

Burns Paiute Tribe STRATEGIC PLAN



Welcome

We are pleased to share the 2022-2026 Burns Paiute Tribe Community Strategic Plan. The development of this five-year plan was created by gathering input from Tribal Council, staff, and community members. It also builds upon the information and priorities that were established as part of the 2015 Community Comprehensive Strategic Plan.

This plan provides information about the services we provide, our goals for the future, and the strategies we will undertake to meet our current and future community needs over the next five years. The plan is organized into the following sections:

- Community Overview
- Strategic Framework: Mission, Vision, and Values
- Strategic Goals
 - Goal 1: Enhance services to improve the **QUALITY OF LIFE** for all tribal members
 - Goal 2: Increase the **FINANCIAL SELF-SUFFICIENCY** of the Tribe
 - Goal 3: Invest in our **INFRASTRUCTURE** to support community growth
 - Goal 4: Invest in our **EMPLOYEES** to strengthen our services
 - Goal 5: Strengthen **TRIBAL SOVEREIGNTY** by conserving natural resources and perpetuating our culture
- Appendix A: Annual Planning Cycle
- Appendix B: Strategic Plan Priorities

We know that the members of our community are our greatest asset. As the Burns Paiute Tribal Council, we strive for organizational excellence and continuous improvement to ensure that we can serve our community's evolving needs.

Diane Teeman

Chairperson

Gabe First Raised

Vice Chairperson

Brenda Sam

Secretary/Treasurer

Rachel Hofman

Sergeant at Arms

Eric Hawley

Member at Large

Charisse Souice

Member at Large

Margarita Zacarias

Member at Large

Past Members

Cecil Dick

Former Vice Chairperson

Lucas Samor

Former Sergeant at Arms

Tracy Kennedy

Former Member at Large

Community Overview

OUR COMMUNITY

The Burns Paiute Reservation is located in rural eastern Oregon. The Burns Paiute Tribe is primarily comprised of the descendants of the Wadatika Band of Northern Paiutes. The traditional homelands of the Burns Paiute include 5250 square miles of land in central-southeastern Oregon, Northern Nevada, northwestern California and western Idaho. The Burns Paiute still maintain aboriginal title to much of our aboriginal territory. The Tribe currently has 437 enrolled members of which approximately 160 people call the Reservation their home.

OUR RESERVATION

On September 12, 1872, President Ulysses S. Grant approved a 1.8-million-acre Reservation (Malheur Reservation) to be set aside for the Northern Paiute Tribal people. Unfortunately though, due to the discovery of gold in the area, gold prospectors were able to assert tremendous pressure on the Federal Government, and the size of the Reservation was greatly diminished. Finally, after being caught in the middle of a war between the Bannock Tribe and the Federal Government, a war in which the majority of the Paiute people did not even fight, the Paiute People were forced from their homes, exiled to Fort Simcoe Washington and the Malheur Reservation was thrown open for cattlemen and homesteaders. They remained in Fort Simcoe until, as a result of the Dawes Act of 1887 the Tribe was invited back to their former Reservation. Those returning were supposed to be given 160-acres of land. Although this was marginal land not suitable for cultivation, it was at least something. However, only 115 parcels were allotted the Tribe so many Paiutes received nothing.

In 1927, a Catholic Priest, Father Heuel, moved into the area with the goal of improving the lives of the Paiute people. With his help, in 1928, the Tribe acquired 10 acres from the Egan Land Company. The land, which at one time was the Burns City dump, was restored and 20 homes constructed by the Bureau of Indian Affairs. Then, in 1928 a Catholic Church was constructed on the property.

In 1935, the Tribe received a loan from the federal government to purchase 771-acres. Additionally, Father Heuel, championed a petition to the Federal Government for compensation for losing the Malheur Reservation previously reserved for the Tribe. After 35 years of pressing the issue, the Burns Paiute Tribe was compensated for the property at the 1890 value of the land. Tribal members received \$800 per person.

The Tribe received legal recognition by the BIA in 1968. The 771-acres purchased by the Tribe in 1935, and the 10 acres received in 1928, were combined in 1972. Congress presented to the Tribe a clear title to the land which became the Burns Paiute Indian Reservation.

OUR PEOPLE

The Burns Paiute Tribe consists of Neme (Northern Paiute) people who were created in our homelands and have been here since time immemorial. The Harney Basin is the central nexus of the Wadadita (seepweed eaters) band of Neme. Today's Burns Paiute tribal members primarily descend from the Wadatika, but also have close kinship ties to at least 18 additional bands of Neme, who call the western Great Basin of the United States, home. Our people continue to hunt, fish, gather, and otherwise carry-on relationships with all of the other living beings in our traditional ecosystem. Traditional practice holds that the band closest to a particular land-based situation, typically takes the lead on protecting and managing those lands but it is recognized all Neme have a common interest in all of our lands. For the Burns Paiute Tribe, we hold watch over 5250 square miles of our Neme collective homelands including portions of northern Nevada, northeastern California, central and eastern Oregon, and western Idaho. Today, as our Ancestors did, we follow the traditional relationships we hold with others (land, waters, plants, animals, fish, minerals, etc.) we interact with during our seasonal round.

The first impacts of non-Native contact happened in the 18th century as Northwest Coast trade with Russian mariners increased the slave trade along the periphery of the Great Basin. Neme families were sometimes captured or killed attempting to evade slave raiders entering the area. In the 1820's, our Wadatika Neme encountered Hudson's Bay Fur trappers, and by the 1850s, emigrant settlers espousing doctrine of discovery and subsequent manifest destiny ideology. As a result of introduced foreign diseases, and a multi-year military led extermination campaign against our people, our population was severely reduced. After much loss of life, a treaty of peace and friendship was signed in 1868, at Ft. Harney, Oregon. Later through a series of executive orders, our people held a 1.8-million-acre reservation for a time. In 1878, our Ancestors were forcibly marched to the Yakama Indian Reservation in Washington. Upon the survivors ability to return to our homelands, our Ancestors found themselves landless. We have continued to rebuild our lives, community, and Tribe since that time.

Today, the Burns Paiute Tribe has a population of 437 enrolled members. Around one hundred sixty Burns Paiute Natives live on the Reservation along with non-tribal people. Further, several more Burns Paiute Tribal members and their families live in the adjacent towns of Burns and Hines Oregon. The remaining Tribal members live in areas outside of Harney County.

Although so much of the culture and traditional ways fell into slumber due to the attempted genocide, exile from our homelands, landlessness, and abject poverty for so many years, the BPT leaders have no more pressing desire than to revitalize our traditional cultural values into the hearts and minds of our Tribal children and youth.

OUR GOVERNMENT

The Burns Paiute Tribe General Council is comprised of duly-enrolled tribal members eighteen years old or older, and who are registered voters. This group is qualified to vote in all tribal elections, referenda, and meetings of the general council. The General Council elects the Tribal Council, which—except as it is expressly limited by this constitution and by Federal law—exercised the governing power of the Burns Paiute Tribe.

As stated in the Constitution of the Burns Paiute Tribe, the Tribal Council is composed of seven members that include the Chairperson, Vice Chairperson, Secretary, Sergeant at Arms and three Council Members. All Tribal Council candidates must be members of the Burns Paiute Tribe who physically reside in Harney county, Oregon, who are twenty-one years old or older, and who are qualified voters.

In general, each Tribal Council member is elected for a term of three years and holds office until a successor has been certified and seated. Terms of office for the seven council members are staggered, so that two to three positions are up for election each year.

Strategic Framework

Our strategic plan is grounded in the Tribe's **vision** (the ideal state of the community in the future), our **mission** (how we plan to achieve our vision), and **values** (the principles by which we strive to work).

OUR VISION IS THAT ...

The Burns Paiute Tribe is a community of people dedicated to the healthy development of our families. While maintaining the endurance of cultural values and the protection of our vital natural resources, community members enjoy a healthy lifestyle with ample opportunity for vocational and recreational activities. Thanks to the Tribe's early emphasis on health, wellness and education, our social and justice programs are minimal since the issues that require the need for those programs have all but been eliminated. Tribal leadership is strong, fair and a great model to be followed by future generations of Burns Paiute leaders.

OUR MISSION IS TO ...

Protect the inherent rights, resources, and sovereignty of the Burns Paiute Tribe and preserve our culture and tribal identity for the well-being of all Tribal members.

OUR VALUES

Strong Leadership

Our leadership is strong, fair, transparent, and collaborative. We strive to build constructive relationships between Council, management, and staff.

Strong Work Ethic

We aim to create a healthy work environment based in a strong work ethic, respect, and commitment to doing our jobs well.

Culture and Heritage

We are focused on providing opportunities that strengthen familial and community ties with each other as we work toward the common goal of revitalizing our culture and Wadatika Neme language.

Positive Outlook

We maintain a positive outlook for our future that is grounded in both the recognition of our challenges and optimism in the strength of our community.

Community Pride and Prosperity

We take pride in our community and aim to provide high-quality and responsive services to meet the needs of our people, including health, housing, safety, recreation, jobs, and expansion of the reservation.

Spirituality

We care for the spiritual well-being of ourselves and our community.

Natural Environment

We will work together to grow in harmony with our natural environment and protect our natural resources.

Family and Education

We are committed to ensuring that today's youth and future generations will be strong in their tradition, language, and culture.

Strategic Goals

With input from Tribal Council, staff, and community members, we have set the following strategic goals to guide our work for the next five years.

Goal 1. Enhance services to improve the quality of life for all tribal members

Improve the quality of life for our community members by improving access to affordable housing and expanding services to support our people.

Goal 2. Increase the financial self-sufficiency of the Tribe

Ensure the Tribe has adequate and sustainable financial funding to continue and expand the core services we provide to our community.

Goal 3. Invest in our infrastructure to support community growth

Expand and improve Tribal infrastructure—including buildings, equipment, and technology—to ensure that our community can grow and prosper.

Goal 4. Invest in our employees to strengthen our services

Enhance our recruitment and retention efforts to ensure that all employees are well-trained, supported, and engaged.

Goal 5. Strengthen tribal sovereignty by conserving natural resources and perpetuating our culture

Celebrate and protect Paiute history, culture, values, and natural resources.

In the following section we have listed each goal area, along with the specific objectives and priority actions that the Tribe can take to accomplish each goal. The objectives and actions are listed alphabetically, rather than in order of importance or urgency.

GOAL 1: ENHANCE SERVICES TO IMPROVE THE QUALITY OF LIFE FOR ALL TRIBAL MEMBERS

Improve the quality of life for our community members by improving access to affordable housing and expanding services to support our people.

OBJECTIVES & STRATEGIES

Childcare - Expand the childcare program.

- Document current levels of need to determine the potential scale of the program and determine the service type (government service provided at free or reduced cost, or enterprise). Depending on findings, Council may or may not approve investing additional resources to expand the childcare program.
- Expand the childcare program. Activities may include:
 - Identifying and securing grant funding.
 - Hiring additional service providers and at least one manager.
 - Developing a workplan to address service levels, funding strategy, staffing, space options, launch activities, etc.

Education - Support our community's young people through education.

- Develop a strategic plan to for Education and the Tu-Wa-Kii Nobu/Kids House.
 - This strategic plan will develop a path to achieve the Tribe's long-term vision for a K-12 language immersion charter school that would use Northern Paiute-centered curriculum.
- Continue current efforts to provide both the in-person tutoring services and the agreement with the TutorMe platform that offers 24/7 tutoring.
- Increase current efforts to secure grant funding to support educational programs.
- Invest in vehicles to enable cultural and educational field adventures for young people.

Education - Provide resources and support help future and current students graduate from college.

- Continue efforts to advocate for additional scholarships for Indigenous students, with a focus on partnering with the state to continue and expand current scholarship opportunities.
- Continue efforts to provide higher education clinics focused on helping current and prospective college students obtain scholarships and reduce their student loan burden.

- Establish a mentorship program where Tribal members who have graduated from college can mentor high school and/or undergraduate students from the community.

Emergency Response - Increase the Tribe's emergency response and management capabilities.

- Develop an emergency response plan for the reservation.
- Sponsor training in areas like BIA fire management, search and rescue, and FEMA emergency management to ensure that government staff are appropriately prepared to assist the community during a natural or man-made disasters.

Healthcare - Expand healthcare services provided on the reservation.

- Explore options to expand health services. Additional or enhanced services may include:
 - Exploring mobile healthcare options to meet community needs like dental care
 - Expanding diabetes education and treatment options
 - Establishing onsite eye care
 - Establishing a dialysis center
 - Developing on onsite lab
 - Recruiting a Native mental health counselor to ensure delivery of culturally relevant services

Housing - Expand access to affordable housing and housing support.

- Explore options to build multi-family homes (like apartment buildings, duplexes, or triplexes) to increase affordable housing (see Goal 2).
- Seek additional funding—including grants—to invest in the housing support program.
- Update and develop additional policies and procedures related to housing support to ensure consistent processes and equitable access.

Jobs - Expand employment training for community members.

- Expand the job search assistance and training program. Activities may include:
 - Documenting current levels of need to determine what types of services or programs are most needed.
 - Identifying and securing grant funding.
 - Hiring at least one staff member to oversee program development and implementation.
 - Exploring local partnership opportunities.

Outreach - Improve communication to community members.

- Administer an annual community survey to better track community needs, concerns, and satisfaction with governmental services.
- Create a cross-functional group to explore and implement enhanced community outreach for social services and resources.
- Implement a centralized calendar and process to coordinate community surveys and significant outreach efforts so individual departments are not operating independently.
- Explore options to improve communication between Tribal Council, management, and community. Activities may include:
 - Developing an annual communications calendar to coordinate how information is shared by individual departments and the tribal government as a whole
 - Develop a Tribe-wide community events calendar
 - Publishing an annual report to the community
 - Hosting an annual open house

Survivors of Violence - Increase income assistance for survivors of domestic violence and sexual assault.

Youth Shelter - Explore options to establish a youth shelter or transitional family home.

- Document current levels of need to determine the potential scale of the program. Depending on findings, Council may or may not invest additional resources to establish a youth shelter.
- Establish the program. Activities may include:
 - Identifying and securing grant funding.
 - Hiring at least one staff member to oversee program development and implementation.
 - Developing a workplan to address service levels, funding strategy, staffing, space options, launch activities, etc.

Performance Indicators

- Community engagement survey results related to housing, health services, education, and employment
- High school and college graduation rates
- Number of households living within the reservation
- Number of households on the waiting list for affordable housing
- Unemployment rates by age group

GOAL 2: INCREASE THE FINANCIAL SELF-SUFFICIENCY OF THE TRIBE

Ensure the Tribe has adequate and sustainable financial funding to continue and expand the core services we provide to our community.

OBJECTIVES & STRATEGIES

Economic Development - Increase local economic development.

- Continue to efforts to refresh and implement the Tribe's Economic Development Plan, including developing specific goals for this area of work.
- Continue current efforts to collaborate with local partners around economic development activities.

Enterprise Revenue - Generate revenue for the Tribe by identifying and investing in new enterprises.

- Update or adopt appropriate business entity codes and policies (which may include general business corporation code, Tribal LLC code, and Tribal tax code).
- Establish processes to identify, evaluate, and fund enterprises (this will include establishing an appropriate governance structure to oversee this work).

Financial Management - Improve the efficiency of the Tribe's financial management.

- Conduct annual budget reviews.
- Continue current efforts to replace the Tribe's financial management system.
- Develop Standard Operating Procedures (SOPs) for financial processes, including procurement. Provide annual training to all relevant staff positions.
- Establish a process of monitoring and reporting progress towards financial goals and strategic initiatives every 6-12 months.

Grant Revenue - Generate additional grant revenue to support government services.

- Hire a Grant Manager position to help identify new grant opportunities, provide oversight of grant deadlines/compliance, offer training and support to staff who manage grants, and coordinate grant management activities the organization.

- Invest in a comprehensive grant management system and related staff training to ensure consistent usage.

IT Fund - Explore options to establish a dedicated IT replacement reserve fund.

Performance Indicators

- Financial health indicators
 - Revenue and expense measures (revenue actuals-to-budget by type, operating vs net income, expense actuals-to-budget by area, revenue vs. expenses)
 - Working capital ratio
 - Liabilities to asset ratio
 - Program efficiency (total program service expenses/total expenses)
 - Operating reserve fund balance
- Enterprise-generated revenue
- Grant revenue
- IT replacement reserve fund levels

GOAL 3: INVEST IN OUR INFRASTRUCTURE TO SUPPORT COMMUNITY GROWTH

Expand and improve Tribal infrastructure—including buildings, equipment, and technology—to ensure that our community can grow and prosper.

OBJECTIVES & STRATEGIES

Community Broadband - Explore options to provide low-cost community broadband so that all community members have access to this public utility.

- Document current levels of need and potential costs to determine the anticipated scale of the program. Depending on findings, Council may or may not approve investing additional resources into providing low-cost community broadband.

Downtown Center - Complete the renovation of the downtown center.

Fleet - Ensure Tribal government vehicles are well-maintained and adequate to meet program needs.

- Create a prioritized list and process to purchase additional vehicles.
- Develop an inventory of the current fleet, including vehicle type, owner department, and current conditions.
- Implement a maintenance and replacement schedule for all vehicles.

Infrastructure - Improve Tribal infrastructure and buildings to enhance services.

- Establish a dedicated Planner position committed to overseeing the comprehensive planning process and long-term development of buildings and lands.
- Create a 10-year comprehensive plan for expansion, development, and space planning on tribal lands. This plan should build on previous planning efforts (like the Kassler project) and have a focus on financially feasible activities. High priority needs include:
 - Building multi-family structures (like apartment buildings or duplexes) to increase the availability of affordable housing
 - Building an artifact repository (see Goal 5)
 - Building a dedicated administration facilities (e.g., administration building, workspaces, storage capabilities, etc.)

- Building a dedicated Social Services building for multiple services (e.g., mental health, substance abuse, family counseling, etc.)
- Building or expanding the Education Center building
- Improving water infrastructure for the reservation
- Renovating the health services facilities
- Exploring options to build or upgrade recreation facilities and infrastructure (e.g., Armory, bike/walking paths, ball fields, fitness center, event/gathering spaces, playgrounds, etc.)
- Perform a facilities condition assessment to identify all maintenance needs on current Tribal-owned buildings.
- Develop, build, and maintain a sufficient public safety system (fire, police, EMS, etc.)

Performance Indicators

- Facility conditions assessment results
- Percentage of community members with access for affordable broadband
- Percentage of Tribal-owned vehicles in good working condition
- Staff and community engagement survey results related to government buildings and recreation facilities

GOAL 4: INVEST IN OUR EMPLOYEES TO STRENGTHEN OUR SERVICES

Enhance our recruitment and retention efforts to ensure that all employees are well-trained, supported, and engaged.

OBJECTIVES & STRATEGIES

Council Support - Invest in training and governance support for the Tribal Council to ensure it has adequate skills and support to function effectively.

- Provide annual governance trainings.
- Develop a strong onboarding process to help new Council members understand roles and responsibilities.
- Perform annual council self-assessment.

Employee Retention - Increase employee retention efforts.

- Administer regular employee engagement surveys (every 4-12 months) to document employee morale, solicit ideas, and track challenges and progress over time.
- Conduct a salary study for all employees.
- Develop Standard Operating Procedures (SOPs) for HR processes. Provide annual training to all relevant staff positions.
- Explore options to establish fully or primarily remote positions.
- Establish a performance evaluation program and system.
- Establish management training for all supervisors.
- Review employee benefits like paid time off, flexible work arrangements, or flexible spending accounts (FSA).

HR System - Invest in a Human Resources Information System (HRIS) to track and manage employee data and provide self-service access to HR services.

Management Stability - Improve the stability of the Tribal government management team.

- Develop succession plans for all department directors.
- Hire a Deputy General Manager position to provide support and back-up to the GM. This position could oversee select departments and strategic initiatives.

- Review benefits provided to senior management to determine if changes can be made to increase retention. Options may include:
 - Establishing multi-year contracts
 - Reviewing and increasing salaries or benefits like paid time off and flexible work arrangements

Records - Develop an enterprise-wide strategy for document and records storage, archival, and data retention.

- Assess current needs and develop a plan and process to centralize physical storage and increase storage space. Activities may include:
 - Inventorying current storage needs and practices for all departments.
 - Determining the optimal storage method (physical, digital) for all inventoried items.
 - Digitizing relevant records.
 - Developing a data retention policy and procedures.

Performance Indicators

- Employee engagement survey results
- Percentage of staff positions at or above industry standard compensation levels
- Staff and leadership turnover rates

GOAL 5: STRENGTHEN TRIBAL SOVEREIGNTY BY CONSERVING NATURAL RESOURCES AND PERPETUATING OUR CULTURE

Celebrate and protect Paiute history, culture, values, and natural resources.

OBJECTIVES & STRATEGIES

Culture - Expand programs, activities, and events that teach and celebrate Paiute history, culture, and values.

- Continue current language revitalization efforts.
- Develop and maintaining a space for contemporary cultural education, art, and interpretation.
- Expand nature education programs and opportunities for youth and elders.
- Explore options for building a certified artifact repository that would enable the Tribe to repatriate tribal artifacts (see Goal 2).

Land Base - Expand the Tribe's land base.

- Establish policies and processes to accept land via donation and as part of mitigation actions.
- Explore options to establish a Land Department.
- Survey existing land boundaries and update mapping to create a comprehensive land inventory.

Natural Resources - Continue and expand efforts to protect the Tribe's natural resources.

- Continue agricultural development efforts.
- Continue efforts to adjudicate hunting and fishing rights and develop necessary tribal regulations.
- Continue the Wildlife Protection Program, the Salmon Protection Program, and other conservation efforts.

Performance Indicators

- Conservation indicators based on monitoring of fish, wildlife, land, and water resources (ex: habitat condition metrics, wildlife and fish trend data, water temperature, and nonnative species abundance)
- Number of Wadatika Neme language speakers (beginner, intermediate, fluent)
- Total land base of the Tribe

Appendix A: Annual Planning Cycle

ANNUAL PLANNING CYCLE

Each year, the Tribal management team will review the Strategic Plan and select specific objectives and actions that they believe will be critical to focus on for the upcoming year. These priorities will then be review, edited, and approved by Tribal Council. Once priorities have been established, the Tribal management team will develop a high-level implementation plan to identify specific actions, timelines, and responsible parties. At the end of the year, the Tribal management team will report on progress to Tribal Council. The general timeline will be as follows:

September

- Management selects objectives/actions for implementation in the following fiscal year and bring the proposal to Tribal Council for review and approval

October

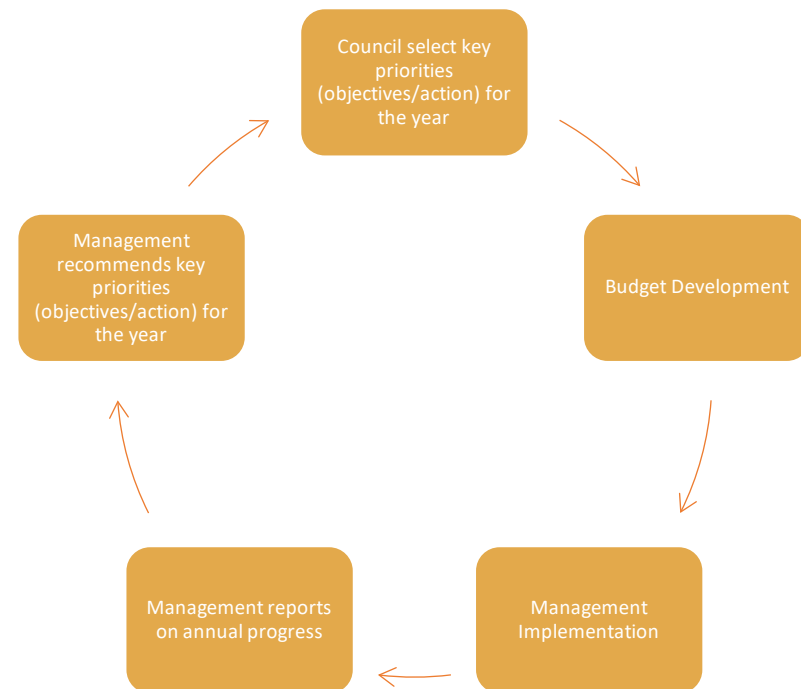
- Tribal Council reviews and amends the priorities

December

- Tribal management submits related budget requests

January

- Tribal Council approves budget for the following year



February

- Based on budget allocations and emergent needs, Tribal management develops a high-level implementation plan that describes actions, related timelines, and responsible parties
- Tribal management reports on progress toward the strategic priorities to Tribal Council from the previous six months (August-December)

July

- Tribal management reports on progress toward the strategic priorities to Tribal Council from the previous six months (January-June)

September

- The planning cycle begins again

Appendix B: Strategic Plan Priority Rankings

Goal Area	Objective/Action	Priority
Goal 1: Quality of Life	Childcare - Expand the childcare program.	Medium
	Document current levels of need to determine the potential scale of the program and determine the service type (government service provided at free or reduced cost, or enterprise). Depending on findings, Council may or may not approve investing additional resources to expand the childcare program.	Medium
	Expand the childcare program. Activities may include: <ul style="list-style-type: none"> o Identifying and securing grant funding. o Hiring additional service providers and at least one manager. o Developing a workplan to address service levels, funding strategy, staffing, space options, launch activities, etc. 	Medium
Goal 1: Quality of Life	Education - Support our community's young people through education.	Medium
	Develop a strategic plan to for Education and the Tu-Wa-Kii Nobu/Kids House. This strategic plan will develop a path to achieve the Tribe's long-term vision for a K-12 language immersion charter school that would use Northern Paiute-centered curriculum.	Medium
	Continue current efforts to provide both the in-person tutoring services and the agreement with the TutorMe platform that offers 24/7 tutoring.	Medium
	Increase current efforts to secure grant funding to support educational programs.	High
	Invest in vehicles to enable cultural and educational field adventures for young people.	Lower
Goal 1: Quality of Life	Education - Provide resources and support help future and current students graduate from college.	Medium
	Continue efforts to advocate for additional scholarships for Indigenous students, with a focus on partnering with the state to continue and expand current scholarship opportunities.	Medium
	Continue efforts to provide higher education clinics focused on helping current and prospective college students obtain scholarships and reduce their student loan burden.	Medium
	Establish a mentorship program where Tribal members who have graduated from college can mentor high school and/or undergraduate students from the community.	Lower

Goal 1: Quality of Life	Emergency Response - Increase the Tribe's emergency response and management capabilities.	Lower
	Develop an emergency response plan for the reservation.	Lower
	Sponsor training in areas like BIA fire management, search and rescue, and FEMA emergency management to ensure that government staff are appropriately prepared to assist the community during a natural or man-made disasters.	Lower
Goal 1: Quality of Life	Healthcare - Expand healthcare services provided on the reservation.	Medium
	Explore options to expand health services. Additional or enhanced services may include: <ul style="list-style-type: none"> o Exploring mobile healthcare options to meet community needs like dental care o Expanding diabetes education and treatment options o Establishing onsite eye care o Establishing a dialysis center o Developing on onsite lab o Recruiting a Native mental health counselor to ensure delivery of culturally relevant services 	Medium
Goal 1: Quality of Life	Housing - Expand access to affordable housing and housing support.	High
	Explore options to build multi-family homes (like apartment buildings, duplexes, or triplexes) to increase affordable housing (see Goal 2).	High
	Seek additional funding—including grants—to invest in the housing support program.	High
	Update and develop additional policies and procedures related to housing support to ensure consistent processes and equitable access.	Critical
Goal 1: Quality of Life	Jobs - Expand employment training for community members.	Medium
	Expand the job search assistance and training program. Activities may include: <ul style="list-style-type: none"> o Documenting current levels of need to determine what types of services or programs are most needed. o Identifying and securing grant funding. o Hiring at least one staff member to oversee program development and implementation. o Exploring local partnership opportunities. 	Medium
Goal 1: Quality of Life	Outreach - Improve communication to community members.	Medium
	Administer an annual community survey to better track community needs, concerns, and satisfaction with governmental services.	Medium
	Create a cross-functional group to explore and implement enhanced community outreach for social services and resources.	Lower

	Implement a centralized calendar and process to coordinate community surveys and significant outreach efforts so individual departments are not operating independently.	Medium
	Explore options to improve communication between Tribal Council, management, and community. Activities may include: <ul style="list-style-type: none"> o Developing an annual communications calendar to coordinate how information is shared by individual departments and the tribal government as a whole o Develop a Tribe-wide community events calendar o Publishing an annual report to the community o Hosting an annual open house 	Lower
Goal 1: Quality of Life	Survivors of Violence - Increase income assistance for survivors of domestic violence and sexual assault.	Lower
	Take steps to increase income assistance for survivors of domestic violence and sexual assault.	Lower
Goal 1: Quality of Life	Youth Shelter - Explore options to establish a youth shelter or transitional family home.	Lower
	Document current levels of need to determine the potential scale of the program. Depending on findings, Council may or may not approve investing additional resources establish a youth shelter.	Medium
	Establish the program. Activities may include: <ul style="list-style-type: none"> o Developing a workplan to address service levels, funding strategy, staffing, space options, launch activities, etc. o Hiring at least one staff member to oversee program development and implementation o Identifying and securing grant funding 	Lower
Goal 2: Finances	Economic Development - Increase local economic development.	High
	Continue to efforts to refresh and implement the Tribe's Economic Development Plan, including developing specific goals for this area of work.	High
	Continue current efforts to collaborate with local partners around economic development activities.	Medium
Goal 2: Finances	Enterprise Revenue - Generate revenue for the tribe by identifying and investing in new enterprises.	Critical
	Update or adopt appropriate business entity codes and policies (which may include general business corporation code, Tribal LLC code, and Tribal tax code).	Critical
	Establish processes to identify, evaluate, and fund enterprises (this will include establishing an appropriate governance structure to oversee this work).	Critical
Goal 2: Finances	Financial Management - Improve the efficiency of the Tribe's financial management.	High

	Conduct annual budget reviews.	High
	Continue current efforts to replace the Tribe's financial management system.	Critical
	Develop Standard Operating Procedures (SOPs) for financial processes, including procurement. Provide annual training to all relevant staff positions.	Critical
	Establish a process of monitoring and reporting progress towards financial goals and strategic initiatives every 6-12 months.	High
Goal 2: Finances	Grant Revenue - Generate additional grant revenue to support government services.	Critical
	Hire a Grant Manager position to help identify new grant opportunities, provide oversight of grant deadlines/compliance, offer training and support to staff who manage grants, and coordinate grant management activities the organization.	Critical
	Invest in a comprehensive grant management system and related staff training to ensure consistent usage.	High
Goal 2: Finances	IT Fund - Explore options to establish a dedicated IT replacement reserve fund.	Medium
	Explore options to establish a dedicated IT replacement reserve fund.	Medium
Goal 3: Infrastructure	Community Broadband - Explore options to provide low-cost community broadband so that all community members have access to this public utility.	Medium
	Document current levels of need and potential costs to determine the anticipated scale of the program. Depending on findings, Council may or may not approve investing additional resources into providing low-cost community broadband.	Medium
Goal 3: Infrastructure	Downtown Center - Complete the renovation of the downtown center.	Medium
	Complete the renovation of the downtown center.	Medium
Goal 3: Infrastructure	Fleet - Ensure Tribal government vehicles are well-maintained and adequate to meet program needs.	Medium
	Create a prioritized list and process to purchase additional vehicles	Medium
	Develop an inventory of the current fleet, including vehicle type, owner department, and current conditions.	High
	Implement a maintenance and replacement schedule for all vehicles.	Lower
Goal 3: Infrastructure	Infrastructure - Improve Tribal infrastructure and buildings to enhance services.	Critical
	Establish a dedicated Planner position committed to overseeing the comprehensive planning process and long-term development of buildings and lands.	High
	Create a 10-year comprehensive plan for expansion, development, and space planning on tribal lands. This plan should build on previous planning efforts (like the Kassler project) and have a	Critical

	<p>focus on financially feasible activities. High priority needs include:</p> <ul style="list-style-type: none"> o Building multi-family structures (like apartment buildings or duplexes) to increase the availability of affordable housing o Building an artifact repository (see Goal 5) o Building a dedicated administration facilities (e.g., administration building, workspaces, storage capabilities, etc.) o Building a dedicated Social Services building for multiple services (e.g., mental health, substance abuse, family counseling, etc.) o Building or expanding the Education Center building o Improving water infrastructure for the reservation o Renovating the health services facilities o Exploring options to build or upgrade recreation facilities and infrastructure (e.g., Armory, bike/walking paths, ball fields, fitness center, event/gathering spaces, playgrounds, etc.) 	
	Perform a facilities condition assessment to identify all maintenance needs on current Tribal-owned buildings.	Medium
	Develop, build, and maintain a sufficient public safety system (fire, police, EMS, etc.)	Lower
Goal 4: Employees	Council Support - Invest in training and governance support for the Tribal Council to ensure is has adequate skills and support to function effectively.	High
	Provide annual governance trainings.	High
	Develop a strong onboarding process to help new Council members understand roles and responsibilities.	High
	Perform annual council self-assessment.	Medium
Goal 4: Employees	Employee Retention - Increase employee retention efforts.	High
	Administer regular employee engagement surveys (every 4-12 months) to document employee morale, solicit ideas, and track challenges and progress over time.	Medium
	Conduct a salary study for all employees.	Medium
	Develop Standard Operating Procedures (SOPs) for HR processes. Provide annual training to all relevant staff positions.	High
	Explore options to establish fully or primarily remote positions.	High
	Establish a performance evaluation program and system.	Medium
	Establish management training for all supervisors.	Medium

	Review employee benefits like paid time off, flexible work arrangements, or flexible spending accounts (FSA).	Medium
Goal 4: Employees	HR System - Invest in a Human Resources Information System (HRIS) to track and manage employee data and provide self-service access to HR services.	High
	Invest in a Human Resources Information System (HRIS) to track and manage employee data and provide self-service access to HR services.	High
Goal 4: Employees	Management Stability - Improve the stability of the Tribal government management team.	Medium
	Develop succession plans for all department directors.	High
	Hire a Deputy General Manager position to provide support and back-up to the GM. This position could oversee select departments and strategic initiatives.	Medium
	Review benefits provided to senior management to determine if changes can be made to increase retention. Options may include: o Establishing multi-year contracts o Reviewing and increasing salaries or benefits like paid time off and flexible work arrangements	Medium
Goal 4: Employees	Records - Develop an enterprise-wide strategy for document and records storage, archival, and data retention.	Medium
	Assess current needs and develop a plan and process to centralize physical storage and increase storage space. Activities may include: o Inventorying current storage needs and practices for all departments. o Determining the optimal storage method (physical, digital) for all inventoried items. o Developing a data retention policy and procedures. o Digitizing relevant records.	Medium
Goal 5: Natural Resources/Culture	Culture - Expand programs, activities, and events that teach and celebrate Paiute history, culture, and values.	Medium
	Continue current language revitalization efforts.	High
	Develop and maintaining a space for contemporary cultural education, art, and interpretation.	Medium
	Expand nature education programs for youth and elders.	Medium
	Explore options for building a certified artifact repository that would enable the Tribe to repatriate tribal artifacts (see Goal 2).	Medium
Goal 5: Natural Resources/Culture	Land Base - Expand the Tribe's land base.	High
	Establish policies and processes to accept land via donation and as part of mitigation actions.	Medium

	Explore options to establish a Land Department.	Medium
	Survey existing land boundaries and update mapping to create a comprehensive land inventory.	High
Goal 5: Natural Resources/Culture	Natural Resources - Continue and expand efforts to protect the Tribe's natural resources.	High
	Continue agricultural development efforts.	High
	Continue efforts to adjudicate hunting and fishing rights and develop necessary tribal regulations.	High
	Continue the Wildlife Protection Program, the Salmon Protection Program, and other conservation efforts.	High

ACKNOWLEDGEMENTS

Thank you to all the people who dedicated time and provided valuable input during the development of this strategic plan.

Burns Paiute Tribe Community Members

Burns Paiute Tribal Council

Burns Paiute Tribal Management and Staff

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