

Executive Summary

The Quinault 2012 Strategic Plan builds on the work of previous QIN strategic plans (1997, 2003, and 2008) to chart the course to Quinault wellbeing for the next 2-5 years. The focus this year involved three areas: 1) **economic conditions** at Quinault and nationally; 2) **climate impacts** at Quinault; and 3) building a sustainable **21st Century Quinault Government**.

The goals we've identified to meet the challenges in these three arenas work to create systemic solutions that build **learning, capacity and resilience** in community and government. The strategic context and challenges in each focus area are described below along with the nation's strategic response.

Economic focus

A strong local economy and increased personal prosperity are among the greatest factors affecting the nation's ability to achieve the promise of the Quinault Vision. Currently global, national, and regional economies are depressed with no turn around forecast in the near future. Debt is driving whole economies into deep recessions. The United States carries significant national debt that is resulting in deep cuts in the federal budget. With a depressed economy and high unemployment, state and local government budgets are also shrinking. The federal appropriation to treaty tribes is also expected to shrink over the near term with the best case scenario being flat funding. We will be planning for annual decreases of 5% or more.

Our strategic response to current and projected economic conditions is to:

1. increase the efficiency and effectiveness our Quinault government (see 21st Century Government section below);
2. increase the profitability of QIN Enterprises and investments;
3. build job skills and tribal entrepreneurship for a strong tribal economy and;
4. focus on the systemic changes needed to increase individual self-reliance and community resilience.

The *Prosperity Domain* goals focus on tribal entrepreneurs and the business climate on the reservation. This includes access to capital, services, housing, infrastructure in the villages, and work force availability and preparation. The *Wellness Domain* goals address systemic issues affecting the health and wellbeing of our families, youth, and elders, with a focus on intergenerational healing. The *Community Domain* goals focus on the physical infrastructure needed to support businesses as well as the housing, safety and beauty of the villages.

Climate Impacts

The most visible evidence of climate change at Quinault is the loss of the Anderson Glacier which feeds Lake Quinault and the Quinault River. With the loss of the glacier, impacts to

salmon are anticipated due to low summer water and higher water temperatures. Another climate impact projected for the Washington coast is more frequent, larger winter storm events accompanied by high winds. We experienced this in 2007 when near hurricane force winds knocked out our power in both Queets and Taholah for more than a week. Sea level rise could affect our infrastructure and ocean acidification will damage our shellfish resources. These are conditions that we must become aware of and begin to address now.

Our strategic response to the climate challenges affecting our natural resources is to develop a climate adaptation strategy to achieve and maintain a permanent state of readiness with regard to natural disasters and to focus on water for fish and future community needs. Part of developing that strategy will involve assessing the condition of our resources and projecting the climate and conditions we anticipate with over the next 20, 50 and 100 years. We can then choose a management direction that will allow us to adapt to changing conditions, continue to meet the revenue needs of the allottees and the Nation, and leave healthy lands and waters as a legacy for future generations. Managing the land to conserve water will be critical to maintain our salmon. This will require participation from the tribal community and all users of the resources. The *Land Domain* goals address this directly.

Our response to the hazards of more intense winter storms is to be prepared as a government and community. An accomplishment of the Quinault 2008 Strategic Plan, the Quinault Comprehensive Emergency Response and Hazard Mitigation Preparedness Plan is written, approved and in place. The next step is to bring it into implementation. This will involve the residents in both villages. It is desirable that the every family have trained and certified emergency responders available. This means creating teams of responders from each village that train and practice regularly. These teams could also be trained as emergency responders for the 2013 Canoe Journey. All of these are goals held by the *Community Domain*.

21st Century Quinault Government

The issues and challenges facing our tribal government today are complex and multi-faceted. They include providing direct services to meet community needs, securing the safety of our people and villages, managing our natural and financial assets, developing our government as a sustainable, high-functioning institution, as well as maintaining and protecting our tribal jurisdiction and treaty rights.

Each generation of leadership has always faced challenges and all have left legacies to support subsequent generations of leaders. In reviewing Quinault history we discovered that Quinault are always leading. Whether it's developing our Constitution a dozen years before the Indian Reorganization Act of 1934, gaining Self-determination then Self Governance, being the first nation with a department of natural resources, being the first nation with a formal emergency

preparedness plan, or hosting an upcoming Indigenous Climate Summit in Washington, DC, we are always leading. We are up to the challenges of these times.

How we govern is informed by who we are as Quinault. We are a hospitable, generous, and friendly people. Our tradition of speaking comes from our oral history and our words are chosen carefully. This carries over to our Treaty and any exercise of our sovereignty to make partnerships, agreements, compacts, contracts and treaties. We hold a clear intention to act from our core values and to pass our values and our traditions on to future generations. Strong leadership is born of our Quinault culture.

Our strategy for becoming a 21st century government is to increase our institutional capacity in three areas: **leadership, human resource development, and organizational strengthening**. We also continue to be focused on results and recognize that learning, as an institution, is critical to navigating the challenges we face as we build the capacity we need. Goals addressing the functioning of our government are held by the *Governance Domain*.

Leadership is critical to maintaining the direction of the Nation so QIN staff and the community know where we are going. A key decision from the Quinault Business Committee identified the Strategic Plan as the formal container of all Quinault priorities, goals, initiatives and mandates, including those set at General Council. This will help align our staff and the nation's resources to focus on the priorities of the nation. We have also identified key policy, legal and regulatory changes to enable QIN organizations, institutions and agencies to work more effectively. Key improvements in how the Business Committee and QIN government work together and manage communications were also addressed.

Human resource development is the means for increasing people's capacity to carry out their jobs. This is accomplished by providing QIN employees and elected officials with understanding, skills and access to information, knowledge and training to enable them to perform effectively. Goals for these issues are held by the *Governance Domain* and include development of a Work Force Capacity Plan. Now more than ever we need to develop a leadership pipeline to prepare the next generation of leadership through job shadowing, mentoring, youth involvement and formal training.

Organizational strengthening focuses on improvements in the management structures, processes and procedures within QIN government so that people, both staff and community, can understand and participate productively with our governmental systems. This area of capacity development is held by the *Governance Domain* who contributed goals for implementation of the nation's strategic plan, learning and documentation of results, communications, and relationships between the programs and the community.



Quinault Mission Statement

It is the *mission* of the Quinault Business Committee to always seek the Creator's wisdom and guidance to enhance the quality of life of our Nation's people through:

1. Preserving our *roots*: sovereignty, treaty rights and constitution, cultural* traditions, and natural resources
2. Promoting our *wings*: employment and educational opportunities, prosperity, and physical, spiritual, and emotional well-being

*The totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought characteristic of a community or population.

The American Heritage Dictionary, Second College Edition© 1982, 1985, 1991 by Houghton Mifflin Company

Quinault Vision Statement

We are a nation that draws strength from the values of our past and the resources within our community to manifest our shared future.

We are a healthy, thriving and sustainable community that inspires hope and self-reliance in our people. Our youth share the responsibilities of leadership and are prepared to take care of their future.

We recognize the contribution of each citizen, honor authentic engagement and open communication, and have deep reverence for the Quinault Spirit that shines through our people, our ways, and our beautiful lands.

We know who we are and exercise our sovereignty with wisdom, for the greater good of all.

The Quinault homeland is the cradle of Quinault culture.

Quinault Core Values

Who we are

We are a spiritual people
We respect all things and all people. We teach our children to do the same.
Each person, family, and our community is important.
We love and care for our elders and each other.
Our families are our strength.

We teach our stories, history and values to our children. Our children are taught our values early in daycare and in school. We may not agree at all times, but we have and show respect for one another at all times and in all places. Our elders teach us who we are as Quinault people. We value the wisdom of our elder councils. Our way of life provides frequent and meaningful contact with our elders. We show respect and love for our Elders by spending time and caring for them.

Pride

Our Quinault heritage is strong. We are proud to be members of or associated with the Quinault Indian Nation. Knowledge from our ancestors is important. We remember who we are and what our ancestors valued. We hold on to the best and carry it forward for future generations.

We uphold our Sovereignty and right to self-determination. We identify with our land and water. Our resources sustain us – fish, forests, beaches, clean water and air. We value our rights and responsibilities for individually owned and tribal trust lands. We value having our own resource base that is solid, cohesive, and managed for the benefit of all. We value knowing our past and where we have been to understand where we are and to know where we want to be. We are proud of our many local, regional and national accomplishments.

Unity

We value a feeling of belonging for all members of the Quinault Indian Nation. We respect each other and hold a trust for each other that is all encompassing. We promote wholeness for the Quinault Indian Nation and work together for the benefit and strength of all its members. We value teamwork as integral to accomplishing our visions for the Quinault Indian Nation.

Communication

We value careful listening, clear communications, an open mind, and having a deep understanding of issues and each other. We value knowing all sides of an issue, and receiving feedback, ideas and opinions from all part of our community. We believe consistent and timely communications will ensure effective decision-making processes.

We recognize change is constant and that each generation has different challenges. We embrace the tools that help us with the challenges of the time and stand on the wisdom and knowledge of our elders and ancestors. We hold a healthy and positive vision for our future.

Ethics

We hold our work and all our relationships with integrity and respect all opinions and points of view. Competency, productivity, and accountability are values we uphold in all we do. We respect all peoples as sovereign, value diversity and appreciate individual self-worth.

We avoid conflicts of interest and act together and individually in the best interest of the people. the Quinault Indian Nation.

Strategic Plan Organization

Purpose of the Strategic Plan

The Nation's Strategic Plan holds the long term Quinault Vision for the future; encourages action by helping people to organize and solve problems close to home, and supports systematic change to create lasting solutions. The organizing framework of the Strategic Plan supports elected leaders, tribal government, and Quinault community members in coming together to create a healthy community by focusing on six core elements. These core areas of action and opportunity that contribute to Quinault quality of life and wellbeing include the Domains of Community, Wellness, Learning, Prosperity, Land, and Governance.

The Quinault Strategic Plan puts the community voice at the heart of the direction and priorities set by the elected leadership through direct community engagement and participation on a permanent and ongoing basis. Strategic planning is a process the nation will undertake on a regular basis to ensure we are acting on new priorities and progressing toward our long term Vision.

This year's effort included:

- Outlining accomplishments since 2007
- Setting goals for next 2-5 years
- Updating preferred future conditions (long range goals)
- Establishing metrics related to Government Performance Results Act

These results build on and are integrated into the structure of the 2008 Strategic Plan that was adopted in 2009, the last time we worked on the Strategic Plan for the Nation.

In 2007, we focused on our dreams for the future and developed a powerful Vision to point the direction for all of our efforts. We also organized the plan by sectors or domains of wellbeing including Land, Learning, Wellness, Community, Prosperity, and Governance to support the whole of Quinault wellbeing now and into the future. Like baskets, the Domains help us organize ourselves as a government to best serve the needs of Quinault citizens and to work towards the goals and aspirations we hold for our collective future.

Preferred Future Conditions and priority goals for each of the Domains have been identified as part of the current planning effort. These goals are the basis of staff work plans and the Quinault government is now able to track their program budgets by domain.

Accomplishments since 2008 Strategic Plan

One purpose of the strategic plan is to review and identify the progress made since the last strategic plan. Organizations and communities are most effective when they build on what is working and progress is underway.

Each group identified the progress in their domain. They also reflected on which goals were not accomplished and whether those goals continue to be relevant and a priority. Priority unmet goals were integrated into the 2012 goals section.



I. QUINAULT COMMUNITY DOMAIN Accomplishments:

- ✓ Comprehensive Emergency Operations Plan
- ✓ Rez Racer launched to address transportation needs
- ✓ Quinault Comprehensive Land Use Plan created
- ✓ Totem Pole and 2 canoes completed from grant funding.
- ✓ Museum has tripled and Tribal library expanded
- ✓ Village improvements in Taholah and Queets: Street sweeper, abandon cars removed, 2 houses demolished, street lights on Queets' basketball court.



II. WELLNESS DOMAIN Accomplishments

- ✓ Diabetes Program doing well
 - ❖ Fitness Center built and open for business
 - ❖ People more aware of the role of nutrition in their health and diabetes prevention.
 - ❖ More healthy food choices at the stores and at Seniors.
 - ❖ Lower rates of obesity
- ✓ Recreation Program continues helping kids focus on wellness. New vans in Queets and Taholah!
- ✓ Mental Health: Community dinners on trauma and wellness help us be comfortable talking about our mental health. Checking in for your mental health is just as important as checking in for diabetes.





III. LEARNING DOMAIN Accomplishments

- ✓ QIN Language Program launched. We now have 4 certified teachers
- ✓ Youth Opportunities Program connection to QDNR is working well.
- ✓ More parenting classes are available.
- ✓ Vocational/Tech Training is in place: flagging classes, construction prep classes, commercial driver's license training.
- ✓ Increased internet and computer access



IV. PROSPERITY DOMAIN Accomplishments

- ✓ Taala Fund launched: a native community development financial institution to build assets and credit for tribal business development. 9 loans currently on the books.
- ✓ Received NW Area Foundation Grant focused on youth asset building and entrepreneurship. Creating a savings match program for youth post-secondary education.
- ✓ Retired bonds and restructured debt for the Casino
- ✓ Broadband study completed. Direction is toward fiber coming into Taholah and Queets.
- ✓ Researched and created plans for Aggregate Rock Project
- ✓ Completed Green Energy Study with recommendations for energy efficiency and biomass projects.



V. LAND DOMAIN Accomplishments

- ✓ Forest lands contribute \$4.2 million net revenue in 2011.
- ✓ Cobell case settled.
- ✓ Blueback Restoration Project started.
- ✓ Completed culvert inventory
- ✓ Experimenting with mass appraisal process.



VI. GOVERNANCE DOMAIN Accomplishments

- ✓ Budgeting for Outcomes: Integrates budget and strategic planning process and makes QIN more competitive nationally. Also builds accountability and transparency.
- ✓ Retired bonds and restructured debt for the Casino.
- ✓ Audits completed on time.

Community Resilience and Self Reliance

Quinault stories of resilience, self-reliance and community wellbeing are abundant in our history. Our oral histories give clear insight for how to strengthen our social connections and communities resilience, as well as increasing levels of self-reliance.

“We used to follow the fish and follow the seasons. Everybody shared everything. My Mom’s family is Tulalip, my Mom arranged so we had relatives all around the Puget Sound. So if one tribe had a bad season then you came together and were provided for. It was just tradition.”

“We used to travel all over and get what you needed through those relationships. Traveling all over, hosted by the communities. You have abundance and give away lots of food. It was a regular part of the life ways. People would leave their houses open and then others would come and eat there or sleep there. If you came home and there was no food you knew you had company. There was an assumption of abundance. We used to be able to collect and store enough food to last the whole year.”

Quinault Culture is one of generosity and caring for one another.

“We were a gifting culture, shared what you had and trading what you had stored. What was deepest in the culture was how to hold relationships.” There wasn’t charity and there wasn’t welfare because we took care of each other.”

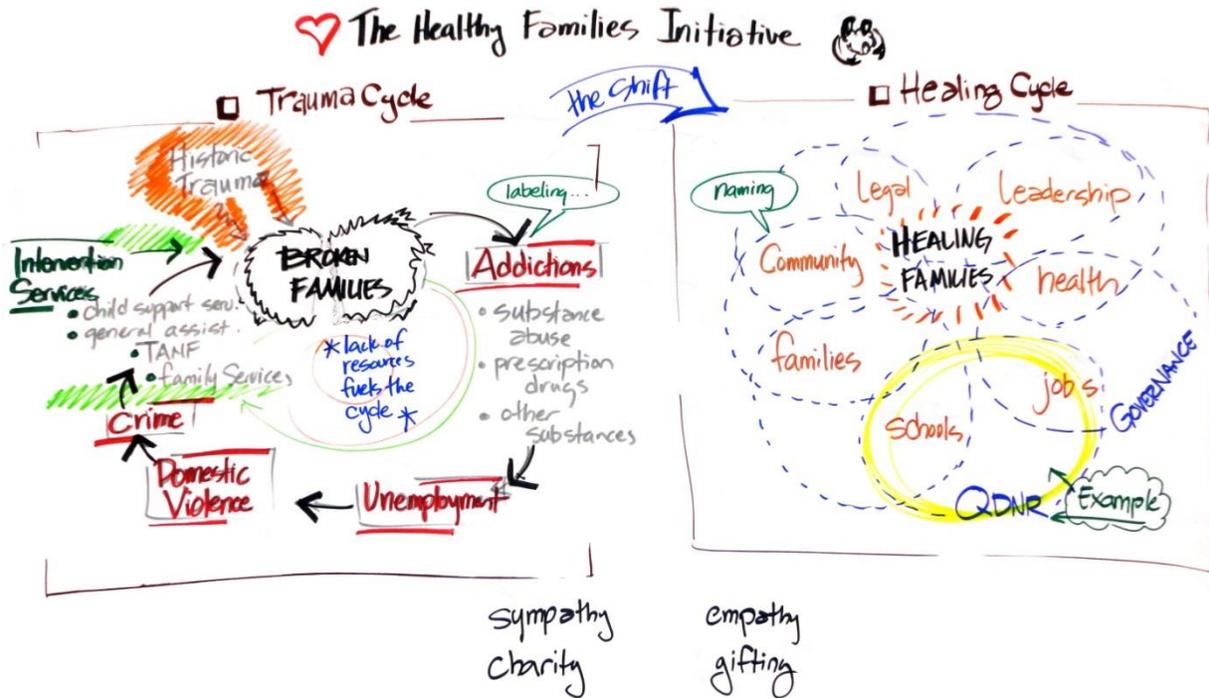
Resilience is the ability to recover from disturbance.

How do we build resilience into our forest management plans and fisheries plans in light of climate change? How do we create a focus on building healthy families and developing systemic solutions to the realities facing many families on the reservation including addictions? How do we increase our food security and honor our heritage of having food weave us together as community? One measure of the strength of our growing resilience is to count the connections we care about: Youth and Elders, Youth to Traditional foods, Fisherman and Hunters to hungry Children, Community to School, and Community Working Together to process community food.

Resilient Land - Our land and native ecosystems have built in resilience from a 10,000 year history of disturbance from glaciation, earthquakes, and volcanoes. In the big picture, ours is a young and active landscape. Our salmon species have survived massive change in our lands and rivers. What is certain is the land will endure. What is not certain is if all of our salmon species will be able to persist with the changes to timing, abundance and temperatures of the water in our rivers. In the face of climate change, leaving the next generation a resilient land base able to support forestry, fisheries, wildlife, minor forest products, and the cultural and recreational resources we have today will require action and attention. We will need to address the loss of the glacier, watch for plant and animal species shifts and guard against fire, insects and disease in our forests. Will we have the leadership, staff, and relationships to innovate and adaptively manage our lands for the next 1000 years? Today we live the dream of our ancestors. What is the condition of our fish and forests we leave as a legacy for our grandchildren's children, and their children?

Healthy Families Initiatives – We are actively pursuing ways to support healthy families rooted in Quinault strength and values. Because there is an immediate need, we have been primarily focused on providing services to people who have chemical dependencies or are impacted by broken families. It is critical we invest in and support family wellbeing to break inter-generational cycles of trauma. This is an area that is owned by the community in partnership with government. It will require services affecting families to work together in new ways to keep our families strong.

The diagram below identifies the types of support needed by families in the trauma cycle and the systemic shift towards healthy families. All native communities are dealing with issues of inter-generational trauma. Thus supporting youth, young adults, young families and parents is critical. Focusing on keeping families healthy has multi-generational benefits.



Food has always been central to community life and continues to be an important focus for building community resilience. Focusing on the connections we have to food provides a community development pathway. We have hunger in the village today. This is shown by the number of children in the school dependent on free lunch. Out of approximately 185 students at the Taholah school, the principal estimates 5-10 students are in a severe category with regard to basic food and shelter, There are another 25-30 students for whom the free lunch is a key part of meeting their food needs. The free lunch is critical to 15-20% of the student population in Taholah. Weekends and school breaks are times to be on the alert for hungry kids.

Historically almost everyone was part of the food system. Entire villages would be focused on the collection, preparation and storage of fish, meat, clams and berries, teas and other forage foods at particular places and times of the year. One Quinault youth defined community as ‘working together’. Teaching youth how to provision, cook, process and store traditional foods, and provide for the community builds long term resilience and builds the skills, values and capacities in our youth to care for themselves and our community. This also contributes to healthy eating practices and prevents long term health issues.

Climate change will bring more frequent and dramatic storms to the coast. There is a problem with losing our stock of food due to power outages and lack of refrigeration. Processing and storing foods in traditional non-perishable ways will ensure we have adequate food stored and significantly decrease the losses.

Planning for the Upper Taholah Village – Future growth in Taholah is being planned for in an Upper Village Master Plan. It will locate new housing, community and governmental facilities, commercial development, civic spaces and parks. As we layout the needs of each of these uses it

will be important to design the upper village to support patterns of use that help build a strong community.

Our stories are full of examples for how the layout of a village can positively affect community life and wellbeing. In Taholah, Kluchman house played a central role and the 3 restaurants we used to have were the gathering places for different groups in the community. Thinking about the kind of spaces we had in the past can provide clues for how to create social connections through the Upper Village Master Plan. For example: Locating the elders near a community kitchen and the school brings them into the heart of community life; Building a community center with flexible meeting spaces so people can gather for a healing circle, crafts, a parenting class or to plan a community gathering. How do we integrate our Elders? How do we replicate the functions Kluchman house supported? Where do the teens go? How do we want businesses integrated? Where are the key places people gather? Where should the jail be? What were the old patterns and how did they help create community? What are the new patterns and functions we want supported in our communities?

Wilderness School – We are dreaming of a wilderness school that serves all Quinault youth. Remember Camp Chitwin? Eventually the school would be open to other tribal youth and local kids and our youth would be leading. Mentoring would take place across all ages with older helping younger. The school would teach deep nature connection (we are the land), leadership, tribal civics, healing, etc. Quinault youth from our villages and off-reservation will share deep nature connection as children and young adults. This will provide a foundation for how working together as adults, sharing leadership with each other. By including local non-tribal youth and youth from other tribes, we create a leadership pipeline that will profoundly affect the Quinault Nation’s network of connections and relationships in the future. And we will further instill a deep connection to our land and encourage careers in working and caring for these lands.

Tracking and Measuring our Progress

Many of the strategic initiatives and goals are complex in nature, thus requiring us to track our progress, learn and adapt using a variety of evaluation practices. Other baseline measures are needed to comply with the reporting requirements of the Government Performance and Results Act (GPRA), Indian Health Service (HIS), and Dept. of Interior (DOI). These recording and monitoring these baselines will be critical in identifying and choosing effective strategies for meeting “unmet needs”.

Community Indicators are measures that will be reported to the community on a regular (bi-annual) basis to communicate how we are doing now. By regularly reporting on the same indicators on a longterm basis we can see what’s improving or what we need to look at to do better. Each Domain will have a handful of Community Indicators. An example might be the high school graduation rate for Learning. This tells us not only how well the schools are doing, but also how well the parents and community support education and learning.

Domains and Programs have responsibilities to be tracking progress and adjusting course accordingly. The following Table details the types of measures, their purpose and the target audience.

Type of Measure and Purpose	What is being tracked	Target Audience(s)
Community Indicator: Tells the story of how we are doing. By Domain.	<ul style="list-style-type: none"> • Trend direction (up, down, neutral) • Accountability • High Level progress • What we are learning 	Community and BC.
Progress on Strategic Goals and Priorities: Ensures we are staying focused and moving forward in priority areas.	<ul style="list-style-type: none"> • Did we do it Y/N • Was there reasonable progress. Why did it turn out that way? • What are we learning? • Feedback loops to determine how we need to adjust and adapt. • Was it effective/efficient? 	<p>Domains to make sense of what is happening, what we're learning and identify needed adjustments</p> <p>Community and BC: clear communication to community and BC, including through oversight hearings.</p>
Program level performance & GPRA, IHS, DOI: track program level performance and progress, provide baseline and trend data in key areas, address GPRA, HIS and DOI tracking requirement. Helps determine "unmet need."	<ul style="list-style-type: none"> • Performance related to core duties and budget offers. • Baseline: what is the status now? • Important trend data which allows for modeling. • Essential GPRA, HIS, DOI data (some are compliance data, others are results data). • Internal measures of effectiveness. 	Programs, Budgeting, Directors, IHS, GPRA, DOI.

QUINAULT 2012 STRATEGIC PLAN PREFERRED FUTURE CONDITIONS AND GOALS (DRAFT)

Quinault Governance Domain

We, the government of the Quinault Indian Nation, uphold our right as a sovereign nation to freely determine our own political, social and economic future without external influence or interference. As a nation within a nation we maintain full tribal jurisdiction in line with our Treaty Rights, the supreme law of the land. We exercise our sovereign authority to govern our lands and resources and to engage with other tribal, local, state, federal and international governments to share information, resources and inspiration. We exercise full governmental jurisdiction to protect, promote and exercise our treaty rights, and actively work to repatriate all tribal lands, cultural properties, values and rights taken from us and to eliminate conflicting and competing jurisdictional authority. Our Constitution clearly separates the different powers of government and we actively involve our people in governance.

We are inspired and guided by our traditions, core values and the wisdom of the Creator. As a self-governing nation, we hold a sacred trust from the Quinault people to provide services to them economically, effectively, ethically and accountably. We employ the best available scientific, technical, legal, and managerial expertise to assist and empower the Quinault people in building their lives and communities in harmony with the Creator's perfect will and wisdom of who we are as a people and a nation. Our alignment with ourselves and others is based in 'right relationship' and our agency as a sovereign government. As the QIN government acts to meet the needs of the people, so the government needs the assistance and participation of the Quinault people. As such, we, the government of the Quinault Indian Nation, entrusted with the 'soul of the people', commits to directly engaging the membership in planning, decision-making and oversight.

It is important that we maintain our identity, secure our homelands, mentor strong leadership, and maintain the unity of the Quinault Indian Nation now and in the future.

The Governance Domain addresses the structure and function of a sustainable 21st century Quinault government focused on achieving Quinault wellbeing, individual self-reliance and community resilience. The Governance Domain consists of three subgroups that together form the basis for effective and efficient government. These include:

1. The **Legislation and Policy Team** (LP), consisting of QBC Subcommittee representatives, is tasked with creating policy in support of implementation of the QIN Strategic Plan, improving BC capacity, and developing an institutional policy framework for longterm sustainable Quinault government.
2. The **Operations Implementation Group** (OIG) is a tactical team focused on strategic plan implementation. Composed of the Tribal Operations officer, Division directors, and Policy staff with assistance from other QIN staff and the Strategic Plan Core Team as needed, the Operations Implementation Group is responsible for implementing the Strategic Plan including improvements in the organizational structure and processes, coordination across QIN programs and with the Quinault community as needed. The OIG is also responsible for identifying current and future Quinault workforce needs,

increasing human resource capacity across the nation, and measuring the efficiency and effectiveness of government support services using internal and external indicators of progress and unmet needs.

3. The **Strategic Advisory Committee (SAC)** holds the big picture of progress on the Strategic Plan and is populated by existing QIN Budget Committee members including the Chief Financial Officer, Self-Governance, the Budget Officer, Tribal Ops, Legal, Grants and Contracts, other QIN staff and QIN legislators. The SAC is responsible for screening all goals, mandates, and initiatives based on risk, external requirements, funding and other criteria. In cooperation with the Legislative Policy Team and the Operations Implementation Group, the SAC will monitor QIN institutional capacity (leadership, organizational and human resource) and conduct due diligence assessments including an estimated budget, schedule and funding strategy for prioritized goals.

Tribal offices and entities with involvement with the Governance Domain include the Quinault Business Committee and Executive Officers, Self Governance, Legal, Budget, Finance, Grants and Contracts, QIN Operations Officer, Division Directors and staff, QNEB, and the Strategic Plan Core Team.

PREFERRED FUTURE CONDITION OF QUINAULT GOVERNMENT

We operate from a multi-dimensional view that is based in our culture, our values, and a Quinault way of life that is grounded in Spirit and the Land. Guided by a powerful vision, we strive to effectively meet the current and future needs of the Quinault people. We have a strong tax base and all tax dollars are re-invested, returning all taxes paid. We have broad self-sufficiency as a Nation, across our communities, within our families, and as individual tribal members. All citizens know the role of government and everyday leadership is practiced in the tribal community and across all our governmental programs. We create the conditions for empowerment and prepare our youth to prepare for their children's future. The Quinault Constitution is updated, addressing enrollment/adoption provisions and the Quinault Business Committee electoral process. Our Business Committee is elected based on qualifications and work record. We have informed decision-making with transparent processes, consistent schedules and coordinated and timely communications to include everyone. The Quinault Civil and Criminal Codes are updated to include recent changes in federal law.

The roles and responsibilities of our leaders and staff are documented in writing. There is a clear purpose among QIN staff and accountability for resources and outcomes. Documentation and reporting are a routine part of all government programs, projects, and initiatives. We reflect regularly on how we are doing and use learning loops to strategically adjust to change. Accountable program managers implement the laws, policies, and procedures set by the Business Committee to serve the people. QIN staff work together cooperatively through open communication, mutual respect, and accountability to deliver timely, quality services. QIN employees maintain the highest standards of professionalism in the workplace.

We honor ourselves when we honor our neighbors. We create cooperative plans to share resources and information with other governments and nations.

DRAFT 2012 Strategic Plan Governance Goals

GOV-LP Legislation and Policy Team

Working to maintain Quinault tribal jurisdiction in line with Treaty rights and supporting longterm sustainable Quinault government.

GOV-LP 1. Coordinate and collaborate with QNEB and QIN membership to update QNEB charter

GOV-LP 2. Establish an Open Government Policy that addresses transparency, equal access and opportunity, and ensures public access to all meetings.

Gov-LP 2a. Expand opportunities for public engagement

Gov-LP 2b. Develop a whistle blowing policy (delineate protection and rights)

GOV-LP 3. Advance Government to Government relations

Gov-LP 3a. Maintain Quinault jurisdiction in line with Treaty Rights.

Gov-LP 3b. Create an intergovernmental strategy and communications plan for state, county, federal and inter-tribal issues.

Gov-LP 3a. Identify key issues and guiding principles for when we go to the table and with whom.

Gov-LP 3c. Formalize annual meetings with other governments to identify issues.

GOV-LP 4. Define Quinault Business Committee core duties and responsibilities in their job descriptions. Clarify the BC limits of authority in the administrative chain of command.

GOV-LP 5. Improve BC capacity to address key legislative and policy issues in a timely and effective manner.

Gov-LP 5a. Adhere to and distribute information regarding the procedure for policy development and amendment

Gov-LP 5b. Define procedure for timely adoption of codes laws, policies, and regulations. (Use backlog as a progress indicator)

Gov-LP 5c. Publish and distribute written protocols for submitting resolutions to regular BC meetings that include a due diligence process addressing administrative, budgetary, legal or policy concerns and identifies the respective subcommittees.

GOV-LP 6. Adopt a new Government Subcommittee addressing government efficiency and effectiveness among other responsibilities.

Gov-LP 6a. Clarify the roles and responsibilities of QIN Boards, Committees and Commissions.

- Gov-LP 6b.** Identify training needs such as understanding the distinction between ‘what is regulatory’ and ‘what is treaty’.

GOV-LP 7. Improve Subcommittee Function

- Gov-LP 7a.** Update the Subcommittee Handbook. Describe Subcommittee roles and responsibilities including Strategic Plan policy and legislative needs.
- Gov-LP 7b.** Define intent of Oversight Hearings and relationship to Strategic Plan. Publish findings in a report to QIN membership.
- Gov-LP 7c.** Define pathway for access to Subcommittees including: issue identification, due diligence, and prioritization (financial, legal and administrative considerations).
- Gov-LP 7d.** Assign Subcommittees to Domains and identify partnership opportunities for community engagement.

GOV-LP 8. Adopt a Strategic Plan Policy Framework.

- Gov-LP 8a.** Formalize the budget process and calendar, including an annual process for determining and prioritizing Unmet Needs. Consider codification.
- Gov-LP 8b.** Define how General Council mandates and BC goals and initiatives are processed and integrated into the Strategic Plan.
- Gov-LP 8c.** Formalize the process for legal and budgetary review of General Council mandates and BC resolutions and integration into the Strategic Plan.

GOV-LP 9. Review and update Human Resource policies

- Gov-LP 9a.** Add requirement to support nation’s Strategic Plan to all job descriptions
- Gov-LP 9b.** Address equitable and confidential drug testing procedures.

GOV-SAC Strategic Advisory Committee (Budget Committee)

Addressing the changing strategic context and overall direction and progress of the nation’s strategic plan.

GOV-SAC 1. Formalize and integrate the Strategic Plan and Budget Process

- Gov-SAC 1a.** Clarify roles, responsibilities and structure of the Strategic Plan.
- Gov-SAC 1b.** Recommend how the Oversight Hearings fit in.
- Gov-SAC 1c.** Focus on learning, leadership and work flow between the legislative, operational and community realms.
- Gov-SAC 1d.** Develop and provide a Strategic Plan orientation for QIN elected officials and new QIN staff.

GOV-SAC 2. Conduct high-level review of all new initiatives, goals and mandates including legal, external compliance and budgetary review and considering policy

implications and financial forecasts. Provide prioritization and scheduling recommendations to the BC and Governance-Operations Implementation Group.

GOV-SAC 3. Provide a biennial review and update of the strategic context. Regularly assess changes, risks and opportunities for Quinault. Provide a report to the Nation as part of strategic plan reporting. Increase research capacity and data sources for better forecasting.

GOV-SAC 4. Design and develop a database for tracking strategic plan goals, indicators and annual determinations of Unmet Needs.

GOV-SAC 5.Strategic Plan Funding

Gov-SAC 5a. Look for innovative grants for Self-Governance planning and capacity building for Strategic Plan implementation. Target grants and identify who needs to be involved.

Gov-SAC 5b. Develop a funding strategy for Unmet Needs

Gov-SAC 5c. Define multi-year funding strategies for key initiatives. Examples include Emergency Preparedness Response, Blueback Restoration

GOV-SAC 6.Increase the institutional capacity of the Quinault government in support of Strategic Plan implementation.

Gov-SAC 6a. Provide high-level assessment of government and organizational effectiveness.

Gov-SAC 6b. Partner with BC, Human Resources and Operations to track progress and assess capacity improvement needs.

Gov-SAC 6c. Recommend institutional development policy to the Government Subcommittee.

GOV-OIG Operations Implementation Group

GOV-OIG 1. Integrate Strategic Plan goals into QIN programs.

Gov-OIG 1a. Provide coordination and support for QIN strategic initiatives such as Emergency Preparedness, Drug Prevention, Healthy Families, and 2013 Canoe Journey.

Gov-OIG 1b. Develop high level action plans and timelines for Strategic Plan goals and initiatives including key staff and estimated time and resource needs. Include a workload capacity assessment and report back to the Governance Advisory Board.

Gov-OIG 1c. Leverage existing resources and look for strategic partnerships across programs, staff and the larger community.

- Gov-OIG 1d.** Increase organizational capacity in support of strategic plan implementation. Reform QIN organizational structure and processes as necessary for effective and efficient strategic plan implementation.
- Troubleshoot blockages or barriers to progress
 - Identify markers or key indicators of organization function.
 - Evaluate and report on a regular basis (a minimum of twice yearly)

GOV-OIG 2. Improve organizational capacity and community relations.

Gov-OIG 2a. Track progress and increase the capacity for learning, leadership, and work flow between QIN programs and with the community. Document what is learned and report this broadly on an annual basis.

Gov-OIG 2b. Conduct human resource and organizational capacity assessments. Identify pathways for human resource development and organizational strengthening.

GOV-OIG 3. Operationalize and build trust in government.

Gov-OIG 3a. Implement the Quinault Guiding Principles and Code of Ethics.

Gov-OIG 3b. Provide appropriate training to BC and staff related to financial accountability and management.

Gov-OIG 3c. Develop an Employee Handbook

GOV-OIG 4. Develop a nationwide Work Force Capacity Plan to address future QIN workforce needs and skill sets.

Gov-OIG 4a. Identify and document the current and future work force needs of Quinault government and other tribal entities.

Gov-OIG 4b. Assess the availability of existing and future labor pools (Quinault and others),

Gov-OIG 4c. Institute succession planning to mitigate the loss of critical institutional knowledge with the retirement of long time employees. Time critical period is 2012-2017.

Gov-OIG 4d. Develop strategies to improve personnel recruitment and retention.

Gov-OIG 4e. Coordinate with LEARNING Domain for work force preparation and needed skill sets.

Gov-OIG 4f. Coordinate with COMMUNITY Domain for housing and infrastructure needs.

GOV-OIG 5. Develop a Nationwide Communications Strategy and Plan identifying target audiences, and technology and infrastructure needs. Include a master calendar

GOV-OIG 6. Increase the efficiency and effectiveness of QIN programs assigned to the Governance Domain or that contribute to Governance goals and Preferred Future Conditions.

- Gov-OIG 6a.** Identify program core duties and service areas that contribute to Governance Domain. Identify evaluation and data needs for internal and external reporting. Benchmark current conditions and evaluate and benchmark progress at regular intervals.
- Gov-OIG 6b.** Document and report progress, trends and other information required for external compliance and community indicators.

LAND DOMAIN



The land and ocean, and all the creatures and plants, are the foundation of Quinault wellbeing. The natural environment supports community, family, livelihood and spiritual connection.

The Quinault Indian Reservation (QIR) has been managed primarily for timber production. This management policy is mainly a legacy of the Dawes Act of 1887, which resulted in a fractionated land base largely held in trust for Individual Indian Trust Land Owners (Allotees) with an associated trust responsibility to provide income for Allotees. In addition, the Quinault Nation has grown to depend on timber income for a variety of reasons. Land management activities that could benefit fish and wildlife are always balanced against the cost in lost income to allottees.

The reservation is experiencing changes in the timing and quality of water flows in the rivers due to climate change with the primary impact being the loss of the Anderson glacier. Future land management will focus on goals to mitigate or adapt to the impacts of climate change, primarily low summer water and high temperatures.

The Land Domain encompasses the abundance, quality, management and utilization of our abundant natural resources including fish and shellfish, the ocean and beaches, Lake Quinault, timber, fire and pest control, resource protection, roads, water, air, game, harvesting, and land use including ecotourism, cultural activities, guiding, ecosystem credits, carbon footprint, aggregate rock, and probate. It also addresses land acquisition, fee lands, comprehensive planning, development and zoning.

Tribal programs and groups involved with the Land Domain include Quinault Dept. of Natural Resources (QDNR) including Forestry, Fisheries, Environmental Protection, Resource Protection, the Bureau of Indian Affairs (BIA), Quinault Housing Authority (QHA), Senior Program, Planning, Quinault Nation Enterprise Board (QNEB) and the Quinault Land and Timber Enterprise (QLTE).the Quinault and Queets River Committees, Ocean [Committee], off-reservation tribal members, allottees, hunters, gatherers, recreation users and others associated with the Quinault Indian Reservation and homelands including Usual and Accustomed Areas.

PREFERRED FUTURE CONDITION FOR LAND

The Quinault Indian Reservation and homeland is sustainably managed for multiple resources including fish, timber, secondary forest products, traditional gathering, cultural values and recreation as well as a longterm legacy for future generations. The landbase is predominantly a working landscape with well-stocked forest stands in a mosaic of different age classes that will provide allottees and the QIN with forest resources into perpetuity. Timber harvest guidelines allow for timber production with as little impact as possible on fish, wildlife, and cultural resources. Management includes fish and wildlife habitat enhancement projects and cultural resource protection as well as land acquisition for critical and priority habitats and culturally significant resources.

The waters, lakes and rivers that flow through the Quinault homeland are clean and cold and support the needs of our blueback and other salmon species and steelhead at all life stages. Wetlands, groundwater recharge areas, and all waterways are protected and enhanced to capture water and help mitigate low summer flows and the threat of high water temperatures. Quinault water needs for community use and to support our fisheries are secure.

Climate change adaptation strategies are incorporated into the Quinault Forest Management Plan to achieve a resilient landscape with flexible management options, economic opportunities, revenue generation and Quinault cultural continuity as a legacy for seven generations into the future.

Our beaches, shellfish, marine resources and territorial jurisdiction are secure under Quinault codes and regulations and our treaty rights, the supreme law of the land.

The master plan for the upper Taholah village is complete, the necessary lands have been acquired and site design and planning of many new tribal and community buildings is well underway.

2012 Strategic Plan Land Domain DRAFT Goals

LAND 1. Develop a Climate Change Adaptation Strategy

This goal aligns with Dept. of Interior priority goal in the DOI 2012-2016 Strategic Plan.

Land 1a. Describe past and current condition of fisheries, cultural resources, forestlands, marine resources and other cultural or economic natural resources on the reservation. Identify historic trends where possible.

Land 1b. Assess current climate impacts (winter storm intensity, loss of glacier) and anticipated future impacts of climate change on Quinault natural resources (lower summer water/higher temperatures impacts to salmon, increased erosion, insects and pathogens, species shifts species, and more).

Land 1c. Develop alternative scenarios to describe possible futures based on multiple resource management goals and strategic response to climate at the landscape level. Focus on hydrologic impact mitigation as a primary driver of water policy and landscape level management direction. Consider Forest Landscape Analysis and Design (FLAD) developed by Dean Apostol as a planning approach.

LAND 2. Cultural Resource Management Plan

Land 2a. Assess the condition and status of important cultural resources.

Land 2b. Identify culturally significant and /or sensitive priority sites (prairies, wetlands, streams and river corridors) for acquisition, protection, restoration, and enhancement to maintain availability and access to traditional food and medicines.

Land 2c. Create policy to leverage fish habitat protection, climate adaptation and cultural resource protection.

LAND 3. Road Maintenance Plan

Land 3a. Develop sediment control plan: EPA regulations will be requiring an NPDES permit for road runoff. Assess impact to winter logging and or hauling during rain events.

Land 3b. Develop a priority list for culvert replacement and some projection as to cost

LAND 4. Update Land Acquisition Plan

Land 4a. Identify land acquisition needs to implement the QIN Comprehensive Plan including the Taholah upper village master plan, Queets and Amanda Park

Land 4b. Review and update forest land acquisition goals based on landscape level assessment and a Quinalt Indian Reservation Climate Adaptation Strategy

LAND 5. Policy

Land 5a. Return the timber Forest Management Deduction (FMD) to the standard 10%. Show where all fees and FMD dollars are held and spent.

Land 5b. Describe on a regular basis where all user fees, deductions, or taxes are held and how they are used. e.g. By timber sale and summarized and reported annually

Land 5c. Identify the fiscal and administrative impact of trespass and poaching on QIR. Coordinate with permitted users of Quinalt Indian Reservation (QIR) to develop strategies to reduce trespass.

LAND 6. Update the current Forest Management Plan

Land 6a. Engage the QIR communities to increase participation and to better inform these publics about

- historic trends from pre-settlement to BIA management up to QIN management today;
- the current ecological state of the QIR;
- and projected future conditions relative to climate change.

Land 6b. Agree on the long-term future or legacy condition of the land and develop clear goals based on management alternatives that build better ecological resiliency into the landscape.

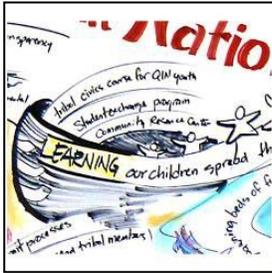
Land 6c. Develop a Strategic Perspective up front in the EA Process.

LAND 7. Increase the efficiency and effectiveness of QIN programs assigned to the Land Domain or that contribute to Land goals and Preferred Future Conditions.

Land 7a. Identify Program core duties and service areas that contribute to Land. Identify evaluation and data needs for internal and external reporting. Benchmark current conditions and evaluate and benchmark progress at regular intervals.

Land 7b. Document and report progress, trends and other information required for external compliance including Government Performance and Results Assessment (GPRA) indicators.

LEARNING DOMAIN



The Learning Domain addresses both formal and informal learning opportunities for the entire community. Specific areas include Quinault culture and language education for everyone; education standards; scholarships; an education foundation; tribal civics curriculum covering Quinault history, the Treaty and the Constitution; ‘How to’ courses involving vocational/technical training such as Home Maintenance, Microsoft Certification, Life Skills, Parenting, and Wills; mentoring and internships; and a staff and community Brain Trust of Knowledge from technical to traditional and practical.

Mentoring is indigenous in its root and is a primary way cultural values and lifeways are passed on. The connections and relationships that are built through mentoring contribute to community resiliency and a culture of learning.

Tribal programs and other entities involved with the Learning Domain include Ju’las, the Senior Program, the Teen Council, School Boards, Taholah Learning Center teachers and administration staff, Education Committee, Scholarship Committee, Headstart and the Daycare Committee, Quinault Language Team, Cultural Committee, Quinault Historical Society, Quinault Housing Authority, QIN Business Committee, Legal, QDNR, Fisheries, and Chemical Dependency.

PREFERRED FUTURE CONDITION FOR THE LEARNING DOMAIN

We are a community of lifelong learners that values wisdom and teaching from everyone. Our families and schools provide the foundation for pride in who we are, joy in learning, and a desire to contribute in our children. Community gatherings and our places of work offer opportunities for continuing education. We value both the teachings of our elders and the technical skills and new knowledge our young people have to share. There are frequent opportunities for 2-way intergenerational education to occur both formally and informally between our youth and our elders. Quinault values, language and cultural practices are in everyday use. Our youth learn Quinault history, traditions, values, and strengths of the past as a foundation for the future and are given the opportunity to experience other peoples and places as part of their education.

Life skills and financial literacy trainings are available to all the members of the community. We assist and improve access to educational funds so that “No Child is left Unfunded”. There is orientation and training in our culture and history for all positions with the tribal government, both employees and elected leaders.

Our youth know who we are as Quinault people, how our Quinault values guide our actions and have direct experience learning and connecting with each other and the land.

Technology and digital media studies are available to our youth and support documentation of Quinault history, life ways and values.

2012 Strategic Plan Learning Domain DRAFT Goals

LEARNING 1. Quinault Oral History and Values Project

Learning 1a. Develop a Quinault Values Clarification Project

Learning 1b. Identify the Quinault values associated with each Domain through contact with the elders and the stories. Students help translate Quinault values into present day.

Learning 1c. Develop a Quinault Oral History Project

- Teach interview skills, listening, connecting elders and youth, Quinault culture and ways
- Record oral histories from elders, family, and the Quinault community.
- Identify who should be interviewed first due to age and complete this with the technology available now.

Learning 1d. Identify and collect all existing recorded Quinault interviews and information, transfer it to digital format for organizing and ease of access. Create an archive all materials in an environmentally safe facility, outside of the tsunami and other hazard zones.

- Shari Curtwright assigned interviews for a class
- Look at Densho.org an online Japanese historical archive. They have a teaching module for communities who want to create their own archives.

Learning 1e. Digital Media Program: Develop a partnership with the schools focusing on media literacy, critical thinking, writing and production skills, and technology including audio, video and more.

LEARNING 2. Teach traditional food and medicine gathering and processing

Teach traditional knowledge about the land, traditional foods and community. Build inter-generational connections, community participation, and a sense of accomplishment and self-reliance in all who participate.

Learning 2a. Partner with the community to assist the school in creating a Quinault traditional foods curriculum

Learning 2b. Work with the school, YOP and community members to gather and process traditional foods as part of preparations for the 2013 Canoe Journey. This is a good target to get things started

Learning 2c. Teach traditional medicine for our own self care

Learning 2d. Teach students, with the help of the community, to preserve traditional foods for a non-perishable emergency food supplies on an annual basis. Cook and serve each year's supply in a community kitchen as the fresh foods come back in.

LEARNING 3. Wilderness/Outdoor School

Learning 3a. Pilot a program of 1-2 week summer day camps, Queets and Taholah kids attend together (they will share leadership in the future), meet midway on the road to Queets. Only need recreational vans to start. Include this in 2012 work plans.

Learning 3b. In time, include other local Indian and non-Indian youth as they will be future neighbors and leaders. There are few such program activities available for rural youth. People who grew up locally are more likely to stay in the area.

Learning 3c. In time, add leadership, healing, and tribal history and civics to the school. Could be a training school offered to other tribes. Consider locating it in Queets.

Learning 3d. Teach Quinault Stories and legends. Cultural education also accessible for off reservation children.

LEARNING 4. Quinault Tribal History and Civics Course

Learning 4a. Develop the curriculum for a Tribal History and Civics course for QIN youth, community, staff and leaders. Washington State Office of Superintendent for Public Instruction (OSPI) has a tribal history curriculum called “Since Time Immemorial: Tribal Sovereignty in Washington State” developed under House Bill 1495 (2005). This can be customized with Quinault history.

Learning 4b. Create an accessible archive of key documents pertaining to Quinault history.

LEARNING 5. Increase success rates in higher education and employment through job preparation and career development

Learning 5a. Support the schools in preparing students for Running Start.

- QIN staff provide tutoring and other support to the schools.

Learning 5b. Create a tribal student exchange program to experience other tribes, regions, cultures, and countries with other tribes and ethnic communities. Opportunities include Highline School District in Burien, WA, El Centro de la Raza in Seattle, international exchange opportunities, or other tribal youth programs.

Learning 5c. The Quinault community understands the work force needs of the Nation and is prepared for these jobs.

- QIN staff provide job shadowing and other career orientation opportunities.

Learning 5d. Develop a Community Resource Center: Support education and career development for youth and tribal members providing assistance with application processes, funding and scholarships, resumes and interviews, and other career development activities. Increase community access to libraries, technology and the internet.

Learning 5e. Actively develop the future leadership and skilled workforce to meet QIN needs in key areas

- Management and construction of the upper village in Taholah and Queets.
- Medical careers.
- Business management and leadership
- Technology
- Natural resource management

LEARNING 6. Increase the efficiency and effectiveness of QIN programs assigned to the Learning Domain or that contribute to Learning goals and Preferred Future Conditions.

Learning 6a. Identify core duties and service areas that contribute to Learning. Identify evaluation and data needs for internal and external reporting. Benchmark current conditions and evaluate and benchmark progress at regular intervals.

Learning 6b. Document and report progress, trends and other information required for external compliance including Government Performance and Results Assessment (GPRA) indicators.

WELLNESS DOMAIN



Each Quinault person deserves the respect, safety, nourishment, and support necessary to develop a healthy body, a peaceful and happy mind, strong positive connections with others, and to make their own unique contribution to the community.

Wellness is the optimal state of health of individuals and groups. In an individual it is the ability to realize their fullest potential physically, psychologically, socially, spiritually and economically. Wellness at a community level means the role expectations in the family, community, place of worship, workplace and other settings can be fulfilled. Change is ever constant throughout our lives. Directing change towards health creation depends on making healthy choices and sustaining them. This is vital to our wellbeing in what is a lifelong journey to wellness.

Better health involves what you eat, how you use your body, the way you think, work and play, how you interact with others and how you handle life's challenges. Our bodies have innate healing abilities that are supported through four primary areas of self-care: nutrition, physical activity, relaxation, and social and spiritual connections.

Lifestyle choice is the first line of treatment for all disease conditions. Everything we think, say, and do is either health creating or not. Starting where we're at, we engage in our own health creation through any of the doorways to self-care: nutrition, exercise, our thinking and beliefs, our contemplative practice, or our relationship to ourselves, to our families, and to our community. Health and healing is an ongoing, dynamic quest that involves coming to terms with our own purpose and with what brings meaning to our lives. Living our lives fully and being able to express our life dreams gives us the energy, equanimity and will to continue on a path of wellness. We are energized by alignment with our life dreams.

Healing is the process of becoming whole—physically, psychologically and spiritually. The changes required for healing and healthful living start with small actions and can take place in as short a time as a minute and in steps as small as a walk around the block. Connecting with the sacred and nature every day is medicine that sinks in very deeply. Aligning our inner with the outer generates the energy and commitment to action that supports personal wellbeing and allows us to live our lives to the fullest.

The Wellness Domain addresses aspects of Quinault life that affect individual and community wellbeing including Health, Self-Esteem, Risky Behavior (including substance abuse and addictions), Safety, Mental Health, Environmental Health, Alternative Medicine, Nutrition, and Fitness.

Tribal programs with involvement with this domain include the Clinic, Mental Health, Chemical Dependency, Social Services, Senior Program, Nutrition, Diabetes Prevention, Child Protective Services/Quinault Family Services, TANF, Quinault Housing, Quinault Language Team, Law Enforcement, Emergency Medical Services, QDNR, Recreation, and Cultural Programs.

WELLNESS PREFERRED FUTURE CONDITION

Our Clinic is well run and has a high standard of care. We feel cared for by the staff. We have access to alternative and traditional medicines and healing practices. More people are turning to these practices for pain management, stress management and overall well being. We value our health and have an increasing focus on prevention and staying healthy.

Our clinic has good accessibility in Queets and Taholah. We have timely access to needed prescription medications. We have access to dental and prenatal care. We have a strong and successful diabetes program. Our community is aware of the role of nutrition in our health. We have access to healthy choices and traditional foods at the Merc, Seniors, community events, and local produce markets. We know checking on our mental health is just as important as checking for diabetes. Our community dinners and healing circles have taken out the stigma around mental health issues. We are finding creative ways to address chronic mental health issues given the continued decreases in state funding.

Our fitness center is serving more people and more diverse groups. There is a spirit of consistent support and invitation. We meet people where they are at and support them to move forward from there, “It doesn’t matter where you are its where you’re going.” Long term we grow into more of a YMCA model with availability to families, broader services, recreation opportunities and a gym.

Our families are continuing to get healthier. We have strong Quinault values and parenting practices. Parents, family and community feel responsible for the choices of the youth. We are seeing a steady decline of addictions in parents, youth, and young adults. We are finding ways to heal from intergenerational trauma. We know how to deal with anger and emotions in positive ways, decreasing the cycle of violence. Health education is started at an early age including tooth brushing, eating healthy, getting adequate exercise. Youth receive clear messages from parents and others around avoiding drugs & alcohol.

Our Youth are actively participating in cultural and wellness activities. We have connected them to each other and to the land through an outdoor leadership program. They know how to provision, prepare and store traditional foods including having their own smokehouse. Our children learn our strength comes from our families, our culture and our connection to Spirit and is supported through community gatherings, our churches, drumming circles, traditional dance, preparations for hosting and or undertaking Canoe Journeys and active engagement of our youth and our elders. Our kids are active and involved in sports and other physical activities in school and in recreation programs. Alternative recreational activities are available at times when youth might be susceptible to drugs and alcohol. Adults in the community are actively supporting the youth.

Our Elders are well cared for. We are able to care for most of our elders at home. When they do need additional levels of care we have Quinault affiliated facilities or Quinault affiliated elder care providers so they are taken care of in an honoring way.

Our drug related programs are working together such that we have a system wide response. We have built more trust in the tribe and in the leadership in support of drug enforcement and treatment. We have implemented a “Wellness Court” and learned from other tribes how to make it successful. There is a “safe house” where people returning from treatment can be in drug free environment as they return to Quinault.

The upper village master plan includes a multipurpose/wellness facility, where multiple activities can be held in one spot. The master plan includes the clinic and a community kitchen. Recreation programs are included in the master plan. People have spaces to meet for circles. The overall layout of the village is designed to build social connections.

2012 Strategic Plan Wellness Domain Draft Goals

WELLNESS 1. Promote Prevention Education and Training

- Wellness 1a.** Align QIN efforts with national prevention strategies and goals. Target associated grants.
- Wellness 1b.** Support parents and youth in being drug and alcohol free. Decrease addictions in parents, youth and young adults. Provide alternatives for youth at times they would be susceptible to drugs.
- Wellness 1c.** Teach whole body wellness promoting health and cultural education to our children from an early age. Incorporate dental hygiene in the schools (instill good teeth brushing habits).

WELLNESS 2. Healthy Families Initiative

- Wellness 2a.** Improve family health and wellbeing. (See diagram) Strengthen social support and connections. Assess how many connections it builds. Allow insight to see what healthy families look like.
- Wellness 2b.** Encourage physical activity, nutrition, alternative medicine, drug prevention, and mental health. Fitness center to serve more people and a more diverse set of people.
- Wellness 2c.** Increase Parent Involvement in the lives of youth through the Recreation programs and through schools.
- Wellness 2d.** Develop parent education that is Quinault, including for parents of teenagers.
- Wellness 2e.** Address intergenerational trauma and encourage healing and breaking the trauma cycle across generations.
- Wellness 2f.** Expand cultural programs such as drumming, dancing, and traditional food provisioning, preparation and storage. Encourage deeper connection with the land (wilderness summer program) and legends.
- Wellness 2g.** Encourage mentoring of our youth - “Everybody has something to offer youth” and that more youth are showing up in the programs
- Wellness 2h.** Encourage skills development in youth and adults to build workforce capacity.

WELLNESS 3. Preserve and promote traditional medicine and alternative healing practices

Wellness 3a. Increase availability of massage, acupuncture, and other traditional and alternative medicine practices. Encourage these alternatives as part of pain management.

WELLNESS 4. Support Clinic Goals to improve community health

Wellness 4a. Maintain and expand wellness and treatment efforts related to Diabetes and Obesity.

Wellness 4b. Improve accessibility for the clinic in Queets and Taholah.

Wellness 4c. Improve quality management and standards of Care through the accreditation process.

Wellness 4d. Improve process improvement, governance, information management, and scheduling practices through the accreditation process.

Wellness 4e. Continue to reduce the stigma of mental health.

WELLNESS 5. Develop a Guide to Quinault Services

Wellness 5a. Identify the service area and define eligibility.

Wellness 5b. Develop a communications plan and privacy policy for what and how information can be shared between programs including Mental Health, Chemical Dependency, Clinic, TANF and Social Services.

WELLNESS 6. Increase the efficiency and effectiveness of QIN programs assigned to the Wellness Domain or that contribute to Wellness goals and Preferred Future Conditions.

Wellness 6a. Identify core duties and service areas that contribute to Wellness. Identify evaluation and data needs for internal and external reporting. Benchmark current conditions and evaluate and benchmark progress at regular intervals.

Wellness 6b. Document and report progress, trends and other information required for external compliance including Government Performance and Results Assessment (GPRA) indicators.

PROSPERITY DOMAIN



The Quinault People are blessed to live in a beautiful place, and to be stewards of many forms of wealth. As individuals and families find ways to prosper that are in keeping with their own needs and with Quinault values, they also strengthen their community and promote the health of their natural environment.

The Domain of Prosperity encompasses income, employment, education, entrepreneurship, business environment, asset management, and natural resources that contribute to livelihood and wellbeing.

Tribal programs and entities with involvement with this domain include TAALA Fund, QNEB, QBC, multiple Tribal Government programs, the Education Department, TANF, Fisheries, QHA, Quinault Language Team, Forestry, and the BIA.

PROSPERITY PREFERRED FUTURE CONDITION

There is a positive business climate within the Nation with a diversity of profitable private and tribally-owned businesses. The Quinault have a vibrant economy and multi-faceted financing options are available. We work to eliminate or minimize physical or political barriers to developing or expanding business opportunities and have user-friendly permitting processes with established timelines that support entrepreneurs. Business activities provide a tax base and living wage jobs for individuals. The Nation maintains the authority to levy taxes.

We measure our prosperity by a ‘Feeling of Wellbeing Index’ in addition to standard economic measures. We use renewable energy sources and strive for energy independence. We have an educated and well trained workforce with a diversity of employment opportunities. Intern and job training programs are available with QIN departments and programs.

Our citizens understand and agree about how to sustainably utilize the nation’s land base and natural resources. We successfully balance development and preservation to best meet the needs of the community. We conduct due diligence assessments of new business proposals, provides incentives to attract new businesses, and regularly monitor progress of QIN businesses and investments. There is a clear separation between tribal government and tribal and private business enterprises. The Nation boasts an economy that emphasizes domestic, intertribal, and international trade that utilizes all our resources in an environmentally sustainable manner.

2012 Strategic Plan Prosperity Domain Draft Goals

PROSPERITY 1. Create policy for a pro-business climate

Prosperity 1a. Adopt pro-business policies that support all businesses equally such that permitting is predictable and consistent, and applicable codes, laws and regulations are in place.

Prosperity 1b. Develop policy regarding sharing due diligence information and community input opportunities for any new large scale QIN enterprise investments.

Prosperity 1c. Consider dollar circulation when contracting for work, prefer tribal enterprises in contracts.

PROSPERITY 2. Build infrastructure and capacity to support tribal small businesses

Prosperity 2a. Provide business education, youth entrepreneurship and financial literacy, asset-building initiatives, coaching and mentoring. Support skill development based on business work force needs. Provide state and regional economic forecasts to the community.

Prosperity 2b. Develop a plan and timeline for internet access and other infrastructure needed to support tribal businesses.

Prosperity 2c. Integrate tribal business' and a commercial district into the upper village master plan.

Prosperity 2d. Partner with TAALA fund. Stay current with capital finance alternatives.

Prosperity 2e. Encourage local business development based on existing needs such as motorpool service for QIN fleet, tribal construction company to support needs of upper village development, janitorial services, etc. Support the establishment of tribal entrepreneurial small businesses that people are asking such as:

- Laundromat
- Minor Home Repair
- Construction to support Upper Village move
- Queets fish house
- Automotive Service
- Minor Forest Products (includes ideas for tree nursery, cedar boughs, salal, etc)
- Services for Tourists on 101 (Espresso, Showers or Campground, RV Hookup)
- Off reservation business owned by Quinault members, intertribal businesses.

PROSPERITY 3. Create a thriving local and regional economy.

Prosperity 3a. Create a clear vision for the coastal communities.

Prosperity 3b. Be a major player in the economic engine of the Peninsula.

Prosperity 3c. Build partnerships with neighboring governments. What agreements do we want with our neighbors e.g. building block grants for economic development, and determining tax base.

Prosperity 3d. Expand profitability of QIN Enterprises and increase dollar circulation within the tribe.

Prosperity 3e. Add 1-2 enterprises such as aggregate rock, green energy, or other.

Prosperity 3f. Ensure QIN businesses are well managed and profitable.

PROSPERITY 4. Increase the efficiency and effectiveness of QIN programs assigned to the Prosperity Domain or that contribute to Prosperity goals and Preferred Future Conditions.

Prosperity 4a. Identify core duties and service areas that contribute to Prosperity. Identify evaluation and data needs for internal and external reporting. Benchmark current conditions and evaluate and benchmark progress at regular intervals.

Prosperity 4b. Document and report progress, trends and other information required for external compliance including Government Performance and Results Assessment (GPRA) indicators.

COMMUNITY DOMAIN

The strength of the Quinault People is in their families and in community. As the living expression of Quinault culture, the Community Domain addresses the public life of the community as expressed in celebrations, social gatherings, recreational activities, civic participation, and the safety and wellbeing of the people, with special attention to the needs of our youth, seniors, families and the vulnerable. The Community Domain broadly encompasses people and the physical environment and includes aspects of Quinault life associated with Culture, Elders and Youth, Recreation, Volunteerism, Housing, Safety, Transportation, Community Facilities, and public services and infrastructure such as Utilities and Roads.

Programs and groups with involvement in this Domain include Law Enforcement; Quinault Family Services; Community Services including Utilities, Water/Sewer, and Maintenance; TANF; Ju'las Committee and the Senior Program; Teen Council; Recreation; Quinault Housing Authority; Housing Commission; Fisheries, Canoe Club, Historical Society, and the Quinault Language Team. The Hereditary Chiefs; Heads of Families; and Church Elders and Leaders are also included.

COMMUNITY DOMAIN PREFERRED FUTURE CONDITION

We have frequent community gatherings and good places to meet. Basic services such as laundry and grocery shopping are available in the villages and there are cafes and restaurants that provide places to gather. People are energized, volunteer to help with what is needed, and pay special attention to the needs of the vulnerable among us. We are trained, prepared and ready to respond to emergencies. Our whole community works to create a beautiful, safe and healthy environment in which to raise a child and to grow old in.

We experience Quinault traditions as Living Culture. There are traditional cultural activities for all ages and we have fluent speakers of our own language. We support strong, nurturing families and our youth and elders have regular and frequent interactions. There are educational, fun, and safe activities for all ages, especially our youth. Our seniors and disabled tribal members live in secure housing and assistance is readily available. There is healing across the tribe and within families addressing grief, loss, and multi-generational trauma. Spirituality is honored and practiced at all public events.

Our villages are clean, safe, and beautiful, with well-maintained buildings, grounds, and streets. Good ball fields and other sports facilities are available and we have a Community Fitness and Wellness Center. We have safe roads and there is a good road to Queets. There are a variety of housing options available for all income levels to meet the needs of single people, families, and elders. We live sustainably and have energy independence. We have adequate waste management services including recycling.

We have superior infrastructure, located outside of hazard zones, that supports anticipated growth and economic development. The Nation implements updated, comprehensive capital facilities plans and maintains an efficient and safe road network. We have a world-class, wholly owned QIN utility whose customers have one-stop shopping for services.

Our Nation is safe for residents and visitors. Community-oriented law enforcement, fire protection, and emergency response services are consistent, coordinated, and readily available throughout the Nation. Our families have trained emergency responders that practice regularly and help with community projects.

2012 Strategic Plan Community Domain Draft Goals

COMMUNITY 1. Safety and Beauty of the village

- Community 1a.** Reduce illegal drug activity and people breaking into cars/homes.
- Community 1b.** Develop an honorable disposal plan for debris and other objects arriving to our beaches from the tsunami that struck Japan in March, 2011
- Community 1c.** Continue efforts to sweep streets, clear storm drains, repair streets, remove abandoned vehicles, enforce housing codes.
- Community 1d.** Encourage residence care of homes and explore how to shift the norms. Build common understanding of what we want our villages to look like and create a community work plan that brings community together for the Journey and beyond.

COMMUNITY 2. Emergency support functions, staffed, planned, and implemented.

- Community 2a.** Superior facilities outside of Evacuation Routes are in place.
- Community 2b.** Emergency responders are trained and practice on an ongoing basis. Queets and Taholah residents and all families are encouraged to participate.
- Community 2c.** High School gets CERT training.
- Community 2d.** Generators secured via surplus for key facilities in Queets and Taholah
- Community 2e.** Museum and photographic exhibit out of danger zone
- Community 2f.** Food storage and emergency supplies storage established

COMMUNITY 3. Infrastructure needs assessment and plan for Taholah and Queets

- Community 3a.** Develop master plan for upper village and Queets which builds strong social fabric and reflects who we are in our strength and history (patterns of resilience). Ensure positive business climate in layout.
- Community 3b.** All tribal buildings receive routine and non-routine maintenance on a regular schedule.
- Community 3c.** Resolve the housing and sewer capacity issue for Queets.
- Community 3d.** Develop a Nationwide Capital Improvement Plan

COMMUNITY 4. Provide essential support for hosting 2013 Tribal Journey

- Community 4a.** Support coordinated planning between QIN government, leaders and the community in preparation for the 2013 Canoe Journey.

- Community 4b.** Logistics support: Such as refrigerated trucks, showers, laundry, electrical, water access
- Community 4c.** Site planning: Determine where tent areas and other areas are aligned with long term plan
- Community 4d.** Align NIMS emergency preparedness training with long term emergency preparedness efforts
- Community 4e.** Strategize cleanup directed toward how we will maintain it. We are doing it for ourselves and for our kids for the long term

COMMUNITY 5. Encourage volunteerism and self-reliant community life

- Community 5a.** Cleanup of Villages
- Community 5b.** Emergency Planning – youth and families
- Community 5c.** Community food connection:
- Traditional foods
 - Emergency preparedness
 - Taking care of hunger
 - Food self-reliance
 - Provisioning

COMMUNITY 6. Increase the efficiency and effectiveness of QIN programs assigned to the Community Domain or that contribute to Community goals and Preferred Future Conditions.

- Community 6a.** Identify core duties and service areas that contribute to Community. Identify evaluation and data needs for internal and external reporting. Benchmark current conditions and evaluate and benchmark progress at regular intervals.
- Community 6b.** Document and report progress, trends and other information required for external compliance including Government Performance and Results Assessment (GPRA) indicators.

COMMUNITY 7. Court

- Community 7a.** Document and record data needed for GPRA reporting.
- Community 7b.** Plan and design new facilities in the upper village master plan.

End