

# Larry Jacques

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## Executive Summary:

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- ✓ Experience breaking down complex information and processes so leadership can readily have insights to inform their decision making with either internal departments or external partners.
- ✓ Experience in leading highly effective group meetings in person and virtual environments.
- ✓ Has developed a 4-step model for tribal consultations that includes bi-annual leadership meetings, scheduled listening sessions, analysis/comments, and collection of annual policy reports highlighting tribal support/opposition.
- ✓ Experience in being a representative at government-to-government consultations, and participation in inter-tribal collaborations.
- ✓ Experience in planning and conducting complex qualitative and quantitative analytical studies involving many facets of the Tribe's programs utilizing internal tribal statistics and census data to establish equitable funding and addressing tribal formula funding issues, in addition utilizing similar statistics to aid program planning efforts.
- ✓ Experience in delivering strategic planning services to the Tribal Board of Directors, Executive Offices, and thirty tribal governmental departments.
- ✓ Experience developing networks to build alliances; collaborating across boundaries to build strategic relationships and achieve common goals and management to facilitate organizational process with a focus on institutional partnership building experience, identifying alignment between organizational structures, defining existing relationships, and describing potential areas of work with a strong example being some of the work done between the Tribe and Michigan State University Extension.
- ✓ Currently providing leadership and project management for over \$25 million dollars of broadband projects. Currently pursuing \$38 million in solar projects, assisting in project management of a \$11 million health center project (new annex and traditional medicine), and securing \$10 million in SSBCI funding.
- ✓ Developed a process for allocating and expensing the tribal health department's specific Covid-19 related funding, ensuring compliance and meaningful use of funding.
- ✓ Provided advisory services to senior leadership involving an array of highly confidential and sensitive management issues by tracked \$238 million of ARPA allocations, establishing a resource that allowed easy review of resolutions and project status. Displaying the data in multiple formats to increase comprehension (chronological, categorical, and check book style).
- ✓ Experience working with high level officials of federal, state, Tribal or local governments, on issues pertinent to technology development as through my interactions working to attain funding, coordinate efforts, and establish effective solutions for regional broadband. Working with federal partners at the FCC, NTIA, USDA: RUS, State partners including the Michigan High-Speed Internet Office (co-presenting with the Eric Fredrick at a broadband

event), Coordinating with local tribes and the local tribal college (sharing broadband updates for the past two years at our monthly planning meetings), and coordinating with the local EUP-Connect Collaborative to ensure our mutual goals could be leveraged and maximized.

- ✓ Experience interacting with program officials in developing options for resolving critical and controversial issues by having very in-depth well-prepared presentations that tell the visual story of the issues, referencing policy and establishing the conceptual walk-through so busy partners can quickly establish an understanding of the particular issue and meaningful contribute.
- ✓ Strong history of assisting departments address pending changes, supporting them during transitions, strengthening ownership of the process, and obtaining employee buy-in utilizing a mix of Change Theory and taking a humanistic approach to ensure that individuals within the system are treated with friendliness, courtesy, tact, empathy, and politeness so that my tribal office maintains effective relationships celebrating their individual differences.
- ✓ Has experience in application of Change Theory in various situations ensures that people are motivated, that they are engaged in the collaboration process and that their individual and shared experiences are what build quality decision making and long-term organizational impacts. The process builds trust and connectedness between team members, peers, and executive management.
- ✓ Experienced public speaker recently presented at the Michigan Planning Association, Michigan Indian Education Council, has hosted large pan-tribal planning events for the Missing and Murdered Indigenous Persons Conference. Has evidenced effective speaking, presenting, and active listening skills by hosting planning sessions on every major webinar platform.
- ✓ Experienced in providing advice and guidance on technology development for the Tribes broadband initiatives including fiber-to-the premises and wireless solutions based on coordinated guidance from our technology consultants. Communicate information to internal representatives from Economic Development, Accounting, and Legal offices.
- ✓ Has experience using presentation to make translate the often difficult to understand technology projects to ensure senior leadership have the tools needed to understand and make meaningful decisions. Has a strong ability to adapt presentations for senior level officials with optional (drill-down) referenceable information within the presentation.
- ✓ Experience in writing testimony, briefing papers, and responding to requests from senior level officials within the tribe to various federal agencies including the DOI, BIA, BIE, NTIA, FCC, USDA, DOJ, MDHHS among others.
- ✓ Providing budget estimations, facilitations, and project management for the tribe's 50<sup>th</sup> anniversary grand assembly.
- ✓ Experience in policy development facilitating the modification of nine-policies to address the pandemic, and four new policies to address emergency management during the pandemic.

## Professional Experience:

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### **Sault Ste. Marie Tribe of Chippewa Indians**

**Director of Strategic Planning, Sault Ste. Marie, MI**

2015-Present

- ✓ Experience in taking the lead in setting goals and protocols, establishing timelines, overseeing budgets, hiring new members of the workforce, managing different teams, conducting research and analyses, and reviewing reports, solving issues and concerns if any would arise by developing and developing programming for multiple grants over my tenure including \$900k Tribal Education Department Grant (BIE), \$600k Sovereignty in Education Grant (BIE), \$1.3M Tribal Opioid Response Grant (SAMHSA), \$1.7M COVID-19 Response Grant (SAMHSA), 900k CTAS PA6 (DOJ:OVC), \$25M ReConnect (USDA:RUS), \$200k National Tribal Broadband grant (BIA), \$164k Capital Projects Fund (Treasury), \$500k Broadband grant (NTIA), and aided on multiple other awarded grants for other departments in need of grant writing or management assistance.
- ✓ Experience managing and seeing through completion, administrative matters that are complex and involve a variety of stakeholders and programmatic disciplines by establishing a process for the Sault Tribe Health Department to coordinate with Legal, Purchasing, Facilities, Budgets, Accounting, Engineering, and others to drastically increase efficiency in establishing and processing COVID-19 compliant projects for the \$47 million worth of tribal Health COVID-19 related funds.
- ✓ Coordinated and co-developed both a \$52 million-dollar NTIA broadband application, and was awarded both a \$25 million-dollar and 3.75 million-dollar USDA-RUS broadband award to benefit tribal membership, tribal departments, local institutions and businesses.
- ✓ Experience spearheading and overseeing the integration and implementation of new technologies for the Sault Tribe as we enter into the broadband utility space. Reviewing the various types of technologies to be implemented as they will ultimately have an impact on the capabilities and flexibility of our final network.
- ✓ Experience in developing guidance or policy for wireless communications on tribal lands by co-drafting with our legal department the resolution and policy forming the Broadband Utility Authority.
- ✓ Experience in completing studies and reports for submission to Tribes, and federal government on programs or issues involving technology development in Indian Country establishing white papers on issues, and co-drafting petitions to the FCC regarding “near-reservation” use of the Affordable Connectivity Program.
- ✓ Coordinated with the EUP-Connect Collaborative (a regional broadband group including schools, businesses, and governments) sharing data and planning activities monthly.
- ✓ Experience leading groups to develop ideas and goals and discuss all aspects of program management with a broad range of individuals evidenced by facilitating the development of the Board of Directors Master Strategic Plan, executive strategic plans, and strategic plans for thirty governmental departments, providing customized facilitations based on the needs of

each group.

- ✓ Directed the Planning & Development Department and shaped the core work to include strategic planning, grants administration, and data administration with a focus on building integrity, accuracy, and results.
- ✓ Established a system for quick turn-around enrollment statistics to inform and improve departmental operations and to help secure additional funding, this system allowed for the ability to pull population data by any county/zip/age group in the country and enabled mapping services to improve understanding of what the data represents.
- ✓ Transitioned the grants management system to eCIVIS to better administer oversight of the 200+ grants the tribe has at any given time.
- ✓ Collaborated with the Government Relations Department to develop various consultation written testimonies and talking points.
- ✓ Facilitated the community outreach, law enforcement, media/public communications, and victim services meetings for the Missing and Murdered Indigenous Persons Pilot Project, establishing the tribe's MMIP plan.
- ✓ Assisted Sault Tribe's Anishnaabek Community and Family Services to develop a Child Protective Services Flow Chart, which was adopted by the State of Michigan's Department for Health and Human Services.
- ✓ Served as Technical Advisor to the Chairperson for Tribal Consultation Advisory Committee (TCAC) for the National Institutes of Health.
- ✓ Facilitated grant writing, and preliminary design process, performed cost analysis, developed the request for proposals, performed BID analysis, and provided technical support that resulted in a new \$3.2 million Sault Tribe Early Child Care Center.
- ✓ Wrote and provided technical support to establish the Veterans Affairs and Sault Tribe Reimbursement Agreement.
- ✓ Developed process for the Land and Space Use Workgroup, defining authorization, required project information, checklists for all required documentation for various project types across the Tribe, and how the workgroup ensures due diligence.
- ✓ Developed and executed a tribal census resulting in a representative sample size that allows the Tribe to have a 95% confidence interval in the results for any response from the tribal 7-county service area, which will enable better program planning and improve competitiveness in grant applications.
- ✓ Facilitated the development of twelve new internal policies that allowed the Tribe to adapt to the COVID-19 pandemic and continue operations given the changing working environment.
- ✓ Tracked all grant funding opportunities, grant applications, grants received, and other funding associated with the CARES Act, and American Recovery Plan Act (ARPA), focusing on addressing the effects of COVID-19 while also discussing the tribe's overall ability to address future emergencies.

## Education:

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**Michigan State University,** East Lansing, MI  
Master of Arts in Educational Technology - 2014

**Michigan State University,** East Lansing, MI  
Bachelors of Science in Agriculture Business Management - 2012

**Bay Mills Community College,** Bay Mills, MI  
Associates in Business Administration - 2010  
Associates in Construction Technology - 2010

## Memberships and Other Qualifications:

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8-years of grant work, 8-years of supervision experience, Sault Tribe Food Sovereignty Committee Chair, Sault Ste. Marie Downtown Development Authority Chair, Sault Ste. Marie DDA Main Street Economic Vitality Chair, Member of the Soo Theatre Board, Member of WISE Council (University of Wisconsin), American Indian and Alaska Native Health Research Advisory Council, North American Indigenous Student Organization, American Indian Science and Engineering Society at MSU, Vice President of the Student Council at Bay Mills Community College (BMCC), President of the BMCC Renewable Energy Club, Co-Chair of the American Indian Higher Education Consortium BMCC student group, Enhanced Commercial Driver's License

## Professional and Technical Skills:

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Strategic planning, team leadership and staff development, budgeting, facilitation, relationship building, government relations, database design, and implementation, data sovereignty, survey implementation, planning (events/workshops), resource allocation and scheduling, website design and management, employee training, desktop publishing/video editing/photography, research, financial planning and management, risk management, and data analysis skills.