



**PROMOTING
PROSPERITY LUMMI
NATION VENTURES
PROGRAM**

**REPORTED PRESENTED TO THE
NORTHWEST AREA FOUNDATION**

DECEMBER 22, 2005

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Prosperity
Lummi Nation
Ventures Program



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**EXECUTIVE SUMMARY
LUMMI VENTURES PROGRAM PLAN**

The Lummi Ventures Program: Promoting Prosperity comes from the heart of the community. Lummi from all walks of life, with different economic status, religious beliefs and traditions, life styles, and goals came together at different points in the planning to give voice to the Lummi future. Through focus groups, interviews, surveys, knocking on doors, looking under bridges, holding community gatherings, organizing planning teams with the inexperienced and experienced, the youth and the elders, the very poor and sick, and the well and prosperous of the community all had a say in the plan. This report is grounded in Lummi culture, Lummi needs, and Lummi vision for the future.

An overview of the Plan can be described using the Northwest Area Foundation's desired community level outcomes:

Increased asset identification and development

- ❖ The Plan builds on and expands the capacity of the numerous assets of the Lummi Nation including the Northwest Indian College, the Lummi Nation School, Daycare, the LIBC Departments of Planning and Economic Development, the Tribal Health Center and Community Mobilization Against Drugs initiative, and the Cedar Project for youth leadership. It also taps into and expands the capacity of the people of Lummi to contribute to Lummi, including the cultural and religious leaders, the elders, the artists, the fishermen, and the youth.
- ❖ The Plan includes a number of areas where more research is needed to use the assets most effectively and to create new capacity and strengths. For example, further research is needed into best practices related to areas such as workforce development and individual asset development, and community based asset and need surveys related to families and education are desired.

Expanded economic opportunities

- ❖ The Plan calls for the development of a comprehensive small business incubator, which provides a wide range of support from assessment, planning, basic financial skills to micro-loan programs and technical support in growing a business. This is an example of supporting people in the community who are out of work, but with skills to offer such as the fishermen and artists.
- ❖ The Plan also calls for attracting larger scale employers to the reservation, with LIBC Economic Development in the lead, with support from Ventures.
- ❖ Ventures will support the development of businesses in the region with a major initiative to build a workforce that is educated, has the skills that are needed, and has excellent work habits. It will also make a significant contribution to the daycare capacity so parents can work.
- ❖ Ventures will also lead an effort to build the capital assets of the low-income through the rebuilding of credit, achieving financial literacy, building individual savings and first-time home ownership.

Increased capacity to reduce poverty

The Ventures Plan has a large focus on increasing the capacity of families and individuals to lead lives that are free of strife, productive, and self-defined; and on increasing the

capacity of the community to work together in creating prosperity for all. This includes initiatives to:

- ❖ Create a community that values and participates in learning in many different ways and venues
- ❖ Make higher education available to low-income youth and young adults through scholarships
- ❖ Teach both children and adults to read
- ❖ Heal intergenerational trauma and reduce domestic violence
- ❖ Integrate Lummi culture, traditions and language into community life
- ❖ Teach basic life skills to youth and adults. This will range from financial literacy to healthy relationships.
- ❖ Build the 'people assets' of Lummi through strategies such as community gatherings and mentoring programs

Increased community use of inclusive decision-making

The Ventures Project broke new ground in bringing together different parts of the community to contribute to and make decisions about the Ventures Plan. To maintain the connection and accountability to the community Ventures will be organized as a tribally chartered non-profit organization. The Ventures Plan calls for continued regular community gatherings to hear about progress, give feedback to the Board of Directors and Executive Director, and help evaluate and roll the plan forward over time.

Ventures will also sponsor conferences to bring together people from the Lummi community with regional leaders, including non-natives and other tribes. Examples are the Future Search Process to set educational standards, the Economic Summits, and a conference, modeled after the successful Squamish conference, to drive a reduction in domestic violence.

In concert with each other the Plan strategies will:

Expand the education level and job-related skills of people living on the reservation

Expand the opportunities for living wage or better jobs and for small business development

Enable the low-income to build personal assets such as savings, homes and businesses.

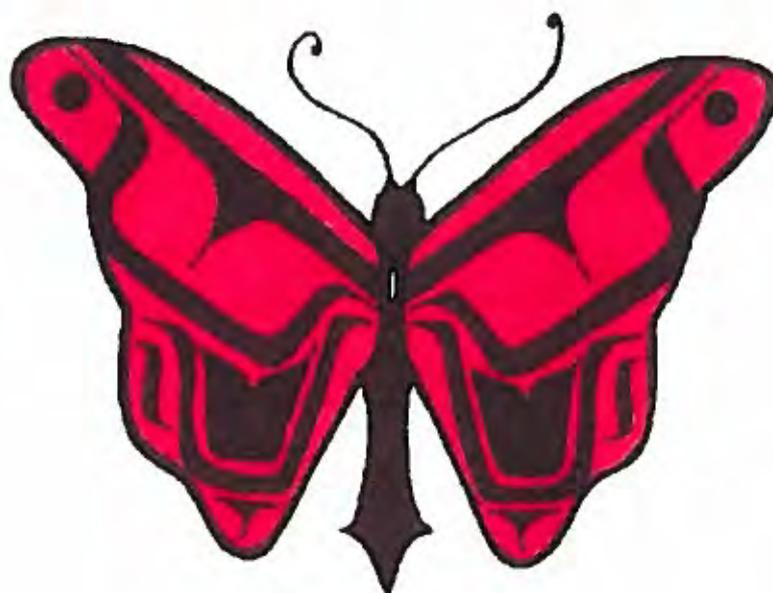
Re-establish the Family and Lummi culture and traditions as the foundation of Lummi prosperity

TABLE OF CONTENTS

Executive Summary	
Chapter 1: Introduction	Page 1-3
Chapter 2: Strategic Approach	Page 4-9
Chapter 3: Visions and Strategies	Page 10-62
Economic Development Vision	
Education Vision	
Families Vision	
Land Vision	
Chapter 4: Management and Implementation Plan	Page 63-66
Chapter 5: Financial Plan	Page 67-72
Budget	Page 72-80
Chapter 6: Outcomes and Indicators	Page 81-91
Chapter 7: Evaluation and Learning	Page 92-94
Appendices	
A: History of the Lummi Indian Nation	
B: Lummi Ventures Project Interim Report	
C: Letters of Support	
D: 501(c)(3) Charter	
E: Poverty Profile of Lummi Community Members	



INTRODUCTION



CHAPTER 1 INTRODUCTION

'Poor natives live worse on the Reservation than the third world countries' – survey respondent

***'People should be allowed to talk. This way, more people will be able to go through a mourning period, which will lead them to a healing period.'* – focus group participant**

'This work will be referred to as the groundbreaking, lifting people up again' – witness at the community gathering

The Lummi Ventures Program is a unique planning project whose story is told within this report to the Lummi. In telling the story, we want to speak to the origins of the Lummi Nation, the context for the partnership with the Northwest Area Foundation, and outline what you will find in subsequent chapters of the Plan. The Plan is intended to be a living document that continues to deepen and change as the Lummi people connect with it and continue to shape its future.

The Lummi Nation

The Lummis are indigenous to the San Juan Archipelago and the mainland along the currently defined Nooksack River system. The Lummis are well known for being harvesters of the sea and stewards of natural resources, such as the Cedar tree. The Lummis are a proud people who take pride in their families, tradition and culture, much of which were significantly weakened through government policies. For example, Federal and State laws that forbid the practice of Native spirituality restricted Lummi ways, and assimilation practices removed Lummi children from their families through boarding schools. While the Point Elliot Treaty of 1855 secured the permanent homeland of the Lummi, and ensured the Lummis' rights to fish in usual and accustomed grounds, they were often arrested and had lives threatened by non-Native fishers and government enforcement personnel. In 1974, the Boldt decision provided protection for Indian fishing rights and resulted in a new era within the fishing fleet. In the late 1990's, there was a dramatic downturn in the salmon fishing industry, which severely impacted the ability of Lummis to generate income and carry on traditional fishing practices.

Although government laws and policies have dramatically impacted the break up of the nuclear family and traditional practices, the Lummis remain a strong people. For instance, the Lummis take pride in the fact that they are recognized as a self-governing sovereign nation. Lummis have been known for leading the way in "Indian country". In spite of horrific numbers that indicate American Indians have the highest high school dropout rates, the highest infant mortality rates, highest suicide rates and a huge dependency on drugs and alcohol; Lummis are determined to revive the language and family structure of their community. (See Appendix A for additional information about the Lummi Nation.)

Partnership with the Northwest Area Foundation

American Indians have:

- Higher infant mortality, an indicator of poor maternal and child health.
- Higher mortality among youth and young adults, which reflects such issues as more car accidents and higher suicide rates.
- Higher mortality of middle-aged adults due to health problems such as diabetes and the effects of alcohol and drugs.

The Lummi Nation was selected without solicitation by the Northwest Area Foundation of Minneapolis, Minnesota to participate in a far-reaching poverty reduction planning effort. Initially, the Northwest Area Foundation contacted the Tribal Chairman's Office in June of 2003, requesting a site-visit by Foundation representatives. As a result of this consultation, and a subsequent visit in the fall of 2003, the Lummi Nation was notified in December of 2003 that it was one of three tribes in an eight-state region selected to participate in the Ventures Program. In March of 2004, the Lummi Nation signed an agreement with the Foundation to finalize, no later than October of 2005, a ten-year poverty reduction plan. Assuming the Plan is accepted by the Foundation, the Lummi Nation will be eligible to receive up to \$1 million per year for up to ten years to implement the community strategic plan to reduce poverty.

In December of 2003, Karl Stauber, President of the Northwest Area Foundation, came to the Lummi Nation accompanied by other Foundation staff. Speaking on behalf of the Foundation, Mr. Stauber emphasized that, despite the billions of dollars spent since the War on Poverty in the 1960s, no one has found "the answer to poverty." He stressed the importance of broad-based community participation and reaching out to traditionally under-represented voices in the community. Perhaps most importantly, he encouraged the Lummi Nation to reach beyond the conventional understanding of poverty and to embrace a holistic, inclusive, and informed approach in the development of our poverty reduction plan.

The partnership with the Foundation and the other two tribes participating in the concurrent planning processes, the Turtle Mountain Band of Chippewa and the Cheyenne River Sioux, has been rich in its human connections and in the learning represented by the development of a community driven plan that aspires to:

1. A significant focus on reducing poverty
2. Substantial involvement of diverse interests
3. Do no harm
4. Thoughtful and realistic strategies for accomplishing community goals
5. Development of local abilities to achieve long-term community goals
6. Learning and adapting in response to new knowledge and changing circumstances

Cornerstones for the Lummi Planning Process

The Lummi Ventures Program has worked with the guidance of the Lummi Indian Business Council (LIBC) and the office of the Chairman in designing and implementing a multi-faceted community planning process. The Lummi Ventures Poverty Reduction Plan is intended to address four community-level outcomes, as set forth by the Northwest Area Foundation:

- ❖ Increased asset identification and development
- ❖ Expanded economic opportunities
- ❖ Increased capacity to reduce poverty
- ❖ Increased community use of inclusive decision-making

Consistent with these outcomes, the vision of the Lummi Ventures Program—to *forge a healthy and prosperous community*—can best be realized by offering a hand-up rather than a handout. This is based upon an understanding of how Ventures resources can best be used to help individuals help themselves through a holistic consideration concerning their families, wellness, culture, land, employment, and education.

What you will find in this report

The Lummi Ventures Poverty Reduction Plan is organized into seven chapters:

<i>Chapter 1: Introduction – Introduction to the Lummi Nation, partnership with Northwest Area Foundation, and the planning process</i>
<i>Chapter 2: Strategic Approach - Profile of the community engagement approach and process underlying the plan</i>
<i>Chapter 3: Visions and Strategies - Description of the strategies, actions and connections with other Lummi planning documents</i>
<i>Chapter 4: Management and Implementation Plan - Overview of how Lummi will manage and implement the poverty reduction plan</i>
<i>Chapter 5: Financial Plan - Financial policies, guidelines and budget for the Plan</i>
<i>Chapter 6: Outcomes and Indicators - Approach to assessing the results of the Plan</i>
<i>Chapter 7: Evaluation and Learning - How ongoing evaluation and learning will occur</i>

In addition, a set of appendices can be found at the end of the report that are either referenced in or enrich the material of this report.

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APPROACH



CHAPTER 2 STRATEGIC APPROACH

Introduction

The Lummi Ventures Planning Program is best understood as a conversation with the Lummi people about poverty. The purpose of the conversation was to learn what can and should be done to address poverty, to promote prosperity and individual self-reliance, and long-term community stability and well being at Lummi. The conversations with the community occurred in three phases from June 2004 to September 2005 and involved over 1,500 people.

- Phase I: Engage and learn from and about the community
- Phase II: Develop a framework for prosperity at Lummi
- Phase III: Establish a foundation for implementation of the 10-year Ventures Plan
- Phase IV: Refinement of strategies and plan

The table below gives an overview of engagement opportunities available to community members over the span of 15 months.

Type of Community Engagement	
<i>Executive Committee Team</i>	The Executive Committee consists of five members of the Lummi Indian Business Council. They developed, for LIBC approval, the strategic goals of the Ventures Program, the format for securing community input, and met with the community to develop intervention strategies to assist the bottom quartile in areas of wellness, education, jobs and employment. The Executive Committee participated in 14 meetings.
<i>Community Action Teams</i>	Individuals from the bottom economic quartile of the community were invited to participate on this team and to work in conjunction with the Executive Committee. The CAT members serve to tell the real-life story of individuals facing severe and chronic poverty and serve as a "reality check" for input from the community. The Community Action Team met two times as a group but has participated in Leadership and Community Meetings.
<i>Leadership Teams</i>	The Leadership Teams play a critical role in guiding the understanding about poverty and beginning to shape how the future might be different. The Leadership Teams met six times to conduct a SWOT Analysis and develop Process Maps. Initially, the Teams were organized in areas typically associated with poverty: Education, Employment, and Wellness. As the project has evolved, issues surrounding culture became increasingly important so a Culture Team was added.
<i>Community Survey</i>	Tribal members who participated in the survey ¹ responded to the following set of questions, such as: What is poverty? What does a healthy community look like? What are some good things about Lummi? What holds Lummi back from being a healthy community?
<i>Focus Groups</i>	Focus groups included age and special interest groups such as youth, child protection team, natural resource harvesters, entrepreneurs, artists, youth and employees of the Silver Reef Casino. Each focus group dealt with a sub-set of questions used in the individual survey.

¹ The focus of the survey process engaged the community. It did not rely on strict scientific sampling techniques.

Type of Community Engagement	
Community Events	Three large community events were held – a Film Festival, a Genealogy Festival and a Christmas Gathering. The Genealogy Festival came about as a result of the community identifying that members didn't know who their family is. Each dinner provided community members the opportunity to fill out the survey.
Definitions of Poverty and Prosperity	Members of the array of Ventures Teams came together for a day in February to develop a definition of poverty and of prosperity.
Future Search Community Gathering	In March 2005, members of the community were invited to participate in a three-day community gathering based on the future search conference model. The community gathering trained youth to be facilitators for a multi-generational gathering involving people in poverty that shaped the vision and goals for 2016.
Vision Teams	The Vision Teams formed following the community gathering to refine the strategies, goals and actions. The groups met every two weeks over a period of four months with periodic whole community meetings to get feedback on their work.
Finance Team	The Finance Team was comprised of two members from each of the Vision Teams. Their charge was to develop a set of financial guidelines and implementation alternatives for the strategic plan.
Ventures Strategy Refinement Team	In November 2005, representatives from the Northwest Indian College, Lummi Development Authority, Lummi Planning, Lummi Policy, Lummi Nation Service Organization, Bellingham Technical College, Lummi Council, Lummi Ventures and the Lummi community formed a working group to review the draft Strategic plan and refine the strategies and overall plan.

In the context of the array of engagement options, the Ventures Team learned that the community members share a deep concern about family preservation and sustaining the Lummi traditional life ways for future generations. Consistent with deeply held beliefs, Lummi's see change within the community connected at its core with the family. Thus, family becomes the focal point for the support of the strategies like economic development, education, health and wellness, culture, along with land and the environment presented in Chapter 4 of this plan.

Phase I: Engage the Community

What is poverty?

Poverty is a mixture and combination of factions, like: infrastructure, government, policies, attitudes, upbringing, environment, education, economy, racism, lack of culture, mental health, morals, and values.

Survey Respondent

leadership teams, focus groups, community events and a written survey.

Between June 2004 and March of 2005, the Lummi Ventures Team engaged members of the Lummi Community in an effort to learn about poverty, their experience of poverty and what might be done to overcome poverty. Community members participated through

Gaining Trust and Gathering Input from the Community about Poverty

During the first six months of the planning project, Ventures staff conducted focus groups, created and implemented a community survey, and hosted community events. The trust factor was slow to build, but after six months, the Ventures Program became known in the community and people watched with curiosity, calling or dropping in to find out how they can participate. For example, homeless individuals were reached through members of the Community Action Team. The Ventures Staff and Executive Committee were not successful in reaching them directly, so they relied on community members known to the target group.

There was a tremendous upsurge of anger and frustration expressed at being approached about poverty, but as trust was built, individuals began coming forward on their own. In addition, Ventures' staff's experience with the 3-hour focus groups was that the 10-15 participants had to spend the first half of the meeting expressing anger and frustration with the system, the conditions and attitudes, then once they vented, they began to find or identify solutions. The meetings with the Commissions and Boards were primarily for providing information on the Ventures Program, however, we did receive valuable input and ideas either at the meeting or in follow up conversations from members.

Getting to the Roots of Poverty

Community engagement was built out of a growing understanding that there was something different about the Ventures Program. The difference was a genuine interest in addressing the needs of people living in the lowest economic quartile with a focus on finding ways to provide a hand up and not a hand out. However, getting at the roots of poverty raises questions about programs or services that address the symptoms or conditions of poverty. At times, the shift in paradigm made it difficult for individuals associated with programs and services to join the conversation with people in poverty who were most interested in getting at the roots of poverty. This tension existed throughout the planning process and is likely to continue to be a challenge during the implementation phase of the project.

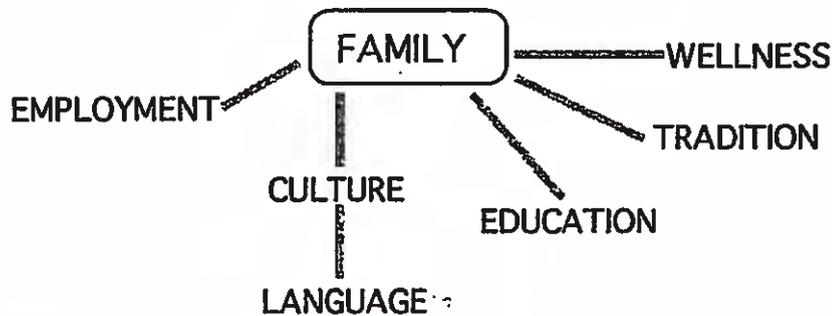
What was learned?

In December of 2004, the Lummi Ventures Team presented an Interim Report to the Tribal Council and to the Northwest Area Foundation. (The Interim Report can be found as Appendix B). Reading the responses to the survey and listening to the ideas offered through the focus groups and leadership teams afforded the opportunity to look at the issues associated with poverty with fresh eyes. The overarching assets and challenges adjust the frame through which we see poverty and provide the keys to unlock the doors that lead to prosperity.

Assets	Along with issues like education, employment, and wellness that began as a major focus for the Ventures Program, culture, children, and family appear as overarching issues. <ul style="list-style-type: none">▪ Culture: Strengthening culture is seen as a way to strengthen children, families and the community as a whole.▪ Children: Are seen as the future of the Lummi Nation.▪ Family: The heart of how children grow to be healthy adults.
Challenges	Through the conversation with the community, overarching challenges affect the capacity of the Lummi People to transform poverty to prosperity. These include:

- Lack of resources – such as education, employment, child care, transportation and housing
- Poor health and inadequate health care
- Lack of hope – connected with multi-generational grief and loss
- Drug and alcohol abuse
- Racism – discrimination inside and outside of the Reservation
- Tribal government – expressed as not listening to the people, preventing change from happening.

Opportunities The overarching themes from the first phase of the planning process offer a way to see beyond the traditional elements of what we have known as poverty reduction programs and categorical funding streams. The graphic below depicts focusing on the family as a possible way of tying important issues together in the 10-year plan to reduce poverty.



Phase II: Develop a Framework for Prosperity at Lummi

The community meetings and the specific focus group sessions provided an in-depth view of assets, challenges, and opportunities that could make a difference for individuals and for the community. During a full day meeting in February, discussions amongst Lummi community members about the definition of poverty led them to recognize that poverty was not defined by income, but rather the community identified poverty in terms of loss of language, culture, traditions and ceremony, sense of self, environment, and land. Based on their conversation, the following definitions were created.

Definition of Poverty:
When one, some or all Lummi values are missing that make a fully functional individual, family or community.

Definition of Prosperity:
Prosperity is living our lives according to Lummi values.

The Community Gathering and Vision Teams

A three-day Community Gathering brought together a cross-section of the community to build a foundation of understanding about how to move out of poverty and into prosperity over the next ten years was held in March of 2005. The group established a set of community values to use

as the basis to test the definitions of poverty and prosperity and to serve as the foundation for their strategies and actions.



By the conclusion of the 2.5 day Community Gathering, the definitions of poverty and prosperity were finalized and six broad strategies and a beginning list of actions were identified: Families, Education, Employment, Land, Culture, and Wellness. The broad strategies served as the foundation for the development of the Vision Teams that were launched at the end of March. A Vision Teams Toolkit was developed to assist team leaders and members to navigate a four-month process to finalize strategies and research and define the actions over the 10-year plan implementation (See Chapter 3: Visions and Strategies for detailed information about the work of the Vision Teams). Members of the Vision Teams contained a predominance of community members with some participation on the part of staff from departments or services especially in the area of education. They met approximately every two weeks with periodic report back to and confirmation of their work by the community.

Financial Management Team

The Financial Management Team began meeting in late April to outline the overall financial guidelines and policies that are included in the plan as well as the management structure to assure the effective implementation of the plan. They continued to be a backbone of support in developing the overall implementation plan. A thorough discussion of the products of their work can be found in Chapter 4: Management and Implementation Plan and Chapter 5: Financial Plan.

Phase III: Establish a foundation for implementation of the 10-year Ventures Plan

The conversations to engage the Lummi Community concluded with a major community meeting in mid-August, where the overarching strategies and actions were approved. The community meeting opened the door for the Ventures Staff to focus on other issues fundamental to the completion of the plan which include:

- Finalizing a management plan
- Articulating for the Tribal Council and Staff within LIBC how the Ventures Plan connects and collaborates with other community and departmental plans
- Development of a 10-year fund development plan and budget
- Creating a foundation for ongoing assessment of results

The Financial Management Team, the Chief of Staff, leaders and members of other departments and programs, along with the Ventures Staff, have worked closely together during September to complete these elements of the plan. A variety of questions and concerns from many corners within the Tribe have surfaced related to potential impacts on other programs or services, how the implementation of the plan should be organized and managed, and what the budget should look like across the strategies (e.g. where does leverage come from and where are there overlaps in expenses and funding streams).

A draft management plan has been developed, which is designed to protect the integrity of the plan and assure accountability to the Northwest Area Foundation and persons living in poverty within the Lummi Nation. The Lummi Ventures Program will become the Lummi Venture Project, housed within the Lummi Nation Service Organization, a tribally chartered 501c3 organization. The staffing for the agency will include an Executive Director, Administrative Support, and a Financial Manager. These positions will be supported by a community board that will be extensively trained in the roles and responsibilities of a not-for-profit board of directors (See Chapter 4: Management and Implementation Plan).

The Ventures Program will be housed in the Lummi Nation Service Organization and will identify and advance opportunities for collaboration with existing community plans, departments and services. The Ventures Program strategies align closely with existing LIBC, NWIC and BTC programs and will work closely with the Lummi Development Authority in developing and implementing poverty reduction initiatives/ (See Chapter 3: Visions and Strategies for identification roles for specific strategies within Lummi).

An initial framework of understanding for the budget and funding strategies which support the desired outcome of at least a 1 to 1 ration of leveraged dollars to Northwest Area Foundation funds has been developed and is described in Chapter. Chapter 5: Financial Plan covers this in greater depth.

Outcomes and indicators that address the roots of poverty as contained in the strategies are included in Chapter 3, but also separated and described in Chapter 6

Phase IV: Refinement of Strategic Plan following October 5, 2005 submission

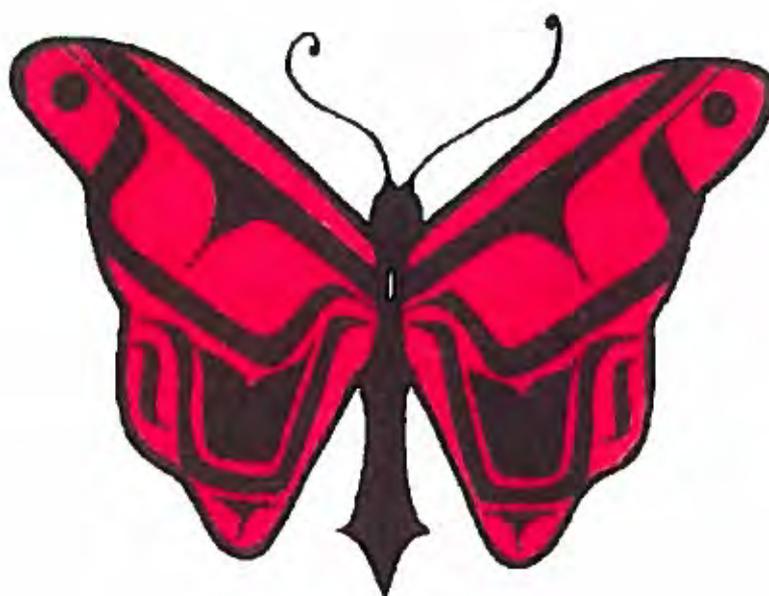
The Ventures Staff and Executive Committee organized a Technical Team made up of representatives from the Northwest Indian College, Lummi Development Corporation, Lummi Nation Service Organization, Lummi Planning Department, Policy Staff, and Bellingham Technical College along with representatives from the community.

The Team held two day long sessions and then assigned sections of the plan for revamping. The Team maintained the integrity of the Strategies identified by the community representatives, did research into best practices and refined the strategies to more clearly reflect what the tribe intended to do, how we would measure and evaluate success and specifically who our target population was.

The plan was unanimously approved by Lummi Indian Business Council at a meeting held on December 20, 2005.



VISION & STRATEGIES



LUMMI VENTURES – STRATEGIES

VISIONS AND STRATEGIES

Introduction

The Lummi Nation is made up of people of vision and of action. Coming together for the purposes of creating the Ventures Plan, they identified six vision statements, which describe how they would like to create a prosperous Lummi community in which all Lummis can thrive:

Economic Development Vision Develop tribal and individually owned businesses and employment opportunities in ways that build individual and community skills and assets, creating a ladder out of poverty and economic stability.

Education Vision Enhance life-long education in all areas (formal, cultural, traditional, and family) by offering numerous opportunities and venues for learning, in order to build the knowledge and skills of all Lummi and create a healthy, thriving community.

Families Vision Strengthen and encourage healthy relationships through our families where we practice our heritage; know our role in our community and live our Lummi values so that Family, once again, is the foundation for our prosperity.

Land Vision Create avenues to preserve, secure, and nurture Lummi land to begin a healing process for Lummis since our identity is connected to the land and to create new economic opportunities.

Wellness Vision Create a mentally, physically, emotionally and spiritually healthy environment in order to promote a balanced sense of well-being for Lummi adults and children.

Culture Vision Carry on the teaching and rich heritage of Xwelemi Elhtalngexw (Lummi people) through our language, spiritual beliefs, families, extended families, art and continued traditional knowledge of the plants, animals and fish for our future generations.

As described in the previous chapter, a team worked on each Vision to identify the goals and strategies, which would lead to success. They identified more than 30 strategies and approximately 200 actions, which describe a comprehensive long-term plan for the community. It is a plan, which as a whole can only be accomplished through the work of Ventures as well as the Lummi Indian Business Council (LIBC), the Northwest Indian College (NWIC), the Lummi Nation Schools and other organizations on and off the reservation. Recognizing that Ventures is not responsible for addressing the full plan, and with its mission in mind to reduce poverty and build prosperity. Ventures is choosing to focus on four of the visions: Economic Development, Education, Families and Land.

This focus does not lessen the importance of culture or wellness. In Lummi, as in most Native communities, culture and tradition play a very strong role in the strategies for lifting Lummis out of poverty, and wellness is necessary to sustain prosperity. The work of the vision team on Culture, many of whom were Elders of the tribe, as well as that of the Health/Wellness team, has therefore been woven into and permeates the other visions, goals and actions.

LUMMI VENTURES – STRATEGIES

Northwest Area Foundation Criteria

The context for the strategies and actions is the framework set by the Northwest Area Foundation. These include six criteria that the plan must meet:

- *Significant focus on reducing poverty.*
- *Substantial involvement of diverse interests.*
- *Do no harm.*
- *Thoughtful and realistic strategies for accomplishing community goals.*
- *Development of local abilities to achieve long-term community goals.*
- *Learning and adapting in response to new knowledge and changing circumstances.*

Glossary

The language of planners and community members in describing the components of their plan varies, so it is important to understand what is meant by different terms. In the Lummi Ventures Plan:

Vision Is what the community would like to achieve, change or create in the next 10 – 20 years.

Strategies Are more specific descriptions of what the community would like to achieve, change or create. These vary in scale and specificity. Many are quite broad and will occur over a longer duration. Others are shorter term. Originally, these were called goals, but the language was changed to be closer to the Foundation's vocabulary.

Actions Are the specific steps or ways in which the strategies will be implemented.

Strategies That Bind

Before the reader plunges into the individual visions, strategies and actions, we would suggest that to fully understand the Lummi Ventures plan for prosperity, it is important to listen for and pay attention to the core strategies that bind each vision to the other and will ultimately help the Lummi Nation use the NWAFF resources wisely and to great effect. You will see in different forms and with different emphasis strategies that cut across the visions and therefore bind them together:

- ❖ Help people build one-to-one relationships between adults and youth, adults and adults, and Elders and children, so that community members can mentor, support, and offer a positive role model for other community members.
- ❖ Develop a community center accessible to all and a place to gather, learn, create, and play.
- ❖ Sponsor community gatherings as a way to build relationships across the community, learn together, celebrate together, plan and make decisions together Strengthen and build on the Lummi family structure to educate, build employment skills, solve land disputes, and build self-esteem and self-knowledge.
- ❖ Use the natural and grass-roots leaders in the community in many different capacities.
- ❖ Reach out to the people in greatest need and with the least support, rather than expecting them to reach for the next step.
- ❖ Use modern marketing tools and campaigns to bring new powerful messages of health, empowerment, and education to people throughout the reservation.
- ❖ Respond to the health and educational needs of the community by investing in the training and education of Lummis, who in turn can then work in those fields for Lummi.
- ❖ Deepen people's understanding of Lummi values, traditions, and language and integrate it into their lives to build their life skills, sense of self and purpose

LUMMI VENTURES – STRATEGIES

Reading the Strategies and Actions

There are ten components to the presentation of the strategies and actions, which will answer the four questions posed by the Northwest Area Foundation. Those questions being:

- *What will be done?*
- *To meet what needs?*
- *To achieve what ends?*
- *For the benefit of whom?*

And where necessary policy implications to the Lummi Indian Business Council.

Within each we have the following 10 components:

1. Goal
2. Strategy
3. Target population
4. Indicator – Overall and Specific
5. Intended results
6. Assets to build on
7. Best Practices
8. What we will do
9. Partnership Agreements
10. Resource Allocation

LUMMI VENTURES – STRATEGIES

Economic Development:

GOAL: Develop tribal and individually owned businesses and employment opportunities in ways that build individual and community skills and assets, creating a ladder out of poverty toward economic stability.

STRATEGY #1: Create access to opportunities that increase educational resources and employment.

Target population:

1. Over 10 year period – 10 people a year of those who complete alcohol/drug treatment programs – 100 people
2. Over 10 year period – 100 single parents – 20 every two years
3. Over 10 year period - 75 dislocated fishers (fishing families) – 15 every two years

Overall indicator:

Increase in the employment and self-employment rate among members of the Lummi Nation

Increase in educational level of tribal population

Decrease in high school dropout rate

Strategy specific indicator(s):

1. Increased support for those who are fighting addiction and/or pursuing life Transition.
2. Increased individual and family annual income
3. Increase in GED/High school completion
4. Increase in # of individuals with vocational and academic certificates and degrees

Intended results:

Improved educational level and employability of single parents especially mothers is proven to positively impact the education and employability of the whole family especially children.

Individuals who complete treatment have the support system that ensures their education and/or employment contributing to their quality of life and to the likelihood of continued sobriety.

Lummi maintains the integrity of its identity as people of the water – fishers – by supporting seasonal employment for fishers and by improving the tribe's fishing fleet's efficiencies and marketability.

Cultural competencies are integrated in the delivery of services in this initiative to ensure that poverty of identification is overcome as economic conditions improve for individuals and families.

LUMMI VENTURES – STRATEGIES

Assets to build on:

Lummi fishing fleet – historical experience of abundance in fishing

Fisherman's Cove (Lummi Commercial Company) – access to over the bank fishing sales, processing plant

Lummi Indian Business Council – Silver Reef Casino – Lummi Commercial Company – access to employment for low and semi-skilled workers, opportunities for skilled workers

Northwest Indian College – Bellingham Technical College: partnership opportunities to train workers by building a linkage that facilitates overcoming barriers to access for vocational training at BELLINGHAM TECHNICAL COLLEGE

Northwest Indian College – Western Washington University – Whatcom Community College – partnership opportunities to increase access to academic and professional education

Lummi Employment and Training Center – Northwest Indian College Work First – Bellingham Technical College Work First – improve existing program services by creating home-based services

Lummi Development Authority – creation of new opportunities for employment linked to training initiatives promoted by Ventures

Best Practices:

Single Parents

WorkWise Program Connects Single Welfare Mothers with Jobs in City, Surrounding Counties

Philadelphia's WorkWise Program targets single mothers on welfare who have limited or no work history and who may have serious family and personal problems. The Program provides a full range of job readiness, preparation, placement, retention and support services, including on-site job coaching. Services are designed to overcome the problems that are barriers to employment; most job placements are in the suburbs surrounding the City.

Participants are referred to the program by local welfare offices; they are single mothers with limited or no work history and no more than nine years of formal schooling. Other problems they may be facing include: a sustained adult living experience at or below the federal poverty level; reading at or below a sixth-grade level; a history of domestic abuse, incest or other family violence; a weak or non-existent family support network; and a spouse or partner who may find their transition to work a threat. The 11 core services provided by WorkWise are:

- **Culturally Competent Client Intake** – The intake process is respectful of the participants and helps them see how their personal dreams can be realized by building a work history and financial assets. Intake is performed by case managers who themselves have succeeded in breaking the cycle of poverty by entering the labor force.
- **Nationally Normed Assessment of Aptitudes, Interests, Skills and Competencies** – The Philadelphia Private Industry Council serves as a partner in this project; the PIC provides a reading/comprehension assessment, Adult Basic Literacy Evaluation (ABLE), and a computerized aptitude and interest inventory, APTICOM.
- **Professional Case Management Support** – In 1986 the Mayor's Office of Community Services (MOCS) was selected to design a case management model for providing services to homeless and potentially homeless persons. MOCS led the nation in the creation of a multi-level case management program, and the leader of this decade-long effort serves as the case management supervisor for WorkWise.

LUMMI VENTURES – STRATEGIES

- **"State of the Art" Job Readiness Training** – Key components of job readiness training include motivational sessions, which focus on building self-confidence; workforce orientation, which addresses acceptable work habits and norms; appropriate relationships, which examine relationships with co-workers and supervisors; and workplace terminology, which introduces clients to the language of the job.
- **Intensive Conflict Resolution Training** – A skills development seminar is integrated into the job readiness training model to address common workplace issues, with emphasis on class and race issues.
- **Multi-media Seminar on Office Technology** – Videotapes, technical specialists and CD Rom software packages build participants' comfort with the vocabulary of the new workplace and ensure that they are at least visually familiar with the components of workplace technology.
- **Professional and Computer-assisted Job Search and Job Matching** – Job developers create a pool of positions available to participants, in addition to ensuring that participants are prepared for job interviews. The job developers drive out to suburban commercial districts, which are located along public transportation routes to identify job openings and schedule interviews for program participants.
- **Individualized On-site Job Coaches for Employed Participants** – Each employed participant, or each group of participants on a given work site, has a job coach present at their place of employment for two weeks.
- **Personalized Support for Community Service Participants** – Individuals with no work history who do not demonstrate work-ready behavior are placed in community service positions. Non-profit organizations that make a commitment to provide job coaching and additional readiness training on their work sites are able to take advantage of the community service slots.
- **Computer Literacy Drop-in Center** – MOCS has arranged through partnership agencies for computer labs to be made available to participants in the evening and on weekends so that participants are able to build their computer literacy skills during their non-work hours.
- **Referral to Support Services with Regular Follow-Up on Participants' Progress** – The participants' contact with support agencies is encouraged and regularized so that they develop a network of support services needed to sustain their success in the workforce.

Within eight weeks of their referral to the program, participants begin working with job developers and going for job interviews. Their training continues during their job search.

The program began in September 1996. At the end of its first 18 months of operation, 743 participants had been enrolled. Of these, 347 (47 percent) had been placed in jobs; the retention rate for this group is 70 percent. The other participants had either gone on to further training or had found jobs on their own. Just 15 percent of the participants had returned to the welfare rolls.

"The WorkWise Program has exceeded our expectations," says Philadelphia Mayor Edward Rendell. "This success is attributable to the excellent working relationships among the Mayor's Office of Community Service, the Private Industry Council of Philadelphia, the local County Assistance Office and the business community, and to the innovative training and case management services that participants receive."

Contact: Leon Simmons, Director, WorkWise Program, (215) 685-2980

Recovering Substance Abusers

In PARTNERS Program, General Assistance Clients Overcome Addiction- Move into Jobs

Trenton, Mercer County, the State of New Jersey and various public and private agencies have collaborated to establish the PARTNERS in Addiction Recovery Program, which provides screening, assessment, treatment and employment assistance to employable General Assistance recipients who are at high risk of addiction. The program has been successful in reducing the welfare caseload by helping these hard-to-place recipients move into jobs following treatment.

The employment phase of the program has traditionally begun after the treatment phase is completed. Prior to graduation, the client and the case worker have a discharge meeting, in which they focus on next steps. What comes next is driven by the client's interests and capabilities. Activities can include further life

LUMMI VENTURES – STRATEGIES

skills training; education, including obtaining a GED or community college courses; training for a particular job, such as in the hotel industry; or job search assistance. Clients may also be referred to a private job service (Curtis and Associates) for help in job-seeking skills, in areas such as interviews, resumes and proper dress.

Following the services and training, the clients go to a network center where they have access to phones and can have messages taken, have access to computers to prepare resumes, can learn about job leads and are given a monthly bus pass to use in going to interviews. Officials report that at least half of the people who complete the program become employed. Probably the greatest indicator of success is that many of the program's graduates encourage their friends and acquaintances with addiction problems to take advantage of it.

Contact: April Aaronson, Director, Trenton Department of Health and Human Services, (609) 989-3331, or Liz Hoeger, Clinician, Mercer Trenton Addiction Science Center, (609) 396-4526

Fishers

Fort Worth Works Links Inner-City Residents with Outlying Jobs

Fort Worth Works assists employers in their search for qualified job applicants and assists unemployed and under-employed Fort Worth residents in their search for jobs. A special effort is made to help inner-city residents and to transport workers to jobs in the Alliance industrial airport area, 15 miles from downtown Fort Worth. The 30-member consortium providing resources includes the Tarrant County Workforce Board and Workforce Network.

Transportation – Because no public transportation was available between Fort Worth's inner-city areas and the Alliance Corridor, Fort Worth Works worked with the Transportation Authority to expand bus service between the City and the Corridor. The additional service began in January 1997. The Alliance Opportunity Center, a "One-Stop" employment service, provides transportation between a central bus stop in the Alliance Corridor and the individual company work sites.

Child Care – The City has just established a \$100,000 fund using neighborhood improvement grant funds to assist prospective employees who need child care in order to be able to take a job. The employees receive assistance funds on a declining basis for 90 days, but must show that they have made arrangements to continue child care after the period of assistance is over.

"Over the last few years, Fort Worth has worked hard to attract thousands of high tech jobs – jobs that pay good wages and have good fringe benefits," says Fort Worth Mayor Kenneth Barr. "Until we created Fort Worth Works, we had no effective way of linking the new jobs with our citizens, particularly those living in the under-served areas of the central city. Thanks to Fort Worth Works, our citizens are successfully landing the outstanding jobs that are coming to Fort Worth, and our employers are finding the skilled and/or highly trainable workers they need. It's a winning effort."

Contact: Sam Khovjak, Director, Fort Worth Works, (817) 871-8634

What we will do:

1. Develop a small business incubator program and facility to support the development of self-employment opportunities through small business development under the direction of the Lummi Nation Development Authority. Businesses developed will include all of the following craft, service and retail businesses.
 - 1) We will work closely with the Lummi Nation Tribal Government and its enterprises to anchor Tribal member owned businesses within the existing procurement budgets.
 - 2) Tribal members owned businesses would become the primary providers of goods and services needed to operate the government and its business entities.

LUMMI VENTURES – STRATEGIES

2. We will work closely with Northwest Indian College to develop client and cost effective services and programs, which support both employment through skill development and self-employment through business development.
 - 1) Home-based career counseling program
 - 2) Education/employment services integrated into case management for individuals in treatment
 - 3) Partnership liaison program between NORTHWEST INDIAN COLLEGE and BELLINGHAM TECHNICAL COLLEGE
 - 4) Education/employment fairs, featuring information on educational and employment opportunities available within a 50 mile commuting distance.
 - 5) Short-term Training Program in soft skills – time management, resume writing, etc.
 - 6) Short-term Training Program in computer skills
 - 7) Short-term Training Programs to increase employability skills in seasonal employment – construction, technology, tourism, retail
 - 8) Assist LIBC/NORTHWEST INDIAN COLLEGE toward increasing scholarships available through Lummi Higher Education Scholarship Fund (these scholarships are available to any tribal member attending any higher education institution who maintain GPA requirements)

Revolving Loan Fund

3. We will work with the Lummi Nation Development Authority's Community Development Financial Institution (CDFI) to establish the Revolving Loan Fund to support the development of business owned and operated by Tribal members in both the Small Business Incubator and the Micro-Enterprises Projects.
 - 1) Review operational policies developed and modify consistent with the goals and objective of the Lummi nation Ventures Project. (This may mean developing a section of the CDFI that is devoted to the Lummi Nation Ventures Project.)
 - 2) Develop criteria for assessing ability to repay and the risk involved in the loan for each proposed business supported through the Lummi Nation Ventures Project.
 - 3) Develop an application to participate in the USDA Intermediary Revolving Loans Fund Program to replenish the funding that is available to the Revolving Loan fund to support the development of businesses owned and operated by Tribal members.
4. Work with the Lummi Nation Natural Resources Department and the Natural Resources Commission to plan develop and implement shellfish beach production projects that result in the increase of clam and oyster production for Lummi tidelands.
 - 1) Work with Northwest Indian College to develop training for Tribal Shellfish fishers to perform beach nourishment activities at appropriate times during the year.
 - 2) Work with Northwest Indian College and the Micro Business Center to develop a master business plan identifying the regulations, procedures, marketing and costs associated with harvesting shellfish from Tribal tidelands.

LUMMI VENTURES – STRATEGIES

- 3) Work with tribal enterprises to identify a quota for Tribal shellfish fishers to sell to the Casino Restaurants.
- 4) Work with other poverty based groups (Fishers, Artist, Farmers) to develop a Farmer's Market for the Reservation.
5. Work with the Natural Resources Commission leadership to enhance the "over the bank sales" directly to the public.
 - 1) Develop locations for over the bank sales, including regular inspections by Lummi Nation Health Sanitarian.
 - 2) Develop master business plan for over the bank sales business that identify the procedures, products and costs required to generate a significantly higher profit than sales to the processing market.
 - 3) Provide assistance through the micro-enterprise center for the development of over the bank sales marketing plan.
 - 4) Work with other poverty based groups (Clammers, Artist, Farmers) to develop a Farmer's Market for the Reservation.
6. Work with Lummi Nation Natural Resources Department and Natural Resources to address the operational needs of the Seafood Processing Plant owned by the Lummi Nation.
 - 1) Processing Plant effluent outfall must be installed to re-direct processing plant effluent into the Lummi nation Sewer System – The Tribe has received an EPA ruling that the plant cannot be operated without this retrofit to insure that plant effluent is not dumped into the waters of Hales Pass.
 - 2) Identify operational problems and effect repairs to the ice making machines, which support the operation of the plant and meet the needs of fishers for ice. Ice making machine are not currently operating.
 - 3) Develop a small canning operation to support Tribal members participation on subsistence fisheries. – The first and last fishery available to Lummi members is the subsistence fishery. However, cash is needed to get the boats, nets and motors needed to access the subsistence fishery. Therefore the Lummi Nation needs to support the subsistence fishery through limited purchases of subsistence fish for distribution to persons without fishers or the capability of fishing.
 - 4) Provide assistance through the Lummi Nation Micro Enterprise Center to develop a master business plan for subsistence fishery that supports operational costs and results in increased dietary protein for members of the Lummi Nation.
 - 5) Work with other poverty based groups (Fishers, Artist, Farmers) to develop a Farmer's Market for the Reservation.

LUMMI VENTURES – STRATEGIES

Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
Single Parents	0	0	5	10	10	10	10	10	10	10
Displaced Fishers	0	0	5	20	20	40	40	40	40	40
Clammers	0	0	5	10	10	10	10	10	10	10
Adult with little or no marketable Job Skills	20	20	20	20	20	20	20	20	20	20
Artist	20	20	20	20	20	20	20	20	20	20

Categories	Businesses Development Started									
	1	2	3	4	5	6	7	8	9	10
Outreach	40	40	45	50	50	60	60	60	70	70
Business Plans Developed	10	10	15	20	25	25	25	30	30	30
Businesses Financed	3	4	5	10	15	20	20	20	20	20
Subtotal	53	54	65	80	90	105	105	110	120	120
Cumulative Totals	53	107	172	252	342	447	552	662	782	902

Categories	Projected Businesses Developed									
	1	2	3	4	5	6	7	8	9	10
Businesses Started	3	4	5	10	15	20	20	20	20	20
Over the Bank Sales			10	15	20	20	20	20	20	20
Retail Art			10	15	20	20	20	20	20	20
Service and Craft Business*			10	10	10	10	10	10	10	10
Fishing Businesses**			20	20	20	20	20	20	20	20
Subtotal	0	0	35	60	60	80	80	80	80	80
Cumulative Totals	0	0	75	135	185	265	345	425	505	585

- * Services and craft businesses include the following: Maintenance and Janitorial Services, Accounting, Tax Preparation, Barber/Hairstylist, Construction Company Offices, Fish Buyers Offices, Tourist Activities booking agents, Auto Oil Change and Winterization.
- **Fishing businesses include support for individual fishers who have good earnings records and for conversion to tourist fishing businesses.

Partnership Agreements

1. Community Mobilization Against Drugs and Lummi CARE – to incorporate education/employment into case management for individuals in treatment
2. Educational partnerships – Northwest Indian College, Bellingham Technical College, Whatcom Community College, Western Washington university – access to scholarships, shared delivery of educational/training programs

LUMMI VENTURES – STRATEGIES

3. Lummi Commercial Company – improved use of fisherman’s cove resources for marketing of fleet’s catch
4. Lummi Commercial Company – Silver Reef – priority access and shared problem solving for low and semi-skilled positions for Ventures participants
5. Lummi Indian Business Council – Northwest Indian College - Silver Reef – priority access to tribal members and their families who are trained through Ventures Initiatives
6. Lummi Development Authority – access to technical assistance for business development and early identification of worker training needs
7. Lummi Employment and Training Center – collaborate in delivery of case management services to target populations

Resource Allocation

1. One Full-time Coordinator will be hired for this operational group of strategies.
2. Grant Writer and Programmer/Statistician -The Lummi Nation will match the funding allocated by the Lummi Nation Ventures Project for the employment of the two (2) full time grant writers and two (2) full time programmer/statistician. This group will assist the four (4) strategy Coordinators hired to manage the nine (9) strategies the have been selected.
3. Small Business Incubator Facility and Program
4. Scholarship funding to enable Tribal members to participate in appropriate education and training programs
5. Support business development through the existing procurement budgets providing an incentive reward system for asset building linked with completion of program milestones.
6. Transportation to career fairs in Whatcom County and local area

Policy Implications

1. Change qualifications for participation in social service programs to include self-employment as an eligible status.
2. Access to affordable day care
3. Access to affordable housing
4. Transportation
5. Eligibility for employment (reapplying for jobs previously abandoned or terminated from)

STRATEGY #2: Micro enterprises/support network

Goal: Create micro-enterprises and support network. Provide access to training, operation, support, and loan assistance.

LUMMI VENTURES – STRATEGIES

An important subset of small businesses is micro-enterprises. Sixty-five percent of new businesses begin at home, and 75 percent of new business owners are also employed full-time in the wage market (SBA, 1999). The formation of micro-enterprises can be a first step in establishing a viable small business.

Defined as a “sole proprietorship, partnership or family business with fewer than 5 employees,” the Aspen Institute estimates that there are approximately 2 million micro-entrepreneurs in the United States (Aspen Institute, 2000c).

Micro-enterprise activities are highly correlated with the level of unemployment. Based on the average unemployment rate of 50 percent, 447,586 individuals living in tribal areas (out of a total population of 895,173) are unemployed. Using the findings by Sherman for the Pine Ridge reservation, which found that 38 percent of individuals on the reservation were engaged in micro-enterprise activities, we can extrapolate that 170,083 individuals are engaged in some form of reservation-based micro-enterprise activity.

Providing support for micro-enterprise and small business development has been the subject of much discussion in recent years, and there is some debate as to the services such enterprises need to be successful.

Strategy: To provide access to micro- business training operational support, along with micro-loans to assist in micro-businesses.

Target populations:

Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
Single Parents	0	0	5	10	10	10	10	10	10	10
Fishers	0	0	5	20	20	40	40	40	40	40
Adult with little or no marketable Job Skills	0	0	5	10	10	10	10	10	10	10
Artists	20	20	20	20	20	20	20	20	20	20
Subtotal	20	20	35	60	60	80	80	80	80	80
TOTAL	20	40	75	135	185	265	345	425	505	585

Overall Indicators:

Increase in the tribal employment rate.

Increase in the number of Lummi Nation members who are business owner operators

Increase in the value of Tribal revenues to the Lummi Nation through re-directing a portion of the Lummi Nation procurement activities to micro businesses developed, owned and operated by Lummi Nation members.

Strategy specific indicators:

Increased annual family income

LUMMI VENTURES – STRATEGIES

Through the planning and development of Micro-enterprises through the proposed Center Program the Lummi Nation intends to increase family income consistent with the chart presented below.

Percentage of Participating Families	Percentage of Family Income Increased due to from Micro Enterprises Development and Operation
85%	10%
50%	20%
30%	50%
5%	100%

Intended results:

Through the planning and development of Micro-enterprises supported by the proposed Center Program the Lummi Nation intends to support the development of businesses generally described below with the persons from the poverty group identified.

Business Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
Work at Home Businesses	0	0	5	10	15	25	25	25	25	25
Displaced Fishers Businesses	0	0	5	10	15	25	25	25	25	25
Professional and Craft Service Businesses	0	0	5	10	10	10	10	10	10	10
Art Businesses	20	20	20	20	20	20	20	20	20	20
Subtotal	20	20	35	50	60	80	80	80	80	80
CUMULATIVE TOTAL	20	40	75	125	185	265	265	265	265	265

Assets to build on:

Tribal sovereignty is an asset for micro-businesses.

The Tribal council can address problems with business operation within homes that arise through zoning,

Tribal Council can identify that portion of the Lummi Nation procurement budgets that are re-directed to businesses developed, owned and operated by Tribal members.

Tribal Council can require that Tribal enterprises utilize the services of micro-enterprises owned by tribal members

LUMMI VENTURES – STRATEGIES

The Lummi Nation has already developed policies and procedures that provide a preference in all Lummi Nation contracting activities.

Best practices:

For economically disadvantaged populations, micro-enterprises can be a means to stabilize incomes, generate employment, and expand the productivity of economic activities that are occurring informally in a community. Sherman, in an examination of micro-enterprise activity on the Pine Ridge reservation (population 15,000, with 87 percent unemployment), found that 83 percent of households were involved in some form of micro-enterprise activity. Thirty percent of these entrepreneurial households received at least one-half of their income from these activities, and 5 percent received 100 percent. Sherman concludes that micro-enterprises allowed individuals to diversify income sources, contributed to cultural preservation, and allowed individuals, who faced barriers to mainstream employment, to engage in productive economic activities (Sherman, 1988). There may not be direct evidence to demonstrate that micro enterprise serves as an "economic ladder" to small business development, but First Nations has found it can increase household income, foster financial literacy, encourage saving, and build business discipline. In addition, micro-enterprises can provide opportunities to increase economic self-sufficiency, particularly in the face of economic dislocations and high unemployment (McLennigan and Pogge, 1991). Establishing micro-enterprises, however, can be challenging. As researchers have noted, micro-enterprises are often "high effort, high risk, and low profit" ventures in markets where entrepreneurs "face high competition and have low demand" (Schreiner, 2000; Christy et al, 2000).

What we will do

1. Develop a Micro-Enterprise development and support center under the direction of the Lummi Nation Development Authority. The Micro-Enterprise Center will provide the following services:
 - a. Provide technical support to individuals interested in starting businesses
 - b. Provide marketing assistance to support Lummi Nation Brands as source of quality made goods.
 - c. Provide micro-loans to assist individuals in poverty start home-based businesses
 - d. Provide operational space for artists and other craft based businesses to store materials, manufacture products and limited retail display of Tribal member products.
2. Work with Northwest Indian College to plan, develop, and implement micro business development and operational training classes and certification program.
3. Work with the Lummi Nation Development Authority to identify opportunities for the development of micro-enterprises that are supported through the procurement activities of the Lummi Nation and its associated entities.
4. Work with other poverty based groups (Fishers, Artist, Farmers) to develop a Farmer's Market for the Reservation adjacent to the Micro-Enterprise Support and Development Center.

Partnership Agreements:

Lummi Development Authority – Through a partnership agreement the LUMMI DEVELOPMENT AUTHORITY will develop and operate the proposed Micro-Enterprise Development and Support Center.

LUMMI VENTURES – STRATEGIES

Lummi Nation Employment and Training Center – Through this partnership agreement members of the target populations described above will be identified and referred to the Micro-Enterprise Center for assistance. Participants in the Micro-Enterprise Center will also be referred to the Employment and Training Center for financial support as allowable through the programs operated by the Employment and Training Center.

Northwest Indian College - Work with Northwest Indian College to plan, develop, and implement micro business development and operational training classes and certification program.

Resource Allocation

The Lummi Nation Ventures Project will allocate funding to support the planning, design and construction of a micro-enterprise development and support center facility.

The Lummi Nation Ventures Project will allocate funding to support the planning, development and operation of the micro-enterprise center support program services.

Policy implications

1. Development of tribal regulations that identify the business operations, which qualify for status as owner/operator. The Lummi Nation needs to safeguard Tribal members from exploitation as fronts for non-Indian businesses.
2. The Lummi Nation needs to develop policies and procedures that require that an increasing portion of the procurement activities of the Lummi Nation be performed through Lummi Nation owned enterprises.
3. Change qualifications for participation in social service programs
4. Identification of self-employment as an allowable goals
5. Access to affordable day care
6. Access to affordable housing
7. Transportation

LUMMI VENTURES – STRATEGIES

STRATEGY #3: Economic Summit

Goal: To Sponsor A Series Of Economic Summits Leading Up To An Economic Trade Mission To The Asian Pacific Rim Countries In 2009.

Strategy: To convene target populations in order to unify their voices and build a business community with networking and resource sharing opportunities.

Due to the location of the Lummi Nation there is an opportunity to participate in international trade. The Lummi nation is locate only 20 miles south of the international border with Canada. The Lummi Nation is located in Washington State which is locate closest to the islands of Japan and the Asian mainland than any other point in the US other than Hawaii. International trade is the primary economic engine of the State. Therefore there is opportunity to for members of the Lummi Nation to leverage their development through involvement in international trade.

Target populations:

1. Displaced Fishers
2. Arts and Crafts people
3. Small Business owners
4. Single Parent Families

Categories	Venture Program Years – Number of Participants									
	1	2	3	4	5	6	7	8	9	10
Single Parents	25	0	25	0	45	0	50	0	50	0
Displaced Fishers	30	0	60	0	90	0	120	0	120	0
Adults with little or no marketable Job Skills	10	0	10	0	10	0	10	0	10	0
Artists	20	0	20	0	20	0	20	0	20	0
Subtotal	85	0	115	0	165	0	210	0	210	0
Cumulative TOTALS	0	85	0	195	0	360	0	570	0	780

Overall Indicators:

1. Increase in GDP of the Lummi Nation.
2. Value added to Lummi Nation products and services via advertisement and promotions
3. New markets identified and Farmer's Market is formed for the target populations

Strategy specific indicators:

1. Lummi Nation Commerce Association formed consistent with or based on the Nation Indian Chambers of Commerce Initiative of the US Association of Chambers of Commerce.

LUMMI VENTURES – STRATEGIES

2. Increase in annual income of Lummi Nation Families through small and micro-enterprises planning, development and operation.
3. New partnerships formed that result in increased revenues and net profit gain for the target populations

Assets to build on:

Lummi Nation Artists Association

Lummi Development Authority – established by the Lummi Nation to stimulate economic development in the Lummi Nation

Entrepreneurial spirit of the Lummi Nation and our Coast Salish relatives.

A wide population of artisans and crafts people

Best Practices

Support for business people seeking to participate in international trade as identified by the United States Chamber of Commerce program.

State of Washington Department of Community, Trade and Economic Development operates State funded program that support the development of international trade as a part of State economic development activities.

We will rely on managers and staff of the US Department of Commerce and the State of Washington Department of Community, Trade and Economic Development to assist us to perform these tasks consistent with identified best practices.

What we will do:

The purpose of the first Economic Summit sponsored by the Lummi Ventures Program will be to prepare the Lummi community to engage other communities in business development, domestic and international trade and creation of new markets for tribally developed assets.

The first economic summit will be exclusive to the Lummi Nation Community to self educate ourselves on tribal assets both public and private. As well as educational panels on marketing, business ethics, value added strategies and financing.

Subsequent economic summits will focus on regional and national trade opportunities with an emphasis on emerging market trends affecting the nation. The series of summits will culminate in the Lummi people participating in an Asian Trade mission.

Partnership Agreements

Lummi Development Authority- Lummi Development will provide valuable information on the economic needs and capabilities of the Lummi Nation and the local labor market, and the business development climate.

Lummi Nation Employment and Training Center – Through our partnership agreement members of the target populations described above will be identified and encouraged to participate in the planning and development of the proposed Economic Summit.

US Department of Commerce, Economic Development Administration Region X Office in Seattle – Through our partnership agreement with US DOC we will be able to identify federal assistance for business development.

LUMMI VENTURES – STRATEGIES

State of Washington Department of Community, Trade and Economic Development (DCTED). Through our partnership agreement with Washington State DCTED we will be able to identify state assistance for business development.

Lummi Indian Business Council – to provide facilities and support services

Northwest Indian College – to provide technical assistance

Western Washington University – US DOC-SBA Small business development center

Resource Allocation

1. Funding for support funding for planning and development of economic summits. \$50,000 bi- annually for ten (10) years.
2. Outreach – can be couple with other Ventures events and overall outreach strategy to target people most in need (identified target population groups)

Policy implications:

Development of policies requiring Lummi Nation to do business with it's own entrepreneurs first.

How will these Economic Development strategies reduce poverty?

Economic development activities are the complex and difficult for individuals and families to overcome without assistance. This is the basis for the well-known statistics that 9 out of 10 business starts fail within the first year. Assistance is even more important when economic development is occurring in a sovereign nation with little business experience and incentive to control development for the benefit of its people. Our strategy is to start with the development of micro and small business tied to the procurement budgets of the Lummi Nation. As these businesses grow in their operational competence additional customers can become a reality. However, without the initial support most business do not get the chance to develop competent and competitive operations and therefore fail. Due to the institutional racism that pervades modern America, self-employment is an important option for non-white populations.

As poverty should not be defined solely by economic standing and will not be eradicated just by boosting incomes, the Economic Development strategy is intended to promote long-term economic stability combined with renewed cultural identity. Both stability and identity are used to attack the root causes of poverty from different angles.

LUMMI VENTURES – STRATEGIES

EDUCATION

GOAL: To prevent or overcome underlying issues that contribute to poverty and move towards poverty

STRATEGY #4: Engage the Lummi Nation community on the root causes of Poverty through community education workshops and training to explore the underlying issues that contribute to poverty and provide Leadership Development Training and other tools to individuals to prevent or overcome these issues in order to move towards prosperity.

Target Population:

Educational Future Search- 780 community members

Categories	Venture Program Years – Number of Participants									
	1	2	3	4	5	6	7	8	9	10
Single Parents	25	0	25	0	45	0	50	0	50	0
Displaced Fishers	30	0	60	0	90	0	120	0	120	0
Adults with little or no marketable Job Skills	10	0	10	0	10	0	10	0	10	0
Artists	20	0	20	0	20	0	20	0	20	0
Subtotal	85	0	115	0	165	0	210	0	210	0
Cumulative TOTALS	0	85	0	195	0	360	0	570	0	780

Leadership Development Training- 150 people (15 each year x 10 years)

Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
Single Parents	5	5	5	5	5	5	5	5	5	5
Fishers	5	5	5	5	5	5	5	5	5	5
Adult with little or no marketable Job Skills	5	5	5	5	5	5	5	5	5	5
Total	15	15	15	15	15	15	15	15	15	15

Skills Development Training- 150 people (15 each year x 10 years)

Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
Single Parents	5	5	5	5	5	5	5	5	5	5
Fishers	5	5	5	5	5	5	5	5	5	5
Adult with little or no marketable Job Skills	5	5	5	5	5	5	5	5	5	5
Total	15	15	15	15	15	15	15	15	15	15

LUMMI VENTURES – STRATEGIES

Scholarships – 250 people (25 each year x 10 years)

Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
Single Parents	10	10	10	10	10	10	10	10	10	10
Fishers	10	10	10	10	10	10	10	10	10	10
Adult with little or no marketable Job Skills	5	5	5	5	5	5	5	5	5	5
Total	25	25	25	25	25	25	25	25	25	25

Overall Indicators:

- Increase in both employment and self-employment for Tribal members.
- Individuals providing for basic needs of themselves and their families.
- Reduce dependency on Tribal, State and Federal social service programs.

Strategy Specific Indicators:

- Individuals actively seeking work, developing self-employment opportunities or gainfully employed.
- Individuals involved in personal, family community problem solving.
- Young adults pursuing higher education, vocational training or job opportunities.
- More people involved in passing down cultural values, language and traditions.

Intended Results:

Overall: Individuals in the lower economic quartile will be equipped with various skill sets needed to secure and maintain stable employment, plan for the future and build economic stability for themselves and their families.

Educational Future Search Process

- Community standards set for excellence in education for tribal schools.
- Identification of educational components needed to prepare our students for educational, vocational and economic success.

Leadership Development Training

- Understanding of historical context of poverty in Lummi community.
- Individuals will identify and draw upon their skills, interests and assets as a means to develop a personal plan to move towards economic stability.
- Individuals empowered to take control of their own lives and families.

LUMMI VENTURES – STRATEGIES

- Assume leadership roles within their families.
- Build self-esteem and self-knowledge.
- Planning for the future, goal setting and action planning.
- Personal, family and community problem-solving.

Skills Development

- Knowledge of and increased ability to get and keep a job.
- Develop a work ethic in our children and youth.
- Increased confidence in pursuing job opportunities.
- Increased understanding of employer expectations.
- Increased understanding and utilization of financial management skills
 - Budgeting
 - Building and using credit
 - Home buying skills/preparation
 - Consumer and small business loans

Scholarship Program

- Financial and technical assistance to enter training and academic programs leading to diplomas and certifications consistent with employment and self-employment goals of Lummi Nation individuals and families.
- Access student support services for tutoring, transportation and other needs.

Cultural Revitalization

- Deepened understanding of Lummi history, values and language to be integrated into their lives to build life skills, work ethics and sense of self and purpose.
- Cultural community and family roles and responsibilities understood accepted.

Assets to Build On:

Education Commission, parent committees, etc.

Education a high priority for Lummi Nation.

Lummi Nation Schools.

NORTHWEST INDIAN COLLEGE research and training expertise.

LUMMI VENTURES – STRATEGIES

Ferndale School District, Native Student Programs.

Employment and Training Center, access to target group.

Training curriculums available nationally.

Northwest Indian College's Coast Salish Institute.

Northwest Indian College Office of Student Financial Aid Office

Northwest Indian College Foundation Scholarship Committee

Best Practices:

Educational Future Search Process

- Future Search Conference Model
- Youth Community Visioning/Mapping Process, Lummi CEDAR Project
- Visioning Process Model, Lummi Nation Vice Chairman, Willie Jones,

Leadership Development Training

- Youth Empowerment Training, Lummi CEDAR Project
- Technical Assistance and Train the Trainers, Pottlatch Fund

Skills Development

- Hands on Banking Training, Wells Fargo, US Bank, Key Bank
- Building Native Communities, First Nations Development Institute

Scholarships

- Best practices information will be provided by the professional student financial assistance professions working for Northwest Indian College and the Foundation.

What We Will Do:

Educational Future Search Process

- 1) Convene key education stakeholders to plan and prepare an Educational Future Search Conference.
- 2) Hold Education Future Search Conference
 - o Identify community standards set for excellence in education for tribal schools

LUMMI VENTURES – STRATEGIES

- Identify of educational components needed to prepare our students for educational, vocational and economic success.
- Identify next steps in incorporating recommendations
- 3) Hold subsequent sessions to initiate and follow-up on recommendations.
 - I.e. curriculum development
 - Additional course development

Leadership Development Training

- 1) Develop a leadership development-training program to
 - Understand the historical context of poverty in the Lummi community
 - Identify personal and community barriers that contribute to poverty
 - Identify personal and community assets to build economic prosperity.
 - Learn future planning, goal setting and action planning skills.
 - Learn personal, family and community problem solving skills.
- 2) Convene a work group to identify training topics, content, and potential trainers; include traditional elders, Employment and Training Center, Northwest Indian College, Lummi CEDAR Project.
- 3) Organize training team and hold orientation and/or work sessions to prepare for training program delivery.
- 4) Recruit training program participants.
- 5) Hold training sessions; evaluate periodically to assess training impact and track individual's progress.
- 6) Provide neurological screenings and assessments for chronically unemployed and underemployed Lummi Nation members to determine if additional skills building activities need to be developed and provided for adult and youth members of the community.
- 7) Provide follow-up services consistent with identified need of the client and client family.

Skills Development

- 1) Enhance current workforce development programs offered at Lummi to include components on financial literacy, time management, expectations of employees, work skill development etc.
- 2) Work with local schools to develop curriculum to educate tribal youth about local and tribal job opportunities including a curriculum to teach job and entrepreneurial skills.
- 3) Research model programs in workforce development successfully implemented by other tribes and communities to inform curriculum development for life and job skills training or programs.
- 4) Work in partnership with Northwest Indian College and Employment and Training Center to select a culturally appropriate financial empowerment skills training program to offer to the community.

LUMMI VENTURES – STRATEGIES

- 5) Incorporate evaluation mechanism to assess skills development training impact.

Cultural Revitalization

- 1) Convene a visioning process for cultural revitalization with an elders- selected group through the Northwest Indian College continuing education program.
- 2) Perform the past, present and future visioning process with this group identifying the values that support past survival and successes.
- 3) Build upon cultural values as a key asset in Ventures implementation by developing an official book that describes Lummi Nation values that support current and future survival and success.

Scholarship Program

The Lummi Nation Ventures Program will allocate significant funds to support scholarships for Lummi Students to attend accredited 2 year, 4 year colleges, vocational and technical school and programs

The Lummi Nation Ventures Project will develop an operational agreement with the Northwest College Students Financial Aid Office and the Scholarship Committee of Northwest Indian College. They will work together to develop a separate scholarship program with operational policies and procedures that are consistent with the goals and objectives of the Lummi Nation Ventures Project. The Northwest Indian College Office of Student financial Aid and the Northwest Indian College Foundation Scholarship Committee will actually operate the scholarship program.

Lummi Nation will provide a partial matched of these scholarship funds through its own funds and funds solicited from the general public, private foundations including the Northwest Indian College Foundation. St. Luke's foundation in Bellingham, the Whatcom Community Foundation of Whatcom County, the Tenaska Group, the Bullit Foundation of Seattle, the Cheney Foundation of Tacoma and other foundations listed in the appendices.

- 1) Develop a partnership agreement with Northwest Indian College, Office of Student Financial Assistance and the Northwest Indian College Foundation Scholarship Board to support the awarding of scholarship to members of the target groups identified. This will provide the Lummi Nation Ventures Project with staffing and a professional/community board experienced in the evaluation of the
- 2) Ventures Board will review and modify Northwest Indian College current operating policies and procedures consistent with the needs of the target groups of the Lummi Nation Ventures Project.

Categories	Venture Program Years - Services Provided									
	1	2	3	4	5	6	7	8	9	10
GA Recipients	5	5	10	10	10	10	10	10	10	10
TANF Recipients	5	5	15	15	15	15	15	15	15	15
Displaced Fishers	5	5	5	10	10	10	10	10	10	10
Adult with little or no marketable Job Skills	5	5	10	10	10	10	10	10	10	10
Subtotal	20	20	30	30	30	30	30	30	30	30
Cumulative TOTALS	20	40	70	100	130	160	190	210	240	270

LUMMI VENTURES – STRATEGIES

Partnership Agreements:

Northwest Indian College,-to support the skills and leadership development training program implementation.

Northwest Indian College –Scholarship Committee and Staff to support the awarding, monitoring and servicing of scholarship students consistent with the goals of the Lummi Nation Ventures Project.

Employment and Training Center, skill training program development and delivery.

Lummi CEDAR Project, leadership development training program development.

Potlatch Fund, leadership and skills development training program development.

Local and Tribal Schools, Educational Future Search Conference planning.

Resource Allocation:

- One full time Education Coordinator to plan/develop and locate continued funding for proposed activities.
- Grant Writer and Programmer/Statistician -The Lummi Nation will match the funding allocated by the Lummi Nation Ventures Project for the employment of the two (2) full time grant writers and two (2) full time programmer/statistician. This group will assist the four (4) strategy Coordinators hired to manage the nine (9) strategies the have been selected.
- Incentives for training program completion.
- Training program expenses (trainers, materials, logistics, etc)

STRATEGY #5: Financial Literacy

Goal: Financial literacy among low-income members of the community

Strategy: To develop and implement a Financial Literacy Program

Target Populations:

Youth who are interested in developing personal financial skills.

People on General Assistance income support programs 60 - 150

Tribal Families Receiving Temporary Assistance To Needy Families (TANF) Program 336

Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
GA Recipients	10	0	10	0	10	0	20	0	25	0
TANF Recipients	20	0	20	0	30	0	40	0	40	0
Displaced Fishers	5	0	5	0	10	0	10	0	10	0
Adults with little or no marketable Job Skills	10	0	10	0	20	0	20	0	20	0

LUMMI VENTURES – STRATEGIES

Subtotal	20	0	35	0	60	0	80	0	80	0
Cumulative TOTALS	20	20	55	55	105	105	185	185	265	265

Overall Indicators

Number of target population accessing food banks

Number of target population who pay bills without using money orders

Number of target population who are able to file simplest income tax form without paid help

Number of target population "renting to own" decreases

Intended results

At the end of ten years ten families will able to manage the money they have.

Will expose the entire reservation to financial management education

Assets to build on (economic engine)

In 1994 the Lummi Nation assumed the responsibility and funding to operate the Bureau of Indian Affairs General Assistance Program. Lummi Nation General Assistance Committee – In the Fall of 2005 the Lummi Nation General Council authorized the establishment of a committee to oversee the development of Lummi Nation General Assistance Program.

In 2005 the Lummi Nation approved a draft plan for the assumption of TANF funding and programmatic responsibilities from the State of Washington and the Federal government.

Also in 2005 the Lummi Nation developed a draft plan to participate in the 477 Program under which the Lummi Nation can assume to operational responsibility and funding provided to the Lummi Nation for job training programs provided through Department of Labor (DOL), Department of Health and Human Services (DHHS), Department of Education (DOEd) and Bureau of Indian Affairs (BIA).

Another asset to build on is the number of Tribal members who are asking for help to get and hold a job or self-employment opportunity consistent with their financial needs.

Best practices

People who are the poorest tend to be the worst money managers. They have little and pay more for everything such as using money orders instead of being able to have a checking account. Never having accumulated enough money to pay cash for larger (in the \$100s of dollar range) purchases so in up paying extremely high interest rates, having things reposed, and never being able to build credit. These and similar attitudes and behaviors have been shown to be changed with interventions of education and ways to get out of the "bad credit" high interest rates and high deposits that keep draining the income.

What we will do

We will develop a financial education program geared to the needs of General Assistance (GA) and TANF recipients that results in each family having a checking account, a credit card and acceptable credit rating.

LUMMI VENTURES – STRATEGIES

Work with the Bureau of Indian Affairs Branch of Social Services to modify the existing GA operational plan consistent with the identified financial management needs of GA and TANF recipients, including funding a personal development account as is authorized under the TANF Program.

Work with all people receiving General Assistance over the next ten (10) years to provide family financial education expect to reach 300 people

Identify and nurture 10 families each year through an intensive, supported program that results at the end in having a checking account, a credit card and acceptable credit rating.

For as long as needed provide support, such as access to problem solvers to help the families continue to practice sound family financial habits

Partnership agreement

Lummi Nation Employment and Training Center – Through this partnership members of the target populations described above will be identified and referred to the family financial education project for assistance. Participants in the Micro-Enterprise Center will also be referred to the Employment and Training Center for financial support as allowable through the programs operated by the Employment and Training Center.

Develop a partnership agreement with US Bank, Key Bank and Wells Fargo Bank all of which are involved with the Lummi Nation or its entities to work with project to accept risks of the target population as clients of the bank or credit union.

Resource allocation

Tribe will modify its General Assistance program to set aside a small percentage of their GA and/or TANF payments to be deposited in the bank accounts of families that have finished the training and demonstrated the desire to manage their financial lives and have developed a plan of action to pay off high interest loans, or other debt that holds them back from moving in to a stable financial situation, no matter how little they have coming in.

Policy implications

Develop appropriate policy modifications to allow GA families to have savings accounts that are excluded from the calculation of financial need as long as these accounts are established to achieve long term family stability through home ownership, completion of education and/or training or address the needs of family members who have had long term catastrophic illness.

Develop policies that identify the income level of the working poor, and provide them with access to an employee benefit that matches their contribution to a saving account restricted for the following uses; home ownership, completion of education and/or training or address the needs of family members who have had long term catastrophic illness

How will these Education strategies reduce poverty?

Education is a basic need for people living today in a highly literate and increasingly technical society. Education will not only influence the present but it describes the future that is available to the Tribal members. Leadership and skill development training is needed to enable individuals and families to lead themselves to a future of their own choosing. Cultural values are the keys to determining the appropriate choices for each family. Finally scholarship assistance is critical to accessing the values of

LUMMI VENTURES – STRATEGIES

education. The education strategies that have been selected are comprehensive in nature and will result in more Tribal members starting and completing secondary and post secondary education.

As poverty should not be defined solely by economic standing and will not be eradicated just by boosting incomes, the Education strategy is intended to promote long-term economic stability combined with renewed cultural identity. Both stability and identity are used to attack the root causes of poverty from different angles.

LUMMI VENTURES – STRATEGIES

FAMILY:

FAMILIES VISION: Strengthen and encourage healthy relationships through our families where we practice our heritage; know our role in our community and live our Lummi values.

Lummi social structure and leadership structure has revolved around and depended on the family as a way of identifying their place in the world. Social and behavioral ills including drug and alcohol addictions have degraded families, weakening the connections between people and eroding the values. The lack of connection within families and between families spills over in every aspect of Lummi life, whether it is school, the workplace or lifestyle choices. For Lummi the strengthening and re-building of the extended family is therefore a core strategy for climbing out of poverty and giving people opportunities to make new choices about their lives.

Goal: Strengthening and rebuilding the extended family

STRATEGY #6: Enhance daycare, as well as before and after school care. This strategy is geared-towards low-income family and providing childcare so the opportunity to work is available to people in poverty.

Target Population

Categories	Age Range	Venture Program Years									
		1	2	3	4	5	6	7	8	9	10
Infants	(Birth to 18 months)	20	20	20	20	80	80	80	80	80	80
Toddlers	(18 to 36 months)	0	20	20	20	20	80	80	80	80	80
Preschoolers	(3 and 4 year olds)	0	0	20	20	80	80	80	80	80	80
Grade-Schoolers	(6 to 12 years of age)	20	20	20	20	80	80	80	80	80	80
Total Capacity											320

Overall indicators

- Number And Birth Rate Of Lummi Nation Children
- Number Of Lummi Nation Infants
- Number of Lummi Nation toddlers
- Number of Lummi Nation preschoolers
- Number of Lummi Nation grade-schoolers
- Number of Lummi Nation unemployed parents
- Number of Lummi Nation children with a single parent.
- Number of Lummi Nation low-income families

LUMMI VENTURES – STRATEGIES

Number of Lummi Nation families suffering from medical, mental and/or substance abuse.

Number of Lummi Nation families involved in criminal court issues.

Intended outcomes

Enable Lummi low-income households with children to maintain two parent families through generation of wage based income rather than income transfer programs.

Stimulate the Lummi Nation economy by increasing the number of available workers by 25%

Support the financial and developmental stability of Lummi Families by providing support for parental jobs while their children are provided the best quality of day care services available.

Assets to build on

Existing day care program and facility serving a total of 40 preschoolers

Experience of operating a Head Start Program from 1965

Large numbers of working and non-working low-income families.

Mackenzie Neighborhood Residents Facility

Best practices

The Lummi Nation Day Care Program is operated consistent with Washington State Standards, which are regularly updated to include changes in "best practices" through the Washington State Association for the Education of Young Children.

The Head Start Program is considered "best practice" in all areas of early childhood development support services. The Lummi Nation Head Start Program is one of the longest continually operating Head Start Programs in the United State beginning as a demonstration project in 1965.

What will we do?

- 1) We will expand the day care service capacity from 40 preschoolers to 80 from 0 infants to 80, from 0 toddlers to 80, at the rate of 20 annually over a period of six (6) years.
- 2) We will develop after school activities to support grade-schooler age group starting with 20 and adding 20 additional youth each year for four (4) years until we have achieved the capacity to serve 80 children annually.
- 3) We will increase the number of community center facilities to support the proposed expansion of activities.
- 4) We will expand the number of hours and days that day care services are provided so that we achieve services 24 hours a day and 7 days a week. This will enable parents to engage in shift work including shift work now available from the Tribal Casino and from other local employers.

LUMMI VENTURES – STRATEGIES

- 5) We will coordinate the development of transportation services for infants, toddlers, and preschoolers through the Lummi Nation Head Start Program and for Grade-schoolers through the Lummi Nation School Transportation systems.

Racism Curriculum and Workshops

- 6) We will work with the Cultural Department and Cultural Commission to identify traditional views on other races, work with schools to identify students' attitudes towards persons of other races and develop a curriculum that supports traditional Lummi values of love, respect and honoring others.
- 7) We will provide and revise the curriculum consistent with the attitudinal change that is indicated in the participant evaluation form that will be developed to support this effort.
- 8) We will hire a coordinator who will work with the Lummi Nation Venture Program to complete and implement this expanded day care, before and after school programs, community center facilities and the racism training and related activities.

Partnership agreements

Partnership agreements will need to be developed with the following Lummi Nation entities

- Lummi Nation Silver Reef Casino

The Lummi Nation Silver Reef Casino has employees who need quality child care for their children at all times of the day and night. The lack of quality childcare is for some young persons an effective barrier to employment.

- Lummi Nation Schools

Through this partnership agreement with the Lummi Nation schools we will facilitate the transition of the children served by the day care program into the Head Start Program and then into the kindergarten and first grade.

This is most important for the development and provision of after school child care services.

- a. Include an agreement to facilitate the basic skill development activities of Lummi Nation elementary students.
 - c. Coordination of the existing transportation systems to meet the needs of children and youth services by the Tribal Preschool Program.
- State of Washington Early Childhood Education Assistance Program

Through partnership with the State of Washington Early Childhood Education Assistance Program the Lummi Nation Preschool will access operational funding for the expand preschooler slots.

- Lummi Nation Temporary Assistance to Needy Families (TANF)

Through partnership with the Lummi Nation Temporary Assistance to Needy Families (TANF) the Tribal Preschool will access significant portion of its operational funding to support services expanded to meet existing needs.

LUMMI VENTURES – STRATEGIES

- **Lummi Nation Youth Enrichment Social Services (YESS) Department**

Through partnership with the YESS Department the Tribal Preschool will be able to provide both age appropriate mental health services for the children and youth income to support the operation of the tribal Preschool.

- **Lummi Nation Language and Culture Program**

Through partnership with the Lummi Nation Language and Culture Programs the Tribal Preschool will access Lummi Language and Culture Instruction for the children and youths it serves.

- **Northwest Indian College**

Our partnership agreement with Northwest Indian College will support the development of childcare staff specialized in the developmental needs of each of the target group population. (Infants, Toddlers, Preschoolers and Grade-schoolers)

- **Lummi Nation Employment and Training Center**

Through our partnership agreement members of the target populations described above will be identified and referred to the expanded day care program. Participants in the expanded day care program will also be referred to the Employment and Training Center for financial support as allowable through the programs operated by the Employment and Training Center.

- **Early Childhood Education Center of the University of Washington**

We will partner with the Early Childhood Education Center operated by the University of Washington to identify the developmental delays, develop appropriate intervention plans and effectively address developmental delays identified in child and youths service by the program.

Resource allocation

1. **Staffing:** One full time Family Services Coordinator to plan/develop and locate continued funding for proposed activities.

2. **Grant Writer and Programmer/Statistician** -The Lummi Nation will match the funding allocated by the Lummi Nation Ventures Project for the employment of the two (2) full time grant writers and two (2) full time programmer/statistician. This group will assist the four (4) strategy Coordinators hired to manage the nine (9) strategies the have been selected.

3. **Short Term: Initial Facilities Needs**

The Lummi Nation Ventures Project will allocate \$450,000 to build a new two (2) classrooms unit that will serve an additional 34 children and their families during the first two (2) years of the Lummi Nation Ventures Project.

4. **Mid – Long-Term: Facilities Build-out**

We will dedicate 25% of operating revenues towards re-payment of construction loans secured to build a new two (2) classroom facility every two (2) years for a total of six (6) new classrooms. These expanded facilities will accommodate 102 children. Leveraging \$450,000. X 2 projects = \$900,000.

LUMMI VENTURES -- STRATEGIES

Policy implications

Operational policies will need to be developed to support the following:

Expansion of the Lummi Nation Economy

This means funding for to support workers who are involved in both existing (Government, Casino, Retail) and developing businesses.

This means support for single parents and parents who do not have safe childcare services.

Lummi Nation Wellness Goals

This means policies that support the child care needs of parents who are involved in out-patient treatment activities, job training, mental health counseling and other wellness activities. This also includes parents who have successfully completed in-patient treatment programs and need to participate in after-care programs.

Strategy #7 Stabilize Tribal Families

Goal: Provide shelter for Lummi Nation families who are not able to provide for themselves due to financial, addiction, and stability problems.

Tribal families are periodically homeless and forced to leave the reservation due to the lack of homeless shelter. Some are homeless because the Lummi Nation will not allow persons with drug and alcohol addictions to live in tribal housing. Some are homeless because they do not have jobs and cannot afford housing costs either on the Reservation or off. Long-term homelessness is not a significant problem for members of the Lummi Nation. Periodic homelessness is a significant problem for members of the lowest 25% of the Lummi Nation population. Without the stability of a home most Tribal members find that employment is difficult to secure and almost impossible to maintain.

Target Population

Categories	Range	Venture Program Years - Service Capacity										
		1	2	3	4	5	6	7	8	9	10	
Single Parent Families	2-5 people	0	10	10	10	10	10	10	10	10	10	10
GA Families	3-8 people	0	0	0	5	5	5	20	20	20	20	20
TANF Families	3-8 people	0	0	0	5	5	5	20	20	20	20	20
Re-united Families	3-8 people	0	10	10	10	10	10	10	10	10	10	10
Subtotals		0	20	20	20	20	20	60	60	60	60	60
Cumulative Totals		0	20	40	60	80	100	160	220	280	340	340

Overall indicators

Number and Birth Rate of Lummi Nation Children

LUMMI VENTURES – STRATEGIES

Number and rate of household formation

Number of Lummi Nation unemployed parents

Number of Lummi Nation children with a single parent.

Number of Lummi Nation low-income families

Number of Lummi Nation families suffering from medical, mental and/or substance abuse.

Number of Lummi Nation families involved in criminal court issues

Number and percentage of reports of domestic violence

Number of Lummi Nation families residing in the Women's Domestic Violence shelter

Intended outcomes

Stabilize Lummi Nation homeless families so that adult members are available to secure employment opportunities.

Stimulate the Lummi Nation economy by increasing the number of available workers by 25%

Enable Lummi homeless households with children to maintain two (2) parent families through generation of wage based income rather than income transfer programs.

Support the developmental stability of Lummi Families by providing support for employment, training and treatment of parents while their children are provided the best quality of day care services available.

Development of Homeless Shelters facilities that support multiple community needs over the life of the facility.

Assets to build on

The Lummi Nation has an existing housing program, including development, management and maintenance staff serving a total of 350 rental, supported housing and home ownership units. The Lummi Nation Housing has experience of operating a Housing Program from 1972.

The Lummi Nation Housing Program is developing a transitional housing project that is included in its 2005 and 2006 Comprehensive Housing Program. The next step for homeless families is not home ownership it is transitional housing. This is a critical asset in the process of eliminating periodic homelessness.

Large numbers of working and non-working low-income families, who are periodically homeless.

Experience in the development and operation of the Mackenzie Neighborhood Residents Facility

LUMMI VENTURES – STRATEGIES

Best practices

The Lummi Nation Community Center/Homeless Shelter will be operated consistent with Washington State Standards, which are regularly updated to include changes in "best practices".

What will we do?

We will build two (2 -1 families and 1-female and children) community centers to support homeless Tribal members access to Lummi Nation services, familial and cultural support systems.

Each will be designed to support 10 – 20 individuals at any time. These Centers will be located adjacent to existing Tribal facilities within Tribal community neighborhoods to reduce development costs. This location will also allow these facilities to be used as Community Centers if they are not needed to support homeless Tribal families. This location will allow access to familial and cultural support systems.

The Lummi Nation Housing Program will build a Community/Homeless Center that includes two (2) family size rooms (that can be used as classrooms in a future Community Center) and five (5) smaller rooms (that can be used as individual offices in the future Neighborhood Community Center). Each of the community center/homeless shelters will feature multiple coin operated clothes washers and dryers that can be used to support low income families in the adjacent neighborhood. Each of the Community Centers/Homeless Shelters will feature limited recreational facilities including basketball courts, swing sets and play areas.

Location and Initial Use Plans

One of these Centers will be located adjacent to the Mackenzie Residents Center in the largest Tribal low-income housing project. We anticipate that this facility will start out as a homeless shelter. The other facility would be located in Tioppi Loop, the tribal Rental Housing Project. It is anticipated that this facility will start out as a Community Center building. The low-income families renting in the Tioppi Loop Project are not served by an existing Community Center.

Involvement of Housing Program

We will develop an operational agreement with Lummi Nation Housing Program development, management and maintenance staff to provide similar services for the facilities used to support Tribal homeless families. The Lummi Nation Housing Program is developing a transitional housing project that is included in its 2005 and 2006 Comprehensive Housing Program. The next step for homeless families is not home ownership it is transitional housing. This is a critical asset in the process of eliminating periodic homelessness.

Involvement of Family Services Department

We will develop an operational agreement with Lummi Nation Family Services Department to operate the Facilities by providing a Case Manager and Residents Aides for at least 16 hours daily. Overnight surveillance will be provided by Lummi Nation Police dispatch staff, located at the Police station, via video camera.

The Staff of the Lummi Nation Family Services Department will work with the Case Worker and the Resident Aides to implement a program of assessments, planning and counseling designed stabilize the family and enable them to access safe, affordable and permanent housing as soon as possible.

LUMMI VENTURES – STRATEGIES

Partnership agreements

Partnership agreements will need to be developed by Lummi Nation Ventures Project with the following Lummi Nation entities:

- Lummi Nation Housing Program

The Venture Project staff will negotiate an agreement with Lummi Nation Housing to provide housing management services in support of the community Center/Homeless Shelters.

- Lummi Nation Family Services

The Lummi Nation Ventures Project will develop an operational agreement with the Lummi Nation Family Services Department. Through this agreement the Family services Department will provide a full-time caseworker and a Residential Aide for each facility for at least 16 hours daily.

- Lummi Nation Silver Reef Casino

The Lummi Nation Silver Reef Casino has employees who need quality child care for their children at all times of the day and night. The lack of quality childcare is for some young persons an effective barrier to employment.

- Lummi Nation Schools

Coordination of the existing transportation systems to meet the needs of children and youth services by the Tribal Preschool Program.

- Lummi Nation TANF

Through partnership with the Lummi Nation TANF and General Assistance the Community Center/Homeless Shelters will access significant portion of its operational funding to support services.

- Lummi Nation Youth Enrichment and Social Services (YESS) Department

Through partnership with the YESS Department the Community Center/Homeless Shelters will be able to provide both age appropriate mental health services for the children and youth, and income to support the operation of the Community Center/Homeless Shelters.

- Lummi Nation Language and Culture Program

Through partnership with the Lummi Nation Language and Culture Programs the Community Center/Homeless shelters will access Lummi language and Culture Instruction for the children, youths and families it serves.

- Northwest Indian College

Our partnership agreement with Northwest Indian College will support the development of childcare staff specialized in the developmental needs of each of the target group population.

- Lummi Nation Employment and Training Center

LUMMI VENTURES – STRATEGIES

Through our partnership agreement members of the target populations described above will be identified and referred to the Community Center/Homeless Shelters. Participants in the expanded day care program will also be referred to the Employment and Training Center for financial support as allowable through the programs operated by the Employment and Training Center.

Resource allocation

1. Short Term: Initial Facilities Needs

The Lummi Nation Ventures Project will allocate \$250,000 matching a similar amount from the Lummi Nation Housing Program to build a Center that includes two (2) family size rooms that can be used as classrooms in a future Community Center and five (5) smaller rooms that can be used and individual office in the future Tribal Community Center.

2. Mid - Long Term: Facilities Build-out

We will dedicate 25% of operating revenues towards re-payment of construction loans secured to build a new two (2) classroom facility every two years over the first six (6) year period for a total of six (6) new classrooms. These facilities will accommodate 102 children. Leveraging \$250,00 X 2 projects = \$500,000.

Policy Implications

Develop policies for the operation of the homeless shelters consistent with the identified needs of Lummi families and the goals and objectives of the Lummi Nation Ventures Program.

How will these Family strategies reduce poverty?

Families exist to protect and nurture its members. By providing for the care of children safe, activities for children, youth and homeless families we are providing that basic social services that are needed for all families. Without a home it is difficult to secure and almost impossible to maintain employment and childcare.

As poverty should not be defined solely by economic standing and will not be eradicated just by boosting incomes, the Family strategy is intended to promote long-term economic stability combined with renewed cultural identity. Both stability and identity are used to attack the root causes of poverty from different angles.

STRATEGY #8: Transportation

GOAL: Remove transportation barriers to employability, academic, and life achievement with the intent to assuage poverty and its associated circumstances.

Strategy

Create access to:

- Support services for driver re-licensing.
- Affordable or free driver's education.
- Comprehensive public transportation.

LUMMI VENTURES – STRATEGIES

Target Population

- Over a ten-year period – 30 people per year from the court system who have had their driver’s license revoked – 300 people.
- Over a ten-year period – 20 people per year, (walk-ins and referrals) who have been denied employment, or had to forgo employment, academic, or life opportunities due to lack of transportation – 200 people.
- Over a ten-year period – 30 people per year between the ages of 15 and 20 who have never possessed a driver’s license (driver’s education courses with an enrollment of 10 students 3 times per year.) – 300 people.
- Over a ten-year period – 20 people per year who are in need of public transit accommodations – 200 people

Restoration of Driver’s Licenses	30	30	30	30	30	30	30	30	30	30
Driver’s Licenses for employment, education, Life Transition Activities	20	20	20	20	20	20	20	20	20	20
New Drivers Assistance	30	30	30	30	30	30	30	30	30	30
Public Transportation Services	20	20	20	20	20	20	20	20	20	20
Subtotal	100	100	100	100	100	100	100	100	100	100
Cumulative TOTAL	100	200	300	400	500	600	700	800	900	1000

Overall Indicators

- Decrease in tribal unemployment rate.
- Decrease in tribal member dismissal from employment rate.
- Increased number of tribal members enrolled at an academic institution.
- Decrease in Traffic Violation case loads in the Lummi Nation Courts and Whatcom County Courts

Strategy Specific Indicators

- Decrease in citations for ‘Driving on a Suspended License’.
- Decrease in citations for first time offenders ‘Driving w/o a License’.
- Decrease in avoidable auto accidents and related fatalities and/or injuries.
- Increased number of drivers educated on traffic safety.
- Increase in job placement opportunities.
- Increased number of transit users and transit revenues.

LUMMI VENTURES – STRATEGIES

Intended Outcomes

Over a ten-year period support service and driver's education records will reflect that a total of 1000 people will have overcome the obstacles impeding them from attaining the necessary transportation to help them meet their economic and life needs.

Tribal employees will be able to get to and from work, tribal students will be able to get to and from classes, and tribal parents will be able to transport their children to and from caregivers as needed.

Those with court fines and / or warrants will be assisted in completing the necessary steps to have their driving privileges re-instated, and first time drivers will be assisted in acquiring the means to drive safely and legally in order to avoid becoming a part of the court system's revolving traffic violation door, therefore giving both groups independence and making them employable members of the Lummi Nation work force.

Public transit users consisting of those with no funds to keep up an automobile or those with disabilities, which prevent them from driving will be able to access reliable and frequent transportation to and from a wide variety of locations on and off the reservation.

Assets To Build On

Lummi Tribal Courts

At present the Lummi Nation has a fully functioning judicial system to which a diversion program could be added for the purpose of moving people in the direction of corrective action rather than misdirected consequences which might further impede the progress of financially struggling individuals.

Lummi Tribal High School

At present the Lummi Nation has a fully functioning tribal high school with the capability to facilitate a quarterly drivers education course for tribal school students and community members.

Whatcom Transportation Authority

At present the Lummi Nation has access to a WTA bus route, which runs six times per day every two hours between the hours of 6 am and 6 pm, to limited locations and a Van route which circles the reservation every half hour but also provides access to a very limited amount of locations during a limited daily time period.

Best Practices

Follow and adapt to meet existing Department of Transportation regulations and standards as they change.

What we will do

In the first year Ventures will work with the Washington State Department of Transportation and Licensing, The Lummi Tribal High school and the Lummi Nation to coordinate a state recognized traffic safety course, which will begin operation by year two.

LUMMI VENTURES – STRATEGIES

Also in the first year Ventures will work with the Lummi Tribal Courts to begin the planning phase on an advocacy and support service program to give offenders the opportunity to participate in a diversion program leading to driver re-licensing.

In the second year Ventures will work with The Silver Reef Casino, the Lummi Commercial Company, and Whatcom Transportation Authority to expand public transportation to accommodate casino employees by providing a shuttle service with hours of operation coinciding with casino hours, and by offering incentives to employees who are willing to carpool, and / or ride share.

By the third year Ventures in partnership with the Lummi Tribal Courts, the Lummi Tribal High School, and the Lummi Commercial Company will have the capacity to conduct coordinated systematic outreach and begin working with tribal members to help them overcome transportation barriers.

Partnership Agreements

1. The Lummi Nation – to offer technical support to Ventures on the needs and capacity of the tribe, and to avoid duplication of services.
2. The Lummi High School - to offer assistance and space in coordination of a traffic safety course.
3. The Washington State Department of Transportation – to provide technical support in the development of a comprehensive traffic safety program.
4. The Lummi Tribal Courts – to offer manpower in the development and provision of diversion and advocacy services
5. Whatcom County Courts – to assist Tribal members, who have legal barriers to a receiving their own personal license, to receive and utilize limited or day-time licenses that enable the Lummi Nation.
6. The Lummi Commercial Company – to offer technical support and assistance in the development of an employee transportation program with the intent of reducing employee turnover.

Resource Allocation

1. One full-time transportation coordinator for the term of the agreement to build local partnerships for the following: (a) Plan and develop a traffic safety course, (b) an employee transportation program, and (3) a driver re-licensing diversion plan, and to find resources and subsidies to help fund proposed activities.
2. One full-time Transportation Advocate – May be located in the employment and training center or the Lummi Tribal Courts. Has duties working with local court systems on moving clients through a diversion program leading to re-licensing, as well as addressing the needs of incoming clients in order to help them overcome their transportation barriers.
3. Outreach – Can be coupled with other Ventures events and overall outreach strategy to target people most in need (identified target population groups).

How will these Transportation strategies reduce poverty?

Transportation is a basic need for people living today in areas geographically distant from home and job and services. Lummi is not only culturally isolated it is also geographically isolated. Lummi Reservation is a peninsula, which limits travel to those who live there or have interest there.

LUMMI VENTURES – STRATEGIES

Transportation enables people to get jobs, access services that they need and have homes on the reservation. Without these services Tribal member would be destitute and homeless.

As poverty should not be defined solely by economic standing and will not be eradicated just by boosting incomes, the transportation strategy is intended to promote long-term economic stability combined with renewed cultural identity. Both stability and identity are used to attack the root causes of poverty from different angles.

Policy Implications

- Tribal Codes promoting an alternative to jail time and / or license revocation will need to be drafted or amended as needed.
- The requirement of a driver's license for employment with LIBC will need to be amended where appropriate.
- Employee incentive to participate in the employee transportation programs will need to be created and implemented.

LAND

A majority of Tribal members living within the bottom 25% quartile of the population have substantial land resources, which they cannot access or develop or use. Most Tribal members are land poor. One of the benefits of Trust Ownership is that the land cannot be alienated from the owner. This is also one of barriers to development of the land due to the inability of the person to use the value of the land and the value of the land and housing improvements as collateral for private investment. Consequently even homeless tribal members may have land resources that have yet to be developed. Indeed we have reports of several Tribal families camping on their undivided traditional family land during any part of the year that it is bearable.

Goal: Create avenues to preserve, secure, and nurture Lummi land and housing to begin a healing process for Lummi Nation members in poverty.

Goal: Provide affordable housing to get the homeless into new homes and create family villages so that extended families may live better.

Strategy #9:

1. Assist Tribal members to utilize their individual and family land resources to meet their own residential and commercial development needs.
2. Assist Tribal members to **sustainably utilize economic potential of land** by providing counseling services and "seed money" needed to support technical services needed to access land resources. (i.e. Surveying, perk testing and soils engineering)

STRATEGY 9 A: Provide affordable housing to get the homeless into new homes and create family villages so that extended families may live better and more efficiently by traditional practices.

Target Population

1. Homeless persons and families living either on the street or living with someone else in crowded or inadequate conditions.

LUMMI VENTURES – STRATEGIES

- Extended families without build-able land or those with a significant proportion of it members living in poverty or substandard housing conditions.

Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
Single Parents	50	5	5	5	10	10	10	10	10	10
Displaced Fishers	5	5	5	15	15	20	20	20	20	20
Adults with little or no marketable Job Skills	5	5	5	5	10	10	10	10	10	10
Subtotal	15	15	15	25	35	40	40	40	40	40
TOTAL	15	30	45	70	105	145	185	225	265	305

Overall indicators

- Number of Tribal members who do not have a permanent, safe and affordable housing
- Proportion of homeless Tribal members among all Tribal members.

Strategy specific indicators

- Number of Tribal members currently living either on the street or with others.
- Increase the number of Lummi Families who are able to afford housing that is consistent with their family size.
- Number of families assisted each year.
- Percent reduction in homelessness among the Lummi tribal community.

Intended results

- Benchmarks of success for each year after the first year would be:
 - Assist five (5) homeless Tribal members and their families to get off the street (or out of "foster" housing) and into standard housing of their own.

Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10
Housing Counseling Sessions	0	5	5	10	10	10	10	10	10	10
Surveying	5	10	10	15	20	40	40	40	40	40
Perk Testing	5	10	5	10	10	10	10	10	10	10
Soils Engineering	0	2	20	20	20	20	20	20	20	20
Subtotal	20	20	35	55	60	80	80	80	80	80
TOTAL	20	40	75	135	185	265	265	265	265	265

- Assist extended family with development and administration of a family village site to a level where at least some of the family lives in the village and a long-term development and operations plan has been drafted.

Extended Family Real Estate Development Categories	Venture Program Years – Services Provided									
	1	2	3	4	5	6	7	8	9	10

LUMMI VENTURES – STRATEGIES

Family Housing Planning and Counseling Sessions	5	5	5	10	10	10	10	10	10	10
Family Housing Site Planning Sessions	5	5	5	10	10	10	10	10	10	10
Ingress/Egress Planning with Tribal Roads Staff	5	5	5	10	10	10	10	10	10	10
Bounds and Meets Survey	5	10	10	10	10	10	10	10	10	10
Perk & Soils Engineering	0	5	5	5	5	5	5	5	5	5
Development of long-term development and operations plans	2	3	3	3	3	4	4	4	4	4
Subtotal	22	33	33	48	48	49	49	49	49	49
TOTAL	20	50	83	131	179	228	277	326	375	424

Assets to Build Upon and Economic Engines

Economic engines for this strategy include local construction activities for both infrastructure and buildings; the construction trades, building material suppliers, and financial lenders. The Reservation land base is the underlying, underutilized asset.

What we will do?

In the first year:

- We will develop a workshop describing Federal and Tribal Real Estate Statutes, Regulation and Policies and Procedures. Including but not limited to the following topics:
 - Process for sale of trust land
 - Process for converting parcels in fee simple to trust status through the Bureau of Indian Affairs.
 - Process for developing Trust land without changing the Trust Status
 - Process for dividing land among multiple owners
- Identify the program model that can provide the most effective and efficient assistance.
- Identify policies that may restrict or pose barriers to assistance and evaluate the options for changing policy.
- Change policies, as required, to provide greater outreach and assistance to target populations.
- Develop an organizational framework model for a family association whose purpose is to facilitate and guide development.

Real Estate Services	Venture Program Years - Services Provided									
	1	2	3	4	5	6	7	8	9	10
Fractionated Land Parcels Identified by family members	0	0	5	10	10	10	10	10	10	10
Title Searches Completed	0	0	5	20	20	40	40	40	40	40
Development Seed Money Provided	0	0	5	10	10	10	10	10	10	10
TOTAL	0	0	15	40	40	60	60	60	60	60

After the first year:

- Identify and co-align potential funding sources, including grants and loans, with Tribal members and extended families for the greatest effect.

LUMMI VENTURES – STRATEGIES

- Educate target groups about available opportunities and the process involved in their participation.
- Provide technical assistance for planning and development of housing and village sites to target groups, including site analysis and design.
- Assist individuals and families in organizing and administering their own village association, including by-laws for conduct, maintenance and repair, environmental protection and sustainability.
- Educate and provide examples to the target groups about traditional land use, subsistence based livelihoods, and traditional lifestyles.

Long-term, after Ventures:

- The development of extended family villages is expected to evolve into clustered nodes of mixed land uses, which are both intra- and interdependent with other such clusters across the Reservation. Mixed use will allow employment and business opportunities nearby—creating efficiency and keeping prosperity local.
- Finally, the policy changes enabling the housing and land use development assistance that were identified in the first year, will still be in effect, allowing the programs to continue to help other families and individuals.

Strategy 9 B: Assist Tribal members to utilize their individual and family land resources.

Targeted Population

1. Tribal members in poverty who have ownership interest in Trust Land parcels both on the Lummi Reservation and elsewhere within Whatcom County.
2. Tribal landowners who have or acquire lands in Fee Simple status.

Overall Indicators

1. Percentage of land in Trust on Reservation
2. Percentage of Tribal members who live on Trust Lands.

Strategy Specific Indicators

1. Development of land division/consolidation plans with Tribal families that have ownership interests in Reservation Trust land parcels that results in useable portions deeded to individuals.
2. Amount of land with land status changed from Fee Simple to Trust status
3. Number of Tribal members involved with this strategy and success rate of these Lummis.
4. Identification of land parcels held in trust status
5. Identification of land parcels held in fee simple status.
6. Number of Tribal members own Trust land parcels.
7. Number of Tribal members who live on trust lands.

LUMMI VENTURES – STRATEGIES

8. Number of Tribal members who live on their own Trust Land Parcels
9. Acres of Trust land owned by the Lummi Nation

Benchmarks

1. Accessing private sector funding sources, including loans, for participants in the land strategy (specific target rate should depend upon how many Lummis in program seek out these outside funding sources; this will be done by Land Use Advocate in first year of Ventures).
2. Criteria for approving grants are adopted by the governing board of Ventures. To be adopted within the first year.
3. Further benchmarks may be developed based upon research findings and policy changes identified by the Land Use Advocate during the first year.

Intended Results

1. Increases in land ownership by Lummi.
2. Increased personal responsibilities for homelands; land ethic.
3. Percentage increases of land in Trust status, decrease amount of land held in Fee Simple status.

What we will do?

Addressing Fractionated Heirship Lands

The Land Use Advocate will review the land parcels that have been identified by families as needed to be divided among eligible heirs. The Land Use Advocate will facilitate meetings of the heirs involved and inform them of the process for dividing trust lands. This may need to be done several times as many Tribal members hold onto the hope that their lands will be more valuable than they actually are and therefore refuse to agree to land division plans.

The Land Use Advocate will assist heirs to utilize the BIA condemnation authority once 51% of the heirs have agreed to a land division plan.

This strategy includes informing and how to use land to benefit Tribal members. The Land Use Advocate will provide information on the process of dividing family lands into individual parcels, while maintaining Trust status of these lands.

In addition to the efforts mentioned above, an outreach effort, initiated by Ventures, to educate Tribal members on the process of converting individually owned parcel of fee simple land into Trust status. When land is held in Trust by the U.S. government, county jurisdiction does not apply and tribal sovereignty is strengthened.

Also included within this strategy is researching the current conditions among Lummi tribal members with regards to land ownership and poverty. Baseline data for measurement will be necessary to determine how many landowners are below the economic measurement of poverty (the poverty line), and how ecological benefits from this strategy can be measured. Land ownership information is available from the Lummi Planning Department.

LUMMI VENTURES – STRATEGIES

Once baseline data is established, within the first year of Ventures (end of 2006), benchmarks of success will be formulated by the Land Use Advocate. The indicators specific to Ventures are expected to show greater and greater improvement with each successive year of the program.

Assets to Build Upon and Economic Engines

The reservation land base has been an asset to the Lummi people since time immemorial. Reclaiming lands lost to non-natives is goal of the tribe as well as individual tribal members. The intention of this strategy is to develop that asset and reacquire traditional lands. While tribal members may realize economic benefit from acquired land, and cultural connection to it, they do not rely on existing economic engines to fulfill this strategy.

Strategy 9 C: Assist Tribal members to sustainably utilize economic potential of land by providing counseling services and "seed money".

Targeted Population

1. Lummi landowners in poverty.
2. Displaced Fisherman.
3. Tribal members who are unemployed or underemployed.

Overall Indicators

1. Unemployment Rate of Tribal members
2. Median Income of Tribal members

Strategy Specific Indicators

1. How many Dislocated Fishers involved with Land Strategy.
2. Number of Lummi members involved in program that sustainably utilizes land for economic benefit.
3. Number of best harvest management practices, used by Lummi members involved in the program.
4. Number of low-income and under-skilled Lummi seeking training or education through Land Strategy.

Benchmarks

1. Inclusion of 10 new Lummi tribal members per year in this land strategy.
2. Criteria for approving grants are adopted by the governing board of Ventures. To be adopted within the first year.
3. Further benchmarks may be developed based upon research findings and policy changes identified by the Land Use Advocate during the first year.

Intended Results

1. Greater utilization of Tribal lands by Tribal members.
2. Increased personal responsibilities for homelands; land ethic.
3. Improved ecological conditions on-Reservation.
4. Increase in Tribal unemployment and reduction in underemployment rates.

LUMMI VENTURES – STRATEGIES

5. Increases in median income for Tribal members.
6. Groundwork laid for future self-sufficiency and working examples of sustainable practices that community may witness and follow.

What we will do.

Through the provision of Land Use Workshops engage Tribal members in a conversation about traditional use of land, subsistence based lifestyle, and changes affecting the move away from a natural resource based economy into the current condition. This strategy will awaken the traditional value of land and sea, and realize an ecologically sustainable use of lands, that is a part of traditional Lummi cultural values.

To benefit economically from owned land, a program will be initiated to educate Lummi community members about how to use lands in such a way that is economically viable and ecologically sustainable. An example of this is in timber harvesting: many Tribal members now clear-cut their property and do not replant, gaining maximum immediate revenue but failing to lay the foundation for future benefit from renewable harvest management practices. Ventures may help in informing Tribal members about harvest management techniques and providing "seed money" for saplings. Once Tribal members can see the benefit of a minimal investment in replanting, they may choose to continue the practice in the future.

Any funding sought by Tribal members for these types of activities would go through a formal request process and would need approval by the Ventures Board.

Reviews of submittals will be on an as necessary basis or at regularly scheduled meetings of the Board. The Board will agree upon regular review requirements for these grants, and grants will be monitored to judge their effectiveness and to ensure that money is spent as intended. The criteria for approving grants through this program are to be developed within the first year of Ventures.

A function of this program, will be an educational effort to find out what Tribal members are able to do with their land, what business opportunities may suit their unique conditions, and how they may marry traditional Lummi ecosystem values with current needs for family-wage jobs and advancement out of poverty. The purpose of this program is not to tell Lummi landowners what to do with their land, but to reach an understanding about how individual Tribal members may improve the ecological situation of the area while benefiting economically.

All of the elements above work in concert to create a comprehensive land strategy to reduce poverty among Lummi tribal members. It is part research, education, assistance, and dialogue that lend to the overall value of the strategy.

Ongoing research will be necessary about what types of businesses Tribal members are willing to operate (and work for), what and how many land-based businesses are successful, and what stumbling blocks have lead to any business failures.

Categories	Venture Program Years – Services Provided										
	1	2	3	4	5	6	7	8	9	10	
Number of Workshops Explaining Federal and Tribal Land Laws, Regulations, Policies and Procedures.	5	5	5	5	5	5	5	5	5	5	
Number of participants	100	120	140	160	200	180	160	140	120	100	

LUMMI VENTURES – STRATEGIES

Number of workshops describing the traditional Lummi Subsistence lifestyle and opportunities to practice this lifestyle to today.	5	5	5	5	5	5	5	5	5	5
Number of Participants	100	120	140	160	200	180	160	140	120	100

Addressing Wetland and other Building Prohibitions Conditions

The Land use Advocate will work with the Lummi Nation Planning Department to identify Tribal lands that are suitable for land exchanges with tribal members who own land that is no longer considered appropriate for development due to the identification of wetlands on the property. Through this strategy Tribal members will be able to swap un-buildable land parcels for Tribal lands, which are buildable.

Land Banking

The Lummi Nation Planning Department will create a land bank program for those individual's whose land resources are either in of adjacent to identified tribal wetlands, or cultural resources of other impediment to appropriate development.

Individuals and families whose land holdings are not build-able will be eligible to deposit their land holdings into the Tribal land bank and withdraw build-able land, of comparable, value from the Tribal land bank. Any difference in favor of the individual will result in the creation of a proprietary interest in the Tribal land bank

Values differences in favor of the tribes shall be noted and waived as the Tribe's contribution towards achieving the long-standing goal of providing safe, affordable and permanent housing for its membership.

Categories	Vintage Program Years - Services Provided									
	1	2	3	4	5	6	7	8	9	10
Number of Land Swaps Started	5	10	10	15	15	15	15	15	15	15
Number of Land Swaps Completed	3	6	9	12	15	15	15	15	18	18
Number of housing starts resulting from land Swaps.	0	2	4	6	8	10	15	15	20	22
Number of Seed Money Grants Surveying Perk Testing Soils Engineering	5	10	10	10	10	10	10	10	10	10

Assets to Build Upon and Economic Engines

While natural resources are an economic engine that has powered this region in the past, the economy has shifted in the past few years to a retail/service economy. The Lummi Reservation continues to grow significant amounts of timber and many Tribal members profit from forestry.

It is imperative that this economic engine is enhanced by initiating sustainable harvest management techniques among Tribal members to bring increased long-term economic returns and improve ecological conditions of Lummi forests.

Along with timber, the Reservation has significant agricultural lands that are part of the economic engine of Whatcom County and the region. Though many Tribal members do not benefit directly from

LUMMI VENTURES – STRATEGIES

agricultural use, indirect benefits are realized by Tribal leases between LIBC and non-native renters who work tribally owned lands.

The Lummi Nation has developed ordinances to support the operation of the Section 248 leasehold mortgage program. Through this ordinance Tribal members are able to access Tribal land for their use through a leasehold mortgage that this provides access to private sector financing even through the house owner does not own the land on which the house is located.

The Lummi Nation has also developed ordinance that support the operation of the Section 184 housing Loan Guarantee for on-reservation housing.

Tribal concern over the loss of land base included a provision with both ordinances that requires that the Lummi Nation be named as a silent second mortgagee on the mortgaged property. The purpose of this is to allow the Tribe a chance to find another member of the family to assume the mortgage or another Tribal member and thereby prevent the loss of land base due to mortgage default.

This strategy intends to utilize Reservation lands to realize greater economic benefit among Tribal members by presenting options that will address the reality of how Tribal members are willing to use land and what they can expect to gain from that use.

How will these land strategies reduce poverty?

In a number of different ways. From an economic standpoint, using land for economic benefit can also aid Lummi landowners who will once again depend upon their land, just like their ancestors, in an ecologically sustainable manner.

This will achieve two results: spiritual connectedness with time-honored practices that will reconnect Lummis with their forefathers and gains in real income as land is utilized for economic gains.

As poverty should not be defined solely by economic standing and will not be eradicated just by boosting incomes, the land strategy is intended to promote long-term economic stability combined with renewed cultural identity. Both stability and identity are used to attack the root causes of poverty from different angles.

Partnership Agreements

The Lummi Nation Ventures Project will develop an operational agreement with the Lummi Nation Planning Department to perform the tasks identified through out this strategy. The Land Use Advocate will be stationed at the Lummi Nation Planning Department office and will work cooperatively with their staff to achieve the goals and objectives described herein.

Bureau of Indian Affairs Puget Sound Agency Land Staff

Through a partnership agreement with BIA Puget Sound Agency Land staff the Lummi Nation will be able to monitor the BIA's processing any and all land based actions within the exterior boundaries of the Lummi Nation.

Portland Regional Office of the Bureau of Indian Affairs Title Plant Manager

Through a partnership agreement with BIA Title Plant the Lummi Nation will be able to monitor any actions on trust lands within the exterior boundaries of the Lummi Nation.

Portland Regional Solicitor

LUMMI VENTURES – STRATEGIES

Through a partnership agreement with the Portland Regional Solicitor General the Lummi Nation Planning Department will be able to gain access the same advice that is provided to the Regional Director who alone exercises Federal line authority. Gaining the support of this Office for the goals and objectives of the Lummi Nation Ventures would be invaluable.

Whatcom County Title Plant

Through a partnership agreement with Whatcom county title Plant the Lummi nation will be able to monitor any actions on fee simple lands within the exterior boundaries of the Lummi Nation.

Additional partnership will be necessary between the Ventures staff and the Lummi Housing Department in order to affectively administer Strategy 1. Some policy review and recommendations to LIBC may be necessary in order to accomplish the goal of placing the homeless into housing and creating family villages.

Partnership in outreach will be a vital function of Ventures/LIBC involvement. Providing access to information about Venture's programs is of the most value at places where Tribal members are seeking employment or skill advancement. One of these places is the Employment Training Center (ETC). At this Center an opportunity to reach displaced fishers, those seeking vocational rehabilitation, and other employment opportunities. It is essential that Ventures establish a working partnership with the Employment and Training Center to ensure that those seeking a way out of poverty have access and are made aware of Ventures programs.

Resource Allocation

Land Use Advocate - 1 Staff Position – May be part of Small Business Development Center – Has duties described by land strategy to educate Tribal members and counsel them on ancient/traditional land practices, sustainable business opportunities that utilize land, acquiring land and land status conversion. Also in charge of research and development of best land practices, and how Tribal members are willing to use their lands for economic benefit.

Grant Writer and Programmer/Statistician -The Lummi Nation will match the funding allocated by the Lummi Nation Ventures Project for the employment of the two (2) full time grant writers and two (2) full time programmer/statistician. This group will assist the four (4) strategy Coordinators hired to manage the nine (9) strategies the have been selected.

Outreach – Can be coupled with other Ventures events and overall outreach strategy to target people most in need (identified target groups).

Sustainability Strategies

1. For the long-term sustainability of Ventures, a long term sustainability fund will be created that is funded with interest earned on balances contributed by the NWAFF to Lummi Ventures and through outside funding sources. The process works like this: NWAFF expends three lump sum payments to the Ventures effort. While Ventures budgeting is on a yearly basis, releasing funds in lump sums allows Ventures to place the principal in an long term sustainability fund that will gain interest (average 6% interest return expected). Through the ten initial years of Ventures, the interest is reinvested into the long term fund, growing the principal balance. After the ten years of NWAFF funding assistance, Ventures

LUMMI VENTURES – STRATEGIES

would use the interest earned year-to-year from the long term fund as operating expenses while leaving the principal intact to remain as a cornerstone for financing and future leveraging of funding necessary for Ventures continued operation and expected benefit to poverty reduction. This earned interest would be joined with funding from outside sources that is expected to escalate from 2008-2015, and continue thereafter.

The following table shows the NWAF allocation to the Ventures effort in three lump-sum payments, expenses year-to-year for Ventures, interest earned each year, and a running total of interest earned including reinvestment and total fund size.

Table 1: Long Term Sustainability Fund - NWAF Funds Only 2006-2015

*Figures have been rounded to nearest whole dollars.

In addition to NWAF allocation, Ventures will seek additional funding for the Long Term Sustainability Fund as activities. The grant writers and the executive director will explore opportunities for Fund growth in addition to seeking leveraging funds for the Ventures effort. Significant intake of Long Term Sustainability funding is not expected, outside of NWAF contributions, until after the first two years of Ventures.

While a dollar figure for the total Sustainability Fund is premature at this point, the following table is an estimation of anticipated growth in funding from sources outside of NWAF, with reasonable escalation expected every two years. If and when the Ventures effort proves successful, it is anticipated that outside funding for growing the Long Term Sustainability Fund will be easier to obtain.

Although the table does not show a timeline past 2015, continuing Long Term Sustainability funding will be sought.

Year	NWAF Contribution (\$)	Ventures Expenses (\$)	Carryover to following year (\$)	Expected Interest earnings (6%)	Long Term Fund Size (\$)
2006	4,806,043	1,723,598	3,082,445	184,947	184,947
2007	0	2,007,522	1,074,923	75,592	260,539
2008	0	1,074,923	0	15,632	276,171
2009	3,261,284	908,729	2,352,555	157,724	433,895
2010	0	881,816	1,470,739	114,278	548,173
2011	0	690,869	779,870	79,683	627,856
2012	0	779,870	0	37,671	665,527
2013	1,932,674	1,091,298	841,376	90,414	755,941
2014	0	416,298	425,078	70,861	826,802
2015	0	425,078	0	49,609	876,411
Total	10,000,001	10,000,001	N/A	876,411	\$876,411

LUMMI VENTURES – STRATEGIES

Table 2: Long Term Sustainability Fund – Outside (of NWAFF) Funding Only 2006-2015

*Figures are rounded to the nearest whole dollar.

Year	Partial Ventures Sustainability Fund		Long Term Sustainability Fund Size (w/o NWAFF funds)
	Outside Funding (\$)	Interest (6%)	
2006	0	0	0
2007	0	0	0
2008	200,000	12,000	212,000
2009	200,000	24,720	436,720
2010	300,000	44,203	780,923
2011	300,000	64,855	1,145,778
2012	400,000	92,747	1,638,525
2013	400,000	122,312	2,160,837
2014	500,000	159,650	2,820,487
2015	500,000	199,229	3,519,716
Total	2,800,000	N/A	3,519,716

The following table shows expected interest contribution from NWAFF funding as well as funding from other sources over the course of 10 years. Figures in the table are taken directly from Table 1 and 2.

Although the table does not show a timeline past 2015, continuing Long Term Sustainability Fund funding will be sought.

LUMMI VENTURES – STRATEGIES

Table 3: Total Long Term Sustainability Fund - Ventures and Outside Funding 2006-2015

Year	Funding Sources (expected interest included)		Long Term Sustainability Fund Size (\$)
	NWAF Interest Accumulation (\$)	Outside Funding Sources (\$)	
2006	184,947	0	184,947
2007	260,539	0	260,539
2008	276,171	212,000	488,171
2009	433,895	436,720	870,615
2010	548,173	780,923	1,329,096
2011	627,856	1,145,778	1,773,634
2012	665,527	1,638,525	2,304,052
2013	755,941	2,160,837	2,916,778
2014	826,802	2,820,487	3,647,289
2015	876,411	3,519,716	4,396,127
Total	876,411	3,519,716	4,396,127

*Figures are rounded to the nearest whole dollar.

While poverty reduction is an achievable goal over the first ten years of Ventures, poverty elimination is not. Providing a financial backbone for future operations ensures that the Ventures effort will not end when NWAF funding runs-out.

If measurable indicators point to success in poverty reduction, outside funding for the Long Term Sustainability Fund will likely be easier to obtain, ensuring the continuation of Ventures past the initial 10 year period. Notoriety and accomplishment will make poverty reduction more of a marketable effort showing other potential funding partners that their dollars can make a marked difference – enhancing the long-term sustainability of Ventures.

2. Rents

The Lummi Nation will assign a portion of the rents generated through both the economic development and social services projects identified in the Ventures Program Plan. This revenue will be reserved to support the operation of the Ventures Board into the future of the Lummi Nation as a vehicle to gather and focus community involvement in the service on which they need.



MANAGEMENT PLAN



CHAPTER 4 MANAGEMENT AND IMPLEMENTATION PLAN

Introduction

The long-term success of the Lummi Poverty Reduction Plan is dependent on a carefully crafted and community 'owned' management and implementation plan. Over the months of August and September 2005, a wide array of conversations took place to forge agreement on the basic management structure and proposed implementation plan. These conversations came after the community affirmed the strategies and actions developed during the planning process along with the financial policies and guidelines prepared by the Financial Management Team. These elements are understood to be in draft form with further detail to be hammered out prior to the submission of the final report in December of 2005.

How the 10-year Poverty Reduction Plan will be administered

The Lummi Ventures Project will be administered under the Lummi Nation Service Organization 501c3 tribally chartered non-profit agency to lead and coordinate the implementation of the poverty-reduction strategies identified by the Lummi community. The current organization structure is being revamped to reflect a community elected Board of Directors made up of Lummi community members, representatives from the LIBC Council and Whatcom County. For the first year, the original Executive Committee will sit in an advisory capacity to the newly elected Board of Directors. A second advisory group made up of representatives from financial institutions along with educational and economic development agencies will work closely with the Board of Directors for the initial start-up of the Ventures Poverty Reduction Program. Descriptions of roles and responsibilities, with particular attention to decision-making authority and responsibility, are included in this final plan.

The organizational staff will include:

- Executive Director
- Program Coordinator
- Administrative Support
- Financial Manager

Additional grant writers and consulting support will be sought on a contract basis, as needed. Benefits for the staff will be negotiated with the LIBC organization. The Lummi Indian Business Council Finance Department will provide accounting services, including providing financial reports, payroll for the staff. An outside audit will be conducted annually.

Each board and staff member will participate in a series of training or educational events about running a non-profit volunteer agency along with the core roles and responsibilities of non-profit Boards of Directors. Additional training will be offered for natural leaders in the community, including youth, to build the capacity within the community to lead and direct community programs and projects.

How oversight will be ensured?

The decision to implement ventures through an existing tribally chartered 501c3 to oversee the prosperity building strategies comes from a strong community consensus that this management structure will offer the best opportunity to assure that the lowest quartile in the community will have access to a set of strategies that provide a hand up. A set of ongoing activities will further support effective oversight of the Lummi Ventures Poverty Reduction Program as well as collaboration with other departments and groups within LIBC. These activities include:

- Monthly Board meetings
- Executive Director Reports to the Board
- Board training
- Weekly Executive Committee Meetings (for the first 3-4 months)
- Monthly updates to LIBC Council
- Quarterly reports to NWAFF
- Annual meetings involving the community
- Annual financial audits
- Submission of routine IRS reports such as the 990

A data collection system in conjunction with NWAFF will be established and maintained for the duration of the Lummi Ventures Program. To monitor effectiveness of process, regular and agreed upon reviews will be made to ensure the Project is on track, meeting goals, and reported back to the NWAFF.

Dispute Resolution

The Lummi Ventures Poverty Reduction Agency will seek outside support from experts in mediation and conflict resolution to resolve disputes. Such expertise will be sought within Western Washington and must have demonstrated experience working effectively in a tribal context.

Building a Foundation of Accountability and Responsiveness

For the first year, an extensive public relations and communication plan will be implemented involving press releases to local news, print, radio and television media including the Bellingham Herald, Seattle Times, Squol Quol and other print media. The Lummi Ventures Poverty Reduction Agency will work closely with the Northwest Area Foundation to make the best use of these opportunities.

Maintaining a high profile, and transparency in day-to-day operation of the Ventures Project is critical. This will be established and maintained by doing monthly mail-outs of newsletters to all Lummi community members and tribal members off reserve. Regular quarterly updates on the progress of the project will also be made to Whatcom County.

To market the project and efforts being put forward by the Venture Poverty Reduction Agency, it is critical that low income and individuals living in poverty be involved in the implementation of the strategies. Regular and ongoing community gatherings, which include meals and educational workshops, will ensure that the community is involved

and informed. Childcare will be provided at all gatherings so parents and family members are able to participate not only in events, but also in planning sessions.

To ensure independence, inclusiveness and continuity, an intensive training program targeted to the particular needs of the advisory boards and other agency volunteers will occur in first year of Ventures. An assessment of training needs will occur at the end of year one, which will provide the basis for the development of a training and development plan for year two through four of the Poverty Reduction Project.

Ventures Financial Policies & Guidelines

OVERALL FINANCIAL POLICIES

- Communication via women leaders to people in poverty:
 1. To test Program effectiveness
 2. To test policies
 3. To test strategies
- Use NWAFF money as seed money for programs and cultivate other resources.
- Financial decisions about NWAFF dollars and leveraged dollars are made by the Ventures Board of Directors involved and not by outside bodies.
- Ventures will not duplicate or compete with other existing programs.
- Ventures is to develop a coordinating role to foster partnerships and collaboration across programs aimed to reduce poverty.
- A small percentage of money will be set aside every year to go towards new program ideas.
- An annual review to take stock, evaluate priorities and progress.
- We will monitor the budget; and measure against performance benchmarks.
- Be consistent with Tribal codes as appropriate.
- Ventures will be inclusive of all people in Lummi irrespective of race or tribal affiliation.
- Hand-up, not a hand out (it is not our intention to enable but to empower).
- This is an initiative that will extend past the NWAFF 10 year horizon.

Financial Guidelines

Near-term and visible success will be most likely achieved by funding the following in the first 3 years of the Plan:

- Actions that need assistance or “seed money” at start up, but will eventually be sustained through other funds.
- Pilot projects that can be evaluated and refined.
- Actions that build on or expand successful models in the region.
- Actions that have clearly identified funding sources which can be leveraged.
- Actions that can be supported by existing staff and facilities.
- Actions that address an immediate, compelling health or safety concern related to poverty.

Long-term fundamental change to address the root causes of poverty will be achieved by funding the following actions now and in the future:

- Actions that build and enhance the leadership capacity of the community.
- Actions that serve the Lummi Nation's efforts to reduce poverty for tribal members throughout our traditional territory.
- Actions that can be started and completed in a manner that ensures consistency and continuity.
- Actions that are proven to be best practices or represent substantial innovation.
- Actions that provide research and information to aid in the design and/or evaluation of the Lummi Nation's on-going efforts.
- Actions that fill gaps that inhibit efforts to reduce poverty and promote prosperity.
- Actions that strengthen the capacity of the extended family unit.

Implementation Strategies:

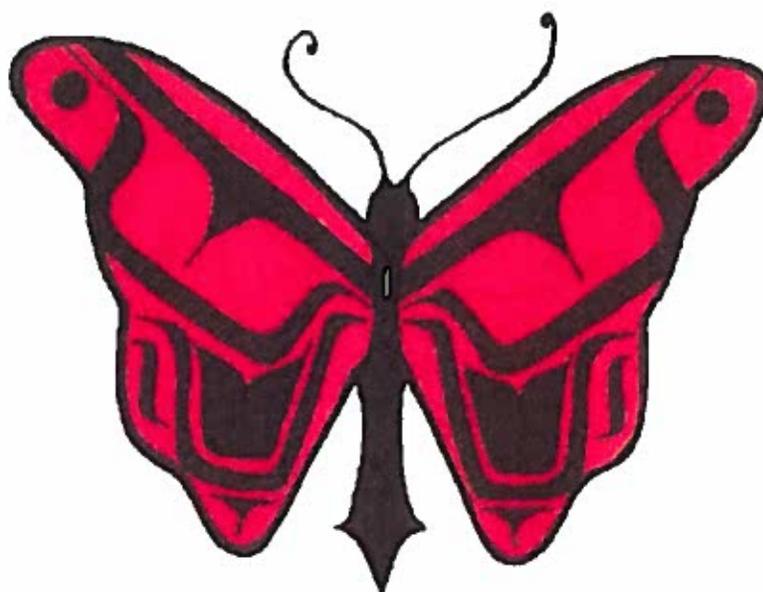
- Build adult leaders who are not holding a formal position in community.
- Identify Leadership Development model and Capacity Building models to use.
- Continue community gatherings to keep involvement in implementation.

Steps to set up ventures:

- Partnership agreement with NWAFF.
- Talent search for staff.
- Appointment of new board members.
- Set up office for Ventures staff: Executive Director, Financial Manager, and Administration/Coordinator.
- Orientation for staff and board.
- Accounting system setup.
- Develop and implement public relations.
 - To Lummi and Whatcom County
- Endowment fund setup.
- Recruitment.
- Funding research and applications.
- Program Coordination.
 - Partnership agreements with various programs
- Training- leadership development.
 - Board
 - Staff
 - Community
- Set up a data collection and management system.



FINANCIAL PLAN



Chapter 5 Financial Plan

Ventures Financial Policies & Guidelines

Financial Policies

The Finance and Management Team of Ventures began financial planning by establishing financial policies and guidelines. These are intended to establish the principle and the priorities for the allocation of NWAFF funds and the leveraging of tribal and other funding sources.

OVERALL FINANCIAL POLICIES

- Communication via women leaders to people in poverty:
 1. To test Program effectiveness
 2. To test policies
 3. To test strategies
- Use NWAFF money as seed money for programs and cultivate other resources.
- Financial decisions about NWAFF dollars and leveraged dollars are made by the Ventures Board of Directors involved and not by outside bodies.
- Ventures will not duplicate or compete with other existing programs.
- Ventures is to develop a coordinating role to foster partnerships and collaboration across programs aimed to reduce poverty.
- An annual review to take stock, evaluate priorities and progress.
- We will monitor the budget; against a performance benchmarks
- Be consistent with Tribal codes as appropriate.
- Ventures will be inclusive of all people in Lummi irrespective of race or tribal affiliation.
- Hand up, not a hand out (do not want to enable but empower)
- This is an initiative that will extend past the NWAFF 10 year horizon.

Financial Guidelines

Near Term and visible success will be most likely achieved by funding the following in the first 3 years of the plan:

- Actions that need assistance or “seed money” at start up, but will eventually be sustained through other funds.
- Pilot projects that can be evaluated and refined.
- Actions that build on or expand successful models in the region.
- Actions that have clearly identified funding sources which can be leveraged
- Actions that can be supported by existing staff and facilities
- Actions that address an immediate, compelling health or safety concern related to poverty.

Long-term fundamental change to address the root causes of poverty will be achieved by funding the following actions now and in the future:

- Actions that build and enhance the leadership capacity of the community.
- Actions that serve the Lummi Nation's efforts to reduce poverty for tribal members throughout our traditional territory.
- Actions that can be started and completed in a manner that ensures consistency and continuity.
- Actions that are proven to be best practices or represent substantial innovation.
- Actions that provide research and information to aid in the design and/or evaluation of the Lummi Nation's on-going efforts.
- Actions that fill gaps that inhibit efforts to reduce poverty and promote prosperity.
- Actions that strengthen the capacity of the extended family unit.

Budget:

The budget and detailed financial plan must reflect and support the primary strategies of the Lummi Ventures Program as well as strategies for which Ventures has a supportive role, rather than a lead role. It needs to reflect the time and budget requirements of each, and potential sources of additional funds. The following budget reflects the needs of the Lummi Nation and the commitment of the Lummi Indian Business Council to work with Ventures.

The budget is for the 10 years of the Ventures Program and includes a month to month cash flow for the first year, quarterly expenditures forecasted for the next four years and an annual cost estimate for the following five years. It shows funding from the Northwest Area Foundation, from LIBC and from other source. Other potential funding sources, which will be actively pursued, are the Paul Allen Foundation, Gates Foundation, Nathan Cummings, Kellogg Foundation, Hewlett, Surdna, Ford, Mott and Rockefeller, Pottlatch Fund and USDA.

SUSTAINABILITY STRATEGIES

1. For the long-term sustainability of Ventures, an endowment will be created that is funded with interest earned on balances contributed by the NWAF to Lummi Ventures and through outside funding sources. The process works like this: NWAF expends three lump sum payments to the Ventures effort. While Ventures budgeting is on a yearly basis, releasing funds in lump sums allows Ventures to place the principal in an endowment that will gain interest (average 6% interest return expected). Through the ten initial years of Ventures, the interest is reinvested into the endowment, growing the principal balance. After the ten years of NWAF funding assistance, Ventures would use the interest earned year-to-year from the endowment as operating expenses while leaving the principal in tact to remain as a cornerstone for financing and future leveraging of funding necessary for Ventures continued operation and expected benefit to poverty reduction. This earned interest would be joined with funding from outside sources that is expected to escalate from 2008-2015, and continue thereafter.

The following table shows the NWAF allocation to the Ventures effort in three lump-sum payments, expenses year-to-year for Ventures, interest earned each year, and a running total of interest earned including reinvestment and total endowment size.

Table 1: Endowment - NWAF Funds Only 2006-2015

*Figures have been rounded to nearest whole dollars.

In addition to NWAF allocation, Ventures will seek additional funding for the endowment as activities. The grant writers and the executive director will explore opportunities for endowment growth in addition to seeking leveraging funds for the Ventures effort. Significant intake of endowment funding is not expected, outside of NWAF contributions, until after the first two years of Ventures.

While a dollar figure for the total endowment is premature at this point, the following table is an estimation of anticipated growth in endowment funding from sources outside of NWAF, with reasonable escalation expected every two years. If and when the Ventures effort proves successful, it is anticipated that outside funding for growing the endowment will be easier to obtain.

Although the table does not show a timeline past 2015, continuing endowment funding will be sought.

Year	NWAF Contribution (\$)	Ventures Expenses (\$)	Carryover to following year (\$)	Expected Interest earnings (6%)	Endowment Size (\$)
2006	4,806,043	1,723,598	3,082,445	184,947	184,947
2007	0	2,007,522	1,074,923	75,592	260,539
2008	0	1,074,923	0	15,632	276,171
2009	3,261,284	908,729	2,352,555	157,724	433,895
2010	0	881,816	1,470,739	114,278	548,173
2011	0	690,869	779,870	79,683	627,856
2012	0	779,870	0	37,671	665,527
2013	1,932,674	1,091,298	841,376	90,414	755,941
2014	0	416,298	425,078	70,861	826,802
2015	0	425,078	0	49,609	876,411
Total	10,000,001	10,000,001	N/A	876,411	\$876,411

Table 2: Endowment – Outside (of NWAf) Funding Only 2006-2015

Year	Partial Ventures Endowment		Endowment Size (w/o NWAf funds)
	Outside Funding (\$)	Interest (6%)	
2006	0	0	0
2007	0	0	0
2008	200,000	12,000	212,000
2009	200,000	24,720	436,720
2010	300,000	44,203	780,923
2011	300,000	64,855	1,145,778
2012	400,000	92,747	1,638,525
2013	400,000	122,312	2,160,837
2014	500,000	159,650	2,820,487
2015	500,000	199,229	3,519,716
Total	2,800,000	N/A	3,519,716

*Figures are rounded to the nearest whole dollar.

The following table shows expected interest contribution from NWAf funding as well as funding from other sources over the course of 10 years. Figures in the table are taken directly from Table 1 and 2.

Although the table does not show a timeline past 2015, continuing endowment funding will be sought.

Table 3: Total Endowment - Ventures and Outside Funding 2006-2015

Year	Funding Sources (expected interest included)		Endowment Size (\$)
	NWAF Interest Accumulation (\$)	Outside Funding Sources (\$)	
2006	184,947	0	184,947
2007	260,539	0	260,539
2008	276,171	212,000	488,171
2009	433,895	436,720	870,615
2010	548,173	780,923	1,329,096
2011	627,856	1,145,778	1,773,634
2012	665,527	1,638,525	2,304,052
2013	755,941	2,160,837	2,916,778
2014	826,802	2,820,487	3,647,289
2015	876,411	3,519,716	4,396,127
Total	876,411	3,519,716	4,396,127

*Figures are rounded to the nearest whole dollar.

While poverty reduction is an achievable goal over the first ten years of Ventures, poverty elimination is not. Providing a financial backbone for future operations ensures that the Ventures effort will not end when NWAF funding runs-out.

If measurable indicators point to success in poverty reduction, outside funding for the endowment will likely be easier to obtain, ensuring the continuation of Ventures past the initial 10 year period. Notoriety and accomplishment will make poverty reduction more of a marketable effort showing other potential funding partners that their dollars can make a marked difference – enhancing the long-term sustainability of Ventures.

2. Rents

The Lummi Nation will assign a portion of the rents generated through both the economic development and social services projects identified in the Ventures Program Plan. This revenue will be reserved to support the operation of the Ventures Board into the future of the Lummi Nation as a vehicle to gather and focus community involvement in the service on which they need.

Lummi Nation Ventures Program
Requested from NWAf

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Ventures Program Operating	\$244,598	\$244,570	\$244,570	\$222,669	\$208,565	\$186,489	\$186,489	\$152,834	\$152,834	\$156,381	\$2,000,000
Sub-total	\$244,598	\$244,570	\$244,570	\$222,669	\$208,565	\$186,489	\$186,489	\$152,834	\$152,834	\$156,381	\$2,000,000
Strategy #1. Economic Development:											
Staffing											\$0
Coordinator (1.00 FTE)	\$60,000	\$61,800	\$61,800	\$63,654	\$63,654	\$31,827	\$15,914	\$7,957	\$3,978	\$1,989	\$372,573
Contract - Trainer	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$28,138	\$14,069	\$7,034	\$3,517	\$1,759	\$319,974
Statistician/Programmer (.25FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$148,189
Grant Writer (.25FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$148,189
Projects-Services-Activities											
Small Business Incubator	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Business Incubator Facility	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Small Business Incubator	\$40,000	\$40,000	\$20,000	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000	\$0	\$0	\$160,000
Administrative Support Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Strategy #2 Micro-Enterprises Center											
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Architecture	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$30,000
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$402,958	\$0	\$0	\$402,958
Revolving Loan Fund	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$0	\$250,000	\$250,000	\$0	\$1,250,000
Strategy #3 Economic Summit											
Biennial Economic Summits	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0	\$125,000
Sub-total	\$302,500	\$781,626	\$188,171	\$417,466	\$184,105	\$350,016	\$155,034	\$708,903	\$313,450	\$35,630	\$3,436,902
Strategy #4 Education:											
Staffing											
Coordinator (1.00FTE)	\$60,000	\$60,000	\$60,000	\$60,000	\$40,000	\$40,000	\$40,000	\$20,000	\$20,000	\$20,000	\$420,000
Statistician/Programmer (.25FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$148,189
Grant Writer (.25FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$148,189
Projects-Services-Activities											
Future Search Conference	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Scholarship Program	\$50,000	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$75,000	\$75,000	\$875,000
Scholarships	\$50,000	\$75,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$75,000	\$75,000	\$875,000
Strategy #5 Financial Literacy:											
Financial Literacy	\$25,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$225,000
Sub-total	\$212,500	\$163,326	\$238,326	\$189,176	\$219,176	\$170,052	\$220,052	\$150,954	\$175,954	\$126,982	\$1,868,397
Strategy #6 Transportation:											
Staffing											

Lummi Nation Ventures Program
Requested from NAAF

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Transportation Coordinator (.50FTE)	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$120,000
Projects-Services-Activities Coordination of Public Trans Systems	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$10,000
Legal Barriers to Personal Trans	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$120,000
Public Forums on Public Transport	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$10,000
Sub-total	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$260,000
Strategy # 7. Families:											
Staffing	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$420,000
Coordinator (1.00FTE)											
Staffician/Programmer (.25FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$148,198
Grant Writer (.25 FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$148,198
Projects-Services-Activities Expanded Daycare and After school Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Facility Development	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Planning	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Architecture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
Homeless Shelters/Community Centers											
Strategy #8 Homeless Shelters/Community Centers											
Planning	\$0	\$0	\$12,500	\$0	\$12,500	\$0	\$0	\$0	\$0	\$0	\$25,000
Architecture	\$0	\$0	\$12,500	\$0	\$12,500	\$0	\$0	\$0	\$0	\$0	\$25,000
Construction	\$0	\$0	\$100,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Racism Curriculum Dev.	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000
Public Forums on Racism	\$3,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,000
Sub-total	\$346,500	\$291,326	\$213,326	\$89,176	\$194,176	\$70,052	\$70,052	\$50,954	\$50,954	\$51,882	\$1,428,397
Strategy # 9 Land											
Staffing	\$3,000	\$3,000	\$3,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$12,000
Land Use Advocate (1.00FTE)	\$45,000	\$46,350	\$46,350	\$47,741	\$47,741	\$49,173	\$49,173	\$50,648	\$50,648	\$52,167	\$484,991
Programmer (.25 FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$148,198
Grant Writer (.25 FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$148,198
Projects-Services-Activities Trust Land Curriculum development Workshops on Tribal & Federal Land Policies, Procedures & Laws	\$3,000	\$3,000	\$3,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$12,000
	\$0	\$0	\$3,500	\$3,416	\$3,000	\$3,000	\$2,000	\$2,000	\$2,000	\$2,000	\$20,916

Lummi Nation Ventures Program
Requested from NWAF

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<i>Land Seed Money Grants</i>											
Surveying	\$15,000	\$10,000	\$15,000	\$10,000	\$15,000	\$10,000	\$15,000	\$10,000	\$15,000	\$9,000	\$124,000
Perk Testing	\$5,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$45,000
Soils Engineering	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,000	\$0	\$25,000
Sub-total	\$100,500	\$87,676	\$111,176	\$83,332	\$109,917	\$92,225	\$111,225	\$83,802	\$113,602	\$95,950	\$1,008,305
Grand Total	\$1,232,598	\$1,584,522	\$1,021,569	\$1,037,820	\$941,940	\$894,834	\$788,852	\$1,183,247	\$832,794	\$491,826	\$10,000,000

Lummi Nation Ventures Program
LIBC - Contribution Subtotal

	2008	2007	2008	2008	2009	2010	2011	2012	2013	2014	2015	Total
Ventures Program Operating	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
Sub-totals	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
Strategy #1. Economic Development:												
Staffing												\$0
Coordinator (1.00 FTE)	\$0	\$0	\$0	\$0	\$0	\$0	\$32,854	\$48,981	\$57,145	\$61,228	\$63,287	\$283,273
Contract - Trainer	\$0	\$0	\$0	\$0	\$0	\$28,138	\$42,208	\$42,208	\$48,241	\$52,758	\$54,518	\$228,859
Statistician/Programmer (.25FTE)	\$13,750	\$14,183	\$14,183	\$14,588	\$14,588	\$15,028	\$15,028	\$15,028	\$15,477	\$15,477	\$15,941	\$148,188
Grant Writer (.25FTE)	\$13,750	\$14,183	\$14,183	\$14,588	\$14,588	\$15,028	\$15,028	\$15,028	\$15,477	\$15,477	\$15,941	\$148,188
Projects-Services-Activities												
Small Business Incubator												
Business Incubator Facility												
Planning	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Architecture	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Land	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Construction	\$0	\$350,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000
Small Business Incubator												
Administrative Support Costs	\$0	\$0	\$20,000	\$20,000	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$220,000
Strategy #2. Micro-Enterprises Center												
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revolving Loan Fund	\$0	\$0	\$14,183	\$200,000	\$14,588	\$15,028	\$15,028	\$0	\$100,000	\$0	\$0	\$100,000
Strategy #3. Economic Summit												
Biennial Summits	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0	\$100,000
Sub-total	\$177,500	\$378,328	\$87,509	\$248,178	\$88,764	\$135,869	\$267,339	\$288,239	\$215,415	\$179,688	\$179,688	\$2,075,803
Strategy #4. Education:												
Staffing												
Coordinator (1.00FTE)	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000	\$40,000	\$40,000	\$40,000	\$180,000
Statistician/Programmer (.25FTE)	\$13,750	\$14,183	\$14,183	\$14,588	\$14,588	\$15,028	\$15,028	\$15,028	\$16,477	\$15,477	\$16,941	\$148,189
Grant Writer (.25FTE)	\$13,750	\$14,183	\$14,183	\$14,588	\$14,588	\$15,028	\$15,028	\$15,028	\$16,477	\$15,477	\$16,941	\$148,188
Projects-Services-Activities												
Future Search Conference	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000
Scholarship Program	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$25,000	\$25,000	\$200,000
Scholarships												
Literacy												
Strategy #5. Financial Literacy												
Sub-totals	\$102,500	\$103,328	\$53,328	\$104,178	\$49,178	\$125,052	\$50,062	\$50,062	\$50,000	\$95,954	\$88,862	\$901,397

Lummi Nation Ventures Program
LIBC - Contribution Subtotal

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
LIBC (2)											
Strategy #6. Transportation:											
Staffing											
Transportation Coordinator (.50FTE)	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$120,000
Projects-Services-Activities											
Coordination of Public Trans Systems	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$10,000
Legal Barriers to Personal Trans	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$10,000
Public Forums on PublicTransport	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$160,000
Sub-total											
Strategy #7. Families:											
Staffing											
Coordinator (1.00FTE)	\$0	\$0	\$0	\$0	\$20,000	\$20,000	\$20,000	\$40,000	\$40,000	\$40,000	\$180,000
Statistician/Programmer (.25FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$146,198
Grant Writer (.25 FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$146,199
Projects-Services-Activities											
Expanded Daycare and After-school Care	\$0	\$0	\$350,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$4,050,000
Operations											
Facility Development											
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$100,000	\$10,000	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$120,000
Construction	\$0	\$100,000	\$450,000	\$0	\$450,000	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Homeless Shelters/Community Center Facilities											
Planning	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Architecture	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land	\$0	\$0	\$25,000	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$50,000
Construction	\$0	\$0	\$250,000	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$500,000
Community Centers Start-up & Operations	\$60,000	\$60,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$1,080,000
Racism Curriculum Dev.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Forums on Racism	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$0	\$3,000	\$15,000
Sub-total	\$87,500	\$741,328	\$1,233,328	\$677,476	\$1,329,478	\$598,052	\$595,052	\$819,864	\$816,954	\$819,882	\$7,291,397
Strategy#8. Land:											
Staffing											
Land Use Advocate (1.00FTE)	\$0	\$15,540	\$15,450	\$15,914	\$15,914	\$16,391	\$16,391	\$16,863	\$16,863	\$17,389	\$146,765
Programmer (.25 FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$152,459
Grant Writer (.25 FTE)	\$13,750	\$14,163	\$14,163	\$14,588	\$14,588	\$15,026	\$15,026	\$15,477	\$15,477	\$15,941	\$152,459
Projects-Services-Activities											
Development of Land	\$0	\$3,000	\$3,000	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000
Workshops											
Federal and Tribal Land	\$0	\$0	\$3,500	\$3,418	\$3,000	\$3,000	\$2,000	\$2,000	\$2,000	\$2,000	\$20,916
WKSPS	\$27,500	\$46,866	\$50,276	\$51,508	\$48,080	\$49,443	\$48,443	\$52,649	\$52,649	\$54,168	\$481,590
Sub-total	\$410,000	\$1,284,843	\$1,439,437	\$897,033	\$1,540,208	\$923,416	\$894,766	\$1,074,895	\$894,972	\$865,699	\$10,840,912
Grand Total											

Lummi Nation Ventures Program
LIBC - Contribution Subtotal

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2016	Total
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2016	Total
LIBC (2)											
Sources of LIBC Funds											
Annual Lummi Nation Budget											
LDA Budget SBIC Coordinator	\$0	\$0	\$0	\$0	\$0	\$32,854	\$48,081	\$57,145	\$81,226	\$63,267	\$263,273
SBIC-Contract - Trainer	\$0	\$0	\$0	\$0	\$0	\$28,138	\$42,206	\$48,241	\$52,758	\$54,516	\$228,859
Lummi Nation Land Contribution	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000
Day Care	\$0	\$0	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,800,000
LN TANF Day Care Supplement	\$0	\$0	\$125,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,525,000
LN Housing Program Community	\$80,000	\$120,000	\$120,000	\$120,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$1,500,000
Center Start-up & Operations	\$55,000	\$58,652	\$58,652	\$58,352	\$60,104	\$60,104	\$60,104	\$67,532	\$67,532	\$69,558	\$609,838
LN Indirect Funding Matching	\$55,000	\$58,652	\$58,652	\$58,352	\$60,104	\$60,104	\$60,104	\$67,532	\$67,532	\$69,558	\$609,838
Grant Writer											\$0
Statistician/Programmer											\$0
LN Transportation Planning	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$150,000
Budget from LN Planning											
LN Land Use Advocacy Planning	\$0	\$15,540	\$15,450	\$15,814	\$15,914	\$16,391	\$16,391	\$16,883	\$16,883	\$17,389	\$146,755
Budget from LN Planning											\$0
LN Vocational Rehabilitation for eligible clients.	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$500,000
Private foundations	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$40,000	\$50,000	\$0	\$50,000	\$390,000
Supportive Services Funding from LN TANF	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$900,000
Loans for Small Business Incubator Facilities											
USDA Community Facility Loans	\$350,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$450,000
USDA Revolving Loan	\$0	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000
Loans for Community Center Facilities	\$0	\$0	\$0	\$250,000	\$0	\$0	\$250,000	\$0	\$0	\$0	\$600,000
Internal Loans from LN Housing											
Loans for Day-Care Centers	\$335,000	\$813,844	\$1,013,754	\$1,592,818	\$1,902,818	\$1,017,391	\$1,287,788	\$1,076,332	\$1,035,931	\$1,094,269	\$10,871,583
USDA Community Facility Loans	\$75,000	\$220,989	\$425,683	-\$595,564	-\$62,412	-\$93,975	-\$293,000	-\$3,436	-\$40,959	-\$128,660	
Grand Total											

Lummi Nation Ventures Program
 Monthly Budget 2006-07

Fiscal Year 2006-07	April	May	June	July	Aug.	Sept	Oct	Nov	Dec.	Jan.	Feb.	Mar	TOTAL
Salaries:													
Executive Director	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$60,000
Administrative Support	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000
Financial Manager	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750	\$45,000
Fringe	\$1,110	\$1,110	\$1,110	\$1,110	\$1,110	\$1,110	\$1,110	\$1,110	\$1,110	\$1,110	\$1,110	\$1,110	\$13,320
Subtotal	\$12,360	\$148,320											
Other Expenses:													
Audit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500	\$1,500
Advertising	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Community Gatherings	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Equipment	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000
Mileage	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$833	\$10,000
Office lease	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$12,000
Office supplies	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Photocopying	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$6,000
Postage	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$800	\$9,600
Telephone	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$2,400
Training:													
Board & Staff Training	\$940			\$940			\$940					\$935	\$1,880
Community Leadership													
Training	\$940	\$940	\$940	\$940	\$940	\$935	\$935	\$935	\$935	\$935	\$935	\$935	\$5,620
Travel	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$24,000
Subtotal	\$10,973	\$7,973	\$7,033	\$7,973	\$7,033	\$7,968	\$7,973	\$7,968	\$7,033	\$7,968	\$7,033	\$9,468	\$96,400
Total	\$23,333	\$20,333	\$19,393	\$20,333	\$19,393	\$20,328	\$20,333	\$20,328	\$19,393	\$20,328	\$19,393	\$21,828	\$244,720

Lummi Nation Ventures Program
Ventures Project Annual Operating Budget

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Salaries:											
Executive Director	60,000	61,800	61,800	63,654	63,654	65,564	65,564	67,531	67,531	69,556	646,653
Administrative Support	35,000	36,050	36,050	37,132	37,132	38,245	38,245	20,287	20,287	20,896	319,324
Financial Manager .50 F.T.E.	22,500	22,500	22,500	20,302	11,250	0	0	0	0	0	99,052
Fringe	66,500	67,820	67,820	66,982	57,930	48,080	48,080	30,417	30,417	31,329	515,373
Subtotal	184,000	188,170	188,170	188,069	169,965	151,889	151,889	118,234	118,234	121,781	1,580,402
Other Expenses:											
Audit	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
Advertising	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	30,000
Community Gatherings	12,000	12,000	12,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	78,000
Equipment	4,000	0	0	0	4,000	0	0	0	0	0	8,000
Mileage	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	25,000
Office supplies	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	24,000
Photocopying	6,000	6,000	6,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	39,000
Postage	9,600	9,600	9,600	4,800	4,800	4,800	4,800	4,800	4,800	4,800	62,400
Telephone	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	24,000
Training:	5,198	5,000	5,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	36,198
Board & Staff Training											0
Community Leadership Training											0
Travel	12,000	12,000	12,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	78,000
Subtotal	60,598	56,400	56,400	34,600	36,600	34,600	34,600	34,600	34,600	34,600	419,598
Total	244,598	244,570	244,570	222,669	208,565	186,489	186,489	152,834	152,834	156,381	2,000,000

10-year budgetLN Ventures. xls

Requested from NWAFF – Page 72-75

LIBC Contribution – Page 76-78

Operating – Page 79

Monthly Budget – Page 80



OUTCOMES & INDICATORS



CHAPTER 6 OUTCOMES AND INDICATORS

One of the most challenging phases of developing a community driven plan is pinning down how the community will measure progress and outcomes over time, and how they will learn from that evaluation to refine and adapt their plan over time. Evaluation is only helpful if the measurements actually help you do what you do better or more effectively over time. However, strategies targeted at social and economic changes are affected not just by singular activities, but also by the interaction or synchronicity of initiatives and by changes in the environment, which are outside of the control of the community.

What the reader will find here are the indicators and outcomes for the primary strategies of the Lummi Ventures Program, structured using the approach suggested by the Foundation to focus on:

- Context – indicators of changes in the external environment.
- Process – indicators or benchmarks that show whether a particular activity has occurred or strategy implemented as planned.

Outcomes – indicators of whether poverty and its root causes are changing

The actual baseline and target numbers are provided.

Process and *outcome* indicators are proposed for Ventures strategies.

The reader will find timelines that reflect the proposed chronology in Chapter 4 – Management and Implementation Plan, with the critical activity benchmarks repeated here. A discussion of how evaluation will occur, using these outcomes and indicators, is described in Chapter 7 – Evaluation and Learning.

A. ECONOMIC DEVELOPMENT VISION AND STRATEGIES

Develop tribal and individually owned businesses and employment opportunities in ways that build individual and community skills and assets, creating a ladder out of poverty and economic stability.

Overall Context Indicators

- *Western Washington unemployment*
- *Whatcom County unemployment*
- *Local occupational employment trends*
- *Whatcom County median cost of housing*
- *Interest rates (both investment and lending)*

Overall Outcomes Indicators

- *Unemployment of Lummi's on and off reservation*
- *Number of Lummi's in the workforce (either employed or looking for work)*
- *Average and median income of Lummi's living on and off reservation*
- *Private sector revenue on-reservation*
- *Increase in educational level of tribal population*
- *Decrease in high school dropout rate*

A1 Create access to opportunities that increase educational resources and employment.

Process benchmarks	Timeline
<ul style="list-style-type: none"> • Small Business Incubator and development program fully implemented 	<ul style="list-style-type: none"> • 2007
<ul style="list-style-type: none"> • With NWIC develop client and cost effective services and programs which support employment through skill development and business development 	<ul style="list-style-type: none"> • 2006
<ul style="list-style-type: none"> • With Natural Resources commission develop and implement shellfish production projects that result in the increase of clam and oyster production for Lummi tidelands. 	<ul style="list-style-type: none"> • 2006
<ul style="list-style-type: none"> • Work with the Natural Resources Commission leadership to enhance the "over the bank sales" directly to the public. 	<ul style="list-style-type: none"> • 2007
<ul style="list-style-type: none"> • Work with Lummi Nation Natural Resources effective services and programs which support employment through skill development and business development 	<ul style="list-style-type: none"> • 2007
<ul style="list-style-type: none"> • With Natural Resources commission develop and implement shellfish production projects that result in the increase of clam and oyster production for Lummi tidelands. 	<ul style="list-style-type: none"> • 2008
<ul style="list-style-type: none"> • Work with the Natural Resources Commission leadership to enhance the 	<ul style="list-style-type: none"> • 2006

<p>"over the bank sales" directly to the public.</p> <ul style="list-style-type: none"> • Work with Lummi Nation Natural Resources Department and Natural Resources to address the operational need of the Seafood Processing Plant owned by the Lummi Nation. 	<ul style="list-style-type: none"> • 2007
Desired Outcomes	Specific Indicators
<ul style="list-style-type: none"> • Successful new businesses • Improved educational levels and employability of single parents • Individuals who complete treatment have the support system that ensure their education and/or employment contributing to their quality of life and to the likelihood of continued sobriety • Lummi maintains the integrity of its identity as people of the water – fishers -- by supporting seasonal employment for fishers and by improving the tribes fishing fleet's efficiencies and marketability. • Cultural competencies are integrated in the delivery of services in this initiative to ensure that poverty of identification is overcome as economic conditions improve for individuals and families 	<ul style="list-style-type: none"> • Decrease in relapse • Increased annual income • Increase in High School completion • Numbers of new business starts who are clients of Ventures • Numbers of businesses still in operation after 3 years • Number of new private sector jobs created on reservation • Average wage

A2 Create micro-enterprise & support network. Provide access to training, operation support and loan assistance.

Process Benchmarks	Timeline
<ul style="list-style-type: none"> • Develop a Micro-business development and support center • With NWIC plan, develop and implement micro business development and training classes and certification programs 	<ul style="list-style-type: none"> • 2014 • 2012
Desired Outcomes	Specific indicators
	<ul style="list-style-type: none"> • Increased annual family income • Increase in the tribal employment rate • Increase number of Lummi Nation members who are business owner operators • Increase in the value of Tribal revenues to the Lummi Nation through re-directing a portion of the Lummi Nation procurement activities to micro

	businesses developed, owned and operated by Lummi Nation members
Desired Outcomes	Indicator
Increased home based businesses	Increased annual family incomes

A3. Host a series of Economic Summits to convene target communities and create a network and resource sharing opportunities. Lead to an Asian trade mission in 2009.

Process Bench marks	Time Line
<ul style="list-style-type: none"> • 1st Economic summit to self educate on tribal assets both public and private. • Focus on regional and national trade opportunities • Asian Trade Mission 	<ul style="list-style-type: none"> • 2006 • 2007-2008 • 2009
Desired Outcomes	Indicators
<ul style="list-style-type: none"> • Increase number of entrepreneurs in Lummi and strengthen existing businesses. 	<p>Overall indicators:</p> <ul style="list-style-type: none"> • Increase in GDP in the Lummi Nation • Value added to Lummi Nation products and services via advertisement and promotions • New markets identified and formed for the target populations. <p>Specific Indicators:</p> <ul style="list-style-type: none"> • Lummi Nation Commerce Association formed consistent with or based on the National Indian Chambers of Commerce initiative of the US Association of Chambers of Commerce • Increase in annual income of Lummi Nation families • New markets identified and formed for the target populations

B. EDUCATION VISION AND STRATEGIES

Enhance life-long education in all areas (formal, cultural, traditional, and family) by offering numerous opportunities and venues for learning, in order to build the knowledge and skills of all Lummi and create a healthy, thriving community.

Overall Context Indicators

- Washington State Education Standards
- Federal and State funding for K-12
- Federal and State funding for community colleges and 4 year colleges
- Transfer policies for community colleges statewide
- # of student slots available statewide in identified disciplines (eg. Health, education business)

Overall Outcomes Indicators

- Educational attainment of Lummis on and off the reservation
- On time graduation rate of Lummi students
- Number of Lummis with bank accounts
- Level and type of parent involvement in Lummi Nation Schools
- Number of Lummi's participating in non-academic learning activities
- Decrease in high school dropout rate

B4 Get to the Root causes of Poverty through community education workshops and training to explore the underlying issues that contribute to poverty and provide tools to individuals to prevent or overcome these issues in order to move towards prosperity.

Process Benchmarks	Timeline
<ul style="list-style-type: none"> • Educational Future Search Process • Leadership Development Training • Skills Development • Cultural Revitalization 	<ul style="list-style-type: none"> • 2006 •
Desired Outcomes	Indicators
<ul style="list-style-type: none"> • Individuals in the lower economic quartile will be equipped with various skill sets needed to secure and maintain stable employment, plan for the future and build economic stability for themselves and their families 	<p>Overall Indicators:</p> <ul style="list-style-type: none"> • Decrease in unemployment, individuals holding steady jobs. • Individuals providing for basic needs of themselves and their families <p>Less reliance upon social service programs</p> <p>Specific Indicators:</p> <ul style="list-style-type: none"> • Individuals actively seeking work or gainfully employed. • Individuals involved in personal, family community problem solving • Young adults pursuing higher education, vocational training or job opportunities <p>More people involved in passing down cultural values, language and traditions</p>

B5 Provide Financial Literacy training

<p>Process Benchmarks</p> <ul style="list-style-type: none"> • Work with all people receiving General Assistance for 10 years to provide family financial education – reaching 300 people • Identify and nurture 10 families each year through an intensive, support program that results in families having checking accounts, a credit card and acceptable credit ratings 	<p>Timeline</p> <p>2006-2008</p>
<p>Desired Outcomes</p> <ul style="list-style-type: none"> • At the end of ten years, ten families will be able to manage the money they have • Will expose the entire reservation to financial management education 	<p>Indicators</p> <p>Overall Indicators:</p> <ul style="list-style-type: none"> • Number of target population accessing food banks • Number of target populations who pay bills without using money orders • Number of target population who are able to file simplest income tax form without paid help • Number of target population “renting to own” decreases <p>Specific Indicators:</p> <ul style="list-style-type: none"> • Proficiency in balancing a check book and household budget • Filling out a 1040 tax form • Understanding composite credit score

C. FAMILIES VISION AND STRATEGIES

Strengthen and encourage healthy relationships through our families where we practice our heritage; know our role in our community and live our Lummi values.

Overall Context Indicators

- Federal and State funding available for chemical dependency and mental health treatment
- Level of drug-related economic activity on reservation and in Whatcom County
- Federal, State and charitable funding available for family services
- Whatcom County median cost of housing
- Interest rates (both investment and lending)

Overall Outcomes Indicators

- Percent of children living in single parent homes or being raised by grandparents
- Teen pregnancy rate
- Domestic violence rate
- Rate of addiction
- Lummi youth delinquency rate on and off reservation

C6: Enhance Daycare, before and after school care

Process Benchmarks	Timeline
<ul style="list-style-type: none"> • Expand daycare capacity from 40 to 80 for Preschoolers, from 0 to 80 for infants, from 0 to 80 for toddlers, at the rate of 20 annually over a period of six years • Develop after school activities to support grade school ages – starting with 20 and adding 20 per year for four years until we have achieved capacity to serve 80 children annually • We will expand number of hours and days that daycare services are provided so we achieve 24 hours a day, 7 days a week. • Develop transportation services for infants, toddlers and preschoolers through LN Head Start and LNS Transportation systems • We will hire a planner who will work with the Lummi Nation Venture program to complete and implement the development plan. 	<p>2006-2007</p>
Desired Outcomes	Indicators
<ul style="list-style-type: none"> • Enable low income households with children to maintain two parent families through generation of wage based income rather than income transfer programs • Stimulate the Lummi Nation economy by increasing number of available workers by 25% • Support the financial and developmental stability of Lummi Families by providing support for parent jobs while their children are provided the best quality day care services available. 	<ul style="list-style-type: none"> • Number and birth rate of Lummi Nation children • Number of Lummi Nation infants • Number of Lummi Nation toddlers • Number of Lummi nation preschoolers • Number of Lummi Nation grade schoolers • Number of Lummi Nation unemployed parents • Number of Lummi Nation children with a single parent • Number of Lummi Nation low-income families • Number of Lummi Nation families suffering from medical, mental and or substance abuse. • Number of Lummi Nation families involved in criminal court issues

C7: Remove transportation barriers to employability, academic, and life achievement with the intent to assuage poverty and its associate circumstances

Process Benchmarks	Timeline
<ul style="list-style-type: none"> • Coordinate a state recognized traffic safety course which will be in operation in year two. • Begin planning phase of an advocacy and support service program to give offenders the opportunity to participate in a diversion program leading to driver re-licensing. • Expand public transportation to accommodate casino employees that accommodate hours of work • Coordinated outreach to help members overcome transportation barriers 	<p>2006-2007</p> <p>2006</p> <p>2007-2008</p> <p>2007-2008</p>
Desired Outcomes	Indicators
<ul style="list-style-type: none"> • Support service & driver's education records will reflect that a total of 1000 people will have overcome the obstacles impeding them from attaining the necessary transportation to help them meet their economic and life needs • Tribal employees will be able to get to and from work, tribal students will be able to get to and from classes and tribal parents will be able to transport their children to and from caregivers as needed • Those with court fines and warrants will be assisted in completing the necessary steps to have their privileges reinstated. First time drivers will be assisted in acquiring the means to drive safely and legally in order to avoid becoming a part of the court system's revolving traffic violation door. 	<p>Overall:</p> <ul style="list-style-type: none"> • Decrease in tribal unemployment rates • Decrease in tribal dismissal rate • Increase number of tribal members enrolled at an academic institution • Decrease in traffic violation case loads in the tribal courts <p>Specific:</p> <ul style="list-style-type: none"> • Decrease in citations for "driving on a suspended license". • Decrease in citations for driving without a license • Decrease in avoidable auto accidents and related fatalities and/or injuries • Increased number of drivers educated in traffic safety • Increase in job placement opportunities <p>Increased number of transit users and transit revenues</p>

D. LAND VISION AND STRATEGIES

Create avenues to preserve, secure, and nurture Lummi land and housing to begin a healing process for Lummi Nation members in poverty

Many of the strategies identified to achieve the Land Vision are critical to poverty reduction as they lead to improved use of land as an economic asset. However, the lead organizations for the strategies are largely Lummi governmental agencies, with support and coordination by Ventures as is still to be specifically determined. Therefore, outcomes measures for specific strategies are not delineated, while overall context and outcome measures are.

Overall Context Indicators

- ❑ *Cost of Land in Whatcom County*
- ❑ *Demand for land in treaty land areas and on reservation*
- ❑ *Infrastructure availability*
- ❑ *BIA policies and regulations*
- ❑ *Land environmental status (e.g. wetlands)*

Overall Outcomes Indicators

- ❑ *Level of residential and commercial development on reservation*
- ❑ *Portion fee-land is of total reservation land mass*
- ❑ *Number of fractionated heir-ships that have been resolved for benefit of families*
- ❑ *Portion of reservation land held either by the tribe or a tribal member.*

D8a: Provide affordable housing to get the homeless into new homes and create family villages so that extended families may live better

Process Benchmarks	Timeline
<ul style="list-style-type: none"> • Identify program model that can provide most effective and efficient assistance • Identify policies that may pose barriers to assistance and evaluate the options for changing policy • Change policies, as required, to provide greater outreach and assistance to target populations • Develop an organizational framework model for a family association whose purpose is to facilitate and guide development • Further benchmarks may be developed, based upon research findings and policy changes identified by the Land Use Advocate during the first year 	<p>2006-2007</p>
Desired Outcomes	Indicators
<ul style="list-style-type: none"> • After first year: Assist five (5) homeless tribal members and their families to get off the street or out of foster housing and into standard housing of their own • Assist one (1) extended family with development and administration of a family village site to a level where at least some of the family lives in the village and a long-term development and operations plan has been drafted. 	<p>Overall:</p> <ul style="list-style-type: none"> • Number of tribal members who do not have a permanent, safe and affordable housing • Proportion of homeless tribal members among all tribal members <p>Specific:</p> <ul style="list-style-type: none"> • Number of tribal members currently living either on the street or with others • Increase in the number of Lummi Families who are able to afford housing that is consistent with their family size • Number of families assisted each year <p>Percent reduction in homelessness among the Lummi tribal community</p>

D8b: Assist Tribal members to utilize their individual and family land resources to meet their own residential and community development needs

Process benchmarks	Timeline
<ul style="list-style-type: none"> • Attainment of outside funding sources, including grants and loans, for participants in the land strategy • Criteria for approving grants are adopted by the governing board of Ventures. • Further benchmarks may be developed based upon research findings and policy changes identified by the Land Use Advocate during the first year 	<ul style="list-style-type: none"> • 2006 • 2006
Desired Outcomes	Indicators:
<ul style="list-style-type: none"> • Increase land ownership in Lummi • Increased personal responsibilities for homelands, land ethic • Percentage increases of land in Native trust, decreases in Fee simple lands. 	<p>Overall:</p> <ul style="list-style-type: none"> • Percentage of land in trust on reservation • Percentage of tribal members who on trust lands <p>Specific:</p> <ul style="list-style-type: none"> • Development of land division/consolidation plans with tribal families that have ownership interests in reservation trust land parcels that results in useable portions deeded to individuals. • Amount of land with land status changed from Fee simple to Trust status • Number of tribal members involved in this strategy and success of these Lummis.

D8c: Assist Tribal members to sustainably utilize economic potential of land by providing counseling services and "seed money" needed to support technical services needed to access land resources (i.e. surveying, perk testing and soils engineering).

Process Benchmarks	Timeline
<ul style="list-style-type: none"> • Inclusion of 10 new Lummi tribal members per year in this land strategy • Criteria for approving grants are adopted by the governing board of Ventures. To be adopted within the first year • Further benchmarks may be 	

<p>developed based upon research findings and policy changes identified by the Land Use Advocate during the first year.</p>	
<p>Desired Outcome</p>	<p>Indicators</p>
<ul style="list-style-type: none"> • Greater utilization of Tribal lands by Tribal members • Increased personal responsibilities for homelands; land ethic. • Improved ecological conditions on-Reservation. • Increase in Tribal unemployment and reduction in underemployment rates. • Increases in median income for Tribal members. • Groundwork laid for future self-sufficiency and working examples of sustainable practices that community may witness and follow. 	<p>Overall:</p> <ul style="list-style-type: none"> • Unemployment rate of tribal members • Median Income of tribal members <p>Specific:</p> <ul style="list-style-type: none"> • How many Dislocated fishers involved with Land strategy • Number of Lummi members involved in program that sustainably utilizes land for economic benefit. • Number of best harvest management practices, used by Lummi members involved in the program. • Number of low income and under-skilled Lummi seeking training or education through Land Strategy



EVALUATION & LEARNING



CHAPTER 7 EVALUATION AND LEARNING

Evaluating our Progress

The evaluation process for the Lummi Ventures Plan will ensure that evaluation serves as a central tool in building a learning community in Lummi. In addition to fostering greater mutual accountability among partnering programs and stakeholders, evaluation will be a primary vehicle through which we will learn from each other how best to proceed toward our overall mission of reducing poverty and building wealth in Lummi.

In our evaluation plan, we continue to emphasize building partnerships that allow existing community resources, and existing programs to be more effective in transforming systems that reinforce poverty. Solid data will drive action, helping each program “keep focused” on systems change.

During the eighteen-month development of this plan, it has become evident that the wisdom in our community is our best starting point. Our evaluation process recognizes this invaluable source. It also proposes that this local wisdom will increase as Lummi partners become more adept at addressing poverty. Each year, participants will ask each other what we have learned about the systems that uphold poverty, and will identify the leverage points we have found that promote more effective systems change. Hence, our evaluation process is flexible enough to ensure that a new wisdom is gained in the community, and new indicators can be defined that reflect what is newly learned throughout.

A core set of indicators, consistently collected over time, will ensure reliable monitoring of key outcomes. These will help both internal and external stakeholders quantify changes experienced by the community.

Our evaluation process will be led by the community members themselves. Given their understanding that our community is caught in a system that creates and reinforces poverty, our indicators focus more on community conditions than upon the lives of the individual poor members.

Each year, as the Lummi Ventures staff asks Lummi community members to assess the outcomes of recent accomplishments, community members will have at their fingertips solid counts on the equity and assets built by community members. Tribal members will also have specific tallies of ways that living costs have been reduced, whether through individual lifestyle decisions or through community investments. With these data in hand, and with clear measurements of the outcomes of Lummi Ventures activities, community members will reflect together on our progress. Three questions will be asked each year:

- What have we learned about the systems of poverty?
- What are the leverage points we can use to alter those systems?
- What external issues are having the most important impact on our community?

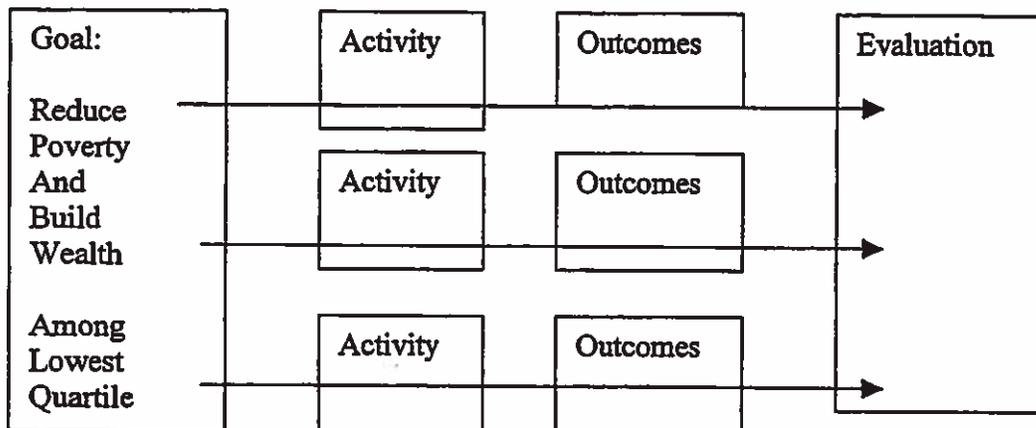


Figure I – Systemic Evaluation

Systemic Indicators may link several outcomes at once

Figure I shows how our systems evaluation approach has shaped our selection of indicators. Our mission guides the selection of strategies and activities. Over time, all this activity will achieve multiple outcomes. For instance, expanding daycare and before and after school care has impacts on parent employment, business development education, training, child development, child socialization (tribal tendency to teach by observation results in 50% deficit in communication skills in children), and provides time for counseling and treatment.

As the diagram shows, the indicators used for evaluation will cut across these outcomes, reflecting more than one issue or outcome at a time. In short the evaluation process will help us look at systems rather than silos. Our indicators attempt to recognize and express this complexity.

Commitment to Learning

In order to ensure that proper evaluation is being conducted throughout the Lummi Ventures Program and that lessons learned are implemented in this process, the Ventures-funded staff positions have a responsibility for maintaining connections with the Ventures data collection/research position. The Executive Director will be responsible for ensuring that there is clear communication of data reports to the Board of Directors and community members as well. The data collector/researcher will be responsible for obtaining baseline measurements of the outcomes and indicators in Chapter 6, and also maintain and update these numbers on a regular basis. Statistical support people will complement the data/researcher efforts by interpreting statistical information. The staff will report to the Ventures Executive Director. Information regarding the outcomes and indicators will be reported to the Board of Directors as well, according to the timetable in Chapter 6. Reports will include baseline work that is being conducted, as well coordinated documentation efforts being done with the Lummi Indian Business Council and Whatcom County. Indicators for success will be looked at and reported to the Executive Director.

It is expected that each Ventures committee established will first have a needs assessment conducted by the Lummi Ventures staff. Assessments will provide insight as to whether certain strategies or actions are necessary for the desired outcome. This will deter actions taking place that are based on “feel good” actions or simply putting something in place because it feels like the right thing to do. Actions will be based upon assessments, data and research that

support strategies. In addition, the Ventures staff will also measure progress and provide recommendations as to whether a certain action or approach is helpful or if adjustments need to be made.

NWAF and the Learning Network

On-going communication between the Lummi Ventures Program and the Northwest Area Foundation (NWAF) will be maintained through the Executive Director of the Lummi Ventures Program. The Executive Director will provide a contact person at the Northwest Area Foundation for a quarterly report on activities, progress, opportunities and threats. These reports will be done either through phone, mail or email, depending on the preference of the NWAF and circumstances surrounding the Executive Director's schedule.

Since the NWAF works diligently at providing learning opportunities for Native communities, the Lummi Ventures Program will make efforts to attend the Learning Network Conferences, as well as other conferences that the NWAF supports and endorses. A travel budget will be set up so that the Executive Director or other Ventures staff can attend at least three meetings a year. Any Staff that is in attendance of these conferences will be required to report back to the Lummi Ventures Staff and Board of Directors. If the staff and Board of Directors find that the information reported would be useful for the community, the staff that traveled would be asked to make a presentation or workshop at one of the Ventures Community gatherings. Gatherings are to be scheduled every month. In general, the Lummi Ventures team will do their utmost at keeping the community and other programs informed of their learning and progress.



APPENDICES



**Appendix A:
History of the
Lummi Indian Nation**

HISTORY OF THE LUMMI INDIAN NATION

Historically an Island People:

The Lummi People were indigenous to the San Juan Island network, and the mainland along the currently defined Nooksack River System. Our aboriginal territory included the island system and up to the Mt. Baker National Forest. We extended to Point Roberts, along the approximate border around the bay and included the lands of the Semiahmah and Birch Bay tribal peoples. Our boundaries extended south until we encountered the territories of the Upper Skagit and the Samish Tribes. We invented the fishing technology that was known as 'reefnetting.' We harvested the salmonid stocks that were domestic to U.S. river systems, as well as the Fraser River runs of salmon. We were highly dependent upon the floral and faunal foods of the marine and riverine systems. Our mode of travel was primarily via cedar canoes. The waters were the highways of travel between territories and tribal groups. We hunted and gathered from the islands and the mainland forests and meadows.

The food sources in the Pacific Northwest corner was so plentiful that the native populations had to only fish, hunt, and gather about three to four months out of each year. The rest of the year was dedicated to tribal & intertribal social encounters and spiritual practices. The young and healthy were always able to provide extra harvests for the elderly, the widowed, and the children without. Traditional social and spiritual teachings blended in such a manner as to cultivate a culture that placed the greatest value on the ability of the individual to stockpile great wealth only to give it all away in ceremony. This was a redistribution of the wealth system that reinforced tribalism and social responsibility amongst all and especially leadership.

Our mythology brings us back to the early formation of the islands, rivers, lakes, and mountains. We lived here for unknown millenniums. In fact, recent studies have shown that the salmonid oils (essential oils known as 'omega oils') contributed to the physical formation of the brain cells communication systems and that without the constant access to the oils there is evidence that the lack is a physical reason for the on-set of depression amongst tribal 'Coast Salish People.' It takes millenniums for the environment and diet to actually change the DNA code of the human potential. But, in the case of the Coast Salish, this is an evident extended relationship.

We were not only a 'salmon harvesting people' but have been referenced as a 'Cedar People' as well. This is because the Western Red Cedar was used for almost everything the Indians needed. It provided our shelter materials, clothing and hats, ceremonial regalia, arts & totem representations, baskets, canoes, and many items of functional daily use. The mainland forests were composed of ancient old growth western cedar that extended from the shoreline to the mountaintops. In addition to other old growth tree species, the forest was full of floral and faunal necessities that were hunted, harvested, and gathered on an annual/seasonal basis. The forest was our pharmacy.

In addition to the riverine and marine food supplies/sources, the air was full of migrating water fowl that would flocked in the thousands. The same was harvested by nets and used for food and the creation of rain gear. The deer, elk, bear, beaver, and other land mammals were supplemental sources of fats and proteins that added to the maritime feast. However, salmon was prepared or preserved by sun drying, smoke curing, wind drying, fresh, bar-be-qued, pit steamed, or boiled in water proof baskets.

The Lummi practiced a marital system in which selected tribes married into each other's bloodlines. Status was associated with various rights to harvest grounds and first rights of access, as well as the inheritance of traditional spiritual practices, ceremonials, and associated sacred knowledge. Arranged marriages were customary. Status families

married into other status families of other tribal communities. Leadership was inherited as a right but if and only if the person had the inherent individual gifts to be a leader- in tribal governance or within ceremonial protocols.

Virgin Soil Communities:

Before physical contact with outside races, the tribal communities of the Coast Salish Tribes, as were all North American Indians, were 'virgin soil' for Euro-American diseases. The diseases came ahead of the non-Indian. It arrived in the villages and began killing at rates of 80 to 100% mortality. As people feared the unseen killer of children, women, and men of all ages, they fled to the next village. They carried the unseen killer from village to village. As the Spanish moved north along the Pacific Coast, the Russians coming south out of Alaska, and the French Canadians came across Canada to present day British Columbia, and Americans came along the "Lewis & Clark Trail" or the "Oregon Trail" or via ship route, the diseases spread before them. The traditional, uncontacted, native villages and tribal groups had no knowledge of the diseases, no cures, and no immunities. Smallpox and malaria came into the region. Both killing at extremely high mortality rates. After contact, the sailors brought venereal diseases into the virgin soil populations. Even after the initial kill rates began to settle down, after a generation or two began to gain immunities, the annual kill rates of some diseases continued to have a fifteen to sixty percent mortality.

The first historical trauma began with the devastation of the tribal populations by Euro-American diseases. Before Captain Vancouver sailed into Puget Sound (1792), the diseases had already had their toll upon the tribal communities. When Chief Seattle was a little boy the survivors of the first waves of killer diseases were still in recovery. As the Old Chief said (in 1955), "... at one time our people numbered more than the stars in the firmament...". As a boy, he would have heard the stories from the adults and elders that survived the high mortalities.

Contact and Treaty Reservations:

Like the Pilgrims and Puritans, the Indians were the original sources of knowledge on how to survive in the 'wilderness' (as the new immigrants called it). They received food and advice from the natives. Many of the old settler men married Indian women. The Louisiana Purchase by President Jefferson resulted in the Lewis & Clark Expedition (1803-06). This led to the opening of the "Oregon Trail." The trail led to the creation of the Oregon Territory. The Oregon Donation Land Claims Act opened the way for non-Indians to flood into the region and begin staking out land claims. The national legislature, via the N.W. Ordinance, knew it failed to honor the rights of the Indians and did not secure their treaty-cessions to the aboriginal title. Thus, problems began to surface since trappers, settlers, and homesteaders were moving into the Oregon Territory (which included the future Washington Territory and eventually Washington State) and driving Indians from their historical village or campsites. War became a generalized fear. The U.S. Congress authorized the President to begin treaty negotiations to secure lawful titles from the Indians.

Isaac Stevens was governor of Washington Territory and Joe Palmer was Governor of Oregon Territory (Washington was split out of Oregon Territory earlier). Both governors were simultaneously the 'Indian Agents' and the federal governments representatives in the negotiations of treaties with the native tribes. A boiler-plate treaty was given to each man by Commissioner of Indian Affairs George Manypenny. He negotiated and drafted the Omaha Treaty. This treaty provided the example of the treaty process to 'Colonialize the American Indians.' This meant that the treaties would be used to secure land cessions to the United States with the Indians reserving specific lands for themselves

that would become the modern-day treaty-established Indian Reservations. This was accomplished by the Treaty of Point Elliot (12 Stat. 927 of 1855) for the Lummi.

The treaties secured the permanent homeland of the Lummi (the Reservation). It, also, guaranteed that the people would be able to fish, hunt, and gather in their usual & accustomed fishing grounds and stations, and within the open & unclaimed lands that was a part of their pre-treaty aboriginal territory. The main goal of the treaties were to assure that the Indians would not roam up and down the territory at will. This was essential to assure that they did not interfere with the land claims and homesteads of the settlers that were moving into the territory. The Lummi chose to reserve an island that was strategically close to their aboriginal island reefnet grounds as well as along a main river that had tremendous amounts of salmonid populations returning to it seasonally/annually.

The salmon were so plentiful that it was inconceivable to the Indians that the non-Indians, and their fleets were be able to nearly completely devastate such an abundant resource supply. Once the State of Washington was accepted in to the Union, with acceptance the 1889 state constitution, it began to immediately enact legislation that restricted the Indian treaty-secured fishing rights. This unconstitutional infringement upon Indian affairs, and unlawful interference with established treaty rights, would continue until the historic decision of U.S. v. Washington, 1974. By then, the majority of the salmon runs were nearly driven to extinction by the over-harvests perpetuated by the Canning industry and its high finance of fishing operations and the purchase of salmon trap licenses. At one time, nearly every stream, lake, and river was full of millions upon millions of salmon of every specie type. Even with the 1974 decision, and the federal intervention to (finally) begin protecting the Indian Fishing rights, the state fleet tripled in size and continued to harvest salmon populations beyond sustainable yield levels. Now, may stocks are being listed under federal protection of the Endangered Species Act.

After the State came into existence, it outlawed tribal fishing outside the boundaries of the reservation. It gave licenses to non-Indians to take over the Lummi Reefnet sites. And, major salmon trap licenses intercepted the majority of the stocks before they could return to the river systems. The sports fleet, as well, grew beyond measure and was harvesting the remainder of the stocks not intercepted by the troll fisheries, reefnets, and salmon traps. When the salmon traps were outlawed by state law, then the state fleet began to invest and expand as 'gillnet or purse seine fleets.' Non-Indian demands for more and more continued to expand even though the stocks were dropping in numbers. To make matters worse, the U.S./Canada Treaty resulted in less shares of the Fraser Stocks reaching the U.S. Fleets, which included the reinstated tribal rights. A significant portion of the salmon stocks destined for Washington waters and tribal fleets were, also, being intercepted in Alaska or off the coast in the high seas by foreign fishing fleets that were using ten mile long fishing nets... harvesting both mature and immature stocks. Added to it all, Mother Nature began to have an impact with 'El Nino' currents heating the coastal waters so much that much of the Fraser Stocks never entered the Puget Sound Fishing Grounds.

Just like in the aftermath of statehood (1889) and its outlawing of Indian fishing, and then the build up of a tribal fleet post-WWII to the 1960's that would be driven out of the industry by state officials and corrupt fish buying practices, the Post-Boldt Lummi Fleet would face financial ruin, once again. The fishery, as a viable commercial operation, collapsed for the treaty fishermen. The State never limited the harvest privileges of its fleet to commercially take a share of the salmon. Each year fewer and fewer actually fishing hours are spent on the harvest grounds. The majority of the tribal fishermen went bankrupt. Many ended up dependent on a fishing disaster relief funds that were used to try to re-educate or re-train them to fit into other industries.

Lummi Farm Fishing and Aquaculture:

In the aftermath of the Johnson War on Poverty programs, the Lummi learned a valuable lesson- it is all about timing in the world and national market when it comes to the equation of supply and demand. In the mid-to-late 1960's, the Lummi Weavers began operations. The federal government was encouraging the development of 'Tourism' on the reservations as a means to combat high poverty. The people made the effort but the market did not materialize.

Then, the idea of creating a "Lummi Aquaculture" surfaced as a result of the experiment that was taking place amongst the Native Hawaiians. They were creating sea farms and farming the sea as a sea-going/dependent culture. The Lummis were not different. Department of Commerce funding came from the Community Development Funds for Economic Development. The tribe built a 'sea-farm' that would grow salmon and Donaldson super-trout. The salmon worked but the super-trout did not. But there was not market, so the salmon were cultivated to imprint upon the sea-pond site. They were released into the wild and returned to the same site years later. This lack of a market (for farm fish) resulted in the Aquaculture ponds becoming a tribal fish hatchery for the raising of salmonid fingerlings that would be used to replenish spawning ground populations.

Within two decades later, the wild salmon stocks began to collapse. The Norwegian and Chilean Sea-farms found a ready U.S. Market and took over the industry. The prices they charged, due to the access to cheap labor in Chile especially, resulted in undermining the ex-vessel value of the salmon stocks that were paid to the independent fishermen (treaty and non-treaty). Thus, not only were the stocks endangered but harvestable populations were now not able to deliver the price per pound harvested needed to even break even as a fisherman.

In addition, the Aquaculture science was there to create seed populations for oysters and manila clams. But, again, the oyster farms would not buy the product. And, Korean and Japanese oyster products were so plentiful it undermined the local/domestic market for U.S. oysters and clams. At the time, the shellfish farms could depend upon Mother Nature to provide all the seed needed to replenish their stocks. The Shellfish division of the Aquaculture collapsed and closed. Now the ability to create the 'seed' for manila clam populations has proven valuable for replenishing harvests by cottage industry harvesting by independent tribal clam diggers (who are displaced fishermen). However, the demand for oyster seed has still not materialized enough to make the long term investment worthwhile; unless and except in the case where the tribal authorizes family-size operations to stake out the tidelands for raising oysters and claims as independent ventures invested into by tribal families. At one time, there was the sea-algae harvest project that had many Lummis trained as scuba divers to harvest algae; but, once again, the market was not there.

In the beginning, the Lummi Aquaculture created a demand for the creation of the Lummi School of Aquaculture (LISA). This school endeavor resulted in the tribe training tribal people in fishery, water, environmental, aquaculture sciences. Many of the early graduates became involved in tribal fishery management under the Boldt decision victory. They conduct management regime development, stream rehabilitation, wild stock protection, hatchery stock perpetuation, and work on environmental protection. But, with the closing of the Aquaculture the LISA closed its doors as well. Later on, the LISA became the fore-runner for the recreation of the N.W. Indian College. The experiences gains by LISA encourage the tribe to move forward and create NWIC for the benefit of all interested tribes and tribal students. Now the NWIC offers AA degrees, BA degrees, and even moving to provide master level degrees. It is accredited and works in

joint ventures with other credited institutions and creates and guides other reservation operations as NWIC extended campus opportunities.

Lummi Fish Buying Company:

With the simultaneous victory in the federal courts and the reinstatement of the Lummi Fishing rights, coupled with the developments of the Lummi School of Aquaculture, and the Aquaculture (as a salmonid/shell fish farm) project, it seemed the right time to develop a Lummi Fishing Buying Company (called LIFCo). Buying stations were readily available for the river fleet. Fish tenders were bought or contracted with to purchase tribal fleet harvested salmon and deliver the stock to the docks. But, the non-Indian companies controlled the waterfront and the cold storage access. They controlled the prices and had dominant access to the markets. They fixed the prices and drove the prices high for non-Indians and low for the Indian fishers. They had contract control of unloading the tenders at the docks. The tribal tenders were last and their inventory would be driven from a class one (fresh, beautiful, good for the immediate market or flash froze for the foreign market) to a number three (only good for canning). This unlawful intervention and market control drove LIFCO in to near bankrupt conditions. In addition, they over-extended in the financing of the tribal fleet (boats and gear). The 'Good Old Boy' system controlled the market and cold-storage access.

Lummi Construction Company:

This was a spin off from the construction of the Lummi Aquaculture. The company was created and began to bid on construction jobs associated with the tribal development of HUD housing projects on reservation. Many HUD homes were built, with short cuts taken. The homes had quality problems. The company suffered because it could not secure the bonding capacity needed to bid off-reservation jobs. In addition, actions were taken by the non-Indian community of the industry to assure that the tribal company could not get a fair chance to enter the market. Once the tribe lost additional rights to more HUD homes the opportunity for the Lummi Construction Company to continue to secure the experience and reputation to move forward was lost also. It closed its doors down.

Lummi Indian Tribal Enterprises:

The Lummi Indian Tribal Enterprises (LITE) was created to manage and govern over the Lummi Aquaculture, the LISA, the LCC, and the Lummi Fish Buying Company. The Department of Commerce, Community Development Funds, via its Economic Development Initiatives financed all of the LITE projects. When Reagan became President, Reaganomics came into existence. All federal financed programs and projects were being de-funded, cut off or cut back. LITE lost its financial support and all its projects were not viable and could not make it without government funding.

However, LITE had a Board of Directors that incorporated tribal and non-tribal people into a guidance capacity for its initiatives. Local non-Indian businesspersons were included in the selection of qualified advisors. One of the stated goals that were imposed upon the Lummi Nation was to assure that its governing body (the LIBC) did not unnecessarily interfere with the daily and business operations of the LITE. Thus, it was incorporated as an entity that was separate from tribal administration. This added to the experiences of tribal leadership on how to keep politics out of business.

Tribal members that began as young employees operating within the LITE system would go on to become tribal leadership or fill executive positions in tribal affairs long after LITE closed its doors and gave the federal departments its final accountings and reports.

Historical Traumatization of Tribal Society and Government:

The Lummi People were first traumatized by the introduction of Euro-American diseases that devastated whole villages, or killed nearly every one there. After contact and treaty-established relationships with the United States, the Lummi moved to the reservation. The diseases continued to kill off generations. TB and other early diseases have since been replaced by diabetes, cancer, and other killing or crippling diseases. The United States had, historically, failed to honor its treaty commitment to provide doctors and hospitals. Indian health is under-funded to the point that a 'federally convicted, child killing rapist' in a federal prison has access to twice the health care and educational benefits of an Indian child living on-reservation.

The Farmer-in-charge, the Teacher-in-charge, the Priest-in-charge assumed control over the reservation Indians, at direction of the BIA or the various Presidential administrations (e.g., President Grant turned the tribes over to the religious groups). Tribal people and governments were classified as 'wards to the guardian' by a Supreme Court decision (Cherokee, 1832) and this came to dominate federal Indian policy. Treaties with Indian Tribes were forbidden in 1871 by the Congress. So management of Indian Affairs took on a more 'congressional enactment' process than a function of the implementation of Indian Treaties, implemented by the President (as Commander-in-Chief or as Chief Executive). No matter what, the BIA became paternalistic and tightly controlled Indian Affairs. It governed over all the lands, contracts, leases, rents, or sales of Indian lands and resources. Its mismanagement was so bad that it was sued in a case referenced as 'Cobell.' This case is pending congressional settlement at 27.5 billion in lost revenues owed to the tribal Indians.

The Congress took 90 million acres of treaty protected Indian lands under the process of the General Allotment Act (1887). This left 48 million acres in Indian ownership. Under a 1910 amendment to the 1887 law, the BIA assumed complete control over the estates of 'incompetent or non-competent Indians.' With this authority the BIA began alienating Indian inherited estates. Land it could not sell it leased and never paid the money to the Indians (See: Cobell). Land inherited was left in undivided status so the tribal Indian, the families, and the tribal community could never develop the land due to extreme fractionated heirship land titles. Lands sold became fee lands owned by non-Indians that would could to sue the tribes if they every tried to manage, zone, or regulated their activities on the lands.

The Lummi Reservation never had adequate land for the whole population. The inherited lands were sold by the BIA or the titles were so messed up the tribe had no land to develop homes or businesses upon unless they bought back fee lands.

The theory of the General Allotment Act was to completely dismantle tribal communities, tribal governments, and alienate tribal people from their culture. This act was a federal machine intended to destroy 'tribalism.' It worked. Traditional land ownership patterns were destroyed. The Indians could not use Land. The BIA controlled all the lands and natural resources. The BIA sold the lands or leased out rights to the resources and never paid the 'wards.' American English and Christianity replaced our Indian language and spirituality. We could no longer conduct traditional work or jobs and did not qualify to work in the non-Indian type of jobs- and if we did qualify then no one would hire the Indians.

Our children were sent to boarding schools to make sure the 'tribal elders' could not influence their life-skills. In the boarding schools the children were abused mentally, socially, physically, and sexually. The General Allotment Act era ended for the tribes, under the 1934 Indian Reorganization Act; but, if and only if the tribes would incorporate under the laws of the United States (effectively surrendering their inherent sovereignty).

But, the effort to help the tribes was short lived. In the Post-WWII era, the United States decided to begin to 'terminate tribes' and relocate their people into the urban centers. No jobs and no education or medical services would be provided unless you agreed to leave the reservation. Lummi refused to allow termination and fought back politically.

Self-Government is Reinstated at Lummi:

The Lummi Nation joined an ad hoc group of tribal leadership, from across the nation, that was focusing on reinforcing the tribes' rights to be self-determining and self-governing. This became the Alliance of American Indian Leaders. They conducted research, held conferences, and introduced a policy resolution (SCR #76 and later referenced as HCR #331) via Senator Inouye- the new chairman (in 1986) of the Senate (Select) Committee on Indian Affairs. They wanted more than the simple 638 contract rights secured under the Indian Self-Determination Act (P.L. 93-638). They believed the tribes, under the U.S. Constitution, still had the rights to exercise inherent sovereignty. To them inherent sovereignty included self-determination and self-government.

The Alliance leadership was present when the House was conducting investigations in to BIA fraud, mismanagement, and corruption in handling Indian Affairs. They were the tribes that stepped forward and began the Self-government Demonstration project under the new Title III of the Self-determination act (which they wrote and introduced to the congress via support senators and representatives). The demonstration project tribes were successful and this led to the permanent self-governance process for all tribes that decide to assume the duties, burdens, and responsibilities in accordance to this law. Lummi was then and is still a leadership tribe in the whole process of designing and implementing self-governance as it expands to incorporate even the Indian Health Service system.

Lummi Living in Marginalized Tribal Status:

When the United States entered treaty relationships with the Lummi Nation, and accepted the cessions of vast land holdings and natural resources, it assumed the 'sacred trust of civilization' responsibility. This meant that the Indians have the right to enjoy the same social/economic improvements as general members of U.S. Society. But, the fact is that the tribal communities have been punished for being Indian. They live in the worse socio-economic conditions in the United States. They have the poorest housing, lowest educational & vocational attainment, highest poverty, highest underemployment & unemployment, shortest life expectancy, highest teenage suicide rates, and highest infant mortalities in the Nation. They are 'marginalized.' This means they live on the edge day to day, most not knowing where to find shelter, clothing, food, jobs, or how to get an education. The United States failed to deliver the treaty promises. The ability to live off of the salmon and shellfish is a thing of the past. They can no longer even hunt for food because the forest practices destroyed the game animal populations or they have been over-hunted by sportsmen. So, many tribal members have to depend on the federal government's (DOA) Commodity Foods Program; just as their parents and grandparents had to do in the past. Those that would have qualified for welfare have been cut off and they still do not have employment skills or jobs.

The children living in these homes recognize, often, that neither the mother nor the father is able to secure a job or training or education. The parents and grandparents are depressed and resort to self-medication to numb their daily bouts of frustration, anxiety, depression, and extreme poverty. The rates of domestic violence and child abuse rise in the homes. The children become more traumatized and flee into young groups and gang membership that encourages alcoholism, drug & narcotics dealing, thief, and other major crimes. In consequence, the Lummi youth have statistical profiles that show that 60 to

80% of them are involved in life-threatening, high-risk behavior. The school drop out rates are high and they leave school to help the family find a daily income or get recruited into socially corrupt systems. Many leave home to avoid the abuse or because they cannot carry the blame and shame placed upon them for being born.

The level of alcoholic impairment amongst the adults, teenagers, and elders was recognized in the late 1960's and the tribe has had a Community Alcohol Rehabilitation and Education program (CARE) that has helped ever since. But, the drugs and narcotics are extremely addictive and are rapidly destroying the individuals, families, parents, and grandparents. No generation has been left immune. The tribal government, in consequence, has had to introduce the Community Mobilization Against Drugs initiative to assure drug & narcotic addictions are addressed at every level of tribal society. The issue of prosecution and conviction of narcotics dealers has been expedited and improved, as well as care and rehabilitation of the addicts. Eventually, the tribal leadership hope to be able to save the whole family as a functional social unit.

Tribal Administration and Economic Development:

The Lummi government became self-governing right from the start of the initiative. This has provided the tribe the opportunity to control its destiny. The number of qualified tribal members located in tribal administration has been more constant then improved. We have well developed human employment and resource rights policies and personnel. But, the rate of recruitment of Lummi Indians under the Indian Preference rights laws has risen only slowly. About twenty million dollars leaves the reservation annually in the form of payroll to non-Indian personnel working for the tribal administration and government. The tribe is presently trying to figure out a way to get tribal members qualified to meet and match the requirements of the potential jobs. However, it would only work when and if the tribe can provide the scholarships to finance the continued education of tribal members seeking certain job types within the tribal system.

However, the education division (K to 12th Grade), the NWIC system, and the Lummi Casino enterprise have all attempted to assure qualified tribal members can access jobs that they qualify for or even secure additional training or educational attainment to assure that they do qualify. The Lummi TERO office and Human Resources have worked diligently to increase job opportunities for tribal members.

A common problem, especially with the CMAD initiative being implemented, has been the frequent inability of tribal membership to pass the tests that verify that they are drug or narcotic free.

The Statistical Profile has a Limit:

The Lummi Nation is very much aware of the high incidence of drug, narcotic, or even prescription addictions found in the community. If we simply say we are going to give jobs to those in the lowest 25% of the population economically, then it would definitely be the 'addicts' that are most unemployed, homeless, constantly seeking medical attention in order to access pain pills. Thus, the tribe is placing great emphasis providing rehabilitation services, treatment services for the addicted population. The goal is to get them off the drugs, rehabilitated, and educated or trained for employment. This is a long ways down the road but is a road that the tribe chose to journey along. We have adult treatment, youth treatment, halfway houses, protection against domestic violence, and heightened law enforcement. We have a new tribal school and seek to develop a rewards system that would encourage the children/students to succeed. We are even contemplating the necessity of a on-reservation boarding school (or academy) that would help those students that are homeless or frequently homeless without support

at home. If any one qualifies as the under-represented then it is the homeless or poverty stricken, sober mother or father rising their children in horrid conditions with all the odds against their success. But, no matter what, sobriety is a key to their long-term success.

The tribe has limited funds available for CARE counselors and program needs. It has limited funds for youth treatment and adult treatment. The health services have little funds for one-on-one counseling (in-office or by contract referral). The federal government, due to the war and Hurricane Katrina, is not likely to increase federal funds in these areas. In the end, the tribe places hope that its coordinated CMAD activities will be able to develop the long-term plans that shall bring the tribal community back toward healing and wellness. Once a tribal member is sober, receiving counseling or attending necessary 12 step programs, then they may succeed in vocational/educational rehabilitation.

In this day and age, the tribe will need to work diligently to secure access to all federal and state programs that could work with the community. The tribe supported the development of the Youth Education and Social Services division. The goal was to bring health and healing services to the youth. The status quo was not working. The youth were ignored primarily. The funding source was Medicaid. But, the tribe has been challenged for introducing this innovative approach to saving the children. But, still, the program continues to develop.

If we learned anything, then it is the fact that we have to be able to design programs and projects that work in the community but are under multiple sources of funding and authorizations. It will take coordination with not only the tribal community and the state, but with the blessings and support of the federal government as well. New government-to government agreements and relationships may have to be designed and signed in order to provide the tribe with the opportunity to address the poverty crisis suffered by the lowest 25% of the population.

**Appendix B:
Lummi Ventures
Project Interim Report**

LUMMI VENTURES PROJECT INTERIM REPORT

Prepared for the Lummi Tribal Council
December 2004

WHO IS INVOLVED?

- Education:*** Cheryl CrazyBull – President, Northwest Indian College
Dave Oreiro – NWIC
Dorothy Marchand – Superintendent Lummi Nation School
Julie Jones – Education Commission
Steve Grichell – Planning
Bernie Thomas - Consultant
- Employment:*** Ron Finkbonner – TERO
Jana Finkbonner – Director, Employment & Training Center
Steve Kinley – Lummi Commercial Company
Joe Mace – Lummi Commercial Company
Curt Wolters – Economic Development
Mike Rawley – Economic Development
- Wellness:*** Penny Carol Hillaire, Director, YESS
Julia Ortiz, YESS
Danita Washington, Youth Outreach
Adrienne Hunter, Little Bear
Laverne Lane-Oreiro, Life Center
Roselee Scott
Coreen Finkbonner
- Cultural:*** Lutie Hillaire
- Executive Committee Team*** Darryl Hillaire – Chairman
Elden Hillaire, Council Member
Perry Adams, Council Member
Jim Wilson, Council Member
Tim Ballew Sr., Council Member
- Community Action Team:*** George Charles
Ron Noland
Mari Lawrence
Smoky LaClair.
- Ventures Staff:*** Gloria Point – Community Liaison
Shasta Cano-Martin – Ventures Intern
Lena Tso – Ventures Intern (temporary)
- Support:*** Justin Finkbonner – Statistics
Dave Bunton – Chief of Staff/Policy
Jerry Folsom – Grant Writer
Erin Valz, Statistician
Tim Ballew Jr. Statistician
Kurt Russo - Policy and Funding Research
- Technical:*** Larry Kinley, General Manager
Sharon Kinley, NWIC
Richard Jefferson, Director of Planning

PART I: INTRODUCTION

Over the past six months, the Ventures team has been engaged in a conversation with the Lummi people. The purpose of the conversation was to learn what can and should be done to address poverty and to promote prosperity, individual self-reliance, and long-term community stability and well-being. The primary purpose of this document is to report on the results of the conversation and to offer recommendations on what needs to be done to complete the Ventures poverty reduction plan.

History

The Lummi Nation was selected without solicitation by the Northwest Area Foundation of Minneapolis, Minnesota to participate in this far-reaching effort. In June of 2003, the Office of the Chairman was initially contacted by the Northwest Area Foundation, requesting a site-visit by Foundation representatives. As a result of this consultation, and a subsequent visit in the fall of 2003, the Lummi Nation was notified in December of 2003 that it was one of three tribes in an eight-state region selected to participate in the Ventures Program. In March of 2004, the Lummi Nation signed an agreement with the Foundation to finalize no later than October 2005, a ten-year poverty reduction plan. The plan was to contain strategic goals, objectives, benchmark activities, and a budget that would reduce poverty and promote prosperity in the Lummi community. Assuming the plan is accepted by the Foundation, the Lummi Nation will be eligible to receive up to \$1 million per year for up to ten years to implement the goals and objectives of the Ventures poverty reduction plan.

Goals

In December of 2003, Carl Stauber, President of the Northwest Area Foundation, came to the Lummi Nation accompanied by other Foundation staff. Speaking on behalf of the Foundation, Mr. Stauber emphasized that, despite the billions of dollars spent since the War of Poverty in the 1960s, no one has found "the answer to poverty." He stressed the importance of broad-based community participation and reaching out to traditionally under-represented voices in the community. Perhaps most importantly, he encouraged the Lummi Nation to reach beyond the conventional understanding of poverty and to embrace a holistic, inclusive and informed approach in the development of our poverty reduction plan. In his closing remarks, he noted that in each community the Foundation's Ventures Program has three goals:

1. To help the community reduce poverty.
2. To capture knowledge others can use to reduce poverty.
3. To work in partnership on community-driven goals and poverty-reduction strategies appropriate to the community.

The Answer to Poverty

It was evident from the beginning of the conversation that poverty and prosperity are not limited to traditional economic considerations; money and jobs alone are not the answer to poverty. As we have learned from the Community Mobilization Against Drugs (CMAD) initiative, jobs and education must be linked to wellness if we are to achieve true prosperity. The challenge and the opportunity now before the Ventures team is to link

these three elements together, providing inter-related platforms of opportunity to Lummi tribal members.

The Ventures team is in agreement with the Foundation and the Lummi community as a whole that the answer to poverty is not to be found in increased dependency among community members. Instead, the answer is found in promoting confidence and self-reliance among those now struggling with economic hardship. The vision of the Lummi Ventures program—to *forge a healthy and prosperous community*—can best be realized by offering a hand-up rather than a hand-out. This requires an understanding of how Ventures resources can best be used to help individuals help themselves through a holistic consideration of their wellness, employment, and educational needs. It is also clear that a key to the success of any effort to reduce poverty and promote prosperity must work towards strengthening the relationship within and between families and ensuring continuity in longstanding cultural values.

The Ventures program, no matter how successful, will not serve all of the needs of the Lummi Nation in the area of poverty reduction. The Ventures team understands the importance of working in cooperation with other efforts now on-going in the areas of wellness, education, and jobs and employment. We have also come to understand the depth of despair of those facing chronic poverty as well as the great strength, resiliency, and resolve to overcome the barriers to prosperity.

*What You Will
Find Here*

This report is designed to bring the conversation to you and, through you, back out into the community. In **Part II**, we describe the structure of the Ventures team and how we gathered information from the community. **Part III** presents a summary of what we have learned over the past six months and what this conversation told us about the community's perspective on poverty and prosperity. In **Part IV**, we set forth strategic directions based on the results of our conversation with the community.

In a recent consultation with the Foundation, the Lummi Nation was applauded for its efforts and for the nature and extent of community involvement. We were also informed that the Lummi Nation is well ahead of the other Ventures programs in the planning process. While heartened by their comments, we are also humbled by what we have learned and what we now feel needs to be done. We believe that the information we have gathered sets the stage for a final conversation with the community. The nature, structure, and timing of the conversation is presented in **Part V**.

PART II: WHAT'S BEEN ACCOMPLISHED?

In a very short six months, more than one thousand people participated in the Lummi Ventures Project. Whether through community events, teams, focus groups or survey, members of the Lummi Nation have brought forward their ideas, wisdom and stories in an effort to change poverty within the Lummi Nation.

Who is involved?

The Lummi Ventures Team is made up of seven teams. They are listed as follows:

Lummi Indian Business Council: The LIBC has ultimate responsibility for establishing vision and setting policy direction and was involved at critical stages throughout the planning process. The Team has reported to LIBC Council twice.

Office of the Chairman: The Office of the Chairman provides overall coordination for the teams, strategic assessment of the teams progress, fiscal oversight, information management and process facilitation.

Ventures Staff: Insert language about their role

Executive Committee Team: The Executive Committee consists of five members of the LIBC. They developed, for LIBC approval, the strategic goals of the Ventures Program, the format for securing community input, and met with the community to develop intervention strategies to assist the bottom quartile in areas of wellness, education, jobs & employment. The Executive Committee participated in 14 meetings.

Community Action Team: Individuals from the bottom economic quartile of the community were invited to participate on this team and to work in conjunction with the Executive Committee. The CAT members serve to tell the real-life story of individuals facing severe and chronic poverty and serve as a “reality check” for input from the community. The Community Action Team met 2 times as a group but has participated in Leadership and Community Meetings.

Leadership Teams: The Leadership Teams play a critical role in guiding the understanding about poverty and beginning to shape how the future might be different. The Leadership Teams met 6 times to conduct a SWOT Analysis and develop Process Maps. Initially, the Teams themselves are in areas typically associated with poverty: Education, Employment, and Wellness. As the project has evolved, issues surrounding culture became increasingly important, so a Culture Team has been added.

Support: The Support Team serves on an as-needed basis to the Executive Committee and/or the Leadership Teams in the areas of Funding/Investment Strategies, data and plans assessment.

Technical: This team consists of individuals that participated in meetings with the NWAFF in establishing and finalizing the Memorandum of Agreement. They serve on an as-needed basis for the Executive Committee and/or the Leadership Teams.

Community Participation

The Ventures staff has been busy conducting focus groups, a community survey, and community events (which are described in more detail in Part III). The trust factor has been slow to build, but after six months, the Ventures Program is known in the community and people watch with curiosity and many call or drop in to find out how they can participate. For

example, homeless individuals were reached through members of the Community Action Team. The Ventures Staff and Executive Committee were not successful in reaching them directly so they relied on community members known to the target group.

There was a tremendous upsurge of anger and frustration expressed at being approached about poverty, but as trust was built, individuals began coming forward on their own. In addition, Venture's staff's experience with the 3-hour focus groups was that the 10-15 participants had to spend the first half of the meeting expressing anger and frustration with the system, the conditions and attitudes, then once they vented, they began to find or identify solutions. The meetings with the Commissions and Boards were primarily for providing information on the Ventures Program, however, we did receive valuable input and ideas either at the meeting or in follow up conversations from members.

The community meetings and the specific focus group sessions provided an in-depth view of problems, challenges, and ideas that would make a difference for individuals and for the community. The discussions on the definition of poverty led the Team to recognize that poverty was not defined by income, but rather the members identified poverty in terms of loss of language, culture, traditions and ceremony, sense of self, environment, and land.

Part III of the Interim Report provides a summary description of what we learned through our contacts in the community during the first phase of the Ventures Project. Further contacts will be made in the coming months to add to the picture that is beginning to take shape.

PART III: WHAT WE'VE LEARNED

A 10-year strategic plan to reduce poverty needs a foundation based upon a firm understanding of demographics along with gathering the insights and wisdom of the community about poverty and what it will take to change it. Part III combines highlights of key demographics along with a description of the major themes that surface from the conversations with the Lummi People.

Methodology

The Northwest Area Foundation asks that each Ventures Project achieve a 'substantial involvement of diverse interests' in carrying out their planning project. The Lummi Ventures Project has made significant contacts within the community during the timeframe of June to November 2004. An estimate of overall participation appears in the following table.

Types of Community Involvement	Participation
Survey	173 individuals representing 700 members of the Lummi Nation
Focus Groups	25 Focus Groups 170 Individuals
Teams	7 Teams 40 Individuals
Community Events	6 events 100 individuals

We conducted two large community events – a Film Festival where 5 films were shown each day for 2 days – parents were invited to answer survey questions and provide their input into poverty reduction ideas. The second event theme was a Genealogy Festival, which came about as a result of the community identifying that members didn't know who their family is. We hosted the dinner with this as a theme and provided an opportunity for members to share information with each other, create individual family trees, at the same time provide the Ventures program with input by way of surveys. We entered survey participant names into a drawing.

Tribal members who participated in the survey¹ responded to the following set of questions:

- What is poverty?
- How do you get rid of poverty?
- What does a healthy community look like?
- What are some good things about Lummi?
- What holds Lummi back from being a healthy community?
- What are specific things that would make a difference?
- What are some things that are in the way...?

Focus groups included age and special interest groups such as youth, child protection team, natural resource harvesters, entrepreneurs, artists and employees of the Silver Reef Casino. Each focus group dealt with a sub-set of questions used in the individual survey. The leadership teams were asked to define poverty and prosperity as well as conduct a SWOT analysis of their topic area; education, employment and wellness. The balance of this chapter is devoted to exploring what the information tells us and how it lays the foundation for the rest of the planning project.

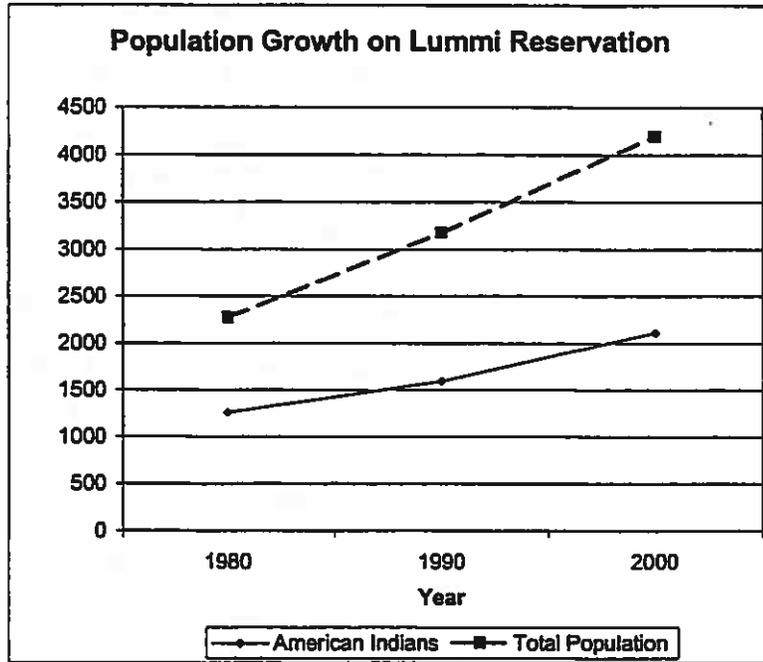
An Overview of the Lummi Community

As of 2001, there were 3,889 enrolled members of the Lummi Nation. Most live in Whatcom County and according to the 2000 census, 1,725 Lummi's live on the Lummi reservation itself. The population of the reservation as a whole was 4,193 in 2000 and included other American Indians and non-

¹ The focus of the survey process engaged the community. It did not rely on strict scientific sampling techniques.

Indian residents. The Lummi Ventures Project is intended to lift up the most poor of the Lummi reservation.

The population on the Lummi reservation has been growing and much of the growth has been in the non-Indian population, as shown in the following chart.



There are differences in the Lummi communities depending on location. The following table compares three key demographic factors drawn from the 2000 Census: average family size, median age² and per capita income³. for Whatcom County as a whole, for the Lummi Tribe no matter where tribal members live, for Lummi living on the reservation and for all people living on the reservation. This data gives the reader a feel for both the challenges and the possibilities for economic improvement.

	Average Family Size	Median Age	Per Capita Income
Whatcom County	3.03	34	\$20,025
Lummi Tribe (irrespective of where they live)	3.75	27.2	\$13,038
Lummi living on the reservation	3.99	22.9	\$10,054
All people living on the reservation	3.2	35.2	\$17,669

It shows that Lummi's who live on the reservation are younger, have larger families, and are poorer than Lummi's living near by, but off the reservation.

² Means that half of the people are younger, and half are older

³ The average income per person

However, it also shows that opportunity for change lies right here in the Lummi Nation.

How we see Poverty?

The Northwest Area Foundation asks that projects have ‘a significant focus on reducing poverty’. From the survey and focus groups, we learned that people seem to define poverty differently depending on their age. Teens define poverty as no money, no food, no car, poor housing, and being hopeless. Young adults, ages 19-29, see poverty as an unhealthy lifestyle, living at a lower standard of living than expected, and lacking the basic necessities for daily living. Those between the ages of 30 and 49 focus on the lack of access to economic development and what supports that development such as good tribal governance, planning, water lines, and natural resources. They are also concerned about a lack of spiritual and ethical standards and are disappointed about life and lack of choices.

Persons age 50 and over agree with younger people about the elements of poverty, adding detailed and graphic descriptions of their experiences. The elders, 60 and over, who participated in the survey, add their sense of loss of culture and language. They describe a feeling of oppression when asked what is poverty.

The Leadership Teams came up with their own definitions of poverty:

Education Team	<ul style="list-style-type: none"> • Those with a lost history are in poverty. • Lack of opportunity and access to education • Development of responsibility for self and then others (children).
Employment and Economic Development	<ul style="list-style-type: none"> • The inability to supply the necessities of life for you and your family • Poverty is the people’s lack of access to resources and opportunities – including their lack of awareness of existing resources and opportunities
Wellness	<ul style="list-style-type: none"> • Poverty is the manifestation of oppression, hopelessness, and despair that perpetuates the absence of dignity and identity as an individual and collectively as a people

The next phase of the planning process will provide the opportunity to develop a single definition of poverty to guide the design of a vision for the 10-year Ventures Project strategic plan. The definition of poverty will serve as a potent symbol of the core issues that need to change in order for prosperity to emerge within the Lummi Nation.

Prosperity – What Does a Healthy Community Look Like?

Most respondents to the issue of ‘what is prosperity?’ or ‘what does a healthy community look like?’ describe either the absence or presence of a significant ingredient. The teens that responded to the survey pointed to being happy or having clean homes and neighborhoods. For adults of all ages, the community would be drug free. Those between the ages of 18 and 29 also point to the presence of jobs; it would be safe and again point to clean homes and neighborhoods.

Those over 30 indicate that children are happy, that the community takes care of children and elders, and that the traditional ways of respect and values

about family would be present along with support for the Lummi language. In addition, there would be good access to health and dental care, as well as, education. In the healthy community of the future, Lummi would be focused on helping one another.

The leadership teams came up with the following definitions of prosperity:

Education Team	Having life skills, formal education, cultural grounding, and a career path to lead people in a successful life.
Employment and Economic Development	Having enough economic development and enterprises to provide adequate opportunities to all those with the will to be employed
Wellness	The manifestation of mental, cultural, and spiritual abundance perpetuating the omni presence of being, doing, and having, as a community and as an individual human being

Wrestling with the contrasts between the definition of poverty and a vision for prosperity is a task for the next phase of the planning process. Within these definitions and amongst the following pages of ideas and issues brought forward during the conversation with the community, important values come to light that will add to the framework for the strategic plan.

EDUCATION

A Snapshot of Education

One of the pathways to increasing employment and jobs is education and a skilled work force. Lummi have not been able to fully take part in educational opportunities, resulting in a community both on and off the reservation that has less formal education than people in surrounding communities. In 2003, this showed itself in terms of an 'on-time' graduation rate of only 2% and a drop-out rate of 42% for Lummi High School. American Indian students attending near by Ferndale High School, fared better with an on-time graduation rate of 49% and a drop-out rate of 12%.

These events, however, are part of a long-term pattern as shown in the following table drawn from the 2000 Census, which shows that half of Lummi adults, who live on the reservation, do not have a high school degree, and that only a very small percent have a four-year college degree or more.

Educational Attainment of Persons 25 years and older

	Less than 9 th grade	High school or Higher	Bachelor or Higher
Whatcom County	4%	88%	27%
Lummi Tribe (irrespective of where they live)	5%	76%	10%
Lummi living on the reservation	8%	42%	5%
All people living on the reservation	4%	81%	18%

Assets

Two major categories of assets stand out across the information collected by project staff:

- Tribal schools
- Colleges – Northwest Indian College, Bellingham Technical College and Whatcom Community College

All groups describe the new Tribal School as a source of great pride and hope. A number of responses mention the Tribal School as bringing cultural knowledge and understanding about the Lummi heritage.

Challenges

The challenges faced by Tribal members relate to either completing high school or pursuing further education after high school. Parents and grandparents express concern about the lack of extracurricular activities and sports to assist in recruitment and retention of young people. They also mention low expectations for Indian students within the public schools that may affect another concern about inadequate preparation for college.

For those who wish to pursue further education or training, a number of barriers stand out:

- Low tribal investment in higher education
- Access to affordable day care
- Lack of family support
- Lack of internship opportunities
- Fear of education
- Poor transportation

Opportunities

Survey, focus group and leadership team participants see many opportunities related to improving the educational system and increasing educational options.

Kindergarten through 12th grade, a few suggestions include:

- Increase after school and summer programs
- Build an Academy of Excellence

Post High School:

- Increase incentives for college and vocational education
- Reach out to individuals to help them find a route to further education

EMPLOYMENT AND ECONOMIC DEVELOPMENT

A Snapshot of Employment & Jobs

Jobs and employment are a major pathway out of poverty. In gaining an overview of the employment status of Lummi, two statistics are useful:

- the percent of those over the age of 16 that are in the labor force (which means that they are either working or looking for work), and

- the percent of those in the labor force that are employed.

The following table shows that Lummi who live off the reservation are somewhat underemployed compared to the general population, but that Lummi who live on the reservation are greatly under-employed, with only 32% of adults over 16 years being in the labor force and 20% of those being unemployed.

	Persons 16 years and over	
	% in Labor Force	% of those in the Labor Force that are employed
Whatcom County	67%	92%
Lummi Tribe (irrespective of where they live)	63%	88%
Lummi living on the reservation	32%	80%
All people living on the reservation	60%	88%

One of the challenges, clearly, is to increase the employment of Lummi living on the reservation. According to the 2000 census, 80% of the Lummi living on the reservation were working in management, service, or office type of occupations (presumably largely for the tribal government.) Only 6% were working in the traditional field of fishing and the remainder were in construction or maintenance type of occupations.

Assets

Each age group or interest group hold differing views of employment and economic development assets. Those answering the survey and several focus groups see LIBC employment, the Casino, the seafood business, being a sovereign nation and programs that help people find jobs as assets. The Leadership Teams identify many existing programs as assets, such as the Opportunity Council, TANF, off-reservation networks and businesses, and the fishing fleet. Young people identified summer jobs for youth as a major asset.

Challenges

The challenges named by all those participating in the data gathering process fall into several major categories:

Individual: lack of transportation, lack of work ethic, low skills and level of education, lack of day care, drugs and alcohol, and a belief that people are without choices

Infrastructure: high cost of energy, limited telecommunications system, fractured landscape of land ownership

Community: Under-educated workforce, nepotism, lack of business capital, no market for products, increased costs of doing business (e.g. buying access to usual and accustomed harvesting areas), lack of internships or apprenticeships

Opportunities

The perspectives on the opportunities vary. The Natural Resource Harvesters are concerned about outreach to members of their group to assist them in finding new ways of earning a living at the same time that they hope to conduct market research and increase their networking capability. Survey participants want more training and better paying jobs, above minimum wage.

Additional areas of opportunities named by those participating in the information gathering process include:

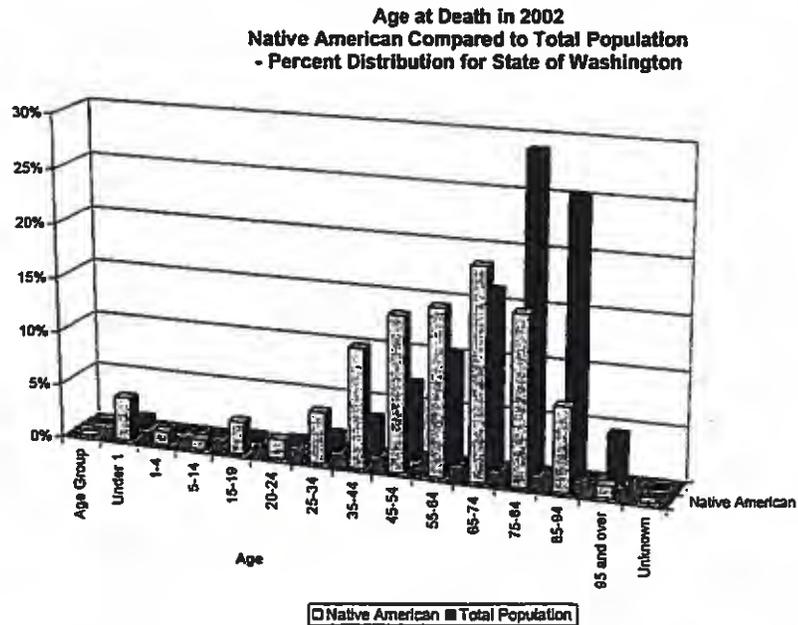
- Strengthen tribal government
- Address the need for transportation and child care
- Subsidize apprenticeships
- Assist individuals to meet their individual challenges

WELLNESS

A Snapshot of the Health of the Lummi

It is difficult to get health data about the Lummi, which is comparable to other populations. This is an area that will benefit from further work as part of the Lummi Ventures Project so that improvements in the health and wellness of the tribe can be measured over time.

However, there is one health status indicator, which highlights the health issues of the Lummi and other American Indians in Washington State, namely the age at death. The following chart compares the age at death for all residents of Washington with that of Native Americans⁴ in Washington in 2002.



⁴ This includes American Indians and Alaska Natives.

The chart shows that American Indians have:

- higher infant mortality, an indicator of poor maternal and child health,
- higher mortality among youth and young adults which reflects such issues as more car accidents and a higher rate of suicide
- higher mortality of middle-aged adults due to health problems such as diabetes and the effects of alcohol and drugs.

While the data may appear depressing, it also highlights the opportunities to make a difference through the Ventures project, as these health issues are preventable and an emphasis on wellness can result in enormous changes in the health status of the Lummi in ten years.

Assets

Virtually all participants in the survey, focus group or leadership teams named specific services as assets for the community. Some examples of services include:

- Elder services such as Chore, COPEs, congregate meals, transportation to shopping and banking, outreach program
- Youth services such as YESS – youth counseling, recreation, outreach and summer program and CARE Well Child Clinic
- Victims of Crime Program
- Treatment Services – Substance Abuse and Mental Health counseling
- Employee wellness program for LIBC employees
- Health Clinic

Survey and focus group respondents also named assets not attached to particular services, such as: sports, canoe racing, baseball, basketball, football, and the fitness center. The youth focus group identified a set of individual assets such as pride, motivation, courage, caring and honesty.

Challenges

Drugs and alcohol are cited as the greatest challenge to individual and community wellness. Their use leads to low self-esteem, depression, physical and sexual abuse and apathy which drag down the whole community.

Other challenges affecting the wellness of the community relate to service quality and availability, such as:

- Holding on to good nurses at the Health Clinic
- Availability of dental care and recovery services
- Lack of complimentary medicine like naturopathy, acupuncture and chiropractic
- Inadequate preventive services

Opportunities

Participants mention a host of opportunities and approaches related to individual, family and community wellness:

Individual: outreach to develop personal plans for wellness, an adult mentor assigned to each child, early intervention for children, dealing with chemical abuse, empower the individual

Families: prenatal support for young families, maternity home for teen moms, dealing with trans-generational grief, strengthen the family unit, enhance wrap-around services

Community: better housing, allow people to be heard, sustain people's good ideas about projects and programs, set up a healthy support system, increase leadership skills

Education, employment, economic development, and wellness are major issues identified at the beginning of the project as pertaining to the absence or presence of poverty. Additional overarching issues have surfaced during the first six months of the Lummi Ventures Project, which are described in the following.

OVERARCHING ISSUES

Reading the responses to the survey and listening to the ideas offered through the focus groups and leadership teams provides the opportunity to look at the issues associated with poverty with fresh eyes. The overarching assets and challenges adjust the frame through which we see poverty and provide the keys to unlock the doors that lead to prosperity.

Assets

Along with issues like education, employment and wellness that began as a major focus for the Ventures Project; culture, children and family appear as overarching issues.

Culture: Strengthening culture is seen as a way to strengthen children, families and the community as a whole.

Children: Are seen as the future of the Lummi Nation.

Family: The heart of how children grow to be healthy adults.

Challenges

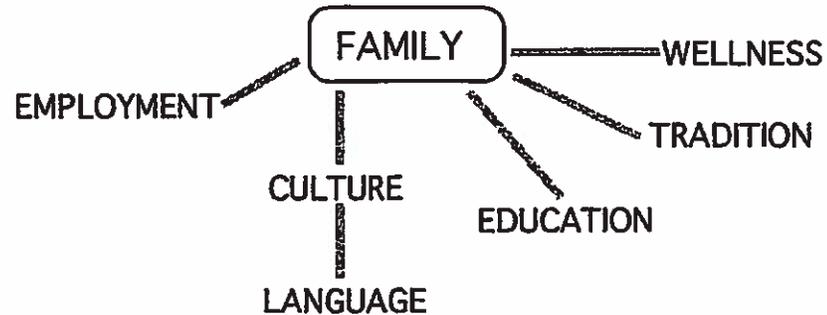
Through the conversation with the community, overarching challenges affect the capacity of the Lummi People to transform poverty to prosperity. These include:

- Lack of resources – such as education, employment, child care, transportation and housing
- Poor health and inadequate health care
- Lack of hope – connected with multi-generational grief and loss
- Drug and alcohol abuse
- Racism – discrimination inside and outside of the Reservation

- Tribal government – expressed as not listening to the people, preventing change from happening

Opportunities

As Ventures Staff and the Teams have begun to think creatively about the world that they wish to create for the Lummi people, the overarching themes offer a way to see beyond the traditional elements of what we have known as poverty reduction programs and categorical funding streams. The graphic below depicts focusing on the family as a possible way of tying important issues together in the 10-year plan to reduce poverty.



The Lummi Ventures Project provides a unique opportunity for the Lummi Nation to develop a 10-year poverty reduction plan that connects the challenges of the lack of education, employment and wellness with a vision for what it will take to prosper that includes strengthening culture, children and family.

Questions that Remain

The conversations with the community raise many questions. What follows is just a sample of the questions that remain to be tackled either as part of the balance of the planning process or as part of the 10 year plan.

Who are we? –

- What do we know about the 3,000 Lummi who live off the reservation?
- How are they similar and how are they different from Lummi who live on the reservation?
- How do they understand poverty and how to get rid of it?

Education –

- What is the role of education?
- What are our expectations for achievement?
- What do we need to know, do and be like at different stages of our education?

Employment –

- How do we create more jobs on the Reservation?
- How do we help people remove the barriers to being employed?

Wellness –

- What would a healthy community look like?
- How do we increase access to all forms of health care?

Overarching Questions –

- How do we strengthen our culture?
- How do we create a stronger foundation for our children?
- Are we ready for change?
- How do we use the desire of the Lummi people to help one another?

As members of the Lummi Nation have gathered to share their perspectives about poverty and share the questions that they have about the future, possible strategies for prosperity begin to form. Part IV of the Interim Report provides an initial glimpse into several key strategies that will be refined during Phase II of the planning project.

PART IV: STRATEGIES WE'RE THINKING ABOUT

Strategic Directions

The conversation with the Lummi people focused on four separate but inter-related themes: wellness, education, employment, and culture. During the course of this conversation, key strategies emerged representing steps in the journey out of poverty. The central themes and the key strategies are presented in the table below, followed by a description of each theme and strategy. These key strategies can be understood as filters, or frameworks, which will help to clarify and provide for direction for the goals and actions of the final Ventures 10-year plan.

Theme	Key Strategy
Wellness	Stabilize and strengthen the (extended) family units
Education	Reduce educational barriers and provide opportunities for excellence
Economic Opportunity	Promote individual and community self-reliance
Culture	Ensure continuity of community values

Wellness

A constant comment made throughout the conversation was the belief that the journey out of poverty to true prosperity needs to be guided by a commitment to individual and community health and wellness. It is clear that strong, stable families are essential to providing for the health and well-being—the wellness—of the community. The strategy for the Wellness theme is to not only promote strong, stable families but also to ensure that prosperity does not come at the price of weakening the family and extended family ties.

Education

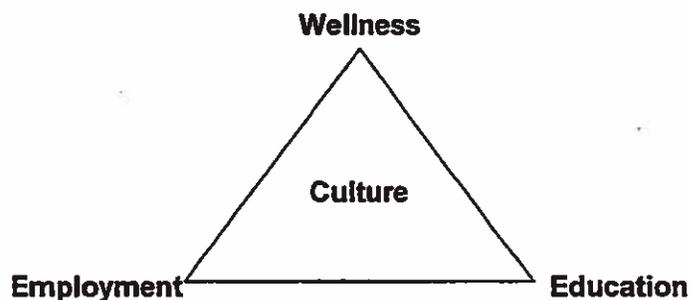
It is evident from our conversation with the community that education is perceived to be the high road out of poverty. It is also clear that the Lummi Nation has at its disposal a wide array of resources to provide for the educational needs of its people. At the same time, many individuals in poverty expressed dismay at accessing these resources. The barriers are variously described as bureaucratic, financial, social, or psychological in

nature. The strategy for the Education theme includes providing targeted intervention that will reduce barriers, enhance the educational environment in the community, and encourage individuals to seek not only an education, but to be exposed to and pursue excellence in education.

Economic Opportunity Families and individuals struggling with poverty face a number of unique challenges in finding a way to make a living for themselves and their families. Foremost, among these are the need for financial assistance, educational or training opportunities, and family or individual wellness intervention. While some of the Ventures assets could be targeted to address some of these needs, the key to success is promoting individual and community self-reliance and self-confidence, and moving away from the psychology of dependency and despair.

Culture Culture is inseparable from the themes of wellness, education, and economic opportunity. In virtually every group and in every conversation, individuals expressed the importance of preserving and passing on cultural teachings and cultural values. It is self-evident that prosperity that comes at the price of sacrificing cultural values is doing harm to the community and to future generations. It is therefore a key strategy of the Ventures initiative to ensure that strategies, goals, and objectives of this effort promote continuity in cultural values as they are expressed and understood by the Lummi community.

Linkage As mentioned in the beginning of this section, wellness, education, employment, and culture represent four separate but inter-related themes of the Ventures vision. The linkage between these themes can be seen in the figure below. The overarching strategy is to ensure that the linkage between these themes is reflected in how the final plan and its planning components are shaped, finalized, and implemented.



Funding Strategy The Ventures Program offers the Lummi Nation a unique opportunity to secure assistance from foundations with an interest in one or more of the Venture's themes. The Northwest Area Foundation (NWAf) stands ready and willing to help open foundation doors. Although we have not yet identified the specific program goals for the plan, we are in a position to begin correspondence with a number of foundations. Our standing with potential donors is greatly enhanced not only by our relationship with the NWAf, but also by the Lummi Nation's comprehensive, community-based approach to the issues of poverty and prosperity.

As an example, we have cultivated a strong relationship with the Nathan Cummings Foundation (NCF) and recently received \$25,000 to investigate the potential for an Academy of Excellence for Lummi youth. The concept of the Academy grew out of the conversation with the community and reflects the linkage between wellness, education, employment, and culture. The NCF, in turn, has offered to help us in our efforts to initiate correspondence with the Ford Foundation and the Surdna Foundation, which have a strong emphasis on employment and education, and with the Kauffman Foundation with its emphasis on entrepreneurship.

PART V: WHERE DO WE GO FROM HERE?

Draft Framework for Continued Planning

The Lummi Ventures Project has built a strong foundation of information from which to craft a 10-year community plan to reduce poverty. Effectively reducing poverty rests on the many themes and suggestions identified by those who participated in the teams, focus groups, surveys and community events. Now, the challenge is to take what we've learned and turn it into a web of common understanding about poverty that mobilizes the Lummi Nation toward prosperity and sets the stage for leveraging funds with the gift of the Northwest Area Foundation over a 10-year timeframe. The Ventures Team intends to use the following planning principles and project timetable to complete the plan.

Planning Principles

The Northwest Area Foundation has set six criteria for the poverty reduction plan, which are the framework for the planning process. To assure the plan meets the criteria and that the Lummi Nation will be able to implement the plan successfully, the following planning principles are recommended.

Criteria: A significant focus on reducing poverty

- Pay attention to all aspects of poverty and its many different forms including economic, emotional, and cultural.
- Take a broad approach to goal and strategy development by identifying critical areas and big goals that tie together the different disciplines and groups involved in reducing poverty.

Criteria: Substantial involvement of diverse interests

- Maximize community engagement.
 - Continue with ongoing community events such as dinners and neighborhood potlucks.
 - Seek out people not normally talked to or involved.
- Involve residents on the reservation and members of the Lummi Nation who live off the reservation.
- Look for ways to enhance partnerships with the communities that surround the Lummi Nation.

Criteria: Do, no harm

- Think through and discuss with the community and potential partners the possible unexpected consequences of strategies.

Criteria: Thoughtful and realistic strategies for accomplishing community goals

- The implementation plan needs to have clear steps and sequence, and built in flexibility allowing the addition or deletion of projects as successes, failures and changing needs become apparent over the ten years of the plan.
- Financial plan should have a process of setting priorities and allocating funds so that it is clear how funds will be managed and decisions made as needs change or become clearer in the future.

Criteria: Development of local abilities to achieve long-term community goals

- Identify projects, which will have near-term results so the community can begin to hope and believe this can make a difference.
- Identify goals and strategies that build on the many assets of the Lummi Nation.
- Involve people who have capacity to make change possible in defining issues, vision, and coming up with the solutions.
- Create opportunities for grassroots leadership development and increased planning skills through the planning process itself. This will build the capacity of the Tribe to create significant change.

Criteria: Learning and adapting in response to new knowledge and changing circumstances

- Build into both the planning and implementation process, research, evaluation and feedback, to be able to change and improve the strategies over time.

Proposed Timetable

The Tribal Council has set an aggressive timetable for the completion of the poverty reduction plan. The timetable that follows intends to act upon the planning principles to design a ten-year plan to reduce poverty.

December - January	
Formal Planning Process	Community Engagement Process
<p>Document survey, focus group and interview information</p> <p>Summarize what has been learned including information about the assets of the Lummi Nation.</p> <p>Hold a community process to:</p> <ul style="list-style-type: none"> ▪ define poverty in all its aspects for the Lummi Nation ▪ define our community values – current and those that we aspire to ▪ begin a healing process 	<p>Complete focus groups, interviews, and other meetings to deepen the information from the community including:</p> <ul style="list-style-type: none"> ▪ Lummi living in Whatcom ▪ Business and local governments in the surrounding communities ▪ Human services, education, and health care providers in Whatcom ▪ Criminal justice and law enforcement – tribal and county ▪ People who are isolated and not involved, who are homeless, those who are 'lowest 25%'
February	
Formal Planning Process	Community Engagement Process
<p>Hold a Future Search Conference to create a vision of the Lummi reservation without poverty and identify the major strategic directions to achieve that vision.</p>	<p>Start learning process / opportunities for leadership development</p>
March - April	
Formal planning process	Community Engagement Process
<p>Establish cross-disciplinary teams that include non-professional community members to work on the goals from the Future Search Conference to develop specific strategies, actions, and timeframes.</p> <ul style="list-style-type: none"> ▪ Start with training in 'how to create a plan' ▪ Research model programs on other reservations – do site visits or invite program leadership to come and speak with the Lummi community. <p>Hold a community event to share and test strategies and actions together.</p>	<p>Begin small change projects, coming out of the community to boost pride, culture, and hope</p> <p>Work with tribal artists to depict the vision for all to see. Involve youth if possible.</p> <p>Continue grassroots leadership development</p>
May - June	
Formal Planning Process	Community Engagement Process
<p>Develop funding and implementation plan.</p> <p>Write Draft Plan.</p> <p>Submit Draft Plan to the NAAF for their review and feedback.</p>	<p>Hold community celebration for all that has been accomplished.</p>
July	
Formal Planning Process	Community Engagement Process
<p>Begin other fund raising efforts to leverage NAAF funds.</p>	

The purpose of the conversation with the Lummi People was to learn what can and should be done to address poverty and to promote prosperity, individual self-reliance, and long-term community stability and well-being. The framework for completion of the planning process uses the conversation as a platform for common understanding about the complex web of issues connected with poverty. The Ventures Team and the Lummi People will have the opportunity during early 2005 to develop a definition of poverty, vision for the future, and a set of goals and strategies that weaves together the themes and sets a course toward prosperity and long term community well-being.

**Appendix C:
Letters of Support**



LUMMI INDIAN BUSINESS COUNCIL

2616 KWINA ROAD • BELLINGHAM, WASHINGTON 98226 • (360) 384-1489

RESOLUTION #2005-180 OF THE LUMMI INDIAN BUSINESS COUNCIL

TITLE: Lummi Nation Ventures Plan – *Ten year poverty reduction strategy*

WHEREAS, the Lummi Indian Business Council is the duly constituted governing body of the Lummi Indian Reservation by the authority of the Constitution and By-laws of the Lummi Tribe of the Lummi Reservation, Washington; and

WHEREAS, the Lummi Indian Business Council has the authority and responsibility to protect and enhance the health, safety, and welfare of the Lummi community and enrolled members of the Lummi Nation; and

WHEREAS, the mission of the Northwest Area Foundation (“Foundation”), a non-profit organization, is to help communities in its eight-state region (Minnesota, Iowa, North Dakota, South Dakota, Montana, Idaho, Washington, and Oregon) reduce poverty; and

WHEREAS, the tribal council signed a memorandum of agreement with the Northwest Area Foundation (NWAf) in March of 2004 (See LIBC Resolution 2004-041) and initiated a comprehensive community based planning phase to address poverty conditions, contributing factors and social issues with the goal of establishing a long-term Poverty Reduction Strategic Plan; and

WHEREAS the Lummi Nation acknowledges the NWAf’s guiding principles to produce this plan that includes the following: A significant focus on reducing poverty; Substantial involvement of diverse interests; Do no harm; Thoughtful and realistic strategies for accomplishing community goals; Development of local abilities to achieve long-term community goals; Learning and adapting in response to new knowledge and changing circumstances; and

WHEREAS the Lummi Nation also acknowledges four community-level outcomes set forth by the NWAf which are as follows: Increased asset identification and development; Expanded economic opportunities; Increased capacity to reduce poverty; Increased community use of inclusive decision-making; and

WHEREAS, the Ventures staff has worked diligently over the past year to include community voices to be implemented into the poverty reduction plan and has documented consultation with community stakeholders that includes *local leadership, tribal officials, Department Directors and tribal families and members*; and

WHEREAS, the Lummi Nation has prepared a Ventures Strategic Plan that contains core strategies and goals seeking to work with the lower 25% quartile to reduce poverty

throughout the community and the Ventures Staff has received guidance and input from the NWF representatives to finalize this plan; and

WHEREAS, the NWF is to review the Ventures Strategic Plan to consider and provide the Lummi Nation with a ten year funding award during the month of January 2006; and

WHEREAS, the Lummi Nation acknowledges that if the Ventures Strategic Plan is awarded by the NWF than both parties will negotiate and enter into a Partnership Agreement to guide the start up and implementation of the Venture Project.

NOW THEREFORE BE IT RESOLVED, that the tribe has completed the Lummi Nation Ventures Strategic Plan and approves the Plan with the intent of submitting it to the NWF; and

BE IT FINALLY RESOLVED, that the Chairman (or Vice Chairman in his absence) is hereby authorized and directed to execute this resolution and any documents connected therewith, and the Secretary (or the Recording Secretary in his absence) is authorized and directed to execute the following certification.

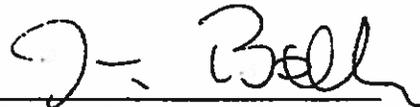
LUMMI NATION



Darrell Hillaire, Chairman
Lummi Indian Business Council

CERTIFICATION

As Secretary of the Lummi Indian Business Council, I hereby certify that the above Resolution #2005-180 was adopted at a Special Meeting of the Council held on the 21st day of December 2005, at which time a quorum of 10 was present by a vote of 9 For, 0 Against, and 0 Abstention(s).



Timothy Ballew Sr., Secretary
Lummi Indian Business Council



LUMMI INDIAN BUSINESS COUNCIL

2616 KWINA ROAD · BELLINGHAM, WASHINGTON 98226 · (360) 384-1489

DEPARTMENT _____ EXT. _____

Letter Of Support

TO: Northwest Area Foundation

From: The Lummi Natural Resources Commission

Date: 12/28/05

Re: Letter of Support

It is the intent of the Lummi Natural Resources Commission to fully support the efforts of the Lummi Nation Ventures Program Visions and Strategies in promoting Prosperity for the Lummi People. With the Natural Resources Harvesters input, the most crucial impacts we're identified and brought forward.

Through the many types of Community Engagement approaches, individual Fishers we're able to frame the key strategy starting points by utilizing Focus Groups, Leadership Teams, and Vision Teams. Below are a list of starting points:

- Create Lummi Brand for Seafood
- Educational workshops for Fishers
- Create niche Markets
- Enhance Over The Bank Sales
- Value Added Products
- Develop Master Plan for Marketing Seafood

By supporting the Lummi Ventures Program Community driven plan, we can all work towards reducing Poverty within our Community. At this time, The Lummi Natural Resources Commission would like to thank the Northwest Area Foundation for this opportunity to participate in the Ventures Program.

Lummi Natural Resources Commission Treasurer
Clifford A. Cultee

Clifford A. Cultee



LUMMI INDIAN BUSINESS COUNCIL

2616 KWINA DRIVE • BELLINGHAM, WASHINGTON 98226 • (360) 384-1489

DEPARTMENT _____ EXT. _____

December 28, 2006

Northwest Area Foundation
60 Plato Boulevard East, Suite 400
(651) 224-9635

Dear Northwest Area Foundation,

The Lummi Community Mobilization Against Drugs Initiative (CMAD) is committed to a partnership and support to the Lummi Ventures Initiative. CMAD has been actively working on "Wellness" pieces with LIBC staff and Community people for four years in an effort to eliminate the Drug Trafficking in the Lummi community.

The Lummi Ventures and Lummi CMAD have much in common as we are working with the same population and services. CMAD has already been in the partnership supporting and identifying service gaps within our community. We have been hosting bi-weekly forums to discuss the issues and create solution for those gaps for the past four years.

Through the CMAD Initiative we have created new services in the past two years supporting our addicted and homeless youth (Our Future). We are looking forward to integrate and strengthen our existing services. And create the services that "do not" exist. We cannot create employment without achieving "Wellness" first.

CMAD is embracing the written plan and will do what is needed to help Lummi people achieve success. We are looking forward to working together in the coming years.

I can be reached at email danitaw@lummi-nsn.gov , office 360-384-2263, Cell 360-410-1755 fax 360-380-1850.

Sincerely,

Danita Washington
Lummi Community Mobilization Against Drugs, Coordinator
Lummi Tribal Member



LUMMI INDIAN BUSINESS COUNCIL

2616 KWINA ROAD · BELLINGHAM, WASHINGTON 98226 · (360) 384-1489

DEPARTMENT _____ EXT. _____

December 28, 2005

Gloria Point
Lummi Nations Ventures Coordinator
2616 Kwina Road
Bellingham, WA. 98226

Dear Gloria

The Natural Resource Department and the LNR Commission fully endorses the Strategic Plan to reduce poverty at Lummi Nation. There is a need to diversify and develop better careers in other fields for our fisherman to overcome poverty. The habitat to support our natural stock has been depleted and Endangered Species Act has put more burdens on management practices and impacts on our treaty harvest rights.

In order for our fisherman to make an honest living there is a need to develop direct salmon sales to consumers, better education, better equipment and a Lummi owned Marina. With the assistance from the Northwest Area Foundation the Lummi tribal members can develop a program that will overcome poverty. Again we fully support the Strategic Plan to reduce poverty at Lummi Nation.

Sincerely,

Merle Jefferson Sr.
Natural Resource Executive Director



LUMMI NATION PLANNING DEPARTMENT
2828 KWINA ROAD -- BELLINGHAM, WASHINGTON 98226
PHONE: 360.384.2307 FAX: 360.380.6331

12/20/2005

Northwest Area Foundation
60 Plato Boulevard East, Suite 400
St. Paul, MN 55107
(651) 224-9635

Dear Northwest Area Foundation,
I am writing to express my satisfaction with the effort to address poverty reduction in the Lummi community. Gloria Point and all of her knowledgeable staff have done a great service to the Lummi people in attempting to identify and root-out the causes of poverty. The last year-and-a-half has included significant public participation, a wealth of ideas about poverty reduction, and a refinement of strategies that have led to a strong strategic plan.

While the Lummi Indian Business Council (LIBC) has many programs to treat the symptoms of poverty, the Venture's effort has done a great service in distinguishing the historic and continuing root-causes of poverty. I believe great care was taken to ensure that programs already offered by LIBC would not be replicated by Lummi Ventures, and that a fresh approach was conceived of that would have a beneficial effect on this community for years to come.

Thank you for the initial investment in the Lummi community. I anticipate a productive collaborative relationship between the Lummi Planning Department and Lummi Ventures indefinitely. The final Ventures plan has my full endorsement and I hope that Northwest Area Foundation (NWAFF) decides to embrace a long-term partnership with the Lummi people to end poverty. Please do not hesitate to call me with any questions.

Yours truly,

Richard Jefferson
Planning Director
Lummi Nation Planning Department
2828 Kwina Road
Bellingham, WA 98226-9298
(360) 384-2307



NORTHWEST INDIAN COLLEGE

2522 Kwina Road, Bellingham, Washington 98226-9217
866-676-2772 FAX (360) 738-0136

December 19, 2005

Lummi Indian Business Council Members
Northwest Area Foundation

Dear Colleagues:

On behalf of Northwest Indian College, I offer this letter of commitment and support toward the successful implementation of the Lummi Ventures initiatives. NWIC staff, students and Board members have been actively involved in all aspects of the planning and design of Lummi Ventures through membership on various teams and attendance at meetings hosted by Ventures. The College also hosted related events throughout the planning period.

As you can see from the plan, Northwest Indian College as an educational and economic leader in the Lummi community is an integral part of many of the Ventures initiatives. Our work as a tribal college directly alleviates poverty for our students and their families. Graduates of NWIC are employed in higher paying jobs and/or are pursuing their four-year degrees. Our capacity to serve the community educationally and through community-based economic and social initiatives will be greatly enhanced by our Ventures partnerships.

Please contact me at 360-392-4241 or on my cell, 360-319-5921, if I can be of further assistance.

Best Regards,

Cheryl Crazy Bull

Cheryl Crazy Bull
President



LUMMI INDIAN BUSINESS COUNCIL

2616 KWINA ROAD · BELLINGHAM, WASHINGTON 98226 · (360) 384-1489

DEPARTMENT _____ EXT. _____

Karl Stauber
President
Northwest Area Foundation
60 Plato Boulevard East, Suite 400
St. Paul, MN 55107

Bellingham, WA
December 28, 2005

Dear Mr. Stauber:

Ref. Lummi Nation Ventures Program Proposal

According to its 2002 Charter, as amended, the Lummi Development Authority (LDA) was established "... to create and sustain the necessary policies, initiatives, and measures required to promote the development of a strong, diversified, and sustainable economy for the Lummi Nation." LDA assists in stimulating and promoting economic development options and opportunities, rather than creating or managing the entities designed to provide them.

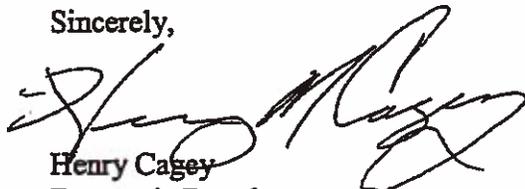
The Economic Development Department of the LDA has been a strong supporter of the Poverty Reduction Strategy development, since its inception of activities in mid-2004. Since then our Department and staff have diligently participated in the various consultative meetings, visioning conferences, working groups and seminars organized by the Lummi Ventures Leadership Teams. In the process we have produced 18 separate documents and research papers dealing with topics directly related to the role of economic development and growth in the alleviation and reduction of poverty in isolated communities.

LDA has been very supportive of the community consultative, visioning and strategy development approaches by the Lummi Ventures Leadership Teams. These were sometimes lengthy and did not always result in clear directions for next steps, but they were very much products of the Lummi Tribe and its membership. The Lummi community can claim direct ownership of its various proposed strategies to reduce poverty on the reservation and among our Nation's membership. Targeted beneficiaries were always the starting point, and expected outcomes the logical results of proposed interventions.

Even though our Department participated in the process of drafting the various strategies, the ultimate decisions on priorities and wording were made by the Leadership Teams. Its members incorporated certain strategy elements which did not originate from LDA and did not pass our review. Therefore, even though we are supportive of the general thrust of the Economic Development approach to poverty alleviation expressed in the strategies as proposed, we have reservations about the linkages between poverty alleviation on the one hand, and the "Goal" as stated in the third strategy and the mechanism of an "Economic Summit" on the other.

LDA strongly supports – and looks forward to fruitful partnerships with the Ventures Team – the proposed business incubator, micro-enterprise and business training activities in the overall Economic Development chapter of the Lummi Poverty Reduction Strategy.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry Cagey", written in a cursive style.

Henry Cagey
Economic Development Director
Lummi Development Authority

**Appendix D:
Lummi Nation Service
Organization Charter**



LUMMI INDIAN BUSINESS COUNCIL

2616 KWINA RD. • BELLINGHAM, WASHINGTON 98226-9298 • (360) 384-1489

DEPARTMENT _____ EXT: _____

RESOLUTION #2000-098 OF THE LUMMI INDIAN BUSINESS COUNCIL

TITLE: Approval of LNSO By-Laws and Appointment of Board of Directors

WHEREAS, the Lummi Indian Business Council is the duly constituted governing body of the Lummi Indian Reservation by the authority of the Constitution and By-laws of the Lummi Tribe of the Lummi Reservation, Washington; and

WHEREAS, the Lummi Nation Service Organization ('LNSO'), was formed to provide supplementary community services for members of the Lummi Nation. This service organization is organized and operated exclusively for educational, social development, cultural and civic purposes within the meaning of Section 501 (c) (3) of the U.S. Internal Revenue Code; and

WHEREAS, through the adoption of RESOLUTION # 97-170 the Lummi Indian Business Council approved the Charter of LNSO and appointed an Interim Board of Directors which was charged with the responsibility of developing the By-Laws of LNSO; and

WHEREAS, at the meeting of the Interim Board of Directors of LNSO held on April 6, 1999, by unanimous vote, the Board approved the By-Laws of LNSO, authorized the application for 501 (c) (3) status, elected additional Board members, and brought those actions to the Lummi Indian Business Council for approval; and

WHEREAS, at a Regular Meeting of the Lummi Indian Business Council held on May 4, 1999, by unanimous vote, the Council approved the By-Laws of LNSO by adopting RESOLUTION # 99-058 with an amendment that the LNSO Board of Directors is to be comprised of all the Members of the Budget Committee; and

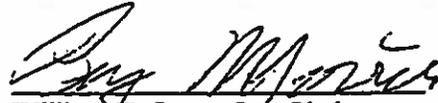
WHEREAS, at a meeting of the Budget Committee held on April 7, 2000, and after careful consideration, by unanimous vote the Budget Committee consented to being appointed to serve as the Board of Directors of LNSO; and

WHEREAS, the attached By-Laws of LNSO have been reviewed and revised by the Reservation Attorney to appoint the Budget Committee to serve as the Board of Directors; and

NOW, THEREFORE, BE IT RESOLVED, that the Lummi Indian Business Council does hereby approve the attached By-Laws of the LNSO and appoints the Budget Committee to serve as the Board of Directors of the Lummi Nation Service Organization; and

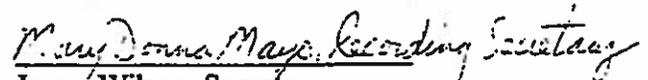
BE IT FURTHER RESOLVED, that the Chairman (or Vice Chairman in his absence) is hereby authorized and directed to execute this resolution and any documents connected therewith, and the Secretary (or the Recording Secretary in his absence) is authorized and directed to execute the following certification.

LUMMI NATION


William E. Jones Sr., Chairman
Lummi Indian Business Council

CERTIFICATION

As Secretary of the Lummi Indian Business Council, I hereby certify that the above Resolution #2000-098 was adopted at a special meeting of the Council held on the 27th day of July, 2000, at which time a quorum of 6 was present by a vote of 5 for, 0 against, and 0 abstention(s).


James Wilson, Secretary
Lummi Indian Business Council



BY-LAWS OF LUMMI NATION SERVICE ORGANIZATION

A SERVICE ORGANIZATION

ARTICLE 1

NAME OF THE ORGANIZATION

1.1 NAME OF THE ORGANIZATION

The name of the Organization shall be "LUMMI NATION SERVICE ORGANIZATION", hereinafter referred to as the Organization.

ARTICLE 2

PURPOSE OF THE ORGANIZATION

2.1 THE PURPOSE OF THE ORGANIZATION

The purpose for which this Organization is formed are exclusively the following:

The LUMMI NATION SERVICE ORGANIZATION has been organized to provide supplementary community services for members of the Lummi Indian Nation. The LUMMI NATION SERVICE ORGANIZATION will act as the social safety net for Lummi Indian Nation members, subject to eligibility criteria as specified by the appropriate granting organization, whose needs are either emergency and short term or so unique to the family or individual circumstances that they do not justify the development of a formal, continuing service program. Additional services will be provided as the Board of Directors may from time to time deem appropriate to service the needs of the community of the Lummi Indian Nation.

ARTICLE 3

BOARD OF DIRECTORS

3.1 BOARD MEMBERSHIP

a. Number of Board Members

Except for the initial Board of Directors of three (3), there shall be at least five (5) and not more than fifteen (15) members of the Board of Directors.

b. Composition of the Board

The Board of Directors shall be the Members of the LIBC Budget Committee, as it is constituted from time to time.

3.2 MEETINGS OF THE BOARD OF DIRECTORS

a. Annual Meetings

An annual meeting of the Board of Directors shall be held at least once every calendar year at a place designated by the Board of Directors. Election of Officers of the Board of Directors will be conducted at the Annual Meeting of the Board.

b. Regular Meetings

The Board of Directors will meet at least once a quarter, at such times and at such places determined by the Board of Directors. Such times and places will provide access to members of the Lummi Nation and the Board of Directors.

c. Special Meetings

Special meetings of the Board of Directors may be called by the Chairperson or a majority (more than one half-1/2) of the Board of Directors. The Chairperson may call special meetings only with the documented concurrence of at least one third (1/3) of the members of the Board of Directors.

d. Emergency Meetings

Any emergency action required, in the opinion of the Chairperson, may be taken after an emergency meeting of the Board of Directors, which will include all members available to meet at the time the emergency is occurring. Any action taken as a result of an emergency meeting shall be considered temporary pending ratification or repeal at the next meeting of the members of the Board of Directors.

e. Notice Requirements for All Meetings

Written notice of each annual, regular, and special meetings shall be provided to all members of the Board. Such notices shall be mailed to each member of the Board at their last known address not less than ten (10) days and not more than sixty (60) days prior to the meeting.

f. Special Purpose Meeting Notice Requirements

In addition to the notice requirements stated above, a meeting which is called for a specific purpose, especially meetings to determine continued membership on the Board of Directors, shall include a statement of the purpose for which the meeting is called and the reasons for the action being contemplated at the meeting.

3.3 QUORUM

At all meetings of the Board of Directors, a majority of the total membership of the Board shall constitute a quorum and be sufficient to support the transaction of the Organization's business.

3.4 VOTING

Each of the members of the Board of Directors or accepted alternates shall have one vote, at all meetings of the Board of Directors where a quorum has been established. All matters before the Board shall be decided by a vote of the majority of the members present, unless otherwise required by these By-Laws.

3.5 REMOVAL OF BOARD MEMBERS

a. Reasons for the Removal of Board Members

Board members can only be removed for good cause. Good cause can take the following forms:

1. Failure to attend Board meetings without reasonable excuse.
2. Failure to work towards or support the principles, goals and activities of the Organization.
3. Actions which bring the Organization into disrepute or promote a negative public image of the Organization.

b. Authority and Process of the Board to Remove a Board Member

The Board of Directors may, by an absolute majority vote (more than one half, 1/2, of the total membership of the Board) remove any member of the Board, at a meeting of the Board, the notice for which shall have specified that the purpose of the meeting was to take up the question of removing a Board member, identified the Board member/s and state the reasons why the proposal has been put forward.

The Board member or members who have been proposed for removal shall be notified at least ten (10) days prior to the mailing of the meeting notice and shall be provided the opportunity to develop and include in the notice a statement on their behalf.

3.6 RIGHTS OF BOARD MEMBERS

a. Voting

Each Board Member shall be entitled to vote on all matters before the Board including the acceptance of new members of the Organization and members of the Board.

b. Election of Officers

Each Board member is entitled to be a candidate for and vote for Board Officers.

c. Alternate Board Members

Any Board member may request that the Board accept an alternate member under the following circumstances:

1. In the event that the regular Board member is unable to attend the meeting; or
2. To enable an individual or representative of an organization or other individuals to present their point of view to the Board as a seated member rather than a member of the audience.

Alternates accepted by the Board of Directors to represent a Board member shall have the same voting and other rights as the regular Board member.

d. One Vote One Member

No Board member will be allowed to vote by proxy, under any circumstances. Only those Board members present or represented by alternates accepted by the Board will be allowed to vote.

ARTICLE 4

OFFICERS

4.1 POWERS

a. Regular Powers

The activities, affairs, and property of the Organization shall be managed, directed and controlled, and its powers exercised by and vested in, the Officers of the Board, as per direction of the members of the Board of Directors.

b. Emergency Powers

Any emergency action required, in the opinion of the Chairperson, may be taken after an emergency meeting of the Board of Directors, which will include all members available to meet at the time the emergency is occurring. Any action taken as a result of an emergency meeting shall be considered temporary pending ratification or repeal at the next meeting of the members of the Board of Directors.

4.2 TITLES AND QUALIFICATION

The Officers of the Organization shall be members of the Board of Directors and consist of at least a Chairperson, a Secretary and such other Officers as the Board may from time to time

designate.

4.3 ELECTION AND TERM OF OFFICE

a. Time and Place of Election of the Board Officers

The Officers of the Organization shall be elected by the Board of Directors during the Annual Meeting of the Organization. Officers shall serve a one (1) year term.

b. Terms of the Initial Board of Directors

The initial Board of Directors shall consist of three (3) members and shall serve until the first meeting of the Board and until their successors are elected and qualified. The initial Board of Directors shall be appointed by the Lummi Indian Business Council.

c. Automatic Extension of Office

All Officers shall continue to serve until their successor is properly chosen, unless the Officer formally resigns or is removed from office.

4.4 RESIGNATIONS

a. Authority and Process for Resignation

Any Officer may resign at any time by delivering a written resignation statement to the Chairperson of the Board of Directors.

b. Effective Dates Acceptance/Negotiation

Acceptance of any such resignation shall be automatic unless there is an objection to the effective date proposed by the Board members, or the Chairperson, in which case, the Chairperson will negotiate the effective date of the resignation.

4.5 REMOVAL

a. Process to Remove Board Officers

Any Officer may be removed only at a Board meeting, the notice for which included a statement of proposed action to remove an Officer of the Board, identify the Officer to be removed and state the reasons for considering such action. The Officer whose removal is proposed, will be notified at least ten (10) days prior to the mailing of the meeting notice and afforded the opportunity to submit a response along with the meeting notification.

b. Voting Requirements to Remove Board Officers

The vote to remove the Officer shall be successful if it obtains an absolute majority vote (at least 51% of the total membership of the Board) of non-confidence by the Board membership.

c. Limitations

Board of Directors members who are removed as Officers of the Board, shall remain as members of the Board of Directors. Unless, the process to remove the member as Officer also specifically included removal as a member of the Board of Directors as well.

4.6 VACANCIES

Any vacancy in any Board Office may be filled by a simple majority vote of the Board of Directors at the next regular or special meeting of the Board of Directors. In order to hold an election to fill the vacancy, the notice for this meeting must include the statement that the election to fill the vacancy of a specific Officer will be held at the meeting.

4.7 CHAIRPERSON

The Chairperson, or members of the Board of Directors designated to fill the duties of the Chairperson, shall preside over all meetings of the Board of Directors and shall perform such duties as the Board may from time to time authorize and/or require.

Unless the Board designates otherwise, the Chairperson shall be the Chief Executive Officer of the Organization, and subject to the direction of the Board of Directors, shall exercise the executive and management powers usually exercised by a Chief Executive Officer. These powers will include the power to sign on behalf of the Organization, sign all written contracts committing the Organization to future obligations and any other day to day management activities of the Organization.

4.8 SECRETARY

The Secretary shall be responsible for recording the minutes of all meetings, all official correspondence of the Organization and for the maintenance of records of all activities.

4.9 RECORDING SECRETARY

In the absence of the Secretary, a recording Secretary will be appointed by the Secretary with the approval of the other Board members to take and maintain the minutes of the meeting.

4.10 CHAIRPERSON

All Board of Directors members shall be eligible for compensation to cover their expenses in attending Organization meetings and performing work authorized by the Board of Directors.

4.11 RECORDS

All of the records of the Organization shall be maintained consistent with generally accounting principles and any other applicable standard that may apply.

4.12 EXECUTIVE DIRECTOR AND OTHER STAFF AS NEEDED

The Board of Directors may select an Executive Director and other appropriate staff as deemed necessary to carry out the purpose of the Organization.

ARTICLE 5

DEPOSITS, CHECKS, LOANS

5.1 ORGANIZATION BANK ACCOUNT DEPOSIT OF FUNDS

The Organization shall establish and maintain a bank account in a commercial bank which, provides appropriate deposit insurance. All funds received by the LUMMI NATION SERVICE ORGANIZATION, shall be promptly deposited into the Organization's bank account. No amounts of cash will be maintained by the Organization for any purpose, except for the purpose as stated in the Articles of Incorporation and the By-Laws.

5.2 CHECKS, CHECK SIGNING AUTHORITY, ETC.

All withdrawals from the Organization's bank account shall be in the form of checks, which require two signatures. Two of the Organization's Board of Directors shall be designated by the Board as check signers. The Board may designate others as check signers as needed.

5.3 LOANS

All loans and other financial obligations of the Organization shall be approved by the Board of Directors prior to final processing and shall be recorded in the appropriate journals and the general ledger of the Organization.

5.4 CONTRACTS, GRANTS AND OTHER REVENUE

All contracts, grants and other revenue received by the Organization, shall be recorded in the appropriate journals and the general ledger of the Organization. All funds received by the Organization shall be processed in the same manner.

5.5 EXPENDITURE OPERATING BUDGETS

No expenditures of the Organization's funds shall be authorized except in cases where an operating budget has been approved by the Board of Directors. All Expenditures must be tracked back to an approved operating budget.

ARTICLE 6

CONFLICTS OF INTEREST

6.1 CONFLICTS OF INTEREST

Every effort will be made to operate the Organization free from actual and apparent conflicts of interest. The Board of Directors and the staff of the Organization, will work together to establish working relationships in which self-identification of areas of actual and apparent conflicts of interest can occur. If members of the Board and the staff learn of some situation in which other members of the Board or staff have either an apparent or an actual conflict of interest, they shall inform the Chair of the Board, in writing, who shall take appropriate action with the approval of the Board.

ARTICLE 7

INDEMNIFICATION OF DIRECTORS AND OFFICERS

7.1 INDEMNIFICATION

The Organization will indemnify its Board of Directors and Officers from financial losses arising from the regular and approved duties on behalf of the Organization.

7.2 INSURANCE AND OTHER INDEMNIFICATION

Financial indemnification for the Board of Directors and Officers, shall be provided through an errors and omissions insurance policy, provided by a private insurance underwriter, as part of the basic operational expenditure of the Organization.

ARTICLE 8

8.1 AMENDMENT OF BY-LAWS

Any provision of these By-Laws, may be amended only at a meeting of the Board of Directors, in which the agenda includes a description of the item or items to be changed. At such meetings, the by-laws may be amended by a simple majority vote. The amended by-laws will not take effect for at least 30 days after the meeting at which the by-laws were amended.

ARTICLE 9

9.1 FISCAL YEAR

The fiscal year of the Organization shall be the calendar year beginning on January 1, and ending on December 31.

9.2 OPERATIONAL POLICIES AND PROCEDURES

The Board of Directors may develop and issue operational policies and procedures as they deem appropriate for the Organization.

9.3 NON-DISCRIMINATION

The operation of the Organization shall be consistent with Federal and Tribal civil rights legislation, including Section 7 (b) of PL 93-638 as amended, which provides for Indian Preference in employment opportunities.

Dated: _____

CHAIRPERSON

CERTIFICATION BY SECRETARY:

SECRETARY

**Appendix E:
Poverty Profile of
Lummi Community
Members**



Lummi Nation
Statistics Department
2616 Kwina Rd. Bellingham, WA 98226
(360) 384-1489

Poverty Profile of Lummi Community Members Living in Whatcom County

12/13/2005

The following are estimates based on samples taken from the current Lummi Enrollment data and 2003 Tribal Data Resource project. The figures below are estimates for the Lummi population living within the Whatcom County boundaries—including the Lummi Reservation. The Population included enrolled Lummi members and any person living with an enrolled Lummi member.

Lummi Individuals in Whatcom

- It is estimated that there is approximately 4,407 community members (that is enrolled tribal members and, if any, non-enrolled family members) living in Whatcom County
- 41.7% of the Lummi Population living in Whatcom is living @ or below the Federal Poverty Guidelines (FPG)—this is approximately 1,835 people.
- Of those in poverty: 42.3% are 17 years or younger—approximately 777 people.

Lummi Families in Whatcom

- There are approximately 2055 Lummi Families in Whatcom County
- 43.2% of those Families are living @ or Below the FPG—approximately 888 Families
- Of those Families @ or Below the FPG 20% of them are headed by a single mother—or that is approximately 178 of the impoverished families consist of a single mother.
- The single mothers that live @ or below the FPG have an average family size of 3.4

Educational Attainment (for Impoverished individuals over 18 years)

Listed in descending order:

- | | |
|---------------------------------------|-------|
| 1. Did not Graduate from High School- | 42.6% |
| 2. High School Graduate- | 31.3% |
| 3. GED- | 14.8% |
| 4. College Graduate- | 6.2% |
| 5. Vocational School- | 5.0% |