

## *Wiyot Tribe*



## *Strategic Plan*

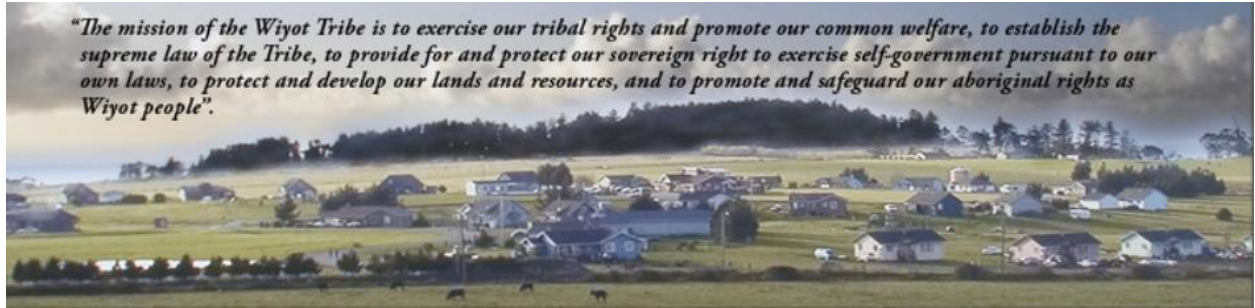
**2020-2024**

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## I. Introduction

On August 22<sup>nd</sup> and 23<sup>rd</sup>, 2019 the Wiyot Tribe Council members and staff met with the California Rural Indian Health Board Strategic Planning Team to develop a strategic plan that will be used to guide the Tribes' initiatives over the next five years. This document provides a summary of the strategic planning process and the associated outcomes. The strategic planning process is a continuous cycle involving plan design, implementation, and evaluation, as well as stakeholder engagement, the maintenance of strategic planning mechanisms, and alignment with the budgeting process and organizational capacity.

## II. Letter from the Tribal Chair

December 9, 2019

Dear Wiyot, Tribal Members

It is with great pleasure that I present the Wiyot Tribe 2020-2025 Strategic Plan. The development of the plan has been in the making for many months and included Tribal Staff and Tribal Council. We are excited to provide this document as a roadmap to be used for Wiyot Tribe over the next five years, which has been shaped by community-wide input and collaboration.

Over the past five years, Wiyot Tribe has worked diligently and realized many successes. A couple of our success have been the return of Tuluwat city of Eureka. The building of 4 new homes on the reservation and possibly adding more to our community. It is through the development of this new plan that we aim to build on these past successes. It will guide our path forward, clarifying our mission and vision while articulating our culture, goals, and strategies.

Through the strategic planning process, we have identified six strategies to address to improve staff efficiency and functioning in the work environment health needs of the Wiyot Tribe over the next five years. The strategies include: To improve staff efficiency and functioning in the work environment

12, expand applicable programs in the Tribal Community, improve the financial condition of the Tribe, unite and protect tribal sovereignty, create a comprehensive communication plan for the Tribe, and to protect and expand land resources.

The strategies presented, along with their associated goals, ensure that we will move closer toward accomplishing our mission to provide top quality communication with our Tribal members and others we serve over the next five years. We, as a community, have identified these strategies to ensure our future for many years to come. I would like to thank all the stakeholders who provided input throughout the strategic planning process. It would not have been successful without your participation and engagement.

Sincerely,

Ted Hernandez  
Chairman  
Wiyot Tribe

### III. About the Wiyot Tribe

#### History

Pre 1850, there were approximately 1500 to 2000 Wiyot people living in an area from Little River down to the coast of Bear River and inland to the first set of mountains. After 1860 there was an estimated population of 200 people left. By 1910 there was an estimate of less than 100 full blood Wiyot people living within Wiyot territory. This rapid decline in population was due to disease, slavery, target practice, "protection," and being herded from place to place, and of course, massacres.

Following the massacres, the vitality of the Wiyot people suffered greatly. U.S. troops collected the surviving Wiyot people from other villages ranging between the Mad and Eel Rivers, confining them to the Klamath River Reservation. After a disastrous flood on the Klamath, the Wiyots were taken to the Smith River Reservation, and later to the Hoopa and Round Valley Reservations.

When the Wiyot people attempted to return to their homeland, they found their homes destroyed and their land taken. But still they returned and found new places to live. They ceased to perform their ceremonies and speak their language, hoping to be spared from the anger and weapons of the settlers. The Wiyot culture was almost completely forgotten. Only in recent years have the Wiyots begun to recover and rebuild their lost heritage.

After the massacres of 1860 nearly all Wiyot people were removed from their homelands, but some returned. In the early 1900's, a church group purchased 20 acres, in the Eel River estuary, for homeless Wiyot people. The Federal Government later transferred this land into trust status in 1908. This land became known as the Table Bluff Rancheria of Wiyot Indians, now referred to as "the old Reservation".

In 1958, the Federal Government passed the California Rancheria Act that terminated the Tribe in 1961. In 1975, the Tribe filed suit against the Federal Government for unlawful termination, and in 1981, in *Table Bluff Band of Indians v. Lujan (United States)*, it was determined the Tribe's termination was unlawful and trust status was reinstated. In 1991, during another lawsuit regarding drinking water contamination and other sanitation issues on the old Reservation, the court mandated new land be purchased and the Tribe moved to another location. This location was approximately 1 mile away up on

the bluff, and serves as the present Table Bluff Reservation. The original 20 acres were put into fee simple under the individual families, but deemed to be under the Tribe's jurisdiction as long as held in Indian hands. Some Wiyot people reside on 88 acres of land called Table Bluff Reservation, south of the City of Eureka near the township of Loleta. Currently there are over 600 enrolled citizens who continue to struggle for the survival of our culture.

### Mission

The mission of the Wiyot Tribe is to exercise our tribal rights and promote our common welfare, to establish the supreme law of the Tribe, to provide for and protect our sovereign right to exercise self-government pursuant to our own laws, to protect and develop our lands and resources, and to promote and safeguard our aboriginal rights as Wiyot people

### Vision

To improve the Tribes financial standing, staff efficiency and communication in order to expand programs to the whole tribal community, protect sovereignty and protect land resources.

## Services

### *Child Nutrition Program*

The Wiyot Tribe sponsors a Summer Food Service Program. Free meals are made available to all children who are 18 years of age and younger at the Table Bluff Reservation Tsek Houdoqh during the summer. Additionally, the Tribe is a Child and Adult Food Program sponsor and provides an after-school snack.

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### *Elders Program*

The Wiyot Tribe operates a daily congregate meal, and meal delivery program. Lunch is served at 12 pm. Caregiver support services are also available to assist elders within 25 miles of the reservation.

### **Youth Programs**

#### *Tsek Houdaqh*

Tsek Houdaqh (Where the Children are) provides a positive place to inspire and enable young people to realize their full potential as productive, responsible and caring citizens by celebrating their culture and community, enjoying healthy fun with their peers, and to learn new skills and self-confidence under the guidance of responsible adults.

### **Key Club Elements**

- **Safe, Positive Environment**—Tsek Houdaqh staff, facilities, programs and age-appropriate settings create stability, consistency and sense of physical and emotional safety for members. The Club provides structure and clearly defines acceptable behaviors.
- **Fun**- Tsek Houdaqh generates fun for members. Members develop a strong sense of belonging through connections they establish with staff and peers. Staff members make the Wiyot Club feel like home, fostering a family atmosphere and creating a sense of ownership for members.

- **Culture**— Tsek Houdaqh provides cultural activities which include: Wiyot Language, traditional arts, regalia making, and other modern and traditional cultural practices guided by community elders and leaders.
- **Improve academic achievement**-- Tsek Houdaqh offers individualized tutoring and homework Power Hour which seeks to improve student math skills, reading skills and reading appreciation. Provides school supplies to needy students.
- **Healthy Lifestyle**-- Tsek Houdaqh offers a healthy afterschool snack, and daily physical activities as well as a healthy lunch and afternoon snack during the summer.
- **Supportive Relationships**- Tsek Houdaqh youth develop meaningful relationships with peers and adults. Staff members actively encourage such relationships.
- **Opportunities and Expectations**— Tsek Houdaqh youth acquire physical, social, technological, artistic, financial and life skills. The Club encourages members to develop moral character while staff reinforce high expectations.
- **Recognition**— Tsek Houdaqh recognizes and supports young people’s self-worth and accomplishments. Staff members encourage youth and provide positive reinforcement as they make improvements and experience successes. Through frequent participation in Programming that intentionally incorporates the Key Elements; young people become productive, caring, and responsible citizens.
- **Positive Self-Identity**—Youth set and attain goals and have a positive view of their future, confidently making necessary decisions to achieve their life plans. They become self-sufficient and are able to support themselves and other.
- **Heath and Well-being**—Youth adopt a healthy diet. They practice healthy lifestyle choices and make a lifelong commitment to fitness.
- **Positive Values**—Youth develop and demonstrate strong character and are guided by positive value including honesty, integrity, caring and fairness.
- **Commitment to Learning**- Youth value education and lifelong learning and make learning an integral part of their future plans.
- **Social Competency**—Youth have positive relationships with family, friends and coworkers and appreciate cultural diversity.
- **Cultural Competency**—Through regular participation in cultural activities, tribal youth will be grounded in their culture and become future cultural leaders and active participants in their cultural practices.

To become a club member the parent and child must complete a membership application; the child must be aged 6-18.

### *Child Care Development Program*

The Child Care Development Program operates in an effort to assist low income working families to make child care more affordable as well as improve the quality of the childcare they receive. To be eligible for the program the child must be an enrolled citizen of the Wiyot tribe, the parent must be working or attending school. The Child Care grant also provides an afterschool program through Tsek Houdaqh for school age children and Wiyot Toddler Time for pre-school aged children.

### *Johnson O'Malley Program*

The Johnson O'Malley Act, passed in 1934, has been amended various times during the past twenty years, but its main objective has remained the same: To ensure that Indian children received the educational opportunities that would not otherwise be provided.

Some years ago JOM was funded to provide operational support. Schools were able to use those funds for General School operations and many schools-built buildings, bought buses and school equipment.

JOM is longer funded for operational support. The JOM program was redesigned to be a supplementary program instead of a basic support program to provide special services to meet the unique specialized educational needs of Indian students attending public schools. At that time, the Impact Aid Program was amended to specifically include public schools educating children residing on Indian Lands. Although some Indian children originally benefited from the Impact Aid Program, there was concern about duplication between this program and the JOM program. The Wiyot JOM program provides a daily homework hour, school readiness programming, and shuttle from school.

## **Education**

### *BIA Higher Education Grant Program*

The Bureau of Indian Affairs (BIA) Higher Education Grant Program is a need based financial aid grant available to enrolled citizens of the Wiyot Tribe. The student must be enrolled in an accredited college or university and must document a financial need.

The applicant is required by federal rules to apply for college-based aid, Pell Grant, state grants, and all other sources of aid available. Verified financial need information is assessed through the college or universities financial aid office before the BIA can take action on the student's application.



### *Wiyot Scholarship Program*

The purpose of the Wiyot Scholarship is to encourage students to continue their education. The goal of the scholarship is to assist tribal members who wish to pursue additional education. Scholarships are open to those attending recognized, accredited colleges, universities and technical institutions. The Wiyot Tribe Scholarship is funded entirely through the Revenue Sharing Trust Fund, through investments made to assure its success. Students must be currently enrolled, attending full or part-time, have a 2.0 or higher minimum GPA, and must not have completed more than 150 college units. In order to be eligible all application materials must be received on or before the August 1 deadline.

### **Indian Child Welfare**

In enacting the Indian Child Welfare Act of 1978, Pub. L. 95-608, the Congress declared that it is the policy of this Nation to protect the best interests of Indian children and to promote the stability and security of Indian tribes and Indian families by the establishment of minimum Federal standards to prevent the arbitrary removal of Indian children from their families and tribes and to ensure that measures which prevent the breakup of Indian families are followed in child custody proceedings (25 U.S.C. 1902).

### **General Member Services**

#### *Family Violence Prevention*

The purpose of this program is to provide assistance to adult and youth victims/survivors of domestic violence, dating violence, sexual assault, or stalking survivors. This program is funded by the US Department of Health and Human Services, Administration for Children and Families 2015 Family Violence Prevention and Sexual Assault grant award. The Wiyot Tribe can provide case management and victim assistance and Individual and/or family council. The Tribal the Wiyot Tribe will take affirmative steps to maintain the security of personally identifying information for clients who receive domestic violence assistance from this program. Tribal members should contact the Health and Human Service Director to apply for services.

The grant requires tribes to provide documentation of client status. Acceptable documentation includes: a copy of a civil or criminal protection order, medical records, police reports, victim's statement to prosecutors, statement from domestic violence/sexual assault program staff, victims written statement (written statement must be written by the victim, signed and dated should include date(s) of incident(s), should describe victims injuries and fear, should describe the impact that the violence has had on the victim/victims children).

### *Burial Assistance Program*

The Wiyot Tribe established the burial assistance fund in order to relieve some of the immediate financial stress that results from the passing of a family member. Requests for burial assistance must be made within three months of the date of death.

### *Hunting & Fishing Permits*

The fishing license program was created to encourage traditional hunting/fishing practices. The Tribe will reimburse 1 fishing and/or hunting license per tribal member household per year. To receive the reimbursement the Tribal member must submit the receipt to the Tribal office with contact info attached. These are usually reimbursed within 1-2 weeks from the date submitted.

### *Tribal Temporary Assistance to Needy Families*

The Wiyot Tribe has partnered with California Tribal Temporary Assistance to Needy Families (TANF) Partnership. Established in 2003 through the collaborative efforts of 23 members tribes and non-profit organizations throughout Northern and Central California. Each of the following California counties is served by a Site Office staff that consists of a site Manager, caseworkers(s) and clerical staff: , (Amador, Butte/Oroville/Chico, Colusa, Del Norte, Glenn, Humboldt, Lake/Clearlake, Lassen, Modoc, Plumas, San Joaquin, Solano, Trinity, Yuba-Sutter). Site offices are geographically divided into three regions that are supervised by regional managers.

The purposes of TANF is to provide assistance to needy families so that their children may be cared for in their own homes. To end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage. To prevent and reduce out-of-wedlock pregnancies. To encourage the healthy formation and maintenance of two-parent families. The Purpose of Tribal TANF is:

- To Provide assistance to Native American Families in need so that their children may be cared for in their own homes
- End dependency of government benefits through promoting education, career development and employment preparation
- Reduce and prevent out of wedlock

- Encourage healthy formation and support two-parent families.

#### *Low-Income Energy Assistance Program*

This funding is to provide assistance to low-income households in meeting their home energy costs, particularly those with the lowest incomes and the highest energy needs. The Wiyot Tribe identifies and prioritizes tribal members giving highest priority to the elders, disabled, and families with young children.

### **Employment Programs**

#### *Youth Employment Program*

The Summer Youth Employment Program is designed to provide meaningful employment and training opportunities for Indian youth residing on or near Table Bluff Reservation. The youth positions are designed on the basis of a thirty-two hour workweek for approximately six weeks.

#### *Adult Vocational Education Funds*

The purpose of the vocation training program is to assist Indian people to acquire the job skills necessary for full time satisfactory employment. Within the framework, the program provides testing, Vocational counseling or guidance to assist program participants to make career choices relating personal assets to training option and availability of jobs in the labor market. The program provides for full time institutional training in any vocational or trade school as defined in 25CFR Part27.

#### *Calworks*

The Tribe has partnered with the County of Humboldt to provide Calworks positions at the tribal office. In order to apply for the position the applicant must be Calworks eligible and work with your calworks caseworker.

#### *Work Experience*

The Tribe works with through Northern California Indian Development Council as a job placement site for work experience. Applicants must contact NCDIC complete an application for work experience and request placement at the Wiyot Tribal Office.

## **IV. Context for the Strategic Plan**

Adoption of this Strategic Plan by the Tribal Council establishes a useful framework for future decisions and activities intended to maintain and increase progress in achieving its mission. The Tribe will continue working collaboratively and in coordination with the many community members, tribal staff, and partner

agencies. This Strategic Plan is intended to serve as a roadmap for the Tribal Council and staff as a tool for clear strategic direction. The strategies, goals and activities outline a solid action plan for the first year.

The Council expects to review and update this plan annually. The Council's review process will be open and, as with this first year Strategic Plan, will include an opportunity for input from those individuals with an interest in the development and growth of the Wiyot Tribe.

## V. Strategic Priorities

To carry forward the mission of the Wiyot Tribe (WT), an outline of strategies was developed that addresses the themes derived from a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. Based on further, more in-depth discussions, and the SWOT analysis, the following six strategies emerged that will help the WT address subsequent themes. These strategies were developed jointly by WT Tribal Council, leadership staff, and CRIHB. Each goal and activity outlined in this document was specifically designed to address each strategy in a realistic, measurable way.

### Strategy 1: To improve staff efficiency and functioning in the work environment

#### **Goal 1: To provide comprehensive trainings to improve performance**

##### **Activities:**

1. Provide quarterly trainings on safety in the workplace
2. Provide monthly trainings on operational procedures
3. Hire staff to coordinate trainings
4. Implement quarterly teambuilding activities
5. Provide human resource trainings
6. Create a staff recognition and appreciation program
7. Quarterly train staff on financial policies

#### **Goal 2: Improve relations between staff and community**

##### **Activities:**

1. Coordinate one annual community event
2. Coordinate one traditional food event per quarter
3. Engage youth in traditional customs
4. Review opportunities to expand services outside the reservation

#### **Goal 3: Develop an employee retention program**

##### **Activities:**

1. Research matching investment plan opportunities
2. Develop employee recognition program
3. Train managers on completing staff development plans
4. Review salary pay scale and steps to move from one level to another.

## Strategy 2: Expand applicable programs in the Tribal community

### Goal 1: To select a cultural center building

#### Activities:

1. Engage Real Estate professional to assist in search
2. Research possible options

### Goal 2: Establish a foster care program

#### Activities:

1. Submit planning grant proposals
2. Develop child welfare codes
3. Apply for Title IV E funding

### Goal 3: Establish a Head Start program

#### Activities:

1. Investigate a partnership with Jefferson Community Center
2. Utilize resources within the Tribal Child Development Department at CRIHB

### Goal 4: Expand upon healthy outdoors infrastructure

#### Activities:

1. Develop and promote a walking path
2. Build a fitness room
3. Expand outdoor sports opportunities
4. Plant more cultural and edible plants

### Goal 5: Implement a single, annual community needs assessment

#### Activities:

1. Discuss and coordinate grant applications that are in line with the community needs
2. Directors will meet quarterly to prioritize applications
3. An annual assessment will be developed and completed

## Strategy 3: Improve the financial condition for the Tribe

### Goal 1: Establish a standard financial infrastructure

#### Activities:

1. Bring all audits up to date
2. Apply for applicable grants
3. Apply to the Volunteer Income Tax Assistance program
4. Train staff on financial policies
5. Implement CRIHB Grants Management System

### Goal 2: Create economic development opportunities

**Activities:**

1. Support tribal owned, start-up businesses
2. Hold trainings on economic development for the community
3. Convene financial literacy trainings

## Strategy 4: Unite to protect tribal sovereignty

### **Goal 1: Increase access to cultural resources through partnerships**

**Activities:**

1. Establish Memorandum of Understandings and land access agreements

### **Goal 2: Develop federal, state, other local organization partnerships**

**Activities:**

1. Advocate for federal policy changes
2. Advocate for tribal rights
3. Engage in meaningful collaborations ensuring all participants have a voice at the table

## Strategy 5: Create a comprehensive communications plan for the Tribe

### **Goal 1: To develop communication policies and guidelines**

**Activities:**

1. Develop an effective internal and external communications policy
2. Develop a policy that describes the use and purpose of various media avenues
3. Create talking points for consultations
4. Create a Tribal rights brochure

### **Goal 2: Enhance both internal and external communications**

**Activities:**

1. Regularly post news, events, and messages on social media
2. Continue to develop the website and newsletter
3. Disseminate general and program information to all community members simultaneously

## Strategy 6: To protect and expand land resources

### **Goal 1: Expand jurisdictional powers**

**Activities:**

1. Transfer existing land into trust
2. Purchase land and transfer into trust

### **Goal 2: Increase land base**

**Activities:**

1. Work with agencies to transfer land to the Tribe
2. Purchase land

## VII. Appendices

### Appendix A: Methodology

#### Involvement of Individuals with Interest

The first stage in the development in a strategic plan involves determining who needs to be involved in the planning process. A diverse range of individuals with an interest were involved in each aspect of the strategic planning process. The individuals involved in the development of this strategic plan were staff and leadership, and members of the Tribal Council.

#### *Phase I – Analysis of Strengths, Weaknesses, Opportunities and Threats*

Interested individuals were asked to list positive and negative factors they feel impacts the Wiyot Tribe both internally and externally. These points were organized into Strengths, Weaknesses, Opportunities, and Threats (SWOT). The SWOT was then reviewed to identify emerging themes. The top issues represent a range of themes that the Tribe will address moving forward as part of the overall strategic plan, its goals, objectives and activities. These common themes across all areas were used to develop the initial strategies the final plan will be based upon.

#### ***SWOT Analysis***

##### **STRENGTHS**

Goals, ceremony, culture, location, aboriginal territory/ancestral land, Humboldt Bay entrance to redwoods, Tuluwat, Beautiful place, best views, staff knowledge/departments, employees, family oriented, dedicated, Wiyot people, resilient people, strong families, children, elders, team building, good relationships with governments and agencies, strong council, small tribe, easy to take action.

##### **WEAKNESSES**

Not having a plan before building, need more office space, money, Financial Situation, low funds, reliance on grants and no outside funds, FY 12-16 Financial Audits, staff turnover too high lack of institutional knowledge, staff not following directions, not on same page, everyone thinks they are their own boss, everyone wants to be involved in things that aren't their job, everyone not on the same page as Tribe, Gossip, personality conflicts, doing things without planning, daily disruptions always a fire to put out, follow through, we move slowly, smaller tribe limited resources, maintenance of vehicles equipment buildings, lack of strategic plan, need succession planning, not keeping council informed, lack

of low enforcement, not keeping Council informed, making decisions without all the information on the fly, no funding, need standard operating procedures.

## **OPPORTUNITIES**

Elder Housing, Title 4E, Vacant buildings in Eureka, job training programs, expanding to have own head start, job training programs, expanding to have own Head Start, more scholarships for education, Build dance grounds, Low housing, walking path around reservation, swimming pool, Create local therapeutic foster care , cultural Museum in Eureka, Cultural Center Building, Cultural Center in Eureka, Multiple economic development opportunities, business opportunities/partnerships, food trucks, gas station/store, Gas station/mini Mart, Economic Development, business growth, Need land in trust to develop programs convenience store, more funding, need land in trust to develop programs expand economic development programs expand economic opportunities, take land in trust on Eel and Tuluwat, Expand land base, Expand lands, Employee incent program to maintain long term employees, training for staff, more voice with the US Government, increase the voices of our people, removal of Eel River dams and restoring the river, Un-dam the Eel River, Land placed into Trust on Eel River and Humboldt Bay leading to Tribal jurisdiction over natural Resources.

## **THREATS**

No Funding, FY 12-16 audits make it impossible to move forward on economic development (Tribe is a bad investment/high risk), money sways the decisions of people in places, Changes in or being cut off from funding sources, Federal policy changes, politics/economics versus tribal rights, Governments not recognizing sovereignty, Government doesn't always hear us, we are subject to the whims of politics reliance on grants, Reliance on government funding to sustain or grow , improper tribal consultation by external agencies, organizations, etc. , Outside agencies, climate change, outside conflicts, competition, bad press, things change when we think we know where we are going, leaving the tribe out of decision making, no control over our natural resources.



### *Phase II – Development of Themes and Strategies*

Upon completion of the SWOT analysis, the staff and Tribal Council began to identify areas leading to broad themes. The identified areas included: staff, funding, programs and leadership. Based on further more in-depth discussions and the SWOT analysis, the following themes emerged.

1. To improve staff efficiency and functioning in the work environment
2. Expand applicable programs in the Tribal community
3. Improve the financial condition for the Tribe
4. Unite to protect Tribal sovereignty
5. Create a comprehensive communications plan for the Tribe
6. To protect and expand land and resources

### *Development of Strategies*

To carry forward the mission of Wiyot Tribe, Phase I concluded with an outline of broad strategies that address the themes derived from the SWOT analysis. These strategies assisted staff and Council members to focus on issues identified in the SWOT analysis process. The six strategies developed ensure that the Tribe has prioritized key steps toward accomplishing their mission and vision.

### *Phase III – Goal Setting and Activity Planning*

The significant amount of work completed over the initial planning sessions laid the groundwork for developing the guiding goals that staff will work towards accomplishing over the next five years. The annual work plan is designed to keep the Tribe on track in achieving the goals and activities of the strategic plan. By evaluating and measuring work progress annually, the Wiyot Tribe will move toward successful implementation of each goal.

## Appendix B. Work Plan

<b>STRATEGY</b>	Person Responsible	Due Date
<b>Strategy 1 – To Improve Staff Efficiency and Functioning in the Work Place</b>		
<b>Goal 1: To provide comprehensive trainings to improve performance</b>		
1. Provide quarterly trainings on safety in the workplace	TA	Q1 2020
2. Provide monthly trainings on operational procedures	OM	Q1 2020
3. Hire staff to coordinate trainings	OM	Q1 2020
4. Coordinate quarterly teambuilding activities	OM	Q1 2020
5. Provide human resource trainings	OM	Q1 2020
6. Create a staff recognition and appreciation program	OM	Q1 2020
7. Quarterly train staff on financial policies	FM	Q1 2020
<b>Goal 2: Improve relations between staff and community</b>		
1. Coordinate one annual community event	CD	Q4 2020
2. Coordinate one traditional food event per quarter	CD	Q1 2020
3. Engage youth in traditional customs	CD	Q3 2020
4. Review opportunities to expand services outside the reservation area	TA/Management Team	Q3 2020
<b>Goal 3: Develop an employee retention program</b>		
1. Research matching investment plan opportunities	TA	Q1 2021
2. Develop employee recognition program	OM	Q1 2021
3. Train managers on completing staff development plans	TA/OM	Q1 2021
4. Review salary pay scale and steps to move from one level to another.	TA/OM/Council	Q4 2021
<b>Strategy 2 – Expand Applicable Programs in the Tribal Community</b>		
<b>Goal 1: To select a cultural center building</b>		
1. Engage Real Estate professional to assist in search	TA	Q1 2021

2. Research possible options	TA	Q1 2020
<b>Goal 2: Establish a foster care program</b>		
1. Submit planning grant proposals	HHSD	Q3 2021
2. Develop child welfare codes	HHSD/TA	Q1 2022
3. Apply for Title IV E funding	HHSD	Q1 2024
<b>Goal 3: Establish a Head Start program</b>		
1. Investigate a partnership with Jefferson Community Center	CD	Q1 2021
2. Utilize resources within the Tribal Child Development Department at CRIHB	CD	Q1 2021
<b>Goal 4: Expand upon healthy outdoors infrastructure</b>		
1. Develop and promote a walking path	HHSD/CD/NRD	Q1 2024
2. Build a fitness room	HHSD	Q1 2024
3. Expand outdoor sports opportunities	HHSD/NRD	Q1 2024
4. Plant more cultural and edible plants	HHSD/NRD/CD	Q1 2022
<b>Goal 5: Implement a single, annual community needs assessment</b>		
1. Discuss and coordinate grant applications that are in line with the community needs	TA	Q3 2020
2. Directors will meet quarterly to prioritize applications	TA	Q1 2020
3. An annual assessment will be developed and completed	TA/MANGEMENT TEAM	Q3 2020
<b>Strategy 3 – Improve the Financial Condition for the Tribe</b>		
<b>Goal 1: Establish a standard financial infrastructure</b>		
1. Bring all audits up to date	FM	Q4 2022
2. Apply for applicable grants	TA/MANAGEMENT TEAM	Q1 2020

3. Apply to the Volunteer Income Tax Assistance program	FM	Q1 2020
4. Train staff on financial policies	FM/TA/OM	Q1 2020
5. Implement CRIHB Grants Management System	TA/FM	Q2 2020
<b>Goal 2: Create economic development opportunities</b>		
1. Support tribal owned, start-up businesses	TA	Q1 2020
2. Hold trainings on economic development for the community	TA	Q3 2021
3. Convene financial literacy trainings	TA/FM	Q1 2023
4. 2 Wiyot slap houses for tourist rentals and RV hookups	TA/MANGEMENT TEAM	Q1 2024
<b>Strategy 4 – Unite to Protect Tribal Sovereignty</b>		
<b>Goal 1: Increase access to cultural resources through partnerships</b>		
1. Establish Memorandum of Understandings and land access agreements	TA/NRD/CD/COUNCIL	Q3 2023
<b>Goal 2: Develop federal, state, other local organization partnerships</b>		
1. Advocate for federal policy changes	TA/MANGEMENT TEAM/COUNCIL	Q1 2022
2. Advocate for tribal rights	TA/MANGEMENT TEAM/COUNCIL	Q1 2022
3. Engage in meaningful collaborations ensuring all participants have a voice at the table	TA/MANGEMENT TEAM/COUNCIL	Q1 2022
<b>Strategy 5 – Create a Comprehensive Communications Plan for the Tribe</b>		
<b>Goal 1: To develop communication policies and guidelines</b>		
1. Develop an effective internal and external communications policy	TA/OM/AA/COUNCIL	Q4 2020
2. Develop a policy that describes the use and purpose of various media avenues	TA/MANGEMENT TEAM/COUNCIL	Q1 2021
3. Create talking points for consultations	TA/MANGEMENT TEAM/COUNCIL	Q1 2022
4. Create a Tribal rights brochure	TA/MANGEMENT TEAM/COUNCIL	Q1 2023
<b>Goal 2: Enhance both internal and external communications</b>		
1. Put timely postings on Facebook	AA/OM/MANAGEMENT TEAM	Q1 2020

2. Continue to develop the website and newsletter	AA/OM/MANAGEMENT TEAM	Q1 2020
3. Disseminate general and program information to all community simultaneously	AA/OM/MANAGEMENT TEAM	Q1 2020
<b>Strategy 6 – To Protect and Expand Land Resources</b>		
<b>Goal 1: Expand jurisdictional powers</b>		
1. Transfer existing land into trust	TA/COUNCIL	Q4 2023
2. Purchase land and transfer in to trust	TA/COUNCIL	Q4 2023
<b>Goal 2: Increase land base</b>		
1. Work with agencies to transfer land to the Tribe	TA/COUNCIL/NRD	Q3 2022
2. Purchase land	TA/COUNCIL	Q4 2023
Date: 01/13/2020		

## Appendix C. Acknowledgements

The Tribal Council would like to thank all of the staff and Tribal leaders who provided input to the strategic planning process and for their dedication to the Wiyot community.



*Pictured above Council woman Leona Wilkinson, Tribal Administrator Michelle Vassel, Tribal Chair, Ted Hernandez, Tribal Councilwoman Hazel James, Tribal Councilwoman Linda Lange, Finance Manager Misty Case, Former Natural Resource Director Tim Nelson, and Councilwoman Kirsten Boyce.*