<ol style="list-style-type: none"> Conduct symposium workshop on GIS in 2007, then work on recommendations from workshop
	<p>ECONOMIC DEVELOPMENT</p> <ol style="list-style-type: none"> Develop and maintain an effective network of tribal natural resource based businesses by prioritizing projects. 	<ol style="list-style-type: none"> Providing sufficient workshops to meet demand Having effective subject matter experts Having funding/personnel to develop and implement system 	<ol style="list-style-type: none"> Providing business skills in addition to natural resource management information Funding Tribal politics 	<ol style="list-style-type: none"> Research current network and assist with coordinating efforts among agencies and tribal organizations with the multitudes of "initiatives" (certification, carbon trading, biomass, etc.) 	<ol style="list-style-type: none"> Fire Tech and Tech Specialist will develop a paper, by 2008, to explore various alternative business efforts & processes.