

State of North Carolina
Department of Administration



**NC Commission of Indian Affairs
2005-2010 Strategic Plan**



Paul Brooks, Chair
Greg Richardson, Executive Director

Table of Contents

Table of Contents	2
Executive Overview	4
Introduction and Background	6
Review of the Prior Strategic Planning Effort – Consultation 2000	6
Planning Process	7
Planning Model	7
Staff Orientation	8
Staff Survey and Interviews	8
Commission of Indian Affairs Member Survey	9
October 21 and 22, 2004 Commission of Indian Affairs Retreat	9
First Retreat Follow Up and Second Retreat Preparation	11
February 18 and 19, 2005 Commission of Indian Affairs Retreat	11
Results Development	11
Planning Process Results	13
North Carolina American Indian Needs	13
Strengths of the Commission of Indian Affairs	14
Weaknesses of American Indian Communities	14
Opportunities Available to American Indians	15
Threats to the Commission of Indian Affairs	15
Critical Factors Facing American Indians in North Carolina	16
Committee Goals	16
Goal Action Items by Committee	17
1. Recognition Committee	17
2. Economic Development Committee	18
3. Housing Committee	20
4. Health Committee	22
5. Cultural and Religion Committee	23
6. Education Committee	24
Strategic Plan Deployment and Modification	26
Strategic Plan Deployment	26
Strategic Plan Modification	27
Conclusion	28
Appendixes	29
Appendix A	30

Appendix B	31
Appendix C	32
Appendix D	33
Appendix E	36

Executive Overview

In 2004, the Commission of Indian Affairs started the process of developing a Strategic Plan that would assist the Commission in fulfilling the needs of the American Indians in North Carolina. This report is the result of that process.

The major steps in the planning process included:

- Selection of a planning model.
- Review of the needs of American Indians in North Carolina.
- Listing of the strengths, weaknesses, opportunities, and threats facing the Commission and American Indians.
- Defining the critical factors facing North Carolina American Indians.
- Development of goals, sub goals, and activities needed to fulfill the needs of American Indians in North Carolina.
- Development of a plan review and modification process.

A key point in the development of this plan was the definition of critical factors facing American Indians in North Carolina. These factors are:

Critical Factors Facing North Carolina American Indians

- 1. Lack of effective leadership development and educational attainment.**
- 2. Lack of resources.**
- 3. Spiritually wounded and culturally threatened.**
- 4. High mortality rate.**
- 5. Unity.**

The Commission of Indian Affairs has set forth six major goals that it intends to fulfill by December 31, 2010, and believes that fulfilling these goals will make great strides in fulfilling the needs of American Indians in North Carolina. These goals are:

Strategic Planning Goals of the Commission of Indian Affairs for 2005-2010

- 1. Assist the state's American Indian tribes with understanding sovereignty and gaining federal recognition.**
- 2. Assist each tribe and urban Indian center and other tribal communities in achieving self-sufficiency through all available economic development resources.**
- 3. Increase the percentage of American Indians owning and living in affordable decent housing.**
- 4. Increase access to culturally appropriate preventative health and health care services and to increase American Indian knowledge and awareness of the health care system.**
- 5. Increase awareness of American Indian culture by the general public.**
- 6. Increase postsecondary graduation rates of American Indian students.**

As the Commission of Indian Affairs moves forward to fulfill the goals set forth above, it will do so knowing that regular reviews of, and potential modifications to, the plan will be a key component in keeping the plan relevant. The Commission believes that the ultimate success of this plan will be judged by results – not activity.

Introduction and Background

This strategic plan is a continuation of the desire of the North Carolina Commission of Indian Affairs to serve the American Indians of North Carolina and to fulfill the purposes for which it was created to the best of its abilities. Acknowledging prior efforts, the Commission used as a foundation for this plan the work that was done toward the prior strategic plan – Consultation 2000.

Review of the Prior Strategic Planning Effort – Consultation 2000

The Commission of Indian Affairs noted that the prior planning process and theory was overall sound. However, it was noted that the major weakness in Consultation 2000 was the lack of an effective implementation and follow-up process. It was also noted that the recommendations and goals in Consultation 2000 were, to say the least, aggressive. The group noted that only approximately 30% of the goals listed in the plan had been achieved during the five year life of the plan.

Yet, given the overall soundness of Consultation 2000, the Commission determined that much of the work performed during the construction of Consultation 2000 remained valid thus the Commission used Consultation 2000 as the starting point for the current planning process and by doing so the group avoided reinventing the wheel.

Since inception, the Commission of Indian Affairs has strived to fulfill the purposes of the organization those being:

1. To deal fairly and effectively with Indian affairs;
2. To bring local, state, and federal resources into focus for the implementation or continuation of meaningful programs for Indian citizens of the State of North Carolina;
3. To provide aid and protection for Indians as needs are demonstrated;
4. To prevent undue hardships;
5. To assist Indian communities in social and economic development;
6. To promote recognition of and the right of Indians to pursue cultural and religious traditions considered by them to be sacred and meaningful to Native Americans; and
7. To promote public understanding and appreciation of Indian culture.

With the purposes listed above in mind, the Commission of Indian Affairs set forth to develop a strategic plan for the period of 2005 – 2010.

Planning Process

Planning Model

Prior to engaging in the development of the strategic plan, a planning model was first selected and is presented in Appendix A. Several important points should be highlighted about this model as these attributes should strengthen the ability of the plan to achieve its stated goals and, more importantly, positively impact the target population through fulfilling identified needs.

The plan is future oriented in that the planning process looks forward in time to what should and can be rather than projecting historical trends forward. This is significant in that basing a plan totally on historical data tends to narrow opportunities and ignores shifts in trends and needs.

The plan is dynamic rather than static. Some strategic plans are executed as written with no means by which to modify the plan as time passes and are therefore “static”. Static plans run the risk of becoming obsolete and irrelevant due to changes in the organization, customers, or external environment. The strategic plan developed by the Commission of Indian Affairs is meant to be changed and is therefore dynamic. Periodic reviews of the plan that allow for changes in response to changing needs will help ensure that the plan remains relevant.

The plan is people focused. Many strategic plans aim to maximize the benefits to the organization for which the plan was written. For example a strategic plan for a private enterprise might attempt to maximize profit. Such plans can lead to ignoring or worse yet, abusing what is most important in life – people. This plan focuses on people. Specifically the plan focuses on three groups of people those being North Carolina American Indians, employees of the Commission of Indian Affairs, and the various stakeholder groups.

Additionally, the plan is needs based. The entire purpose of the plan is to identify and fulfill the needs of American Indians in North Carolina while remaining sensitive to the needs of the employees of the Commission and the citizens of North Carolina. This needs based orientation helps ensure that the plan is results, rather than activity, oriented. The purpose of the plan is to have outcomes that matter to American Indians and not simply filled with activities that may or may not make a difference in the lives of American Indians in North Carolina.

Lastly, the plan is environmentally conscious. Environmentally conscious in this context means that the plan has taken, and will continue to take, into account the external environment in which it exists. Not only must this plan fulfill the needs of American Indians in North Carolina but it must do so while not violating tenants of various stakeholder groups or ignoring changing trends in other areas of the economy, society, or political realm.

The theory behind this planning model, therefore, is that if you identify the needs of American Indians in North Carolina and successfully fulfill those needs then your organization will prosper – as a byproduct of fulfilling the needs. This focus is clearly evident in the goals portion of the plan as does not contain “kingdom building” goals but rather need fulfillment goals. It is this “success as a byproduct” aspect of the plan that is a hallmark of the way the Commission of Indian Affairs does business and reflects an honored value of the American Indian people which is to place others before self.

Staff Orientation

A strategic planning orientation was provided to the staff of the Commission of Indian Affairs at the onset of the project. This orientation included a review of strategic planning theory, review of the strategic planning model, and discussion of a proposed timeline. The session also included an in-depth review of the prior strategic planning effort – Consultation 2000.

The primary purpose of this session was to familiarize CIA staff with various planning model options, including strengths and weaknesses of those models. Given the level of effort taken to develop and implement Consultation 2000, it was deemed appropriate to review the document to determine the level of success, lessons learned, and how the prior effort might be used as a jump point for the current effort.

Staff Survey and Interviews

A survey was administered to all CIA staff (Appendix B). The purposes of the survey were to:

- Determine the needs of North Carolina American Indians as perceived by the Commission of Indian Affairs staff.
- Determine the strengths, weaknesses, opportunities, and threats facing North Carolina American Indians as perceived by the Commission of Indian Affairs staff.
- Determine what specific critical data the Commission of Indian Affairs staff thought should be considered in the process of developing a strategic plan to ensure success of the strategic planning process.

Each Commission of Indian Affairs staff member was provided a copy of the survey and responses were to be returned directly to the facilitator. Staff members were ensured that individual responses would not be shared with leadership thus avoiding singling out staff members based upon their input. Staff members were reminded of the survey and the facilitator contacted staff members who did not return the survey within the allocated time to increase the response rate.

The returned surveys were compiled by the facilitator. All responses were included in the compilation however duplicate responses were eliminated.

One-on-one confidential interviews between the facilitator and staffers were scheduled with all staff members. Structured interview questions combined with free flowing

conversation was used during the interview. The structured questions are presented in Appendix C – Commission of Indian Affairs Staff Interview Questions. Staff members were ensured that interview responses would not be compiled or directly referenced in any materials. Instead the purpose of the interviews was to provide the facilitator with in-depth background information on the various programs within the Commission of Indian Affairs, discover potential weaknesses and pitfalls of the proposed planning process, and determine what strategic directions the staff believed appropriate for the Commission of Indian Affairs.

Commission of Indian Affairs Member Survey

A survey was also prepared and administered to the Commission of Indian Affairs Commissioners. This survey is presented in Appendix D – Commission of Indian Affairs Member Survey. The survey had several goals and was intended to be used to “set the stage” for the first retreat.

The first goal of the survey was to get the Commissioners thinking about strategic planning including the specific aspects of strengths, weaknesses, opportunities, and threats. A second goal was to get the Commissioners focused on the five year planning window with which they would be working. Goal number three for the survey was to provide an indicator that they would be dealing with limited resources and thus prioritization of efforts. The last goal was for the facilitator to get an indication if there were particular items with which the individual Commissioner was passionate about as it related to the Commission of Indian Affairs.

As was true with the staff survey, this survey was also followed up with reminder notices and Commissioners were requested that the survey be sent directly back to the facilitator.

October 21 and 22, 2004 Commission of Indian Affairs Retreat

The Commission of Indian Affairs held the first of two strategic planning retreats on October 21 and 22, 2004, in New Bern, North Carolina. All Commissioners and staff members were invited to attend. A detailed summary of the retreat is presented in Appendix E – Summary of October 21 and 22, 2004 Retreat.

The retreat opened with a welcome and introduction by the Chair and remarks by the Executive Director. Attendees were provided a short review of strategic planning with the purpose of ensuring that all in attendance had the same foundation in planning theory. Next, the prior strategic planning effort, Consultation 2000, was reviewed including a listing of the prior strategic planning priorities.

During the staff and commissioner survey/interview process, the facilitator had become aware that two main committee operating structures were being used within the Commission of Indian Affairs.

Some committees within the Commission of Indian Affairs operated as advisory or policy committees leaving most implementation to the staff of the Commission. Whereas others were “working committees” where the Commissioners both developed and assisted in the implementation of policies and programs. The facilitator believed it important that the attendees discussed this difference and make a determination early in the planning process as to which committee structure would be used to deploy the strategic plan. The facilitator felt this important because the magnitude of work that could be done by a “working committee” far exceeded that of a “meeting” committee.

After discussing the issue, Commissioners were asked to vote on which way the Commission of Indian Affairs committees would work to deploy the strategic plan under development. The specifics of the vote are presented in Appendix E. It should be noted that staff members were not allowed to discuss or vote on the structure of the committees.

Next a list of needs of the North Carolina American Indians was developed using the popcorn method of brainstorming. In this method all members were allowed to call out ideas as they came to mind. Attendees were instructed not to evaluate or discuss the needs at this time. The facilitator ensured that all attendees were given an opportunity for input and the process stopped only after all attendees indicated that they did not have any additional input.

A list of strengths, weaknesses, opportunities, and threats was created using the same methodology. In each case the facilitator referenced the previous surveys as a means by which to encourage inclusion of those ideas into this list.

This portion of the retreat was followed by a presentation by a representative from the Attorney General’s Office on the required functions of the Commission. Next the group reviewed the current committee structure to determine if the current structure would allow need fulfillment given the current strengths, weaknesses, opportunities, and threats.

The attendees then developed a list of four critical factors facing American Indians in North Carolina. The purpose of the developing a list of critical factors was to ensure that the group, and planning effort, focused on mega level issues rather than micro level issues. Simply stated the group should look at the big picture and what was really critical to address thus the development of critical factors. The critical factors would then be used as a standard by which to measure potential goals. A potential goal must respond and/or be sensitive to the critical factors and must fulfill needs identified earlier in the process.

The retreat ended with the group starting the development committee goals to respond to the critical factors that had been identified. To accomplish this, the attendees were divided into groups which roughly mirrored the committee structure of the Commission of Indian Affairs.

First Retreat Follow Up and Second Retreat Preparation

There were two main goals that were to be accomplished between the first and second retreats. The first of those goals was to summarize the activity and results of the first retreat. As was mentioned earlier, the summary is presented in Appendix E. The second goal was for each of the committees to continue committee goal development.

During the review of the first meeting with Commission of Indian Affairs staff, it was learned that the groups set up at the end of the retreat to start committee goal development were not as representative of the formal committee as had been desired. Because some Commissioners and staff have responsibilities in multiple committees, there were cases where the groups formed at the first retreat lacked staff representation or Commission member leadership for the topics under discussion. Additionally, formal committee level meetings to discuss the strategic plan were not held between the first and second retreat. These weaknesses limited the amount of committee work that could be accomplished between the first and second retreat.

February 18 and 19, 2005 Commission of Indian Affairs Retreat

The second retreat, held on February 18 and 19, 2005, in Pinehurst, North Carolina included an expanded list of attendees which were additional North Carolina American Indian tribal and organizational leaders. Since the second retreat included additional members, the session started with a review of strategic planning to ensure the added attendees had the benefit of the same base knowledge of strategic planning theory. The process and results to date were also reviewed.

Attendees were next requested to review, and amend as desired, the list of needs, strengths, weaknesses, opportunities, and threats. Although not anticipated, the attendees desired to, and did, amend the list of critical factors.

The facilitator reviewed several decision making and planning tools the most notable being the systematic diagram or means-ends diagram. The purpose of this tool is to assist in ensuring that overall goals are broken down into tasks which, if completed, should ensure goal completion.

The remainder of the second retreat was dedicated to goal and task development. Attendees were grouped by formal committee assignment with additional tribal and organization representatives joining groups in which they had specific knowledge or interest. The facilitator roamed from group to group assisting in process issues and questions.

Results Development

The work completed during the second retreat was formatted by the facilitator and presented to the staff of the Commission of Indian Affairs for verification and revision. The purpose of this step was to ensure that the goals and desires of the Commissioners

were presented in clear and achievable action items. The draft results were then presented to the Committee chairs for additional verification and revision. The output of this process was again formatted by the facilitator and is presented in the Results section of this report.

Planning Process Results

The planning process produced a number of results including a listing of North Carolina American Indian needs, strengths of the Commission of Indian Affairs, weaknesses of American Indian communities, opportunities available to American Indians in North Carolina, threats to the Commission of Indian Affairs, critical factors facing American Indians in North Carolina, committee goals, and specific action items needed to accomplish those goals. It should be noted that these lists were as of a specific point in time thus it is anticipated that these items will evolve over time. Action items will evolve more rapidly than goals and goals will evolve more rapidly than needs.

North Carolina American Indian Needs

North Carolina American Indians have many needs including the most basic of needs such as food, housing, healthcare, and education. Extremely important needs include transportation, jobs, and security. Other needs are more American Indian specific such as the need to preserve the American Indian culture and the guardianship of American Indian remains and artifacts. Following is the complete unprioritized listing of North Carolina American Indian needs as defined by the Commission of Indian Affairs:

- Affordable standard housing
- Health – drug free
- Education /Skills
- Self-sufficiency
- Jobs
- Food
- Transportation
- Self-identity
- Self-esteem
- Cultural Affirmation
- Protection against predatory lenders
- Security
- Data
- Hope
- Leadership/policy makers
- Vision
- Passion
- Money/funding
- Politicians favorable to American Indians (including role models)
- Unity
- Businesses
- Spiritual identity/healing/rejection
- Strong family units
- Political savvy
- Equal opportunity
- Visibility (appropriate)
- Collaboration
- Research (health, culture, history)
- Celebrate success
- Marketability
- Recognition
- American Indian veteran services
- Maintain American Indian homes in DSS cases
- Advocacy
- Guardianship of American Indian artifacts
- American Indian issues before CIA – mandated
- Preventative health services
- Opportunity awareness
- Greater national involvement
- Greater state/local involvement
- Youth mentoring
- Better communication between CIA and tribes

Strengths of the Commission of Indian Affairs

The Commission of Indian Affairs has a number of strengths which it can use to its advantage as it moves forward in the Commission's quest to fulfill the needs of North Carolina American Indians. These include structural strengths such as organization; North Carolina General Statutes; and both formal and informal relationships with the Federal, State and Tribal governments. Other strengths are due more to past efforts such as a history of successful programs, a dedicated staff, and overall goodwill. Following is a complete unprioritized listing of the strengths of the Commission of Indian Affairs as developed by the Commission of Indian Affairs.

- Successful programs
- Talent search programs
- Experienced and talented Commission Members
- Visibility
- Relationship with state/tribal/federal governments
- Unified voice
- Existing partnerships
- Clearinghouse
- Statutes
- Goodwill
- Organizational history
- Organizational structure
- Dedicated staff
- Positive Reputation
- Position within state government
- Catalyst/capacity building
- Member driven
- Powers (authority)
- Longevity of CIA
- Autonomy of CIA
- Sovereignty
- Survivability
- Self-determination

Weaknesses of American Indian Communities

Weaknesses within the North Carolina American Indian Communities complicate need fulfillment. In fact some of the weaknesses are directly related to current needs such as lack of funding, overworked volunteers, and lack of political leverage. Whether internal to the American Indian community, such as lack of focus, or external to the community, such as discrimination, these weaknesses create major barriers to overcome in order to provide all North Carolina American Indians a decent living and life. Following are the unprioritized weaknesses of the American Indian communities as perceived by the Commission of Indian Affairs.

- Funding – amounts and sources
- Communication
- Lack of political leverage
- Funding limits (what can and can't do)
- Discrimination
- Time constraints
- Overworked volunteers
- Lack of commitment to change
- Unity (selfish)
- Lack of dedication/passion
- Unpaid board (lack of salaries/supplements)
- Lack of tenacity
- Inability to recruit new/young leaders
- Lack of focus

- Local political pressure
- Lack of awareness of power
- Tenacity
- Passive
- Identity weakness
- Recognize own - don't

Opportunities Available to American Indians

Gratefully there are opportunities available to North Carolina American Indians. Some of these opportunities have yet to be developed at all such as the potential use of the Community Reinvestment Act (CRA) to make substantial increases in the quality of life in American Indian communities. Others are underutilized resources such as the talent present in the American Indian youth. Still others are used quite effectively and need to be maintained or strengthened such as Section 8 housing. The following unprioritized list includes all of the major opportunities available to American Indians as developed by the Commission of Indian Affairs.

- Community Reinvestment Act (CRA) credit including ability to influence continuance
- Partner with other minorities
- Youth/Talent
- Legislative agenda – lobby
- Government Relations
- People/Groups wanting to help
- Ability to impact due to statutory authority
- Ability to influence that need/want direction through legislative agenda
- Ability to self-change
- Colleges/Universities attempting to recruit American Indians for diversity
- Link to state agencies
- Opportunity to improve impact through college/university
- New leadership
- Section 8 – home ownership
- Access to programs due to state nature
- Corporate recruiting
- Sovereignty
- Economic development initiative
- Unified tribes

Threats to the Commission of Indian Affairs

Unfortunately there are a number of threats facing the Commission of Indian Affairs. These threats, if left unchecked, could not only negatively impact the ability of the Commission to fulfill the goals of this strategic plan, but could also result in a decrease in the standard of life of North Carolina American Indians. As could be expected, some of these threats are political in nature such as divisive political strategies between the tribes or potential legislative reductions. Whereas, other threats include being a “minority” minority or a sub-minority. Following is the unprioritized list of perceived threats as developed by the Commission of Indian Affairs.

- Outcome of advocacy study
- Overworked staff
- Apathy
- Dis-empowerment
- Decline in state/federal programs
- Anti-Indian (federal recognition, non-Indian folks, Indian people themselves)

- Legislative reductions (funds, authority, etc.)
- Political blackmail
- Changing ethnic demographics
- Non-inclusiveness
- Data collection definitions
- Lack of strategies to address other threats
- Lack of vision
- Declining awareness
- Being counted but not served
- Divisive political strategies
- Anti-minority emphasis
- Lack of unity
- Turfism
- Lack of historical knowledge
- Marketability
- Racism
- Theft of cultural identity
- Institutional amnesia
- Not telling own story – others will
- Sub-minority
- Written out of law
- Minority = black

Critical Factors Facing American Indians in North Carolina

The Commission of Indian Affairs reviewed the needs of the North Carolina American Indians and, in light of the strengths, weaknesses, opportunities, and threats determined that there are five critical factors which must be addressed to improve the lives of American Indians in North Carolina. Identification of these factors was crucial point in the development of the plan as it is these factors that will be used as a benchmark to determine the appropriateness of committee goals. These five critical factors are:

- 1. Lack of effective leadership development and educational attainment.**
- 2. Lack of resources.**
- 3. Spiritually wounded and culturally threatened.**
- 4. High mortality rate.**
- 5. Unity.**

Committee Goals

In response to the critical factors facing North Carolina American Indians, the Commission of Indian Affairs developed a goal based strategic plan to fulfill many of the major needs facing these peoples. The strategic plan is structured around the committees within the Commission of Indian Affairs with each committee having one or more major goals it plans to achieve before December 31, 2010. Although each major goal has sub goals and tasks, it is important to note that achievement of the main goal is the primary focal point. As time moves forward and changes occur in the environment in which the Commission of Indian Affairs exists, changes in the action items are likely to occur yet changes in the goals will be less frequent. The goals identified by the Commission of Indian Affairs are:

- 1. Assist the state's American Indian tribes with understanding sovereignty and gaining federal recognition.**
- 2. Assist each tribe and urban Indian center and other tribal communities in achieving self-sufficiency through all available economic development resources.**
- 3. Increase the percentage of American Indians owning and living in affordable decent housing.**
- 4. Increase access to culturally appropriate preventative health and health care services and to increase American Indian knowledge and awareness of the health care system.**
- 5. Increase awareness of American Indian culture by the general public.**
- 6. Increase postsecondary graduation rates of American Indian students.**

Goal Action Items by Committee

A key factor in the successful achievement of a goal is the development of action items which, if accomplished, will result in goal fulfillment. The Commission of Indian Affairs developed sub goals and specific action items for each goal identified in the planning process. These action items are presented in a numbering system which will allow the action item to be linked directly to a specific goal.

1. Recognition Committee

Goal: Assist the state's American Indian tribes with understanding sovereignty and gaining federal recognition.

1.1 Secure additional financial resources for federal recognition.

- 1.1.1 Apply for at least two (2) grants per year for federal recognition resource.
- 1.1.2 Request a full-time position for federal recognition from N. C. General Assembly.

1.2 Monitor federal government activity regarding North Carolina Tribe Recognition.

- 1.2.1 Review Congressional/BIA/NCAI activity through calendars, report, etc.
 - 1.2.1.1 Monitor American Indian related Congressional/BIA.NCAI committee hearings.
 - 1.2.1.2 Analyze action taken by governmental entities on American Indian Issue.
 - 1.2.1.3 Track or report tribe progress as well as state and federal recognition procedures changes annually.
 - 1.2.1.4 Report results of analysis of tribal recognition to the CIA through Federal Recognition Committee.
 - 1.2.1.5 CIA takes action as appropriate on tribal recognition issues.

1.3 Assist American Indian Tribes in gaining Federal recognition by sponsoring an annual Federal Recognition Summit.

- 1.3.1 Form Federal Recognition Summit Committee.
- 1.3.2 Determine structure/funding for Federal Recognition Summit.
- 1.3.3 Develop agenda for Federal Recognition Summit.
- 1.3.4 Develop marketing Federal Recognition Summit.
- 1.3.5 Secure speakers for Federal Recognition Summit.
- 1.3.6 Secure location for Federal Recognition Summit.
- 1.3.7 Hold Federal Recognition Summit.
- 1.3.8 Report of activities and outcomes of Federal Recognition Summit.
- 1.3.9 Follow up evaluations of Federal Recognition Summit:
 - (a) Evaluation of Federal Recognition Summit event.
 - (b) Evaluation of results of event (from tribes, 3- 6 months after event – check progress on Federal Recognition).

1.4 Provide education on sovereignty to tribal leaders.

- 1.4.1 Sovereign discussion and speaker on CIA agenda at least annually.
- 1.4.2 Recommend sovereign at Unity Conference annually.
- 1.4.3 Establish and maintain sovereign resource center/file.
- 1.4.4 Collect and distribute information on sovereignty.
- 1.4.5 Develop and hold a Sovereign Symposium by end of 2008.

1.5 Provide political support for tribes pursuing federal recognition.

- 1.5.1 With support and involvement of tribes and Recognition Committee develop “NC Tribal Recognition Issues Agenda” and present to CIA for action.

2. Economic Development Committee

Goal: Assist each tribe and urban Indian center and other tribal communities in achieving self-sufficiency through all available economic development resources.

2.1 Promote Business Development through the following strategies

- 2.1.1 Increase access to capital.
 - 2.1.1.1 Promote American Indians on Boards of Capital Providers such as the Banking Commission and Rural Center.
 - 2.1.1.1.1 Identify capitol providers.
 - 2.1.1.1.2 Prioritize capitol providers.
 - 2.1.1.1.3 Determine membership requirements and processes for capitol provider boards.
 - 2.1.1.1.4 Identify a pool of American Indian candidates for potential service on capitol provider boards.
 - 2.1.1.1.5 Vet potential capital provider board candidates with various American Indian entities.
 - 2.1.1.1.6 Monitor the process to determine outcomes of placing American Indians on capitol provider boards.
 - 2.1.1.2 Review Commission of Indian Affairs Board membership to ensure appropriate state government economic development representation.

- 2.1.1.2.1 Economic Development Committee reviews CIA membership and develops recommendations.
- 2.1.1.2.2 Recommendations from Economic Development Committee regarding state Econ. Dev. representation on CIA forwarded to Legislative Committee for review.
- 2.1.1.2.3 Recommendations from Legislative Committee regarding Econ. Dev. representation on CIA to full board for approval to changes of CIA board membership.
- 2.1.1.2.4 Advocate for change in membership of CIA board.
- 2.1.1.3 Study the current state of capital to determine if there is American Indian under representation. Study criteria could include: \$ and # of American Indian Loans, \$ and # of loans by American Indian Community, Branch location.
 - 2.1.1.3.1 Identify sources of information on capital to study under-representation.
 - 2.1.1.3.2 Determine if preliminary data is available on under representation.
 - 2.1.1.3.3 Develop survey tool(s) to regarding capital and American Indians.
 - 2.1.1.3.4 Review/approve tools(s) regarding capital and American Indians.
 - 2.1.1.3.5 Administer survey tools regarding capital and American Indians.
 - 2.1.1.3.6 Follow-up to increase response rate regarding capital and American Indians.
 - 2.1.1.3.7 Compile information regarding capital and American Indians.
 - 2.1.1.3.8 Analyze data regarding capital and American Indians.
 - 2.1.1.3.9 Economic Development Committee review analysis of data regarding capital and American Indians.
 - 2.1.1.3.10 Economic Development Committee report to full commission on study of capital and American Indians.
- 2.1.2 Ensure adequate business startup preparation and business management assistance is available to American Indians.
 - 2.1.2.1 Refer individual American Indians to appropriate support entities and the support entities to the American Indian via a Memorandum of Understanding (MOU) that requires two way positive transfer of the referral.
- 2.1.3 Support the North Carolina Indian Economic Development Initiative.
 - 2.1.3.1 Ensure clear lines of responsibility via the development of a Memorandum of Understanding regarding the NCIEDI.
 - 2.1.3.2 Support funding request for the Indian Economic Development Initiative.
 - 2.1.3.3 Continue to allow the CIA Economic Development Committee Chair to chair the NCIEDI.

2.1.3.4 Continue to provide limited staff support for the NCIEDI.

2.2 Develop, Implement, and Support an American Indian Leadership Initiative.

- 2.2.1 Form American Indian Leadership Initiative committee.
- 2.2.2 Create Academic Partnerships for American Indian Leadership Initiative.
- 2.2.3 Secure operating resources for American Indian Leadership Initiative.
- 2.2.4 Research current program/ materials regarding American Indian Leadership Initiative.
- 2.2.5 Define needs (leadership) include local input for American Indian Leadership Initiative.
- 2.2.6 Analyze needs/materials for American Indian Leadership Initiative.
- 2.2.7 Develop/Secure Materials for American Indian Leadership Initiative.
- 2.2.8 Develop deployment plan for American Indian Leadership Initiative.
- 2.2.9 Deploy American Indian Leadership Initiative.

3. Housing Committee

Goal: Increase the percentage of American Indians owning and living in affordable decent housing.

3.1 Increase landlord participation in the Section 8 housing program.

- 3.1.1 Sponsor annual landlord workshops regarding Section 8 housing.
 - 3.1.1.1 Determine Location/time/date for Section 8 housing annual landlord workshop.
 - 3.1.1.2 Set Agenda and get speakers if needed for Section 8 housing annual landlord workshop.
 - 3.1.1.3 Develop List of landlords for Section 8 housing annual landlord workshop.
 - 3.1.1.3a Existing list.
 - 3.1.1.3b List from – Chambers, Associate Realtors.
 - 3.1.1.3c AI landlord special emphasis marketing.
 - 3.1.1.4 Invite other players (tribal leaders, DSS, select non-profits) to Section 8 housing annual landlord workshop
 - 3.1.1.5 Advertise Section 8 housing annual landlord workshop
 - 3.1.1.6 Hold Section 8 housing annual landlord workshop
 - 3.1.1.7 Record information on attendees at Section 8 housing annual landlord workshop
 - 3.1.1.8 Capture and analyze Feedback/evaluation from Section 8 housing annual landlord workshop
 - 3.1.1.9 Follow-up process for Section 8 housing annual landlord workshop

3.2 Increase the availability of Standard Housing.

- 3.2.1 Increase American Indian home ownership.
 - 3.2.1.1 Contact “housing entities” request American Indian on board.
 - 3.2.1.2 Request information from “housing entities” on American Indian clients and American Indian special emphasis efforts – recommend

- they develop a special emphasis project to increase American Indian home ownership.
- 3.2.1.3 Contact banks – request Community Reinvestment Act information regarding loans/assistance made to American Indian entity or community for housing projects.
- 3.2.1.4 Check on change in behavior of contacts regarding availability of home ownership for American Indians.
- 3.2.1.5 Report to CIA for action.
- 3.2.2 Substandard Housing Rehab Project.
 - 3.2.2.1 Identify additional resources (develop list) to alleviate substandard housing in American Indian communities.
 - 3.2.2.2 Determine if there is inventory of Substandard Housing in American Indian Communities.
 - 3.2.2.2a If not seek entity to help develop inventory.
 - 3.2.2.2b Develop inventory.
 - 3.2.2.3 Present proposed projects/efforts regarding upgrade of substandard housing in American Indian Communities to CIA for support.
 - 3.2.2.4 Approach “housing entities” and request American Indian on board
 - 3.2.2.5 Request “housing entities” report on projects and American Indian special interest efforts, request that they initiate special emphasis project for American Indians if they do not have one.
 - 3.2.2.6 Provide information on substandard housing in American Indian communities and actions of housing entities to upgrade substandard housing to CIA for action.

3.3 Reduce barriers to providing housing to family members.

- 3.3.1 Identify barriers to providing housing to family members by type of barrier.
- 3.3.2 Develop prioritization of reducing /removing barriers to providing housing to family members.
- 3.3.3 Develop strategy to removal reduction of barriers to providing housing to family members.
- 3.3.4 CIA Housing Committee present strategies to full CIA on removing barriers to providing housing to family members.
- 3.3.5 CIA takes action on strategies to remove barriers to providing housing to family members.
- 3.3.6 Follow-up/Evaluation on removal of barriers to providing housing to family members.

3.4 Explore the use of American Indian Housing Vouchers.

- 3.4.1 Prove the need for American Indian housing vouchers.
 - 3.4.1.1 Gather current data on American Indian housing.
 - 3.4.1.2 Analyze data and determine the need more data on American Indian housing.
 - 3.4.1.3 Gather new data if needed on American Indian housing.

- 3.4.1.4 Relate data to services/needs identify gap in American Indian housing.
- 3.4.2 Market the solution to tribes regarding the use of American Indian housing vouchers to solve American Indian housing problems.
 - 3.4.2.1 Develop white paper including marketing and other recommendations regarding American Indian housing vouchers.
 - 3.4.2.2 Present the white paper on American Indian housing vouchers to CIA Housing Committee.
 - 3.4.2.3 CIA Housing Committee presents American Indian housing voucher white paper and their recommendations to full CIA.
 - 3.4.2.4 If Commission acts then develop marketing plan and take other action regarding American Indian housing vouchers.

4. Health Committee

Goal: Increase access to culturally appropriate preventative health and health care services and to increase American Indian knowledge and awareness of the health care system.

- 4.1 Continue Health Summit.**
- 4.2 Support and encourage tribes and organizations to participate in state, federal, and local health initiatives.**
- 4.3 Provide or appoint American Indian membership to health organizations and initiatives when appropriate.**
 - 4.3.1 Identify culturally appropriate health oriented entities and initiatives.
 - 4.3.2 Prioritize health organizations that have culturally appropriate initiatives for possible American Indian membership.
 - 4.3.3 Determine membership requirements and processes for health organizations and initiatives.
 - 4.3.4 Identify a pool of American Indian candidates for appointment on health organizations and initiatives.
 - 4.3.5 Vet American Indian candidates with various American Indian entities for possible membership on health organizations and initiatives.
 - 4.3.6 Monitor the process to determine outcomes on gaining American Indians on health organizations and initiatives.
- 4.4 Act as a linking agency by connecting state/federal resources to community based organizations.**
- 4.5 Establish Memorandum of Understandings or Memorandums of Agreement with Health Care Initiatives, CIA and communities.**
- 4.6 Determine the health status of American Indians.**

- 4.6.1 Request an annual report and data from Office of Minority Health on American Indian participation.
- 4.6.2 Provide an Office of Minority Health report to Health Committee.
- 4.6.3 Health Committee will analyze Office of Minority Health report to CIA and prepare a separate report to the CIA that includes recommendations for action.
- 4.6.4 Support culturally appropriate research that helps determine the health status of American Indians.

4.7 Request a Graduate Student Project to research the need for an American Indian Health Initiative and identify the benefits

- 4.7.1 Identify need for an American Indian health initiative by collecting data from outside sources.
- 4.7.2 Perform gap analysis regarding American Indian health vis-à-vis white and other minority health.
- 4.7.3 CIA request funding for American Indian Health Initiative/Program if research indicates a need/gap.

5. Cultural and Religion Committee

Goal: Increase awareness of American Indian culture by the general public.

5.1 Continue and expand American Indian Heritage Month.

- 5.1.1 Submit articles to major newspapers in each of the service areas of the state recognized tribes promoting Indian Heritage Month programs on Public access TV and radio stations promoting Indian Heritage Month.

5.2 Work with Tribes and Organizations on publicizing their local events.

5.3 Create Collaborations with NC Museums, Welcome Centers, Department of Tourism, Chambers of Commerce, and Department of Transportation to promote American Indian Culture.

- 5.3.1 American Indian art displayed in NC museums for display and for sale.

5.4 Work with Tribes, Organizations, NC State Indian Education, archeologists, and others to create and distribute an American Indian Resource Guide.

5.5 Work with UNC-Pembroke or other similar entity to create a video about each of the State Recognized Tribes.

5.6 Work with the Department of Transportation, General Assembly, and others to increase highway signage depicting Tribal Areas and sites of significant American Indian heritage

- 5.6.1 Research what other states do in regards to American Indian Cultural signs and tribal boundary markings.

- 5.6.2 Research the requirements from the Department of Transportation, Cultural Resources, Commerce, and Agriculture regarding signage.
- 5.6.3 Determine categories of desired signs.
- 5.6.4 Determine specific sites, events, or boundaries that will be requested to be identified using signage.
- 5.6.5 Determine if Cultural Resource Sign Brown Sign, Dept. of Commerce, Dept of Agriculture, or a new sign is appropriate.
- 5.6.6 Determine if the CIA can design a sign for or logo for a sign to be used on all American Indian oriented signs.
- 5.6.7 Determine signage wordage.
- 5.6.8 Develop items for NC Tribes signs including “Welcome to the home of ...”

5.7 Collaborate with American Indian Churches and American Indian Spiritual Leaders in creating an on-going Spiritual Healing Ceremony to be conducted across the state.

5.8 Recommend and support workshops at the Indian Unity Conference so that the NC tribes and organizations can share their specific history and programs that they have to promote American Indian culture in their areas.

6. Education Committee

Goal: Increase postsecondary graduation rates of American Indian students.

6.1 Facilitate the development of a program to prepare middle school American Indian students for high school.

6.2 Facilitate the development of a program to prepare high school American Indian students for college.

6.3 Increase the amount of scholarship money available to assist American Indian students in paying for college.

6.4 Facilitate the development of a bridge or transitional program to prepare American Indian students for transition from high school to college with college credit.

- 6.X.1 Develop American Indian Retention in Education (AIRE) Program core concept including concept presentation.
- 6.X.2 Research AIRE target population to determine which students fall into at risk groups such as Leandro, low wealth school, etc.
- 6.X.3 Meet with DPI, UNC-GA, CC, Gov. Office, and Ind. Univ. to present AIRE concept and ask for participation
- 6.X.4 Develop AIRE concept in-depth to include budget.
- 6.X.5 Participants present AIRE program to governing bodies for endorsement

- 6.X.6 Request AIRE funding in Governor's Budget as separate item in Education section.
- 6.X.7 Secure funding for AIRE – seek supplemental grant funding if needed.
- 6.X.8 Implement AIRE for year one.
- 6.X.9 Evaluate outputs and outcomes of year one AIRE.
- 6.X.10 Modify AIRE if needed prior to year two AIRE.
- 6.X.11 Implement AIRE for year two.
- 6.X.12 Evaluate outputs and outcomes of AIRE year two and combined two year results.
- 6.X.13 Develop AIRE report of results
- 6.X.14 Provide AIRE report of results to participants and request continued support and continuation funding if appropriate.

Strategic Plan Deployment and Modification

Without efficient and effective implementation a plan is worthless. Without the opportunity for modification as time passes, a plan is at risk of becoming irrelevant and possibly even harmful. Therefore, the Commission of Indian Affairs developed both a deployment and modification process for the strategic plan. Together, these two steps should greatly enhance the ability of the strategic plan to achieve its goals and fulfill the needs of the North Carolina American Indians.

Strategic Plan Deployment

Both Commission of Indian Affairs Commissioners and staff have unique roles and responsibilities in ensuring the efficient and effective deployment of the strategic plan.

Staff has multiple processes to assist them in achieving the goals set forth in the plan including the following:

- By October 1, 2005, the Executive Director of the Commission of Indian Affairs will meet with each staff member and modify that employee's performance appraisal plan (PMS) to include specific responsibilities related to the Strategic Plan. The Executive Director will also meet with the Secretary of Administration and request that his performance appraisal document be modified to include responsibilities relating to the strategic plan.
- By October 1, 2005, each staff member will provide the Executive Director with a timeline on action items to be completed to ensure achievement of plan goals. This timeline will be used as a baseline for progress reports and will be included in the monthly report mentioned below.
- Each staff member will provide the Executive Director with a monthly activity report that will include the original action item timeline, activities for the month related to the strategic plan, accomplishments, and results. Requests for modifications to the timeline will be included in this report.
- Staff members who have lead responsibility for a Committee will develop a tracking book. This book will, at a minimum, include the original timeline, modified timelines, monthly activity reports, and documentation supporting the accomplishment of action items.
- A staff meeting will be held monthly to discuss the progress towards achievement of the strategic plan. The Liaison for Productivity will facilitate these sessions.
- The Executive Director will compile and submit a monthly status report to the Commissioners.

As appointed representatives of the American Indians in North Carolina, the Commissioners have ultimate responsibility for ensuring the successful implementation of the plan. Therefore, they have given themselves specific processes to assist as they proceed forward including the following:

- Commissioners will review the monthly report from the Executive Director and take action as needed.
- Committee Chairs will have monthly contact with all committee members and specifically discuss/address action items that need attention.
- Committee Chairs will provide a quarterly report on the status of their goals to the full Commission. This report may be oral but must include output and outcome data.

Strategic Plan Modification

Organizations such as the Commission of Indian Affairs and people such as the American Indians in North Carolina do not exist in a vacuum. As the environment around these groups change, so must they. A strategic plan is no different in that it too must adapt and change as circumstances shift in order to meet the ever evolving needs of American Indians in North Carolina. Therefore, the Commission of Indian Affairs has set forth processes which should help ensure that the Strategic Plan is a living document and thus remains relevant throughout the planning period.

As was true with the deployment of the strategic plan, Commission of Indian Affairs staff and Commissioners have specific processes which should assist them in ensuring appropriate review and modification of the plan. These include the following:

- Quarterly, each staff member will assess the needs, strengths, weaknesses, opportunities, threats, and critical factors related to their area of responsibility to see if modifications are appropriate. This assessment will include tribal and American Indian organization input. Staff can collaborate on gaining this input. Staff members who believe that plan modification is appropriate should recommend specific modifications to the appropriate committee chair.
- Quarterly, Committee Chairs should review the strategic plan and, if appropriate, make recommendations for modification to the full Commission.
- Quarterly, the Commission shall include on their meeting agenda an action item related to strategic plan review including possible changes to the plan based upon Committee Chair, staff, Commissioner, tribal, or American Indian organization request for modification.
- Annually, the Commission shall devote the substantial portion of one meeting to strategic plan review with particular attention given to outputs, outcomes, and needed adjustments due to external factors.
- If the plan is changed, the Commission shall notify all North Carolina American Indian tribes and organizations of the change to include reasoning for the change.

Conclusion

The Commission of Indian Affairs has a long and rich history of assisting North Carolina American Indians. As the organization moves forward in a time of limited resources and growing demand for services it is compelled to maximize the efficiency and effectiveness of efforts. It must focus on the most critical factors facing the American Indian people and fulfill as many needs as possible given the environment in which it exists. The development and deployment of this strategic plan is visible evidence that the Commission is dedicated to maximizing the efforts of the Commission to benefit the American Indians in North Carolina. As the Commission implements this plan, it will keep in mind that the success of this plan will be judged by all American Indian people in North Carolina and how their lives have been changed as a result of work of the Commission. Thus by presenting this plan the Commission of Indian Affairs vows to provide ... Results – Not Activity.

Appendixes

Appendix A
Commission of Indian Affairs Strategic Planning Process



Appendix B
Commission of Indian Affairs Staff Survey

Customer Needs - Prioritized

A need is a problem the North Carolina American Indian is trying to solve or something the North Carolina American Indian is trying to achieve. A need is NOT a program or initiative.

Please list the needs of the North Carolina American Indian population.

Strengths, Weaknesses, Opportunities, and Threats - Prioritized

A strength is something that can be used to your advantage. It is unused potential, an attribute of quality, or power. A strength is internal

A weakness is an area that could fail under pressure or could be exploited (in a negative way) by others. It is a defect, failing, or flaw. A weakness is internal

An opportunity is a favorable or advantageous circumstance. It is something that you can exploit (in a positive manner). An opportunity is external.

A threat is an unfavorable or disadvantageous circumstance. It is something that can be of danger. A threat is external.

Please list the strengths of the North Carolina American Indian Population.

Please list the weaknesses of the North Carolina American Indian Population.

Please list the opportunities available to the North Carolina American Indian Population.

Please list the threats facing the North Carolina American Indian Population.

Please list the strengths of the North Carolina Commission of Indian Affairs.

Please list the weaknesses of the North Carolina Commission of Indian Affairs.

Please list the opportunities available to the North Carolina Commission of Indian Affairs.

Please list the threats facing the North Carolina Commission of Indian Affairs.

Critical Data

Critical data is that information which must be considered in order to make an informed decision.

Please provide data that you believe is critical to the success of the strategic planning process.

Appendix C
Commission of Indian Affairs Staff Interview Questions

1. Give me a brief review of your job and programs managed.
2. Were you involved in the last strategic planning session (Consultation 2000)?
3. If so what did you think went well and what could be improved?
4. Have you had the opportunity to review the plan lately?
5. What did the CIA intend to and was not accomplished that you believe the CIA should get done this next five years?
6. Upon what do you think the CIA should focus during the next five years?
7. Looking at the proposed planning structure, what potential issues do you see creeping up?
8. What would you like to add or tell me about?

Appendix D
Commission of Indian Affairs Commission Member Survey

SURVEY FOR COMMISSION MEMBERS

The first step to getting the things you want out of life is this: Decide what you want.

Ben Stien

With that in mind, the North Carolina Commission of Indian Affairs is in the process of developing a strategic plan for 2005-2010 and we need your input.

Our process will be fairly straightforward: ask for input, discuss the results, determine critical issues, determine what we want to accomplish, develop a roadmap to help lead us there, and finally establish procedures to keep us on track and allow us to modify our plan as things change.

This brief survey is one way in which we are getting information for consideration by the Commission as they develop a strategic plan.

Please take a couple of minutes to complete the survey and return it to us by October 19, 2004. We would like for you to provide us with your opinion on the following items:

A. What do you believe are the three greatest strengths of the Commission?

1. _____
2. _____
3. _____

B. What do you believe are the three greatest threats facing the Commission?

1. _____
2. _____
3. _____

C. If you had to say that there were two very critical issues facing the American Indians in North Carolina – what would be those issues?

1. _____

E. What one item are you most passionate about related to the Commission?

F. Please rank the following in order of priority to you with 1 being the most important and 4 being the least important. Use each number only once (for example to not rank two items as 1).

- _____ Continuation and growth of current programs at the Commission
- _____ Establishment of new programs at the Commission
- _____ Federal Recognition
- _____ State Recognition
- _____ Other (specify) _____

G. If the Commission were to add additional programs or services, what programs or services would you recommend the Commission consider? Please list top three in priority order.

1. _____
2. _____
3. _____

Appendix E
Summary of October 21 and 22, 2004 Retreat

Commission of Indian Affairs
October 21 and 22, 2004
Strategic Planning Retreat Summary

The Commission of Indian Affairs is in the process of developing a strategic plan covering the period January 2005 through December 2009. Although this plan will cover a five-year period, it is expected that the plan will be reviewed and modified annually so that it can be adjusted and modified in response to changes external to the Commission.

As part of the planning process the commission of Indian Affairs met for a strategic planning retreat on Thursday and Friday October 21 and 22, 2004. The purpose of the retreat was to make substantial movement towards completing the 2005-2010 strategic plan. Attendees included Commission members, Commission staff, a representative from the Attorney General's Office, and the facilitator. The Secretary of Administration attended a portion of the event. Following is a summary of the key points covered and progress made during the sessions.

Welcome and Introductions

The Chair of the Commission of Indian Affairs welcomed the group and introduced the Executive Director. The Executive Director provided some housekeeping information and introduced the facilitator.

Strategic Planning Review

The facilitator provided a brief review of strategic planning. During the review the facilitator emphasized a need to focus on the North Carolina American Indian population during the planning process. The facilitator stated that the success of the Commission of Indian Affairs would be a by-product of successfully fulfilling the needs of the North Carolina American Indian population.

Review of the Prior Strategic Planning Effort – Consultation 2000

The group reviewed the prior strategic plan – Consultation 2000. It was noted that the prior planning process and theory was overall sound. However, it was noted that the major weakness in the plan was the lack of an effective implementation and follow-up process. It was also noted that the recommendations and goals in the plan were, to say the least, aggressive. The group noted that only approximately 30% of the goals listed in the plan had been achieved during the past five years.

Given the overall soundness of the plan, the group determined that much of the work performed during the construction of the plan remained valid and that the group would use the Consultation 2000 document as a starting point for the current planning process. By doing so the group desired not to “reinvent the wheel.”

Prior Strategic Planning Priorities

The prior strategic planning document included seven planning priorities those being:

1. Advocacy
2. Economic Development and Housing
3. Education and Youth
4. Funding and Educational of Public
5. Health and Human services
6. Leadership development
7. State and federal recognition

Answers to the question: Should committees of the Commission of Indian Affairs be working committees as compared to “meeting” committees?

Prior to continuing forward in the planning process, the facilitator desired for the Commission to determine its role in implementing the recommendations of the current planning process. The group needed to determine if it would be a working partner in achieving the goals set forth in the current plan or a policy only commission which would leave most of work to the staff. This was believed to be an important point as it would frame the breadth and depth of the goals. The commission members in attendance voted as follows when asked how many of the Commission’s Committees should be working committees:

All – 8

Most – 6

Some – 1

None – 1

North Carolina American Indian Needs

Next the group listed needs of North Carolina American Indians. It should be noted that this list is not in priority order; rather the list is displayed in the order mentioned during the meeting. It should also be noted that the list is not intended to be all-inclusive but rather was developed as a tool to ensure all attendees were focused on the needs of the North Carolina American Indians and not of a specific subgroup, the Commission, or Commission staff.

- Housing
- Health – drug free
- Education /Skills
- Self-sufficiency
- Jobs
- Food
- Transportation
- Self-identity
- Self-esteem
- Cultural Affirmation
- Protection against predatory lenders
- Security
- Data
- Hope
- Leadership/policy makers
- Vision
- Passion

- Money/funding
- Politicians favorable to American Indians (including role models)
- Unity
- Businesses
- Spiritual identity/healing/rejection
- Strong family units
- Political savvy
- Equal opportunity
- Visibility (appropriate)

Strengths

The group was then asked to list the strengths of the Commission. Strengths of the Commission, not North Carolina American Indians, were listed since it was important to understand what internal strengths the Commission could call upon to fulfill the goals of the strategic plan. Again, this list is presented in the order mentioned, is not all-inclusive, and is not prioritized.

- Successful programs
- Talent search programs
- Experience (members)
- Visibility
- Relationship with state government/tribal government/federal government
- Unified voice
- Existing partnerships
- Clearinghouse
- Statutes
- Goodwill
- History (organizational)
- Organizational structure
- Dedicated staff
- Good members
- Reputation
- Position within state government
- Catalyst/capacity building
- Member driven
- Powers (authority)

Weaknesses

The group then turned towards the weaknesses that could be used against the Commission or which would be barriers to the successful implementation of the goals developed during the planning process. It should be noted that the facilitator truncated this process so that the members would not become overcritical of themselves. Again, this list is presented in the order mentioned, is not all-inclusive, and is not prioritized.

- Funding – amounts and sources
- Communication
- Lack of political leverage

- Funding limits (what can and can't do)
- Discrimination
- Time constraints
- Overworked volunteers
- Lack of commitment to change
- Unity (selfish)
- Lack of dedication/passion
- Unpaid board (lack of salaries/supplements)
- Lack of tenacity
- Inability to recruit new/young leaders
- Lack of focus
- Local political pressure

Opportunities

After identifying the internal strengths of North Carolina Commission of Indian Affairs, the group next listed the external opportunities available to the Commission. Once again, this list is presented in the order mentioned, is not all-inclusive, and is not prioritized.

- Community Reinvestment Act (CRA) credit including ability to influence continuance
- Partner with other minorities
- Youth/Talent
- Legislative agenda – lobby
- Government Relations
- People/Groups wanting to help
- Ability to impact due to statutory authority
- Ability to influence that need/want direction through legislative agenda
- Ability to self-change
- Colleges/Universities attempting to recruit American Indians for diversity
- Link to state agencies
- Opportunity to improve impact through college/university
- New leadership
- Section 8 – home ownership
- Access to programs due to state nature
- Corporate recruiting
- Sovereignty

Threats

After identifying the opportunities available for use, it was important to focus on the threats facing the Commission of Indian Affairs, and to some extent, the North Carolina American Indian population. As before, this list is presented in the order mentioned, is not all-inclusive, and is not prioritized.

- Outcome of advocacy study
- Overworked staff
- Apathy
- Dis-empowerment

- Decline in state/federal programs
- Anti-Indian (federal recognition, non-Indian folks, Indian people themselves)
- Legislative reductions (funds, authority, etc.)
- Political blackmail
- Changing ethnic demographics
- Non-inclusiveness
- Data collection definitions
- Lack of strategies to address other threats
- Lack of vision
- Declining awareness
- Being counted but not served
- Divisive political strategies
- Anti-minority emphasis
- Lack of unity
- Turfism

Required functions of the Commission

Having identified a number of Strengths, Weaknesses, Opportunities, and Threats, the group believed that it had adequately performed a S.W.O.T. analysis. It was at this time the representative from the Attorney Generals Office was asked to review the required and allowable functions of the Commission. After a brief discussion the following items were listed as required functions of the Commission:

- Lobby
- Study issues of interest to American Indians and distribute results
- Assist in provide relief to the needs of American Indians
- State Recognition
- Federal Recognition

Current Committee Structure

Next the group reviewed the current committee structure of the Commission of Indian Affairs to see if it was capable of fulfilling the required functions of the Commission as well as address the needs of North Carolina American Indians in light of the results of the S.W.O.T. analysis. It was determined that the existing committee structure listed below was capable.

- Economic Development
- Education
- Executive
- Human Resources (Housing and Health)
- American Indian Culture and Religion
- Legislative
- Audit
- Recognition

Critical Factors Facing American Indians in North Carolina

The group was then asked to develop a list of critical factors facing American Indians in North Carolina. The facilitator limited the group to four final factors thus the group was forced to

prioritize issues facing American Indians in North Carolina. In doing so, the group attempted to combine some initially listed factors with others while determining if additional factors were subsets or part of broader reaching issues. After much discussion, the group agreed on the following four items as the most critical factors facing American Indians in North Carolina. It should be noted that this list is in priority order.

6. Lack of effective leadership development and educational attainment
7. Lack of resources
8. Spiritually wounded and culturally threatened
9. High mortality rate

Committee Goal Development

The group was then split into four groups representing four major Commission committees. These groups were charged with determining the five year goal(s) of the committee, strategies for reaching the goal(s), and to detail out one specific strategy using a means-end or systematic diagram. Time did not permit completion of this step.

Next steps

Having made significant progress towards the development of the strategic plan. Following are the next major steps in the planning process:

- Complete committee work in determining five year goals.
- Develop annual goals, targets, and indicators
- Develop project/initiative specific annual plans including resource requirements
- Prioritize plans/projects and approve resource allocations
- Develop feedback/modification loop – monthly/quarterly activity and plan reviews
- Adopt Strategic Plan