



# 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
• Small Business Incubator and development program fully implemented	• 2007
• With NWIC develop client and cost effective services and programs which support employment through skill development and business development	• 2006
• With Natural Resources commission develop and implement shellfish production projects that result in the increase of clam and oyster production for Lummi tidelands.	• 2006
• Work with the Natural Resources Commission leadership to enhance the "over the bank sales" directly to the public.	• 2007
• Work with Lummi Nation Natural Resources effective services and programs which support employment through skill development and business development	• 2007
• With Natural Resources commission develop and implement shellfish production projects that result in the increase of clam and oyster production for Lummi tidelands.	• 2008
• Work with the Natural Resources Commission leadership to enhance the	• 2006

<p>"over the bank sales" directly to the public.</p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 2007</li> </ul>
<b>Desired Outcomes</b>	<b>Specific Indicators</b>
<ul style="list-style-type: none"> <li>• Successful new businesses</li> <li>• Improved educational levels and employability of single parents</li> <li>• 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</li> <li>• 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.</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease in relapse</li> <li>• Increased annual income</li> <li>• Increase in High School completion</li> <li>• Numbers of new business starts who are clients of Ventures</li> <li>• Numbers of businesses still in operation after 3 years</li> <li>• Number of new private sector jobs created on reservation</li> <li>• Average wage</li> </ul>

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

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

	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.**

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

**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.

<b>Process Benchmarks</b>	<b>Timeline</b>
<ul style="list-style-type: none"> <li>• Educational Future Search Process</li> <li>• Leadership Development Training</li> <li>• Skills Development</li> <li>• Cultural Revitalization</li> </ul>	<ul style="list-style-type: none"> <li>• 2006</li> <li>•</li> </ul>
<b>Desired Outcomes</b>	<b>Indicators</b>
<ul style="list-style-type: none"> <li>• 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</li> </ul>	<p><b>Overall Indicators:</b></p> <ul style="list-style-type: none"> <li>• Decrease in unemployment, individuals holding steady jobs.</li> <li>• Individuals providing for basic needs of themselves and their families</li> </ul> <p>Less reliance upon social service programs</p> <p><b>Specific Indicators:</b></p> <ul style="list-style-type: none"> <li>• Individuals actively seeking work or gainfully employed.</li> <li>• Individuals involved in personal, family community problem solving</li> <li>• Young adults pursuing higher education, vocational training or job opportunities</li> </ul> <p>More people involved in passing down cultural values, language and traditions</p>

**B5 Provide Financial Literacy training**

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

**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"> <li>• 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</li> <li>• 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</li> <li>• We will expand number of hours and days that daycare services are provided so we achieve 24 hours a day, 7 days a week.</li> <li>• Develop transportation services for infants, toddlers and preschoolers through LN Head Start and LNS Transportation systems</li> <li>• We will hire a planner who will work with the Lummi Nation Venture program to complete and implement the development plan.</li> </ul>	<p>2006-2007</p>
Desired Outcomes	Indicators
<ul style="list-style-type: none"> <li>• Enable low income households with children to maintain two parent families through generation of wage based income rather than income transfer programs</li> <li>• Stimulate the Lummi Nation economy by increasing number of available workers by 25%</li> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and birth rate of Lummi Nation children</li> <li>• Number of Lummi Nation infants</li> <li>• Number of Lummi Nation toddlers</li> <li>• Number of Lummi nation preschoolers</li> <li>• Number of Lummi Nation grade schoolers</li> <li>• Number of Lummi Nation unemployed parents</li> <li>• Number of Lummi Nation children with a single parent</li> <li>• Number of Lummi Nation low-income families</li> <li>• Number of Lummi Nation families suffering from medical, mental and or substance abuse.</li> <li>• Number of Lummi Nation families involved in criminal court issues</li> </ul>

**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"> <li>• Coordinate a state recognized traffic safety course which will be in operation in year two.</li> <li>• 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.</li> <li>• Expand public transportation to accommodate casino employees that accommodate hours of work</li> <li>• Coordinated outreach to help members overcome transportation barriers</li> </ul>	<p>2006-2007</p> <p>2006</p> <p>2007-2008</p> <p>2007-2008</p>
Desired Outcomes	Indicators
<ul style="list-style-type: none"> <li>• Support service &amp; 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</li> <li>• 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</li> <li>• 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.</li> </ul>	<p>Overall:</p> <ul style="list-style-type: none"> <li>• Decrease in tribal unemployment rates</li> <li>• Decrease in tribal dismissal rate</li> <li>• Increase number of tribal members enrolled at an academic institution</li> <li>• Decrease in traffic violation case loads in the tribal courts</li> </ul> <p>Specific:</p> <ul style="list-style-type: none"> <li>• Decrease in citations for "driving on a suspended license".</li> <li>• Decrease in citations for driving without a license</li> <li>• Decrease in avoidable auto accidents and related fatalities and/or injuries</li> <li>• Increased number of drivers educated in traffic safety</li> <li>• Increase in job placement opportunities</li> </ul> <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"> <li>• Identify program model that can provide most effective and efficient assistance</li> <li>• Identify policies that may pose barriers to assistance and evaluate the options for changing policy</li> <li>• Change policies, as required, to provide greater outreach and assistance to target populations</li> <li>• Develop an organizational framework model for a family association whose purpose is to facilitate and guide development</li> <li>• Further benchmarks may be developed, based upon research findings and policy changes identified by the Land Use Advocate during the first year</li> </ul>	<p>2006-2007</p>
Desired Outcomes	Indicators
<ul style="list-style-type: none"> <li>• 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</li> <li>• 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.</li> </ul>	<p>Overall:</p> <ul style="list-style-type: none"> <li>• Number of tribal members who do not have a permanent, safe and affordable housing</li> <li>• Proportion of homeless tribal members among all tribal members</li> </ul> <p>Specific:</p> <ul style="list-style-type: none"> <li>• Number of tribal members currently living either on the street or with others</li> <li>• Increase in the number of Lummi Families who are able to afford housing that is consistent with their family size</li> <li>• Number of families assisted each year</li> </ul> <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"> <li>• Attainment of outside funding sources, including grants and loans, for participants in the land strategy</li> <li>• Criteria for approving grants are adopted by the governing board of Ventures.</li> <li>• Further benchmarks may be developed based upon research findings and policy changes identified by the Land Use Advocate during the first year</li> </ul>	<ul style="list-style-type: none"> <li>• 2006</li> <li>• 2006</li> </ul>
Desired Outcomes	Indicators:
<ul style="list-style-type: none"> <li>• Increase land ownership in Lummi</li> <li>• Increased personal responsibilities for homelands, land ethic</li> <li>• Percentage increases of land in Native trust, decreases in Fee simple lands.</li> </ul>	<p>Overall:</p> <ul style="list-style-type: none"> <li>• Percentage of land in trust on reservation</li> <li>• Percentage of tribal members who on trust lands</li> </ul> <p>Specific:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Amount of land with land status changed from Fee simple to Trust status</li> <li>• Number of tribal members involved in this strategy and success of these Lummis.</li> </ul>

**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"> <li>• Inclusion of 10 new Lummi tribal members per year in this land strategy</li> <li>• Criteria for approving grants are adopted by the governing board of Ventures. To be adopted within the first year</li> <li>• Further benchmarks may be</li> </ul>	

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

