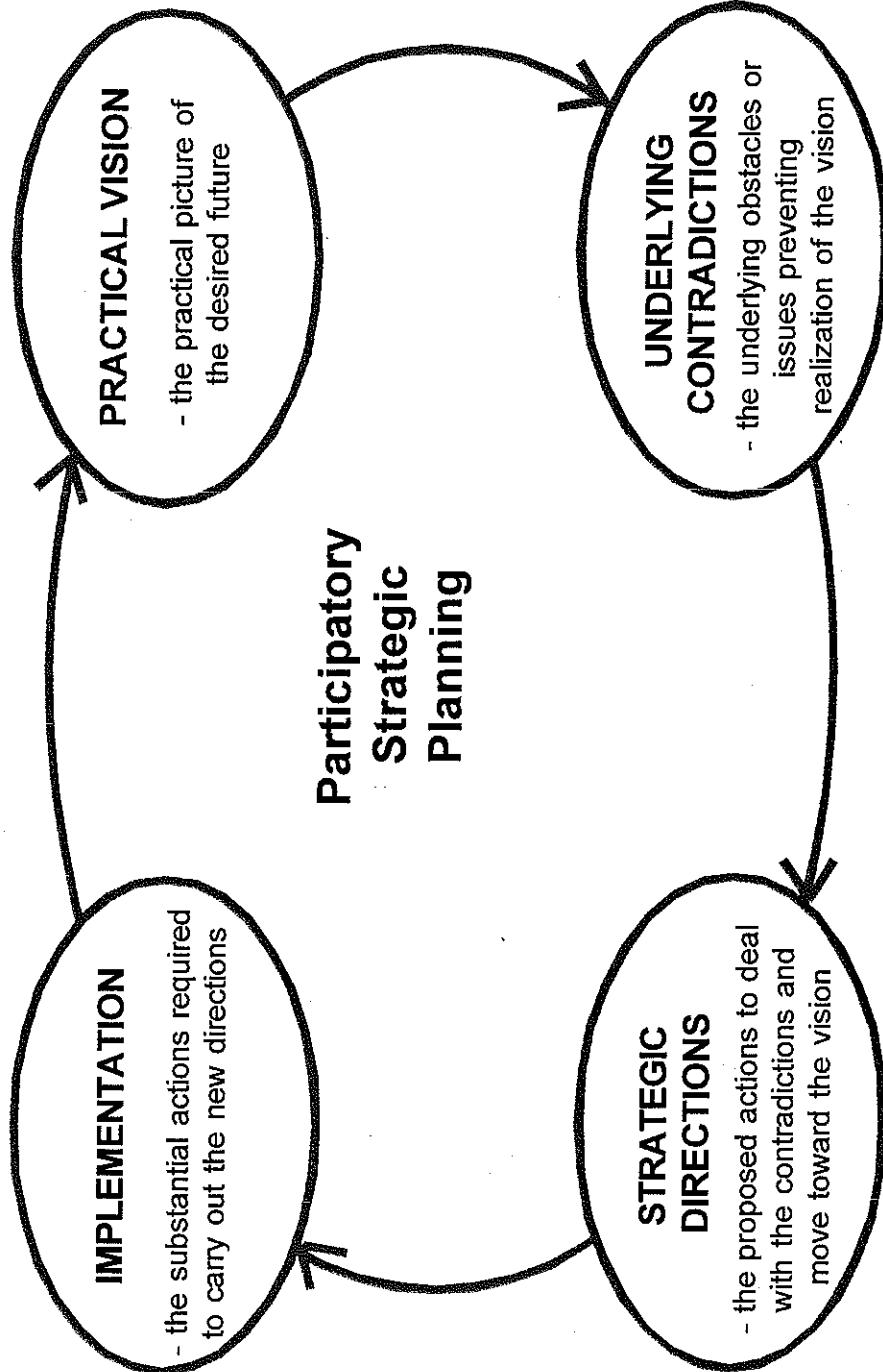
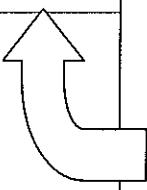


ICA PARTICIPATORY STRATEGIC PLANNING



STRATEGIC DIRECTIONS

WHAT PRACTICAL, INNOVATIVE ACTIONS WILL DEAL WITH OUR CONTRADICTIONS AND MOVE US TOWARD OUR VISION?

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<p>Strengthen Construction Contracting</p> <ul style="list-style-type: none"> • Develop a construction contracting career path • Centralize contracting services but warrant locally • Hire own SFC Contracting Officer (EMB or ES) • Pay ES to provide contracting services to IHS offices • Warrant authority for SDC Directors (<25K) • Access military base procurement system • Designate one const. contract officer w/ DOA • Pay for contract, department training • Execute MOA w/ other agencies for contracting <p style="text-align: right;">▫ A/E Contracts</p>	<p>Develop Program and Project Management</p> <ul style="list-style-type: none"> • Regular PM training • Make PDS mandatory data management system • Data system strategic plan developed w/ maximum field input • Make all District/Sr. F.E. get CPM certification • Hire more Project Managers • Develop PM. training for entry-level engineers • Project management concepts to allocate resources • “Deploy” within area to gang tackle projects • Data system contest to field staff to write paper on how to make data systems useful • Ban field engineers from surveying and drafting <p>Publish Program Guidance</p> <ul style="list-style-type: none"> • Guidelines – publish them • Clear guidelines stating authorities • National (or local) IHS caucus among authorities for consensus • Finalize draft documents • Provide STD guideline framework for Areas 
<p>Develop Human Resources</p> <ul style="list-style-type: none"> • HR training • Provide mandatory SG training including discussion on job security or lack thereof • Hire our own HR staff • Accelerated promotions for hard-to-fill locations • Employee needs vs. Program objectives • Develop SD PPT and FAQ for field staff • HR create central repository for new engineers • Improve marketing and PR skills • Understand contractual/personnel system • Create multiple career tracks • Place an HR person in each DEHE office • Have training with HR regarding SFC needs • Develop standard. SD tribal briefing package • Capture historical lessons learned by creating an online journal 	<p>Strengthening and Enhancing SFC Effectiveness</p>
<p>Restructure SFC</p> <ul style="list-style-type: none"> • Restructure SFC • Remove SFC portions from EHS • Create 4 regional engineering centers (all engineers) • Fund larger multi-year projects • Assign to each project a Project Manager, Designer, and Contract Specialist 	<p>Optimizing SFC Through Restructuring</p>
<p>Planning O&M Strategy</p> <ul style="list-style-type: none"> • Develop O&M strategic plan with all O&M assistance providers • O&M – provide financial incentives for O&M improvement • Encourage and develop tribal O&M coops • Create incentive for properly maintained systems • O&M – FUND IT! (at specific level of need) • Don't rebuild before standard lifecycle • Implement GIS technology for O&M capacity development • O&M – Create O&M consortium at Area or regional level 	<p>Building, Strengthening and Solidifying Coalitions</p>