

2020



**NOOKSACK INDIAN TRIBE
2020 STRATEGIC PLAN**



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A Special Thank you to the Tribal Members (and others) that participated in adding to the initiatives: Sharon Point, Daleno Cooper, Ryawn Cline, Herman Almojera, Donia Edwards, Nathaniel Smith, Richard Edwards, Elizabeth Ames, Charity Allen, Darryl Gray, Kate Clark, Charles Hurt, Rickie Armstrong and Jade Vantreesee.



NOOKSACK TRIBE STRATEGIC PLAN

Letter from the Council

March, 2020

The Nooksack Tribe leads and serves its members with stewardship over its lands, resources, program services, and economic development, as empowered by its tribal sovereignty as a federally recognized Indian tribal government in our ancestral homelands in northwest Washington State. Our name comes from a place in our language and translates to “always bracken fern roots”, that illustrates our close ties to our land and resources that continues to give strength to our people.

This Master Strategic plan was developed to provide the Nooksack Tribe’s Mission, Vision and Values, as informed by its Council members, Tribal membership, legal and management teams. It provides the foundation to guide our people and staff to help us deliver on our Mission to be Nooksack Strong (eyem).

In conjunction with our stated strategic plans, we seek to provide meaningful services, improve community communication, and build a strong economy for our future members. With this plan as a guide, we look forward to leading, strengthening and serving our people over the next five years to strengthen and benefit our Tribe and its members for the long-term.

NOOKSACK TRIBAL COUNCIL

Ross Cline, Sr., Chairman
Abbie Smith, Treasurer
Katherine Romero, Member
Bob Solomon, Member

Rick George, Vice Chairman
Frank Leyva, Secretary
Lona Johnson, Member
Roy Bailey, Member

Nooksack Tribe Current 2020 Demographics

Membership:

| | Male | Female |
|----------------------|------|--------|
| Youth (17 and under) | 240 | 222 |
| Adults (18 to 54) | 496 | 530 |
| Elders (55+) | 179 | 208 |

Residencies:

| | Male | Female |
|--|------|--------|
| Whatcom County | 412 | 416 |
| Balance WA State (outside of Whatcom County) | 207 | 223 |
| Out of State | 83 | 90 |
| Out of Country | 202 | 225 |

Land Base:

Total = 328.61 acres

Reservation is 2.2 Acres

Tribal Trust is 291.27 Acres

Tribal Fee is 11.12 + Timber Ridge 20 acres + Karen Church 0.10 acres + Social Services 1.03 acres + 2.89 Halverstick - Total Tribal fee is 35.14 (this total reflects new acquisitions for Fee total)

Current Number of Employees:

Government - 251

| | | |
|-------------------------------|-----|------|
| Nooksack Tribal Members | 145 | 58% |
| Other Enrolled Tribal Members | 19 | 8% |
| Non Native Employees | 87 | 35% |
| Total Employees | 251 | 100% |

Enterprise / Northwood: 156 employees (12 are Nooksack and 6 of those 12 are in Supervisory positions). (There are 15 non-Nooksack Tribal Members and 4 of those are in Supervisory positions.)

Enterprise / Market Center: 21 employees (5 are natives, 3 of which are Nooksack).

Annual Government Spending: 2018, 2017 and 2016

| Government Expenses (in millions) | 2018 | 2017 | 2016 |
|-----------------------------------|------|------|------|
| <i>Total expenses</i> | 25.2 | 23.2 | 25.9 |
| Health | 7.0 | 6.9 | 5.5 |
| General Gov't | 5.1 | 4.9 | 8.5 |
| Social Services | 4.5 | 4.5 | 4.0 |
| Law & Order | 1.9 | 2.1 | 1.3 |
| Natural Resources | 3.2 | 1.8 | 2.7 |
| Employment & Ed | 1.5 | 1.3 | 1.1 |
| Housing | 1.2 | 1.1 | 1.1 |
| All Others | 0.8 | 0.6 | 1.7 |

Business Enterprises, 2019

- Nooksack Market Center – gas and convenience store
- Nooksack Business Corporation II – Northwood casino

Nooksack Tribal Council Members 2020

Chairman Ross Cline, Sr.
 Treasurer Agripina Smith
 Councilmember Bob Solomon
 Councilmember Katherine Romero

Vice-Chairman Rick D. George
 Secretary Frank Leyva
 Councilmember Lona Johnson
 Councilmember Roy Bailey



Letter from the General Manager

Dear Tribal Elders, Tribal Members and Staff,

The Nooksack Tribal Council developed this strategic plan that is designed to improve its ability to be more strategic in meeting the needs of the Nooksack community. This plan was developed to respond to the need for a solid framework to build upon as we continue to grow from both an operational and community perspective. This is a starting point to bring economic sustainability to support our much-needed health, social, educational, elder and youth programs. It is imperative that we develop short-term and long-term goals that clearly define our priorities while diversifying our investment and revenue streams. The strategic planning process has brought more clarity to the complex environment of the tribe. This document is a living and organic document that will grow with the tribe to enable us to build the processes and capacities needed to continually make improvements.

I hope this strategic plan will ensure a consistent effort so that the tribal leadership, community, and employees are all engaged in. The collaborative implementation of this plan will support the efforts of the Tribal Council and tribal staff at all levels to keep moving forward, maintain momentum and monitor progress.

The strategic plan that you are holding in your hands is just the starting point. This plan outlines the vision, mission, values, strategic goals and objectives that the tribe will focus on as a government and as a program and service delivery organization. As initiatives are completed, additional initiatives will be evaluated.

The strategic plan will be anchored to the tribal planning, budgeting and management processes across the entire organization. It is important to remember that there has been a lot of growth within the tribe over the last several years. It is important to realize the common threads within the tribe that provide us with connectivity to share resources and move forward together to serve the tribe in a good way. You will see this in the basket graphic within this strategic plan document. Our Nooksack common threads are: Sovereignty, Honoring Elders, Self-Sufficiency, Nooksack People, Cultural Identity, Uplifting Youth, Confidence and Sustainability.

I have confidence that this plan will ensure that our efforts will carry on into the future. Thank you to the Tribal Council and to the employees for your continuous efforts to improve the quality of services to promote wellness in our tribal community.

Sincerely,

Katherine R. Romero, MPA
General Manager
Nooksack Indian Tribe

A Summary of Strategic Plan Initiatives

Nooksack Indian Tribe
Governance / Government Services / Enterprises
Analysis – Initiatives Moving Forward Continued

Through the work of Tribal Council, the management team, and key input from Tribal Members, the Strategic Planning process distilled down to 6 Key Strategic Initiatives, each with individual goals, and tactical (action) steps. This is the road map that the management team will use to move the Tribe forward, and also the accountability structure that will help with communication and reporting back to the Tribal Council and the Membership. These Initiatives are not to be taken as the only important work and areas of focus within the Tribe, but as a starting point. Council and Administration is committed to revisiting the Plan and expanding as Goals are completed and new issues and priorities arise. For each Initiative, we have provided some narrative description, the list of tactical goals, and some other specific areas of focus from discussion. This is a living document that will change and evolve with the Tribe.

NOOKSACK INDIAN TRIBE'S 6 KEY STRATEGIC INITIATIVES:

1. Land Use and Acquisition Plan
2. Centralized Tribal Services Model
3. Long Term Capital and Facilities Plan
4. Constitutional Reform
5. Improve Tribal Codes, Policies and Processes Across the Tribal Government
6. Effectively Evaluate and Implement Economic Development Opportunities

Key Initiative #1 – Develop and Implement a Land Use and Acquisition Plan to Grow Tribal Resources and Restore Our Aboriginal Lands

Nooksack's history with Indian Reorganization and Federal Recognition includes losing much of the Tribe's lands. To be able to provide opportunities for Housing, additional Tribal Enterprises or Economic Development, even for core government function, it is important to acquire and expand the Nooksack Land Base.

Goal 1.1 – Identify Where to Consolidate and Acquire Land Holdings

Tribal services are spread out from Acme to Deming, to Everson, to Lynden. Determine the strategic areas to add to our land base.

Goal 1.2 – Identify Long Term Acquisition Targets

Analyze which specific target parcels does the Tribe want to acquire to further services, business and economic development to drive the economy of the Tribe

Goal 1.3A Gain Clarity of Legal Consequences and Zoning

Determine for parcels in the Tribal Land base, and for acquisition targets, how best can the lands be used, are there Right of Way issues, can the parcels be put into Trust.

Goal 1.3B Comprehensive Land Use and Acquisition Plan that reflects the Needs of the Tribal Government, Businesses, and Enterprises

The way we will measure the success of this Initiative and these Goals will be a formal Land Use and Acquisition Plan document, with a prioritized short term and long term list of acquisition targets, proposed land use that integrates the identified needs of the Tribal Membership and plans for the growth of the Tribe. A Land Use and Zoning Code will be drafted and adopted to address the inherent issues that come with a larger and diverse land base.

Key Initiative #2 – Develop a Centralized Tribal Services Model to Maximize Benefits to Tribal Members and Operational Efficiencies

The format for providing services to Tribal Members has been very focused by Department silo, and decentralized. This initiative is to analyze the opportunities to have a service delivery model more focused on the Tribal Member, eliminating duplicative paperwork and application processes to reduce barriers encountered in access services through the Tribe.

Goal 2.1A – Needs Assessment

Perform a comprehensive needs assessment to identify Tribal Member needs for programs and services to support self sufficiency.

Goal 2.1B – Inventory of Current Programs and Services

Assess the current state and cost of all programs and services currently offered to Tribal Members, and identify the performance metrics for each program and each service. One area of focus from our public forum is the Veterans Program.

Goal 2.1C – Gap Assessment

Analyze the Needs Assessment from Goal 2.1A compared to the Inventory of Goal 2.1B to better align Tribal Programs with Member needs, and identify gaps in services where the government should focus. This includes identification of wrap around services, or other ways we can tie programs together to better assist Tribal Members and their families.

Goal 2.2A – One Stop Shop Application Process

Collaboratively develop a common application process to obtain Tribal Member information and qualify Members for services. Ensure that we provide appropriate privacy screens on protected health information.

Goal 2.2B – Programmatic Collaboration and Cohesion

Assess opportunities to integrate departments and programs into common function areas. Identify opportunities to streamline the delivery of services and collaborate for the benefit of Members. Integrate specific needs for Youth Services into multi-departmental functional areas. Integrate information gained in analyzing program needs to the Land Use and Acquisition Plan.

Goal 2.2C – Fiscal Viability, Opportunities and Constraints

Consider Self Governance, and PL 102-477 Plans. Prioritize programs and services based on available

funding. Seek available resources to meet identified needs and strategies.

The way we will measure the success of this Initiative and these Goals is a comprehensive needs analysis of the Members, alignment of programs and services with those needs, target new programs to offer, a streamlined process to apply for these services, and Self Governance compacts for BIA and IHS 93.638 funding.

Key Initiative #3 – Develop and Implement a Long Term Capital and Facilities Plan for the Development and Maintenance of Property and Facilities

With our current decentralized service delivery model, the Tribe owns buildings spread out across Eastern Whatcom county. They all have individual systems for water, sewer, and utilities. They have various construction dates, and remaining useful lives.

Goal 3.1A - Current Facility and Potential Capital Needs (Government)

Complete an inventory of current property and facility needs, identify potential new capital projects.

Goal 3.1B – Estimate Capital Requirements for Current Facilities and New Projects (Government)

Quantify estimated costs for improving or maintaining existing facilities and capital required for new projects. This serves as a foundation for potential funding source and programmatic initiatives.

Goal 3.1C – Develop Potential Funding Sources for New Capital Projects and Existing Properties / Facilities (Government)

Using the estimates generated in Goal 3.1B, we'll start matching up projects with funding streams. This is a proactive step to identify funding opportunities to promote higher levels of service to the Members.

Goal 3.2A – Current Facility and Potential Capital Needs (Enterprises)

Complete an inventory of current property and facility requirements for each Tribal Enterprise, identify potential new capital needs and available revenue sources, while meeting the Enterprise's return on investment expectations.

Goal 3.2B - Estimate Capital Requirements for Current Facilities and New Projects (Enterprises)

Quantify estimated costs for improving or maintaining existing facilities and capital required for new projects. This serves as a foundation for analyzing the viability of proposed projects.

Goal 3.3A – Determine Optimal Level of Reserves Needed to Support Current and Projected Property needs

Tribal Council has created and funded Reserves which include Facilities & Maintenance, Fleet, and Land Acquisition. This goal will help determine what the target level is for each of these reserves. This was also brought out as important to the Membership during the Public Forum.

Goal 3.3B – Integrate Potential Taxation of Enterprise Activities into Funding Plan, as Permitted in Title 100

Develop a sustainable tax revenue source to fund and support property maintenance and development.

Goal 3.4 – Long Term Capital and Facilities Plan

Formalized planning and financing structure development for capital acquisitions, development projects, and property maintenance and improvement.

The way we will measure the success of this Initiative and these Goals is a comprehensive inventory of our Government and Enterprise Property, Plant and Equipment, with a forecast of what projects and maintenance are needed in the immediate, near and long term. This plan will assist the Tribe in exercising prudent stewardship of its assets, and to cultivate additional assets and resources to provide meaningful services to the Membership.

Key Initiative #4 – Evaluate and Implement Constitutional Reform, to Exercise Tribal Sovereignty and Optimize Effective Governance

The Council recognizes that our ancestors adopted a strong Constitution to provide a framework for those of us continuing their work. It is the work of this Council to refine the Constitution to better provide for, and protect Nooksack and its Sovereignty.

Goal 4.1A – Hold a Tribal Council Work Session

Hold a Tribal Council Work Session to develop and inclusive and transparent constitutional reform process.

Goal 4.1B Draft Resolution

Draft a resolution that provides a road map and first step to adopting effective constitutional reform.

Goal 4.1C Fiscal Constraints

Prepare an estimated budget for costs of constitutional reform effort, including the costs of communication, legal counsel, election and submission.

Goal 4.2A – Inform the Tribal Membership of Secretarial Election and Voting

Inform the Tribal Membership of the proposed constitutional reform, and impending Secretarial Election.

Goal 4.2B – Approval from Bureau of Indian Affairs Secretarial Election and Voting

Once approved, the Bureau of Indian Affairs conducts the Secretarial Election, voting is tabulated, and results are available.

Goal 4.2C – Communicate Results with Tribal Membership

The results of the Secretarial Election should be effectively communicating to the Membership to foster transparency.

Goal 4.2D – Follow-Up Tasks Based on Results of Election

Complete integration of all aspects of the constitutional reform, including conforming the Constitution and providing to the Membership.

The way we will measure the success of this Initiative and these goals is the completion of a Secretarial Election. The results will be an updated Constitution that honors the work of our ancestors, and helps us move into the future, protecting our Sovereignty.

Key Initiative #5 – Improve Tribal Codes, Policies, and Procedures and Processes Across the Organization

As a relatively young government, and to ensure Tribal Codes, Policies and Procedures reflect the current atmosphere and will of Tribal Council, do not contradict each other, and are uniform in codification, it is necessary to periodically review and inventory all laws and related policies.

Goal 5.1A – Identify Necessary Modification to Existing Tribal Codes

Examine all current, active Codes to update the framework for codification.

Goal 5.1B – Identify Additional Codes Needed

Perform a Gap Analysis to identify areas requiring new laws and codes, for example the Land Use Code, the Code to regulate the sale of Marijuana on Tribal Lands, and the Code to self-license for Tribal Child-care.

Goal 5.1C – Framework to Evaluate Modified or New Tribal Codes

Establish formalized administrative procedures to govern modifications to Tribal Codes, criteria to meet inclusion in Tribal Codes, and a process for requesting codification. Allow public comment and hearing on Code changes to foster effective governance and administration of the Tribal Codes. The goal is also to have a continuous feedback loop established to ensure Tribal Codes are modern and meet the needs of the Government and Membership.

Goal 5.1D – Modified Tribal Codes and New Tribal Codes Published

Once all of the Codes are inventoried, analyzed, drafted, have gone out for public comment, and been approved, the goal is to have the Codes available to the Membership.

Goal 5.2A – Identify Current Administrative Policies and Procedures Requiring Revision or New Policies and Procedures Needed

Perform and inventory of all Administrative Policies and Procedures and a gap analysis to identify areas requiring clarification and direction for staff to carry out Tribal business.

Goal 5.2B – Modified or New Administrative Policies and Procedures

Modify current policy and develop additional policies as determined in Goal 5.2A. Consider establishing a comprehensive Administrative Procedures Act or Code. If a comprehensive Administrative Procedures Act or Code is established, calendar regular review with Tribal Council.

The way we will measure the success of this Initiative and these goals is publication of new Tribal Codes, and Policies. The results will be more transparent Governance, and effective Administration of Tribal Government and its functions for better, consistent service to the Membership. One of the areas the Membership would like us to focus on and explore is a Tribal Employment Rights Ordinance or Office (TERO).

Key Initiative #6 – Effectively Evaluate and Implement Economic Development Opportunities

One of the keys to successful Tribal Governance is both creating new Business Ventures to expand Tribal revenues and add jobs and to foster an environment where Economic Development can occur both by the Tribe, Business Enterprises, and the Membership.

Goal 6.1A - Formalize an Approach and Decision-Making Process for Economic Development Activities

Create a systematic approach and outline for the decision-making process for Economic Development

Opportunities and Business Activities to support short term and long term strategies. Develop financial assessment criteria for proposed Economic Development activities to ensure financial viability. Establish guidelines for providing ongoing evaluation of the success or failure of Business Activities. Hire a Planner or Economic Development professional to facilitate execution of the above activities.

Goal 6.1B – Create a Process for Potential Feasibility Studies

Establish a process for identifying potential Economic or Business Development activities as meriting the investment of a feasibility study. Identify the criteria and information to be included in resulting feasibility studies, and establish the procurement and bid requirements for firms providing the studies. Contemplate these services in the Annual Tribal Budget.

Goal 6.2A – Prioritize Feasibility Studies and/or Economic Development Opportunities

Evaluate current proposals for C-Store, Daycare, Cannabis, Health Center, Conference Center, and Adult Homecare. Prioritize and select which opportunities merit further analysis. Using budgetary and feasibility study criteria established in Goal 6.1, solicit feasibility studies for the highest priority opportunities.

Goal 6.2B – Evaluate Feasibility Studies

Evaluate the Feasibility Studies completed as a result of Goal 6.2A and take appropriate action.

The way we will measure the success of this Initiative and these goals is that the Tribe will have a dynamic process to solicit, evaluate, and prioritize Business and Economic Development opportunities. This will provide comfort to the Council and the Membership that Tribal resources are invested prudently to create Tribal employment and additional services.

Additional Goals and Priorities

Throughout the Strategic Planning process, many ideas and areas came up. The 6 Key Strategic Initiatives identified represent broad goals that touch nearly all areas of governmental services. Many of the requests from the Membership in our brainstorming and SWOT sessions in the Public Forum are contemplated within the Key Initiatives already, though they are specifically called out. For example, revitalizing the Tribal Veterans program was brought up as a priority of the Membership. Key Initiative #2 includes evaluating all Tribal Programs and conducting a gap analysis of areas needing additional focus. Evaluating the Tribal Veterans program will be a part of this strategy and tactical plan. A few goals and priorities came up that did not fit within one of the 6 Key Strategic Initiatives, and Tribal Council and Administration want to highlight specifically:

Goal 7 – Publish the Nooksack Origin Story

Tribal Council recognizes the sacred nature of the Nooksack Culture and oral traditions. It was brought up that the Nooksack Origin Story has remained in the oral tradition, and should also be memorialized in writing to help tell the story of who Nooksack is. It is envisioned that the Origin Story will be compiled by the Tribal Culture Department through consultation with our Elders and published in the Snee-Nee-Chum and the Tribal website.

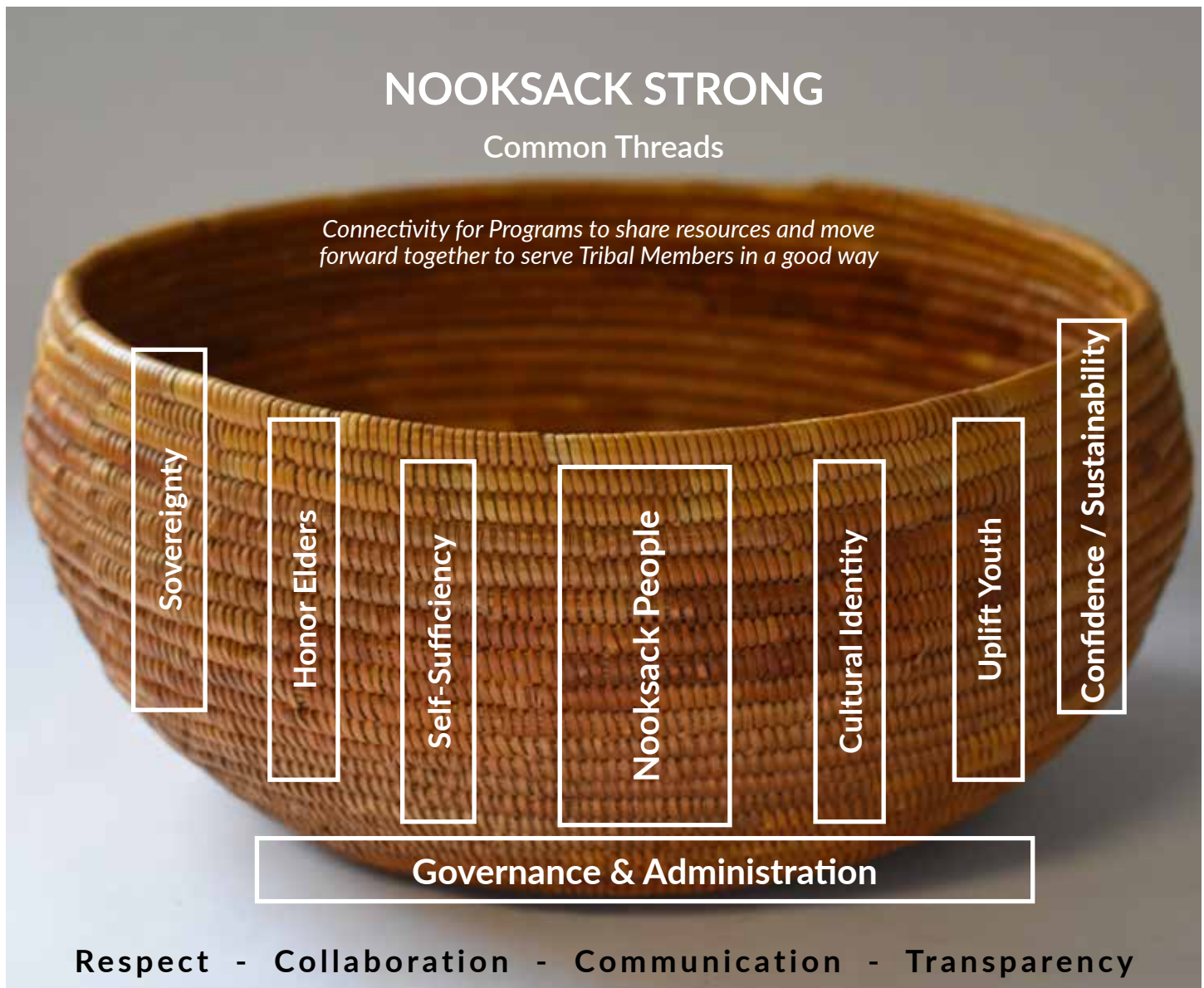
Goal 8 – Provide the Opportunity for Tribal Crafts to be Sold at Tribal Businesses

Nooksack has many talented artists and artisans. Interest was expressed to create a program for Members to sell Tribal Crafts at wholesale to the Nooksack Market Center, Nooksack Northwood Casino, and at other future Tribal Businesses to support sharing Nooksack culture, and fostering Economic Development.

Goal 9 - Investigate the Viability and Potential for a Tribally Sponsored 501(c)3 Not-For-Profit Organization

Members expressed interest in having a vehicle to access Not-For-Profit funding opportunities not necessarily available through the Tribal Government organizational model. This is an area that cross-cuts Key Initiatives #'s 2, 5 and 6.

Common Threads Pillars



The Common Threads basket graphic demonstrates how the Tribal Council and Administration provide services always with the Nooksack People in the center. On a foundation of strong Governance and Administration, treating everyone with respect, collaborating across Departments, and with the Nooksack People, and being transparent and providing communication via different media. With all services and activities within the government, we seek to protect the Tribe's Sovereignty, honor Tribal Elders while uplifting the Youth and future of the Tribe. We seek to provide opportunities for self-sufficiency both at the Government level as well as for our Members. Our Cultural Identity should be evident in all we do, as we move forward with Confidence in a bright future, with a Sustainable Government for generations to come.

Mission/ Vision/ Values/ Strengths

Our Mission:

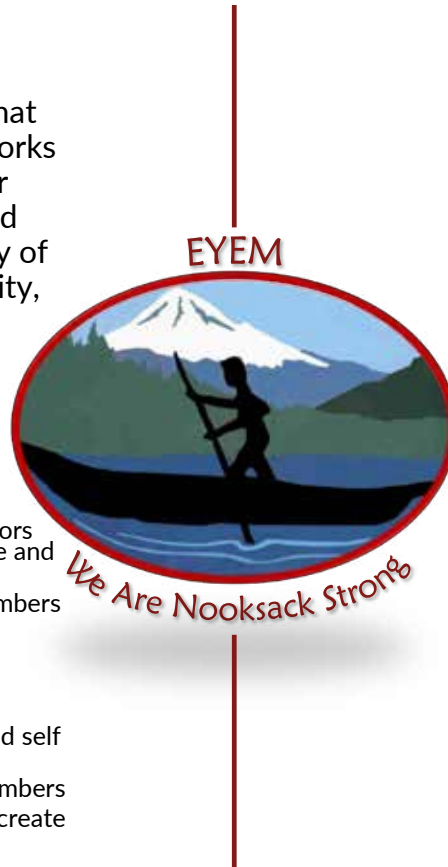
Responsible governance that protects our sovereignty, works to meet the needs of our people, and preserves and protects the Nooksack Way of Life by embracing spirituality, culture, education, and traditions

Our Vision:

The Nooksack Tribe is committed to protect and improve the quality of life of all members by honoring our elders through the preservation of our culture. The Nooksack leadership will ensure fairness and equality for all members, through remembering our past, embracing the present, and planning for our future.

Our Strengths:

- Respecting and honoring our ancestors through preserving language, culture and traditions
- Promoting quality of life for our members and descendants
- Advocating for justice, fairness and equality
- Protecting our Sovereignty
- Growing our economic resources and self sufficiency
- Providing services for our Tribal Members
- Uplifting and inspiring our youth to create a bright future



Our Values:

- Integrity
- Fairness
- Accountability
- Transparency
- Culture
- Community
- Respect
- Resilience

Governance – SWOT Analysis

Nooksack Indian Tribe Governance *Organizational SWOT Analysis*

Strengths Weaknesses Opportunities Threats

| | <p>Helpful To achieving the objective</p> <p>Strengths</p> | <p>Harmful To achieving the objective</p> <p>Weaknesses</p> |
|--|--|---|
| <p>Internal Origin (attributes of the organization)</p> | <p>1. Fight for sovereignty</p> <p>2. Fiscally responsible</p> <p>3. Open to communication, accountable</p> <p>4. Tight knit community</p> <p>5. Historical Tribe (elders stayed)</p> <p>6. Constitution strong but needs updating</p>  | <p>1. Update codes and policies</p> <p>2. Constitutional reform</p> <p>3. Committee structure</p> <p>4. Need to get historical back</p> <p>5. Need status back</p> <p>6. Part-Time Council</p>  |
| | <p>Opportunities</p> | <p>Threats</p> |
| <p>External Origin (attributes of the environment)</p> | <p>1. Compact vs. Contract</p> <p>2. External funding</p> <p>3. MOA – social services, public safety, counties</p> <p>4. Be more visible with Whatcom County</p> <p>5. Terminal allocations</p> <p>6. Full-Time Council</p> <p>7. Economic Development</p>  | <p>1. Challenges to Sovereignty</p> <p>2. Loss of terminal allocation (2020)</p> <p>3. Regulatory changes federal</p> <p>4. Water quality</p> <p>5. Becoming unrecognized</p>  |

* White from Council Session

* Green from Membership

Government Services – SWOT Analysis

Nooksack Indian Tribe
 Governmental Services
 Organizational SWOT Analysis

Strengths Weaknesses Opportunities Threats

| | Helpful To achieving the objective | Harmful To achieving the objective |
|---|---|--|
| | Strengths | Weaknesses |
| Internal Origin (attributes of the organization) | <ol style="list-style-type: none"> 1. Budget balance and reserves 2. Supportive Tribal Council 3. Strong accounting and clean audits 4. New expanded service (CHF) 5. Funeral assistance 6. General welfare programs  | <ol style="list-style-type: none"> 1. Need a capital plan 2. Update operating policies 3. Improve Communication cycle - Council, members, administrative 4. Heavily regulated grant funds (restricted \$) 5. Lack of community awareness 6. Log jams (not good for fish) 7. Program eligibilities (duplication)  |
| External Origin (attributes of the environment) | Opportunities | Threats |
| | <ol style="list-style-type: none"> 1. Changes in federal and state government administration (pro-Tribe) 2. Treaty Natural Resources – improvements, projects, mitigation 3. Government services – health, education, SG compact funding & expansion 4. Centralized tribal services 5. Go green/ solar energy 6. Re-shape River  | <ol style="list-style-type: none"> 1. Loss of grant & business revenue/tax funding 2. Change in government / administration (federal, state) anti-Tribe 3. Land Acquisition – move into Trust 4. Who can access programs  |

* White from Council Session

* Green from Membership

Enterprises – SWOT Analysis

Nooksack Indian Tribe Business Enterprises *Organizational SWOT Analysis*

Strengths Weaknesses Opportunities Threats

| | <p>Helpful <i>To achieving the objective</i></p> <p>Strengths</p> | <p>Harmful <i>To achieving the objective</i></p> <p>Weaknesses</p> |
|---|--|--|
| <p>Internal Origin <i>(attributes of the organization)</i></p> | <p>1. Tribal distributions / taxes</p> <p>2. Tax advantages</p> <p>3. Member discounts</p>  | <p>1. Lack of land</p> <p>2. Need for Economic development plan / planner</p> <p>3. Physical infrastructure limitations</p> <p>4. Lack of Reporting</p> <p>5. Broadband availability</p> <p>6. Casino Debt</p>  |
| | <p>Opportunities</p> | <p>Threats</p> |
| <p>External Origin <i>(attributes of the environment)</i></p> | <p>1. Pharmacy; expanded clinic services</p> <p>2. Cannabis</p> <p>3. C Store</p> <p>4. Class 3 Gaming</p> <p>5. Businesses Going Green</p> <p>6. Fee land acquisition for profit</p> <p>7. Buy apartment buildings</p> <p>8. Tribal Member Bus. Compact</p> <p>9. Own college/school</p>  | <p>1. Land Acquisition</p> <p>2. Location</p> <p>3. Regulatory change</p> <p>4. Competition, C-Stores, type of gaming & marketing</p> <p>5. River Judgment</p>  |

* White from Council Session

* Green from Membership

Analysis – Initiatives Moving Forward

Nooksack Indian Tribe
Governance/Government Services/ Enterprises
Analysis – Initiatives Moving Forward

GOVERNANCE

1. Constitutional Reform
2. Codes and Policies
3. Identify new business revenue
4. Communication with Federal Government
5. **Investigate Policy for TERO**
6. **Publish Origin Story**
7. **Training on self-governance/compacts**
8. **Expand government relationships**

GOV. SERVICES

1. Acquiring Land/Contiguous
2. Communication Plan (Full-Time Editor) (done)
3. Centralized Government Services *
4. **Wrap-around services ***
5. **Continue building reserve account**
6. **Capital & facilities plan**
7. **Veterans**

ENTERPRISES

1. Land/Zoning/ Fee-to-Trust
2. Restructure Charter/Committees (done)
3. Relationship with Whatcom County
4. New C-Store/auto shop
5. **Investigate policy for 501C3**
6. **Broadband availability (fee for services)**
7. **Mentoring Programs (Tribal Member business development)**
8. **Tribal crafts for sale at businesses (wholesale)**

* White from Council Session

* Green from Membership



NOOKSACK INDIAN TRIBE
2020 STRATEGIC PLAN