

# Pit River Tribe

## Strategic Plan 2020



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**Vision:**

It is the vision of the Pit River Tribe to care for the well-being of its members, increase the capacity to serve them, and have the flexibility to adapt to changing environments. The key to the success of the Pit River Tribe relies on building systems, processes, and infrastructure to provide services to those living on and off the 100-mile square.

**Mission Statement:**

The Pit River Tribe provides excellent service to its members by identifying and addressing their needs and protecting their resources

**Core Values:**

**Leadership:** The courage to shape a better future

**Flexibility:** We can adapt to any situation

**Respect:** We respect each other and ourselves

**Honor:** The traditions and customs that have been handed down

**Ethical:** We follow our moral principles in positive ways.

**Professionalism:** We do our profession with competence and skill.

**Team Player:** We involve others in our successes and struggles.

**Integrity:** We are honest and have strong moral principles.

**Empowerment:** We become stronger and more competent by lifting each other up.

**Unity:** We join as one in times of need.

**Accountability:** We hold ourselves responsible for our actions.

**Positivity:** We are infectiously positive in our efforts.

**Tribal overview:**

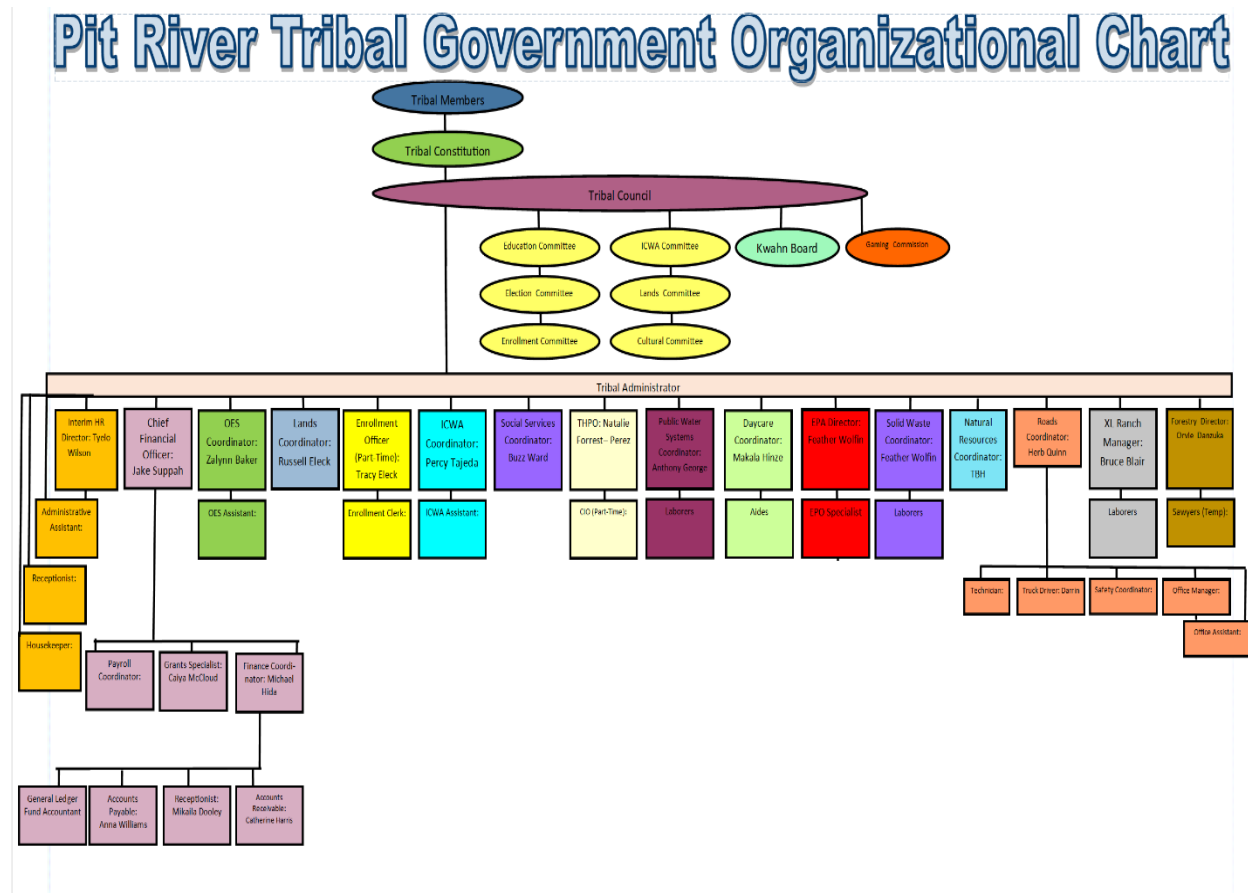
The Territory of the Tribe consists of all ancestral lands recognized by the Indian Claims Commission in its July 29, 1959, (7 Indian Claims Commission, 815-863 Appendices A & B pages 1-49) findings of fact and opinion in Docket No. 347, i.e., the 100-mile square as described in Docket No. 347, and specifically including, but not limited to, the XL Ranch, Montgomery Creek, Roaring Creek, Big Bend, Burney, Lookout, and Likely Rancherias, the 13 acres deeded to the United States by the State of California in trust for the Pit River Home and Agricultural Cooperative Association as trustee for the Tribe, Modoc County Assessor's parcels 013-172-07 and 013-191-01, and any other property that hereafter may be acquired by or for the Tribe.



The Pit River Indians have a varied material culture in response to great variation in elevation, climate, and vegetation of their homeland. In the west Mount Shasta, 14,162 feet, and Lassen peak, 10,466 feet, served as the northwest and southwest corners of Pit River Indian territory. The eastern boundary separating the Pit River from the Northern Paiute is marked by the Warner Range with a half-dozen peaks ranging from 7,843 to 9,934 feet above sea level. Twenty peaks over 6,000 feet elevation are scattered over the Pit River interior area, breaking it into many distinct valley and stream systems.

**Situational Analysis:**

The Pit River Tribe currently has 16 departments within the administrative side of operations.



While current operations have served the Pit River Tribe and its membership to an extent up until this point in time, there are plenty of needs that need to be addressed as the Tribe moves into the future outside of what’s currently offered through Tribal Administration. Building internal capacity to handle increased needs are a crucial component of planning for future operations.

As we really dive into future operations, we must have an organized and systematic approach to strategically analyzing our future growth. One such strategic approach is running a SWOT Analysis.

SWOT refers to strengths, weaknesses, opportunities and threats. SWOT analysis is a process where the management team identifies the internal and external factors that will affect the company’s



future performance. The company's strengths and weaknesses are the internal factors. Opportunities and threats deal with factors external to the company – environmental factors.

### **Using Resources Efficiently:**

Every company – even the largest ones that dominate their markets – has a finite supply of labor, production capacity and capital. Evaluating the company's strengths helps it determine how to allocate these resources in a manner that will result in the highest possible potential for revenue growth and profitability.

The management team examines where the company can compete most effectively. The company often discovers it has competitive strengths that have not been fully utilized in the past.

### **Improving Business Operations:**

When the management team looks at the company's weaknesses, it is not to assign blame for past shortfalls in performance. It is to identify the most critical areas that need to be improved in order for the business to more effectively compete. A realistic assessment of weaknesses also prevents strategic blunders like entering a market with products that are clearly inferior to what well-entrenched competitors are offering. Continuous improvement in all areas of a company's operations is an important aspect of staying ahead of competitors. Current weaknesses can – and must – be turned into future strengths.

### **Discovering New Opportunities:**

Growth in business requires seeking out new opportunities, including new potential customer groups, broader product distribution, developing new categories of products and services and geographic expansion. In a SWOT analysis, the management team identifies emerging opportunities to take advantage of right now and tries to forecast longer term opportunities so advance planning can be made to be ready to enter the market when the time is right.

### **Dealing with Risks:**

A threat in SWOT analysis is another term for risk – an occurrence outside the company's control that could have a negative impact on performance. Companies face many threats beyond those caused by direct competitors. Changes in the regulatory environment can have an adverse impact on performance. Consumer tastes can abruptly change such as when a recession causes consumers to cut back on purchasing luxury goods and services.

Risks are less threatening to an organization when it takes the time to develop contingency plans to quickly implement should the threats become a reality. SWOT analysis helps a company be better prepared for whatever it will encounter in the external environment.

### **Competitive Positioning and Strategy:**

Many companies do a form of SWOT analysis on their key competitors. Combined with the information from the company's SWOT analysis of itself, the management team begins to get a picture of how the company should position itself against competitors. The company wants to attack competitors' weaknesses with its own strengths. It is much like game planning in football – trying to locate where the opposing team is vulnerable.



Conversely, it does not want to meet a competitor's strengths head on if the competitor has an overwhelming advantage. SWOT analysis shows a company that even its most powerful competitors have weaknesses that can be exploited.

Strategic planning will help the Tribe:

1. To get everyone on the same page:
2. To simplify decision-making:
3. To drive alignment:
4. To communicate the message:

Simply put, a strategic plan is the formalized road map that describes how your company executes the chosen strategy. A plan spells out where an organization is going over the next year or more and how it's going to get there.

A strategic plan is a management tool that serves the purpose of helping an organization do a better job, because a plan focuses the energy, resources, and time of everyone in the organization in the same direction.

A strategic plan also does the following:

- Helps build your competitive advantage
- Communicates your strategy to staff
- Prioritizes your financial needs
- Provides focus and direction to move from plan to action

### Why strategic planning is important

Given that a strategic plan is the map by which an organization achieves its goals, planning is crucial. Daily priorities often overtake long-term initiatives – and these longer-term, important items can get lost.

Planning is also important to prevent an organization from meandering aimlessly toward the future. You may reach your desired destination, but how long will it take? And how much time and energy will have been wasted trying to manage and work through the ambiguity? Strategic planning is important because it harmonizes roles, functions and activities so companies can efficiently move in the same direction to reach their desired destination.

Below are just some more of the benefits of strategic planning:

- **Maintain focus on priorities.** By integrating the strategic work into the daily activities, the strategic priorities won't feel like an additional burden to the organization. The goal is to weave the two together.



- **Enhance accountability.** Creating ownership of the strategic plan throughout the organization is a win-win for the company's leadership and its employees.
- **Provide a means to track and measure performance.** A strategic plan should connect measures of the organization to the teams responsible for carrying out the initiatives.
- **Drive collaboration and discussion.** The strategic plan is not set in stone but should be the foundation for strategic dialogue to stay competitive with changing external and internal conditions.
- **Set direction and align your team.** Good strategic plans bring the organization together and drive every level toward a common objective.
- **Increase execution of long-term strategic growth.** The first step is creating the plan but ultimately a well laid plan with detailed workplans leads to future growth and competitiveness of the organization.



**Narrative: Administration**

The Pit River Tribe serves the 11 autonomous bands and do work within the 100-mile square and beyond to provide service to its members. It works with leadership to identify needs and attempts to fill gaps to provide a comprehensive program that addresses the needs of its membership and surrounding communities.

**Strengths:**

foundation of administrative systems; involvement in local and regional groups; leadership representing all 11 autonomous bands; dedicated and passionate staff; dedicated and passionate leadership; Indian Country expertise; Most departments working well together;

**Weaknesses:**

work space; grants writing; limited departments; limited resources; IT Infrastructure & personnel; incomplete policies & procedure; lack of critical plans/documents; digital storage; technology; Lack of a Maintenance worker; large staff turnover within departments; involvement in local and regional groups;

**Opportunities:**

untapped funding sources; land base growth; Jurisdictional growth; surrounding community involvement; regional involvement; partnerships; co-ops;

**Threats:**

COVID-19 and the aftermath; macro and micro political environment; change in leadership; Federal vs State law; Jurisdictional issues; history with communities; cut in funding; fire danger; drought; water restrictions; Public Safety Power Shutoffs (PSPS);



## Program Narrative

The Pit River Tribe is still very much considered to be in the growth stage of a business or entity. While some of the foundational departments and services are in place to minimally service its members, there's tremendous room for growth. Growth must come strategically however. It must incorporate the proper infrastructure to be successful. It must be accompanied by growth in administrative functions to handle the expansion, human resources to fill the positions providing the services, and the physical space and utilities to accommodate office needs.

It's important the Tribe looks into the future with both a short-term eye, while seeing the picture and end vision from long-ranging thinking. Having a plan in place that focuses on both allows the government to maintain a consistent ascent toward an overall vision regardless of yearly change in the surrounding environment. This vision doesn't allow down time or time of uncertain direction, it keeps the government focused on achieving results.

## Goals

Following is a list of goals for the overall operations of the Pit River Tribe. It was made in collaboration with the various leaders of the departments within the government. It is accompanied by goals of individual departments on pages throughout this document.

### **Goal 1: Provide 25 new, family wage jobs to the Pit River Tribe & surrounding community**

It is important for an organization to constantly be looking to change; to adapt, to grow. If you're not going forward, you're going backward as the community and environment around you is constantly growing. With this growth, it's important to provide people within those growth positions a wage that allows them to raise a family and not have the need to actively seek other employment. In addition, there's an anticipation with the growth of the Tribe, there will be indirect growth of the surrounding communities to respond to our growth. It will be the goal of the Tribe to add an additional 25 family wage jobs within the Tribal government, and add a number of indirect jobs throughout the community that will be prosperous to the area.

### **Goal 2: Acquire space to house programs**

The Pit River Tribe, like many Tribes throughout the nation, have a major shortage of office space. It can be argued it's already over capacity to handle current operations. With the goal of adding an additional 25 full time jobs over the next 3-5 years along with temporary, intern, and summer youth positions, there will be a huge need for additional space. The Tribal government will actively seek opportunities and present leadership with space options including identifying land, purchasing land, constructing new facilities and purchasing current locations.

### **Goal 3: Get plans in place to help with strategic fund raising**

It is important to have a structure to seeking funding from various agencies. It's never a good idea to simply go after funding because it's available then be left trying to put together a project that lacks planning efforts beforehand. The Tribal government would like to get plans in place to help guide leadership and administration fund raising efforts in terms of economic and community development, facilities construction, land-use planning, increased services and staff growth. As such, the government will actively pursue planning opportunities as they arise within different agencies of the State and Federal governments.



**Goal 4: Get the Pit River Tribe on a benefits plan including health, dental, eye, and 401(k)**

It's important to take care of the people who take care of you. With no current benefits plan in place, the Pit River Tribal government is in the position where it must offer more in base compensation to lure talent to Reservation lands and often sees its own internal talent leaving for jobs that have a better benefits package. The government will work hard to ensure a proper benefits package is in place in the upcoming years.

**Goal 5: Bring \$500,000/ year in indirect dollars to the Pit River Tribe.**

Indirect dollars are crucial to the fundamental programs that keep the Tribal government in operations. Establishing a solid rate allows for a balance between programmatic and administrative needs to be met. Establishing a consistent rate high enough to cover most administrative costs is a goal for the Pit River Tribal government. It will be a combination of formula and discretionary funding that will allow us obtain \$500,000/year consistently.

**Goal 6: Get planning in place to help provide information for leadership decisions**

Proper planning is crucial to future growth. In reverse, growth without proper planning is a roadmap to disaster. It is important to have plans in place to give leadership all the pertinent information for them to make the best, most informed decisions. Having a department that helps facilitate the gathering, developing, and distribution of plans helps the entire organization from decision making to potential funding opportunities. Developing a strong planning department will help out the entire operations of the Tribe.

**Goal 7: Develop a data collection and storage location for easy access to crucial Tribal data.**

Data and statistics are a very crucial within Indian Country and are often times a neglected item within Tribal organizations. The Tribal government will develop a strong database system for collecting, storing and distributing statistics and data from the various programs and departments within the administration. This data will be used to drive decisions, identify trends, used in funding requests and be all in one location that's easily accessible when needed.

**Goal 8: Re-develop the organizational structure into divisions and departments**

Currently, the organizational structure of the Pit River Tribe works. As we continue to grow, we will outgrow the structure. As we add departments, it will no longer be sufficient to have every department head reporting direction to the Tribal Administrator. We will focus on aligning similar programs under divisions, reporting to a division director. The Division Directors will then report to the Tribal Administrator and be responsible for the departments and employees under them. If looking at it from an organization chart perspective, instead of being a flat-line, it will have more of a vertical shape and also allow for upward mobility with employment.

**Goal 9: Establish a strong TERO program focused on Indian Employment and Indian training and education.**

The Pit River Tribe has all the things in place to develop a strong TERO program, the key being a TERO ordinance. However, the program has never materialized with a board and employees. All current TERO responsibilities fall upon the Tribal Administrator. As we continue to grow and the need arises for a position to be completely responsible for TERO-related activities, the program will be developed to allow for optimization of the TERO principles. TERO will focus on making sure all employment within the 100-mile square has an Indian element and will utilize fees to make sure we



have a competent tribal workforce through training and educational programs aimed toward native trade workers.

**Goal 10: Develop a comprehensive division that follows Tribal member from birth to work**

The Pit River Tribal government has a number of reasons to identify and track members from birth to work. The Tribe currently and will continue to expand upon services to the youth and track their progress through school. There is a need to know who graduates and when. There are and will be expanded efforts in providing scholarships for Tribal members to go on to college. And finally, there's a need to know when people graduate and are looking at entering the workforce. Setting up a comprehensive system that works collaboratively to follow this process for each Tribal member is an element that most Tribes talk about but few actually achieve. The Pit River Tribe will develop this system and track its members until we're able to provide them a family wage job and they are helping the government.

**Goal 11: Establish a Public Law 102-477 program**

By combining programs under a 477 umbrella, the Tribe will be able to utilize funding with less strings attached while providing employment opportunities for Tribal members. The 477 will allow the Tribe to integrate eligible employment, training, and related services programs that support workforce development and, thereby, reduce the high unemployment rates in tribal communities. It works toward this goal by reducing and streamlining administrative requirements through the consolidation of budgeting, reporting, and auditing systems. By establishing a 477 program in the growth phase of many of the departments that fall under the umbrella, the Tribe will be able to develop the program in a way that is more beneficial to Tribal members with less stringent constraints to the use of funding otherwise found under the traditional model of having each separate entity with its own funding source and own set of federal guidelines.

**Goal 12: Secure \$5 million in federal funds to increase capacity for the Pit River Tribe**

Money talks. Securing funding is the easiest and straightest way the Pit River Tribe can get from point A to point B. Securing a million dollars a year is a goal of the Pit River Tribe. Whether it comes in the form of studies, assessment, plans, salaries, staff, or projects the successful attainment of funding is the only way to constantly increase capacity. It is the only way to keep expanding services to the membership. It's the only way to make sure the Tribe can maintain its staffing level and increase in strategic way.

**Goal 13: Expand the Pit River Tribe's jurisdiction within the 100-mile square**

Jurisdiction and sovereignty are inherent rights of Tribes, but the two things that the Tribe must consistently fight day in and day out. Exerting jurisdiction and the daily fight against the State, the Federal government, outside public and private entities are the only way true progress happens. Protecting the Pit River Tribe's sovereign rights through jurisdictional issues is a battle that's not only worth fighting, but necessary to fight. Whether it is through TERO and Indian Preference during hiring or hunting and fishing rights, the Tribal government will continue to pursue, back, and challenge the rights of the Pit River Tribe through jurisdictional exertion.

**Goal 14: Increase scholarship funding to \$50,000 / year.**

The Pit River Tribe is extremely interested in providing employment to its members. As such, it also has a ventured interest in educating its members through scholarships so they are able to come back and provide the best service possible to the tribal government and services to other members.



It is the goal of the Pit River Tribe to work with outside resources to identify and establish a stable investment in the youth of the Pit River Tribe on a continuing basis. Setting up a scholarship program that invests in its youth is a direct investment in itself if we are able to do our job and successfully recruit those people back to help continue to grow the Tribe.

### **Goal 15: Develop an Area Agency on Aging Program for the Pit River Tribe**

Elders have paved the way for the life we live today. We cannot understand the hardships they've had to endure to provide us with the quality of life we have today. In return, we've got to do what we can to protect and provide for them. They went through life with little to give us the opportunities we have today. The Pit River Tribe will develop an Area on Aging that provide the best services possible to ensure the elders have a peaceful, plentiful way of life that their lifetime worth of dedication and service has afforded them. The Tribal government seeks to establish the program and consistently increase its capacity to provide all services the elders of the communities want, need and deserve.

#### **Objectives & Action Plan**

### **Goal 1: Provide 25 new, family wage jobs to the Pit River Tribe & surrounding community**

#### **Objective 1: Identify, research, compile, write and submit grants**

*Specific:* Monitor grants.gov weekly, and email correspondence daily to identify potential funding that allow an increase in capacity.

*Measurable:* Identify 2 grants quarterly that will increase human resource capacity from various funding agencies

*Achievable:* Set aside an average of 1 week a quarter to focus on grants writing

*Realistic:* I can invest 1/16 of my time writing grants and up to an hour of week monitoring

*Time-based:* In 1 years' time, there will be 8 grants submitted to various funding agencies that could add human resource capacity to the Pit River Tribe.

#### **Objective 2: Identify additional Human Resource Needs for Current Programs**

*Specific:* Meet with program managers and develop a program needs via short-term and long-term programmatic planning.

*Measurable:* Develop a document that identifies program expansion and identifies human resource capacity needs to continue to grow.

*Achievable:* Meet weekly with Directors and Coordinators to keep the flow of information fresh and on a forward path.

*Realistic:* Online meetings allow all of us to meet from nearly any location as long as there is a solid internet connection and a work station.

*Time-based:* This document will be in place by 10/01/2020 to accommodate the new funding cycles of the federal government and state agencies.

#### **Objective 3: Identify additional needs from community based-meetings**



*Specific:* Meet with the community on a various programmatic and service needs through needs assessments, economic and community development, gap analyses and other various departmental or service-related meetings.

*Measurable:* Hold a community meeting once a month to identify additional or changing needs

*Achievable:* Utilize current community meetings to garner additional, related information.

*Realistic:* The various departments are constantly meeting with different communities. We have several assessments, planning sessions, and other funding-related criteria that require community input.

*Time-Based:* 10/01/2020, and yearly thereafter to coincide with Federal and State agency funding cycles. There will also be a great deal of data coming in from community reports such as the Court's needs assessment, community economic development strategies (CEDS) document creation that will add to the knowledge base of community need.

#### **Objective 4: Seek to take over programs from State and Federal government agencies for on-site management**

*Specific:* Meeting with government and state agencies about programs that should be housed within the Tribe such as TANF, Child Support, General Welfare Assistance, etc.

*Measurable:* Add 1 position a year for the next 5 years.

*Achievable:* View best practices and follow examples of other Tribe's successful ventures of absorbing programs.

*Realistic:* Stay connected with other Tribes that have programs we'd like to house within the Tribal government

*Time-based:* Begin 1 new position a year so in 10/01 of each year, we have it on our payroll.

#### **Objective 5: Work with leadership on gaps and services and needs of Tribal government**

*Specific:* Meet with Officers weekly about needs of the Tribal government and develop agreed upon plans to present to the full Council for review.

*Measurable:* Have a section in my monthly report that talks about governmental need and provide suggestions on where the money will come from and how the position will benefit the membership.

*Achievable:* The Tribal Administrator has at the minimum a monthly scheduled meeting with the entire council. Through the COVID times, the Tribal Administrator as set up a schedule to meet with officers at the very least once a week.

*Realistic:* TA follows the needs of the government on a day-to-day basis and follows council direction on needs they are hearing in the community. Both have a goal of providing meaningful employment to the membership.

*Time-Based:* This is a weekly, ongoing venture and will be added as a section in the monthly report to Council

#### **Goal 2: Acquire space to house programs**



**Objective 1: Constantly update space need based upon employment and future employment trends and possibilities**

*Specific:* Add 10 office spaces to accommodate current staff as well as anticipated staffing increases.

*Measurable:* Obtain a facility or facility that adds ten (10), 250 sq. ft. office spaces.

*Achievable:* Funding and grant funding is available.

*Realistic:* Space is drastically needed. Leadership has the authority to allocate resources to obtain. The TA has discretion in what to write into grant funding requests.

*Time-Based:* There is an immediate need for 5 office space by 01/01/2021

**Objective 2: Follow local real estate listings and provide purchase options to Tribal leadership**

*Specific:* Set time bi weekly to scan real estate offices for new listings

*Measurable:* Twice a month for up to an hour per search

*Achievable:* 80+ hours available to set aside 1 hours' worth of time.

*Realistic:* Web searches make the process a stay-at-home process.

*Time-Based:* 2 hours per month, evaluated monthly.

**Objective 3: Write rent and office leasing options into grant funding programs**

*Specific:* At a minimum, write office space rent in at 250 sq. ft. per eligible grant.

*Measurable:* Realize at a minimum \$250/mo. per eligible grant

*Achievable:* Justification can be made for a minimum of \$1/sq. foot in most eligible grants.

*Realistic:* It's realistic to be compensated for providing space to programs utilizing tribal resources, in this case space.

*Time-Based:* Every eligible grant submittal.

**Objective 4: Set rental rates to be used by federal government agencies in formula grants**

*Specific:* Identify maximum allowable federal rental/lease rate from the government and apply it to eligible grants.

*Measurable:* Any rate above \$1/sq. ft.

*Achievable:* Falls in line with federal guidelines

*Realistic:* For most, not all grants depending upon size and anticipated use of funds.

*Time-Based:* Every grant submittal. 12 times/year.



**Goal 3: Get plans in place to help with strategic fund raising**

**Objective 1: Develop the CEDS document to help with economic and community development**

*Specific:* Obtain final sign-off from Council approving the 2021-2026 Community Economic Development Strategies (CEDS) document.

*Measurable:* A final, approved planning document

*Achievable:* Based upon successful EDA Planning and Technical Assistance grant application.

*Realistic:* This process takes approximately 6-9 months

*Time-Based:* October, 2021

**Objective 2: Develop a Comprehensive Plan to help with the overall picture of potential development on the Pit River Reservation and Ancestral Territory**

*Specific:* Obtain final sign-off from Council approving a Comprehensive Plan.

*Measurable:* A final, approved planning document

*Achievable:* Based upon successful EDA SEDS grant application.

*Realistic:* This process can take up to 2 years

*Time-Based:* Fall 2022

**Objective 3: Develop a Land-Use plan with zoning that identifies proper places to construct the various forms of projects.**

*Specific:* Obtain final sign-off from Council approving a Land-Use plan with zoning maps

*Measurable:* A final, approved planning document

*Achievable:* Based upon successful ANA SEDS grant application.

*Realistic:* This process will align with the comprehensive plan and can take up to 2 years.

*Time-Based:* Fall 2022

**Objective 4: Develop a permitting process that will collect fees from those doing business within the boundaries of the reservation and the Ancestral Territories.**

*Specific:* Develop code and associated program to enforce permitting and fee collection for the Pit River Tribe.

*Measurable:* Approved code and established permitting process and enforcement

*Achievable:* Based upon development of a planning department through ANA SEDS grant application.

*Realistic:* The process can be established within 6-9 months.



*Time-Based: September, 2021*

**Objective 5: Develop intergovernmental agreements to help maintain a process for development within the surrounding counties and jurisdictions.**

*Specific: Propose intergovernmental agreements to Shasta, Modoc, Siskiyou and Lassen counties.*

*Measurable: 4 signed intergovernmental agreements*

*Achievable: Working collaboratively in efforts with counties*

*Realistic: Depends upon many factors including past relationship history, players in power positions and the willingness to work with the Pit River Tribe.*

*Time-Based: The relationship process can take up to 5 years. 01/01/2025*

**Goal 4: Get the Pit River Tribe on a benefits plan including health, dental, eye, and 401(k)**

**Objective 1: Research who Tribes use and the pros and cons from Tribal contacts**

*Specific: Contact 5-7 Tribes and get a list of potential providers*

*Measurable: Sign a healthcare and 401(k) benefit package(s)*

*Achievable: Based upon pricing. Can be written into many grants for individual positions.*

*Realistic: Not only realistic, but a must-have when trying to attract the level of talent needed to keep the Pit River Tribe progressing in a highly skilled manner.*

*Time-Based: 01/01/2022*

**Objective 2: Contact providers and set up meetings and receive Bids**

*Specific: Identify providers that other Tribes are happy with and schedule zoom time to talk.*

*Measurable: Obtain bids or offers from selected providers*

*Achievable: There are plenty of quality companies that currently serve Indian Country and are seeking new business.*

*Realistic: We have the expertise to research, discuss and select vendors for interviews.*

*Time-Based: 09/30/2020*

**Objective 3: Speak to employees about wants and needs when it comes to benefits**

*Specific: Set aside time in Directors and Coordinators Meeting for benefits discussion*

*Measurable: Have at least 2 discussion with D&C, 1 prior and 1 after them speaking to their employees about their needs.*



*Achievable:* These can be scheduled in the regularly scheduled D&C meetings that happen bi-weekly

*Realistic:* TA sets the agenda and leads topics and discussion points

*Time-Based:* 09/01/2020

**Objective 4: Speak to Council and core team about what needs to be in place to lure talent to the Pit River Tribe in terms of benefits**

*Specific:* Set meeting with core staff and Council about their ideal benefit package and how it will attract a higher level of talent to the area.

*Measurable:* Request time on the agenda and set core team meeting up to discuss it

*Achievable:* Most requests make it to Tribal Council agenda and TA will set and lead meeting for core team

*Realistic:* It can be requested at any time and will be as we get closer to selecting some firms to interview/discuss options

*Time-Based:* 10/01/2020

**Objective 5: Select provider(s) and rollout program**

*Specific:* Start a benefits package including health, dental, eye and 401(k)

*Measurable:* Get plan approved by council and set in place administratively

*Achievable:* Based upon availability of funding, plan costs, and council approval

*Realistic:* It's been talked about as a need from administration and Council since at least 01/01/2020 started work for the Pit River Tribe

*Time-Based:* 10/01/2021

**Goal 5: Bring indirect dollars to the Pit River Tribe.**

**Objective 1: Negotiate 2020 Indirect Cost Rate**

*Specific:* Realize a \$500,000/year indirect injection into administrative operations

*Measurable:* Either hit \$500,000 or not

*Achievable:* There are plenty of grants out there to allow the Pit River Tribe to reach the \$500,000 mark. Utilizing an estimated 30% Indirect cost rate, the Tribe must bring in a minimum of \$1.67 million in grants that allow for indirect cost rates.

*Realistic:* Heavily reliant upon having an up-to-date indirect cost rate and seeking grants that allow for full utilization of the full negotiated indirect cost rate.



*Time-Based: 09/30/2022*

**Objective 2: Work with governmental agencies and formula-based programs to implement negotiated rate**

*Specific:* Identify current grants that will allow our indirect cost rate once up-to-date.

*Measurable:* \$500,000 in indirect dollars to the Pit River Tribe.

*Achievable:* maximizing current federal funds to capture and utilize the full negotiated rate is a piece of the puzzle. Seeking and obtaining additional funding will complete the pie.

*Realistic:* With the proper grant writing support as well as training Directors and Coordinators to seek funding, write grants and obtain funding will lead to success.

*Time-Based: 10/01/2022*

**Objective 3: Maintain a current Indirect Cost Rate**

*Specific:* Have an up-to-date indirect cost rate at all times.

*Measurable:* A rate we can always utilize when seeking federal and state funds

*Achievable:* Must stay up to date on audits and Indirect Cost Negotiations yearly.

*Realistic:* With proper commitment from administrative staff and support from Tribal Council

*Time-Based: Yearly. 10/01*

**Goal 6: Get planning in place to help provide information for leadership decisions**

**Objective 1: Identify all departments that should be under a successful planning program through best practice research throughout Indian Country.**

*Specific:* Develop the framework of a successful planning department from best practice research throughout Indian Country and propose the department illustrated through an organization chart.

*Measurable:* An approved planning department through Tribal resolution

*Achievable:* Best practice research is web-based, and experienced based.

*Realistic:* As the Pit River Tribe progresses, there's a need for increased capacity and increased services. This will satisfy both.

*Time-Based: 12/01/2020*

**Objective 2: Seek funding that will fund positions needed in the planning department**

*Specific:* Obtain adequate funding to establish department consisting of, at a minimum, a program manager, an office assistant, and a grants writer.



*Measurable:* Hire and employ a program manager, an office assistant and a grants writer.

*Achievable:* Currently have a grant in progress that will satisfy all 3 positions required.

*Realistic:* the TA has experience with the funding agency that the required positions are being requested.

*Time-Based:* 10/01/2021

**Objective 3: Advertise, interview and select candidates that are Tribal members, meet minimum qualifications and are a fit for the Pit River Tribe**

*Specific:* Hire 3 Tribal members to fill the planning department positions

*Measurable:* 3 qualified Tribal members hired.

*Achievable:* Indian Country has a plenty of talent

*Realistic:* With a proper benefits package and competitive salary, qualified tribal members will be drawn to the position.

*Time-Based:* 10/01/2021

**Objective 4: Set up a training plan to keep the program up-to-date on trainings, trends and certifications within their respective disciplines**

*Specific:* Set trainings to get certifications in respective fields.

*Measurable:* 2 trainings a year per position minimum.

*Achievable:* Grant funding will allow for training and certification

*Realistic:* Workload will allow for travel/training especially when it fulfills a strategic need.

*Time-Based:* 10/01/2022 & yearly thereafter.

**Objective 5: Develop crucial plans for the decision makers to better their decision-making process**

*Specific:* Develop a comprehensive plan, land utilization plan, CEDS documents and seek studies on energy and broadband.

*Measurable:* At a minimum, 3 approved planning documents

*Achievable:* With the proper positions in place, these documents fall in line with major milestones of their positions.

*Realistic:* Plan will be created regardless of key employees. It may just take longer.

*Time-Based:* 10/01/2023



**Goal 7: Develop a data collection and storage location for easy access to crucial Tribal data.**

**Objective 1: Identify what data is currently being collected by the various departments**

*Specific:* Identify hard data collected at this point in operations by talking to each individual program

*Measurable:* number of programs collecting data and types of data sets

*Achievable:* Based solely on meeting with programs and discussing their data collection efforts and processes

*Realistic:* the TA sets the schedules for these meetings.

*Time-Based:* 10/01/2022. Although this can be done quicker, it's important to have positions in place that can take the data and utilize it.

**Objective 2: Set standards for the data that could be collected from the various departments**

*Specific:* Work with programs to determine what data is missing and what data is crucial for future development of the program from a funding and service standpoint.

*Measurable:* a data collection goal for each department.

*Achievable:* The collection process relies upon program managers to monitor and watch for the data set and record it when it happens whether through interviews, surveys, meetings or observations

*Realistic:* The TA helps guide direction in overall operations and will work with program directors to identify and solidify the exact type of data needed to help improve overall services to the membership and growth of their program.

*Time-Based:* 10/01/2022. This can be down quicker, but it's important to have positions in place that can help establish need from a funding standpoint and collect, store, manage and access that data.

**Objective 3: Set up avenues for data collection via joint meetings, social media, internet**

*Specific:* Develop a means of collecting data on a regular basis

*Measurable:* Approved data collection policy

*Achievable:* Must be developed in coordination with programs to ensure confidentiality and approved by Tribal Council

*Realistic:* Data collection comes in many forms; we must identify the strongest forms of collection and implement policy to keep recreating data collection for different needs.

*Time-Based:* 10/01/2022.



**Objective 4: Research and select data base storage that fits our needs and the software that houses the data in an easily accessible fashion**

*Specific:* Identify the best server/software combination that would best serve the needs of the Pit River Tribe in terms of data collection, storage, management and access.

*Measurable:* Purchase of a Server/software package

*Achievable:* Grant funding is available for equipment purchases. The point can be made that data is critical in receiving future funding.

*Realistic:* Future funding could solely be based upon this acquisition

*Time-Based:* 10/01/2023

**Objective 5: Identify the location, or department that will house all the data and statistics and be able to provide it in a timely manner.**

*Specific:* House the main data and software tools within one department

*Measurable:* Approve the department as the data center

*Achievable:* Based upon funding available and acquisition of the server and software.

*Realistic:* Most Tribes already have processes in place and data collection centers for their operations

*Time-Based:* 10/01/2022

**Goal 8: Re-develop the organizational structure into divisions and departments**

**Objective 1: Maintain consistent growth through suggestions to leadership**

*Specific:* Develop a new Organization Chart that takes into account future and expected growth.

*Measurable:* An approved organizational chart

*Achievable:* Working with HR, Council and administration, setting up an ideal organization chart that incorporates the gaps in current needs as well as anticipated future growth.

*Realistic:* Every organization must have an up-to-date organization chart

*Time-Based:* 01/01/2021

**Objective 2: Identify future growth needs through staff, leadership and community meetings.**

*Specific:* Identify 2 positions a year that are crucial to serve the membership

*Measurable:* 2 positions identified yearly



*Achievable:* It can be identified through listening to community and leadership, surveys, mailouts, programs interaction with stakeholders and other means.

*Realistic:* All the processes are currently in place; we just have to be sure to listen and document need.

*Time-Based:* 10/01/2020 and yearly thereafter.

**Objective 3: Take advantage of State and Federal funding that allows the Pit River Tribe to increase internal capacity in a strategic manner**

*Specific:* Write grants that fill 3 unfilled positions per year within the approved organization chart

*Measurable:* 3 new positions per year.

*Achievable:* Federal funding produces millions of jobs per year

*Realistic:* Dependent upon space and time allotted to grants writing

*Time-Based:* 10/01/2020 and yearly thereafter.

**Objective 4: Lump similar programs together and align them under a single director responsible for all the workflow to and from the programs beneath them**

*Specific:* Establish divisions on the organization chart

*Measurable:* Organization chart will shift from horizontal to a vertical structure

*Achievable:* There are many examples of Tribes throughout Indian Country already dividing larger departments into divisions with growth.

*Realistic:* Not only realistic, but a necessity as the Pit River Tribe grows

*Time-Based:* 01/01/2021

**Objective 5: Re-develop the organizational chart to reflect the new flow of information and chain of command.**

*Specific:* Develop an overall Tribal administration organization chart.

*Measurable:* Approved organization chart through Council Resolution

*Achievable:* Working with staff and core administrative staff to satisfy every departments wants and needs in combination with leadership and community input

*Realistic:* Every company has an organizational chart. The Pit River Tribe's will be a strategic organizational chart and look into future programs and positions that aren't part of the current time's structure.

*Time-Based:* 01/01/2021



**Goal 9: Establish a strong TERO program focused on Indian Employment and Indian training and education.**

**Objective 1: Identify funding to materialize the program in phases as funding become available.**

*Specific:* Utilize TERO fees and other funding to start program by hiring and TERO Director.

*Measurable:* Secure a family wage salary (\$50K + benefits)

*Achievable:* We have enough funds through TERO fees to hire a director at a family wage.

*Realistic:* Continue to attach fees on to projects within the reservation boundaries as well as in the 100-mile square.

*Time-Based:* 06/01/2021

**Objective 2: Hire a director to take over the TERO functions and help grow and guide the program.**

*Specific:* Hire a TERO Director

*Measurable:* 1 employee hired

*Achievable:* Funding is already in place as long as we identify space and program direction

*Realistic:* TERO is one of the core components to tribal sovereignty and self-sufficiency. It also protects the rights of all employees and potential employees as well as native owned businesses and subcontractors.

*Time-Based:* 06/01/2021

**Objective 3: Identify outside help to establish a strong program and provide future guidance and resources as the need arises**

*Specific:* Hire consultation to help develop the program

*Measurable:* consultant hired, program set in the right direction with proper guidance on code, forms and action items.

*Achievable:* TERO has a great following within Indian Country

*Realistic:* There's already interest in the TERO program of the Pit River Tribe.

*Time-Based:* 01/01/2022

**Objective 4: Develop a TERO Board of Directors in alignment with the Pit River Tribe's TERO ordinance**

*Specific:* Appoint 5 TERO Commissioners and 1 alternate in accordance with the TERO ordinance approved by Tribal Council



*Measurable:* 6 positions appointed.

*Achievable:* Tribal Council has the authority to appoint anyone to a board.

*Realistic:* This volunteer board is crucial and will eventually turn into a paid position

*Time-Based:* 01/01/2023

**Objective 5: Reinvest fees into providing training and educational opportunities to Tribal member and Tribally-owned businesses and enforce TERO law contractor employment practices.**

*Specific:* Bring in group training and send tribal members for occupational training such as CDL, Fire training and entrepreneurship training.

*Measurable:* 2 group training and the training of 30 tribal members.

*Achievable:* Many other Tribes have higher targets

*Realistic:* This is the concept behind TERO. Employment opportunities for the membership of the Pit River Tribe.

*Time-Based:* 01/01/2024

**Goal 10: Develop a comprehensive division that follows Tribal member from birth to work**

**Objective 1: Identify the different programs and their areas they serve with current programs**

*Specific:* Do a needs assessment on what we have and what we need

*Measurable:* A gap analysis of services to track from birth to work

*Achievable:* It's difficult, but not impossible.

*Realistic:* There are few examples in Indian Country, but with proper programs in place it can be accomplished.

*Time-Based:* 01/01/2025

**Objective 2: Identify the gaps in services**

*Specific:* Identify the programs the Pit River Tribe lacks to accomplish the birth to work initiative.

*Measurable:* Number of programs needed; number of positions needed for the missing programs.

*Achievable:* With adequate resources and qualified individuals

*Realistic:* Tribal members are very capable; we just need to have the right system in place for success.

*Time-Based:* 01/01/2024



**Objective 3: Seek funding to fill the gaps identified**

*Specific:* Write grants and establish programs to fill gaps in need.

*Measurable:* number of programs started vs number of programs needed.

*Achievable:* Federal funding is available if need is identified, documented and attainable.

*Realistic:* With adequate resources and time focused on seeking funding.

*Time-Based:* 01/01/2025

**Objective 4: Seek a database and software to be able to track the needed information**

*Specific:* Identify software that can track tribal members from birth to work. The software will be education focused and deliver educated Tribal members that can become valuable assets to the Pit River Tribe.

*Measurable:* Software in place and functional

*Achievable:* Federal resources will be available to purchase once needs are identified.

*Realistic:* Other governments are able to track people through college graduation.

*Time-Based:* 01/01/2025

**Objective 5: Put the practice in motion and actively push scholarships, recruitment efforts prior to the time the members need it.**

*Specific:* Establish a scholarship and recruitment program

*Measurable:* \$100,000 in scholarships and 5 recruitment letters per year

*Achievable:* With the right tracking system and fund-raising program in place

*Realistic:* Other Tribes offer much more in scholarships, and other governments actively recruit.

*Time-Based:* 01/01/2025

**Goal 11: Establish a Public Law 102-477 program**

**Objective 1: Research the starting point for the program**

*Specific:* Research best practices and seek other Tribes that have successfully implemented a 477 program

*Measurable:* Framework developed from best practice research

*Achievable:* The federal government provides and avenue and other Tribes have set in motion ways to achieve it.



*Realistic:* There's federal statute encouraging it.

*Time-Based:* 01/01/2022

**Objective 2: Seek funding to start populating the programs that fall under the 477 umbrella**

*Specific:* Identify the program within a 477 program the Pit River Tribe doesn't currently have and identify funding sources.

*Measurable:* Programs and funding sources identified.

*Achievable:* Web research on best practices and monitoring of the federal register will provide both programs/positions needed as well as available funding.

*Realistic:* Allocation of time toward goal development makes this a viable program.

*Time-Based:* 01/01/22

**Objective 3: Pull in outside resources to help develop the program through best practices throughout Indian Country**

*Specific:* Seek 477 Technical Advice

*Measurable:* Funding or Technical Assistance identified.

*Achievable:* With many Tribes already running a 477, and government assistance available for many programs that are new to Tribes, resources are plenty.

*Realistic:* Funding is available to help Tribes achieve self-sufficiency.

*Time-Based:* 01/01/22

**Objective 4: Align the 477 under a services division and provide clear direction and concise expectations of the program**

*Specific:* Get approval from Tribal Council on direction

*Measurable:* Approved organizational chart for the 477 programs

*Achievable:* Working with Human Resources on program alignment and how the program fits within the overall administrative function through the organization chart.

*Realistic:* Other Tribes have had similar ventures

*Time-Based:* 01/01/2021

**Objective 5: Work with leadership to identify uses of funding for services to the membership and economic ventures as needs arise**

*Specific:* Provide services to the membership and economic opportunity for the Tribe



*Measurable:* 75% of program working for the membership and 25% working toward economic development of the Tribe.

*Achievable:* Up to 25% is allowable for economic development opportunities that have a direct relationship to tribal membership opportunity.

*Realistic:* 477 programs are in place for a number of Tribes throughout Indian Country.

*Time-Based:* 01/01/2025

**Goal 12: Secure \$5 million in federal funds to increase capacity for the Pit River Tribe**

**Objective 1: Identify needs for strategic growth through planning documents from all areas of development.**

*Specific:* Develop a fund-raising plan based up strategic planning documents

*Measurable:* Secure \$5 million in federal funding through grants writing

*Achievable:* Billions of dollars come out yearly from federal and state sources and hundreds of millions are dedicated to Tribes.

*Realistic:* The Pit River Tribe simply needs a very small percentage of the funding to achieve its goal.

*Time-Based:* 12/31/2022

**Objective 2: Actively research funding sources and monitor the federal register daily**

*Specific:* Set aside 30 minutes a day to check possible funding sources

*Measurable:* 30 minutes daily

*Achievable:* There's at least 8 hours in a work day

*Realistic:* Spending a % planning for the future is preached in any management training.

*Time-Based:* 01/01/2022

**Objective 3: Allot time to focus on grants writing efforts including reading, researching, attending meetings and technical writing of grants**

*Specific:* Set aside 3 hours a week for grants writing efforts

*Measurable:* 3 hours a week on grants efforts

*Achievable:* 40 hours in a week, 30 minutes spent monitoring the Federal Register

*Realistic:* For growth, it's easily achievable.

*Time-Based:* 10/01/2020



**Objective 4: Constantly network and build relationship with major funding agencies in the State and Federal government**

*Specific:* Identify the main funding sources for any upcoming projects

*Measurable:* Emails sent. A minimum of 5 for any given opportunity.

*Achievable:* Identify contacts, introduce or reintroduce, and explain project with a couple follow up sessions.

*Realistic:* Even the most in-depth email takes less than 5 minutes to compose and send.

*Time-Based:* 10/01/2020

**Objective 5: Manage the influx of money in a way that keeps us in compliance and out of any sort of sanctioned situation**

*Specific:* Hire and train competent grants managers in key roles that are expected to work with grants on a daily basis and make sure internal controls are in place for tracking and reporting grant requirements.

*Measurable:* 3 managers trained

*Achievable:* Working with grants and contract coordinator, CFO and TA, 3 managers will be trained.

*Realistic:* The Pit River Tribe already has the internal capacity to develop a manager very competent in grants management.

*Time-Based:* 10/01/2022.

**Goal 13: Expand the Pit River Tribe's jurisdiction within the 100-mile square**

**Objective 1: Develop a Strong TERO program**

*Specific:* Develop a program based upon best practices and in coordination with the council on TERO at the national level

*Measurable:* Framework for a successful program based upon best practices.

*Achievable:* There are people already willing to step in and help the Pit River Tribe with their TERO program.

*Realistic:* The Pit River Tribe isn't recreating the wheel; it's catching up to other Tribes.

*Time-Based:* 01/01/23



**Objective 2: develop a court system and continue to grow it exerting jurisdiction out to the Ancestral Territory**

*Specific:* Develop Codes and Ordinances and staff a court system

*Measurable:* Beginning operations of a judicial system

*Achievable:* Funding is already available to begin the system

*Realistic:* 01/01/2021 is officially the start date to a form of judicial system for the Pit River Tribe

*Time-Based:* 01/01/2022

**Objective 3: Work with surrounding jurisdictions on taking over caseloads**

*Specific:* Move cases that have been traditional run through state and county courts to our own tribal court.

*Measurable:* 1<sup>st</sup> case heard

*Achievable:* Funding is in place to begin a judicial system.

*Realistic:* It will happen through available funding. Additional funding needs to be secured to expand services that fall within the judicial system.

*Time-Based:* 01/01/2022.

**Objective 4: establish MOUs/MOAs on jurisdiction topics**

*Specific:* Establish formal documents with Shasta, Siskiyou, Modoc and Lassen counties.

*Measurable:* MOU's signed

*Achievable:* Other Tribes have successfully implemented jurisdictional MOU's

*Realistic:* Depends heavily upon history, current working relationship and the willingness of Counties to release some jurisdictional control to the Tribe

*Time-Based:* 01/01/2023

**Objective 5: Have data available and ready for court challenges**

*Specific:* Collect, monitor, store and evaluate data as it relates to the Pit River Tribe's judicial system operations

*Measurable:* data sets collected. At least 3 sets per program involved with the judicial system

*Achievable:* 3 data sets are a small fraction of the overall data population available.



*Realistic:* Collecting data on 3 different sets of parameters will take up a small percentage of a manager's time.

*Time-Based:* 01/01/24

**Goal 14: Increase scholarship funding to \$50,000 / year.**

**Objective 1: Identify potential clients we do business with that can put forth funding for scholarships**

*Specific:* Work with Kwahn and Gaming to identify major vendors

*Measurable:* \$50,000 a year in college scholarships for member of the Pit River Tribe

*Achievable:* This will be achievable in the first year, and yearly thereafter it will grow.

*Realistic:* It's been done by many Tribes throughout Indian Country.

*Time-Based:* 06/01/2021

**Objective 2: Identify internal savings within the government that can be put toward scholarships or scholarship matches from clients**

*Specific:* Identify waste within the tribal administration budget

*Measurable:* Amount of waste identified

*Achievable:* Simple accounting and internal controls will identify where the Pit River Tribe is spending money it doesn't need to be.

*Realistic:* Internal controls are needed and something that may not have happened, at least to an extreme extent, in several years leading to wasteful budgeting and spending.

*Time-Based:* 01/01/2021

**Objective 3: Pursue funding from various sources that help with Indian Education**

*Specific:* Identify potential scholarship programs

*Measurable:* Apply for 3 grants that help with Indian education

*Achievable:* Approximately 80 hours will be required to seek, write and obtain scholarship funding

*Realistic:* When proper personnel are in place with time to seek funding for scholarships are hired.

*Time-Based:* 01/01/23



**Objective 4: Develop a strong tracking system for both front-end and back-end scholarship recipients**

*Specific:* Develop a list of people to send scholarships to and develop a list to send recruitment letter to

*Measurable:* 1 new graduate hired a year

*Achievable:* 1 of the many Pit River Tribal members that graduate college is achievable.

*Realistic:* With the proper tracking program

*Time-Based:* 01/01/2025

**Objective 5: Illustrate success to funding partners and throughout Indian Country to maintain the effective and positive program**

*Specific:* Recognize and advertise success in the program

*Measurable:* number of Tribal members advertised

*Achievable:* a number of metrics including number of people reached

*Realistic:* With proper programs, personnel and protocol.

*Time-Based:* 01/01/2025

**Goal 15: Develop an Area Agency on Aging Program for the Pit River Tribe**

**Objective 1: Research best practices from other Tribes throughout Indian Country**

*Specific:* Research Tribes that have a strong area on agency program

*Measurable:* Number and quality of Tribe researched

*Achievable:* ACF and other agencies track tribal area on agency programs

*Realistic:* Set aside 4-5 hours and all information sought could be gained

*Time-Based:* 01/01/2021

**Objective 2: Develop relationship with ACF and other funding sources related to the elderly**

*Specific:* Make initial contact with the ACF representative covering our location

*Measurable:* 5 emails sent

*Achievable:* emails take less than 2 minutes to construct.

*Realistic:* Pit River Tribal employees have access to email through work

*Time-Based:* 10/01/2020



**Objective 3: Identify the need from community meeting with the elders**

*Specific:* Survey elders asking for their needs

*Measurable:* Surveys collected

*Achievable:* A number of groups meet with elders on a regular basis including culture committee, THPO, and Tribal Council.

*Realistic:* Relay messages to the leaders of these groups the data collection need.

*Time-Based:* 01/01/2021

**Objective 4: Develop and elderly plan to seek funding through area on aging-related resources**

*Specific:* Work with the elders to develop a plan based upon need

*Measurable:* An elder's plan for development of services they need and want

*Achievable:* Planning documents are available via federal and state funding.

*Realistic:* Area Agency on Aging and the ACF want to help elders within Tribal communities.

*Time-Based:* 01/01/2023

**Objective 5: Evaluate program to determine any shift in need or gaps in services**

*Specific:* Bring in an outside consultant to give the program a fresh perspective.

*Measurable:* 1 Firm hired

*Achievable:* Funding will be available through funding sources for program evaluation

*Realistic:* There are experts in the field willing to help Tribes succeed with their elder's needs

*Time-Based:* 01/01/24



**Department: ENROLLMENT**

**Narrative:**

The enrollment department is responsible for processing, transporting files, and resolutions to meetings and maintaining each tribal member's confidential information safe and secure. Along with consistent updates and requests for over 3000 members with a staff of 1 officer and 1 employee.

**Strengths:**

Open communication with all Tribal entities; good open communication with Tribal Government; dedicated staff; willingness to learn new technology; large membership; Federally recognized Tribe; historical location; knowledgeable enrollment committee; enrollment training opportunities; accountability; Constitution/ordinances; knowledgeable enrollment committee;

**Weaknesses:**

Lack of consistency "Tribal Secretary (1yr.) term; lack of space; inadequately staffed; small budget/cuts; Constitution needs updating; ordinances need updating; time management; no grant writer; signage for office location; need more communication with tribal members (newsletters); lack of enough secure file storage; committee meets (2x's) a month;

**Opportunities:**

There are a lot of Secretary/enrollment-based trainings; work harder to gain membership trust; be proactive in getting longer terms for officers; better signage for Enrollment office; funding resources; secure file storage; have more committee meetings;

**Threats:**

Larger cut in funding; not a priority for IT; work space; not enough secure file storage;



## **Program Narrative**

The enrollment department is responsible for processing, transporting files, and resolutions to meetings and maintaining each tribal member's confidential information safe and secure. Along with consistent updates and requests for over 3000 members with a staff of 1 officer and 1 employee.

### **Goal 1: Direct tie-in with Finance so a change of address and change of membership status are automatically updated.**

The Enrollment Department continues to look for efficiencies and effective ways to tie into other departments. As such, the Enrollment Department will work with the Finance Department to make sure Finance always has up-to-date information needed for servicing the membership.

### **Goal 2: Develop DNA testing.**

DNA verification is important when establishing and maintaining Tribal enrollment rolls. Having an established DNA testing program in place helps determine lineage and keeps rolls accurate and inclusive.

### **Goal 3: Develop a more user-friendly Tribal Identification card system**

The Tribal identification card gives members an identity associated with the Pit River Tribe. The card system is also a means of establishing jurisdiction over reservation land and the Pit River Tribal membership. By searching out a more user-friendly card, that could be ways to send revenue shares to the card, add card strips that can automatically identify tribal members for potential tribal-member only award or rewards at our local entities, and other opportunities from the multi-use card.

### **Goal 4: Develop a process to trace family genealogy**

Tracing family genealogy is important to ensure the proper people are enrolled in the Pit River Tribe. Tracing genealogy comes down to developing a mapping system and continuously updating them as tribal members come in for new enrollment, births and deaths.

### **Goal 1: Direct tie-in with Finance so a change of address and change of membership status are automatically updated.**

#### **Objective 1: Work with Finance to give them read-only access to prodigy**

*Specific: Set a main and back up seat in prodigy so Finance can efficiently access addresses for mailing.*

*Measurable: 2 seats and 2 Finance staff identified as a main and back up*

*Achievable: Very simple process*

*Realistic: Yes, the read-only ensures no information can be changed without the Enrollment Department doing so.*

*Time-base: 06/30/2021*



**Objective 2: Interface with the Microix system so changes made to enrollment automatically change in Microix.**

*Specific: Work with Finance and I.T. to establish the interface between the two systems*

*Measurable: Interface established and successfully demonstrated.*

*Achievable: Yes, we've been told the 2 systems can talk to each other from microix staff.*

*Realistic: Yes, it would take a simple training session to set up and learn to interface the systems*

*Time-base: 06/30/2021*

**Objective 3: Work with Finance and I.T. to make any processes more efficient**

*Specific: After a trial and error period, brainstorm ideas to make the process more efficient*

*Measurable: # of brainstorming sessions and processes identified to improve upon.*

*Achievable: Yes, all departments are onsite at least once a week.*

*Realistic: Both realistic and necessary when implementing new processes.*

*Time-base: 01/01/2022*

**Goal 2: Develop DNA Testing**

**Objective 1: Research best practices for DNA testing other Tribes are utilizing.**

*Specific: Contact 3 Tribes that currently utilize DNA testing and discuss their likes and dislikes of their system.*

*Measurable: DNA test selected*

*Achievable: Yes, other Tribes currently utilize DNA testing for their enrollment*

*Realistic: Yes, it keeps tribal enrollment rolls legit.*

*Time-base: 06/30/2021*

**Objective 2: Present findings to membership and leadership.**

*Specific: perform 4 outreach efforts to membership and 1 presentation to leadership.*

*Measurable: 5 outreach efforts*

*Achievable: Yes, through various forms of communications*

*Realistic: Yes, bands meet monthly, culture committee monthly, and Pit River social media efforts have seen increased viewership since the beginning of the pandemic.*

*Time-base: 08/30/2021*



**Objective 3: Finalize DNA testing plan and begin the operation of it.**

*Specific: Get an approved testing plan that has been in front of membership and approved by Tribal leadership.*

*Measurable: 1 approved plan and the first DNA test complete.*

*Achievable: Yes, plans can be purchased relatively cheap and in bulk.*

*Realistic: Yes, other Tribes currently do DNA testing.*

*Time-base: 10/30/2021*

**Goal 3: Develop a more user-friendly Tribal Identification card system**

**Objective 1: Research best practices for Tribal identification card systems.**

*Specific: Contact 3 Tribes that currently utilize an identification card system*

*Measurable: 3 Tribes contacted*

*Achievable: 3 consultations can be done in less than an hour*

*Realistic: Yes, many Tribes are still able to be contacted via phone or email.*

*Time-base: 03/30/2021*

**Objective 2: Research funding other Tribes are utilizing for their Tribal Identification card systems.**

*Specific: Internet research on card systems and consultation with 3 Tribes about their card systems.*

*Measurable: Research provided and 3 Tribal consultations*

*Achievable: Yes, Tribes can be contacted via phone or email.*

*Realistic: Yes, there are many Tribes that can be contacted.*

*Time-base: 06/30/2021*

**Objective 3: Select a Tribal Identification card system.**

*Specific: Select model and order blank cards to start operations.*

*Measurable: 1 system selected*

*Achievable: Yes, based off Tribal consultations in previous objectives.*

*Realistic: Many Tribes currently have a Tribal identification card system.*

*Time-base: 07/30/2021*



**Objective 4: Start marketing the Tribal identification card system to the membership.**

*Specific: Perform mail, email, website and social media outreach efforts to the membership*

*Measurable: 4 different types of outreach efforts complete.*

*Achievable: The Pit River Tribe has the technology and addresses to complete all.*

*Realistic: Other Tribes have already gone through this process.*

*Time-base: 01/01/2021*

**Objective 5: Begin operations of the Tribal identification card system.**

*Specific: Start-up operations of supply membership identification cards.*

*Measurable: 1 identification card developed.*

*Achievable: It will make processes with enrollment more efficient.*

*Realistic: Many other Tribes currently have systems in place.*

*Time-base: 07/30/2021*

**Goal 4: Develop a process to trace family genealogy**

**Objective 1: Research genealogy software best practices**

*Specific: Contact 3 other Tribes that currently utilize a genealogy software*

*Measurable: 3 Tribes contacted*

*Achievable: 3 consultations can be achieved in less than a day*

*Realistic: Yes, many Tribes have complete genealogy programs in places*

*Time-base: 03/30/2021*

**Objective 2: Research possible funding for tribal genealogy systems**

*Specific: Internet and consultation with 3 Tribes about their genealogy systems*

*Measurable: 3 consultations*

*Achievable: Yes, communication can happen over phone, net or smoke signals*

*Realistic: Yes, Tribe already have such programs and systems and place*

*Time-base: 06/30/2021*



**Objective 3: Select a Tribal Identification card system.**

*Specific: Select model and order blank cards to start operations.*

*Measurable: 1 system selected*

*Achievable: Yes, based off Tribal consultations in previous objectives.*

*Realistic: Many Tribes currently have a Tribal identification card system.*

*Time-base: 07/30/2021*



**Department: LANDS**

**Narrative:**

The Pit River Tribal lands department is composed of a land officer (the Tribal secretary) the land coordinator, and a body of elected Tribal member resident representative of the various land bases (The XL Ranch, Lookout, Likely, Big Bend, Roaring Creek, Montgomery Creek, and the 79 acres in Burney).

**Strengths:**

Large land base. Developable and marketable lands. Both trust and fee land use. Active Land Committee. Land Coordinator works well with Land Committee. Land Coordinator works collaboratively with other directors, coordinators, Tribal Administrator and Tribal Council. Familiarity with all Tribal lands. Multiple land bases in multiple locations. Adheres to all policy regulations. Well-trained Tribal land staff.

**Weaknesses:**

Legal clarity regarding evictions of transients or home setters. Enforcement methods/executions. Identification of all assignment locations. Lack of space for department. Understaffed. Shortfall funded. Area representation selection process needs updating. Lack of funding for cleanups. Number of interdepartmental meetings.

**Opportunities:**

Use of drones. Use of underground detection devices. Creation of a master infrastructure plan. Use of grant funding for projects. Land management trainings. Use of online technologies. Land acquisition planning and use. Departmental growth.

**Threats:**

Federal governmental policies, both fiscal and legislative. Substance abuse among communities. Illegal dumping by Tribal and non-tribal members. Lack of leadership involvement. Site location limits growth. Lack of law/policy enforcement. Violence among communities.



## **Program Narrative**

The Pit River Tribal lands department is composed of a land officer (the Tribal secretary) the land coordinator, and a body of elected Tribal member resident representative of the various land bases (The XL Ranch, Lookout, Likely, Big Bend, Roaring Creek, Montgomery Creek, and the 79 acres in Burney).

### **Goal 1: Develop a Graphical Information System (GIS)**

Graphical Information Systems are becoming more and more common in Indian Country. The applications are increasingly becoming inclusive of many departments within tribal organizational structures including the lands department.

### **Goal 2: Develop a Land Use plan**

A land use plan is an essential planning document to help guide what type of development can happen on the various sites within reservation and rancheria lands. Land Use plans help leadership with decision making in a strategic manner so things such as infrastructure and services are in place thus minimizing costs for the Tribe.

### **Goal 3: Develop a zoning map**

Zoning maps, in associated with the Land Use plan help guide development and appropriate development for the different classifications of lands of the Pit River Tribe. The visualization of the Land Use plan through the zoning map helps illustrate the different categories of allowable development and other land classifications.

### **Goal 4: Develop Area Master plans for the XL, Montgomery Creek, Lookout, Roaring Creek, Big Bend, and Windy Point**

Area Master plan development will give a much clearer, more detailed description of what the Tribe and its members are planning for future development on the properties mentioned. It will explain the type of business, development, or allowable ground disturbance (or no disturbance) and the approved areas.

### **Goal 5: Develop Land Use codes and policies and associated enforceable documentation**

Working with Tribal leadership and the up-and-coming court system for the Pit River Tribe, it's important to develop strong, enforceable codes and policies otherwise the paper its written on means very little. Having a strong code will help eliminate problems before they become an issue as everything is stated in front where people can easily see what's acceptable and not acceptable when using the Tribe's lands.

### **Goal 1: Develop a Graphical Information System (GIS)**

#### **Objective 1: Research different GIS programs and equipment to determine best system for the Pit River Tribe's Lands department.**

*Specific:* Internet research and contacting 3 Tribes that have a strong GIS system to view options

*Measurable:* Research documents and at least 3 Tribes contacted

*Achievable:* There are many Tribes that utilize GIS in some form that cover lands related departments



*Realistic:* There is a ton of research on GIS and a minimum of 3 tribal contacts is easily done with various communication forms.

*Time-base:* 01/01/2023

**Objective 2: Develop a strategic GIS program working with other departments within the Tribe that would also have use of the system.**

*Specific:* Work with EPO, OES, PWS, Roads and Administration to secure funding, hire a consultant and complete a strategic GIS plan.

*Measurable:* A completed Strategic GIS plan

*Achievable:* Funding is available for GIS related activities from a number of different funding sources as GIS covers a wide range of disciplines.

*Realistic:* We've been in contact with different consultants that can offer the services we are looking for once we find funding to do so.

*Time-base:* 06/01/2022

**Objective 3: Develop a plan of GIS training and equipment and database maintenance.**

*Specific:* Develop training plans for the different departments based upon their current knowledge of GIS. Work with consultants to develop equipment and database maintenance efforts.

*Measurable:* Training plans for OES, EPO, PWS, Roads, Lands and Administration. Actionable maintenance plan for equipment and databases.

*Achievable:* Once a GIS strategic plan is in place, these items become fundable and many sources among different governmental departments fund GIS efforts.

*Realistic:* We've been in contact with consultants that offer these services once the funding is secured.

*Time-base:* 12/31/2022

**Objective 4: Populate database with information useful for planning and decision-making purposes.**

*Specific:* In combination with OES, EPO, PWS, Roads, Administration and any other department that will utilize GIS, develop a centralized database of data to be retrieved for planning and decision-making purposes.

*Measurable:* Database with the initial data that will comprise the GIS system, thus allowing for easy extraction for planning and decision-making purposes

*Achievable:* After systems are purchased and training has been offered, programs will be able to utilize GIS strategies to start compiling the data they need for their respective fields.

*Realistic:* It has been a need for some time now and will be utilized as soon as its available by various departments.

*Time-base:* 06/01/2023



**Objective 5: Educate membership, administration and leadership on the benefits and uses of GIS.**

*Specific:* Once in use, it will be important to make sure each stakeholder understands what's being presented and the capabilities of the GIS program so they may know exactly what they can request, what they'd like to see going forward and have a general sense of knowledge of the Pit River Tribe's GIS capabilities.

*Measurable:* Being able to present GIS-related documents and maps to leadership while not having to educate them what's being presented.

*Achievable:* This will be achievable, but dynamic at the same time as we continue to populate the GIS database with new elements.

*Realistic:* With consistent messaging, educating the stakeholders will take hold.

*Time-base:* 12/31/2023

**Goal 2: Develop a Land Use plan**

**Objective 1: Seek and secure funding from State or Federal sources**

*Specific:* Identify State and/or Federal agencies that fund Land Use planning activities.

*Measurable:* Grant funding secured.

*Achievable:* There are a number of angles land use fits in with a variety of State and Federal agency requirements for funding.

*Realistic:* State and Federal agencies push responsible planning through various funding opportunities.

*Time-base:* 09/01/2021

**Objective 2: Draft RFP, Interview and select consulting agency to help develop the Pit River Tribe's Land Use plan.**

*Specific:* Actively pursue and sign consulting agency with experience in tribal planning.

*Measurable:* Consultant under contract

*Achievable:* Many consultants are available in the area for planning efforts

*Realistic:* Both funding and expertise will be available to complete this project.

*Time-base:* 12/31/2021

**Objective 3: Communicate with key stakeholders for plan development**

*Specific:* Hold multiple meetings with administration, leadership and the public to obtain input to what the land use of the Pit River Tribe should look like

*Measurable:* Meeting notes and other forms of stakeholder input.

*Achievable:* It may take many forms including online meetings, surveys, in-person meetings and phone calls.



*Realistic:* We have the means to get the information to our target market and key stakeholders

*Time-base:* 05/01/2022

**Objective 4: Develop Draft Land Use plan and send out for comment**

*Specific:* Deliver draft plan to leadership and make it available for public via Pit River Tribe’s website for community input.

*Measurable:* Draft plan complete and distributed.

*Achievable:* We have the means of disbursement.

*Realistic:* Working alongside consultants, the plan will be achieved.

*Time-base:* 06/30/2022

**Objective 4: Rollout final Land Use plan**

*Specific:* After all key stakeholder input, present final plan to leadership for approval.

*Measurable:* Approved Land Use plan

*Achievable:* all pieces are in place to make this project successful.

*Realistic:* The Pit River Tribe administration and leadership have a great need for the land use plan to help ensure efficient and effective future development efforts.

*Time-base:* 09/01/2022

**Goal 3: Develop a zoning map**

**Objective 1: Seek and secure funding from State or Federal sources**

*Specific:* Identify State and/or Federal agencies that fund Land Use planning activities.

*Measurable:* Grant funding secured.

*Achievable:* There are a number of angles land use fits in with a variety of State and Federal agency requirements for funding.

*Realistic:* State and Federal agencies push responsible planning through various funding opportunities.

*Time-base:* 09/01/2021

**Objective 2: Draft RFP, Interview and select consulting agency to help develop the Pit River Tribe’s zoning map.**

*Specific:* Actively pursue and sign consulting agency with experience in tribal planning.

*Measurable:* Consultant under contract

*Achievable:* Many consultants are available in the area for planning efforts

*Realistic:* Both funding and expertise will be available to complete this project.



*Time-base:* 12/31/2021

**Objective 3: Communicate with key stakeholders for map development**

*Specific:* Hold multiple meetings with administration, leadership and the public to obtain input to what the zoning of the Pit River Tribe should look like

*Measurable:* Meeting notes and other forms of stakeholder input.

*Achievable:* It may take many forms including online meetings, surveys, in-person meetings and phone calls.

*Realistic:* We have the means to get the information to our target market and key stakeholders

*Time-base:* 05/01/2022

**Objective 4: Develop Draft zoning map and send out for comment**

*Specific:* Deliver draft map to leadership and make it available for public via Pit River Tribe’s website for community input.

*Measurable:* Draft map complete and distributed.

*Achievable:* We have the means of disbursement.

*Realistic:* Working alongside consultants, the map will be achieved.

*Time-base:* 06/30/2022

**Objective 4: Rollout final zoning map**

*Specific:* After all key stakeholder input, present final map to leadership for approval.

*Measurable:* Approved zoning map

*Achievable:* all pieces are in place to make this project successful.

*Realistic:* The Pit River Tribe administration and leadership have a great need for the zoning map to help ensure efficient and effective future development efforts.

*Time-base:* 09/01/2022

**Goal 4: Develop Area Master plans for the XL, Montgomery Creek, Lookout, Roaring Creek, Big Bend, and Windy Point**

**Objective 1: Seek and secure funding from State or Federal sources**

*Specific:* Identify State and/or Federal agencies that fund master planning activities.

*Measurable:* Grant funding secured.

*Achievable:* There are a number of angles land use master planning fits in with a variety of State and Federal agency requirements for funding.



*Realistic:* State and Federal agencies push responsible master planning through various funding opportunities.

*Time-base:* 12/31/2021

**Objective 2: Draft RFP, Interview and select consulting agency to help develop the Pit River Tribe's master plans for developable reservation and rancheria lands.**

*Specific:* Actively pursue and sign consulting agency with experience in tribal area master planning.

*Measurable:* Consultant under contract

*Achievable:* Many consultants are available in the area for master planning efforts

*Realistic:* Both funding and expertise will be available to complete this project.

*Time-base:* 03/31/2022

**Objective 3: Communicate with key stakeholders for master plans development**

*Specific:* Hold multiple meetings with administration, leadership and the public to obtain input to what the master plan for different reservation/rancheria land of the Pit River Tribe should look like

*Measurable:* Meeting notes and other forms of stakeholder input.

*Achievable:* It may take many forms including online meetings, surveys, in-person meetings and phone calls.

*Realistic:* We have the means to get the information to our target market and key stakeholders

*Time-base:* 06/30/2022

**Objective 4: Develop Draft area master plans and send out for comment**

*Specific:* Deliver draft master plans to leadership and make it available for public via Pit River Tribe's website for community input.

*Measurable:* Draft master plans complete and distributed.

*Achievable:* We have the means of disbursement.

*Realistic:* Working alongside consultants, the map will be achieved.

*Time-base:* 08/30/2022

**Objective 4: Rollout final area master plans**

*Specific:* After all key stakeholder input, present final master plans to leadership for approval.

*Measurable:* Approved area master plans

*Achievable:* all pieces are in place to make this project successful.

*Realistic:* The Pit River Tribe administration and leadership have a great need for area master plans to help ensure efficient and effective future development efforts.



*Time-base:* 12/30/2022

**Goal 5: Develop Land Use codes and policies and associated enforceable documentation**

**Objective 1: Seek and secure funding from State or Federal sources**

*Specific:* Identify State and/or Federal agencies that fund code and policy activities.

*Measurable:* Grant funding secured.

*Achievable:* Code and policy elements fit in with a variety of State and Federal agency requirements for funding.

*Realistic:* We have some code and policy and folks are able to help write code and policy.

*Time-base:* 12/31/2021

**Objective 2: Draft RFP, Interview and select consulting agency to help develop the Pit River Tribe's land use codes and policies**

*Specific:* Actively pursue and sign consulting agency with experience in tribal code and policy development.

*Measurable:* Consultant under contract

*Achievable:* Many consultants are available in the area of code and policy writing.

*Realistic:* Both funding and expertise will be available to complete this project.

*Time-base:* 03/31/2022

**Objective 3: Communicate with key stakeholders for code and policy development**

*Specific:* Hold multiple meetings with administration, leadership and the public to obtain input to the Tribe's code and policy development efforts

*Measurable:* Meeting notes and other forms of stakeholder input.

*Achievable:* It may take many forms including online meetings, surveys, in-person meetings and phone calls.

*Realistic:* We have the means to get the information to our target market and key stakeholders

*Time-base:* 06/30/2022

**Objective 4: Develop Draft codes and policies and send out for comment**

*Specific:* Deliver draft codes and policies to leadership and make it available for public via Pit River Tribe's website for community input.

*Measurable:* Draft code and policies complete and distributed.

*Achievable:* We have the means of disbursement.

*Realistic:* Working alongside consultants, the code and policies will be achieved.



*Time-base: 08/30/2022*

**Objective 4: Rollout final land use code and policies**

*Specific:* After all key stakeholder input, present final code and policies to leadership for approval.

*Measurable:* Approved land use code and policies

*Achievable:* all pieces are in place to make this project successful.

*Realistic:* The Pit River Tribe administration and leadership have a great need for land use code and polices for enforcement on reservation/rancheria land.

*Time-base: 12/30/2022*



Department: ENVIRONMENTAL DEPARTMENT

Narrative:

Pit River Tribe Environmental Programs Office (PRTEPO), mission is to protect the lands, air and water resources for the benefit of current and future generations of Pit River tribal members. PRTEPO staff utilize science, and environmental policy and regulation for the purposes of enhancing tribal sovereignty and expanding environmental regulatory authority of the Tribe to promote and protect these resources within the jurisdiction of the Pit River Tribe. Environmental protection & planning programs areas include interagency coordination and cross-jurisdictional watershed planning, tribal capacity development, geospatial technology information management and mapping, ecological restoration and research, water quality monitoring of tribal surface waters within reservation boundaries including Benthic Macro-invertebrate sampling and analysis, tribal youth science education, water resources planning, native plant greenhouse community gardens and alternative energy planning.

Strengths (internal):

The Pit River Tribal Environmental Program Office is well equipped with the supplies to perform baseline analysis when engaged in research to department related objectives. The PRT EPO has upheld strong rapport with agency representatives, contractors, professionals, and community members, so due to a positive reputation, the community is receptive to the department.

Weaknesses (internal):

The PRT EPO has no teeth; such as having no real regulatory authority within the Tribal boundaries. This would include the inability to fine or reprimand violators of tribal ordinances dealing with natural resources and environmental issues. The PRT EPO cannot issue a cease and desist order, citations, or issue formal warnings to the community members, unless taken to council for a resolution, motion, or directive. This hinders the process to mediate any identifiable issues and depending on the severity of the problem, it could be some time before the issues are addressed and to be resolved. The PRT EPO is grant funded thus restricted to grant objectives and workplan. It is also responsible or internal reporting; Tribe, USEPA, and granting agencies, Work is restricted to Tribal boundaries so when dealing with water, the PRT EPO only engages with surface water quality; no wells, aquifers, or public utilities.

Opportunities

The PRT EPO has opportunities to secure additional funding through grants to offset the FTE, and to be able to support additional jobs. The grants can assist in having seasonal, part-time, and full-time positions available. The more grants secure, the more indirect rate can be charged which would assist the administrative functions of the grants. Additional funding would diversify the type of work available within the Pit River Tribal Lands; research, training, mentorships, youth components and so forth. Additional funding would allow feasible communication to Tribal and community members. The EPO would have to meet with tribal members to have an understanding to the need of the community.



The PRT EPO would have an opportunity to provide comments on behalf of and in the best interest of the Tribe regarding natural resources, history, and relationships between agencies and the Pit River Nation.

Threats (External):

General lack of communication or engagement to community members.

- Politicization of Tribal leadership in opposition of the program. This has been an issue with the transition of leadership and the politics that are involved.

Misinformation transmitted within the community.

- If the ED cannot handle pressure from community members, the program would be vulnerable to further “attacks”.

The community, programs and staff, and Tribal leadership not taking the program seriously, or not backing the program.

- Questioning the intent and the integrity of the EPO staff would create hostility or low morale between the program and leadership.

Losing momentum or trajectory of the PRT EPO workflow; reprioritizing the department objectives, changing or altering program infrastructure, overriding program recommendations, and program micro-management.

- Which always seems to be an issue when projects or activities within the 100 mile square are moving quickly.

- Work is duplicated and attention is drawn from actual work that need to be accomplished.

Lack of oversight in project areas outside the PRTEPO, which is why the program employs identified members to supervise and report.

- The lack of “trust” of supervisors employed to supervise employees,

- Hinders the process of time approval,

- Lacking the appropriate equipment to perform tasks,

- Turn around of supervisors and crew members,

- Unaccomplished deliverables for reporting purposes.

Lack of communication with the Finance Office;

- Lack of transparency

- Late reporting

- Program micro-management

- Politicization and opposition to the program or other programs

Historical engagements pertaining to land and tribal operations



- Biased decisions around the Tribe
- Stereotypes, micro-aggression(s) and racism tend to hinder progression of projects or community involvement.
- Fraternal organizations and or programs – good ole’ boy arrangements
- Questioning the capacity of the Tribe and



## **Objective 1:**

**Goals:** Hire additional staff for the Environmental Programs Office to address the growing trends for project development and adequately representing the Pit River Tribe.

**Objectives:** Supported by grants that match or parallel the staff expertise. Ideally, the program would focus on environmental based issues within the territorial boundaries of the Pit River Tribe. Processes of communication and disseminating information to the Pit River Tribe, Council, Lands Committee, Cultural Committee, agencies and stakeholders.

*Specific:* Request the tribe to cover possible short fall for staff time to attend meetings within the Tribe. Seek grants that would cover the time associated with the communication with boards and committees.

*Measurable:* Identify several grants to cover time associated with gathering information pertaining to history, land use, inventory, mapping and delineating information.

*Achievable:* Set aside 2 days a month to search for grants and or write grants to supplement need.

*Realistic:* Realistically, the total amount for 24 days is 192 hours, which is likely not wholly supported by the GAP Grant, but some time is covered through GAP.

*Time Based:* In a 1-year time, there could be potentially up to 8 grants to be submitted, all of which to identify specific needs of the Tribe and the program.

## **Objective 2:**

**Goals:** Develop professional relationship with local stakeholders: federal and state jurisdictions, and privatized companies.

**Objectives:** Develop MOU's, MOA's, and or collaborative agreements for potential project planning, funding sources, and engage in "boots on the ground". The collaborative agreement would be based upon the inclination of treating landscapes instead of checker boarded parcels of land, which would better enhance the functionality of land, water bodies, and space. There would also be a component where baseline research would be shared with the Tribe; including environmental inventory, cultural resources, historical resources, and general planning kept for internal record keeping purposes and dissemination upon request.

*Specific:* Engage in local and regional stakeholder meetings to adequately represent the Pit River Nation and projects within the 100-mile square.

*Measurable:* Attend at least 4 meetings with the local RCD Boards, further engage in agency informational or consultation meeting, poc's, and local stakeholders' meetings.

*Achievable:* Set aside time to attend meetings, correspondence; phone calls and emails to establish a relationship with the local stakeholders. Developing collaborative capacity and contracts and agreements to perform work, but also assist in employing Tribal members.

*Realistic:* Time working on agreements may be based on personal time or vacation time, due to a limited amount of time afforded by the GAP Grant.

*Time Based:* In 1 -3 years' time, MOU's, MOA's, contracts and agreements would be established, as well as a working relationship with the stakeholders.



### **Objective 3:**

**Goals:** Seek funding sources for the purchase of additional supplies and equipment for the purposes to develop and build capacity for the program to apply for projects and completion of projects; including computer lab for the purposes of a think tank or research hub.

**Objectives:** Purchasing of up to date equipment; computers, software, GIS equipment, drones and other supplies. The staff would also either have the capabilities to properly use, deploy, store and maintenance the equipment for the preservation and continuity of the equipment.

The think tank would research methodology, BMPs, agency correspondence, possible THP correspondence according to section 17. The research would be a living and evolving file compilations for review and dissemination.

The availability of several vehicles, including 4x4 crew cab truck and an SUV for projects, travel or site visits. Several side by sides to traverse project sites, transfer equipment, remove debris, site visit, and or project scoping. The vehicles may be supported through a line item in the project budgets for upkeep and wear and tear.

*Specific:* Search for grants every other week and determine if supplies can be added as line items or necessary purchases for the completion of projects; deliverables or scoping material.

*Measurable:* Identify grants that are applicable to the need of the Tribe for the purpose of developing capacity and expertise, and acquisition of equipment.

*Achievable:* Set aside several days a month to research grants and determines the eligibility of the program / Tribe to apply.

*Realistic:* Most time may be in-kind, where the program is limited in time to submit grants. Staff is needed to handle pieces of the grant from opening to close.

*Time Based:* In a year's time, the program may be able to secure several grants.

### **Objective 4:**

**Goals:** Seek training to better address the needs of the Pit River Tribe pertaining to environmental protection, preservation, and research to keep up with reporting obligations.

**Obligations:** Seek training to satisfy NEPA and CEQA requirements so that the program can be utilized unilaterally within the Tribe pertaining to scoping and commenting on projects. Developing capacity for providing environmentally and legally sound comments to EIR and EIS reviews.

*Specific:* Request from the Tribe to attend trainings through the TERO, write training components into work plans.

*Measurable:* The skillset comes with experience, so several training can be attended annually for "fine tuning".

*Achievable:* Reach out to individuals; affiliated tribes, agency poc's, or general research in federal guideline etiquette.

*Realistic:* The skillset is acquired through studies; environmental law and research disciplines. The skillset is invaluable, and once achieved, can seek employment elsewhere.

*Time Based:* Seek availability the next fiscal year.



## **Objective 5:**

**Goals:** Seek funding to support open forum, community involvement, and representation within local, state, federal boards and or committees that are associated with natural resources within the 100mi. Square.

**Objectives:** To promote the preservation, integrity, and the sanctity of water bodies, tributaries, wetlands, springs, mountains, and natural resources. The staff would provide competent and sound comments to the bodies that are based upon the insight of the Pit River Tribe; including the promotion of the past, present, and future.

*Specific:* Organize and host local and community meetings to address the needs of the community to be able to address the past, present, and future conditions of the Pit River People and the environment.

*Measurable:* Organize two meetings s year to discuss planning efforts and tap into local source of historical information.

*Achievable:* The availability of delineating information at monthly meetings with Tribal Council, Lands meetings, Culture Committee meetings, etc., and the locality of the EPO Director and staff could benefit the meetings.

*Realistic:* In a sense, it is already being performed, but a stronger presence is needed. Most of the work may be on own time, due to the nature of the meeting or conversations hosted.

*Time Based:* Ten hours a month would probably be needed to gather materials, correspondence, and set up, while a day per meeting is needed to be accurately hosted.



Department: FINANCE DEPARTMENT

Narrative:

To build the financial strength of the Pit River Tribe by following best finance and accounting practices and to provide accurate, reliable, and regular financial information to the Pit River Tribal Council, Tribal Management Team, program managers and external organizations & agencies

Strengths (internal):

Building a complete Finance team, through desk audits, job assignments, updated job roles based on current needs for the tribe. Defined roles and role clarification i.e. A/R, G/L, A/P, Payroll, G&C, Coordinator. ERP system (MIP) is a good system, just needs to be developed to a better fit for our specific needs. Support from Tribal Council to navigate through the catch-up process. Staff buy-in to the Tribe's vision and goals, and supporting the process, plans and protocols to clearly carry out Tribes direction.

Weaknesses (internal):

Historical mess to clean up. Not a consistent methodology to accounting standards year over year. Not an established method in grants management, budgetary processes, communications with programs, effective way of getting information (historical data, financials, coding (miscoding), bank reconciliations). Transparency with Council. Collaboration with other internal partners (Casino, KWAHN). Lack of digital storage, lack of backup documentation (binders empty, storage had nothing we could find, Docstar didn't have complete records, labeling in Docstar). Old infrastructure. Our finance modular is having serious issues and damage over time is affecting staff workplace. Aligning our incoming revenue to our expenditure planning (budget) for current year. Creating the sustainable and current Indirect Revenue process to offset administrative expenditures. Outdated payroll processes, file management in HR/Payroll

Opportunities

Additional training to improve internal processes. MIP is what we make it. We have a project that needs to be done in relation to HR module in MIP. MIP maintenance for new codes in relation to the COVID-19 pandemic. Opportunity to move into Microix as the primary time keeper, increase productivity, lower manual processing, eliminate additional paper processing, automation. Generating internal indirect charges to our programs for additional funding to offset our Administrative costs (minimizing shortfalls to the tribal enterprises). Developing a Grants & Contracts organizational pathway, coordinating with grant driven programs to maximize funding to assist those departments/programs to meet their objectives. Increased efficiencies in cash management, accounting policies development, record keeping, customer/vendor reporting. Increased opportunities to meet deadlines and avoiding further penalties/sanctions. Timely reporting, strategic planning, cleaner financials, leveraging our strengths as a tribe to seek development, growth, and sustainability.

Threats (External):



Organizational culture (the way it's always been done). Inadequate agency reporting that can cause issues with funding to the tribes. Audit findings that need to be addressed over time. Missing deadlines, that can cause extra requirements and reporting to agencies. Audits that are behind by 2 years is now causing administrative constraints (IDC). Budgetary limitations that need to be addressed at the top level (TC). Internal controls need to be strengthened, communication internally, communication with outside agencies, and lack of clear direction.



## **Program Narrative**

The Finance department strives to build the financial strength of the Pit River Tribe by following best finance and accounting practices and to provide accurate, reliable, and regular financial information to the Pit River Tribal Council, Tribal Management Team, program managers and external organizations & agencies

### **Goal 1: Complete 2019, 2020 Audits**

Audits are important for a number of reasons including grant funding, federal compliance and the ability to borrow money if needed. Not having audits up-to-date affects everything from obtaining grants to the overall reputation of the Tribe within and among State and Federal programs. Having current audits gives credibility to the Pit River Tribe.

### **Goal 2: Become current with taxes owed**

Taxes continually compound when in arrears. Back taxes can affect future funding possibilities and have negative effects when dealing with State and Federal agencies. Being up-to-date on taxes eliminates obstacles to many functions of the tribal government moving forward.

### **Goal 3: Obtain and maintain a current Indirect Cost Rate**

Having a valid Indirect Cost Rate for the Pit River Tribe means no obstacles to seek State and Federal funding. It means coming off and remaining free of sanctions. It means potentially millions of dollars to the Tribe and hundreds of thousands toward indirect costs of managing the money.

### **Goal 4: Updated Fiscal Policy**

The Tribe's Fiscal policy is over 10 years old and portions of it are obsolete. While federal guidelines have changed over the years, the Tribe's fiscal policy has not been updated to incorporate those changes. By updating the policy, the Tribe will come in alignment with federal changes and be able to align more closely with funding opportunities.

### **Goal 5: The Chief Financial Officer will become a Certified Public Accountant (CPA)**

There are many benefits to employ a CPA on staff. A few reasons include staying attune to tax law, help with auditing and forensic audits, and help with loans and financing.

### **Goal 1: Complete 2019, 2020 Audits**

#### **Objective 1: Contract with Auditing Firm**

*Specific:* Get auditing firm that understand both tribal accounting and Cares Act funding

*Measurable:* Firm Contracted

*Achievable:* Many firms deal with Indian Country and many are trying to follow guidelines set out by the treasury department concerning Cares Act funding

*Realistic:* Every Tribe is in the same situation and auditing firms are adjusting

*Time-base:* 06/01/2021



**Objective 2: Supply staff time for research and back up**

*Specific:* Stress importance of audits and that they require a certain amount of employees time to make sure audits are done in a timely fashion

*Measurable:* Policy, either written or informal, allocating staff time to audits

*Achievable:* Audits become more important than many other functions

*Realistic:* The Finance department is fully staffed. Audits are considered an essential piece of the finance office.

*Time-base:* 06/30/2021

**Objective 3: Present final audits to Tribal leadership**

*Specific:* Present 2019 and 2020 Audits to Council

*Measurable:* 2 reports presented

*Achievable:* 2019 should be done in March 2021, 2020 has an extended deadline to 09/2021.

*Realistic:* Audit firms live and die by timelines. We must also

*Time-base:* 10/01/2021

**Goal 2: Become current with taxes owed**

**Objective 1: Develop a written plan to attack back taxes owed**

*Specific:* Identify what's owed, what can be negotiated, approach leadership for the remaining balance.

*Measurable:* Allocation from Tribal leadership

*Achievable:* Council has shown an interest in settling the back taxes.

*Realistic:* Leadership understand the benefits and costs of having taxes caught up

*Time-base:* 12/31/2021

**Objective 2: Negotiate with IRS about fees and penalties associated with back taxes owed.**

*Specific:* Continue negotiations already in process

*Measurable:* Penalties and fees forgiven

*Achievable:* many negotiate penalties and fees

*Realistic:* delayed, but precedence was set by the IRS working with Tribes

*Time-base:* 06/01/2021



**Objective 3: Present to council a finalized plan to address back taxes**

*Specific:* Work with IRS to determine the least cost route the Pit River Tribe can take to catch up on taxes

*Measurable:* Council presentation

*Achievable:* Negotiations can happen with the IRS with legal help

*Realistic:* IRS does work with entities on back taxes

*Time-base:* 06/30/2021

**Objective 4: Pay off all back taxes to become current**

*Specific:* Identify what the Tribe owes, get leadership approval and pay it off

*Measurable:* Current on taxes

*Achievable:* Council has shown an interest in paying off what it owes

*Realistic:* Cares act funding may open up unencumbered funds to pay off back taxes

*Time-base:* 06/30/2021

**Goal 3: Obtain and maintain a current Indirect Cost Rate**

**Objective 1: Complete back audits along with associated back Indirect Cost Rates**

*Specific:* Catch up on 2019 and 2020 audits

*Measurable:* final 2019 and 2020 audits

*Achievable:* We have consultants on board that are attempting to follow federal guideline and timelines

*Realistic:* With leadership support, this will be done

*Time-base:* 10/31/2021

**Objective 2: Submit new audits to obtain a current indirect cost rate**

*Specific:* submit 2019 and 2020 budgets to the BIA clearinghouse

*Measurable:* 2 audits submitted

*Achievable:* We are on an aggressive timeline to submit approved audits

*Realistic:* Leadership understand the importance of the situation

*Time-base:*10/31/2021

**Objective 3: Utilize new, up-to-date indirect cost rate on funding coming into the Pit River Tribe**

*Specific:*

*Measurable:*



*Achievable:*

*Realistic:*

*Time-base:*

**Goal 4: Updated Fiscal Policy**

**Objective 1: Research current fiscal policy and identify shortcomings**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 2: Research other Tribes' fiscal policies**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 3: Consult Tribes and firms already in contract on potential changes**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 4: Present draft to Administration and Leadership for comment**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 5: Approved Fiscal Policy**



*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Goal 5: The Chief Financial Officer will become a Certified Public Accountant (CPA)**

**Objective 1: Select program**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 2: Obtain funding to enter program**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 3: Attend classes**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 4: Graduate**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*



*Time-base:*

**Objective 5: Test and receive CPA**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*



Department: HUMAN RESOURCE DEPARTMENT

Narrative:

The human resource department ultimately assists tribal members attain and retain employment as a primary focus. Secondary is filling needed positions with qualified employees to help the Tribe and its business entities succeed in serving the Pit River Tribal membership.

Strengths (internal):

Capable, educated, hardworking and talented staff. Tribal Human Resources Professional Certification. Operate good practices. Support from Tribal Council. Support from Tribal Administrator. Collaboration with Finance and Payroll Departments. Directors and Coordinators are receptive.

Weaknesses (internal):

Minimal funding. Minimal confidentiality due to lack of private spaces. Pushback from employees regarding corrective action when not following policy. Tribal Council Intervention in day-to-day operations. No electronic onboarding system (HRIS: Human Resources Information Software). Lack of support from Tribal Council and Tribal Administrator on tough decision making.

Opportunities

Develop centralized HR Office for entire tribe (Casino, Government, Kwahn, Health, Housing). Funding. Expansion of services to employees and Tribe. Recruit and secure new talent. Stability with leadership and HR Staff.

Threats (External):

Budgetary constraints. Stagnant workforce and complacency. Turnover with Tribal Council- Leadership Changes Yearly. Rising Healthcare Costs. Internal Political Conflicts. Uninspired employees. Constant Tribal Council Intervention. Non- Competitive Wages. Lack of competitive benefits (i.e. 401k).



HUMAN RESOURCE Goals & Objectives



Department: ICWA

Narrative:

The Indian Child Welfare Department is to follow the federal ICWA of 1978, California PL678 (California's ICWA Law) of 2006, and any other California law and policy including County to protect the Tribe's children from ongoing neglect, abuse and harm from any parent or person. When children fall under the ICWA the Tribe quickly intervenes in the proceeding even before Court action to provide support services which may include placement, counseling, education, and family and Tribal support services.

Strengths (internal):

The Tribe has and continues to support the ICWA Department even though the Tribe has limited funding. The Tribes individual Bands and their representatives engage in supporting the Tribes ICWA children and families by setting aside support funding for placement and supplies. The Tribe works closely with other Tribal Departments to assist in the limited funding we have to provide for our ICWA children and families.

Weaknesses (internal):

The ICWA Department is limited by funding, staff, and room for offices. The ICWA Department is subject to external existing federal and State Law, also subject to existing case Law which does and or will determine how the Tribe protects their children. The ICWA Department is affected by misunderstandings of ICWA, state Court process and requirements, and so call ideas of Indian Law and Tribal jurisdictions. Some ICWA cases are influenced by Band representatives and others that side with parents not the need for protection of the Tribes Indian children. Lack of inter department policy and processes for assisting ICWA children and families from referral to return or long-term placement which further supports healthy children.

Opportunities (External):

Grants for funding the Tribe. The Tribe has an outstanding relationship with outside agencies which could further bring contracting for services to ICWA and non ICWA cases. The current state of California is pro tribe and at the state level Tribes have better access to resources and policy as never before.

Threats (External):

COVID-19 19, and any other possible future pandemics that effect all peoples and children. Federal State and case Law determine the Tribes ICWA Department function. Extensive forest fires, and other environmental crises. Extensive power outages which effect the Tribes families and children especially high-risk caregivers and ICWA children. Funding issues effect the way the Tribe can participate and manage our ICWA cases.



## **Program Narrative:**

The overall purpose of the Pit River Tribe's Child Welfare program is to protect the tribe's most venerable population and provide protective and supportive services to tribal families whom may be involved in the Child Protective Services actions. Historically, Tribes across the nation face huge challenges from lack of supportive child welfare program funding, public law 280 statute which restricts tribes from operating their own justice programs, to the misunderstanding or misinterpretation of the federal Indian Child Welfare Act law of 1978.

The proposed goals of the Pit River Tribes ICWA Program is to provide the best possible self-reliant supportive services which enable the Tribe to protect its members by developing and maintaining a Tribal Court system and Social Services program that encompasses historic traditional and cultural standards in protecting the Tribes children and families. These goals are designed to provide a multi-level interaction between the Tribe as the governing agency and the members which the Tribe is obligated to protect.

In developing the child welfare, judicial and the supportive services departments, the Tribe will seek out dependable funding sources and inter-agency agreements with the state's child welfare agencies. Establishing these programs may take considerable time and effort however other tribes and states have established models that the Pit River Tribe may consider. The ICWA Department is committed to looking long range to establish a more suitable Tribal model for children's justice at the Tribe. The following are Goals and Objectives to achieve these proposed outcomes for the Tribe.

### **Goal #1: To provide a stable ICWA program that in composes interagency agreements and MOU's to establish Tribal Jurisdiction.**

It is important for the Tribe to understand the federal, state, and Tribal jurisdictions and the current laws that govern the actions in the Child Welfare field. In the past the Tribe and tribal members have misunderstood the ICWA of 1978 and what is considered tribal jurisdiction or tribal law. The Pit River Tribe is located within the boundaries of the State of California and is subject to PL 280. PL 280 gives all legal jurisdictions to the state of California for Tribes however the ICWA gives authority for Tribes to become a party in child removal cases in state courts. Within the ACT, the Tribe has the right to request transfer of the state case to a tribal court. Neither the state nor any other federal authority can say or identify what a tribal court is so many tribes have used their tribal council as their court authority. The goal is to establish a standard that is agreeable to state and county authorities that the Pit River Tribe has established the Tribes infrastructure to manage and maintains tribal child welfare services for the tribal families. The ICWA Department will do this by establishing a uniform standard jurisdictional statement and authority by resolution that identifies the tribes understanding as to the ICWA of 1978. This standard will serve as the Tribes expectation on how state and county agencies will notice, access input, and establish work relations with the Tribe.

### **Objective #1: Develop training and brochures for ICWA and Tribal jurisdiction**

Specific: The ICWA Department will research and develop training in compliance with current state and federal laws that focus on information to distribute to tribal members and surrounding agencies.

Measurable: The ICWA Department will provide draft to the Tribal Council and tribal administrator for formal approval.



Achievable: Set aside three to four weeks to research and develop the brochures on ICWA and Tribal jurisdiction. Allow 2 months on assessment of training time's locations and content for a series of ICWA and tribal jurisdiction training.

Realistic: Invest available time to research of brochures and contact on availability of trainers.

Time-based: Over a one-year period the ICWA department will provide three brochures covering ICWA, Court Processes, and Tribal Jurisdiction, and two trainings covering the above.

**Objective #2: Work with state and county agencies to establish transfer of ICWA cases to Tribal Court protocols**

Specific: The ICWA coordinator will establish a workgroup representative of state and county child welfare agencies, court staff, and county providers to address the tribe's authority to transfer cases to and from the tribe's tribal court. This will include services which may be transferable and joint jurisdictions to do so.

Measurable: The ICWA coordinator will conduct a general meeting with the director of health and human services agencies in Shasta, Modoc, and Siskiyou counties.

Achievable: Set aside the next year to establish and make meetings to develop and approve the model from the tribal council, state and county agencies, and the court system.

Realistic: invest available time to reach out to all three above county agencies to establish a multiagency meeting on the tribes proposed transfer authority and tribal jurisdictions.

Time-based: Two-year process is realistic as this objective will be very complex but there are some tribal models that can be used to quicken the process.

**Objective #3: Work on Tribal Court codes to update to current laws**

Specific: The ICWA coordinator will work with the tribe's attorney to review the current tribal codes and make arrangements to adjust code language if needed.

Measurable: The ICWA coordinator will work on meetings with council tribal administrator and state and county representatives on over all code language to makes sure that it meets current law and tribal jurisdiction authority.

Achievable: Set aside the next 6 to 12 months to have the attorney review, allow time for state and county agencies review and to have the code approved by the tribe's membership.

Realistic: Invest available time to make sure that the representative parties are clear on the process and approval methods for a joint approval process.

Time-based: one year is the time line perhaps a little sooner if the council proceeds quickly.

**Goal#2: Acquire space to house the ICWA Department and Support Services Programs.**

Due to the nature of child welfare the department deals with extremely confidential information and interact that requires space that is private. Also, when these children and families access services the stigma of these cases require so privacy and should be separated from other tribal services so that the department can focus on engaging families for help. The ICWA Department currently is in a multi-department area that struggles to keep our departments work confidential and separated from others. However due to lack of funding and available work area the Tribe needs to consider either building a



separate building for ICWA services or consider purchasing or renting a separate building or home in the areas of Burney, Alturas, and Redding. These three areas would house ICWA staff, supportive services for tribal families such as meeting, counseling, and training rooms. The tribe does not currently have space for our families to even visit or have any space for trainings for our families so acquiring space is very important to the wellbeing of our ICWA tribal families. We need to look at comprehensive services which include basic cooking, life management, and parenting skills so a building with a kitchen would be preferred and training rooms is important.

### **Objective #1 Space**

Specific: The ICWA Coordinator will work with tribal council and tribal administrator to access the proposed space either already built or purchased or even rented facilities.

Measurable: Develop a proposed cost and reasoning as to the issue of space and the need for it. It will also cover the need in different locations.

Achievable: Set aside the next 3 months to look at possible options dependent of funding and availabilities of building space, purchase options of a building and or renting space.

Realistic: Invest available time to address the space need for council and tribal administrator.

Time-based: Dependent on funding and availability of space the ICWA department can move fairly quickly to accommodate the need for space.

### **Objective #2 Collaborative service programs**

Specific: The ICWA coordinator will work with the tribal administrator to access the tribe's services such a tribal health and social services to address the needs for our parents and children involved in ICWA cases. The ICWA coordinator will also work with the three counties Shasta, Modoc, and Siskiyou counties agencies to access the services provided to our families and their need for additional options for service's needs.

Measurable: Set up a meeting with the three counties directors and services providers to come up with what services are available and what is needed in our ICWA case families.

Achievable: Set aside the next 3 to 6 months on getting all services programs accessed and develop a master list of providers that can be used for our families.

Realistic: Invest available time to set up and follow thru with this objective.

Time-based: This process can take between 4 to 8 months to complete.

### **Objective #3 Work on the stigmas of these kinds of cases.**

Specific: The ICWA coordinator will work with tribal health and other service providers to bring forward a strategy for address issues of sham, or belittlement of families involved in these ICWA cases.

Measurable: Work with service providers with the approach of diminishing the harsh and judgmental opinions as to families in trouble of losing their children due to drugs, anger, lack of parental education, and abuse of neglect of children. This approach will include tradition and Indian community standards that address community healing.



Achievable: Set aside available time perhaps 3 to 6 months to work with the tribe's cultural staff, Indian health, tribal administrator and council to establish brochures, trainings, protocols, and programs to help heal our broken families.

Realistic: Set aside available time to work with all available sources to address a holistic approach to community healing.

Time-based: this objective can be ongoing but a model can be suggested between 3 to 6 months.

### **Goal#3: Establishing a Tribal Court**

One of the most important displays of tribal sovereignty is to establish a tribal court. The ICWA department proposes a tribal court which includes a family court, criminal and juvenile courts. The main court would be located in Burney and rooming family courts can be located in Alturas and Redding areas. The needs in these areas would be accessed and the court can determine the needs form court actions.

The family court can adjudicate ICWA transfers from state courts and would manage the Tribes need for services for those families. The criminal court can manage the tribe's jurisdictions and judicial matters as to violations of land ordinance, tribal law and order code violations, and hear matters associated to tribal gaming and environmental actions. These courts can also mange violations as to conduct orders and domestic violence which may overlap into orders issues in family court such as restraining orders, stay away orders, and fine settlements. The Tribe needs to consider the cost of establishing and maintaining these courts. The Tribe has begun to reach out for court dollars and is waiting for an assessment and establishment of a program to manage the courts.

The Tribe needs to establish a Court authority and begin the process of seeking and approving a tribal court judge per the tribe's constitution. In addition, the tribal needs to consider possible joint jurisdiction which includes presiding state court judges as partners. This process works when the tribe is looking at more than just family court matters. This process is successful in other tribal models and needs to be considered.

#### **Objective #1: Types of Court**

Specific: Meet with the Tribal Council to access what types of tribal court the tribe would like to see, such as family, criminal, juvenile courts.

Measurable: Develop an explanation of what these courts would or could look like with some examples.

Achievable: Meet bi-monthly with tribal administrator and perhaps a Court Development Committee to address the process, resources, and time lines.

Realistic: There are a few other departments of the tribe such as Gaming, Lands, Housing that need to be a part of the Court Committee to address possible sanctions, appeals, and codes for the tribe's court.

Time-based: one to two years for development, appeal, and implementation.

#### **Objective #2: Outside partnership with the tribe's courts**



Specific: Meet with dependency, juvenile, probate, and probation court representatives to address the tribes court process and options for partnering. All three counties need to be included in Shasta, Modoc and Siskiyou maybe even Lassen.

Measurable: The ICWA Coordinator will develop an over view of possible court design and examples of tribal courts already established in the state.

Achievable: Meet bi-monthly if possible, to draft a possible model that all county and tribal departments can agree on.

Realistic: The difficulty will come as we begin to work on court representative schedules as all these players have heavy calendars and we need to have open discussions on design, barriers, and options to the tribe's involvement in these other courts.

Time-based: one to two years.

### **Objective #3: Case Transfer protocol**

Specific: The ICWA Coordinator will begin the process of drafting a case transfer protocol which includes options or previsions for transfer back to transferred courts. There is only one example that I know of that includes the tribe's option to transfer a case back to state court.

Example: A reason could be, because the tribe has limited funding there may be times where more extensive needs for the child become necessary and the tribe just cannot handle the overwhelming cost. So, a transfer back to state court jurisdiction will enact further state funding for the need.

Measurable: The ICWA coordinator will work with the Tribal Administrator and the Tribes attorney to develop a draft transfer policy and protocol that can be agreed on by family, and juvenile courts on all courts Shasta, Modoc, and Siskiyou counties.

Achievable: Meet with the Court committee and the outside partnerships to draft and approve a transfer protocol.

Realistic: The difficulty is that not all counties would agree to a transfer back option.

Time-based: 6 months to one year.

### **Goal #4: Staff**

Currently the ICWA department has a staff of two the ICWA Coordinator and the ICWA Assistant. If the Tribe expands to the proposed program plan the ICWA department would need to have at least 5 to 7 more staff. Three ICWA department staff members will coordinate and provide services such as visitation, parenting and training, transportation to and from services and court actions. Some of the problems with the current ICWA department funding is that supportive services such as domestic violence and anger management classes which are provided by state or non-profit agencies that contract with the state and county to our tribal families. The ICWA department proposes that the Tribe provide these direct services to our families which support traditional and cultural believes. Historically tribal families are continually faced with non-traditional types of services which do not engage tribal families on the tribe's traditional belief system which results in a high rate of failures of parents to reunify with their children. The ICWA department believes that adding staff coupled with tribal court jurisdictions and supportive services can keep the tribes' children and families together. The two other staff members would be to tribal court clerk and assistant that schedules and provided documents for



the tribal court. Two transporters are needed to make sure that families are attending hearings, meetings, and trainings.

**Objective #1: Develop a need for the requested staff**

Specific: The ICWA Department is funded by the tribe with a small amount of grant moneys. The overwhelming need for additional services to our member families requires more time and department development. This will also include tribal court development and staff to operate the courts. Also, there is training dollars that need to be looked at as a part of hiring staff.

Measurable: Meet with the tribal administrator and tribal council about the projected plan for ICWA department expansion and tribal court establishment. These meetings will include time lines and job purpose and descriptions for these projected departments.

Achievable: Meet with the tribal administrator and tribal council to access the need for staff and their function and time line.

Realistic: The proposed staff is spread over enhanced ICWA department function, and the development of tribal court.

Time-based: 6 months to one-year time line, possibly quicker for just the ICWA department staff development.

**Objective #2: Training**

Specific: The tribe needs to look at the training requirements of the proposed staff and their roles, responsibilities, and functions.

Measurable: Staff training is always a priority in maintaining current function in the ICWA department. When addressing additional needs as to services to our ICWA families and the need to enhance department dependability we need to access the needs, provide the training needed, and budget.

Achievable: Set aside time when available to make these proposed plans for staff and training.

Realistic: This objective can be handled between the tribal administrator and council as the tribe determines the needs and funding that drives the additional services to the department.

Time-based: 6 months to one year.

**Objective #3: Work facilities**

Specific: With the current need for confidential work space comes the need to house the staff for both ICWA and the tribal court.

Measurable: The tribe needs to address the needs of the membership when looking at staff and program needs. Most of these services are confidential however there are some trainings, parental and substance abuse classes that do need to be in a confidential setting. Some options for multi-use can be included in this objective however most of required staff training and development of court services need space.

Achievable: Set aside some time with the tribal administrator and council to address options for this objective.

Realistic: Funding is always the issue which also includes tribes' overall purpose. So, looking at building, renting, or redesign of existing facility options is a priority.



Time-based: 6 months to 2 years would be a time line for facilities based on need, funding, tribal council direction.

### **Goal#5: Vehicles**

The ICWA Department primarily uses personal vehicles to attend court hearings and meetings associated with our cases. The ICWA department needs to address the need for vehicles and drivers to transport families to court hearings, and or support services meetings. This continues to be a problem for the Tribe as the tribe is responsible and liable for any problems while transporting families and children. The ICWA department needs at least 4 to 5 vehicles. One for the Coordinator, three for transport and attending home visits by ICWA staff and one for the Court judge or court staff.

#### **Objective #1: Acquire program vehicles**

Specific: The ICWA Coordinator will work with the tribal administration to access the need for program vehicles resulting from average vehicle reimbursement of previous vehicle usage data.

Measurable: The ICWA Coordinator will work with the tribal administrator to develop a vehicle usage protocol manual that covers usage, service, and emergency procedure.

Achievable: The ICWA Department will meet with the tribal administrator monthly to work on and complete above manual and vehicle type needed.

Realistic: The ICWA Department and the tribal administrator can meet via Skype or work through emails to complete this objective.

Time-based: This objective can be completed within 2 months' time.

#### **Objective #2: Program vehicle parking and storage**

Specific: The Pit River Tribe has limited parking area to accommodate the ICWA department vehicle parking area while the vehicles are not being used. The primary vehicle of the ICWA Coordinator will be used daily and will be parked at the coordinators home most of the time however the other vehicles need a safe and protected parking area while not in use.

Measurable: The ICWA coordinator will work with the Tribal Administrator to access the vehicle use location and the need for protective vehicle parking while the vehicles are not in use. Some vehicles may need to be parked in different location for usage so there may be a need for different parking locations for the Tribe.

Achievable: The ICWA department will meet monthly to complete this objective so that the department can acquire needed vehicle which added staff will need.

Realistic: This objective can be completed via phone emails and or zoom or Skype function.

Time-based: This function can realistically be completed within 2 to 3 months.

### **Goal#6: Funding**

The Tribe struggles with funding especially for child welfare. There little hope as to getting federal funding to operate a social services agency which encompasses the ICWA efforts for the Tribe. There is a small amount offered by the feds for each tribe but it's not much. There are supportive services dollars from the BIA which helps the tribe in ICWA but not much other funding out there. There is some development and maintenance of a tribal court funding but to how much and on consistent source is



limited. Some tribes in the state are operating their own tribal TANF programs which help with support services for the ICWA departments but the tribe will need to look at the fundability of that source of funding. Also, some tribes have state title 4E compacts with the state department of social services however due to the restrictive usage and complex funding requirements makes it very difficult for tribes to maintain compliance with that source of funding.

### **Objective #1: Funding**

There are two types of funding, grant or annual approval of tribal funds and recurring funding that through grants of contract the tribe may receive annual funding streams. The ICWA Department is reliant on the Tribes assistance to maintain a viable program that effectually represents the Tribe and their children.

Specific: The Tribe will seek out and apply for different funding streams that will maintain and or add program function for the Department as a whole.

Measurable: Continue to meet with the Tribal Administrator and Tribal Council to access the tribe's direction in providing services beyond what the department may be currently providing under ICWA.

Achievable: Conduct a current department wide assessment of what is currently being provided the unmet need as to providing services to tribal members involved in ICWA and project the future need so that the tribe can find and apply for additional funding.

Realistic: The ICWA department is currently providing as much services as possible given the current staff and the need of our ICWA families.

Time-based: The ICWA Department can work with the tribal administrator including Tribal Council to review the current ICWA department function and the need that could be meet by adding funding and services.

### **Objective #2: Types of Funding**

State funding requires so much more restriction and or reporting requirements that Tribes would rather not enter into funding agreement with the state. Some state funding opportunities also require matching funding that may prohibit adding tribal dollars to the program. In addition, the federal governments continue to restrict full funding of social service programs for tribes which leaves tribe vulnerable to lack of representation in state courts and representing tribal sovereignty over its children and families.

Specific: The ICWA department can access its current work it provides to the tribe's families and develop the addition need which could be addressed with additional funding.

Measurable: Meet with the Tribal Administrator and Tribal Council on what types of need have priority in addressing services to tribal families.

Achievable: The Tribe can address how far the tribe would need to go and type of service to tribal families by prioritizing funding directly to families such as domestic violence, drug and alcohol services and or housing assistance for example.

Realistic: The ICWA Department in its function continues to direct families and their needs to tribal and other agencies to acquire services needs however it is difficult to qualify and enter into those services due to location of our families and the services being provided. In addition, the inability of service engagement by our families results in low numbers of reunification of our families.



Time-based: This objective is an ongoing self-evaluation of the ICWA program which is limited by functions and service dollars. The ICWA Department can prioritize service need and dollars acquired to maximize prioritized need. This function can be addressed as dollars are provided.

### **Objective #3: Space**

As a program grows and funding is appropriated the service needs require space. The Tribe is limited on space for almost everything.

Specific: As stated in earlier objectives the Tribe needs space and providing dollars and adding services requires space. Some services can be provided by other tribal programs and do not require additional space. Also, some services can be distributed to other areas such as Redding or Alturas. Those areas may be able to accommodate services programs in those areas.

Measurable: Work with the Tribal Administrator and Tribal Council to prioritize the r service's needs, funding available, and services areas. Space is dependent on the programs need however some services can be provided by other non-tribal agencies which may rely on their program space.

Achievable: The ICWA Department can work with other Pit River Tribal programs, outside tribal and non-tribal programs to achieve additional services for our tribal members.

Realistic: The ICWA Department will work with the Tribal Administrator, Tribal Council, and other tribal programs to seek out and access what services can be provided to our program families.

Time-based: This objective can be a continual function with ongoing assessment as the tribe seeks out and establishes addition dollars. There are no real time lines as this is ongoing.

### **Summary:**

Short term goals would be to acquire vehicles at least Two to three, acquire work and program space at least a home or building that gives the program 5 to 6 rooms, access and expand services provided by additional dollars distributed to at least three areas Redding, Burney, and Alturas.

The expansion on tribal courts, court house, and court service function including staff will be an ongoing program narrative over the next 3 to 5 years. Operating a full social services program will require planning, funding, space, and commitment of the Tribe however the benefit of these types of services bring home true tribal sovereignty, self-reliance, and appropriate tribal and cultural services that enhances healthy Indian communities.



Department: DAYCARE

Narrative:

The Daycare department provides a safe place for children ages 0-12 years old, so tribal member guardians are able to work. We have set daily agenda that the children follow, which include a developmentally appropriate curriculum. Our goal is to open a high-quality preschool center, which is play based, encouraging children to explore and create, while still being in a structured environment.

Strengths (internal):

Providing quality care. Spacious, safe indoor, and outdoor environment. Great communication with families

Weaknesses (internal):

Only one toilet within the daycare. Waiting list, high staff turnover. Care is only available to tribal members. Training for staff. Lack of a quality, Disaster Preparedness and Response Plan along with lack of disaster preparedness training for staff

Opportunities (External):

Opening a Preschool. Work with Quality Counts North State. Getting other grants

Threats (External):

Surrounding programs in the area. Rumors from past enrolled families who had bad experiences with past Coordinators. Lack of daycare transportation. Closure of Daycare due to COVID-19



## **Program Narrative**

### **Goal 1: Provide quality care**

As a child care center, we do make sure the environment is a safe space, all workers are CPR/First Aid Certified. We serve safe foods, have to right number of child/adult ratios, but we are not a quality care program. There is a lot that goes in to a quality care program and we are getting there, but this is a goal that we need to achieve. With a large staff turnover, it's difficult but not out of reach.

### **Goal 2: Open a Preschool**

We are currently only a daycare, but with the space we do have I believe we are able to open a preschool. There are some requirements that we are currently working on to get to that point.

### **Goal 3: Have more family involvement**

In order to have a quality childcare center, we need to have more family involvement. Families can see for themselves how things are done on a daily basis. Families can let workers know what needs to be improved. The children would also love to have families come and see what they do while they are at work.

### **Goal 4: Create learning opportunities that can get children ready for school**

We are only a childcare but we can teach the children things that will be needed in Elementary. Even though we aren't a preschool yet, we can prep children for the skills they will need once they go to public school.

### **Goal 5: Create a stable workforce**

In order to have a quality center you must have a stable workforce. Have people with specific jobs that all work together.

### **Goal 1: Provide quality care**

#### **Objective 1: Provide more trainings including ASD and other disabilities**

*Specific:* Meet with other entities within the community and see what type of trainings they attend.

*Measurable:* Meet with the other entities monthly to find out new trainings that are coming up.

*Achievable:* Find trainings online that we are able to take.

*Realistic:* Every staff member takes 3-4 trainings a month

*Time-base:* This will be an ongoing thing that will start ASAP

#### **Objective 2: Use observations and assessments such as QRIS**

*Specific:* Get in contact with other early childhood centers to find out assessments they use.

*Measurable:* Email other centers monthly to find out if there are any new observation tools available.

*Achievable:* Speak with a QRIS worker about their program.



*Realistic:* participate in 5 or more assessment programs.

*Time-base:* Within 1-2 years become part of an observation/assessment program.

**Objective 3: Provide more nutritious foods and physical activity**

*Specific:* Serve the children nutritious foods and find more physical activities to do with the children

*Measurable:* Identify healthy foods that is suggested by the CACFP

*Achievable:* Start buying and serving only healthy snacks.

*Realistic:* Become part of the CACFP program, hire a “cook” to work on all the required paperwork.

*Time-base:* Within five years make this possible.

**Objective 4: Build relationships and partnerships with other quality childcares**

*Specific:* Introduce myself to quality childcare centers

*Measurable:* Tour other centers to find out how they do things on a daily basis

*Achievable:* Send emails once a month to keep in touch.

*Realistic:* have one on one meetings monthly with different quality centers.

*Time-base:* Within 1-2 years

**Goal 2: Open a Preschool**

**Objective 1: Expand our childcare**

*Specific:* Open another center that can hold more children, maybe for non-tribal members

*Measurable:* look for grants that will allow us to build on to our current building.

*Achievable:* enroll more children to reach our max capacity.

*Realistic:* enroll non tribal members

*Time-base:* within 5 years

**Objective 2: Apply for our preschool permits**

*Specific:* print out and look over application requirements

*Measurable:* have everyone take necessary classes

*Achievable:* take all necessary steps.

*Realistic:* Have everyone take more classes than required

*Time-base:* Within two years

**Goal 3: Have more family involvement**

**Objective 1: Create events that families can attend**



*Specific:* create like a rodeo day or a specific day that enrolled families can get together.

*Measurable:* on holidays we can invite families to our small parties.

*Achievable:* encourage families to bring things for our parties

*Realistic:* on every holiday create a party that everyone can attend

*Time-base:* within a year

**Objective 2: Have families come in and read a book to the children**

*Specific:* other children can learn about other family's home lives or lifestyles.

*Measurable:* children can talk about what they do after leaving daycare

*Achievable:* have children bring their favorite books from home

*Realistic:* have a family member a day come in and read or do an activity.

*Time-base:* within 3 years, when things settle with COVID

**Objective 3: Have tribal members come in**

*Specific:* Tribal members who can bead or who dance

*Measurable:* Ask parents if they can come teach children some tribal things

*Achievable:* ask different departments if they can possibly come by

*Realistic:* Have other tribes come and show their talent

*Time-base:* ongoing

**Goal 4: Create learning opportunities that can get children ready for school**

**Objective 1: Have staff take classes and trainings on this topic**

*Specific:* staff can take online courses through Shasta College

*Measurable:* 1 or 2 online classes per worker

*Achievable:* Visit Shasta College Preschool and see how they run things on a daily basis

*Realistic:* Have staff members take in person classes

*Time-base:* ongoing

**Objective 2: Get learning equipment**

*Specific:* Computers that children can work on

*Measurable:* Print out packets for children

*Achievable:* set out a time that children learn more than colors and the alphabet (group)

*Realistic:* Have one worker dedicated to creating a curriculum



*Time-base:* we work on this a little bit, but it can be better. Within 1 year.

**Goal 5: Create a stable workforce**

**Objective 1: Have a kitchen worker**

*Specific:* someone who can work solely in the kitchen and do CACFP paperwork

*Measurable:* Cook hired.

*Achievable:* part time worker possibly

*Realistic:* someone full time

*Time-base:* within 3 years.

**Objective 2: Have a bus driver**

*Specific:* we can go on fieldtrips

*Measurable:* we can walk to places around town

*Achievable:*

*Realistic:* full time bus driver, explore daily!

*Time-base:* within 3 years.

**Objective 3: Have 4 workers permanently**

*Specific:* 3 including me full time and a part time worker.

*Measurable:* 4 Workers hired

*Achievable:* have an on-call worker

*Realistic:* Daycare Coordinator working on paperwork full time, working on grants and other things.

*Time-base:* within 3 years.



**Department:** Roads Department

**Narrative:**

The Roads Dept. offers training and employment opportunities to Tribal members in the field of road construction/maintenance to provide safe roads to the tribal communities. Roads offers training on heavy equipment, truck driving and paving. Currently we are a lead player with the CITTA mobilizing our crew and equipment to tribal reservations in the state of California to pave roads and parking lots. These projects allow us to gain the experience we need in paving and prep work so once we start on our own paving projects, we have better experience to complete our projects.

**Strengths (internal):**

Roads dept. receives around \$1.5 million in funding each fiscal year from federal dollars, these funds are used for construction and maintenance for roads on Tribe's road inventory. Funding is also used to purchase heavy equipment, power tools, office computers and vehicles. Roads equipment inventory is between \$1.5 to \$2 million, In addition roads dept. employees around 15-20 employees during the construction season and who are around also used to help during Tribal emergency's and to help departments achieve their goals.

**Weaknesses (internal):**

In need of grant writer to apply for transportation grants (transit, active trans, safety) Civil Engineer to prepare Plans, Specks and Estimations (PS&E) for their construction of new roads and maintenance. Also, a Bookkeeper to their work with finance on codes, actuals, budget, carryover and audits. Need to work with BIA on Long Range Transportation Plan (LRTP) also need to develop policy for roads dept.

opportunity to work with Tribal and federal agencies paving roads, parking lots and have equipment fire ready and signed up for dispatch also working with the California Inter-Tribal Transportation Alliance (CITTA) to provide training opportunities for our roads crew.

**Threats (External):**

Tribal Politics, Micro-Manage, Tribal Audits, Finance Dept. and funding cuts by federal Gov.



## **Program Narrative**

The Pit River Tribe's Roads Department goal is to provide safe, adequate transportation and public access to and within Indian lands and communities for Indians. The Roads Department goal for upcoming projects is to generate more job opportunities both full-time and part-time. As well as provide proper road construction and heavy equipment training to all employees. The Pit River Tribe Roads Department receives annual funding from Federal Highways and Bureau of Indian Affairs (BIA). The Roads Department will be applying for upcoming grants that will help increase the budget.

**Goal 1:** To build and pave safe roads to access housing development sites.

**Objective 1:** Build Harden Road to avoid fatalities and severe injuries during the winter on Windy Point.

*Specific:* Hardin Road is a current project we have been working on as an alternative route to Windy Point that will comply with all safety regulations.

*Measurable:* Having identified the issues with Windy Point we now know what improvements need to be made on Hardin Road so it complies with all safety regulations.

*Achievable:* With the new equipment we have to level ground and the training our employees have received the crew will be able to construct Hardin Road in compliance with all safety conditions.

*Realistic:* We have been granted the grading permit to start the planning of the project.

*Time-base:* Hardin Road is a project that will be constructed starting next year.

**Objective 2:** Wamarii Way

*Specific:* To provide access to tribal land and future housing development.



*Measurable:* Start planning future roads by following transportation authorizations, code of laws, and regulations.

*Achievable:* Start working on the budget for this project.

*Realistic:* Will need to hire a consultant/contractor to help with our transportation planning.

*Time-based:* Will begin construction within the next year or two.

**Objective 3:** Thomas Creek Bridge

*Specific:* Thomas Creek Bridge is a project that will be worked on the XL reservation in Alturas to replace the only road onto the reservation land.

*Measurable:* Thomas Creek Bridge will provide a safer route all year round and eliminate hazardous conditions during the winter.

*Achievable:* Settling conditions and applying for permits by the end of next year.

*Realistic:* BIA will review and inspect land on the project proposal.

*Time-based:* This is a project that is being looked over and is expected to be worked on after the construction of Wamarii Way within the next 2-3 years.

**Goal 2:** Create more job opportunities within the tribal community.

**Objective 1:** Hire temporary workers for the road construction during the summer.

*Specific:* Hire 5-10 temporary workers.

*Measurable:* Transfer some temporary workers to part-time or even full-time depending on the demand on future projects.

*Achievable:* Advertising job openings within the community.

*Realistic:* Our department will provide proper training to all our employees.



*Time-based:* All temporary workers will begin to get hired next year beginning in summer of 2021.

**Objective 2:** Hire a construction engineer/manager.

*Specific:* Follow Tribe's procurement policy and procedures to hire an engineer for better planning on the construction of roads.

*Measurable:* Contact our current or former contractors for any recommended engineers that can work temporarily while from beginning to end of construction project.

*Achievable:* Work alongside with the HR for the recruitment process.

*Realistic:* Advertise outside of our community for this specific position as well for a broader search spectrum.

*Time-based:* Have this position filled in by the end of the year.

**Objective 3:** Provide all employees proper training for road construction and heavy equipment.

*Specific:* Work alongside our safety coordinator to conduct proper training and safety measures for heavy equipment.

*Measurable:* Develop workshops within our community as well as with nearby tribes.

*Achievable:* Apply for grants to cover the expenses for needed training.

*Realistic:* Providing our employees proper training will ensure the best result on projects infrastructures.

*Time-based:* All training shall be conducted prior to starting a new project or handling new heavy equipment.

**Goal 3:** Tribal Transit Development Plan

**Objective 1:** Create a Long-Range Transportation Plan (LRTP).



*Specific:* Identify needs to develop Transit planning.

*Measurable:* Develop a mission statement for the tribal transit system that addresses service goals and tribal values.

*Achievable:* Collect adequate data regarding transit dependents, road access, routes, service area, and destinations.

*Realistic:* Jointly conduct a midpoint review of the LRTP with our Tribal Council.

*Time-based:* Have an approved plan by 2022.

**Objective 2:** Use TTP funds for Tribal Transit.

*Specific:* Request TTP funds and apply for grants to cover cost for negotiations and contracts.

*Measurable:* Create a budget for overall expenses.

*Achievable:* Present budget to our Tribal Council and the BIA.

*Realistic:* Create an organizational structure of cost for functions and duties of the tribal transit day-to-day operations.

*Time-based:* Request new uses of TTP funds to the BIA by 2021

**Objective 3:** Tribal Transits will open several job opportunities for tribal members.

*Specific:* Once our department receives approval to start the program, several job opportunities will be created.

*Measurable:* This program will need its own Tribal Transit Division Manager and Transit Administration.

*Achievable:* Advertise job openings drivers, maintenance, safety and security management, and operational supervisor.

*Realistic:* Apply for all grants that we can possibly be eligible for to be able to provide great wages and benefits for future employees.



*Time-based:* New job openings will become available upon the completion of the project, 3-5 years.

**Goal 4:** Apply for grants for business development.

**Objective 1:** Assist the U.S. Department of Transportation grant Writing training.

*Specific:* Register for grant writing training through the Indian highway safety program.

*Measurable:* Develop skills through proper training that are essential for a grant award consideration.

*Achievable:* Stay in contact with the BIA for any updates on future training sessions.

*Realistic:* Our office employees need this training to fill out grant applications to the best of their ability.

*Time-based:* New training sessions will be posted once they become available.

**Objective 2:** Apply for TTP Safety funds grant.

*Specific:* The safety coordinator has been looking over grant applications we are eligible for.

*Measurable:* Conduct Safety plans to attach four grant applications.

*Achievable:* Create a budget for eligible activities.

*Realistic:* Our safety plan will consist of collecting incident data by using a comprehensive approach that will involve all applicable parties.

*Time-based:* Currently viewing grants and their deadlines.

**Objective 3:** Apply for the Federal Highway Administration and U.S. Department of Transportation Funding.

*Specific:* Address to request grant application for the Nationally Significant Federal Lands and Tribal Projects (NSFLTP) Program.



*Measurable:* Follow the guidelines of the application process to create a cover page giving estimates on a specific project.

*Achievable:* Work with Kyle to fill out the application.

*Realistic:* Provide a detailed project budget containing a breakdown of all the cost.

*Time-based:* This application is to be submitted by 11:59 pm EST on November 2, 2020 on Grants.gov.



Department: Office of Emergency Services

Narrative:

To provide a safe and geographical area for all tribal lands and tribal members that reside on those lands. To provide MOA/MOU documents with local government agencies.

Strengths:

Ability to work together as a team and collaborate with other team members from other departments to achieve objectives. OES staff are dedicated and committed to outsourced trainings 4-6 times / year.

Weaknesses:

Lack of communication among departments. Lack of funding. Other members of the EOP chain of command not properly trained Incident command system.

Opportunities:

To identify and overcome obstacles that prevent us from building relationships with other depts. Provide EMS/MOU with alturas rural fire dept. provide other members of the EOP chain of command. To provide training resources necessary in ICS.

Threats:

Lack of funding. Lack of other resources.



## **Program Narrative**

To provide a safe and geographical area for all tribal lands and tribal members that reside on those lands. To provide MOA/MOU documents with local government agencies.

### **Goal 1: Increase Office of Emergency Services capacity.**

Funding is important to building both human and resource capacity to be able to provide the services to the membership they deserve. We want to be able to offer all the services that can be expected or our local, state and federal counterparts.

### **Goal 2: Identify additional needs from community-based meetings.**

It is crucial that any department, especially one that offers emergency services to the membership to be closely tied with them. Even during pandemic times, the OES department must make extra effort to reach out to, and do outreach with the members it serves.

### **Goal 3: Develop intergovernmental agreements to help maintain a process for development in surrounding counties and jurisdictions**

Working with surrounding jurisdictions within and adjacent to the 100-mile square, the OES departments plans to partnership on a variety projects and fund seeking efforts. With the future of funding appearing to lean toward partnerships and regional efforts, it's important to stay ahead of the curve and focus on the strategic partnerships that will continue to maintain the departments fund seeking efforts in play.

### **Goal 4: Continue to ride the momentum of plans such as the Emergency Operation Plan and the Hazard Mitigation Plan to develop other critical emergency plans.**

While the OES department has started emergency plans, there are still a number of plans that are critical to continued emergency services to the members. The OES department would like to follow up the plans that have been written with plans such as the Continuity of Operations Plan, Storm Water Management Plan, Community Wildfire Protection Plan, Flood Plain Management Plan

### **Goal 5: Provide emergency services in Alturas with partnerships with CalOES and Modoc police department.**

Aside from intergovernmental agreements, the OES department wants to develop MOU/MOA's with local, state and federal agencies. By developing official documents, the department will look to add internal capacity through trainings and sharing resources and train other Tribal members to be able to go into professional jobs.

### **Goal 1: Increase OES capacity.**

#### **Objective 1:**

*Specific: Monitor grants.gov weekly and email correspondence daily to identify potential funding that allow an increase in capacity.*

*Measurable: Identify 2 grants yearly that will increase capacity from various funding agencies.*



*Achievable: Set aside an average of 1 week a quarter to focus on grants writing.*

*Realistic: invest 1/16<sup>th</sup> of my time writing grants and up to an hour a week monitor.*

*Time-base: In 1 year's time, there will be 2 grants submitted to various agencies that can add capacity to the OES program.*

**Objective 2: Identify additional needs from community-based meetings.**

*Specific: Develop and maintain open lines of communication with the community in various forms including in-person meetings, mailings, emails and social media.*

*Measurable: Develop 6 outreach efforts.*

*Achievable: Yes, this translates to 1 outreach effort every 2 months.*

*Realistic: Yes, 6 efforts of various forms is easily obtainable in a year's time.*

*Time-base: 1 year, then yearly after.*

**Objective 3: Work with leadership to identify gaps in services to members.**

*Specific: Have strategic meetings with leadership, specifically addressing services, or gaps in services.*

*Measurable: 4 strategy meetings a year during monthlies.*

*Achievable: 1 meeting a quarter is achievable.*

*Realistic: The objective is realistic. Not only does the department do monthly updates, but Council meets as many times as twice a week.*

*Time-base: 1 year, then yearly after*

**Goal 2: Acquire space for additional services.**

**Objective 1: Work with Lands to identify strategic location for facility.**

*Specific: Set kick-off meeting with Lands department to go over needs for a facility, including infrastructure requirements for a future building out.*

*Measurable: 1 site identified that suits all OES department's needs.*

*Achievable: Yes, Lands is available for strategy meetings*

*Realistic: Yes, a kick-off meeting and any additional follow up meetings are realistic.*

*Time-base: 6 months.*



**Objective 2: Identify funding**

*Specific: Seek funding for planning and site development for potential new building.*

*Measurable: Proper plans in place, 1 building built.*

*Achievable: Yes, funding for OES is achievable, especially in N. California through various state and federal agencies.*

*Realistic: It's realistic for the Pit River Tribe to have its own OES building either by itself, in collaboration with other similar tribal departments, or in collaboration with regional partners.*

*Time-base: 5 years.*

**Objective 3: Develop intergovernmental agreements to help maintain a process for development in surrounding counties and jurisdictions**

*Specific: Develop intergovernmental agreements with Shasta, Modoc, Lassen and Siskiyou counties.*

*Measurable: 4 agreements developed.*

*Achievable: Starting working relationships and continuing them should make this achievable.*

*Realistic: It is realistic to get 4 agreements in place.*

*Time-base: 1 year.*

**Goal 4: Continue to ride the momentum of plans such as the Emergency Operation Plan and the Hazard Mitigation Plan to develop other critical emergency plans.**

**Objective 1: Work with consultants to identify order of plans**

*Specific: Work with consultants, administration and the Pit River Tribal leadership to develop logical order for plan development.*

*Measurable: 4 plans developed*

*Achievable: It's achievable to get consultants on board to help develop 4 plans*

*Realistic: Not only realistic, but logical based on the suggestions developed in the Emergency Operations Plan.*

*Time-base: 2 years.*

**Objective 2: Seek funding for the various plans**

*Specific: Seek \$200,000 in planning funding for the Office of Emergency Services for plan development.*

*Measurable: \$200,000 secured*



*Achievable: Yes, grants such as the BRIC grant through CalOES can potentially fund all 4 plans.*

*Realistic: Yes, CalOES and other federal funding agencies have a number of options for emergency planning.*

*Time-base: 2 years.*

**Objective 3: Hire consultants to help develop plans**

*Specific: Depending on funding source(s), hire one or more consultant to help develop the 4 plans identified in the Emergency Operations Plan as next steps.*

*Measurable: 1 or more consultants under contract.*

*Achievable: Yes, we've already got a consultant that worked with us on both the Emergency Operations Plan and Hazard Mitigation Plan so they are familiar with Pit River Tribal operations and land base already.*

*Realistic: Yes, given the fact we secure appropriate funding levels.*

*Time-base: 2 years.*

**Objective 3: Put plans out for public comment.**

*Specific: Develop plans to draft form and put them out for public comment*

*Measurable: 2 in-person meetings as well as drafts available on the Office of Emergency Services' web link and FaceBook page.*

*Achievable: Yes with the understanding a vaccination will be available and it's effective.*

*Realistic: Yes, we've already established avenues with previous OES plans.*

*Time-base: 2 years.*

**Objective 3: Have plans approved by leadership.**

*Specific: Have 4 plans approved by Tribal leadership*

*Measurable: 4 approved plans in place*

*Achievable: Yes, Council meets regularly.*

*Realistic: Based upon securing funding*

*Time-base: 2 years.*



**Goal 5: Provide emergency services in Alturas with partnerships with CalOES and Modoc police department.**

**Objective 1: Work collaboratively together with necessary federal, state and local agencies.**

*Specific: Develop an Emergency Operation's Center, otherwise known as a tribal fire station on the XL Ranch.*

*Measurable: 1 facility constructed.*

*Achievable: Yes, funding through CTAS with proper partnerships make this achievable.*

*Realistic: Yes, especially with regional partnerships.*

*Time-base: 3 years.*

**Objective 2: Identify funding**

*Specific: Seek CTAS and other emergency funding that can help construct a facility.*

*Measurable: \$1.3 million in facility funding secure.*

*Achievable: Yes, there are various grants this project could fall under.*

*Realistic: As long as the need is there, this project is realistic in a part of the State that has little in facility space that is planned for this project.*

*Time-base: 3 years.*

**Objective 3: Provide needed services to the membership.**

*Specific: Provide emergency services, emergency fire services and training opportunities for both Tribal members and Tribal staff.*

*Measurable: 4 trainings per year.*

*Achievable: Yes, with partners bringing in training opportunities to help better the entire region.*

*Realistic: Yes, where we may not be connected, partners can be and vice versa. This will allow the Tribe, the State and the Federal government to provide resources to get people in the North State, specifically Modoc County, trainings.*

*Time-base: 4 years.*



Department: SOLID WASTE DEPARTMENT

Narrative:

The Solid Waste Department handles the delivering and picking up of bins as they get rented out by tribal members to help keep our tribal lands and departments clean as well. The Solid Waste Department I see us expanding over the next several years taking on bigger and more various work projects now that we have our heavy equipment, we also can do more rentals with all the new bins purchased.

Strengths:

Solid, successful program; Established award-winning program with a good reputation; Generates environmental concerns and education

Weaknesses:

Funding challenges; Enforcement support; Potential growth is limited to reservation lands.

Opportunities:

Broaden and diversify economic base; Stewards of the reservation lands; Expansion of business; Diversify; Training employment; Reduce costs of operations; BIA/USDA loans available.

Threats:

Illegal dumps; Outside business takeover of solid waste; Tribal politics.



## Program Narrative

(Insert Program Narrative)

### 3-5 Year Goals – What We Want to Happen

(Long-term goals are statements that drill down a level below the vision and describe how you plan to achieve it. This set of goals usually starts three years out and extends to around five years into the future, directly aligning with the mission and vision statements.

Long-term goals are the milestones a company sets to guide operations toward their far-reaching objectives. Some examples of long-term goals could be for a business to strengthen its hold on the local market, increasing profits or expanding its operations and sales.)

#### Goal 1: (Insert 3-5 year goal)

(insert 2-4 sentences explaining the goal)

#### Goal 2: (Insert 3-5 year goal)

(insert 2-4 sentences explaining the goal)

#### Goal 3: (Insert 3-5 year goal)

(insert 2-4 sentences explaining the goal)

#### Goal 4: (Insert 3-5 year goal)

(insert 2-4 sentences explaining the goal)

#### Goal 5: (Insert 3-5 year goal)

(insert 2-4 sentences explaining the goal)



## 1-3 Year Objectives – How We are Making it Happen

(Each long-term goal should have a few one-year objectives that advance your goals. Each objective should be as SMART as possible: Specific, Measurable, Achievable, Realistic, and Time-based.)

After you make your yearly objectives, you might break each one down further into short-term goals, which define the actions and objectives for the next three months to get you to your yearly goals. The plans for achieving your short-term goals are your action plans.)

### Goal 1: (Insert Goal 1 from above)

#### Objective 1: (Insert a 1-3 year objective to reach this goal)

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

#### Objective 2: (Insert a 1-3 year objective to reach this goal)

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

#### Objective 3: (Insert a 1-3 year objective to reach this goal)

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

#### Objective 4: (Insert a 1-3 year objective to reach this goal)

*Specific:*



*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 5: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Goal 2: (Insert Goal from above)**

**Objective 1: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 2: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 3: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*



**Objective 4: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 5: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Goal 2: (Insert Goal from above)**

**Objective 1: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 2: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 3: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*



*Realistic:*

*Time-base:*

**Objective 4: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 5: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Goal 2: (Insert Goal from above)**

**Objective 1: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 2: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 3: (Insert a 1-3 year objective to reach this goal)**

*Specific:*



*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 4: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 5: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Goal 2: (Insert Goal from above)**

**Objective 1: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 2: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*



**Objective 3: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 4: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 5: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Mission statement**

It is the mission of the Pit River Tribe Environmental Department to address environmental issues within the Tribe's 100-mile square Ancestral Traditional Territory and to promote protection, restoration, and enhancement of those lands.

**Vision**

The mission of the Pit River Tribe Solid Waste and Recycling Program is to manage the solid waste on the Pit River tribal lands in a manner that is environmentally sound, cost effective and socially responsible.

. Find a new place for and office/yard for our Business.

. In 5 years, I would like to make this a self-sustaining business and maybe at some point and time to buy out Burney Disposal.



- . Buy a bobcat to help us with clean ups and would also help us be more Self-sufficient business
- . Recycling cardboard at our stores maybe find a way to get a cardboard bailer so we could make money off of the cardboard.
- . Help clean up our Tribal Allotments, work with housing to help get them cleaned up & Tribal lands



Department: Public Water Systems (PWS)

Narrative:

It is our goal to maintain compliance with Federal regulations as a public water system (PWS). We strive to remain in “good standing” with EPA Region 9 Drinking water office; providing safe drinking water to the communities we serve.

Strengths (internal):

Available resources: EPA region 9 Drinking Water Office: technical assistance, willingness to resolve issues. IHS: funding, engineering, Operation and Maintenance technical assistance. RCAC: technical assistance; Training, NAWMA meetings, networking with other Tribe water operators  
Pit River Tribe Finance Dept: Collections, Billing Records, Grant management assistance, bill entities that utilize. Water operator services  
Excellent water quality/abundance

Weaknesses (internal):

Rate structure: Tribal members disgruntled with rates  
Lack ability to enforce water rate collections; meter tampering/vandalism  
No heavy equipment for construction projects  
Budget shortfall  
Travel costs; time and fuel, vehicle maintenance

Opportunities (External):

On the job training for local Tribal members  
Rate structure: USDA grants available because of charge for water  
Tribe ordinance with IHS allows for “service connection” fee  
IHS Tribes helping Tribes initiative brings in supplemental monies  
Bill entities that utilize water operator services  
Training for wastewater

Threats (External):

Miscommunication with Administration  
Equipment failure; well pumps, electrical components etc.  
Unaccounted for water loss  
Vandalism/theft of equipment, tools  
Destruction of property; meters, valve boxes etc.  
Costly repairs when equipment fails  
Water Storage at Mont Cr PWS



**Vision:**

It is the vision of the Pit River tribe Water department to always provide safe and aesthetically pleasing water for its valued residents that are being served. We plan to have a total of 4 successfully operating water systems spread out threv Pit River territory to give more of its tribal members jobs and more residents better quality water. The major factor in doing so is proper coordinating with the other departments, state and government bodies to be a solid infrastructure for the tribe.

**Mission:**

The Pit River Tribe Water Department Constantly provides safe drinking water for its residents that are being served while meeting federal guidelines.

**Core Values:**

Trust: Firm belief in reliability.

Servant leadership: To serve the common good.

Respect: A feeling of deep admiration for someone or something elicited by their qualities.

**PWS Narrative**

The pit river tribe water department is still a young department with room to grow and expand. The department has its struggles with a lack of equipment and man force to complete task that the department could eventually complete on its own without seeking outside help from other departments. Considering the department lack the equipment and employees we still manage to provide our residents water while meeting EPA standards for drinking water.

The value the department and the tribe could get if the department received equipment would be exceptional due to tribal members receiving work experience and the department being more independent, resulting in us not asking other departments for their assistance and slowing them down as well. With the addition of equipment, the department could qualify for other means of income other than just relying on one source of income that is the residents paying their utility bill.

Below are the Water department goals that potentially will make operations more efficient in years to come.

**Goal 1: Equipment**

The department desperately needs equipment! Due to the lack of equipment not only do we have to ask other department to use, haul, and operate the equipment for us. It also closes many doors for the department for us to bring in income to rely less on the tribe to fund us and for us to depend on just the residents water bills to be the main source of our income. With the availability of equipment, we could start to get tribal members work experience on heavy equipment that could open other avenues. If a leak did occur on one of our systems we lack basic machinery to dig up the water main to make necessary repairs to return service in a timely manner, resulting in us requesting assistance from another department or calling a contractor to dig it up for us so we can make repairs, Doing this is inefficient and making it difficult to provide water if a problem did occur.

**Goal 2: Water rates**

Residents have voiced their concerns regarding the rise in water rates in recent years. With the attempts to try to expand the staffing of our department the tribal council has raised the rates to accommodate the rise in wages to cover the employees in our budgets for the year. Considering the rates increasing the residents have had a hard time making payments in the required time frame to avoid their accounts becoming outstanding which ultimately result in their services being shut off until a minimum payment has been received. We'd like to find an avenue to take that would result in water rates lowering that won't affect the departments yearly income but would help it due to the rates being lower and the residents being able to pay off their account balances and make their monthly payments which would result in our expected income on our budget to increase to do the constant monthly payments.

### **Goal 3: Water conservation**

The importance of water conservation is very important because it is the earths and tribes' most valuable natural resource. In recent years the department has had problems with saving water with the residents never having to be responsible for their usage resulting in them using as much water as they wanted to use. This is not an efficient way for the department to operate due to the excessive use putting stress on our equipment and our natural water source. With the potential expansion of both of our systems this will affect our groundwater source and will result in our well safe yield to decrease over a period of time due to overusing of water.

### **Goal 4: Funding**

The water department is completely funded by the tribe and in the long run this is not the best financial move for the tribe and department. We anticipate receiving training on what grants we can apply and qualify for. If we can obtain equipment we can receive payments from IHS to install water meters on our own systems and potentially if the department had the staffing to do so we could enter bidding processes for other tribes to complete water systems, This will increase the departments income and lower the amount that the tribe has to hand out to the department for us to be operational which hopefully this will result in the department being self-sufficient and funded and won't have to be funded by the tribe.

### **Goal 5: Expansion of Public Water System department**

With the number of tribal members rapidly increasing and wanting housing on tribal lands that means they will need water services; this means we will have to tap into the existing water main and give them services. Whether it's on our existing public water systems XL or Montgomery creek rancheria or doing further development on the 79 acres in Burney or developing Big bend into public water systems. The department will have to be prepared for future development with the proper equipment and the proper number of employees to complete the work in a timely manner to provide its residents with constant water.



## **Goal 1: equipment**

### **Objective 1: Identify sources for equipment**

*Specific:* Identify what businesses sell heavy equipment for our needs and funding options to purchase the equipment.

*Measurable:* monitor the websites and receive information for the best fitting equipment relatable to our needs.

*Achievable:* I can manage my time to see what grants we qualify for to attain equipment.

*Realistic:* once a month I can spend a whole day researching available grants for public water systems to attain equipment.

*Time-base:* 12/1/2020

### **Objective 2: Needs for equipment**

*Specific:* In order for certain projects to be accomplished to department needs equipment that is available.

*Measurable:* Identify what projects need to be done and what equipment needs to be attained to accomplish it.

*Achievable:* Assess future needs for development for the department.

*Realistic:* Reach out and receive quotes for the needed equipment.

*Time-base:* 8/1/2021

### **Objective 4: Implementing equipment into our department**

*Specific:* using our equipment for expanding and future development of our PWS.

*Measurable:* Have tribal members receive training to operate machinery.

*Achievable:* Reach out to tribal members and see which ones are willing to try to learn how to operate equipment.

*Realistic:* Dedicate two days a month for research of schools to teach how to properly operate the machinery.

*Time-base:* 1/1/2022

## **Goal 2: Water rates**

### **Objective 1: Potentially lowering/changing rates**

*Specific:* Meet with residents, council and the CFO to see what rate changes could be made to be most effective for the residents, departments monthly income.

*Measurable:* Set new or adjusted rates to meet a minimum of \$1,800 a month to meet our expected income for the year.



*Achievable:* research rates for two days every month to see what the average rates are for water.

*Realistic:* I can reach out to agencies and other water districts to discuss how they got their rates.

*Time-base:* By 1/1/2021 I'll have a proposal to potentially change the rates.

### **Objective 2: Identify improvements for water rates**

*Specific:* See what improvements can be made so the department can see more steady payments of water bills.

*Measurable:* Recognize what more successful water department are doing to accomplish a higher number of residents paying their bill routinely.

*Achievable:* Get in contact with other Water districts to see what they have been doing to put their department in a good direction.

*Realistic:* I can devote a couple of days out of a month to research means for our rates to be more acceptable for our residents and our department.

*Time-base:* By 12/1/2021 we would have more effective policies in place to be more sufficient.

### **Objective 3: Assess PWS accounts**

*Specific:* Identify what accounts have outstanding bills and what accounts are up to date.

*Measurable:* Recognize means to help out the residents with funding from our social services department or county.

*Achievable:* Meet with the social services department to see what we can do to help out the residents that can't afford to pay their bill.

*Realistic:* I can set aside one day every two weeks to see what grants are available for homes in poverty.

*Time-base:* By 6/1/2022 the Department should have only a few outstanding accounts after help from external sources.

## **Goal 3: Water conservation**

### **Objective 1: Research the benefits of saving water and the problem if you don't save.**

*Specific:* Contact EPA for data on benefits of water conservation and the future problems that might occur if you don't.

*Measurable:* Get the residents on board with the importance of water conservation to protect our water sources.

*Achievable:* Enroll in trainings regarding water conservation.

*Realistic:* Implement a water audit

*Time-base:* 8/1/2021 check water usage from the current year to the previous year for improvement.



## **Objective 2: research and implement water conservation techniques**

*Specific:* Coordinate with the residents and get at least half to implement water conservation practices.

*Measurable:* All residents are using no more than 30,000 gal during peak demands months out of the year.

*Achievable:* Spend 3 days out of a month researching the best and easiest ways for water conservation.

*Realistic:* Compile practices for water conservation and by the beginning of the year get the residents ready to implement our conservation techniques.

*Time-base:* 1/1/2022

## **Objective 3: Checking mains for leaks**

*Specific:* Conduct a leak test on our water mains to make sure the department is doing its side for water conservation and not just the residents.

*Measurable:* Have the department lower its water loss accountability down to the suggested %10-12.

*Achievable:* Do research on leak detection agencies.

*Realistic:* If we do have a leak, then we'll make the necessary repairs to fix it.

*Time-base:* We'd like an agency come out as soon as the pandemic is over and have them come out yearly to ensure we are operating with no amount of water being unaccounted for.

## **Objective 4: Wastewater plant**

*Specific:* Identify grants for a wastewater plant.

*Measurable:* Get one plant at both XL and Montgomery creek.

*Achievable:* Do research to see what the department needs to do to acquire a plant to be built.

*Realistic:* set up a meeting with IHS to discuss construction of plant.

*Time-base:*1/1/2024

## **Goal 4: Funding**

### **Objective 1: Exploring grants for means of funding**

*Specific:* Research grants that are available for tribal systems for funding.

*Measurable:* Identify grants we qualify for and apply for them to receive funding.

*Achievable:* Put 1 day aside a month looking for grants.

*Realistic:* Meet with local agencies like USDA to see what we qualify for.

*Time-base:* 1/1/2021

### **Objective 2: Working with IHS**



*Specific:* Coordinate with IHS for our department to get paid to do work on our own systems.

*Measurable:* Develop an agreement with IHS for us to receive funding for every water meter installation.

*Achievable:* Do research and get in contact with individuals at IHS for information on how to start the process.

*Realistic:* Set up a meeting with IHS for discussions of future projects we'd like to do and to receive funding on.

*Time-base:* Considering IHS has told us they didn't want to go into details about it because we don't have equipment and hopefully soon, we will receive it I hope we can start negotiations later this year but for now I'll say it's another two years out if it takes a while. 1/1/2022

### **Objective 3: Implement an annexation fee**

*Specific:* Introduce an annexation fee so the department can get paid for a kind of water installing within tribal land.

*Measurable:* Develop a policy to introduce to council that will explain the annexation fee and the funds the department can bring in from it.

*Achievable:* Do research on tribes that have an annexation fee in place.

*Realistic:* Contact tribes that have it in place and request information on how they got it into place.

*Time-base:* This will be a major factor in us eventually becoming self-sufficient 5/1/2023

### **Objective 4: Introducing extra jobs for the department.**

*Specific:* With a majority of residents asking us to fix their leaks in their home, we'd like to add a home maintenance aspect to the department.

*Measurable:* Council allows us to add this to our department to receive funding for fixing home plumbing.

*Achievable:* Construct a policy and present it to council for approval for us to hopefully do work to fix a resident plumbing.

*Realistic:* Do research and apply to get our plumbing certificate.

*Time-base:* 1/1/2024

### **Goal 5: Expansion of PWS department**

#### **Objective 1: Planning for future development**

*Specific:* With the Number of Tribal members increasing and wanting housing on tribal land that means we'll have to expand our PWS to expand to their assignment.

*Measurable:* Coordinate with housing to get houses built where existing water is available to avoid having to expand our water mains in areas where Psi could be loss due to it stretching too far.

*Achievable:* set up a meeting with housing and lands to discuss future development.



*Realistic:* Set up a site visit and explain the cost effectiveness to building where water mains already exist.

*Time-base:* 12/1/2020

### **Objective 2: Meet with IHS**

*Specific:* Meet with IHS to discuss the expansions of water mains if houses are built in distant locations away from existing water mains.

*Measurable:* Have all parties agree on cost effective destinations for tribal members houses.

*Achievable:* Have all parties go to a meeting and discuss all standards that need to be met during expansion.

*Realistic:* Meet with IHS just us and them to discuss specs and timetable of construction.

*Time-base:* 7/1/2021

### **Objective 3: Expanding staff to meet expansion needs**

*Specific:* With the growing number of houses being connected to our systems and potentially having big bend and the 79 acres in Burney being developed we'd need at least one person on the system or close by to monitor the system.

*Measurable:* Have at least one trained and certified D1 operator for each system if it has a minimum of 15 connections.

*Achievable:* Getting two of our on-call water operator trainees certified before constructions of future development sites.

*Realistic:* Getting the trainees at least reading certification books and going to trainings to familiarize themselves with the work.

*Time-base:* 1/1/2022 depending on if the current guys would want to get certified or if we'd have to fly the positions for individuals willing to get certified.

### **Objective 4: Potential Water office in Burney**

*Specific:* IF PWS are built in Burney and big bend and with an existing on in Montgomery creek that would make  $\frac{3}{4}$  of our water systems down river and making they're be a need for an office in the Burney area

*Measurable:* Monitor office space for in the Burney area for a place to house our department out of.

*Achievable:* Monitor reality site for available offices in the Burney area.

*Realistic:* Find a location to work out of in Burney.

*Time-base:* 4/1/2023



Department: THPO/CIO

Narrative:

The Pit River Tribe's 11 autonomous Bands; Ajumawi, Aporige, Astarawi, Atsugewi, Atwamsini, Hammawi, Hewisedawi, Illmawi, Itsatawi, Kosealekte, and Madesi Bands, since time immemorial has had a long tradition of caring for the land. Its spiritual and cultural heritage, the water, the air, and all living beings on which life depends.

The Pit River Tribal Heritage Department; which is comprised of the Tribal Historic Preservation Officer (THPO) and Cultural Information Officer (CIO), assumes responsible stewardship for all cultural remains and artifacts of the Pit River Tribe. The main objective is preserving, documenting and recording the history, traditions, language, cultural and religious sites. And to increase understanding and knowledge of the culture and heritage of the Pit River Tribe. One of many future goals is to establish the first Pit River Tribe Museum, to support the forever enduring Pit River Tribal culture for future generations.

Strengths:

Respect and compassion for the specific needs of each of the 11 autonomous bands, Dedication to go above what is expected, Flexibility to adapt to changes they may arise in everyday work

Weaknesses:

Office space hinders confidentiality; lack of interdepartmental communication, outdated technology/systems, high turnover, short staffed, limited funds, lack of storage space for files and proper curation facility

Opportunities:

Possibility for growth, creation of a grant writing team, boost relations with Local, state, federal agencies and Tribes

Threats:

Loss / lower funding support, security breaches, lack of Tribal participation



THPO Goals, objectives, action plan



Department: XL Ranch DEPARTMENT

Narrative:

The XL Ranch sells a quality hay product both local ranchers and to ranchers down in the valley around Red Bluff Ca. The XL also has exceptional grazing leases for the summer months that are known from the central California clear up to the central parts of Oregon are grazing leases can handle up to 500 cow calf pairs for 5 months and even longer on heavy water years. The XL employs anywhere from 3 to 6 seasonal employees, two fulltime employees including the Ranch Manager that maintain the irrigation ditches keeping them cleaned out and the willows cut back and irrigate the hay fields and pasture lands for our grazers, we have a noxious weed program that uses anywhere from 4-6 of the temporary employees we spray, cut dig and burn the weeds depending on what it takes to be rid of the noxious weeds and help preserve the native plants and grasses flourish

Strengths (internal):

Generates revenue. Federally recognized. Has the ability to have a cattle herd. Hay operation. Owns our own hay machinery. Have own machinery like Backhoe, dozer and tractors. Have water rights from surrounding tributaries. Flood irrigation system. Grazing pastures. Work with the federal government, NRCS, BLM, Forest Service, BIA

Weaknesses (internal):

Underfunded. Short water year, lack of water. Lack of funding for permanent employees. Lack of communication. Band differences. Lack of good record keeping

Opportunities

Create jobs. Create revenue. Government to government relationship. Grants. BIA funding. BLM funding. NRCS. Agriculture. To have our own cattle. To be self-sustainable. To develop geothermal wells. Practice environmental conservancy. GSA surplus. Obtain government contracts. Grow alfalfa. Grow wheat. Grow other grasses and native plants. Purchase more equipment. Trade older machines off and get newer machines through state and government programs. Attend conferences for Ag business.

Threats (External):

Lack of funding. Short budgets. Not getting the water we are righted too. Lack of communication. Undermining one another



## **Mission**

The XL has the ability to be a self-sustainable hay and cattle Ranch along with leasing grazing the potential profits that the XL could make could eventually help with short falls within the Tribe.

## **Vision**

The XL is working towards economic independence with the production and sales of hay crops and developing more hay fields and adding alfalfa hay which would give us more crops per year with a hay crop that yields higher revenue. The XL is also working towards self-sustainability, to create more jobs and opportunity for tribal youth through 4-H and FFA along with college and scholarship opportunities.

## **Goals and Objectives**

When the Pit River Tribes first got the XL Ranch it was a working and profitable Cattle and Hay ranch over the years with the changing of time the cattle are all but gone the only cattle left are the ones owned by tribal members leasing parts of the XL the ranch leases out grazing pasture and produces hay to be sold for an income with these goals I believe we can make the XL ranch a profitable Ranch once again. With this list of goals, the ranch would not only self-sustainable but profitable also.

### **Goal 1: Acquire Cattle**

With cattle it starts the Tribe working on what the XL was meant to be and needs to be Self sustainable and profitable. By selling the calf crop would pay any debt for feed and pasture rent and in time after the herd grows could also help with other department short falls.

### **Goal 2: Repair Flume and Irrigation Ditches and Diversions**

To acquire funding to repair our flume and other irrigation ditches and diversions We need to get funding to repair our flume we use for irrigating and repair diversions along with cleaning them out so we are sure to get our allotted water from our tributaries

### **Goal 3: Build Hay Barns**

With the addition of Hay barns, we could store hay for our cattle herd and store surplus hay that is for sale with hay barns for storage it adds to the value of the hay that the XL produces by keeping the weather off of the hay and when the barns don't have hay in them, they can store the Ranches machinery

### **Goal 4: Shop**

The addition of a shop would be beneficial because it would create a warm dry area for the XL Ranch crew to perform both maintenance and preventive maintenance on the XLs machinery and equipment and also more room to do welding for projects and repairs.

### **Goal 5: Acquire Up to date hay Equipment**

By acquiring up to date hay equipment such as a new baler, Harrow bed Swather Big baler 130 horse power tractor we would be able to expand on our hay business by producing a better quality of bale and with the big baler and tractor we would be in both the small bale market and the big bale market



## **Goal 1: Acquire cattle**

### **Objective 1: Research**

*Specific:* Research funding submits funding opportunities to council.

*Measurable:* Identify funding from various sources.

*Achievable:* Set aside an amount of time each day for the cattle time each week for projects and each month for projects and every 6 months for processing cattle.

*Realistic:* As a crew we can invest an hour a day for feeding invest more time as the herd grows, invest a certain amount of time repairing fence as need be and an amount of time building fence when needed and 1 day every 6 months to process the cattle

*Time based:* Purchase bred cattle and have a return on our investment in 9 months or less

### **Objective 2: Identify additional needs**

Additional needs would be to add on to our staff as needed for feeding or making hay fixing fence.

*Measurable:* keep everything documented with expansion of the herd and records of money spent towards the cattle.

*Realistic* keeping council informed on with the goings on of the cattle payments and income.

*Time based:* Pay off the loan in 3 to 5 years or sooner.

## **Goal 2: To acquire funding to repair the flume and other irrigation ditched and diversions**

**Objective 1:** To identify and research grants and other funding to make the repairs inquire with the BIA and other resources.

*Achievable:* Set aside a certain amount of time each week to focus on funding this project.

*Realistic:* Invest a certain amount of time each week.

*Time based:* The flume and one diversion needs to be done this year or fall before the river starts to run again.

### **Objective 2: To identify additional resources for this project**

Compile a list of resources or contractors that have the equipment to accomplish the project.

*Measurable:* Put together a contract that everyone agrees on.

## **Goal 3: Build Hay Barns**

### **Objective 1: Identify and research funding**

*Specific:* Monitor funding options and identify them start the grant and other funding process to fund the project.

*Measurable:* Identify grants that could be used for funding.

*Achievable:* Set aside time each day and each week to accomplish this task.

*Time Based:* The amount of time it would take to accomplish this task.

## **Goal 4: To Build a shop**

### **Objective 1: Identify, compile and write and submit grants**

*Specific:* To monitor funding options such as different grants that are available.

*Measurable:* To identify a certain amount of possible grants that are available.

*Achievable:* The time to set aside for focusing on the funding options.

*Realistic:* The time that I can set aside for this to monitor and write the grants.

*Time based:* In a years' time to have as many grants submitted as I can to fund this project.



**Goal 5: To Acquire up to date hay equipment**

**Objective 1: Identify research, compile, write and submit Grants and consult for other funding options**

*Specific:* Monitor grants weekly correspond with tractor dealerships about package deals on the machinery and any special funding consult with the Cow Creek Band of the Umpqua Tribe about package deals or any options to consider what they can do for us being they own 5 New Holland Tractor dealerships and see if they could or would work out an agreement helping out another Tribe.

*Measurable:* Keep identifying grants and submitting them and consulting with the dealership and looking for funding options.

*Achievable:* Set aside a determined amount of time each week to focus on grants and funding

*Realistic:* Can invest a certain amount of my time to writing and monitoring grants

*Time based:* In less than a year's time have as many grants as possible submitted for this goal



Department: Social Services

Narrative:

The Social Services department provides direct services, emergency and other, to the Pit River Tribal membership. The program strives to help the neediest of Tribal members by creatively providing consultation, recommendations and services directly to the members.

Strengths:

Community support; leadership support; budget; variety of line items to help members with a variety of needs; communication with Finance.

Weaknesses:

Human Resource shortage; budget is never enough; funding caps on line items; nearly all shortfall program; office space

Opportunities:

New programs lessening the financial burden on the department; federal funding sources; state funding sources; local funding sources; non-profit funding sources; new office space; democratic administration.

Threats:

Local and national politics; pandemic; shortfall not being able to hit targets; losing Cares Act support staff, not being able to serve public fully.



## Program Narrative

The Social Services department provides direct services, emergency and other, to the Pit River Tribal membership. The program strives to help the neediest of Tribal members by creatively providing consultation, recommendations and services directly to the members.

### **Goal 1: Work with programs that offer similar services to lessen burden on Tribal resources**

Work with ICWA and potentially TANF to identify federal funds that offer the same benefits as the Social Service program offers with shortfall funds and make sure we are depleting federal dollars before Tribal dollars. Save Tribal dollars for those services other programs can't offer, or until the federal funds have been expended.

### **Goal 2: Seek and secure additional and offsetting funding sources**

Research best practices from social services in local, state and federal programs. Consult with Tribes that have larger social service programs and see what type of funding they are receiving that we are not. Develop a potential funding plan that covers our services that are currently covered by shortfall.

### **Goal 3: Move to office with similar services and goals for a comprehensive 1-stop shop for the membership.**

Make the move to the services facility and team up with programs that offer services to the membership. Provide a one-stop shop so the membership isn't having to travel to multiple offices for a variety of services.

### **Goal 4: (Insert 3-5 year goal)**

(insert 2-4 sentences explaining the goal)

### **Goal 5: (Insert 3-5 year goal)**

(insert 2-4 sentences explaining the goal)

### **Goal 1: Work with programs that offer similar services to lessen burden on Tribal resources**

#### **Objective 1: Consult with ICWA and TANF to become comfortable with the Services each program offers.**

*Specific: Set a kick-off meeting in the new building to go over ICWA grant and gain intimate knowledge of what their grants can offer, and what niche of the membership they can be offered to.*

*Measurable: 1 meeting*

*Achievable: Immediately upon arriving in new building.*

*Realistic: 1 meeting will take less than 2 hours.*

*Time-base: 01/01/2021*



**Objective 2: Identify the amount of services offered through federal funding that can be utilized before Tribal shortfall.**

*Specific: Develop a 'cheat sheet' for services that should be funneled to the federally funded programs prior to utilizing shortfall.*

*Measurable: Cheat sheet for ICWA and TANF*

*Achievable: It's based upon how grants were written for federal funding.*

*Realistic: Yes, a simple 1-pager should suffice.*

*Time-base: 01/01/2021*

**Objective 3: Develop an intake form with indicators if members qualify for federal funding from other programs.**

*Specific: Develop 1 intake form for all services available to the membership*

*Measurable: 1 all-inclusive form developed.*

*Achievable: 2-3 programs working together that need to be working together.*

*Realistic: Yes, other Tribes develop a form for multiple departments under a 477 program with more departments that we currently have.*

*Time-base: 06/30/2021*

**Goal 2: Seek and secure additional and offsetting funding sources**

**Objective 1: Research best practices from similar programs at the local, state and federal level to see what funding they are receiving.**

*Specific: contact 6 similar non-tribal programs and inquire about services and funding sources for services.*

*Measurable: 6 similar programs contacted*

*Achievable: Should take less than a half a day.*

*Realistic: Yes, and it can accomplish collaboration efforts as well.*

*Time-base: 06/30/2021*

**Objective 2: Consult with 3 Tribes with large Social Service programs and inquire of funding they are receiving outside the Tribe.**

*Specific: Direct contact with 3 Tribes that have large scale Social Service programs based upon internet research.*

*Measurable: At least 3 Tribes contacted.*

*Achievable: Tribes are available by phone or email.*

*Realistic: Should take less than 2 hours.*



*Time-base: 06/30/2021*

**Objective 3: Develop a funding plan for outside dollars to pursue yearly.**

*Specific: Based on other entity outreach, develop a funding plan for current and future funding needs*

*Measurable: A written document aligning services with potential funding sources.*

*Achievable: It's a natural by-product from outreach efforts.*

*Realistic: It will help provide more services with less Tribal dollars.*

*Time-base: 06/30/2021*

**Goal 3: Move to office with similar services and goals for a comprehensive 1-stop shop for the membership.**

**Objective 1: Secure facility and remodel to fit the needs of a 1-stop shop for services to the membership.**

*Specific: Purchase and remodel building to suit the needs of services division.*

*Measurable: 1 new facility opened and operational.*

*Achievable: Cares Act funding already has us well along the way in the process.*

*Realistic: Expected completion date of facility is 12/18/2020.*

*Time-base: 01/01/2021*

**Objective 2: Plan and execute move into new office including identifying shared resources.**

*Specific: Gather furniture that needs to be moved along with file and other miscellaneous supplies.*

*Measurable: Move in prior to 12/30/2021.*

*Achievable: Building will be ready 12/18/2020.*

*Realistic: Moving will take less than a couple days.*

*Time-base: 01/01/2021*

**Objective 3: Move into new building**

*Specific: Move and set up new facility so the program is functioning.*

*Measurable: Be operational in new space.*

*Achievable: Building will be available 12/18/2020.*

*Realistic: Moving will take less than a couple days.*

*Time-base: 01/01/2021*



**Objective 4: Schedule and execute a kick-off meeting to discuss other deliverable listed above.**

*Specific: When departments are moved in and operational, schedule a kick-off meeting with services departments.*

*Measurable: 1 meeting complete.*

*Achievable: Will take less than half day.*

*Realistic: Support staff can cover members inquiries during the time.*

*Time-base: 01/01/2021.*

**Goal 4: (Insert Goal from above)**

**Objective 1: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 2: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 3: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 4: (Insert a 1-3 year objective to reach this goal)**

*Specific:*



Measurable:

Achievable:

Realistic:

Time-base:

**Objective 5: (Insert a 1-3 year objective to reach this goal)**

Specific:

Measurable:

Achievable:

Realistic:

Time-base:

**Goal 5: (Insert Goal from above)**

**Objective 1: (Insert a 1-3 year objective to reach this goal)**

Specific:

Measurable:

Achievable:

Realistic:

Time-base:

**Objective 2: (Insert a 1-3 year objective to reach this goal)**

Specific:

Measurable:

Achievable:

Realistic:

Time-base:

**Objective 3: (Insert a 1-3 year objective to reach this goal)**

Specific:

Measurable:

Achievable:

Realistic:

Time-base:



**Objective 4: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

**Objective 5: (Insert a 1-3 year objective to reach this goal)**

*Specific:*

*Measurable:*

*Achievable:*

*Realistic:*

*Time-base:*

