



Saint Regis Mohawk Tribe

Chief Ron LaFrance Jr.

Chief Eric Thompson

Chief Beverly Cook

Sub-Chief Michael L. Connors

Sub-Chief Cheryl Jacobs

Sub-Chief Shelley Jacobs

Tribal Council Resolution

2016 - 94

RESOLUTION OF THE SAINT REGIS MOHAWK TRIBE TO ADOPT THE “WORKING TOGETHER TODAY TO BUILD A BETTER TOMORROW” 2017-2027 STRATEGIC PLAN

WHEREAS, the Saint Regis Mohawk Tribal Council (the “Tribal Council”) is the duly recognized governing body of the Saint Regis Mohawk Tribe (the “Tribe”) and is responsible for the health, safety, education and welfare of all members of the tribe; and

WHEREAS, the Tribal Council directed that a comprehensive strategic plan for the entire organization be developed; and

WHEREAS, the 2017-2027 Strategic Plan provides the organization with the overall priorities, specific goals and objectives in the short, medium and long-term timeframes and a written plan to achieve those goals; and

WHEREAS, the planning process involved reviewing the 2009 Comprehensive Community Development Plan, reviewing previous tribal strategic efforts, receiving feedback from community focus groups, monthly meetings, and engagement with the management staff in the various tribal components; and


WHEREAS, Tribal Council has participated actively in the strategic planning process, reviewing drafts and providing feedback; now, therefore, be it

RESOLVED, the Tribal Council hereby approves and adopts the 2017-2027 Strategic Plan and directs the Executive Director to oversee the implementation, and call on the leadership of all tribal components identified to work with the Executive Director to ensure that all efforts are aligned and coordinated across the entire tribal organization; and, be it further

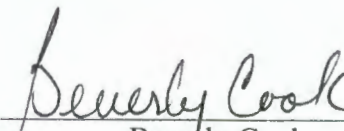
RESOLVED, the Tribal Council hereby commits to a comprehensive review and renewal every three (3) years to guarantee the outlined objectives remain focus on the overall benefit to the Tribe’s needs; and, be it finally

RESOLVED, that the 2017-2027 Strategic Plan be effective as of Tsiiothohrkó:wa/January 1, 2017.

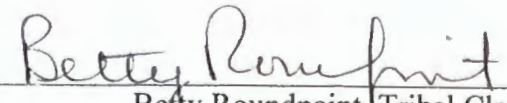
THE SAINT REGIS MOHAWK TRIBAL COUNCIL


Ron LaFrance, Jr.
Tribal Chief


Eric Thompson
Tribal Chief


Beverly Cook
Tribal Chief

CERTIFICATION: This is to certify that the Saint Regis Mohawk Tribal Council pursuant to the authority vested therein duly passed the above resolution.


Betty Roundpoint, Tribal Clerk


Date

Helping Build A Better Tomorrow
Iakhilenawá:se' Sónha Aiolanerénhake ne Eníóhrhen'ne

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**Working Together Today to
Build a Better Tomorrow**

**Saint Regis Mohawk Tribe
Strategic Plan - 2017-2027**



Approved by Tribal Council on:
Tsiothóhrha/December 21, 2016

Prepared by:
Harold Tarbell (Akwesasne)
Dan Gaspé (Kanesatake)



1) INTRODUCTION:

The St Regis Mohawk Tribe (SRMT) has begun a process that is designed to improve its ability to be more strategic in meeting the needs of the community of Akwesasne. The process was designed to respond to *"...the need for a solid framework to build upon as the organization continues to grow from both an operational and community perspective... To sustain us economically and support our much-needed health, social and educational programs, it is imperative we develop both short and long term goals that clearly define our priorities while diversifying our investment and revenue streams"*

The strategic plan process has been designed to bring further clarity to the complex organizational environment of the Tribe, make strategic planning relevant to each component part of the Tribe; and to enable the Tribal organization to build the processes and capacities needed to continually improve their strategic orientation. As a result, this renewed effort to build a comprehensive tribal wide strategic plan is being approached through a consistent and patient effort that ensures that the community, employees and leadership are engaged in both its development and implementation. Collaborative development of this strategic plan and the plan for its implementation will support the efforts of Tribal leaders, and Tribal staff at all levels to determine the path forward, maintain momentum and monitor progress.

Strategic Planning Definition

Strategic Planning is a systematic process through which an organization agrees on - and builds commitment among key stakeholders to - priorities that are essential to its mission and responsive to the environment. Strategic planning guides the acquisition and allocation of resources to achieve these priorities. It is a management tool to help an organization do a better job and support 'leaders' in making conscious choices about overall priorities, goals and objectives to focus limited resources on to achieve a purpose.



"Working Together Today to Build a Better Tomorrow – The Saint Regis Mohawk Tribe Strategic Plan 2017-2027" outlines the vision, mission, principles, core strategic directions and strategic goals and objectives that the tribe will focus on as a government and as a program and service delivery organization over the next ten (10) years. The Tribe's overall strategic priorities are stated as Core Strategic Directions and are given further definition through immediate, short, medium and long-term strategic goals. They provide guidance and support decision making by leaders, managers and staff within each component about where to focus efforts and contribute to achieving the desired outcomes in the areas of:

1. Enhancing the effectiveness of Tribal Government;
2. Continuing to develop the Tribe as a professional program & service delivery organization;
3. Planning program and service growth on our own terms;
4. Supporting a sustainable revenue generation capacity; and
5. Engaging in collaborative community development.

In order to address concerns that the investment in strategic planning leads to effective results, once approved by the Tribal Council, implementation of the strategic plan will be anchored to tribal planning, budgeting and management processes across the entire organization. While the focus is most often given to the Tribal Council and the Programs and Services provided through the Tribe, it is important to remember that there has been considerable growth within the organization over the last decade and that it is comprised of six major component parts (see SRMT Organizational Chart):

- Tribal Council;
- Independent Officials;
- Tribal Enterprises;
- Program and Service Divisions;
- Government Support Services; and
- Oversight Bodies.

The following graphic provides a summary of *Working Together Today to Build a Better Tomorrow: Saint Regis Mohawk Tribe Strategic Plan 2017-2027*

***Saint Regis Mohawk Tribe
Strategic Plan (2017-2027)***

Effective Date ~ January 1, 2017

**"Working Together Today
to Build a Better Tomorrow"**

Mission

Exercising tribal
sovereignty and
all the tools of
government

Vision

A healthy and prosperous
Mohawk environment
where every member has
the opportunity to succeed
at home and in the global
community

PRINCIPLES:

- Strengthening Mohawk Culture and Identity
- Advocating Rights
- Sustaining opportunity
- Pursuing Continuous Improvement
 - Being Respectful
 - Being Proactive
 - Embracing Diversity

Developing its
capacity as a
service delivery
organization

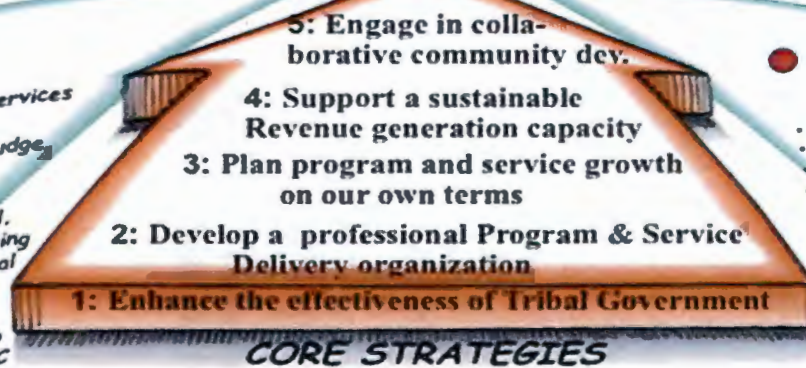
Engaging in
collaborative
partnerships that
expand its
impact

Building the
path through which
community
development can
be fully realized
now and in the
future

Accountable
government &
professional
organization that
benefits the
community

3, 5 & 10 Year Goals & Objectives

- Tribal Council
 - Chiefs & Sub-Chiefs
 - Government Support Services
- Independent Officials
 - Tribal Clerk, Chief Judge, Ethics Officer
- Oversight Bodies:
 - Commissions: Judicial, Gaming, Police, Housing
 - Land Dispute Tribunal
 - Election Board
- Tribal Enterprises:
 - Tewathahon:ni Corp
 - Mohawk Gaming LLC
 - Mohawk Builders LLC
 - Mohawk Networks LLC
 - Mohawk Soy LLC
 - Akwesasne TV LLC



- Executive Director
- Executive Director's Office

3, 5 & 10 Year Goals & Objectives

- Tribal Programs & Services
 - Environment
 - Education
 - Economic Development
 - Health Services
 - Recreation Coordinator
 - Planning & Infrastructure
 - Human Resources
 - Facilities
 - Grants & Contracts
 - Chief Financial Officer
 - Tech Support
 - Office of Aging
 - Historic Preservation
 - Safety Officer
 - Community & Family Services
 - Emergency Planning
 - Internal Auditor
 - Social Services

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Effective Date ~ January 1, 2017

2) MOTTO, VISION, MISSION, AND PRINCIPLES STATEMENTS:

a) Motto:

Working Together Today to Build a Better Tomorrow

b) Vision:

A healthy and prosperous Mohawk environment where every member has the opportunity to succeed at home and in the global community.

Vision Statement Definition

- An image of the future we seek to create
- Vision statement presents an image in words of what success will look like if the organization achieves its purpose.
- A Vision provides an artist's rendering of the realization of the mission/purpose.
- A Vision is a mental model that people can bring into being through their commitment and actions.
- A Vision is a mental model of a future state, built upon reasonable assumptions about the future, influenced by our own judgement about what is possible and worthwhile.



c) Mission:

The St. Regis Mohawk Tribe is an accountable government and professional organization that benefits the community by:

- *Building the path through which community development can be fully realized now and in the future;*
- *Exercising tribal sovereignty and all the tools of government;*
- *Developing capacity as a service delivery organization; and*
- *Engaging in collaborative partnerships that expand its impact.*

Mission Statement Definition

- Provides a blueprint of the organization's work.
- Communicates what you do and why you do the organization's work.
- A statement of purpose – one sentence that describes the ultimate result the organization is trying to achieve. Answers the question: why the organization exists? A purpose sentence focuses on the end result. It steps back from the day to day activities and defines the focus problem that the organization is trying to solve. The focus problem is the need or opportunity that the organization exists to resolve.
- A statement that describes what the organization does (i.e. the primary method, often programs and services, used by the organization to achieve it suppose. The means (method/business lines) used to achieve the ends (purpose). Many times will also include a description of for whom the services are provided.
- The promise you make to each other about how you will achieve the vision.



d) Principles:

The Saint Regis Mohawk Tribe is committed to promoting and applying the following values and principles:

- **Strengthening Mohawk Culture and Identity**
Protecting and enhancing our identity and territory through the exercise and enforcement of traditional and contemporary values and practices.
- **Advocating Rights**
Representing our collective interests, controlling our own development, and respecting international instruments that promote indigenous peoples' lands and rights.
- **Sustaining Opportunity**
Seeking internal and external sustainable opportunities and partnerships to support wellbeing, a clean and sustainable environment, lifelong learning and the full development potential of all individuals, families and community.
- **Pursuing Continuous Improvement**
Learning from our experiences in our pursuit of a high standard of professionalism, transparency and accountability.
- **Being Respectful**
Respecting our elders. Caring for the children. Raising our youth. Honoring women as the givers of life. Recognizing that the disabled bring special gifts that improve our lives. Valuing the people who are members, who live and work here, and who utilize our services.
- **Being Proactive**
In how we address the people's needs, foster unity and provide good government.
- **Embracing Diversity**
Accepting diversity of thought and practice as essential to the creative growth of society.

Effective Date ~ January 1, 2017

3) COMMUNITY AND ORGANIZATIONAL PROFILE:

a) Community Profile:

Culturally the Mohawks of Akwesasne are descended from the 'keepers of the eastern door' of the Six Nations Iroquois or Haudenosaunee Confederacy. Their traditional territory includes the north-eastern region of New York State extending into Vermont and southern Canada. The name Akwesasne applies to the entirety of the community.

Geographically the St Regis Mohawk Tribe is located on a 19,000 acre/29.7 square mile reservation on the southern side of the US-Canada border in Northern New York State between the towns of Massena and Malone and across the St. Lawrence River from Cornwall, Ontario. This location at the confluence of the St. Lawrence, St. Regis and Racquette rivers has contributed directly to the complexity and influence of this Mohawk community.

Historically there is much archaeological, archival and oral evidence of Mohawks use and occupation at this natural gathering, hunting, fishing and agricultural area. The written history of this Mohawk community is tied to establishment of a French Jesuit mission in 1755 and early church records dating to the late 1600's. Akwesasne is also linked to the Seven Nations of Canada which was formed in the late 1600's amongst the Catholic Abenaki, Algonquin, and Huron and which Akwesasne originally joined as the eighth nation until the settlement at Sawekatsi (Oswegatchie) disbanded.

The mission's location on the south side of the St. Lawrence River has resulted in the northern portion of the community being recognized as a Canadian band council government (now known as the Mohawk Council of Akwesasne) since 1899. In addition, traditional Mohawk Longhouse members within the community have been formally recognized as the successor of the Mohawk Nation Council of Chiefs within the Haudenosaunee Confederacy since the 1880s.

Politically the Mohawks on the US portion of Akwesasne had dealings with colonial representatives and later with governments of the State of New York and the then newly founded US Federal Government. The history of the St Régis Mohawk Tribal government reaches back to shortly after the American Revolutionary War and has continued with the selection of representatives in 1898-99, responding to the Indian Reorganization Act (IRA) of the 1930s and legislative termination efforts in the 1950s and becoming a federally recognized tribe in 1973.

Population – As of 2016, there are approximately 15,900 members on the official Tribal Roll. As a result of the 1981 James Jock court case tribal members have been

legitimately dual enrolled in both the SRMT and the 'Canadian' Mohawk Council of Akwesasne (MCA). Community members also identify as members of traditional Mohawk governance.

b) Organizational Profile:

In 2016, the Saint Regis Mohawk Tribe operates on a \$68 Million annual budget that was approved by the SRMT according to the 2013 Procedures Act following input sought from community members. Revenues are derived from Tribal, Federal, and State sources. Tribal revenues are managed through the Tribal General Fund.

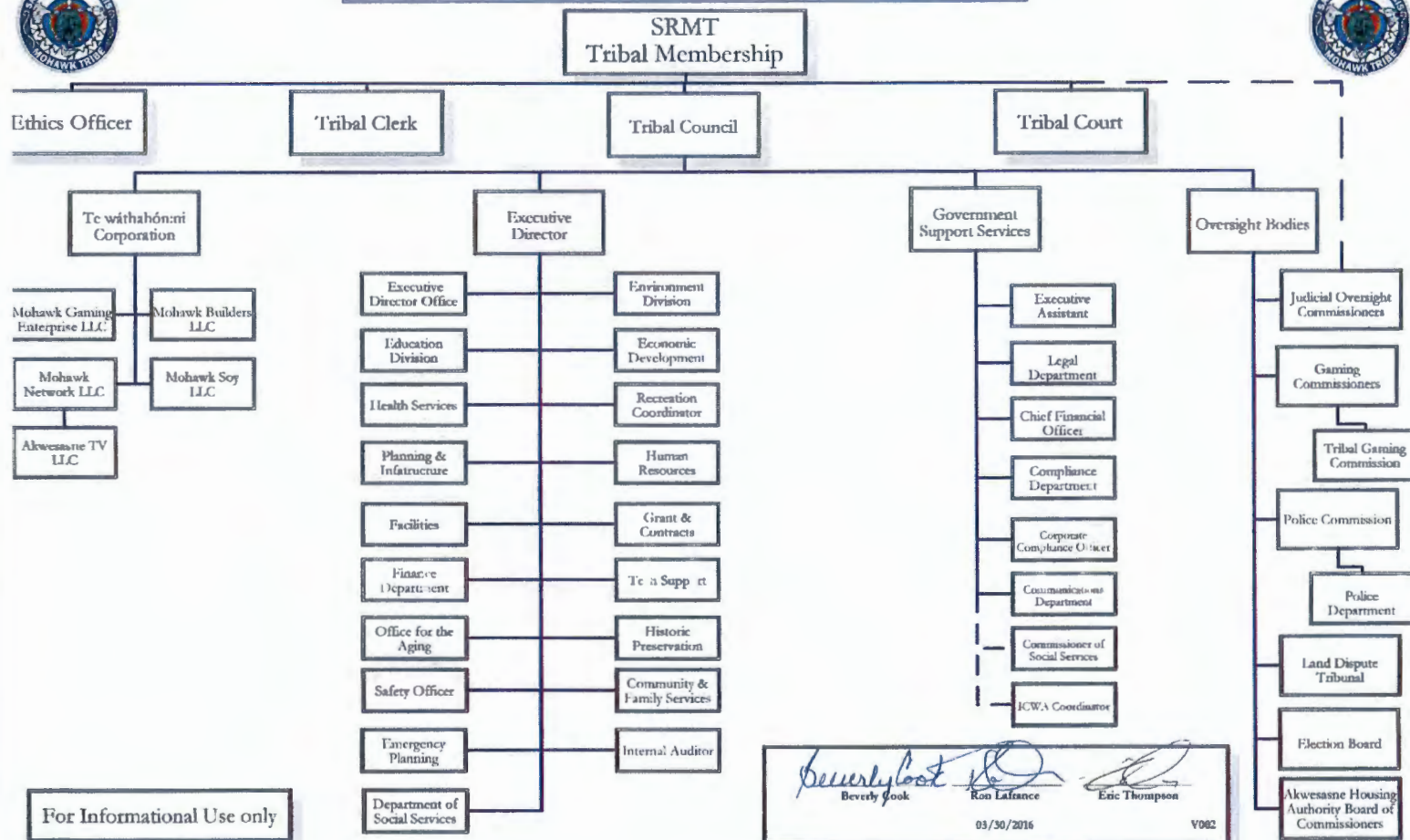
Approximately 80% of the Tribe's 700-plus employees are Native American. They provide tribal programs and services, government, legislative, regulatory, judicial, enforcement and other developmental functions. Tribal operations are conducted in 26 tribally owned and nine (9) leased facilities.

The March 30, 2016 organizational chart below identifies the major component parts of the current structure of the Saint Regis Mohawk Tribe:

- Tribal Council comprised of three Chiefs and three Sub-Chiefs;
- Governance Officials independently elected and/or appointed (i.e. Tribal Clerk, Tribal Court and Ethics Officer);
- Tribal Enterprises organized under the auspices of the Te wáthahón:ni Corporation and including: Mohawk Gaming Enterprises LLC, Mohawk Soy LLC, Mohawk Network and Akwesasne TV LLC;
- Program and Service Divisions reporting to the Executive Director includes the Executive Director's Office managing the central operations of the Tribe and 17 divisions managing and delivering federal, tribal and state funded programs and services;
- Government Support Services providing legal, financial and communications, support services directly to the Tribal Council; and
- Oversight Bodies created under the sovereign governmental authority of the Tribal Government and comprised of: Judicial Oversight Commission, Police Commission, Gaming Commission, Akwesasne Housing Authority Board of Commissioners and the Elections Board.



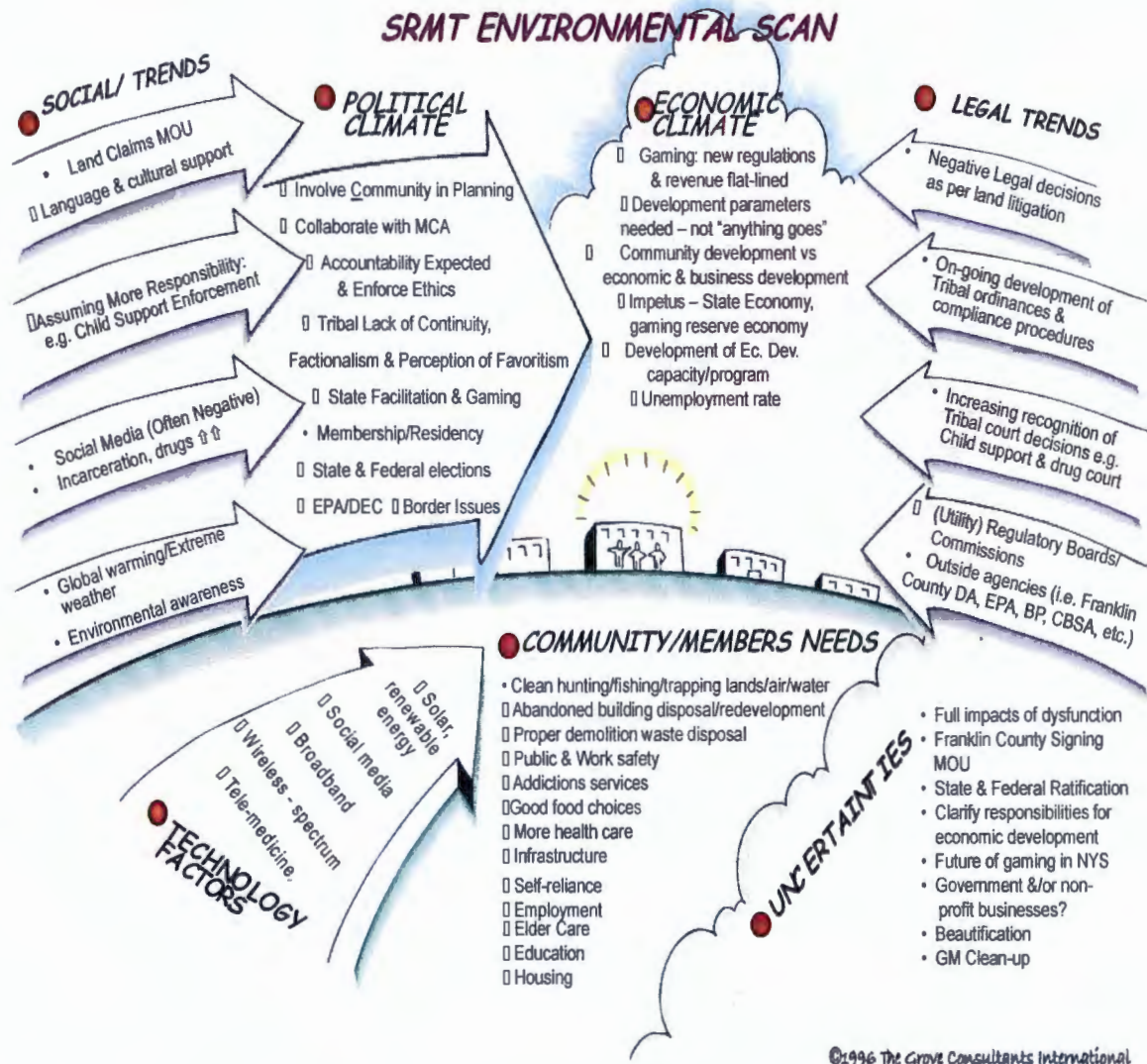
Saint Regis Mohawk Tribe Organization Chart



Effective Date ~ January 1, 2017

4) ANALYSIS OF THE WORKING ENVIRONMENT:

Strategic planning supports the ability of the SRMT to set a common direction that is responsive to the changes in circumstance and continues to demonstrate results in key areas. The SRMT Environmental Scan and SPOT/SWOT Analysis graphics in this section provide insight into current thinking about the issues that can affect how the Tribe should approach 'being strategic'.



The Environmental Context graphic above reflects input around current thinking about key political, economic, social, demographic, technological and legal trends in the operating environment that could have affect the Tribe's actions.

The environment that the Saint Regis Mohawk Tribe operates within has been described as beautifully complex. The following highlights a number of issues within the Tribe's organizational, community and external environments.

There are a large number of external factors that are largely outside of the Tribe's direct or even indirect influence, such as the negative effect of the Canadian-to-US dollar exchange rate on Akwesasne's local economy mainly through the reduction of tourism and gaming revenues from Canadian visitors. Strategic planning encourages a realistic perspective about the scope of impacts possible as a result of that and other factors, such as the following:

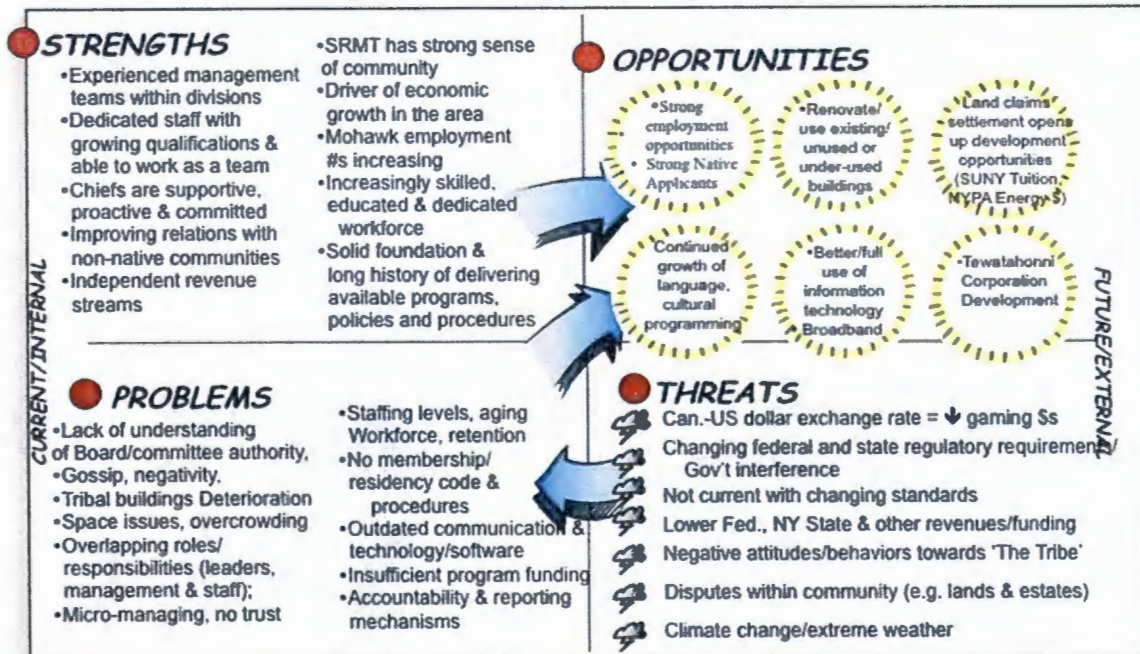
- There continues to be a strong sense that Akwesasne is a single, unified community with a distinct Mohawk cultural identity that needs to be further strengthened and revitalized.
- For over 250 years Akwesasne has been a participant in the often troubled relationships between the British, French, US and Canadian colonists and the US/Canada border has long been a source of friction within the community. For example during the War of 1812 there was a US-British skirmish in St. Regis village and during that war members of the Akwesasne community fought on both the US and British sides.
- Many of these 'divisions' have become less severe and/or more porous over the last few generations, but still continue to be stumbling blocks that impede the ability of the Tribe to effectively meet community needs and improve the quality of life of its members.
- There are a number of traumatic historic issues, such as colonialism, residential schools and community conflicts, that have resulted in negative behaviors within community practices and through social media (e.g. distrust, inflexibility, neglect, abuse, sexism, blaming, a sense of 'entitlement' and bullying, etc.). There is growing recognition that this hampers efforts to create a healthier, more loving, prosperous and culturally secure community.
- There is a wide range of opinion on the effectiveness of the Tribe's collaboration with other community institutions on issues of common concern such as land claims, US/Canada border crossing issues, service delivery, etc. This includes the Mohawk Council of Akwesasne, Mohawk Nation Council of Chiefs, Kanienkehaka Kaianerehkowa Kanonhsesne, and others. There are also strongly held views about each of these institutions in the community that affect this relationship.
- There are many positions about "What the Tribe is" and "What the Tribe should do." The Tribe is described as both underdeveloped and overly complicated, and

both part of the problem and the solution. Strategic planning can support efforts to achieve a shared understanding of the roles and responsibilities of “the Tribe”.

- The current and evolving Tribal structure is also not well understood. Further, the layers of tribal sovereignty, governmental authority, and jurisdiction and governance-management policy add to the complexity. In the relatively recent past the Tribal Council exercised all of the executive, legislative and judicial functions as well as the management oversight for program delivery by the organization. Given the growth in the organization, there is a constant need to examine the relationships between all of its component parts.
- Management of the Tribe’s operations is complicated by having to take into account three different fiscal calendars: New York State’s is April 1-March 31; the Federal Government’s is October 1-September 30; and the SRMT’s is January 1-December 31.
- The Tribe’s previous efforts at strategic planning have met with mixed results. However, while fundamental issues such as governance, management and sustainability need to be constantly addressed, there has been significant growth since the 2004/2005 strategic planning process. For example, the number and quality of available community facilities is one clearly visible indicator.

The SWOT/SPOT Analysis below looks more closely at key strengths, weakness/problems, opportunities and threats within the Tribe’s internal and external environments.

SRMT SPOT ANALYSIS



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5) CORE STRATEGIC DIRECTIONS:

Core strategic directions represent priorities of the Tribe at a broad strategic level. They respond to what was learned in the environmental scan in a way that helps the organization get to work achieving the vision. They provide guidance to each component part of the Tribe and support decision making by leaders, managers and staff about where to focus efforts in the design and delivery of all Tribal activities. In this way each component part of the Tribe determines how it will contribute to some or all of the following core strategic directions:

1. Enhancing the effectiveness of Tribal Government;
2. Continuing to develop the Tribe as a professional program & service delivery organization;
3. Planning program and service growth on our own terms;
4. Supporting a sustainable revenue generation capacity; and
5. Engaging in collaborative community development.

The table below sets out these five cores strategic directions along with immediate, short, medium and long term goals as well as performance measures that support implementation of the plan and achievement of the desired outcomes.

CORE STRATEGIC DIRECTIONS					Performance Measures (Examples only - to be further developed)
	IMMEDIATE (Early Win)	SHORT TERM (2-3 years)	MEDIUM TERM (4-5 years)	LONG TERM (6-10 years)	
Enhance the effectiveness of Tribal Government	<p>Tribal Council Annual priorities setting session (July/August)</p> <p>Adjust procedures as needed to support a consistent focus on identified priorities</p> <p>(e.g. Include identified priorities as standing agenda items at regular tribal council, management, budgeting and community sessions)</p>	<p>Clarify and document the governance roles, responsibilities, structures and processes within all tribal components</p> <p>(e.g. Update the Tribal Procedures act)</p>	<p>Identify, assess and prioritize areas for the exercise of Tribal sovereignty</p> <p>(e.g. Establish the process through which the Tribal Council decides when and where to exercise tribal sovereignty: manufacturing, border crossing, education, etc.)</p>	<p>Determine internal and external opportunities for collaborative governance development</p> <p>(e.g. Work with other Tribal components, Community governments and external stakeholders on identified governance structures and initiatives)</p>	<ul style="list-style-type: none"> • Annual priorities set by Tribal Council • Improved knowledge of government roles and processes. • Consensus and collaboration on specific areas to exercise sovereignty • Quantitative impact from each governance related relationship
Continue to develop the Tribe as a professional program & service delivery organization	<p>Develop and implement an SRMT client service model that projects a consistent, welcoming and proactive environment</p> <p>(e.g. Utilize the principles of a "Trauma Informed Approach" as the basis for developing a model)</p>	<p>Strengthen the planning, budgeting, delivery, reporting and evaluation cycle to emphasize tribal priorities</p> <p>(e.g. Provide a template that supports each component's ability to participate in a more coordinated process)</p>	<p>Implement a comprehensive professional development policy and strategy to achieve the required competencies</p> <p>(e.g. Collaborate with external education and/or training institutions on the development of a certified tribal management program)</p>	<p>Secure the necessary capital and technological infrastructure to operate in a coordinated and effective manner</p> <p>(e.g. Enable video conferencing between all Tribal facilities)</p>	<ul style="list-style-type: none"> • Defined customer/owner service model demonstrates improvements • Extent of alignment of core strategic directions and Tribal management processes • Professional development supports available

CORE STRATEGIC DIRECTIONS					Performance Measures (Examples only - to be further developed)
	IMMEDIATE (Early Win)	SHORT TERM (2-3 years)	MEDIUM TERM (4-5 years)	LONG TERM (6-10 years)	
Plan program and service growth on our own terms	<p>Strengthen Tribal planning by anchoring implementation of the strategic plan within the current planning and budgeting processes for State, Federal and Tribal General Funds</p> <p>(e.g. use the core strategic directions as evaluative criteria in the budget process)</p>	<p>Identify program and service adjustments that respond to community needs and increase the quality of existing programs and services</p> <p>(e.g. Assess all evaluations and studies to quantify community demographic growth trends program and service improvement strategies)</p>	<p>Develop a multi-year growth plan in collaboration with each Tribal component and division</p> <p>(e.g. Mandate the Executive Director to work with each Tribal Component to implement the strategic plan in their areas)</p>	<p>Assess the feasibility (i.e. readiness) of decentralizing program and service delivery functions</p> <p>(e.g. Identify a Program and Service Division, in whole or in part, that is most likely to function well under an arms-length governance structure as is done with housing)</p>	<ul style="list-style-type: none"> • New planning & budget templates accommodate diversity within each Tribal component • Comprehensive community based program growth plan in place
Support a sustainable revenue generation capacity	<p>Ensure that existing investments in economic development prior to further expansion</p> <p>Continue to pursue opportunities for increased program funding flexibilities</p>	<p>Create a strategy that identifies, assesses and prioritizes all available revenue generation and fundraising options</p> <p>(e.g. Consider a Tribal fund raising activity (i.e. gala) to support specific</p>	<p>Set realistic minimum annual revenue generation targets where appropriate within each component of the Tribe</p> <p>(e.g. Identify a Division that can be used as a pilot revenue generation case study)</p>	<p>Institutionalize revenue generation/fund raising capacities and processes within Tribal policy</p> <p>(e.g. Adopt a Tribal Revenue Generation Policy and Procedures Act by Tribal Council Resolution)</p>	<ul style="list-style-type: none"> • Supports available • Resulting fundraising and revenue source realignment • Amount of TGF directed to specific strategic priorities

Effective Date ~ January 1, 2017

CORE STRATEGIC DIRECTIONS					Performance Measures (Examples only - to be further developed)
	IMMEDIATE (Early Win)	SHORT TERM (2-3 years)	MEDIUM TERM (4-5 years)	LONG TERM (6-10 years)	
	<p>(e.g. Establish a process through which future investment decision will be made)</p> <p>(e.g. Seek to create single, multi-year, flexible funding agreements for federal and state grants and contributions)</p>	community needs (e.g. Independent living, Boys & Girls Club, and others)			
Engage in collaborative community development	<p>Conduct community engagement sessions to provide input into capital infrastructure growth plans)</p> <p>(e.g. Utilize focus groups and other engagement techniques in addition to current public meetings)</p>	<p>Establish a plan to improve utilization and service life of existing capital assets</p> <p>(e.g. Establish a public participation policy and cycle that builds on lessons learned from the budget consultation and procedures act requirements)</p>	<p>Secure investment to build new capital assets determined to be feasible</p> <p>(e.g. Develop the necessary feasibility studies, design and construction estimates and financing plans)</p>	<p>Identify specific community initiatives that could operate within a community development agency</p> <p>(e.g. Restoring Agricultural land/Food Sovereignty)</p>	<ul style="list-style-type: none"> • Coordinated annual/multi-year community engagement cycle in place • Alignment with available Tribal strategies and plans • Decentralization/Devolution to Tribally sanctioned development institutions/entities

Effective Date ~ January 1, 2017

6) PROGRAM AND SERVICE PORTFOLIO:

The current organizational chart (described above) has been used as a guide for setting out Immediate, Short (2-3 year), Medium (4-5 year) and Long term (6-10 year) objectives for each component part of the Tribe. The full draft is contained within the companion “Implementation Plan” that accompanies this strategic plan.

Those strategic goals and objectives are designed engage the entire organization in the strategic planning process and to support the alignment of efforts to cascade the content of the Strategic Plan (i.e. principles, vision, mission, environmental scan, and core strategies) throughout the organization. They begin the process of implementation by assisting each component part of the organization to see where it is relative to the overall strategic priorities/core strategic direction and how they can begin to make choices about what to do and not do given the scope of flexibility available within the tribe’s regulatory, contractual and policy requirements.

In general, the strategic goals and immediate, three, five and ten year objectives reflect the interests within each component of the Tribe to:

- Better assess and respond to community needs;
- Update and strengthen policies and program delivery specific to each sector;
- Increase staff capacity (i.e. fill vacancies, create new staff positions, provide professional development supports, etc.)
- Expand available capital infrastructure (i.e. office space, facilities, connectivity, etc.);
- Clarify relationships with Tribal government, central Tribal management and other Tribal components (i.e. enterprises, oversight bodies, governance officials, etc.).

This is an important step in the implementation process that is further described below.

7) IMPLEMENTATION PROCESS AND PLAN:

Without implementation, strategic planning is a hollow, academic exercise, rightly despised by managers.

“Working Together Today to Build a Better Tomorrow – The Saint Regis Mohawk Tribe Strategic Plan 2017-2027” brings further clarity to the complex organizational environment of the Tribe, makes strategic planning relevant to each component part

of the Tribe; and enables the Tribal organization to build the processes and capacities needed to continually improve their strategic orientation.

Implementation of a strategic plan should provide guidance to both short and long term priorities; help allocate resources; be understandable by people who were not involved in the process; respond to the organization's understanding of its environment; and build commitment and consensus. The companion *Implementation Process and Plan* has been designed to build the necessary knowledge, skills and experience through a phased, multi-year approach that:

- Anchors the strategic plan within the existing annual planning, budgeting and management processes;
- Aligns and operationalizes the strategic plan within each Tribal component;
- Builds out the organization's strategic management framework and capacity as needed; and
- Supports implementation, monitoring and performance assessment relative to the strategic plan on an annual and multi-year basis.

Strategy Implementation Align and Begin the Journey



8) CONCLUSIONS:

While there has been considerable growth over the last decade, it has been 12 years since the last formal, organization-wide strategic planning process and seven (7) years since the last effort at comprehensive community development. It is clear that strategic planning that emphasizes implementation presents the Tribe with an opportunity.

Given its current size and the complexity of its internal and external environments a patient, consistent and indeed kind approach is needed in order to effectively re-engage in the strategic thinking reflected in the *Working Together Today to Build a Better Tomorrow Strategic Plan 2017-2027* and its companion *Implementation Process and Plan*.

Upon being approved by the Tribal Council this comprehensive Tribal wide strategic plan will be implemented in a manner that continues the consistent and patient strategic planning effort and ensures that the investment in strategic planning leads to effective results.

