



Kalispel Tribe of Indians
P.O. Box 39
Usk, WA 99180

(509) 445-1147
(509) 445-1705 fax
www.kalispeltribe.com

March 23, 2015

Re: Kalispel Tribal Justice System Strategic Plan

Kalispel Tribal Member and Kalispel Community Member,

Enclosed is a copy of the strategic plan for the tribal justice system that was recently approved by the Kalispel Business Council. A strong effort was made to include the opinions of all members of our community that participated in the development of this plan. Your voice was included through the Tribe and Community-wide survey, several focus groups, and a three day conference, *It Takes a Village*, held in December 2013.

The justice system we have is yours, and this "Kalispel Tribal Justice System Strategic Plan" calls for your involvement. This starts by reviewing the attached strategic plan that has been developed with your assistance. Remember, this is a living and working document for the people, for you. It can be changed and improved upon as we all deem necessary for the needs of our community.

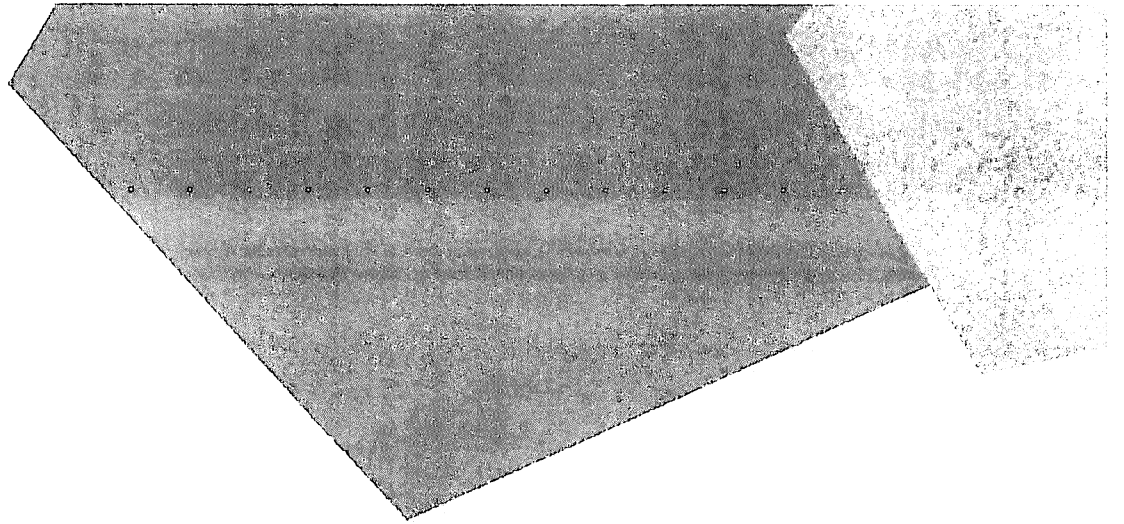
You will also be receiving a short survey asking for your input regarding the strategic plan. I encourage you to review the attached plan and provide us with your input.

I appreciate your involvement and commitment to making our justice system work for us all.

Lemlmnts,

A handwritten signature in cursive script that reads "Darren Holmes".

Darren Holmes,
Tribal Administrator



plan

Kalispel Tribal Justice System

KALISPEL TRIBAL JUSTICE SYSTEM
EFFECTIVE 2014

Handwritten notes or scribbles in the top right corner.

SIGNATURE PAGE

This plan was created by the Kalispel Tribe of Indians for the enhancement of its Public Safety Department and Tribal Court for the protection of Tribal people and their guests, and their resources and assets through law and order and the administration of justice, and to "secure the Tribe's prosperity of the power to exercise certain rights of home rule not inconsistent with Federal, State and local laws." (25 U.S.C.A. §461). The 2014 Kalispel Tribal Council and the Justice System Advisory Board support this plan.

Glen Nenema
Glen Nenema - Kalispel Tribal Member
Tribal Chairman

R. Pierre
Raymond Pierre - Kalispel Tribal Member
Vice Chairman

Lloyd Finley
Lloyd Finley - Kalispel Tribal Member
Tribal Council Member

Andrew Garry
Andrew Garry - Kalispel Tribal Member
Public Safety Officer, Sergeant

James Wynécoop
James Wynécoop
Chief of Public Safety

Stanley Bluff, Jr.
Stanley Bluff, Jr. - Kalispel Tribal Member
Culture Department Asst. Director

Jessica Pakoqas
Jessica Pakoqas
Camas Path Director

Kevin Freibott
Kevin Freibott
Assistant Planning Director

Bryce Nomee
Bryce Nomee
Youth/Student

Darren Holmes
Darren Holmes - Kalispel Tribal Member
Tribal Administrator, Tribal Council Member

Betty Jo Plengkham
Betty Jo Plengkham - Kalispel Tribal Member
Tribal Council Member

Francis Cullooyah
Francis Cullooyah - Kalispel Tribal Member
Culture Department Director

Anna Armstrong
Anna Armstrong - Kalispel Tribal Member
Education Director

Milton Nomee
Milton Nomee
Chief Judge

Michele Fukowa
Michele Fukowa
Legal Dept./Code Reviser

Cathleen Kintner-Christie
Cathleen Kintner-Christie
Court Administrator

Marcella Haynes
Marcella Haynes - Community Member
Camas Learning Center

Tyray Nomee
Tyray Nomee
Youth/Student



TABLE OF CONTENTS

1 EXECUTIVE SUMMARY 1

2 PLANNING STRUCTURE 2

 2.1 Strategies 2

 2.2 Authoring 2

 2.3 Monitoring 3

 2.3.1 Advisory Committee 3

3 CURRENT SITUATION 3

 3.1 Kalispel Tribe Introduction 4

 3.1.1 Population 4

 3.1.2 Geographic Location 4

 3.1.3 Mission Statement 5

 3.1.4 Guiding Principles 5

 3.2 Situational Analysis 6

 3.2.1 Needs 6

 3.2.2 Strengths 8

 3.2.2 Weaknesses 8

 3.2.3 Opportunities 9

 3.2.4 Threats 10

 3.3 Community Readiness 11

4 GOALS, OBJECTIVES, & OUTCOMES 13

 4.1 Purpose 13

 4.2 Goals 13

 4.3 Measurable Objectives 14

 4.4 Outcomes Expected 17

 4.4.1 Goal A Outcomes 17

 4.4.2 Goal B Outcomes 18

 4.4.3 Goal C Outcomes 19

 4.4.4 Goal D Outcomes 20



SUPPLEMENT INDEX	22
SUPPLEMENT 1: SUSTAINABILITY.....	23
S-1.1 Organizational Sustainability.....	23
S-1.1.1 Tribal Justice System Sustainability	24
S-1.2 Community Relationships	24
S-1.2.1 Building Support.....	24
S-1.2.2 Key Champions.....	26
S-1.2.3 Strategic Partnerships.....	27
S-1.3 Capacity Building.....	28
S-1.3.1 Adaptability to Changing Conditions.....	28
S-1.4 Strategic Financing	29
S-1.4.1 Cost Management.....	29
S-1.4.2 Revenue Enhancement.....	30
S-1.4.3 Long-Range Financial Forecast	31
SUPPLEMENT 2: REQUIREMENTS	32
S-2.1 Standard Planning Language	32
S-2.2 Resource Requirements	33
S-2.3 Standards	35
SUPPLEMENT 3: IMPLEMENTATION	36
S-3.1 Implementation Planning	36
S-3.2 Budgeting Process	36
S-3.3 Marketing the Plan.....	38
S-3.3.1 Marketing Infrastructure	38
S-3.4 Measuring Success	39
APPENDICES	41
A-1 Implementation Plans	N/A
A-2 Organizational Charts.....	N/A
A-3 Kalispel Indian Reservation Map	N/A



1 EXECUTIVE SUMMARY

This Kalispel Tribal Justice System Strategic Plan represents an early step towards addressing identified Tribal justice needs. The plan's purpose is to improve the community and its families' resiliency by effectively informing planning decisions made by the Tribe. It is designed to initiate collectively beneficial solutions. The target audience includes Kalispel Tribal community members and any other relevant entities and authorities directly and indirectly affecting the strategic direction and inherent outcomes of the Tribe's efforts.

This plan strengthens the Kalispel Tribe's sovereignty and self-governance by creating a justice system that is culturally competent, community relevant, and socially, environmentally, and financially sustainable. The planning process was led by the Kalispel Tribal Court and Kalispel Public Safety Department and was assisted by Reichard and Associates. Additional consulting services were provided by S. Brite, Inc. The plan's results and analysis are based on surveys, focus groups, and community readiness assessments conducted from December 2013 through February 2014. As determined by this research, the goals are to:

- Support the development of committed, conflict-free families with strong senses of identity and belonging by creating a responsive Tribal Justice System capable of meeting their diverse needs.
- Improve the wellbeing of Tribal members by effectively incorporating traditional Kalispel culture and life ways into the Tribal Justice System.
- Enhance best management practices by establishing and maintaining inter- and intra-departmental partnerships through active and on-going collaboration and cross-training.
- Improve the health and safety of community members, especially women and youth, by protecting their civil rights and providing holistic services (emotional, spiritual, mental, physical, and educational).

This strategic plan will serve as the foundation for developing effective strategies to empower Tribal members and their families. Results from this plan should be incorporated into guiding documents, such as a Comprehensive Management Plan. It is intended to be regularly revisited and modified as priorities and needs of the local people change and new information regarding the community's needs become available. As implementation plans are developed, effective monitoring and evaluation policies and procedures are to be established. These measures will determine if the Tribe's actions meet the established goals.

2 PLANNING STRUCTURE

The Kalispel Tribal Court and Kalispel Public Safety Department have developed a strategic plan. The process conducted to complete this plan took place from December 2013 through February 2014. Available planning resources were provided by Tribal departments, community members, and external consultants. Key success factors include reasonable mandates, improved efficiency, and direct measures of return on investments. Roadblocks and political barriers include potential and/or real political change, support or lack of support for political issues such as economic development, serious social ills, and lack of funding. The predominant pitfalls include limited resources and lack of available time.

2.1 Strategies

The overall strategy of this plan is to effectively identify and meet goals through collaborative and culturally appropriate resource leveraging efforts. Specifically, this includes the following major strategies:

Strategy A – Management: Utilize culturally-appropriate methods to manage resources for the purpose of enhancing the health and safety of our people.

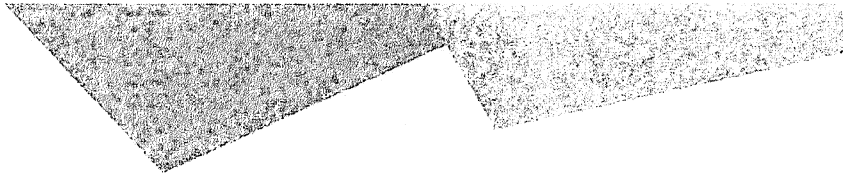
Strategy B – Development: Plan, design, and construct projects that are capable of meeting the needs of our current and future generations.

Strategy C – Community Enrichment: Increase knowledge and awareness among stakeholders through community-centered services.

The planning process has been limited to realistic goals that are achievable in the next five years. Ongoing marketing opportunities, such as community-wide public meetings and relevant media outlets will be used to enhance and further disseminate the plan.

2.2 Authoring

Core planning contributions were made by the Tribe's staff and community members. The plan's authorship was facilitated by Reichard and Associates. Further assistance was provided by S. Brite, Inc. The authors have been directed to refrain from personal editorial references, with the intent to provide information representative of community members' needs and desired solutions.



plan

KALISPEL TRIBAL JUSTICE SYSTEM EFFECTIVE 2014

Intra- and inter-departmental collaboration during the planning and implementation phases has been strongly encouraged. The use of technology for developing this document collaboratively through email and/or other web-based tools was recommended.

2.3 Monitoring

The overall progress of the plan will be reviewed by the Advisory Committee on an annual basis. The Kalispel Tribal Court Administrator and Director of Public Safety are ultimately responsible for measuring progress of the overall plan, including their respective goals and strategies. The plan will be monitored according to their timelines. Ultimately, the effects of these efforts will be assessed by community members.

2.3.1 Advisory Committee

As confirmed by the Signature Page, the Advisory Committee includes representation from the:

- Tribal Chairman
- Tribal Vice Chairman
- Tribal Administrator
- Tribal Council Members
- Culture Department Director
- Public Safety Officer, Sergeant
- Education Director
- Chief of Public Safety
- Chief Judge
- Culture Department Assistant Director
- Legal Department/Code Reviser
- Camas Path Director
- Court Administrator
- Assistant Planning Director
- Camas Learning Center/Community Member
- Youth/Students

Refer to the organizational charts in the *Appendices*.

3 CURRENT SITUATION

The Kalispel Tribal Justice System's current situation has been assessed in order to provide a foundation of understanding and to aid with the decision making process. This section is to be modified on a regular basis according to evolving internal and external conditions.

3.1 Kalispel Tribe Introduction

The Kalispel Tribe was historically referred to as the River/Lake Paddlers or Camas people. As semi-nomadic hunters, gatherers, and fishermen, about 3,000 Tribal members inhabited a 200-mile stretch of land along the Pend Oreille River. By 1875, the Tribal population shrunk to only 395 people. Today, there are 458 enrolled members of the Tribe. The Kalispel Reservation has a population of 206 residents, 175 of whom are American Indians, including Kalispel Tribal members and other neighboring Tribal members.

3.1.1 Population

As of 2014, 43 percent of the Tribe's membership is under 18 years of age. Fewer than twenty Elders live on the Reservation and only five speak fluent Kalispel. Male and female populations on the Reservation, including those with other Tribal affiliations, are roughly equal in number. Approximately one-third of enrolled Kalispel members live on the Kalispel Reservation, one-third are concentrated in Spokane County and surrounding areas, and one-third are scattered throughout the Pacific Northwest and other parts of the country. A substantial number of non-natives reside in the community as spouses or significant others of the Native population.

3.1.2 Geographic Location

The Kalispel Indian Reservation was established by Executive Order in 1914. It is located approximately 55 miles north of Spokane, Washington, in Pend Oreille County, and consists of 4,654 acres along 10 miles of the Pend Oreille River's east bank in Northeast Washington. The Tribe has 1,629 acres of Tribal trust land adjacent to Reservation boundaries and 1,500 acres of fee lands. The Kalispel Tribe is recognized as a sovereign nation by the Federal Government.

With most of the land within the reservation being unsuitable for development, the Tribe has had to examine innovative ways to create opportunity for Tribal members. The Tribe has suffered from factors associated with remote rural areas: unemployment, inadequate housing, limited economic opportunities, and prejudice. As recent as 1965, there were only one or two houses on the Reservation that had running water, and there was only one telephone for the whole Tribe. The average annual income for a Tribal member was \$1,400 that year.

The Kalispel Tribe has a second Reservation, comprised of 40 acres in Airway Heights, WA, situated approximately 60 miles southwest of the main Reservation. This land was granted to the Tribe for the sole

purpose of economic development, where the Northern Quest Resort and Casino is located. The Kalispel Tribal Economic Authority (KTEA) headquarters and other Tribal government offices are located on this site. Adjacent to this second Reservation, the Tribe holds 252 acres of Tribal Trust lands in addition to approximately 50 acres of Fee lands. Current facilities on the 252 acres include a gas station, laundry facility, and housing.

Refer to the Kalispel Indian Reservation map in the *Appendices*.

3.1.3 Mission Statement

This statement represents the Kalispel Tribal Justice System's purpose as follows:

"The mission of the Kalispel Justice System is to honor the culture, traditions, and laws of the Kalispel people while sustainably securing the community's safety and security."

3.1.4 Guiding Principles

As determined during the December 10-12, 2013 planning conference, which included 27 Kalispel Tribal members, 47 other attendees, and 16 government employees, the Kalispel Tribal Justice System must:

- be fair, accessible, understandable, and worthy of trust and respect
- be trusted and respected by guests from outside the Kalispel Indian community who are subject to the jurisdiction of the Kalispel Indian Reservation and Kalispel enterprises
- enforce the Kalispel Indian Community's constitution, laws, codes, and regulations in a manner that is consistent with the values, customs, and traditions of the Kalispel people
- enforce applicable federal, state, and local laws in a manner that is consistent with the laws, values, customs, and traditions of the Kalispel people
- exercise the Kalispel Tribe's sovereign and legal authority to the maximum extent permitted by the United States and the Tribe's constitutions, Federal and Tribal statutes, and controlling case law
- effectively and efficiently protect the health, safety, and well-being of the Kalispel people, their resources, culture, values, customs, and traditions as well as the health, safety, and well-being of all who enter the Kalispel Indian Community and Kalispel enterprises as guests

- promote and encourage personal, organizational, and institutional accountability, responsibility, and honesty for positive outcomes within the Kalispel community
- value personal health and growth over punishment, without sacrificing personal or public safety

3.2 Situational Analysis

The Kalispel Tribal Justice System's current situation has been assessed by using the strength, weakness, opportunity, threat (SWOT) framework. This analysis provides a static model of the organization's strengths, weaknesses, opportunities, and threats. Additional work has been done to effectively assess the community's and organization's needs. Results from that analysis were used to develop the plan's goals and objectives.

3.2.1 Needs

Identified needs include code development, Tribal justice alternatives for youth crimes, substance abuse services, domestic violence services, and other facilities. These results are detailed below.

Code Development: There is an identified need to improve current legal codes. Currently, Kalispel Tribe legal codes do not sufficiently address various issues, especially for youth on reservation lands, in a fair and balanced manner. Therefore, some offenses are unreported, un-punishable, and un-trackable. This legal protection gap has allowed some crime to rise without visible and/or direct connections to our community and affected families. Without a formal codified definition and legal proceedings, including Police Department reporting and Court prosecutions, there is a significant lack of quantified data.

Furthermore, there is a need to improve cultural competence within the Kalispel Tribal Justice System for the purpose of preserving families and protecting those who report offences. Given the diversity in cultural/spiritual beliefs and the western legal model often used, cultural competence is important yet difficult to achieve.

Tribal Justice Alternatives for Youth Crimes: There is an identified need to provide juvenile justice alternatives for Kalispel youth. These alternatives may include, but are not limited to the development of Juvenile Justice Codes, Youth Court, Advisory Panel, and Equine Program. These methods are to incorporate the Kalispel Tribe's culture and life ways. These alternatives should work to increase the number of youth crimes reported by families for the purpose of improving earlier intervention and rehabilitation.

Substance Abuse Services: There is an identified need to use culturally competent substance abuse prevention approaches. These efforts should build the Tribe's capacity to promote resilience and decrease risk factors in individuals, families, and communities. Furthermore, culturally competent practices are needed to increase the social-emotional health and wellbeing of our community members. Increasing the use of cultural services enhances a sense of belonging and improves long-term outcomes.

There is an identified need to reduce community-wide enabling of substance abuse for the purpose of increasing legal intervention efforts, especially through reporting. Furthermore, current social structures and kinship systems need support in sharing and promoting traditional health and wellness. There is a community need to provide peer support and social inclusion through talking circles, cultural events, and treatments groups.

Beyond prevention and intervention, culturally appropriate substance addiction treatment services are needed to address the rise in this illness. These services must incorporate a family approach that treats the entire kinship system to ensure the effectiveness of rehabilitation models. These activities must work to balance cultural and legal systems, while ensuring the preservation of social/family ties.

Domestic Violence Services: There is an identified need to address domestic violence issues within the community using culturally competent prevention and intervention methods. These efforts should work to promote resilience and decrease risk factors in individuals, families, and the community. Furthermore, culturally competent practices are needed to increase the social-emotional health and wellbeing of our community members. Increasing the use of cultural services will enhance a sense of belonging and improve long-term outcomes.

Beyond community-based domestic violence prevention and intervention, family crisis services are needed. As such, a Domestic Violence Shelter should be developed to provide an emergency safe house. The services provided at this facility must incorporate a family approach that treats the kinship system.

Other Facilities: There are identified needs to provide centralized family services through the development and operation of a Family Services Center. There is also an identified need to provide Tribal justice services in Airway Heights, WA by developing a Kalispel Tribal Justice System facility in this location. There is also an identified need to enhance restorative justice practices through the development of an Equine Program, with respective facilities. Lastly, there is a need to provide legal aid services to indigent members through the development of a Legal Aid Office.

These identified needs provide the driving force for this plan. They represent gaps between current states and desired states. As this plan evolves, these needs will be addressed and/or adjusted on a regular basis.

3.2.2 Strengths

The Kalispel Tribal Justice System's internal strengths include community and family strength and commitment to sustainability. These results are detailed below.

Community and Family Strength: Community and family strength have been identified as internal strengths. Together this Tribe has demonstrated remarkable resilience over many generations. The Kalispel people have the proven ability to triumph over adversity. Furthermore, elders, parents, and youth share strong family bonds. These connections serve as the foundation to this organization's effectiveness and wellbeing. These kinship systems encourage healthful behaviors and the sharing of culture. This is especially true for grandparent to grandchild relationships.

Commitment to Sustainability: The Kalispel Tribe is committed to securing the long-term financial, social, and environmental health of this community. Financial sustainability refers to the adequacy of funds to cover costs and provide the necessary incentives to ensure participation. Social sustainability refers to the ongoing, positive, community-based impacts that ensure the wellbeing of people over time. Environmental sustainability refers to the positive or zero impact made to natural resources throughout the world. These three factors must be considered in current and planned developments and initiatives.

These identified strengths provide a summary of the Kalispel Tribal Justice System's internal environment. The strengths represent resources that can be leveraged to meet goals and objectives. As this plan evolves, these sections will be addressed and/or adjusted on a regular basis.

3.2.2 Weaknesses

The Kalispel Tribal Justice System's internal weaknesses include cultural responsiveness, politics and bureaucracy, and complex influences and communication. Details for each category are listed below.

Cultural Responsiveness: The Kalispel Tribal Justice System was established nearly 40 years ago by Executive Order. At this time, Tribal Council adopted the Washington Revised Code and Washington

Administrative Code as the basis for the Justice System. To date, efforts have been made to ensure this System reflects the traditions and values of the Kalispel Tribe. However, a significant proportion of the community has demonstrated concern that this System more accurately represents Non-Native values. This perception has been reinforced by the majority of non-Native Tribal Justice employees.

Politics and Bureaucracy: Tribal political and bureaucratic interferences have impeded legal developments. Political influences have affected the prioritization of law-related activities and their implementation. The cumbersome bureaucratic processes have slowed code and policy development. This limits the effectiveness of the Justice System. Furthermore, the interference and/or lack of support by State and Federal entities have been cited as contributing factors to this issue.

Complex Influences and Communication: Complex political powers influence the level and degree of resources that are provided to the Kalispel Tribal Justice System. Given the dynamic structure of our rotating Tribal council members and administrative turnover, some funding and political capital is unsecured. This environment of uncertainty impedes effective planning and programmatic implementation. Furthermore, the lack of intra- and inter-departmental collaboration slows comprehensive solution development and related action. In addition, there is a general lack of knowledge of law proceedings and a misunderstanding of the Kalispel Tribal Court's and Kalispel Public Safety Department's roles.

These identified weaknesses provide a summary analysis of the Kalispel Tribal Justice System's internal environment. The weaknesses represent an opportunity to create substantial improvement in the operation of the organization. As this plan evolves, these sections will be addressed and/or adjusted on a regular basis.

3.2.3 Opportunities

The Kalispel Tribal Justice System's opportunities include cooperative networks, community outreach, youth empowerment, importance of culture, and data collection. Details for each category are listed below.

Cooperative Networks: The ability to develop and strengthen collaborative partnerships has been identified as a key opportunity for improving the Kalispel Tribal Justice System. These partners include, but are not limited to: Kalispel Tribe's Planning Department, Kalispel Tribal Court, Kalispel Department of Public Safety, Behavioral Health and Legal Department, and other Tribal departments. These relationships will strengthen the System's infrastructure and enhance services.

Community Outreach: There is an opportunity to increase community awareness and understanding of the Kalispel Tribal Justice System's roles and responsibilities through on-going community outreach. Filling the current information gaps would improve service administration and clarify the System's role throughout the community. It would dispel misinformation and help restore the community's trust in the local legal system.

Youth Empowerment: There are positive trends in youth behavior, as demonstrated by a visible rise in youth activism and youth participation in language and cultural events. These activities are further supported by the Kalispel Tribe through program development and financial support. This shift represents growing health and wellbeing within our families.

Importance of Culture: There is a dedication to language and cultural revitalization throughout the community. This is an opportunity to improve the effectiveness of the Kalispel Tribal Justice System through the use of culturally responsive practices. This includes employing restorative justice, Peacekeeping (Advisory Panel), Equine Program, Youth Court, and other related efforts.

Data Collection: There is an opportunity to collect data for the purposes of increasing our understanding of the Kalispel Tribal Justice System's services, establishing baseline information, and measuring the impacts of its work. These efforts would support data-driven decision making, which is often related to effectual outcomes (impacts). Furthermore, data-driven decision making is better aligned with funding trends, as benefactors are increasingly more concerned with assessing the effectiveness of proposed initiatives.

These identified opportunities provide a summary analysis of the external environment. The opportunities represent resources that can be leveraged to meet the goals and objectives. As this plan evolves, these sections will be addressed and/or adjusted on a regular basis.

3.2.4 Threats

The Kalispel Tribal Justice System's threats include communication barriers, social and economic disorder, and generational divisions among Kalispel families. Details for each category are listed below.

Communication Barriers: There is a community-wide lack of communication. Many members identified feeling out-of-touch with Tribal decisions - citing a lack of information about proposed and current Tribal justice efforts. Efforts must be taken to ensure Tribal leaders are actively communicating decisions and reasons for decisions.

Social and Economic Disorder: Social and economic disorders are thought to lead to some of the health issues on the Kalispel Indian Reservation. Such dysfunctions reduce the community's ability to effectively prevent and remedy harm. These conditions are rooted in historical trauma, including, but not limited to, human right violations, forced cultural assimilation, and termination acts. These chronic conditions have led to a pervasive, community-wide sense of powerlessness.

Division among Kalispel Families: There is a division among families within the Kalispel Tribe. This division is rooted in historical trauma and intergenerational discord. Given the small size of this Tribe (458 members) and respectively large families (approximately five), this separation creates social and political barriers which effect the Kalispel Tribal Justice System. As such, measures must be taken to ensure representation from these families during major decision making. Furthermore, checks and balances should be employed to mitigate discrimination amongst and between the families.

These identified threats provide a summary analysis of the external environment. The threats represent options for creating improvements in the relationship between the organization and its social, political, and environmental surroundings. As this plan evolves, these sections will be addressed and/or adjusted on a regular basis.

3.3 Community Readiness

The community members' readiness to address Tribal justice related issues was assessed through interviews conducted in the spring and early summer of 2013. This assessment used the following scale (stage descriptions) to determine the readiness of the community to address issues in the dimensions of community efforts, community knowledge of efforts, leadership, community climate, knowledge about the issue, and resources for prevention efforts.

Stage Descriptions

1. *No Awareness:* Issue is not generally recognized by the community or leaders as a problem (or it may truly not be an issue).
2. *Denial/Resistance:* At least some community members recognize that it is a concern, but there is little recognition that it might be occurring locally.

3. *Vague Awareness*: Most feel that there is a local concern, but there is no immediate motivation to do anything about it.
4. *Preplanning*: There is clear recognition that something must be done, and there may even be a group addressing it. However, efforts are not focused or detailed.
5. *Preparation*: Active leaders begin planning in earnest. Community offers modest support of efforts.
6. *Initiation*: Enough information is available to justify efforts. Activities are underway.
7. *Stabilization*: Activities are supported by administrators or community decision makers. Staff are trained and experienced.
8. *Confirmation/Expansion*: Efforts are in place. Community members feel comfortable using services, and they support expansions. Local data are regularly obtained.
9. *High Level of Community Ownership*: Detailed and sophisticated knowledge exists about prevalence, causes, and consequences. Effective evaluation guides new directions. Model is applied to other issues.

The results of these interviews are featured in the following table:

Dimension	Interviews								Totals	Results	Category
	#1	#2	#3	#4	#5	#6	#7				
A Community Efforts	2	5	5	5.5	5	7	6	35.5	5.1	Preparation	
B Community Knowledge of Efforts	2	3.5	3.5	4	3	4	4	24	3.4	Vague Awareness	
C Leadership	2	3.5	2.5	4	2	4	4.5	22.5	3.2	Vague Awareness	
D Community Climate	2.5	4	3	3.5	3	3.5	3.5	23	3.3	Vague Awareness	
E Knowledge about the Issue	3.5	4	3	3.5	3.3	3.5	3	23.8	3.4	Vague Awareness	
F Resources for Prevention Efforts	2.5	3.5	2	4.5	3.5	3.5	4	23.5	3.4	Vague Awareness	

Based on this assessment, community efforts to make the Kalispel Tribal Justice System culturally responsive, community relevant and locally accessible is at a "preparation" stage. This stage indicates that active leaders have begun planning and that the community offers modest support for these efforts. Furthermore, this assessment has determined that all other dimensions are at a stage of "vague awareness." This state indicates that most community members identify local concerns about community knowledge of efforts, leadership, community climate, knowledge about the issue, and resources for prevention efforts, but that there is no immediate motivation to address the issues.

4 GOALS, OBJECTIVES, & OUTCOMES

This section defines the steps necessary to implement successful strategic goals. Special considerations have been taken to ensure that the community members, including government and community leaders, understand and agree with the goals, as set forth by this plan. To build this support, previous and ongoing, open planning forums and discussions have been/will be conducted.

4.1 Purpose

The purpose of this plan is to "strengthen the Kalispel Tribe's sovereignty and self-governance by developing a fair Tribal Justice System that reflects the Kalispel people's values and traditions."

4.2 Goals

Based on the December 2013 planning results, the Kalispel Tribal Justice System's goals are as follows:

- *Goal A:* Support the development of committed, conflict-free families with strong senses of identity and belonging by creating a responsive Tribal Justice System capable of meeting their diverse needs.
- *Goal B:* Improve the wellbeing of the Tribal members by effectively incorporating traditional Kalispel culture and life ways into the Tribal Justice System.
- *Goal C:* Enhance best management practices by establishing and maintaining inter- and intra-departmental partnerships through active and on-going collaboration and cross-training.
- *Goal D:* Improve the health and safety of the community members, especially women and youth, by protecting their civil rights and providing holistic services (emotional, spiritual, mental, physical, and educational).

These strategic goals are intended to be challenging and are designed to address substantial gaps between current and desired end states. They are driven by realistic resource availability.

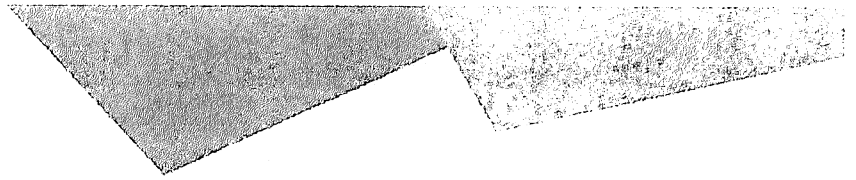
4.3 Measurable Objectives

Based on the December 2013 planning results, the Kalispel Tribal Justice System's objectives are as follows:

As aligned with **Goal A**, the following measurable objectives will work to "support the development of committed, conflict-free families with strong senses of identity and belonging by creating a responsive Tribal Justice System capable of meeting their diverse needs."

Mid-term (up to 36 months)

- *Objective A.1:* By month 24, the Kalispel Tribal Court will enhance the legal services provided to the community through the development and implementation of **one (1) Legal Aid Office** that provides Public Defenders for indigent community members accused of crimes, as evidenced by articles of organization, an operational plan, required certifications, dedicated facilities, staff/advocates hired, legal experts, secured funding streams, and evaluation results.
- *Objective A.2:* By month 24, the Kalispel Tribal Court and Public Safety Department will enhance sustainability through the development of **one (1) refined sustainability plan**, which includes an evaluation of retrocession, effective time tracking and billing processes as evidenced by an expanded sustainability plan, retrocession evaluation, time tracking system, project records, and evaluation results.
- *Objective A.3:* By month 24, the Camas Path Behavioral Health will enhance the family services provided to the community through the development and implementation of **one (1) Family Resource Center** that provides wrap-around services for individuals discharging from institutions, either rehabilitation or prison, including residential living space, as evidenced by articles of organization, an operational plan, required certifications, dedicated facilities, staff/advocates hired, legal experts, secured funding streams, and evaluation results.
- *Objective A.4:* By month 48, the Kalispel Tribe will enhance the justice services provided to the community through the construction and operation of **one (1) Kalispel Tribal Justice System facility in Airway Heights, WA**, as evidenced by architectural and engineering drawings, constructed facility, an operational plan, required inspections, staff/advocates hired, legal experts, secured funding streams, and evaluation results.



plan

KALISPEL TRIBAL JUSTICE SYSTEM EFFECTIVE 2014

As aligned with **Goal B**, the following measurable objectives will work to “improve the wellbeing of Tribal members by effectively incorporating traditional Kalispel culture and life ways into the Tribal Justice System.”

Short-term (up to 12 months)

- *Objective B.1:* By month 12, the Kalispel Tribal Court and Public Safety Department will enhance the cultural competence of the Justice System through the development of **one (1) cultural integration plan**, which includes consultations with Elders (cultural experts) and implementation strategies, as evidenced by a cultural integration plan, modified policies and procedures, project records, and evaluation results.

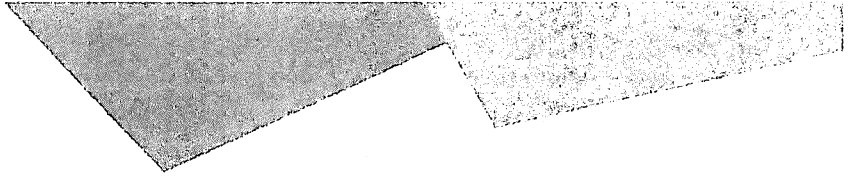
Mid-term (up to 36 months)

- *Objective B.2:* By month 24, the Kalispel Tribal Court and Public Safety Departments will enhance the cultural competence of the Tribal Justice System by establishing **one (1) alternative Tribal Justice System** capable of providing dispute resolution and addressing minor criminal offenses in a culturally competent manner, as evidenced by a Community Advisory Board and Youth Court, an operational plan, staff/advocates hired, secured funding streams, and evaluation results.

As aligned with **Goal C**, the following measurable objectives will work to “enhance best management practices by establishing and maintaining inter- and intra-departmental partnerships through active and on-going collaboration and cross-training.”

Short-term (up to 12 months)

- *Objective C.1:* By month 12, the Kalispel Tribal Court and Public Safety Departments will enhance best management practices by establishing and maintaining inter- and intra-departmental partnerships through active and on-going collaboration for the purpose of maintaining **one (1) Advisory Committee**, as evidenced by meeting minutes, sign in sheets, meetings completed, and evaluation results.
- *Objective C.2:* By month 12, the Kalispel Tribal Court and Public Safety Department will increase the **community members awareness by at least ten percent (10%) annually** regarding the Justice System’s roles and responsibilities through the dissemination of information to the public during quarterly community meetings, research, and enhancement of the website about code revisions and Tribal government decisions, as evidenced by pre/post tests, meeting minutes, sign in sheets, community feedback, and evaluation results.



plan

KALISPEL TRIBAL JUSTICE SYSTEM EFFECTIVE 2014

As aligned with **Goal D**, the following measurable objectives will work to “improve the health and safety of the community members, especially women and youth, by protecting their civil rights and providing holistic services (emotional, spiritual, mental, physical, and educational).”

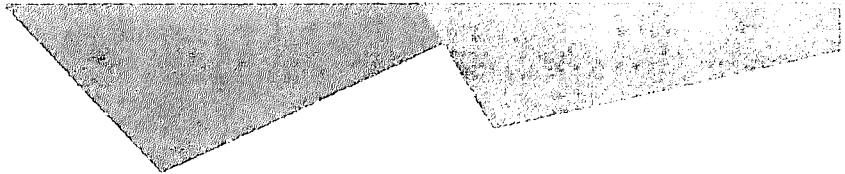
Mid-term (up to 36 months)

- *Objective D.1:* By month 24, the Kalispel Tribal Court will enhance its juvenile justice services through the revision of **one (1) set of improved Juvenile Justice Codes**, which will embrace the principles of restorative justice and reflect the Tribe’s culture, values, and life ways, as evidenced by an updated set of juvenile justice codes, meeting records, community outreach materials, and evaluation results.
- *Objective D.2:* By month 36, the Kalispel Tribal Court will expand its juvenile justice services by providing culturally competent, restorative **juvenile justice services to at least five percent (5%) more youth per year**, as evidenced by program records, meeting records, and evaluation results.

Long-term (more than 36 months)

- *Objective D.3:* By month 48, the Kalispel Tribe will enhance family services through the development and operation of **one (1) Equine Program** on reservation lands that compliments the diversion program and supports the improved juvenile Justice System, as evidenced by articles of organization, an operational plan, required certifications, dedicated facilities, staff/advocates hired, equine experts, secured funding streams, and evaluation results.
- *Objective D.4:* By month 48, the Kalispel Tribe will enhance family services through the development and operation of **one (1) Domestic Violence Shelter** on reservation lands that provides emergency services for families who are in-crisis, as evidenced by articles of organization, an operational plan, required certifications, dedicated facilities, staff/advocates hired, legal experts, secured funding streams, and evaluation results.

These objectives are specific, measurable, attainable, realistic, and time driven. They are intended to directly support the programmatic goals, of which address substantial gaps between current and desired end states. They are driven by realistic resource availability.



plan

4.4 Outcomes Expected

This section describes measurable improvements in the community and provides information on how the improvements will be created through the proposed plan. Outcomes are defined as beneficial change created by the project that either reduces a problem or builds community and organizational capacity to create that change. The following matrices indicates how each objective will meet the identified needs, as detailed in Section 3.2 Situational Analysis, and identifies the expected outcomes.

4.4.1 Goal A Outcomes

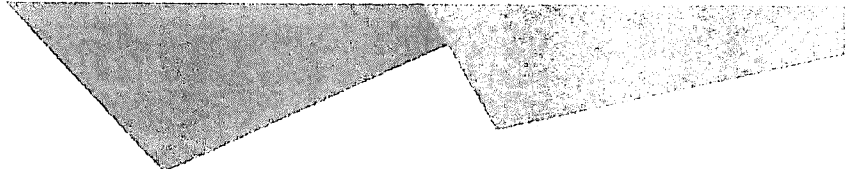
Outcomes matrix for Goal A, including Objectives A.1-A.4:

Goal A: Outcomes Matrix

Goal A: Support the development of committed, conflict-free families with strong senses of identity and belonging by creating a responsive Tribal Justice System capable of meeting their diverse needs.

Objective A.1	Need	Outcomes
By month 24, develop and implement one Legal Aid Office	Legal aid services are not provided to indigent members in the Tribal Justice System (page 7).	<ul style="list-style-type: none"> • Ability to protect and uphold members' rights throughout adjudication • Strategies to improve justice system's efficiency and accuracy
Objective A.2 By month 24, develop one refined sustainability plan	Financial, social, and environmental sustainability is needed to secure the Tribe's long-term independence and self-governance (page 8).	<ul style="list-style-type: none"> • Financial strategies capable of supporting culturally competent services • Social strategies capable of improving prevention and rehabilitation rates • Environmental strategies capable of securing the health of the Tribe's natural resources for many generations





plan

KALISPEL TRIBAL JUSTICE SYSTEM EFFECTIVE 2014

Objective A.3

By month 24, develop and implement one **Family Resource Center**

Need

Culturally competent substance abuse prevention approaches are needed to decrease risk factors (page 6).

Outcomes

- Ability to provide culturally competent wrap-around services to members
- Capacity to provide living space to individuals discharged from rehabilitation or prison

Objective A.4

A.4: By month 48, construct and operate one **Kalispel Tribal Justice System facility in Airway Heights, WA**

Need

Adequate Tribal justice services are not provided to members in Airway Heights, WA (page 7).

Outcomes

- Capacity to effectively protect and uphold the rights of members' who are working and/or living in Airway Heights, WA
- Ability to improve the Justice System's efficiency and accuracy

4.4.2 Goal B Outcomes

Outcomes matrix for Goal B, including Objectives B.1-B.2:

Goal B: Outcomes Matrix

Goal B: Improve the wellbeing of the Tribal members by effectively incorporating traditional Kalispel culture and life ways into the Tribal Justice System.

Objective B.1

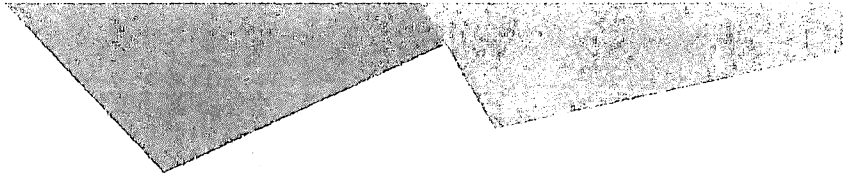
By month 12, develop one **cultural integration plan**

Need

There are concerns that the Justice System does not represent or support Tribal values (page 8).

Outcomes

- Capacity to effectively communicate the current incorporation of Tribal values into the Justice System
- Ability to further support Tribal values
- Improved public support of the Justice System's operations



plan

Objective B.2

By month 24, develop and launch one **alternative juvenile justice program**

Need

Culturally competent juvenile justice alternatives are needed to effectively prevent and address youth crime (page 6).

Outcomes

- Capacity to provide culturally competent alternative dispute resolution services
- Ability to address minor criminal offenses in a culturally appropriate manner

4.4.3 Goal C Outcomes

Outcomes matrix for Goal C, including Objectives C.1-C.2:

Goal C: Outcomes Matrix

Goal C: Enhance best management practices by establishing and maintaining inter- and intra-departmental partnerships through active and on-going collaboration and cross-training.

Objective C.1

C.1: By month 12, secure partnerships by maintaining one **Advisory Committee**

Need

There is a need to enhance inter- and intra-departmental collaboration (page 9).

Outcomes

- Ability to effectively launch multi-departmental initiatives capable of addressing complex Justice System issues
- Improved Justice System efficiency

Objective C.2

C.2: By month 12, increase **community awareness** of the Justice System's roles and responsibilities by at least 10% annually

Need

There is a need to address information gaps and overcoming communication barriers within the community regarding the Tribal Justice System's roles and responsibilities (page 9).

Outcomes

- Improve relations between the Justice System and the community
- Increase members' trust in and respect for the Justice System
- Improve service delivery through effective community outreach strategies

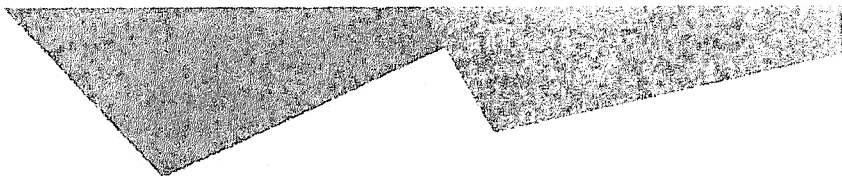
4.4.4 Goal D Outcomes

Outcomes matrix for Goal D, including Objectives D.1-D.4:

Goal D: Outcomes Matrix

Goal D: Improve the health and safety of the community members, especially women and youth, by protecting their civil rights and providing holistic services (emotional, spiritual, mental, physical, and educational).

Objective D.1	Need	Outcomes
By month 24, develop one set of revised juvenile justice codes	There are legal protection gaps for Kalispel youth which have resulted in un-reportable, un-punishable, and un-trackable offenses (page 6).	<ul style="list-style-type: none"> • Capacity to employ restorative justice practices that support Tribal culture • Ability to protect youths' rights and secure their safety
Objective D.2 By month 36, provide restorative juvenile justice services to at least 5% more youth per year	Need Alternative intervention and rehabilitation methods for youth are needed to improve the Justice System's effectiveness (page 5).	Outcomes <ul style="list-style-type: none"> • Improve youth rehabilitation rates through holistic prevention and rehabilitation services • Protect youths' rights and secure their safety
Objective D.3 By month 24, develop and operate one Equine Program	Need Alternative intervention and rehabilitation methods for youth are needed to improve the Justice System's effectiveness (page 5).	Outcomes <ul style="list-style-type: none"> • Capacity to provide culturally competent rehabilitation services • Improve youth rehabilitation rates through holistic prevention and rehabilitation services



KALISPEL TRIBAL JUSTICE SYSTEM
EFFECTIVE 2014

plan

Objective D.4

By month 48, develop and operate one **Domestic Violence Shelter**

Need

Local strategies and resources are needed to decrease domestic abuse within the community (page 7).

Outcomes

- Capacity to provide emergency services to families in-crisis
- Improved ability to promote domestic violence survivor resilience
- Improved ability to reduce domestic violence risk factors

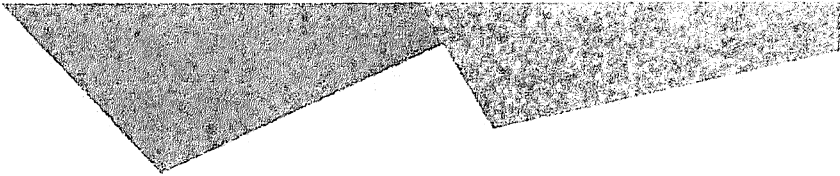
Refer to *Appendix A-1 Implementation Plans* to view detailed activities and outputs of each objective.

The purpose of this plan is to strengthen the Kalispel Tribe's sovereignty and self-governance by developing a fair Tribal Justice System that reflects the Kalispel people's values and traditions. The community-driven strategic goals are designed to address capacity development and service gaps through the development of a culturally competent, sustainable justice system. This effort will continue to be overseen by the Advisory Board and will include ongoing participation from the community.

Refer to *Supplements 1-3* for information regarding sustainability, planning requirements, and implementation.

Refer to *Appendices 2 and 3* to view organizational charts and the Kalispel Indian Reservation Map.





SUPPLEMENT INDEX

SUPPLEMENT 1: SUSTAINABILITY.....	23
S-1.1 Organizational Sustainability.....	23
S-1.1.1 Tribal Justice System Sustainability	24
S-1.2 Community Relationships	24
S-1.2.1 Building Support.....	24
S-1.2.2 Key Champions.....	26
S-1.2.3 Strategic Partnerships.....	27
S-1.3 Capacity Building.....	28
S-1.3.1 Adaptability to Changing Conditions.....	28
S-1.4 Strategic Financing.....	29
S-1.4.1 Cost Management.....	29
S-1.4.2 Revenue Enhancement.....	30
S-1.4.3 Long-Range Financial Forecast	31
 SUPPLEMENT 2: REQUIREMENTS	 32
S-2.1 Standard Planning Language	32
S-2.2 Resource Requirements	33
S-2.3 Standards	35
 SUPPLEMENT 3: IMPLEMENTATION	 36
S-3.1 Implementation Planning	36
S-3.2 Budgeting Process	36
S-3.3 Marketing the Plan.....	38
S-3.3.1 Marketing Infrastructure	38
S-3.4 Measuring Success	39

SUPPLEMENT 1: SUSTAINABILITY

The Kalispel Tribal Justice System is striving to become financially, environmentally, socially, and culturally sustainable. For the purpose of this plan, sustainability is defined as the continuation of community health or quality of life benefits over time – with regard for seven generations beyond our own. Sustainability is a holistic concept. This refers to the ability to create lasting improvements in health and well-being for an extended period of time regardless of ongoing changes in funding sources, program models, service providers, demographics, and other factors.

S-1.1 Organizational Sustainability

Sustainability is not about indefinitely perpetuating current programs and services at current funding and staffing levels. As communities change over time, demand for services may grow or shrink. New, more effective approaches to providing services may be discovered and implemented. Changes are also certain to occur in sources of funding, public policies, and other forces that affect the initiative. Long-term sustainability is about ensuring that positive results are achieved for years, regardless of changes in the external environment.

The essential elements to sustainability are identified as:

Vision: Clarity exists about fundamental issues such as what is being sustained, for how long, and at what level of activity; all partners in the initiative embrace the vision.

Results Orientation: The entire focus is on the health and well-being of the people being served and not specific programs, organizations, and systems.

Strategic Financing Orientation: A long-term perspective is taken to financing activities, cultivating multiple, diverse sources of revenue to maintain financing at sufficient levels.

Broad Based Community Support: Community members show solid support through volunteerism, donations, advocacy, and other forms of involvement.

Key Champions: Effective internal leadership plus visible external champions in the form of business, political, media, and/or other community leaders exists.

Ability to Adapt to Changing Conditions: Flexibility is maintained to change strategies, services, systems etc. over time without losing sight of the desired end results.

Strong Internal Systems: Internal organizational functions – governance, finance, human resources, evaluation, and others – are reliable and effective.

Sustainability Plan: A written plan has been developed and agreed to by the organization or collaboration covered by the plan, and is used to guide actions to promote long-term sustainability.

This plan addresses these components with a particular emphasis on community relationships, capacity building, and strategic financing.

S-1.1.1 Tribal Justice System Sustainability

Analysis of the December 2013 results concludes that the Kalispel Tribal Justice System's organizational sustainability is best defined by the following components:

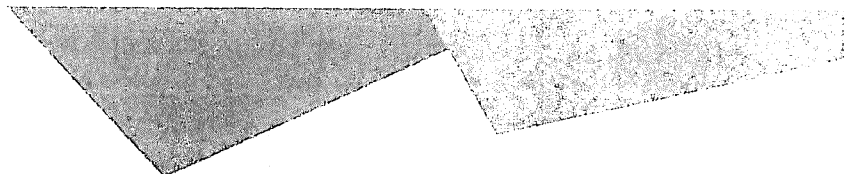
- *Financial Security:* Stable funding sources ensuring uninterrupted operations
- *Community Orientation:* Proven capacity to meet Tribal members' needs
- *Growth:* Capacity to address increasing demands
- *Progressiveness:* Ability to evolve toward better conditions
- *Autonomy:* Separate Tribal government branches to secure legal integrity
- *Sound Infrastructure:* Strong and balanced organizational foundation
- *Organizational Culture:* Operational conditions that support employee satisfaction
- *Planning:* Long-term road map that establishes the organization's direction

S-1.2 Community Relationships

This portion of the plan addresses two essential elements of sustainability - the need to build and sustain broad-based community support and the importance of cultivating key champions both as leaders within the organization and as visible outside advocates.

S-1.2.1 Building Support

Strategies for building and sustaining support from Tribal Council, Social Services, and Law Enforcement are as follows:



KALISPEL TRIBAL JUSTICE SYSTEM
EFFECTIVE 2014

plan

- *Tribal Council:* Institute new monthly meetings with Tribal Council to receive directives and provide education/training, as needed. Personal invitations and memos should be used to encourage participation.
- *Social Services:* Actively collaborate to ensure sound case management. Email and phone calls should be used to encourage communication.
- *Law Enforcement:* Actively collaborate with law enforcement to ensure effective Law & Order Codes. Email and phone calls should be used to encourage communication.

The recommended communication methods for key stakeholders are as follows:

Group	Method	Message
Tribal Council	standing meeting	memo, personal invitation
Social Services	inquiries	personnel, supervision
Tribal Courts	e-mail, phone	code education, bar exam
Law Enforcement	e-mail, phone, in-person, standing meeting	relationship building, roles and responsibilities, foundation, one set of code, community education, respect
Camas Path	In-person	health awareness and strategies
Finance Department	e-mail, in-person	relationship building, rapport
Planning Department	e-mail, page, memo, in-person	grant writing, collaborative projects, Tribal resolutions, shared knowledge
Casino, Market, Economic Development	in-person	Tribal regulations - TERO, workplace safety – OSHA, fees for service



S-1.2.2 Key Champions

Collaboration is essential to strengthening the Tribe's sovereignty and self-governance. Many of these collaborations are led or influenced by key stakeholders capable of serving as champions for the Tribe. Key Kalispel Tribal Justice System champions are as follows:

- Secretary/Recorder
- Chief Judge
- Chief of Police
- ICWA Case Manager
- Director of Child Support
- Chief Finance Officer
- Tribal Chairman
- Health Care Administrator
- Executive Director, Camas Path
- Grants Manager
- Court Administrator Chairman of Judicial Commission
- Director of Planning
- Enrollment Clerk
- U.S. Marshall
- Criminal Investigators
- Assistant U.S. Attorney

Methods for engaging these stakeholders may include, but are not limited to:

Communication

- newsletters (printed, email, or even poster format)
- annual reports
- publicizing the strategic sustainability plan
- periodic updates regarding key developments
- circulation of publications or publications list
- website
- articles in sector press or local newspapers
- door-to-door visits
- intranet board
- letters to tribal members

Consultation

- hold consultation meetings for the strategic review
- facilitate voting (online or postal) on key issues for the organization
- hold open meetings to discuss policy or operational issues
- promote mechanisms whereby stakeholders can provide feedback to the organization on its services or activities (e.g. evaluations, feedback forms, comment cards)

- consider how key stakeholders can be represented on the management committee
- create advisory groups to involve stakeholders more closely in the organization's planning and decision-making
- co-opt individuals onto the management committee for specific periods or purposes

S-1.2.3 Strategic Partnerships

Creating positive results for the community often depends on the coordinated efforts of multiple organizations. Strategic partnerships, including ongoing collaborations, are therefore important to consider. This section lists the strategic partnerships that are important for achieving and sustaining desired results. Strategies to build and sustain strong strategic partnerships are also listed here.

Partnership	Role	Relationship Building Methods
Tribal Council	authorizing entity	legal education, standing meetings
Social Services	direct services	additional oversight and engagement
Law Enforcement	policing	community education, collaboration
Finance Department	financial management	open and interactive communication
Planning Department	social and economic development	consultation, collaboration
Camas Path	health and wellness	services
Casino, Market, Economic Development	Tribal businesses	consultation, fees for service
Tribal Elders	cultural leaders	special meetings, collaboration
College Students	future leaders	special meetings, collaboration
High School Students	future leaders	special meetings, collaboration
U.S. Attorney's Office	national legal resource	collaboration, community education

S-1.3 Capacity Building

Capacity building is a process that helps an organization enhance its mission, skills, systems, infrastructure, and human resources to better serve community needs. Experience has shown that to foster and sustain effective programs, organizations must be viable and well-managed.

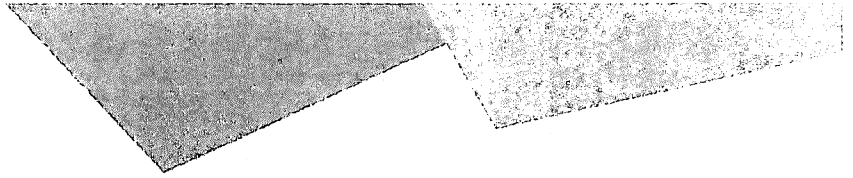
To be fully effective, the Kalispel Tribal Justice System must have strong internal systems. These systems must continually adapt to changing conditions so that emerging opportunities are seized and problems are proactively avoided where possible. As such, capacity building strategies are as follows:

1. *Production* – Provide high quality services and projects
2. *Infrastructure* – Build effective and accurate information management systems
3. *Research and Development* – Improve the efficiency of document searches
4. *Human Resources* – Enhance the responsiveness and flexibility of workloads

S-1.3.1 Adaptability to Changing Conditions

Changing internal and external conditions require flexibility and ingenuity. Strategies that the Kalispel Tribal Justice System will use to remain operational over time are featured below:

- Ensure financial transparency by making sure staff understand the financial situation and implication of the Tribal Justice System. This may require basic training in reading and interpreting financial reports as well as monthly departmental meetings to go through figures.
- Establish clear communication about the Tribal Justice System's ethical bottom lines. This value base must effectively support the System's mission.
- Include Tribal Justice System staff and key stakeholders in planning processes - acknowledging their efforts, even when they are not as successful as hoped.
- Embrace technology by learning how to use it to improve the Tribal Justice System's effectiveness. This includes ongoing improvements of the website, use of databases, development of digital file management systems, and employment of cellular phones and other devices.
- Develop strong and effective relationships with Tribal Council and the community through effective workflow management and marketing communications. This includes regular meetings with Tribal Council and the public.



plan

S-1.4 Strategic Financing

This portion of the plan defines how each department of the Kalispel Tribal Justice System will ensure that it has sufficient financial resources in the years to come to achieve its goals. Financial strategies are defined by the manner in which costs will be managed, as well as how revenue sources will be expanded and diversified over time to create financial sustainability and autonomy.

Financial sustainability refers to an organization's ability to generate the resources required to support the achievement of the mission. To be financially sustainable, an organization must:

- have more than one source of income and more than one way of generating income
- complete financial planning regularly and have adequate financial systems
- maintain a good public image and be clear about its values

Financial autonomy refers to an organization's ability to self-determine its resource allocations. This requires access to multiple sources of financing. To be financially autonomous, an organization must be able to:

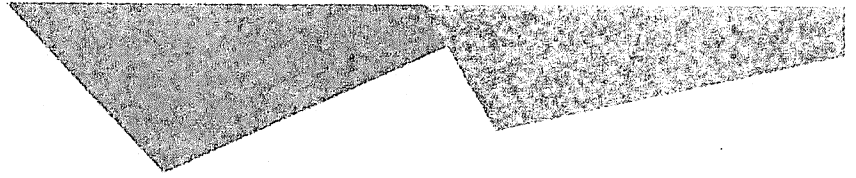
- make its own decisions about how it generates and spends its funds
- reject funding that does not fit with its values
- make its own decisions about how much to pay its staff

Strategic financing efforts are designed to help the organization reach financial sustainability and autonomy. As such, resource requirements, cost management, revenue enhancement, and long-range financial goals have been assessed in the following sections.

S-1.4.1 Cost Management

Strategies for coordinating resources and controlling costs for maximum efficiency are as follows:

- Develop and maintain a master budget that clearly details each department's resource requirements and income. This includes educating staff on the financial status of each department and its implications.



plan

KALISPEL TRIBAL JUSTICE SYSTEM EFFECTIVE 2014

- Employ and enforce billing polices. This includes tracking billable hours and monitoring account receivables.
- Seek cost cutting measures to ensure efficient use of resources. This includes researching prices, negotiating costs, seeking discounts, applying for scholarships, looking for free options, selecting local trainings, and effectively planning ahead.
- Collaborate with local and regional entities to maximize resources.

The purpose of these steps is to create an efficient and transparent financial management system capable of ensuring the long-term success of the Tribal Justice System.

S-1.4.2 Revenue Enhancement

Current funding sources, along with strategies for diversifying and sustaining future funding streams, are featured in this section. These revenue enhancement goals and strategies are designed to align with the elements of this plan. These strategies have been assessed based on the following factors:

- *Appropriateness* - Is this a relevant approach to securing funding?
- *Practicality* - Is this a realistic approach to securing funding?
- *Principles* – Does this funding stream align with the System's guiding principles and purpose?

Earned income and grant funding have been selected as the primary means of revenue enhancement for the Kalispel Tribal Justice System. Summaries of each of these funding streams are provided below.

S-1.4.2.1 Earned Income

The Kalispel Tribal Justice System can generate earned income from Tribal departments, investing, and governmental and private contracts. Based on the current infrastructure and established goals and objectives, these strategies can be employed according to the following schedule:

- *Tribal Department Billing*: Time tracking and billing software must be used to create and manage account receivables.
- *Government and Private Contracts*: Proposals should be submitted to agencies seeking legal services and consultations.

- *Investing*: Earned income should be invested to generate interest and capital improvements.

Prior to selecting and/or expanding earned income efforts, each strategy must be assessed for appropriateness, practicality, and value alignment. For each method, revenue and expense targets should be established and monitored; this includes conducting a break-even analysis.

The break-even point is the point at which the supplier of a service or goods has covered all fixed and variable costs, to that point. After that point, the supplier can begin to make a profit because the contribution is now to profit and not to fixed costs. Using this discipline to assess financing strategies makes the organization more aware of cost and time and ensures rigorous planning.

S-1.4.2.2 Grant Funding

Grants are non-repayable funds often disbursed by a government department, corporation, foundation, or trust, to a recipient, often a nonprofit entity, educational institution, business, or individual, to be used for specific projects within a particular time frame. Funding entities that may be interested in supporting the Kalispel Tribal Justice System's efforts may include, but are not limited to, the following:

- Administration for Children and Families, Administration for Native Americans
- Substance Abuse and Mental Health Services Administration
- Department of Justice, Coordinated Tribal Assistance Solicitation
- Office of Justice Programs, National Institute of Justice

It is important to note that most grants require some level of compliance and reporting. Furthermore, Federal funding is highly competitive and the applications often require highly skilled technical writers.

S-1.4.3 Long-Range Financial Forecast

A long-range financial forecast of revenues and expenditures should incorporate all of the resource requirements, cost management strategies and revenue enhancement strategies from the preceding sections. Survival, basic, and ideal budgets should be created to capture various financial conditions that may be faced by this System. These budget types are described below:

- *Survival budget* represents the minimum requirements to operate over the next five years. A reduction in resources indicates a diminished ability to provide services and loss of growth opportunities.
- *Basic budget* represents no growth over the next five years. This budget captures the current status of the organization and ignores long-term goals. Although, these estimates will support the current capacity to serve, it forgoes key expansion opportunities needed to secure financial sustainability.
- *Ideal budget* represents the desired growth over the next five years. This budget captures the current status of the organization and works to meet long-term goals. It allows for key expansion opportunities needed to secure financial sustainability.

SUPPLEMENT 2: REQUIREMENTS

To implement a strategic plan, it is essential to assess the condition of the existing infrastructure as well as the requirements to implement the established strategies. The purpose of this section is to explore how these elements are sufficient or deficient in their ability to enable the successful completion of the goals set forth in this plan.

S-2.1 Standard Planning Language

For information to be shared across different levels of government, organizations, and other stakeholders, a good understanding of key concepts used in the planning process has been achieved through formal training. These efforts were conducted to establish an agreement on the language used to develop the strategic plan. Standard definitions for substantial concepts are as follows:

- **Activity:** A specific effort that supports your goal(s) and objective(s).
- **Barrier:** A condition that impedes an organization from reaching its fullest potential.
- **Consensus:** An agreement in the judgment or opinion reached by a group as a whole.
- **Evaluate:** To determine the worth of a product.
 - **Summative Evaluation:** A summary of a program's or participants' outcomes for a particular point in time (assesses performance).
 - **Formative Evaluation:** A summary of a program's or participants' progress during a project's implementation (assesses need for improvements).

- Expected Result: Benefit anticipated if the project or program is successfully implemented.
- Goal: A desired future state.
- Implementation Plan: A set of activities designed to achieve specific goals and objectives.
- Mindset: A fixed attitude or inclination used to compare, judge, and evaluate events, situations, people, objects, and principles.
- Mission Statement: A formal, short, written statement of the purpose of the Tribe. The mission statement should guide the actions of the organization, spell out its overall purpose, provide a sense of direction, and guide decision-making.
- Monitor: To review the progress that a project has made during a specific time.
- Need: Lack of something required, desirable, or useful.
- Outcome: Something brought about by cause. The results or effects of actions taken.
- Objective: Time specific statement that represents a measurable outcome.
- Planning: Forming a strategy to achieve goals.
- Societal Factors: The economic, technological, social, and demographic aspects that impact our world and organizations. Societal factors impact the Tribe both externally and internally.
- Stakeholders: The organization's staff and external constituency.
- Timeline: Formal time period provided for activities to take place.
- Vision Statement: Captures the long-term picture of what the Tribe wants to become. A vision statement should be inspirational, memorable, and reflect the desires of those with vested interests.

In all cases, this language has been formally taught to contributors of the plan by qualified and experienced coordinators. Furthermore, it has been documented to enhance consistency and continuity throughout ongoing planning efforts.

S-2.2 Resource Requirements

This strategic plan aims to itemize in detail the cultural, political, community, human, sustainability, and financial resources needed to employ the overall strategies and meet the programmatic goals. This analysis is categorized as follows:

Cultural Resources: The Kalispel Tribal Justice System is committed to preserving the Tribe's distinct cultures and identities, and to passing this heritage onto the next generation. The community is full of families that hold memories of the beliefs, customs, and traditions of our people.

Political Resources: Political resources are viewed as a dimension of social stratification, including the ability to influence both governance processes and public policy. Political expertise, especially as it relates to Tribal government, and/or support is needed to effectively implement the plan. Solutions to the identified gaps include active participation in public and departmental Tribal government activities, public reporting, and coordination of political and/or legal actions, including, but not limited to mandates, policies, and codification.

Community Resources: Community resources are the businesses, public service institutions, and charitable organizations that provide assistance and services to Tribal members. The major categories include the Kalispel Tribe's Planning Department, Kalispel Tribal Court, Kalispel Department of Public Safety, and Behavioral Health and Legal Department.

Human Resources: Human resources refer to the individuals who make up the workforce of an organization. Human resource managers seek to achieve optimal workforce efficiency by aligning the supply of skilled and qualified individuals and the capabilities of the current workforce, with the department's ongoing and future development plans.

Sustainability Resources: Sustainability resources refer to the on-going support of the Tribe's efforts. Sustainability of resources should be achieved by aligning on-going activities with long-term goals, as set forth in the strategic goals and measurable objectives sections of this strategic plan.

Financial Resources: Public and private financial resources are needed to effectively implement the Strategic Plan.

These cultural, political, community, human, sustainability, and financial resources are intended to directly support the programmatic goals which address substantial gaps between current and desired end states. They are intended to align with the System's guiding principles and mission, while directly addressing the fundamental needs of the community.

S-2.3 Standards

Standards that relate to the strategic plan are a combination of the Tribe's social, cultural, financial, and legal specifications. They establish a broader set of general guidelines for the activities prescribed by this plan. This section of the strategic plan aims to establish awareness of the standards and to further incorporate them into the implementation process, as appropriate for each situation. These standards include:

Cultural Standards: The history, culture, and traditions of Tribal people are inseparable from the land. For hundreds, perhaps thousands of years before reservations were established, First Americans were supported by, nurtured by, taught by, tested by, and bound by the earth, air, fire and water. As this plan evolves, a detailed cultural resource assessment should be carried out prior to implementation. The results of these assessments should consider new plan elements.

Ethical Standards: The Kalispel Tribal Justice System is expected to act in the best interest of the community. We must exercise wisdom and sound judgment at all times. This is to ensure that employees shall maintain a high standard of ethical and moral conduct and avoid any actions that adversely reflect on the Tribe or its members.

Health and Safety Standards: The Kalispel Tribal Justice System will maintain a safe and healthy working environment at all times, and comply with the Occupational Safety and Health Administration (OSHA) and the Self Insurance Policies regarding workplace safety. The System will not knowingly allow unsafe conditions to exist, or permit employees to participate in unsafe activities.

Financial Standards: The Tribe's financial standards are set forth in its bylaws. The Kalispel Tribal Justice System is responsible for all fiscal reports, double entry computer accounting system, bookkeeping, and other acceptable accounting practices.

Government Standards: The Kalispel Tribal Justice System government standards are set forth by its bylaws. The Kalispel Tribal Justice System is responsible for all mandates, ordinances, and codification, as it relates to identification, reporting, and law enforcement.

These standards are intended to determine the appropriateness of the strategies' respective activities and intended outcomes. They provide a general social, cultural, financial, and legal framework for this plan, allowing the Tribal Justice System to properly function internally and collaborate with partners and/or agencies.

SUPPLEMENT 3: IMPLEMENTATION

This section provides the breadth of elements that comprise the Strategic Plan. The purpose of this is to make implementation planning more manageable and achievable. It is recognized that the Kalispel Tribal Justice System has distinct opportunities, resources, and requirements.

S-3.1 Implementation Planning

Each section of the strategic plan builds upon the Tribe's vision for the future. The strategic implementation plans provide common sense for direction and purpose. Detailed descriptions of the steps that must be taken in order to reach identified goals and objectives will be developed. These implementation plans will include goals, objectives, activities/methods, responsible parties, target completion dates, and projected outcomes.

These plans are intended to:

- Communicate the plan to all involved in the implementation process.
- Hold people accountable for those areas of the plan for which they are responsible.
- Establish a schedule to evaluate progress towards the plan.
- Review and update the plan annually.

Implementation plans have been developed to meet identified goals and objectives. These efforts are designed to directly align with the System's guiding principles and mission. Furthermore, assessment measures will be developed and employed to determine the effectiveness of each approach.

S-3.2 Budgeting Process

Based on available time, and in consideration of resources, the following planning process is realistically achievable. In general, these steps establish the ongoing budget creation and review pattern.

Step 1: Planning the Process

- Identify who will coordinate the budgeting process;

- Agree on key definitions, assumptions, and document formats;
- Set timelines and key deadlines; and
- Determine and schedule any training or key meetings.

Step 2: Communicating the Process

- Clearly communicate responsibilities and expectations; and
- Explain and distribute forms and assumptions.

Step 3: Programmatic Goal Setting

- Determine program goals and objectives; and
- Establish project staffing requirements, salary, and benefit assumptions based on goals.

Step 4: Information Gathering

- Research and gather information about income and expenses;
- Construct budget details by program or project; and
- Communicate regularly to avoid duplication of effort and to share information.

Step 5: Compilation and Revision

- Have one person compile all information, review it for consistency and redistribute; and
- Leave plenty of time for review and revisions.

Step 6: Committee Review and Final Approval

- Have the appropriate staff review the budget draft and key assumptions;
- Provide an informative presentation to the Board; and
- Amend and finalize the budget as requested.

Step 7: Implementation and Management

- Communicate budget, program goals, and timelines to staff;
- Review actual income and expense compared to the budget on a monthly basis; and
- Update and revised the budget as changes occur during the year.

Throughout this process, special consideration should be made to avoid budget redundancies and/or inefficiencies by collaborating with related departments, industry leaders, and applicable government agencies.

S-3.3 Marketing the Plan

This marketing plan provides the general details and necessary actions to achieve goals and objectives. It covers the foundational aspects of developing strategically sound marketing promotions. Therefore, this content is designed to be used to develop marketing promotion plans based on the organization's current needs. Please note that each sub-marketing plan (similar to implementation plans) will detail respective goals, respective objectives, methods/activities, responsible parties, target completion dates, date completed, as well as projected and revised outcomes.

S-3.3.1 Marketing Infrastructure

The marketing infrastructure, including the website, e-newsletters, blogs, brochures, print advertisements, and business cards, as well as press releases and signage, must be identified and/or developed. Mandatory items for each marketing communication vehicle will include the organization's name, logo, contact information, color scheme and, when appropriate, the mission.

- *Website:* The website should be updated to include images and content that reflects the current direction of the organization.
- *E-Newsletter:* With inexpensive user-friendly, e-newsletter design software, in-house construction is recommended to increase ease of communication and decrease overall marketing costs.
- *Social Media:* The use of web-based and mobile technologies turn communication into interactive dialogue. The launch of a Facebook profile and related group page is recommended.
- *Blogging Content:* Target market-specific blogging content, created in-house and posted on the website is recommended.
- *Brochures, Print Advertisements, and Business Cards:* With inexpensive user-friendly advertisement design and image editing software, in-house construction is recommended to decrease overall marketing costs. Printing services should be outsourced to local printing companies.
- *Press Releases:* In-house construction of press releases is recommended for relationship building with the press, a decrease in miscommunication, and lower public relations cost.
- *Signage:* The signage for the organization must display the logo/name, color scheme, and if possible, the mission and contact information. A signage budget should be determined prior to production. It is recommended that the general draft of the signage be created by a qualified graphic designer.

- *Door-to-Door:* Visits to Tribal members' homes is a recommended method of communication. Collateral material, such as flyers, brochures, and business cards, should be distributed to each household.
- *Dinners:* Formal and informal meals should be provided to ensure culturally competent meeting practices and to improve attendance.
- *Meetings:* Regular internal and external meetings should be held with community members, tribal leaders, and other administrators for the purpose of maintaining positive relationships and sharing information.

The Kalispel Tribal Justice System's administration will supervise the development of sub-marketing plans, in an effort to meet the specified goals and objectives. The staff are responsible for delivering on each marketing promotion plan. These efforts should directly align with the System's guiding principles and mission. Furthermore, assessment measures should be developed and employed to determine the effectiveness of each marketing approach.

S-3.4 Measuring Success

Evaluation and revision are implied in every step of strategic planning. This process requires flexibility – the ability to adapt and revise as conditions change. This includes constant updates as both external and internal situations evolve. Specifically, strategy is how one achieves goals, but the strategic process is applied not only to the creation of plans, but also to the tracking and adaption or change of the plans.

A frequent assessment of progress is necessary in order to ensure that the plan's goals are achieved in a timely manner. Course correction(s) may be required as new information becomes available or new opportunities or threats develop. Mechanisms to evaluate a strategic plan include:

- *Internal Monitoring:* The plan can be evaluated through weekly, bi-weekly, or monthly meetings.
- *Formative Evaluation:* An evaluator can review the progress of the plan during various stages of the implementation time period.
- *Summative Evaluation:* An evaluator can assess the outcomes of the plan at the end of a set time period.
- *Weekly Staff Meetings:* Hold these meetings at the onset of the process.

KALISPEL TRIBAL JUSTICE SYSTEM
EFFECTIVE 2014



plan

- *Quarterly Status Reports:* Once the plan is in full operation, there will be a need to monitor progress on a quarterly basis.
- *Annual Progress Reports:* The organization should delegate an individual to develop a report regarding the annual status of the Plan.

Key critical success factors that indicate to our stakeholders that we are on the path to success include legal protection, community awareness, reduction in preventable disease, increased lifespan, decreased infant mortality, increased quality of life, and cultural enrichment. Performance metrics are based on programmatic goals.

Ultimately, the cost-benefit data will determine return on investment. This information will be captured through quantitative and qualitative research conducted on an on-going basis. Special consideration will be made to avoid assessment/evaluation redundancies by collaborating with related departments, industry leaders, and applicable government agencies.

APPENDICES

A-1 Implementation Plans

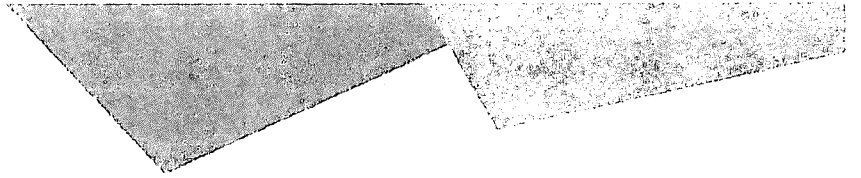
Strategic implementation plans for objectives A-D have been enclosed in Section A-1.

A-2 Organizational Charts

The Public Safety Department and Tribal Court organizational charts have been enclosed in Section A-2.

A-3 Kalispel Indian Reservation Map

The May 2012 Kalispel Indian Reservation Map has been enclosed in Section A-3.



KALISPEL TRIBAL JUSTICE SYSTEM
EFFECTIVE 2014

plan

Appendix A

Implementation Plans



Kalispel Tribal Justice System Implementation Plan

Plan Title:	A.1 Legal Aid Office	Dept:	Tribal Court
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Other Facilities: There are identified needs to provide centralized family services through the development and operation of a Family Services Center. There is also an identified need to provide Tribal justice services in Airway Heights, WA by developing a Kalispel Tribal Justice System facility in this location. There is also an identified need to enhance restorative justice practices through the development of an Equine Program, with respective facilities. Lastly, there is a need to provide legal aid services to indigent members through the development of a Legal Aid Office. (Strategic Plan page 7)
Goal:	A: Support the development of committed, conflict-free families with strong senses of identity and belonging by creating a responsive Tribal Justice System capable of meeting their diverse needs.
Objective:	A.1: By month 24, the Kalispel Tribal Court will enhance the legal services provided to the community through the development and implementation of one (1) Legal Aid Office that provides Public Defenders for indigent community members accused of crimes, as evidenced by articles of organization, operational plan, required certifications, dedicated facilities, staff/advocates hired, legal experts, secured funding streams, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Tribal Administrator	Court Administrator, Administrative Assistants	1) Identify legal aid needs. This includes considerations for what resources are to be provided and how they are to be billed.	Month 1	Month 3	Legal aid needs defined; list of related resources; framework for how the resources will be shared
Tribal Administrator	Court Administrator, Administrative Assistants	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 1	Month 3	Explicitly defined and assigned project roles and responsibilities

Kalispel Tribal Justice System Implementation Plan

Tribal Administrator	Court Administrator, Administrative Assistants	3) Gather the necessary information. This may include any operational responsibilities in the administrative areas.	Month 1	Month 3	Research on service costs, and operation and maintenance
Tribal Administrator	Court Administrator, Administrative Assistants	4) Draft the Legal Aid Department Operational Plan, including financial targets. Ensure that the wording and length or complexity of the goals, objectives, and tasks are appropriate to those who will be expected to implement the activities.	Month 4	Month 6	Draft Legal Aid Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	5) Consult with appropriate stakeholders and experts. Develop the necessary partnerships. It is understood that departmental resources are most effective if the potential consumers consulted are supportive and have the opportunity to consider and discuss the potential implications.	Month 4	Month 6	Formal partnership development to support this project
Tribal Administrator	Court Administrator, Administrative Assistants	6) Develop legal aid policies and procedures. Take into account how policies and procedures will be implemented and by whom.	Month 7	Month 8	Legal Aid Department polices and procedures
Tribal Administrator	Court Administrator, Administrative Assistants	7) Finalize Legal Aid Department Operational Plan according to stakeholder and expert feedback.	Month 8	Month 9	Final Legal Aid Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	8) Submit the finalized Legal Aid Operational Plan for Tribal Council review and adoption. Make any necessary modifications according to Tribal Council's requirements.	Month 9	Month 9	Formally reviewed Legal Aid Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	9) Upon Tribal Council adoption, share the Legal Aid Operational Plan with supporter and potential benefactors.	Month 10	On-going	Publically shared Legal Aid Operational Plan

Kalispel Tribal Justice System Implementation Plan

Tribal Administrator	Court Administrator, Administrative Assistants	10) Submit grant applications and other relevant resource requests to launch and operate this Legal Aid Department.	Month 11	On-going	Completed grant applications
Tribal Administrator	Court Administrator, Administrative Assistants	11) Gather resources and firm commitment from project partners. Develop the digital and/or physical infrastructure needed to administer services.	Month 12	On-going	Firm commitments of resources; infrastructures developed
Tribal Administrator	Court Administrator, Administrative Assistants	12) Open the Legal Aid Department. Make day-to-day operational improvements as needed.	Month 24	On-going	Operational Legal Aid Department
Tribal Administrator	Court Administrator, Administrative Assistants	13) Formally review and, if needed, revise the Legal Aid Department Operational Plan every 12 months from Tribal Council adoption.	Month 24	On-going	Continuously improved Legal Aid Department

Kalispel Tribal Justice System Implementation Plan

Plan Title:	A.2 Refined Sustainability Plan	Dept:	Tribal Court and Public Safety
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Commitment to Sustainability: The Kalispel Tribe is committed to securing the long-term financial, social, and environmental health of this community. Financial sustainability refers to the adequacy of funds to cover costs and provide the necessary incentives to ensure participation. Social sustainability refers to the ongoing, positive, community-based impacts that ensure the wellbeing of people over time. Environmental sustainability refers to the positive or zero impact made to natural resources throughout the world. These three factors must be considered in current and planned developments and initiatives. (Strategic Plan page 8)
Goal:	A: Support the development of committed, conflict-free families with strong senses of identity and belonging by creating a responsive Tribal Justice System capable of meeting their diverse needs.
Objective:	A.2: By month 24, the Kalispel Tribal Court and Public Safety Department will enhance sustainability through the development of one (1) refined sustainability plan, which includes an evaluation of retrocession, effective time tracking and billing processes as evidenced by an expanded sustainability plan, retrocession evaluation, time tracking system, project records, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Court Administrator	Executive Director of Public Safety, Administrative Assistants	1) Review the 2014-2015 Kalispel Tribal Justice Strategic Plan developed. Extensive consideration should be provided to the goals and measurable objectives.	Month 12	Month 13	Review records of the 2014-2015 Kalispel Tribal Justice Strategic Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 12	Month 13	Explicitly defined and assigned project roles and responsibilities

Kalispel Tribal Justice System Implementation Plan

Court Administrator	Executive Director of Public Safety, Administrative Assistants	3) Gather the necessary information. This may include any financial responsibilities in the administrative areas.	Month 13	Month 14	Research on sustainability strategies and best practices; clearinghouse of key budget and operational data
Court Administrator	Executive Director of Public Safety, Consultant	4) Draft the first version of the Refined Sustainability Plan. Ensure that the length and complexity of the plan is appropriate to those who will be expected to implement the goals and objectives.	Month 14	Month 17	Draft Refined Sustainability Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	5) Consult with appropriate stakeholders. It is understood that procedural changes are most effective if those affected are consulted, are supportive, and have the opportunity to discuss the implications of the requirements.	Month 18	Month 19	Formal partnership development to support this project
Court Administrator	Executive Director of Public Safety, Consultant	6) Draft the second version of the implementation plans. Ensure the analysis provides clear guidance regarding priority of each identified gap according to Federal regulations and community importance.	Month 20	Month 21	Draft Implementation Plans
Court Administrator	Executive Director of Public Safety, Administrative Assistants	7) Finalize the Refined Sustainability Plan. Provide numerous opportunities for staff and other stakeholders to review the document.	Month 22	Month 23	Final Refined Sustainability Plan
Court Administrator	Executive Director of Public Safety, Consultant	8) Submit the finalized Sustainability Plan for Tribal Council review and adoption. Make necessary modifications according to Tribal Council's requirements.	Month 23	Month 24	Formally reviewed Refined Sustainability Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	9) Upon Tribal Council adoption, share the OAG Sustainability Plan with the Tribal Departments and community using on-line and/or print media.	Month 24	Month 24	Publically shared Refined Sustainability Plan

Kalispel Tribal Justice System Implementation Plan

Court Administrator	Executive Director of Public Safety, Consultant	10) Formally review and, if needed, revise the OAG Sustainability Plan in 12 months from Tribal Council adoption.	Month 24	On-going	Continuously improved sustainability practices
---------------------	---	---	----------	----------	--

Kalispel Tribal Justice System Implementation Plan

Plan Title:	A.3 Family Resource Center	Dept:	Camas Path Behavioral Health
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Substance Abuse Services: There is an identified need to use culturally competent substance abuse prevention approaches. These efforts should build the Tribe’s capacity to promote resilience and decrease risk factors in individuals, families, and communities. Furthermore, culturally competent practices are needed to increase the social-emotional health and wellbeing of our community members. Increasing the use of cultural services enhances a sense of belonging and improves long-term outcomes. (Strategic Plan page 6)
Goal:	A: Support the development of committed, conflict-free families with strong senses of identity and belonging by creating a responsive Tribal Justice System capable of meeting their diverse needs.
Objective:	A.3: By month 24, the Camas Path Behavioral Health will enhance the family services provided to the community through the development and implementation of one (1) Family Resource Center that provides wrap-around services, including residential living space, for individuals discharging from institutions, either rehabilitation or prison, as evidenced by articles of organization, operational plan, required certifications, dedicated facilities, staff/advocates hired, legal experts, secured funding streams, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Camas Path Executive Director	Tribal Administrator, Court Administrator	1) Identify family resource needs. This includes considerations for what resources are to be provided and how they are to be funded.	Month 1	Month 3	Family resource needs defined; list of related resources; framework for how the resources will be provided
Camas Path Executive Director	Tribal Administrator, Court Administrator	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 1	Month 3	Explicitly defined and assigned project roles and responsibilities

Kalispel Tribal Justice System Implementation Plan

Camas Path Executive Director	Tribal Administrator, Court Administrator	3) Gather the necessary information. This may include any operational responsibilities in the administrative areas.	Month 1	Month 3	Research on service costs, and operation and maintenance
Camas Path Executive Director	Tribal Administrator, Court Administrator	4) Draft the Family Resource Center Operational Plan, including financial targets. Ensure that the wording and length or complexity of the goals, objectives, and tasks are appropriate to those who will be expected to implement the activities.	Month 4	Month 6	Draft Family Resource Center Operational Plan
Camas Path Executive Director	Tribal Administrator, Court Administrator	5) Consult with appropriate stakeholders and experts. Develop the necessary partnerships. It is understood that departmental resources are most effective if the potential consumers consulted are supportive and have the opportunity to consider and discuss the potential implications.	Month 4	Month 6	Formal partnership development to support this project
Camas Path Executive Director	Tribal Administrator, Court Administrator	6) Develop Family Resource Center policies and procedures. Take into account how policies and procedures will be implemented and by whom.	Month 7	Month 8	Family Resource Center polices and procedures
Camas Path Executive Director	Tribal Administrator, Court Administrator	7) Finalize Legal Aid Department Operational Plan according to stakeholder and expert feedback.	Month 8	Month 10	Final Family Resource Center Operational Plan
Camas Path Executive Director	Tribal Administrator, Court Administrator	8) Submit the finalized Family Resource Center Operational Plan for Tribal Council review and adoption. Make any necessary modifications according to Tribal Council's requirements.	Month 9	Month 10	Formally reviewed Family Resource Center Operational Plan
Camas Path Executive Director	Tribal Administrator, Court Administrator	9) Upon Tribal Council adoption, share the Family Resource Center Operational Plan with supporter and potential benefactors.	Month 10	On-going	Publically shared Family Resource Center Operational Plan

Kalispel Tribal Justice System Implementation Plan

Camas Path Executive Director	Tribal Administrator, Court Administrator	10) Submit grant applications and other relevant resource requests to launch and operate the Family Resource Center.	Month 12	On-going	Completed grant applications
Camas Path Executive Director	Tribal Administrator, Court Administrator	11) Gather resources and firm commitment from project partners. Develop the digital and/or physical infrastructure needed to administer services.	Month 18	On-going	Firm commitments of resources; infrastructures developed
Camas Path Executive Director	Tribal Administrator, Court Administrator	12) Open the Family Resource Center. Make day-to-day operational improvements as needed.	Month 24	On-going	Operational Family Resource Center
Camas Path Executive Director	Tribal Administrator, Court Administrator	13) Formally review and, if needed, revise the Family Resource Center Operational Plan every 12 months from Tribal Council adoption.	Month 24	On-going	Continuously improved Family Resource Center

Kalispel Tribal Justice System Implementation Plan

Plan Title:	A.4 Tribal Justice Facility - Airway Heights, WA	Dept:	Kalispel Tribe
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Other Facilities: There are identified needs to provide centralized family services through the development and operation of a Family Services Center. There is also an identified need to provide Tribal justice services in Airway Heights, WA by developing a Kalispel Tribal Justice System facility in this location. There is also an identified need to enhance restorative justice practices through the development of an Equine Program, with respective facilities. Lastly, there is a need to provide legal aid services to indigent members through the development of a Legal Aid Office. (Strategic Plan page 7)
Goal:	A: Support the development of committed, conflict-free families with strong senses of identity and belonging by creating a responsive Tribal Justice System capable of meeting their diverse needs.
Objective:	A.4: By month 48, the Kalispel Tribe will enhance the justice services provided to the community through the construction and operation of one (1) Kalispel Tribal Justice System facility in Airway Heights, WA, as evidenced by architectural and engineering drawings, constructed facility, operational plan, required inspections, staff/advocates hired, legal experts, secured funding streams, and evaluation results.

Responsible Parties		Timeframe		Outputs
Led By	Assisted By	Start	End	
Tribal Administrator	Court Administrator, Executive Director of Public Safety	Month 12	Month 13	Airway Heights, WA Tribal justice service needs defined; list of related resources; framework for how the resources will be provided
Tribal Administrator	Court Administrator, Executive Director of Public Safety	Month 12	Month 13	Explicitly defined and assigned project roles and responsibilities

Kalispel Tribal Justice System Implementation Plan

Tribal Administrator	Court Administrator, Executive Director of Public Safety	3) Gather the necessary information. This may include any operational responsibilities in the administrative areas.	Month 12	Month 13	Research on service costs, and operation and maintenance
Tribal Administrator	Court Administrator, Executive Director of Public Safety	4) Draft the Tribal Justice Facility Operational Plan, including financial targets. Ensure that the wording and length or complexity of the goals, objectives, and tasks are appropriate to those who will be expected to implement the activities.	Month 14	Month 16	Draft Tribal Justice Facility Operational Plan
Tribal Administrator	Court Administrator, Executive Director of Public Safety	5) Consult with appropriate stakeholders and experts. Develop the necessary partnerships. It is understood that departmental resources are most effective if the potential consumers consulted are supportive and have the opportunity to consider and discuss the potential implications.	Month 14	Month 16	Formal partnership development to support this project
Tribal Administrator	Court Administrator, Executive Director of Public Safety	6) Develop Tribal Justice Facility policies and procedures. Take into account how policies and procedures will be implemented and by whom.	Month 17	Month 18	Tribal Justice Facility polices and procedures
Tribal Administrator	Court Administrator, Executive Director of Public Safety	7) Finalize Tribal Justice Facility Operational Plan according to stakeholder and expert feedback.	Month 18	Month 19	Final Tribal Justice Facility Operational Plan
Tribal Administrator	Court Administrator, Executive Director of Public Safety	8) Submit the finalized Tribal Justice Facility Operational Plan for Tribal Council review and adoption. Make any necessary modifications according to Tribal Council's requirements.	Month 19	Month 22	Formally reviewed Tribal Justice Facility Operational Plan
Tribal Administrator	Court Administrator, Executive Director of Public Safety	9) Upon Tribal Council adoption, share the Tribal Justice Facility Operational Plan with supporters and potential benefactors.	Month 22	On-going	Publically shared Tribal Justice Facility Operational Plan

Kalispel Tribal Justice System Implementation Plan

Tribal Administrator	Court Administrator, Executive Director of Public Safety	10) Submit grant applications and other relevant resource requests to launch and operate this Tribal Justice Facility.	Month 24	On-going	Completed grant applications
Tribal Administrator	Court Administrator, Executive Director of Public Safety	11) Gather resources and firm commitment from project partners. Develop the digital and/or physical infrastructure needed to administer services.	Month 36	On-going	Firm commitments of resources; infrastructures developed
Tribal Administrator	Court Administrator, Executive Director of Public Safety	12) Open the Tribal Justice Facility. Make day-to-day operational improvements as needed.	Month 48	On-going	Operational Tribal Justice Facility
Tribal Administrator	Court Administrator, Executive Director of Public Safety	13) Formally review and, if needed, revise the Tribal Justice Facility Operational Plan every 12 months.	Month 48	On-going	Continuously improved Tribal Justice Facility

Kalispel Tribal Justice System Implementation Plan

Plan Title:	B.1 Cultural Integration Plan	Dept:	Tribal Court and Public Safety
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Cultural Responsiveness: The Kalispel Tribal Justice System was established nearly 40 years ago by Executive Order. At this time, Tribal Council adopted the Washington Revised Code and Washington Administrative Code as the basis for the Justice System. To date, efforts have been made to ensure this System reflects the traditions and values of the Kalispel Tribe. However, a significant proportion of the community has demonstrated concern that this System more accurately represents Non-Native values. This perception has been reinforced by the large majority of non-Native Tribal Justice employees. (Strategic Plan page 8)
Goal:	B: Improve the wellbeing of the Tribal members by effectively incorporating traditional Kalispel culture and life ways into the Tribal Justice System.
Objective:	B.1: By month 12, the Kalispel Tribal Court and Public Safety Department will enhance the cultural competence of the Justice System through the development of one (1) cultural integration plan, which includes consultations with Elders (cultural experts) and implementation strategies, as evidenced by a cultural integration plan, modified policies and procedures, project records, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Court Administrator	Executive Director of Public Safety, Administrative Assistants	1) Review the 2014-2015 Kalispel Tribal Justice Strategic Plan developed. Extensive consideration should be provided to the goals and measurable objectives.	Month 1	Month 2	Review records of the 2014-2015 Kalispel Tribal Justice Strategic Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 1	Month 2	Explicitly defined and assigned project roles and responsibilities
Court Administrator	Executive Director of Public Safety, Administrative Assistants	3) Gather the necessary information. This may include any interviews with Tribal Elders, leaders, members, and other cultural experts.	Month 1	Month 4	Research on the integration of cultural practices; formal consultations with cultural experts

Kalispel Tribal Justice System Implementation Plan

Court Administrator	Executive Director of Public Safety, Consultant	4) Draft the first version of the Cultural Integration Plan. Ensure that the length and complexity of the plan is appropriate to those who will be expected to implement the goals and objectives.	Month 4	Month 5	Draft Cultural Integration Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	5) Consult with appropriate stakeholders. It is understood that procedural changes are most effective if those affected are consulted, are supportive and have the opportunity to discuss the implications of the requirements.	Month 4	Month 5	Formal partnership development to support this project
Court Administrator	Executive Director of Public Safety, Consultant	6) Draft the second version of the implementation plans. Ensure the analysis provides clear guidance regarding priority of each identified gap according to Federal regulations and community importance.	Month 5	Month 6	Draft Implementation Plans
Court Administrator	Executive Director of Public Safety, Administrative Assistants	7) Finalize the Cultural Integration Plan. Provide numerous opportunities for staff and other stakeholders to review the document.	Month 7	Month 9	Final Cultural Integration Plan
Court Administrator	Executive Director of Public Safety, Consultant	8) Submit the finalized Sustainability Plan for Tribal Council review and adoption. Make necessary modifications according to Tribal Council's requirements.	Month 10	Month 10	Formally reviewed Cultural Integration Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	9) Upon Tribal Council adoption, share the OAG Sustainability Plan with the Tribal Departments and community using on-line and/or print media.	Month 12	On-going	Publically shared Cultural Integration Plan
Court Administrator	Executive Director of Public Safety, Consultant	10) Formally review and, if needed, revise the OAG Sustainability Plan in 12 months from Tribal Council adoption.	Month 12	On-going	Continuously improved sustainability practices

Kalispel Tribal Justice System Implementation Plan

Plan Title:	B.2 Alternative Tribal Justice	Dept:	Tribal Court and Public Safety
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Tribal Justice Alternatives for Youth Crimes: There is an identified need to provide juvenile justice alternatives for Kalispel youth. These alternatives may include, but are not limited to the development of Juvenile Justice Codes, Youth Court, Advisory Panel, and Equine Program. These methods are to incorporate the Kalispel Tribe’s culture and life ways. These alternatives should work to increase the number of youth crimes reported by families for the purpose of improving earlier intervention and rehabilitation. (Strategic Plan page 6)
Goal:	B: Improve the wellbeing of the Tribal members by effectively incorporating traditional Kalispel culture and life ways into the Tribal Justice System.
Objective:	B.2: By month 24, the Kalispel Tribal Court and Public Safety Departments will enhance the cultural competence of the Tribal Justice System by establishing one (1) alternative Tribal Justice System capable of providing dispute resolution and addressing minor criminal offenses in a culturally competent manner, as evidenced by a Community Advisory Board and Youth Court, operational plan, staff/advocates hired, secured funding streams, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Court Administrator	Executive Director of Public Safety, Administrative Assistants	1) Identify the Tribal justice system's cultural needs. This includes considerations for what resources are to be provided and how they are to be funded.	Month 1	Month 2	Tribal justice system's cultural needs defined; list of related resources; framework for how the resources will be provided
Court Administrator	Executive Director of Public Safety, Administrative Assistants	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 1	Month 2	Explicitly defined and assigned project roles and responsibilities

Kalispel Tribal Justice System Implementation Plan

Court Administrator	Executive Director of Public Safety, Administrative Assistants	3) Gather the necessary information. This may include any operational responsibilities in the administrative areas.	Month 1	Month 4	Research on service costs, and operation and maintenance
Court Administrator	Executive Director of Public Safety, Administrative Assistants	4) Draft the Alternative Tribal Justice Operational Plan, including financial targets. Ensure that the wording and length or complexity of the goals, objectives, and tasks are appropriate to those who will be expected to implement the activities.	Month 4	Month 5	Draft Alternative Tribal Justice program Operational Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	5) Consult with appropriate stakeholders and experts. Develop the necessary partnerships. It is understood that departmental resources are most effective if the potential consumers consulted are supportive and have the opportunity to consider and discuss the potential implications.	Month 6	Month 7	Formal partnership development to support this project
Court Administrator	Executive Director of Public Safety, Administrative Assistants	6) Develop Alternative Tribal Justice policies and procedures. Take into account how policies and procedures will be implemented and by whom.	Month 8	Month 10	Alternative Tribal Justice polices and procedures
Court Administrator	Executive Director of Public Safety, Administrative Assistants	7) Finalize Alternative Tribal Justice Operational Plan according to stakeholder and expert feedback.	Month 11	Month 12	Final Alternative Tribal Justice Operational Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	8) Submit the finalized Alternative Tribal Justice program Operational Plan for Tribal Council review and adoption. Make any necessary modifications according to Tribal Council's requirements.	Month 13	Month 14	Formally reviewed Alternative Tribal Justice Operational Plan
Court Administrator	Executive Director of Public Safety, Administrative Assistants	9) Upon Tribal Council adoption, share the Alternative Tribal Justice Operational Plan with supporter and potential benefactors.	Month 14	On-going	Publically shared Alternative Tribal Justice Operational Plan

Kalispel Tribal Justice System Implementation Plan

Court Administrator	Executive Director of Public Safety, Administrative Assistants	10) Submit grant applications and other relevant resource requests to launch and operate this Alternative Tribal Justice program.	Month 14	On-going	Completed grant applications
Court Administrator	Executive Director of Public Safety, Administrative Assistants	11) Gather resources and firm commitment from project partners. Develop the digital and/or physical infrastructure needed to administer services.	Month 14	On-going	Firm commitments of resources; infrastructures developed
Court Administrator	Executive Director of Public Safety, Administrative Assistants	12) Open the Alternative Tribal Justice program. Make day-to-day operational improvements as needed.	Month 24	On-going	Operational Alternative Tribal Justice program
Court Administrator	Executive Director of Public Safety, Administrative Assistants	13) Formally review and, if needed, revise the Alternative Tribal Justice Operational Plan every 12 months.	Month 24	On-going	Continuously improved Alternative Tribal Justice program

Kalispel Tribal Justice System Implementation Plan

Plan Title:	C.1 Advisory Committee	Dept:	Tribal Court and Public Safety
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Cooperative Networks: The ability to develop and strengthen collaborative partnerships has been identified as a key opportunity for improving the Kalispel Tribal Justice System. These partners include, but are not limited to: Kalispel Tribe’s Planning Department, Kalispel Tribal Court, Kalispel Department of Public Safety, Behavioral Health and Legal Department, and other Tribal departments. These relationships will strengthen the System’s infrastructure and enhance services. (Strategic Plan page 9)
Goal:	C: Enhance best management practices by establishing and maintaining inter- and intra-departmental partnerships through active and on-going collaboration and cross-training.
Objective:	C.1: By month 12, the Kalispel Tribal Court and Public Safety Departments will enhance best management practices by establishing and maintaining inter- and intra-departmental partnerships through active and on-going collaboration for the purpose of maintaining one (1) Advisory Committee, as evidenced by meeting minutes, sign in sheets, meetings completed, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Court Administrator	Executive Director of Public Safety, Administrative Assistants	1) Identify current and desired partnerships. Assess the strength and importance of these collaborations.	Month 1	Month 2	Identified partnerships; inventory of available resources
Court Administrator	Executive Director of Public Safety, Administrative Assistants	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 1	Month 2	Explicitly defined and assigned project roles and responsibilities
Court Administrator	Executive Director of Public Safety, Administrative Assistants	3) Gather the necessary information. This may include any legal responsibilities in the administrative areas.	Month 1	Month 4	Consultations with identified partners

Kalispel Tribal Justice System Implementation Plan

Court Administrator	Executive Director of Public Safety, Consultant	4) Draft Memoranda of Understanding. Ensure that the wording and length or complexity of these agreements are appropriate to those who will be expected to implement the requirements.	Month 4	Month 10	Draft MOUs
Court Administrator	Executive Director of Public Safety, Administrative Assistants	5) Consult with appropriate stakeholders. It is understood that agreements are most effective if those affected are consulted, are supportive and have the opportunity to consider and discuss the potential implications of requirements.	Month 4	Month 10	Stakeholder consultations
Court Administrator	Executive Director of Public Safety, Consultant	6) Finalize the agreements according to stakeholder feedback.	Month 10	Month 11	Finalized agreements
Court Administrator	Executive Director of Public Safety, Administrative Assistants	7) Implement the agreements. Address questions as they arise.	Month 12	On-going	Implemented agreements
Court Administrator	Executive Director of Public Safety, Consultant	10) Formally review and, if needed, revise the agreements annually.	Month 12	On-going	Continuous improvements to the Committee's operations

Plan Title:	C.2 Community Awareness	Dept:	Tribal Court and Public Safety
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Community Outreach: There is an opportunity to increase community awareness and understanding of the Kalispel Tribal Justice System's roles and responsibilities through on-going community outreach. Filling the current information gaps would improve service administration and clarify the System's role throughout the community. It would dispel misinformation and help restore the community's trust in the local legal system. (Strategic Plan page 9)
Goal:	C: Enhance best management practices by establishing and maintaining inter- and intra-departmental partnerships through active and on-going collaboration and cross-training.
Objective:	C.2: By month 12, the Kalispel Tribal Court and Public Safety Department will increase the community members awareness by at least ten percent (10%) annually regarding the Justice System's roles and responsibilities through the dissemination of information to the public during quarterly community meetings, research, and enhancement of the website about code revisions and Tribal government decisions, as evidenced by pre/post tests, meeting minutes, sign in sheets, community feedback, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Court Administrator	Executive Director of Public Safety, Administrative Assistants	1) Formally identify the community education needs and interests by surveying community members.	Month 1	Month 2	Identified community education needs and interests
Court Administrator	Executive Director of Public Safety, Administrative Assistants	2) Assess the Tribal Courts, Public Safety's, and partners abilities to provide community education requests.	Month 1	Month 2	Explicitly defined and assigned community awareness capacities and responsibilities
Court Administrator	Executive Director of Public Safety, Administrative Assistants	3) Prioritize the education needs, and respective outreach efforts, according to community relevance, importance, and urgency.	Month 1	Month 2	Prioritized educational needs; identified outreach strategies

Court Administrator	Executive Director of Public Safety, Consultant	4) Collaborate with local partners to enhance community outreach efforts, especially among families.	Month 3	Month 4	Formal collaborations with local partners
Court Administrator	Executive Director of Public Safety, Administrative Assistants	5) Identify and select experts according to the subject matter to be provided.	Month 4	Month 5	Identified subject matter experts
Court Administrator	Executive Director of Public Safety, Consultant	6) In collaboration with local experts and the content experts, develop outreach strategies and educational materials. Create research instruments to assess the effectiveness of the outreach efforts. These may be in the form of surveys, tests, interviews, and/or formal observations.	Month 5	Month 6	Collaboration with partners and experts; outreach materials; research instruments
Court Administrator	Executive Director of Public Safety, Administrative Assistants	7) Establish a community outreach schedule that best meets the target audience's needs. For example, Tribal holidays should be considered when training Tribal Department staff and community events should be considered when training families.	Month 5	Month 6	Community outreach schedule
Court Administrator	Executive Director of Public Safety, Consultant	8) Promote the community outreach efforts using on-line, print, and radio media. Provide formal, face-to-face, invitations during relevant meetings. When appropriate, encourage the partners' leadership to provide incentives for participation. For instance, Tribal Council may provide department staff with change-of-station duty and/or Stone Child College may provide students extra-credit.	Month 6	On-going	Launched community awareness campaign
Court Administrator	Executive Director of Public Safety, Administrative Assistants	9) Administer at least four outreach efforts sessions per year, with an average of one per quarter. During each effort, administer assessment instruments to track the effectiveness of each initiative.	Month 6	On-going	Four outreach sessions per year
Court Administrator	Executive Director of Public Safety, Consultant	10) Continuously improve community outreach based on the assessment results and other feedback.	Month 6	On-going	Continuously improved outreach campaign

Plan Title:	D.1 Juvenile Justice Codes	Dept:	Tribal Court
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Code Development: There is an identified need to improve current legal codes. Currently, Kalispel Tribe legal codes do not sufficiently address various issues, especially for youth on reservation lands, in a fair and balanced manner. Therefore, some offenses are unreported, un-punishable, and un-tractable. This legal protection gap has allowed some crime to rise without visible and/or direct connections to our community and affected families. Without a formal codified definition and legal proceedings, including Police Department reporting and Court prosecutions, there is a significant lack of quantified data. (Strategic Plan page 6)
Goal:	D: Improve the health and safety of the community members, especially women and youth, by protecting their civil rights and providing holistic services (emotional, spiritual, mental, physical, and educational).
Objective:	D.1: By month 24, the Kalispel Tribal Court will enhance its juvenile justice services through the revision of one (1) set of improved Juvenile Justice Codes, which will embrace the principles of restorative justice and reflect the Tribe's culture, values, and life ways, as evidenced by an updated set of juvenile justice codes, meeting records, community outreach materials, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Tribal Administrator	Court Administrator, Code Developer	1) Identify the law & order code development and revision needs, especially related to juvenile justice. Consider anticipated needs which directly relate to the Court's services and response needs which are those requirements set forth by government strategies.	Month 1	Month 3	Identified codification needs, especially related to juvenile justice
Tribal Administrator	Court Administrator, Code Developer	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required. This includes establishing one (1) code committee and one (1) code reviser to develop and implement law & order code policies and procedures.	Month 1	Month 3	Explicitly defined and assigned project roles and responsibilities

Tribal Administrator	Court Administrator, Code Developer	3) Gather the necessary information. This may include any legal responsibilities in the administrative areas.	Month 1	Month 4	Research on the current legal codes; formal consultations with experts
Tribal Administrator	Court Administrator, Code Developer	4) Draft the law & order code development policies. Ensure that the wording and length or complexity of the policies are appropriate to those who will be expected to implement the requirements.	Month 4	Month 12	Draft law & order code development policies; efforts to ensure cultural competence within the juvenile justice system
Tribal Administrator	Court Administrator, Code Developer	5) Consult with appropriate stakeholders. It is understood that law & order code policies and procedures are most effective if those affected are consulted, are supportive and have the opportunity to consider and discuss the potential implications of the requirements.	Month 4	Month 12	Stakeholder consultations
Tribal Administrator	Court Administrator, Code Developer	6) Establish law & order code development procedures. These procedures should provide clear guidance regarding how the codes will be developed and adopted.	Month 4	Month 12	Established law & order code development procedures, especially related to juvenile justice
Tribal Administrator	Court Administrator, Code Developer	7) Finalize the law & order code polices and procedures according to stakeholder and expert feedback.	Month 12	Month 20	Final law & order code policies and procedures
Tribal Administrator	Court Administrator, Code Developer	8) Submit the finalized law & order code policies and procedures for Tribal Council review and adoption. Make any necessary modifications according to Tribal Council's requirements.	Month 20	Month 22	Formally reviewed law & order policies and procedures
Tribal Administrator	Court Administrator, Code Developer	9) Upon Tribal Council adoption, implement the law & order code polices and procedures. Address questions as they arise.	Month 24	On-going	Formally adopted law & order policies and procedures

Tribal Administrator	Court Administrator, Code Developer	10) Share the law & order polices and procedures throughout the Tribal Departments and community using on-line and/or print media.	Month 24	On-going	Publically shared law & order policies and procedures
Tribal Administrator	Court Administrator, Code Developer	11) Formally review and, if needed, revise the law & order code policies and procedures in 12 months from Tribal Council adoption.	Month 24	On-going	Continuously improved sustainability practices

Plan Title:	D.2 Juvenile Justice Services	Dept:	Tribal Court
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background	Tribal Justice Alternatives for Youth Crimes: There is an identified need to provide juvenile justice alternatives for Kalispel youth. These alternatives may include, but are not limited to the development of Juvenile Justice Codes, Youth Court, Advisory Panel, and Equine Program. These methods are to incorporate the Kalispel Tribe's culture and life ways. These alternatives should work to increase the number of youth crimes reported by families for the purpose of improving earlier intervention and rehabilitation. (Strategic Plan page 5)
Goal:	D: Improve the health and safety of the community members, especially women and youth, by protecting their civil rights and providing holistic services (emotional, spiritual, mental, physical, and educational).
Objective:	D.2: By month 36, the Kalispel Tribal Court will expand its juvenile justice services by providing culturally competent, restorative juvenile justice services to at least five percent (5%) more youth per year, as evidenced by program records, meeting records, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Tribal Administrator	Court Administrator, Administrative Assistants	1) Identify the juvenile justice service needs. This includes considerations for what resources are to be provided and how they are to be funded.	Month 1	Month 3	Juvenile justice service needs defined; list of related resources; framework for how the resources will be provided
Tribal Administrator	Court Administrator, Administrative Assistants	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 1	Month 3	Explicitly defined and assigned project roles and responsibilities
Tribal Administrator	Court Administrator, Administrative Assistants	3) Gather the necessary information. This may include any operational responsibilities in the administrative areas.	Month 3	Month 6	Research on service costs, and operation and maintenance

Tribal Administrator	Court Administrator, Administrative Assistants	4) Draft the Juvenile Justice Services Improvement Plan, including financial targets. Ensure that the wording and length or complexity of the goals, objectives, and tasks are appropriate to those who will be expected to implement the activities.	Month 6	Month 9	Draft Juvenile Justice Services Improvement Plan
Tribal Administrator	Court Administrator, Administrative Assistants	5) Consult with appropriate stakeholders and experts. Develop the necessary partnerships. It is understood that departmental resources are most effective if the potential consumers consulted are supportive and have the opportunity to consider and discuss the potential implications.	Month 9	Month 12	Formal partnership development to support this project
Tribal Administrator	Court Administrator, Administrative Assistants	6) Develop Juvenile Justice Services improvement strategies. Take into account how these efforts will be implemented and by whom.	Month 12	Month 18	Juvenile Justice Services Improvement Plan improvement strategies
Tribal Administrator	Court Administrator, Administrative Assistants	7) Finalize Juvenile Justice Services Improvement Plan according to stakeholder and expert feedback.	Month 18	Month 20	Final Juvenile Justice Services Improvement Plan
Tribal Administrator	Court Administrator, Administrative Assistants	8) Submit the finalized Juvenile Justice Services Improvement Plan for Tribal Council review and adoption. Make any necessary modifications according to Tribal Council's requirements.	Month 20	Month 22	Formally reviewed Juvenile Justice Services Improvement Plan
Tribal Administrator	Court Administrator, Administrative Assistants	9) Upon Tribal Council adoption, share the Alternative Juvenile Justice Services Improvement Plan with supporters and potential benefactors.	Month 22	On-going	Publically shared Alternative Juvenile Justice Services Improvement Plan
Tribal Administrator	Court Administrator, Administrative Assistants	10) Submit grant applications and other relevant resource requests to launch and operate this Alternative Tribal Justice program.	Month 22	On-going	Completed grant applications

Tribal Administrator	Court Administrator, Administrative Assistants	11) Gather resources and firm commitments from project partners. Develop the digital and/or physical infrastructure needed to administer services.	Month 24	On-going	Firm commitments of resources; infrastructures developed
Tribal Administrator	Court Administrator, Administrative Assistants	12) Launch the Juvenile Justice Services Improvement Plan. Make day-to-day operational enhancements as needed.	Month 36	On-going	Launched Juvenile Justice Services Improvement Plan
Tribal Administrator	Court Administrator, Administrative Assistants	13) Formally review and, if needed, revise the Juvenile Justice Services Improvement Plan every 12 months.	Month 36	On-going	Continuously improved Juvenile Justice Services

Plan Title:	D.3 Equine Program	Dept:	Kalispel Tribe
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Tribal Justice Alternatives for Youth Crimes: There is an identified need to provide juvenile justice alternatives for Kalispel youth. These alternatives may include, but are not limited to the development of Juvenile Justice Codes, Youth Court, Advisory Panel, and Equine Program. These methods are to incorporate the Kalispel Tribe's culture and life ways. These alternatives should work to increase the number of youth crimes reported by families for the purpose of improving earlier intervention and rehabilitation. (Strategic Plan page 5)
Goal:	D: Improve the health and safety of the community members, especially women and youth, by protecting their civil rights and providing holistic services (emotional, spiritual, mental, physical, and educational).
Objective:	D.3: By month 48, the Kalispel Tribe will enhance family services through the development and operation of one (1) Equine Program on reservation lands that compliments the diversion program and supports the improved juvenile Justice System, as evidenced by articles of organization, operational plan, required certifications, dedicated facilities, staff/advocates hired, equine experts, secured funding streams, and evaluation results.

Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Tribal Administrator	Court Administrator, Administrative Assistants	1) Identify the alternative rehabilitation needs within the community. This includes considerations for what resources are to be provided and how they are to be funded.	Month 13	Month 14	Alternative rehabilitation needs defined; list of related resources; framework for how the resources will be provided
Tribal Administrator	Court Administrator, Administrative Assistants	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 13	Month 14	Explicitly defined and assigned project roles and responsibilities

Tribal Administrator	Court Administrator, Administrative Assistants	3) Gather the necessary information. This may include any operational responsibilities in the administrative areas.	Month 14	Month 16	Research on service costs, and operation and maintenance
Tribal Administrator	Court Administrator, Administrative Assistants	4) Draft the Equine Program Operational Plan, including financial targets. Ensure that the wording and length or complexity of the goals, objectives, and tasks are appropriate to those who will be expected to implement the activities.	Month 16	Month 24	Draft Equine Program Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	5) Consult with appropriate stakeholders and experts. Develop the necessary partnerships. It is understood that departmental resources are most effective if the potential consumers consulted are supportive and have the opportunity to consider and discuss the potential implications.	Month 16	Month 24	Formal partnership development to support this project
Tribal Administrator	Court Administrator, Administrative Assistants	6) Develop Equine Program policies and procedures. Take into account how policies and procedures will be implemented and by whom.	Month 16	Month 24	Equine Program polices and procedures
Tribal Administrator	Court Administrator, Administrative Assistants	7) Finalize Equine Program Operational Plan according to stakeholder and expert feedback.	Month 24	Month 28	Final Equine Program Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	8) Submit the finalized Equine Program Operational Plan for Tribal Council review and adoption. Make any necessary modifications according to Tribal Council's requirements.	Month 28	Month 30	Formally reviewed Equine Program Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	9) Upon Tribal Council adoption, share the Equine Program Operational Plan with supporters and potential benefactors.	Month 30	On-going	Publically shared Equine Program Operational Plan

Tribal Administrator	Court Administrator, Administrative Assistants	10) Submit grant applications and other relevant resource requests to launch and operate this Equine Program.	Month 30	On-going	Completed grant applications
Tribal Administrator	Court Administrator, Administrative Assistants	11) Gather resources and firm commitments from project partners. Develop the digital and/or physical infrastructure needed to administer services.	Month 30	On-going	Firm commitments of resources; infrastructures developed
Tribal Administrator	Court Administrator, Administrative Assistants	12) Open the Equine Program. Make day-to-day operational improvements as needed.	Month 48	On-going	Operational Equine Program
Tribal Administrator	Court Administrator, Administrative Assistants	13) Formally review and, if needed, revise the Equine Program Operational Plan every 12 months.	Month 48	On-going	Continuously improved Equine Program

Kalispel Tribal Justice System Implementation Plans

Plan Title:	D.4 Domestic Violence Shelter	Dept:	Kalispel Tribe
Started:	TBD	Revised:	
Complete (%):	0% - Status to be determined		

Background:	Domestic Violence Services: There is an identified need to address domestic violence issues within the community using culturally competent prevention and intervention methods. These efforts should work to promote resilience and decrease risk factors in individuals, families, and the community. Furthermore, culturally competent practices are needed to increase the social-emotional health and wellbeing of our community members. Increasing the use of cultural services will enhance a sense of belonging and improve long-term outcomes. (Stategic Plan page 7)
Goal:	D: Improve the health and safety of the community members, especially women and youth, by protecting their civil rights and providing holistic services (emotional, spiritual, mental, physical, and educational).
Objective:	D.4: By month 48, the Kalispel Tribe will enhance family services through the development and operation of one (1) Domestic Violence Shelter on reservation lands that provides emergency services for families who are in-crisis, as evidenced by articles of organization, operational plan, required certifications, dedicated facilities, staff/advocates hired, legal experts, secured funding streams, and evaluation results.

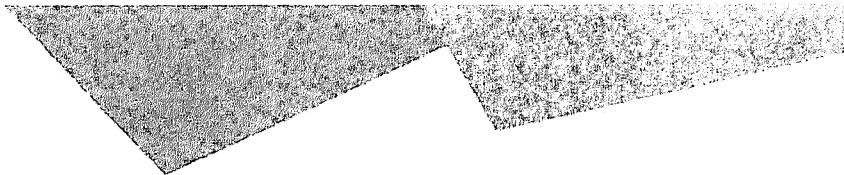
Responsible Parties		Method/Activity	Timeframe		Outputs
Led By	Assisted By		Start	End	
Tribal Administrator	Court Administrator, Administrative Assistants	1) Identify family safety needs. This includes considerations for what resources are to be provided and how they are to be funded.	Month 12	Month 13	Family safety needs defined; list of related resources; framework for how the resources will be provided
Tribal Administrator	Court Administrator, Administrative Assistants	2) Identify who will take lead responsibility. Delegate responsibility to individuals, working groups, sub-committees, and/or staff members, according to the expertise required.	Month 12	Month 13	Explicitly defined and assigned project roles and responsibilities

Kalispel Tribal Justice System Implementation Plans

Tribal Administrator	Court Administrator, Administrative Assistants	3) Gather the necessary information. This may include any operational responsibilities in the administrative areas.	Month 13	Month 14	Research on service costs, and operation and maintenance
Tribal Administrator	Court Administrator, Administrative Assistants	4) Draft the Domestic Violence Shelter Operational Plan, including financial targets. Ensure that the wording and length or complexity of the goals, objectives, and tasks are appropriate to those who will be expected to implement the activities.	Month 14	Month 17	Draft Domestic Violence Shelter Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	5) Consult with appropriate stakeholders and experts. Develop the necessary partnerships. It is understood that departmental resources are most effective if the potential consumers consulted are supportive and have the opportunity to consider and discuss the potential implications.	Month 18	Month 19	Formal partnership development to support this project
Tribal Administrator	Court Administrator, Administrative Assistants	6) Develop Domestic Violence Shelter policies and procedures. Take into account how policies and procedures will be implemented and by whom.	Month 20	Month 21	Domestic Violence Shelter polices and procedures
Tribal Administrator	Court Administrator, Administrative Assistants	7) Finalize Legal Aid Department Operational Plan according to stakeholder and expert feedback.	Month 22	Month 23	Final Domestic Violence Shelter Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	8) Submit the finalized Domestic Violence Shelter Operational Plan for Tribal Council review and adoption. Make any necessary modifications according to Tribal Council's requirements.	Month 23	Month 24	Formally reviewed Domestic Violence Shelter Operational Plan
Tribal Administrator	Court Administrator, Administrative Assistants	9) Upon Tribal Council adoption, share the Domestic Violence Shelter Operational Plan with supporters and potential benefactors.	Month 24	Month 24	Publically shared Domestic Violence Shelter Operational Plan

Kalispel Tribal Justice System Implementation Plans

Tribal Administrator	Court Administrator, Administrative Assistants	10) Submit grant applications and other relevant resource requests to launch and operate this Domestic Violence Shelter.	Month 24	On-going	Completed grant applications
Tribal Administrator	Court Administrator, Administrative Assistants	11) Gather resources and firm commitments from project partners. Develop the digital and/or physical infrastructure needed to administer services.	Month 36	On-going	Firm commitments of resources; infrastructures developed
Tribal Administrator	Court Administrator, Administrative Assistants	12) Open the Domestic Violence Shelter. Make day-to-day operational improvements as needed.	Month 48	On-going	Operational Domestic Violence Shelter
Tribal Administrator	Court Administrator, Administrative Assistants	13) Formally review and, if needed, revise the Domestic Violence Shelter Operational Plan every 12 months from Tribal Council adoption.	Month 48	On-going	Continuously improved Domestic Violence Shelter



KALISPEL TRIBAL JUSTICE SYSTEM
EFFECTIVE 2014

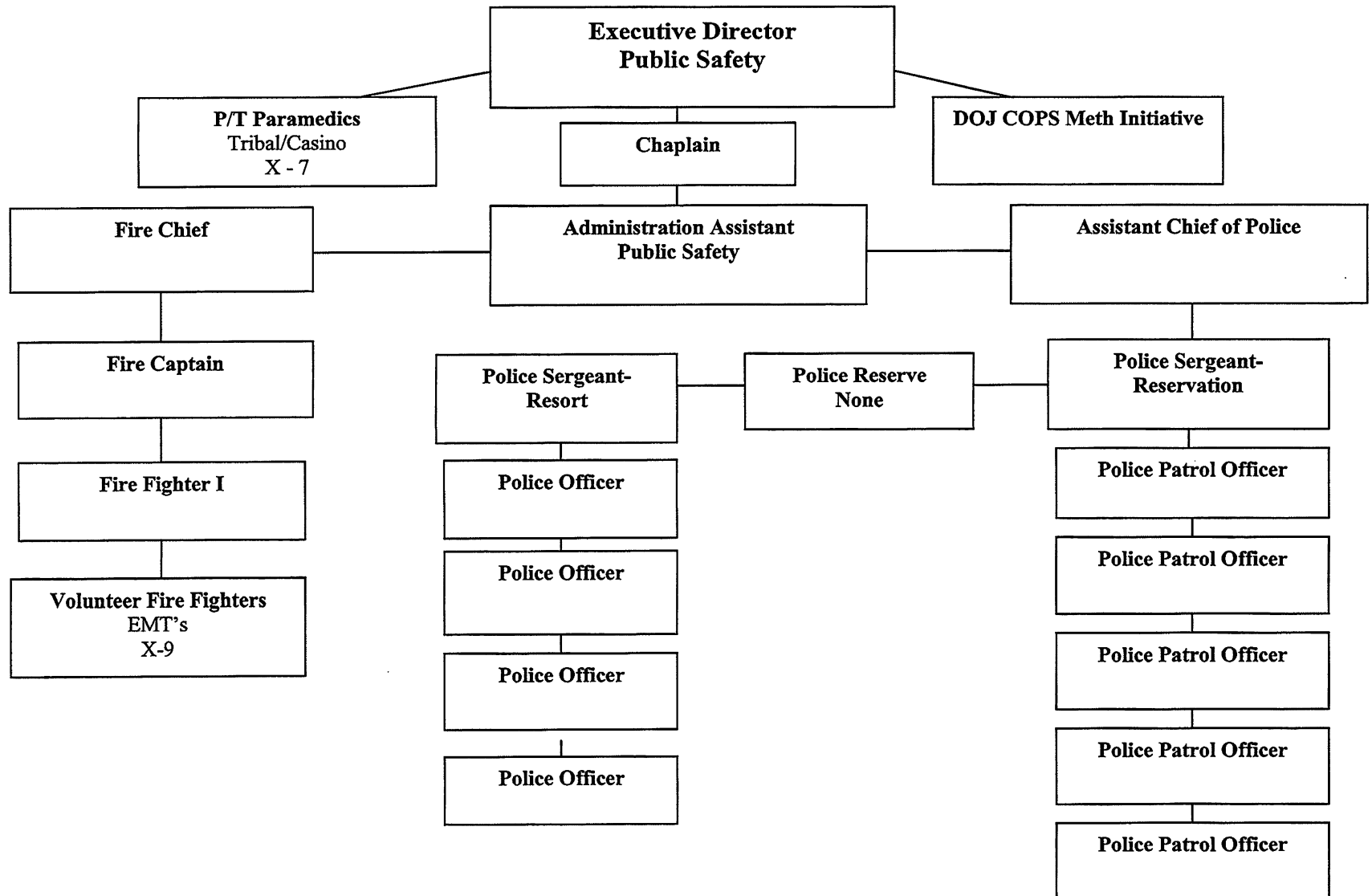
plan

Appendix B

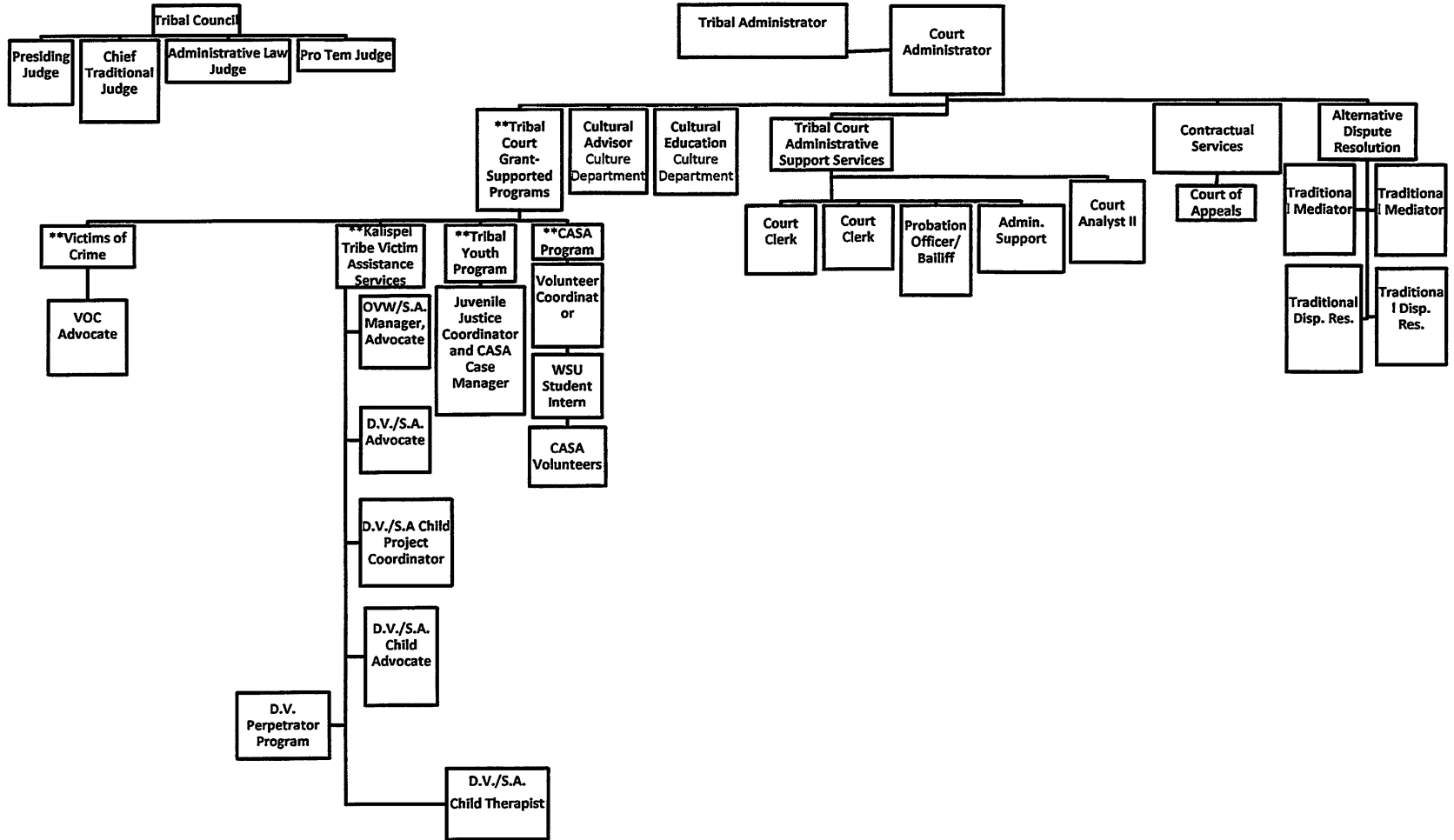
Organizational Charts

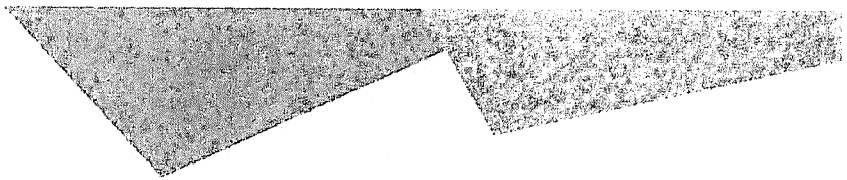


Kalispel Tribe Public Safety Organizational Chart



Judicial-Kalispel Tribal Court FY2015 Org Chart





KALISPEL TRIBAL JUSTICE SYSTEM
EFFECTIVE 2014

plan

Appendix C

Kalispel Indian Reservation Map



KALISPEL INDIAN RESERVATION MAP

