



Strategic Plan

From 2012 to 2022

Approved by the Nooksack Tribal Council

On February 3, 2012

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CREDITS

This plan was created with careful consideration by the 2012 Nooksack Tribal Council, which consists of:

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- Vice-Chairman George Swanaset, Sr.
- Treasurer Nadene Rapada
- Secretary Rudy St. Germain
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- Councilmember Katherine Canete
- Councilmember Lona Johnson

For more information on the Nooksack Tribal Council, visit

www.nooksacktribe.org.



STRATEGIC PLAN INTRODUCTION

Tribal Members,

The Tribal Council is proud to present the first Strategic Plan for the Nooksack Indian Tribe.

Strategic plans serve to provide a road map for the government to follow as it works to provide services to its members, improving our overall quality of life. We are focusing on restructuring our government and services to put our people first. We want to make sure that each of our Tribal Members can achieve the best life possible, whether they're eight or eighty-nine (our eldest Nooksack) years old.

This restructuring includes a caring, aligned and effective Tribal Council; developing our current Tribal workforce; recruiting new talented professionals; creating the Tribe's first formal budget; evaluating and improving existing programs and services; and strengthening communications between our Tribal Members and our government.

But big changes of this nature require a good plan. That's why the Nooksack Tribal Council took the opportunity to develop the Tribe's first Strategic Plan. A lot of thoughtful work went into developing the Strategic Plan on the part of both the Tribal Council and staff. We've thought long and hard about where we want our Tribe to be, now and ten years from now.

This plan will guide us in positive directions that will improve and expand our Tribal programs and services leading toward a greater use and control of our Tribal sovereignty.

In this plan, you'll find a new vision for our Tribe and sets of strategic goals that were developed by the Nooksack Tribal Council. Each of the goals in the Strategic Plan will be implemented by the Council and the Tribe's Governmental Departments. This plan also includes any department goals that go beyond the Council's strategies.

This is not the type of plan that will be developed and then forgotten. We'll revisit this plan each year to incorporate the changes that reflect current government necessities and the needs of our people.

We think you'll find a great sense of hope in this plan as we work to serve our Tribal children, teenagers, adults and Elders with all of their walks of life.

Most of all, we're excited to help make a brighter future for every generation, now and to come.

Sincerely,

The 2012 Nooksack Tribal Council

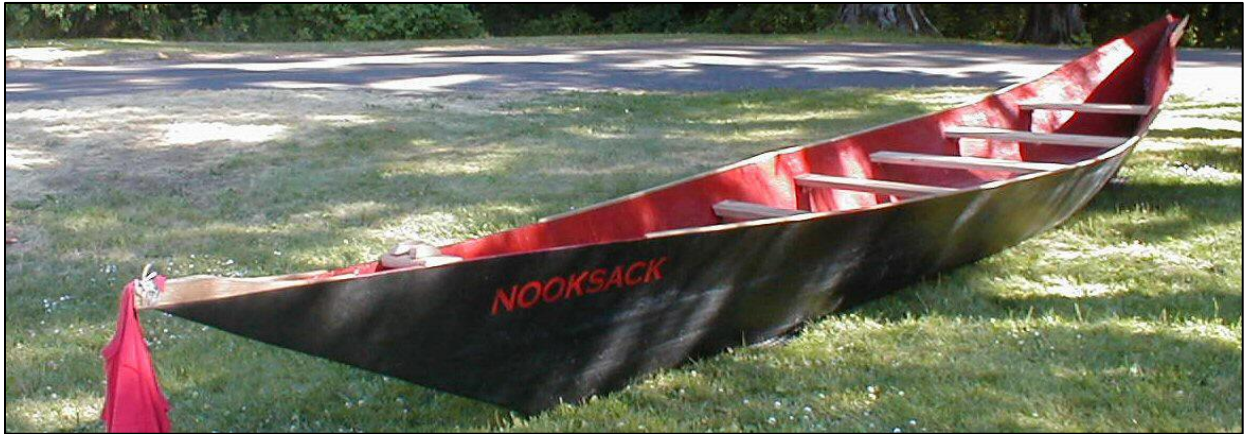
VISION

The Nooksack Tribal Council envisions a future for the Nooksack Indian Tribe (NIT) where:

The Nooksack language is preserved by everyday use in the home and workplace as it is essential to ensuring the health of Nooksack Tribal members. Our culture is preserved through honoring our Elders, having mutual respect for each other, being hospitable and welcoming in the Nooksack tradition. We see a day when all NIT members are mentally, physically and spiritually healthy and are economically self-sufficient; have access to and support for housing on or off reservation; gain access to the education they need; and that Nooksack culture, language and traditions are incorporated in all of the above. And, that our Nooksack sovereignty and leadership ensures fairness and equality for all Tribal members.



ADMINISTRATION



Introduction

The Nooksack Tribal Government's Administration applies the policies enacted by the Tribal government. It is the service arm of the government. Functioning under sound management principles is vital to ensure efficient, effective and fair administration of Tribal programs.

The Nooksack Tribal Administration is committed to serving the Nooksack people in a manner guided by the Tribal Council. To that end, the Administration focuses on maximizing the Tribe's resources and to present an operational environment that allow programs to best meet the needs of Tribal members.

Current Status

Now is the time for the Administration Department to rewrite the book on how the Tribe's governmental operations are managed. The Administration will work to improve fairness in policies and politics with great support for each of the Tribe's departments and procedures, and a constant focus on effective communication and transparency.

Tribal Council Administration Goals

2012 Milestones

- Receive a "clean" audit.
- Publish a plan for building a Tribal Center.
- Review, evaluate and put in place an employee benefit package similar to other Tribes.
- Establish a pay grade and scale system.
- Implement a new employee Personnel Policy Manual.
- Create a Nooksack Tribe Policies and Procedures Manual.
- Ensure that all department Strategic Plans are reviewed and updated by July 1 each year.
- Establish a collection of financial reserves to addresses critical issues like development, capital maintenance projects, fleet management, and architectural and engineering planning.

- Vote on Constitutional amendments to achieve a balanced budget, and open monthly meetings at the Community Building.

2016 Goals

- Apply for Nooksack compact status.
- Construct and complete a Nooksack Tribal Center.

10 Year Outcomes

- Help Tribal members trust the Tribal Government by establishing policies that ensure equality, safety, health and education.
- Achieve Nooksack self-governance Tribal status.
- Build Tribal departments that are financially strong, profitable, organized and that are responsive.
- Offer Tribal employees an excellent benefit package to keep / attract highly qualified staff.
- Make sure all programs are pursuing revenue sources that target the Tribal Council's mission and goals.
- Create awareness amongst all employees about the Tribe's budgeting system.
- Ensure that Federal, State, local, and other policies are consistent with Nooksack values.
 - Program management (the Department) evaluates external policy and informs Council if there are policies that are not consistent with Tribal values and goals.
 - (Example: Nooksack people are gatherers. USDA programs that want to make Indians farmers are not consistent with Nooksack values).
- Develop an overall financial strategy that ensures:
 - A balanced budget.
 - Surplus funds are safely invested, creating a sustainable tax base over time.
 - Improved sovereignty so our Tribe is less dependent on Federal dollars.

Administration Department Goals

2012 Milestones

- Sign a contract with the Bureau of Indian Affairs to secure Indian Reservation Roads funds.
- Submit a list of land sites for future cemetery use to the Tribal Council.
- Publish a land use master plan.
- Publish a draft transportation plan for Council approval.
- Publish a land acquisition plan that prioritizes lands available for trust status.
- Establish a Tribal real estate department.
- Update the Tribal GIS database.
- Publish an inventory of all tribal commercial and residential buildings.
- Identify centralized secure and safe storage for all Tribal archived documents.
- Publish a zoning ordinance and permit process guidelines.

2016 Milestones

- Publish a comprehensive roads inventory for the Tribe.
- Submit a draft long range transportation plan update to the Tribal Council.
- Publish the land use plan for Tribal Council approval.

- Publish land acquisition policies and a procedures statement approved by the Tribal Council.
- Install historical and cultural interpretive language along approved trails.
- Replace all Tribal road signs to read in English and Nooksack languages.

10 Year Outcomes

- Establish a GIS department to support of all Tribal operations.
- Establish a realty department to maintain all trust property.
- Establish a roads department.

CULTURE

Introduction

The Nooksack culture is rich in tradition with stories, the basis of family relationships, traditional food, place names and traditional methods for hunting, fishing, and gathering, spiritual well-being, and all the things that make up the core and life of Tribal people.

But some of the Nooksack culture requires recovery. The Nooksack Tribal Council understands that doing so is critical to the future well-being of Nooksack people. This Strategic Plan sets forth a way to cultural recovery and the Tribal Council is committed to pursuing that recovery with all its capacity.



Current Status

The Tribe needs to improve the gathering and inventory of so many of the facets of our culture, including historical records, stories, recordings, files and photographs. This plan outlines the significant effort that will be set forth to collect and centralize these enriching and critical pieces of our history and lineage.

Tribal Council Culture Goals

2012 Milestones

- Identify a Tribal member to document/write the story of our Tribe.
- Ensure that the Elders Committee has met and agreed on the Nooksack story.
- Ensure that the story is written and reviewed by the Elders.
- Publish the Nooksack story and make it available to all members.

2016 Goals

- Establish and place a plaque, visible in many locations, which has a branding statement that defines the Tribe.
- Frame Tribal pictures and mount them on Council walls or other significant places.
- Offer Tribal Members access to private/gated gathering sites.
- Establish a new cemetery.
- Develop a plan for keeping burial records, and the person who will keep track of them.
- Identify a centralized location to house Tribal materials/ information.
- Hire a person with the appropriate expertise (either an existing Nooksack staff member or someone new) to collect Nooksack materials from the University of Washington, Bellingham Herald, etc.
- Continue to interview and record stories with Tribal Elders.

10 Year Outcomes

- Ensure that all Nooksack people understand our story/timeline:
 - Start with creation/flood information.
 - Describe the impact of boarding schools.
 - Offer Treaty information.
 - Explain why we don't have a reservation and why Nooksack people are spread out geographically.
 - Explain the Tribe's modern times.
- Make certain that all Nooksack members know who we are, where we come from, and how we got here. Be sure to explain our history, story, and how we're unique/different than other Tribes in the region.
- Pass down knowledge and an understanding of the Nooksack way of life and stories (storytelling) from generation to generation.
 - Establish tools for getting the stories out (newsletters, museums, etc.).
- Make gathering places available to collect medicine, cedar, berries, and pass this knowledge down from generation to generation.
- Establish additional land base for cemeteries.
- Create a central location for maintaining Nooksack history (archives, museums, etc.)
- Impart increased self-esteem and sense of belonging amongst Tribal Members.
- Teach the Nooksack culture at homes and in schools.

Culture Department Goals

2012 Milestones

- Gain access to 10 private gated traditional gathering sites so Nooksack people can return to the places that are most important to them.
- Identify a new cemetery and secure it for use by Tribal families with a burial records plan established and a staff person assigned to maintain these records.
- Publish a Nooksack traditional foods cookbook for dissemination to all Tribal members.
- Publish written stories of Nooksack Tribal Elders.

2016 Milestones

- Hire an archaeologist within the Cultural Resources Department.
- Acquire a new Tribal cemetery and publish a plan to maintain tribal burial records.
- Maintain the repatriation program in recovering various Nooksack cultural artifacts and documents.

ECONOMIC DEVELOPMENT

Introduction

The Nooksack Tribe understands that the future of our Tribe ultimately depends on the funding we can secure to provide even better governmental services and stronger sovereignty. We maintain a variety of businesses, but we recognize the need to constantly improve our businesses, diversify our types of businesses, and meet the Tribe's overall redevelopment needs.



Current Status

The Tribe currently owns two casinos, a convenience store and an automotive shop. The Tribal Council is working to create financial stability for our casinos, and we have recognized that our convenience store has outgrown its space. This plan will work to enhance the financial stability of our businesses and our Tribe.

Tribal Council Economic Development Goals

2012 Milestones

- Evaluate options for long-term infrastructure on Tribal properties.
- Conduct an inspection of Tribal Casinos.
- Scope remodeling needs for the Casinos (inside and outside).
- Explore options for expanded retail operations/optimizing space (expansion, moving locations, additional sites, etc.).
- Review existing Hollingsworth development plans.
- Analyze the Hollingsworth property and develop a plan.
- Complete the plan for a walk-in clinic, and identify funding for it.
- Establish a pharmacy.
- Scope creating a fuel station on the Northwood property.

2016 Milestones

- Establish a health care clinic that serves Nooksack Tribal Members and the surrounding communities.

10 Year Outcomes

- Increase the tax base to provide more funding to offer increased services to Tribal members.
- Maintain a healthy amount of money in the bank.
- Successfully manage casino bank debt (either eliminate it or renegotiate it).
 - Offer certainty for the timeframe to pay off casino debt the timeframe for when the Tribe will be managing the casinos.
- Expand retail operations, including adding another fuel station.
- Develop Hollingsworth Property for maximum annual income/increased tax base (conference center, hotel, flexible use, destination for eastern county area to increase tax base).
- Maintain the health clinic for Nooksack members and surrounding county residents.
- Maintain the pharmacy.

EDUCATION

Introduction

Graduation from any school is one of the most meaningful experiences a person can have, and it creates a stronger future for the individual, offering a broader range of life choices. That's especially why we want every single one of our Tribal members to graduate from high school, and beyond. Education is what will help our Members grow, and it will create the strongest future for our government and people.



Current Status

The Tribe needs to develop plans to track the number of Members who are going to school, who have graduated from schools, and where our Members are graduating from. We also need to do a better job of how we track younger students to ensure that they graduate from high school. Most of all, education needs to become more enticing and within our Member's reach, which is why we will work to secure more education funding for our people who live here, and everywhere.

Tribal Council Education Goals

2012 Milestones

- Hire certified/qualified tutors for 11 and 12th graders that can also serve as college/career counselors.
- Evaluate how existing education funding is being spent and if it's appropriate.
- Hire a Native counselor for all Native students.
- Create a Graduation/Honor Roll banquet.
- Research the potential to fund an endowment and sports scholarship.

2016 Goals

- Hire certified/qualified tutors for K-12 students.

10 Year Outcomes

- Ensure a 100 percent graduation rate from High School.
- Provide 100 percent funding for kids to go to college or higher education institutions, regardless of their field or specialty, including tuition, books, housing, computer, cost of living, and daycare.

Education Department Goals

2012 Milestones

- Publish guidelines approved by the Tribal Council to promote cross-agency information sharing between the Tribe and Federal and State school district and community-based, education-oriented operations.
- Issue a database format plan addressing the collection of information on Tribal children, permitting statistical analysis that promotes greater academic success.
- Improve Tribal student WASL (Washington Assessment of Student Learning) scores by 5 percent overall, and 7 percent in reading and math.
- Meet three times within 30 days after WASL scores are published, with Mt. Baker and Nooksack curriculum staff from the Superintendent's office, to assess test results and strategies for improving Tribal student test scores next year.
- Increase the percentage of students meeting standards in the High School Proficiency Exam (HSPE), starting with the school year 2009-10. For the previous years, WASL standards.
- Increase by 10 percent the percentage of Tribal members who graduate from high school and pursue a postsecondary education.

ELDERS

Introduction

Our Tribal Elders are the center of who we are, and what we do. They are the Tribe's best symbol of our history, culture, customs and traditions. That's why we need to ensure that our Tribal Elders receive the best care and that they get the most of out of life. Whenever we care for our Elders, we're also caring for our Tribe as a whole because the future of our Tribe is nothing without everything we have to learn from our Elders.

Current Status

Our Tribe has more than 300 Elders, and our eldest Nooksack is 89. Sadly, the life expectancy for Native Americans is age 65, which is exactly why we need to step up our efforts to support each of our Elders. Our Members become Elders at age 55, but we don't have enough resources available to take care of our Elder population. We maintain an Elder Housing Unit, but only 10 of our Elders actually live there. Our Elders Community Center is also small, secluded and limited. This plan will work to develop more funding for our Elders program, while also creating various kinds of Elders events to show our ultimate respect for these important Members of our Tribe.



Tribal Council Elders Goals

2012 Milestones

- Redesign the Elders Program to address all 300-plus Elders and provide future home-care for them.
- Create new Elders policies and procedures, while also identifying a budget.
- Hire an Elders Coordinator who knows Elder services and can work effectively with our Elders.
- Include more Elders in department work plans—e.g. Elders can teach the younger generation skills like basket weaving.
- Provide events, such as dinners, lunches and meetings, to bring Elders together, honor them and give the Tribe a chance to get to know them.

2016 Milestones

- Ensure that all Elders have healthcare, caregivers, personal care aids, equipment and visitors as needed.

10 Year Outcomes

- All Elders are provided housing/assisted living.

- Continue to ensure that all Elders have healthcare, caregivers, personal care aids, equipment and visitors as needed.
- Offer all Elders financial support to meet their day-to-day needs.
- Integrate all Elders socially (in particular with youth and other Elders) and have opportunities for Elders to be:
 - Central and included in the everyday community, rather than secluded.
 - Taken care of, while they also take care of us.
 - Needed.
- Provide adequate transportation for all Elders.
- Make sure the Elders Program is just for our Elders.

HEALTH

Introduction

Throughout all of Indian Country, there are great disparities in the health and well-being of all Native Americans. The story is the same at Nooksack. However, we are committed to not letting these conditions stand in the way of creating long and prosperous lives for everyone in our Tribe. That's why we're especially proud of how our health services will be growing in the immediate future, and over the next 10 years. We're listening to each of our Tribal patients to better meet their health needs. We'll also be increasing health coverage offerings and services so we can be a Tribe that will turn those stories of health disparities around and thus help our members shift from surviving, to thriving.



Current Status

The Tribe maintains a health clinic, behavioral health services, a dental office and drug and alcohol treatment services. This plan will evaluate how we will expand these services and develop new services to meet the health needs of our Tribal members of every age, and future generations.

Tribal Council Health Goals

2012 Milestones

- Approve a list of new services.
- Make more health services available to Tribal Members.
- Get an electronic records system in place.
- Ensure Tribal Members have access to and financial support for traditional medicine.
- Develop a system or structure in support of funding for traditional medicine and practices.
- Evaluate how many Nooksack members don't get contract health support.
- Create a cheat sheet and "tips" on health published monthly in the Nooksack Newsletter.
- Provide health plan cards containing all information that people need about coverage.
- Analyze and publish a report on the health status of the Nooksack Tribal population.

- Scope an approach where all Tribal members are on a health plan similar to employees.
- Improve education on steps Members can take to prevent going into collections.
- Scope establishing a pharmacy and how to meet medicine needs.
- Scope establishing a physical fitness facility and a health care facility.

10 Year Outcomes

- Incorporate “wrap around services,” which means that a full range of healthcare services are available to Tribal Members.
- Continue Tribal Members access to and financial support for traditional medicine.
- Provide medical care for all Tribal Members, regardless of where they live.
 - Cover health costs for Members not living in the area that weren’t covered by contract health dollars.
- Help each Tribal Member to accept responsibility for their health.
- Increase the life expectancy for Tribal Members by 10 years.
- Ensure that all Members can go to any doctor they want to.
- Provide programs to help pay medical expenses.
- Develop a health clinic that serves everyone—within walking distance.
- Make sure that no Nooksack Members are put into collections for health care costs.
- Turn no Nooksack Member away from a drug treatment facility.
- Fund health care fully to provide services within our own clinic (labs, dentures, pharmacy, OB, etc.).
- Open a fitness center that is available 24 hours.

Health Department Program Goals

2012 Milestones

- Develop a quality improvement healthcare system to ensure the highest possible quality of care and professional standards and develop quarterly reviews of program services.
- Improve and enhance electronic systems to better meet the needs of our medical professionals and patients.
- Increase access to healthcare services by:
 - Hiring another full time physician to increase the number of appointments slots and medical patient visits by 150 per month.
 - Serving more chemical dependency patients by helping 25 new clients.
 - Adding and operating a geriatrics program for Elders.
 - Conducting routine on-site visits to the Tribal community centers.
 - Reducing Dental Clinic no-shows by 50 percent.
 - Promoting community health activities every other month, rather than quarterly.
 - Increasing the number of patients receiving routine medical checkups by 5 percent, or 55 patients.
- Centralize Contract Health Services and Medical Billing into one facility to increase efficiency, which will:

- Increase the speed in processing claims and cut contract costs by 25 percent annually (\$50,000).
- Create a drug and alcohol prevention program, called the “Nooksack Way of Life,” which focuses on educating students about canoes, traditional foods and wilderness experiences.

2012 Milestones

- Complete the first phase of the Joint Commission for Ambulatory Health Care Accreditation process.
- Complete the first phase of a feasibility study for a Community Based Health Center.

2015 Milestones

- Receive approval from the Joint Commission for Ambulatory Health Care Accreditation.
- Open the Community Based Health Center, providing enhanced healthcare services and providing employment opportunities for Tribal Members. Enhanced services will consist of:
 - Additional medical providers, including a dentist, radiologist, pharmacist, lab technician, physical therapist, optometrist and all associated services and staffing.

HOUSING

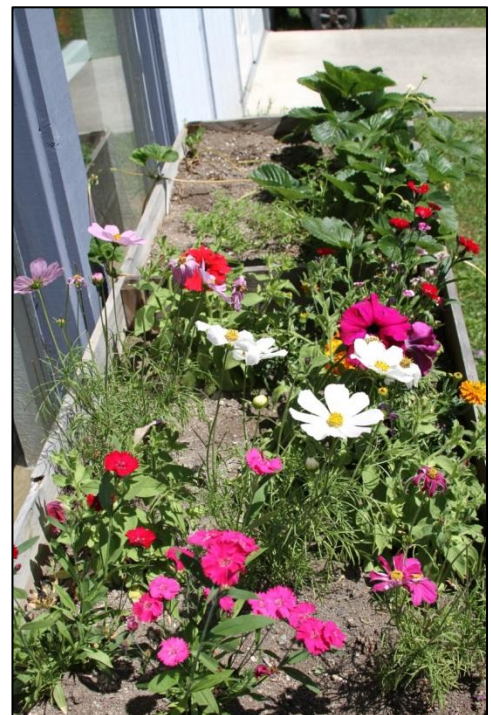
Introduction

The Nooksack Tribal Council knows that safe, adequate and affordable housing is a core element in determining a high quality of life. The Council also believes every Tribal Member has a right to housing that promotes healthy families and a respectful environment for Elders.

The Nooksack Tribal Council focused on the housing issue as a cornerstone of the Tribe’s Strategic Plan for the coming decade. What follows speaks to how the Tribal Council and government will work to accomplish the objectives of safe, adequate and affordable housing for its Tribal Members.

Current Status

The waiting list for housing is long, and housing developments are overcrowded. Also, many Tribal Members are not eligible for housing assistance. At the same time, the funding to buy land to meet housing needs is limited.



To improve these situations, an inventory of all trust land is needed, along with an assessment of the number of units that would improve the Tribe’s housing offerings. Implementing proactive housing policies needs to take place, which would include establishing a goal on the number of homes that are required to meet current and future housing needs.

Tribal Council Housing Goals

2012 Milestones

- Identify repatriation funding.
- Identify housing needs for all Members.
- Set a goal for the number of Members that will be in Tribal Housing by 2016.
- Address the policy that limits housing options based on income.
- Establish a realty office with staff in place to help Members navigate Bureau of Indian Affairs.

10 Year Outcomes

- Create opportunities for all Tribal Members to come back to Nooksack land.
- Make sure all Nooksack Members have access to housing opportunities including:
 - Housing for younger tribal members.
 - Assisted living/nursing homes for our Elders.
- Keep the waiting list for homes to a minimum.
- Provide assistance to support buying homes with information on down payments, funding, technical support, and so on).
- Offer all Nooksack Members help with surveying, improving utilities, tracking land base, and reacquiring trust land.
- Address land ownership issues so people can build on their land.
- Help Tribal Members work with Bureau of India Affairs on housing issues.

Housing Department Goals

- Issue an evaluative report on present major housing policies and forward improvements on each to the Tribal Council for consideration and implementation.
- Publish a housing development feasibility study to include an inventory of all lands available for development/purchase and a Tribal housing needs assessment.
- Issue a feasibility report on two new potential housing developments.
- Ensure five families annually purchase a home utilizing the Federal 184 Home Loan and Down Payment Assistance Program.
- Construct new housing developments to create 25 Tribally-managed housing units.

2013 Milestones

- Publish an updated Tribal Housing Plan.
- Ensure 17 more families have purchased a home utilizing the Home Loan and Down Payment Assistance Program.

10 Year Outcomes

- Expand the Nooksack Tribal land base so more Tribally-funded homes can be built.

LANGUAGE

Introduction

Our Tribal language is the truest art form that completely represents our culture, yet the future of our language is in jeopardy. Who we are as a people is, to a large extent, expressed in language and it is imperative that we save our language for all generations to come.



Current Status

There simply aren't enough Tribal Members who know our Nooksack language, and the opportunities to learn are language have not been made clear to our Members. There is currently a Nooksack language class, but this class really needs more participation. Also, the overall status and future of these classes is unknown. Many of our Nooksack words don't translate well into English and they get lost. That's why this plan will examine how we can continue to use our language in everything we do, to keep it and our culture alive.

Tribal Council Language Goals

2012 Milestones

- Create and distribute a Nooksack Language take-home CD and make it available to all Members and employees.
- Establish a Nooksack Language class that meets one to two times per week.
- Teach the Nooksack language in preschool.
- Identify funding to support the language and necessary supplies to teach it (e.g. flashcards in schools).

2016 Goals

- Survey homes to gauge the effectiveness of the emersion program.

10 Year Outcomes

- Ensure that all Tribal Members (children and adults) will have the opportunity to learn the Nooksack language.
- Develop a range of choices/tools for how to learn it (e.g. take-home CDs).
- Help all Tribal children over 6 years old learn to say, "Hi, Goodbye, Thank you, etc."
- Make sure the language is taught in daycare and preschool.
- Encourage Members to speak the Nooksack language at home.
- Use more Native speakers at cultural events.

- Ensure that Nooksack government employees will speak Native language at work, daily, including:
 - At beginning of Tribal meetings.
 - For the pledge of allegiance.
 - To greet visitors or answer phones.

PUBLIC SAFETY

Introduction

One of the basic services a government provides to its people is a safe place to live and work. The Tribal Council understands and is committed to this. It seeks to provide a living environment in its Tribal neighborhoods where personal and property wellbeing is safe.

Part of this process is to ensure that public safety is a policy priority and to fund staffing and material needs to field a police force, and other public safety operations capable of responding to threats to public peace and exposure to natural disasters.



Current Status

The Tribe currently has an estimated seven police officers and two emergency management staff. The changes in the crime rate over time are unknown because there is no baseline to judge current crime reports. This plan will outline how our Tribe can improve public safety, including establishing and creating a reduction in crime rates, while creating a drug court, a civil court and a jail.

Tribal Council Public Safety Goals

2012 Milestones

- Scope stationing police/precinct presence in each housing unit area.
- Implement surveillance cameras and bullet-proof street lights at the 5 Cedars neighborhood.
- Install speed humps in the Suchanon neighborhood.
- Complete a feasibility study to provide a regional correctional facility.
- Discuss the law and order plan.
- Implement and evaluate the Drug Court program if funding is received to create it.
- Scope establishing an Elders Court.
- Identify funding for a Crisis Response Team.
- Establish and evaluate the Crisis Response Team.

- Create an emergency contact list.
- Communicate with Nooksack Members about who to call.
- Support and enhance the Nooksack victims of crime and crisis services, i.e. domestic violence, Elder abuse, suicide prevention, child abuse and neglect, etc.

2016 Milestones

- Set an ordinance to establish a Criminal Court.
- Evaluate if Drug Court is effective in reducing arrests within the Tribe.

10 Year Outcomes

- Reduce crime, reduce substance abuse and increase feeling of safety.
 - Law enforcement is patrolling trust properties and housing sites 24/7.
- Station a police officer at every housing site.
- Offer rehabilitation to all drug offenders:
 - Drug court—offenders are held responsible and agree to go to treatment instead of jail.
- Establish an Elders Court, including work diversion to address substance abuse.
- Confirm that victims received the help they needed.
- Continue to support the Crisis Response Team.
- Ensure that culturally aware individuals are part of the response to victims.

Nooksack Indian Tribe Police Department Goals

2016 Milestones

- Create a Tribal member recruitment program for Police and Natural Resource enforcement officers that increase the number of Tribal Members in our Nooksack Indian Tribe (NIT) Police Department to 20 percent.
- Adopt criminal, civil and traffic codes that are enforced by NIT Police and adjudicated by Tribal Courts.

10 Year Outcomes

- Publish an annual police report on Crime showing a reduction in crime, substance abuse and increased feeling of safety within Tribal Membership.
- Increase the number of Nooksack Tribal Members within the NIT Police Department to 50 percent.
- Establish a Junior Academy to prepare young Nooksack Tribal Members for careers in law enforcement.
- Ensure that the NIT Police Department has jurisdiction with all incidents involving enrolled Tribal Members in the housing areas and that the department is able to enforce state laws on non-Tribal individuals.
- Establish precinct offices in Nooksack neighborhoods.
- Keep the department fully staffed to provide 24/7 support.
- Have at least two NIT Police Officers that are commissioned by the Bureau of Indian Affairs.
- Work with the Tribal Council to establish a Tribal Law and Justice Committee.

- Ensure that all NIT Police Officers are certified with Washington State Law Enforcement commissions.
- Work with the Tribal Council to create a working agreement with the Whatcom County Sherriff’s Office regarding law enforcement practices on all trust property.
- Have all NIT Police Officers complete Cultural Awareness classes and attend NIT Language classes when they are available.
- Obtain a “Drug Dog.”
- Work with the Tribal Roads staff to obtain and install traffic safety signage in Nooksack neighborhoods.
- Work with the Tribal Council to organize an annual Community Crime Meeting to receive public safety input from local Tribal members.
- Generate revenue from traffic infraction enforcement to fund 20 percent or more of NIT Police Department operations.
- Establish agreements to enforce NIT and Washington State Law, as directed by the Tribal Council.
- Ensure that all law enforcement personnel will be able to offer common courtesy statements in the Nooksack Language.
- Mark all NIT Police vehicles with “Call 911, Nooksack Police” and a statement in the Nooksack language saying, “Help The People!”

VETERANS



Introduction

Many Nooksack Tribal members have served with distinction in the United States Armed Forces. They have brought honor and added respect to the Nooksack Tribe and continue to serve in the Nooksack community.

The Nooksack Tribe recognizes the sacrifice and contributions of its Tribal veterans and wants to ensure they receive the respect and services warranted by their contributions to the country and our Tribe.

Current Status

The Tribe currently maintains a Veterans Committee that meets once a month. We also host a Veterans Dinner that takes place in November and on Memorial Day. This plan outlines the way we'll help our veterans even more, with finding out who every Nooksack veteran is and the hopes of establishing a mobile health clinic and a pharmacy, an improved Veterans Office to offer even more assistance and manage and enhance our Veterans Museum.

Tribal Council Veterans Goals

2012 Milestones

- Develop a roster of Tribal veterans.
- Survey veterans to help identify veteran needs.
- Assign a person to back-up/shadow the Veterans Program Manager.
- Publish a plan for establishing a veterans mobile health clinic and pharmacy.
- Publish a veterans service plan that is responsive to the needs of Tribal veterans.

10 Year Outcomes

- Acknowledge Nooksack members and their history of veteran service.
- Make sure all veteran needs are known and provided for, including:
 - Unique medical needs—help navigating Federal assistance programs.
 - Psychological needs.
- Establish a veterans pharmacy.

Veterans Program Goals

2012 Milestones

- Research and report the potentials of a contract with the U.S. Department of Veterans Affairs (VA) for primary care services and report this to the Tribal Council for consideration and action.

2016 Milestones

- Establish a housing plan for elderly and homeless veterans with a strategy to secure future housing development funding.

YOUTH RECREATION

Introduction

The Nooksack Tribe knows that we won't have future leaders unless we develop our youth. One of the best ways we can create tomorrow's leaders and better overall health and wellbeing, is through recreation programs that work to create safe places to recreate, socialize, celebrate and opportunities to have fun.



Current Status

The Tribe is piloting a youth sports program, with 30 kids currently participating. This plan was established with the goal of improving our youth recreation programs and services.

Tribal Council Youth Recreation Goals

2012 Milestones

- Link the youth program to the drug prevention program.
- Scope the cost of the Tribe sponsoring sports teams.
- Identify funding for waiving sports fees.
- Host sports banquets in the fall for high school and seasonal sports.

10 Year Outcomes

- Continue to create ties between the youth program and the drug prevention program.
- Ensure that Nooksack youth can afford to participate in sports.
 - Sponsor a youth sports team in Spring, Fall and Summer.
 - Wave sports fees.
- Increase the number of sports banquets to recognize the end of sports seasons.
- Establish a Boys and Girls Club to create a place for youth to recreate.

CONTACTS

Introduction

For additional information about the Nooksack Indian Tribe's programs and services, please contact the following Tribal departments and programs:

- Nooksack Tribal Council (360) 592-5164
- Accounting and Finance Department (360)592-5176
- Administration Department (360) 592-5176
- Automotive Department (360) 592-0162
- Cultural Resources (360) 592-5769
- Custodial Services (360) 592-0162
- Education Department (360) 966-2043
- Emergency Management Department (360) 592-HELP
- Enrollment Department (360) 592-4158
- Family Services Department (360) 306-5090
- Health Center (360) 966-2106
- Housing (360) 592-5163
- Human Resources (360) 592-5176
- Landscaping Program (360) 592-0162
- Law Enforcement (360) 592-9065
- Maintenance Program (360) 592-0162
- Natural Resources Department (360) 592-5176
- Office of the Tribal Attorney (360) 303-5569
- Planning Department (360) 592-0162
- Social Services Department (360) 592-0135
- Tribal Court (360) 592-5125
- Veterans Program (360) 592-5839
- Water Program (360) 592-0162