



MANAGEMENT PLAN



CHAPTER 4 MANAGEMENT AND IMPLEMENTATION PLAN

Introduction

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

How the 10-year Poverty Reduction Plan will be administered

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

The organizational staff will include:

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

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

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

How oversight will be ensured?

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

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

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

Dispute Resolution

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

Building a Foundation of Accountability and Responsiveness

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

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

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

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

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

Ventures Financial Policies & Guidelines

OVERALL FINANCIAL POLICIES

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

Financial Guidelines

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

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

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

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

Implementation Strategies:

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

Steps to set up ventures:

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