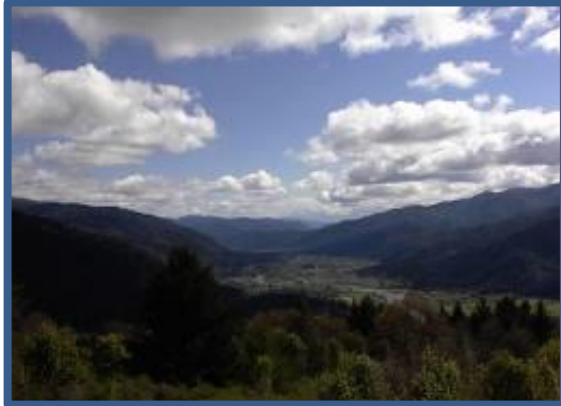


Hoop Valley Tribe Comprehensive Economic Development Strategy (CEDS)

2016 - 2020



Prepared for the Hoopa Valley Tribe
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Preface

In the winter of 2014/2015, the Hoopa Valley Tribe engaged a Consultant to develop a Comprehensive Economic Development Strategy (CEDS) consistent with federal Economic Development Administration (EDA) Guidelines. Facilitated by the Tribe's Planning Department, a contract was secured with Consultant Megan Rocha, who has over ten (10) years' experience in Tribal community development strategic and project planning, including grant writing, for Tribes and Tribal organizations in Northern California. On behalf of the Hoopa Valley Tribe, this has included her work to secure over \$6.5 million in competitive federal grant funds over the last three (3) years for emergency services infrastructure and equipment; Hupa language transmission for early childhood educators, parents and children; continuance of the Hoopa Career and Technical Education Program; renovation of the tribal courthouse; enhancing law enforcement; irrigation improvements; and water storage and supply improvements.

For this CEDS, the Consultant had the opportunity to work closely with the Tribe's Planning Department, which was recently re-established in 2013. This first involved working with Tribal Planners, Julia Gulley and Kimberlee Dodge, who both moved on to other positions during the planning process. The planning process and plan were then completed in collaboration with then hired Tribal Planners, Joe Davis and Lesley Hunt. Each of the Tribe's Planners provided strong guidance, support, and information to the Consultant throughout their involvement in the process, which was very much appreciated. In addition, Mr. Davis drafted the majority of the expected outcomes included in the "Evaluation Framework" section. The introductory guiding section on the "Na:tini-xw Economic Foundation," was drafted by Erika Eva Chase, a cultural practitioner with an education and work experience in tribal/indigenous nationhood and self-governance locally and abroad. Building upon her own knowledge, Ms. Chase spoke with several cultural and ceremonial practitioners in the community, who willingly shared their perspectives on the "pre-contact" Hoopa economy. It is with gratitude, that the work by Ms. Chase, to develop a strong summation of the values, principles and systems of the foundational Na:tini-xw economy, is included herein.

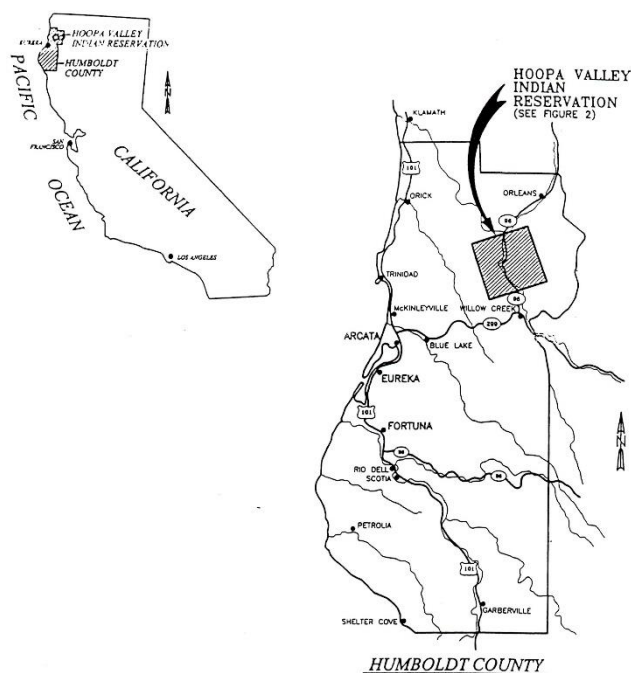
As you will find described in the CEDS, the Consultant and Tribal Planners conducted a comprehensive planning process over the course of nearly one (1) year that has resulted in a five-year Action Plan and CEDS document that conforms to the federal EDA guidelines (updated June 2015). ***This process was based on the Na:tini-xwe economic foundation, as well as the principles of Native Nation (Re)-Building.*** The planning process included strategic input from a CEDS Committee and a Tribal Enterprise/Entity Subcommittee, comprised of Tribal employees and community members, as well as from the Tribal Council, Tribal Planning Department, Hoopa tribal membership, and the Hoopa Valley community at large. The time taken for Tribal employees and/or community members to get involved is also very much appreciated as it is critical in the development of a feasible strategic planning document. The result is a strategic, well-defined CEDS and five-year Action Plan that provides a guiding document for economic, community and workforce development for the Hoopa Valley Tribe that will benefit residents of the Hoopa Valley Indian Reservation. This plan was approved by Resolution by the Hoopa Valley Tribal Council on March 7, 2016.

I. Introduction

The Hoopa Valley Indian Reservation totals over 92,000 acres of primarily timber and agricultural land in northwestern California. This remote river valley lies 300 miles north of San Francisco, 64 miles northeast of Eureka, and 90 miles south of the Oregon border. It is located within the Trinity River watershed, the longest tributary of the Klamath River Basin (see Figure 1). The Hoopa Valley Tribe governs the jurisdiction of the Hoopa Valley Indian Reservation and is a complex tribal organization that provides multi-faceted programs and services through nearly seventy (70) departments/programs, operates several tribal enterprises, and manages an annual budget of at least \$65 million.

Over the years the Hoopa Valley Tribe has been a tribal nation that has led the way in self-governance and self-determination on many fronts. The Hoopa Valley Tribe was one of the first selected to participate in the Self-Governance Demonstration Project in 1990; is one of an estimated ten percent (10%) of tribes in the nation to develop their own Tribal Business Codes¹ and has the

only tribal stock market system; first California Tribe granted Treatment as a State under the federal Clean Water Act; and a tribal nation on the forefront in the areas of forestry management and education. These advancements in self-determination are rooted in the strong cultural values and heritage of the Na:tinxwe. Despite such advancements in self-determination, the economy of the Hoopa Valley is significantly depressed with 66.2% of residents below the federal poverty level and very limited local access to basic goods and services. The Tribe has experienced decades of litigation and challenges that stem from failed past federal policies and actions involving land ownership, water and fishing rights, and tribal authority and jurisdiction. The Tribe has spent the past few decades building and rebuilding these foundational issues.



this CEDS in order to identify a plan that allows for a cohesive approach to economic, community and workforce development. It is expected that this CEDS will set forth the visions and goals that will result in reestablishing the prosperous and sustainable economic structure of the Hoopa Valley Tribe and community that was the trademark of Hoopa's successes for thousands of years.

II. Summary Background

A. Na:tinixw Economic Foundation

Predating the arrival of non-native settlers in Na:tinixw² territory during the mid-nineteenth century, the Na:tinixwe were sustained by an economic system rooted in the social, cultural, and spiritual values inherited from the laws and traditions of the ancestors. Although it is difficult to confine the aspects of a “traditional economy” into a single (or static) definition, it is clear that the dynamic economic structure that sustained Na:tinixwe individuals, families and villages as a thriving nation can be described as nothing less than vibrant, robust, sustainable, practical, and above all else, based on the *greater good of the people; where the economic strength of an individual or family also benefited the tribe and community members as a whole.*

Unlike the settler-colonial ideals of economic prosperity that often revolve around individualism and the market driven exchange of goods and services, the Na:tinixwe economy appeared to be complex in that the exchange of goods and services were also intricately intertwined with other important aspects of a traditional lifestyle. The economy of the Hoopa Valley was very much in alignment with the Na:tinixwe religious beliefs and practices, “Indian Law,” social standings and class, family/village/tribal relationships, as well as the individual’s need to contribute to the larger community as a means of survival. It also involved local and inter-tribal trade that provided access to goods far beyond Na:tinixwe territory.

Generally, the people had access to sufficient resources that provided food security. This is not only due to their bountiful homeland, but is also often attributed to the strength and power of ceremonies and strict religious practices. Sustainable hunting, fishing, and harvesting practices, often distinguished by familial ties to specific places and resources allowed for a collective maintenance of the environment from the valley floor to the high country. Many important Na:tinixwe food staples like tan oak acorns, mushrooms, deer, elk, salmon, and berries were harvested by those who were tasked or skilled. Diets and immediate needs could be fulfilled by the plentiful landscape as avid stewards of the land. Families and villages were sustained by the gifts and resources provided by the creator and territory and any surplus was then up for barter and trade to acquire other items amongst the people, neighboring tribes, or from other areas. Designated family or village runners would often travel extensive trade routes to different regions and climates seeking items, supplies, or even food that was not so locally accessible – trading elsewhere and bringing forth goods to the place where the trails return (Na:tinixw). Even today, many of the regalia and ceremonial items are testaments to these extensive trade routes and the beauty that came from these exchanges.

On the surface level, the Na:tinixwe pre-contact economy has often mistakenly been called a capitalistic society due to the exchange of dentalia shell currency and one’s ability to accumulate wealth and social standing within a class system; however, on a much deeper level it becomes apparent that with great wealth came great responsibility. The market was driven by what was

² Na:tinixw is the term for the Hoopa Valley; Na:tinixwe is what the people call themselves; Hupa is an English word based on the neighboring Yurok’s term for the Na:tinixwe people; and Hoopa is the spelling for the tribal government, valley and town.

sustainable, most practical, and ideals of what would benefit the collective good. Another factor of overall wellbeing was based on the status of those that are most wealthy and in turn most generous with their own wealth. Wealth in terms of a Na:tinixwe economy existed in many forms beyond monetary or an abundance of regalia items; one could have a wealth of food, goods, networks, knowledge, skills, gifts, rights, or talents alike, which were then in turn available to be shared, bartered, and traded amongst people, families, and villages. A very holistic lifestyle was maintained and a constant flow of goods, services, social standings, relationships, and wealth were available for those who contributed and participated amongst and within it.

Due to the fact that religion, tribal laws, and social structure were so interconnected with daily life and the economic system that was in place, spiritual and cultural values were apparent in each individual's worldview and identity as a community member. This held each person accountable to the collective in such an instrumental way for if such beliefs, rules, and norms were not followed, chances of a long life alone were slim as communal ties were so vital to the survival of both individuals and families. These relationships were so interconnected in the process of sustaining this Na:tinixwe lifestyle that a great deal of importance and value was placed on people and their ability to contribute to the collective. Each individual was viewed as a valuable asset in terms of the wealth or strengths that one offered. Therefore, this thriving economy and society allowed for specific specializations and individual roles to exist within the community for those who were most qualified and skilled.

For example, a skilled doctor may have only had to dedicate their time to training and healing, and in turn were able to sustain their livelihood by payments and gifts from people that were seeking their services. Time was spent on utilizing their strengths to serve the people in the most productive and beneficial way possible instead of spending other time away from that gift, acquiring food and making other goods. Likewise, if a child appeared to be a strong runner he may have become a “go-between” or “runner” for his family or village, assuming a position that suited his strengths and could best benefit the community. These men were especially important in terms of conducting exchanges, as they may have been go-betweens for the purpose of settling deals, arrangements, debts, and disputes between individuals, families, villages or even tribes. In matters of marriage or mourning, payment exchanges were often made as both a sign of respect and to acknowledge the loss of a contributing member of a family or village's survival system and strength.

Furthermore, because of the intersections of religion, culture, and social dynamics, a highly effective settlement system was also in place to maintain the productivity, peace, and prosperity of families, villages, and community. Truly self-governed by the decisions and actions of an individual and the implications of such actions in relation to the collective - *people were held accountable for their actions*. Accountability for oneself was a crucial component of Indian Law and social order, for if an offense was made, it was the debt of that responsible individual first and foremost. To maintain the vital networks between individuals, families, and villages as self-sufficient units, it was accepted that once payment or restitution was made things were settled and balance was restored so that all involved could move forward and continue to contribute to the collective. One's role and responsibility to contribute to the community held precedence and payments deterred ongoing feuds or tensions that could have interfered with the greater economic, social, and cultural system in place.

A monetary value system and varying tiers of wealth existed; however, access to economic growth and opportunity was available to those who wished to attain it. What seems most significant in terms of wealth and power is that along with such esteem came a great responsibility to be generous, caring, and accountable. Skilled and gifted individuals had a responsibility to share their strengths with the collective and all people were valued as contributing members of the Na:tinixwe society.³ Many aspects of this pre-contact economic system still exist today as many of the values and cultural practices have continued on since time immemorial. Thanks to the teachings of elders and ancestors, strong remnants of these Na:tinixwe norms are still present, especially during times of ceremony. In many ways, the hard work and generosity of dance leaders, families, and villages illuminate the aspects of traditional wealth, prosperity, and most importantly a responsibility to serve the people collectively. This was and continues to be foundational and standard in the Na:tinixwe economic structure.

B. Historical Legal and Political Context

a. Hoopa Valley Indian Reservation

After five years of military conflict with factions of the Na:tinixwe, the United States government negotiated the *Treaty of Peace and Friendship* in 1864. Established by Executive Order on June 23, 1876 (pursuant to the Congressional Act of April 3, 1864), the Hoopa Valley Indian Reservation is the largest Reservation in California. Often referred to as “the square,” the Reservation is approximately 12 x 12 miles square—about half of Na:tinixwe ancestral territory. The Trinity River bisects the remote river valley and forestlands cover the surrounding mountains. More than 94% of Reservation lands are held in Tribal trust and assignments to Tribal members; the remaining lands are privately owned in fee status. The Hoopa Valley Tribe has jurisdiction over all lands, tribal and private, within the boundaries of the Hoopa Valley Indian Reservation. The Tribe possesses more jurisdictional control over reservation lands when compared to almost all other tribes on other Indian reservations in the United States.

b. Hoopa Valley Tribal Government

The Hoopa Valley Tribe has a non-Indian Reorganization Act (IRA) Constitution and By-laws, which were first approved in November 1933 and subsequently revised in 1950, 1952, 1963, 1972, 1990, 1996, 2003, and 2008. As stated, “The purpose of [the] Constitution and Bylaws shall be to protect and promote the interests of the Hoopa Valley Indians, to develop cooperative relations with the agencies of the Federal Government and to cooperate with State and local governments.” The governing Tribal Council includes a Chair and representatives of seven Reservation districts, which are Bald Hills, Campbell Field, Mesket Field, Norton Field, Hostler/Matilton, Agency Field, and Socktish/Chenone. It is generally agreed that the districts are

³ Lara, Kishan D. (2009). *Conceptions of Giftedness on the Hoopa Valley Indian Reservation*. Unpublished Doctoral Dissertation. Arizona State University.

representative of the traditional villages in the valley. Among the Tribal Council, one is selected to serve as Vice-Chair.

The current Tribal Council includes the following members:

Ryan Jackson – Chairman	Leilani Pole – Hostler/Matilton District
Gary Risling – Vice-Chair/Bald Hill District	Oscar “Tyke” Billings – Agency Field District
Bradley Marshall – Mesket Field District	Shane McCullough – Sockish/Chenone District
Diana McCovey-Ferris – Norton Field District	Vacant – Campbell Field District

The Tribal Council that was involved at the onset of this planning process through May 2015, include the following members:

Danielle Vigil-Masten – Chairwoman	Diana McCovey-Ferris – Norton Field District
Wendy “Poppy” George – Vice Chair/ Hostler/Matilton District	Ollie Mae Davis – Agency Field District
Marjorie Colegrove – Bald Hill District	Shane McCullough – Sockish/Chenone District
Bradley Marshall – Mesket Field District	Ryan Jackson – Campbell Field District

All Tribal Council positions are elected to staggered two-year terms of office. Tribal members who will be at least eighteen (18) years of age on election day shall be eligible to vote, provided they have duly registered. The duties and responsibilities of the Tribal Council are expressed in the Tribe’s Constitution, however, those for the Chair are further defined in Title 18- Chairman’s Ordinance of the Tribal Code. Enacted in 1998, the Chairman’s Ordinance outlines an extensive range of duties, including, but not limited to acting as the Chief Administrator for the Tribe; communicating the activities of Tribal Managers to the Tribal Council on a quarterly basis; taking part in studies for social and economic development and informing Council of feasibility; responding to the complaints and concerns of the tribal membership; familiarizing self with federal programs providing Indian Services; coordinating and possibly directing professional service contractors; reviewing budget expenditures and encumbrances to compare with financial reports to verify proper spending; regularly meeting with managers and directors; accomplishing Council directives; act as the political leader in outside governmental interaction; and stay abreast of all pending federal and state legislation of relevance.

One of the first nine tribes to participate in the nationwide Self-Governance Demonstration Project in 1990, the Hoopa Valley Tribe has played a major role in defining tribal self-governance and demonstrating the capacity of tribal governments to assume roles previously reserved for federal government agencies on behalf of Tribes. The mutually beneficial government-to-government relationship between the Hoopa Valley Tribe and the federal government derives from the Tribe’s firm convictions about sovereignty, its strength of leadership, the exercise of management control over all Reservation assets and areas, and its consistently sound fiscal management.

The Hoopa Valley Tribal government features an effective administrative and organizational infrastructure for the provision of a multi-faceted programs and services, as well as tribal enterprise. Programs and services include administration and governance, commerce, education, health, housing, human services, fire, police, emergency services, environmental protection, land and natural resources management, cultural preservation, public utilities, youth and recreational services, and roads. The total annual budget of the Tribe is at least \$65 million. Of this, approximately \$42 million are grants and grant related activity with various federal agencies of the U.S. Department of the Interior, U.S. Department of Health and Human Services, U.S. Department of Agriculture, U.S. Environmental Protection Agency, U.S. Department of Education, U.S. Department of Justice, Corporation for National and Community Services, U.S. Department of Commerce, and Institute of Museum and Library Services. Another \$16 million of the total annual budget is enterprise funds that generate very little profit, and the tribal discretionary funds budget is approximately \$6 million.⁴ It must be noted that the tribal budget is an estimate of available funds and does not include to total spending at the end of the year. The Tribe is presently conducting an analysis of this for the post-spending of the FY 2014 budget.

c. Hoopa Valley Tribal Court and Code

A federal court was first established in Hoopa in 1974, in response to requests from various agencies and enactment of the Magnuson-Stevens Fishery Conservation and Management Act. The Court was initially set up as a Code of Federal Regulations (CFR) Court to regulate Indian fishing on the Trinity and Klamath Rivers. In 1983, by vote of the membership, the Tribe pushed the federal court out and established a Tribal Court to hear cases arising under the Hoopa Valley Law and Order Code.⁵

The Tribe's Constitution provides the authority to establish a tribal court and under y statute (Title 1-Judiciary), the Tribe has established the Hoopa Tribal Judiciary as an independent branch of the tribal government that operates as a tribal court. The court currently has jurisdiction to hear cases arising under the Hoopa Valley Tribal Constitution and statute. The United States Congress, with the enactment of the Hoopa-Yurok Settlement Act, confirmed and ratified the Hoopa Valley Tribe's Constitution and Bylaws, which authorizes the promulgation and enforcement of ordinances governing the conduct of members and non-members of the Tribe throughout the entire lands of the Reservation. The Tribe currently has nearly seventy (70) statutes on a variety of subject matters, including those related to governance, judiciary, environmental protection, business and civil matters.

The Tribal Court hears cases involving appeals, civil complaints, civil infractions, divorce, evictions, foreign judgments, workers compensation, marriage, protective orders, domestic violence protective orders, adult (elder) protective orders and traffic infractions. In the Juvenile Court, the court file dependency, custody, paternity and child support. In 2014, the Tribal Court filed a total of 304 cases, including 145 protective orders, 24 cases for property and probate, 14 torts, 41 family law

⁴ Correspondence with the Fiscal Department, Hoopa Valley Tribe. February 2015.

⁵ See the Hoopa Valley Tribal Code at <https://www.hoopa-nsn.gov/tribal-documents>.

cases, 2 juvenile dependency cases, and 78 other cases. The Court also has jurisdiction to hear cases that may arise from the Tribe's Business Codes, which include activities of private businesses and corporations.

People whose cases are being heard in Tribal Court have the option of applying "traditional Hupa" law. If both Parties agree, then each bring in three (3) Hoopa elders to determine what is appropriate based on "traditional Hupa" law. This option, however, is rarely used and could use more structure around the way in which it is implemented. Aside from a trial court, the Tribe also has a Juvenile Court and uses the Northwest Intertribal Court System as an Appellate Court.

Elected by the membership, to insulate the court from the Tribal Council and government activities, the Chief Judge must have a Juris Doctorate Degree from an accredited school of law or meet alternative specified criteria. In addition to the Chief Judge, the Court has a Law Clerk who also acts in the capacity of Assistant Judge, a Court Administrator, Senior Court Clerk, Youth Probation Officer, and a temporary Court Clerk.

d. Hoopa Valley Tribal Business Codes

Within the nearly seventy (70) ordinances of the Tribal Code, Titles fifty (50) to sixty (60) cover the Business Codes of the Tribe. The general purpose of these tribal codes is to govern the business activities of the Tribe and/or the private sector, including non-profits, in a manner that supports self-determination and economic self-sufficiency for Reservation residents within the sovereign authority and jurisdiction of the Tribe. The Hoopa Valley Tribe has their own business codes that outline the Tribe's inherent sovereignty to regulate commerce on the Reservation. The Tribe also has developed the framework for a tribal stock market where private sector capital and operating funds can be developed that are controlled under the Tribal Business Codes. The Business Codes are quite comprehensive and include:

- Title 50: Tribal Comprehensive Business Policy Code – Establishes the policy framework through which the Tribe, its entities, private businesses and individuals may conduct business activities within the territorial and governmental jurisdiction of the Tribe.
- Title 51: Tribal Corporations and Entities Code – Establishes policy and process for incorporation of tribal "for-profit" and "non-profit" corporations under Tribal law.
- Title 52: Tribal Entities Code – Establishes policy and process for establishing various types of tribal entities that may or may not include a charter.
- Title 53: Tribal Business Corporations Code – Establishes policy, process, and terms for incorporation of all for-profit corporations formed under the sovereign powers of the Tribe, except those corporations owned in whole or in part by the Tribe.
- Title 54: Tribal Non-Profit Corporations Code – Establishes policy, process, and terms for incorporation of all non-profit corporations formed under the sovereign powers of the Tribe, except those non-profits which are controlled by the Tribal Council.
- Title 55: Tribal Business Partnership Code – Provides general regulations and process that apply to Business Partnerships created for business purposes within the Tribe's jurisdiction.

- Title 56: Tribal Business License and Standards Code – Applies regulations and licensing to all persons engaged in business on the Reservation, with exceptions (e.g. governmental entities, tribal members engaged in the creation of traditional Indian art or handicrafts in their home, etc...)
- Title 56.402: Hoopa Food Code – Applies additional regulations and formal standards for food establishments licensed by the Tribe to safeguard public health.
- Title 57: Tribal Commercial Transactions Code – Applies to processes and procedures for engaging in commercial activities (i.e. trade, business entities, and commercial contracts) that are under the jurisdiction of the Tribe.
- Title 58: Federal Government Surplus and Excess Property Code: Title 58 is reserved until the revised Federal guidelines are published and this Code can be redrafted accordingly.
- Title 59: Tribal Small Business Incentive Program Code – Provides process and a small amount of dedicated funds to assist Tribal members and local residents to startup, maintain and expand small businesses within the Reservation.
- Title 60: Tribal Business Miscellaneous Provisions – Includes various provisions outside the scope of the previous Titles, but still related to tribal business, such as commercial land leases, per capita ordinance exemptions, business development reserved lands, and panhandling and loitering prohibitions.

The Tribe's Department of Commerce plays a critical role in the oversight and implementation of various aspects of the Tribal Business Codes, particularly as related to the private sector. It is also noted that, while being the largest controller of commercial contracts and agreements, the Title 57- Tribal Commercial Transactions Code is not utilized as an enforcement mechanism. This trend needs to be change so that the Hoopa community and Tribal Court systems can continue to develop and become a typical and regular part of Hoopa's economy building model.

C. Natural Landscape

a. Geography, Climate, and Natural Resources

The Hoopa Valley is located in the remote region of northwestern California and is a conglomeration of alluvial terraces about one (1) mile wide and six (6) miles long with 3,500 acres comprising the valley floor. The climate of the Hoopa Valley is characterized by wet, cool winters with the occasional snowfall and warm dry summers. The average annual rainfall over the last thirty (30) years is 49.15 inches, of which an average of only 0.55 inches fall in the summer months. The mean annual temperature is 56.9°F with summer temperatures generally in the 90s and 100s and winter temperatures generally in the 30s to 50s. Elevations vary from the alluvial datum adjacent to the Trinity River of 320 feet above mean sea level to over 5,000 feet along the mountain ranges bordering the easterly boundary of the Reservation. Only four (4) percent of the entire Reservation, or approximately 3,000 acres is flat enough for intensive agriculture and/or urban growth development.

There are several large streams flowing into the Trinity River as it bisects the valley. This includes six (6) major creeks that drain from higher elevations on either side of the valley, including Hostler, Tish Tang, Supply, Sotish, Mill and Campbell Creeks, as well as many other smaller streams and springs located through the valley. Pine Creek is also a major tributary of the Reservation, but flows directly into the Klamath River. The Trinity River is heavily influenced by upstream dams at Trinity, Lewiston and Whiskeytown, which generate energy, provide recreational opportunities, prohibit fish passage, and transport significant allocations of water to the Central Valley of California; all to the detriment of the Tribe. The Reservation water resources are of primary importance to the Tribe, particularly for the Chinook and Coho salmon, steelhead, sturgeon, and pacific lamprey that are harvested for subsistence, culture, and/or trade.

The surrounding mountains are covered with heavily timbered forestlands, primarily comprised of Douglas-fir, tanoak and madrone, as well as the large prairies on Bald Hill. Douglas-fir, especially old-growth, provides a primary source of revenue for the Tribe, although there are possible markets in other soft and hardwoods. Wildlife and culturally important species are numerous and include, but not limited to black-tailed deer, black bear, Roosevelt elk, grouse, quail, woodpeckers, ring-tailed cat, mink, river otter, tanoak, alder, cedar, hazel, berries (e.g. elderberry, gooseberry, blackberry, and huckleberry), willow, beargrass, and an array of wild mushrooms.

A substantial amount of acreage on the valley floor is highly suitable for agricultural production. Although the fragmented land ownership is not conducive to large-scale farming, opportunities remain from small-scale farms for family and commercial production. The Tribe has enacted Titles 69 and 70 to help provide solutions for managing fractionated land ownership problems, although they have been underutilized. Historically, gold (lode and placer), copper, mercury and other minerals have been mined on the Reservation by non-native settlers and corporations. However, the only current mining activities are limited to sand and gravel within the valley floor for the purposes of nearby road or building construction/maintenance. The quantity available is enormous and the quality has been determined to meet specific qualifications; no doubt this material will continue to be used wherever there is sufficient local demand.

b. Land Ownership and Management

The Hoopa Valley Indian Reservation is comprised of approximately 94,000 acres. There are two basic types of land ownership on the Reservation; land is either held in trust or owned in fee. Trust land is held in three ways: land is Tribal trust, assignments to Tribal members, or leases to Tribal members. There are only a couple exceptions that have been made where trust land was leased to a non-Tribal member. The majority of lands (94%) are Tribal trust, which includes almost all of the timber lands and mountainous areas outside of the valley floor. In contrast, the valley floor, where the majority of the people reside and development is located, is where most of the fee parcels are located. Fee lands were originally Tribal allotments on which deeds were granted. Many of these lands were sold to non-Indians, although many are also owned by individual Indians that are either members of the Hoopa Valley Tribe or another, as well as those fee parcels owned by the Tribe. There are numerous archaeological, culturally significant and historic sites through the

Reservation and ancestral territory. Many of these sites are known, protected, and continue to be actively used, such as ceremonial dance grounds, village sites, camping and gathering areas, and family cemeteries.

The Tribe does not currently have an approved General Land Use Plan for the Reservation. There was a draft General Land Use Plan developed in 2000, however, it was never approved by the Tribal Council and, thus has never been used as a guiding document. There is a Forest Management Plan⁶ (2011) for the approximately 87,500 acres of commercial timberland that has about 1.3 billion feet of commercial important timber species. Currently, the percentage of unharvested stands is 53% of the Reservation. Approximately 23% (19,500 acres) of this are not likely to be harvested because they are designated set-aside areas for endangered species, cultural, view shed and other reasons. The Forestry Department is responsible for overseeing the implementation of this plan, which is SmartWood certified by the Forest Stewardship Council. The Wildland Fire program provides a well-trained workforce for prescribed burns, wildland urban interface management, and wildland fire response. A Forestry Fuels Management Plan provides direction on how such fuels are managed to avoid catastrophic wildfires that are common to the area.

The Tribe also has a Tribal Water Quality Control Plan (approved 2002, amended 2008) that includes water quality criteria, standards, anti-degradation policy, and implementation plans, in accordance with Title 37-Pollution Discharge Prohibition Ordinance. Since 1990, the Tribe has maintained “treatment as a state” in regards to the Water Pollution Control Program under Section 106 of the federal Clean Water Act; the first Tribe in California to receive such approval. The Tribal Environmental Protection Agency (TEPA) and Land Management Department therein, oversee implementation and compliance of this plan and related ordinance, along with the regulations promulgated under Title 35-Riparian Protection and Surface Mining and Title 49-Solid Waste.

Additional Tribal Ordinances that seek to manage the land and natural resources of the Reservation include Title 10-Land Assignment and Lease Ordinance, Title 15-Conservation/Trespass Ordinance, Title 16-Fishing Ordinance, Title 17-Closed Range Ordinance, Title 48-Land Commission Ordinance, Title 49-Solid Waste Management, and Title 68-Animal Control Ordinance. Various tribal departments oversee the implementation and compliance of these ordinances. The Tribe has a robust Fisheries Department, which plays a large role in the management of important riverine fisheries (e.g. Chinook and Coho salmon, steelhead trout, sturgeon, and pacific lamprey) and decision-making in regards to tribally-reserved fishing rights. The Tribe is one of the eight (8) members of the Trinity Management Council, dedicated to restoring fish and wildlife population within the Trinity River Basin. Most recently, in 2015 the Tribe applied for status as a Tribal Historic Preservation Officer under the National Historic Preservation Act, which supports tribal self-determination in efforts for the appropriate preservation of cultural and/or historic resources on the Reservation.

⁶ Forest management plans are required under current 25 CFR 163 guidelines as well as under the Indian Forest Management Act, November, 1990. Content of plans is governed by 53 BIAM Chapter 2. In addition, Supplement 2 guides the process of developing management plans and accompanying environmental documentation.

D. Infrastructure

a. Transportation

The primary mode of transportation within and to/from the Reservation is by automobile. State Highway 96 runs north-south through the valley; connecting to U.S. Highway 299 twelve (12) miles south of the Reservation and to the north/northeast, connecting several Klamath River communities along 140-mile stretch of roadway, before ending at Interstate 5. Roadways on the Reservation consist of State Highway 96, County of Humboldt roads, and Tribal roads. The Tribe has a Transportation Plan and a transportation inventory that identify transportation needs of the Tribe in order to secure funds for planning, designing, construction, and maintenance activities through the Tribal Transportation Program; jointly administered by the Federal Highway Administration's Federal Lands Highway Office and the Bureau of Indian Affairs, Division of Transportation.⁷ For FY2015, the Tribe has 360 raw miles included on the inventory, with a funding allocation of nearly \$734,000. The Klamath Trinity Non-Emergency Transportation (KT NET) provides public bus transit for the Hoopa community, as well as nearby Willow Creek, as well as is connects with the larger network of public transit systems in the region (Redwood Transit provides service west to the coast, Trinity Transit provides service to the east along Highway 299). The nearest major airport is the California Redwood Coast – Humboldt County Airport (most commonly known as the Eureka/Arcata Airport), located fifty-five (55) miles away on the coast in McKinleyville. The Tribe currently maintains a limited airport facility in Hoopa, which has been used primarily for medical and other emergency transportation purposes. There is a 2,023 foot runway that has accommodated small noncommercial aircrafts, however, the airport is not currently in compliance with required standards.

b. Water and Wastewater

The Tribe owns, operates and maintains domestic and irrigation water systems throughout the Reservation. Through the Hoopa Valley Public Utilities District (HVPUD) domestic water is served to a total of eighty-four (84) commercial and eight hundred and twelve (812) residential locations.⁸ Water primarily comes from the Trinity River through the Julius Marshall Water Treatment Plant (WTP) and flows through distribution lines to/from various storage tanks and users throughout the valley. There is a current effort to rehabilitate the former systems at Mill and Campbell Creeks—the Mill Creek WTP and Telescope WTP respectively—by addressing their ability to meet current surface water treatment requirements to increase water reliability for valley residents and commercial users. Irrigation is also supplied in certain areas of the valley from Campbell, Mill, Captain John, Heck Creek, Soctish, Supply, and Hostler Creeks, although there are significant needs for water efficiency and other improvements to the system. There is no valley-wide

⁷ The authorizing legislation is the highway authorization act (currently the Safe, Accountable, Flexible and Efficient Transportation Equity Act – A Legacy for Users (SAFETEA-LU)) and codified in Title 23 U.S.C. and 25 C.F.R. Part 170.

⁸ Correspondence from the Hoopa Valley Public Utilities District, 2014.

centralized wastewater system. Rather the majority of residences use individual onsite sewer systems, except a few locations where several residences and/or commercial properties share a system, for instance the area commonly referred to as the “old BIA Campus”; the shopping center, casino, and hotel complex; and a Tribal housing development subdivision near that area known as Cal-Pac. Developing a valley-wide system is critically important to address existing wastewater issues, as well as allow for continued development.

c. Other Utilities

Electricity is provided through a power grid owned and operated by a large-scale private company, Pacific Gas and Electric Company. In the last year, the Tribe has entered into an agreement with the Western Area Power Administration (WAPA) to provide wholesale electricity, generated from the Trinity River dams, to several high-yield users in the Valley, including the Tribe’s Julius Marshall WTP and other tribal buildings, for wholesale rates. In 2009, the Tribe conducted a feasibility study to assess the potential for developing small scale hydro-electric power from seven (7) major tributaries.⁹ It was determined that there is real potential for small scale hydro-electric power generation on the Reservation with many alternative operations for project locations, designs, operations and financing. Wind-generated power potential was also assessed back in 1983 through a limited feasibility study. Results of the wind energy analysis showed that the Valley is narrow and highly sheltered, with its high forested surrounding hills, which effectively cuts off much of the wind, although there may be sufficient potential during winter and early spring storms from a site on Bald Hill.¹⁰ Given the age of this study and the technological improvements since that time, it may warrant another feasibility study to determine potential. Solar is the primary source of electrical power (62%) for the Tribe’s radio station, KIDE, which operates twenty-four (24) hours a day. In fact, the Tribe owns and operates the first solar powered radio station in California, although it is the only Hoopa Valley tribal entity using solar power.¹¹ . In terms of more extensive opportunity for the use of solar power by the Tribe, a feasibility study on residential and commercial solar concluded that, “Despite limits on PV [photovoltaic] performance due to weather, terrain and shading, the replacement of peak retail power and frequent interest makes solar an easier choice. Use of residential/commercial solar can also reduce regional demand, particularly peak demand, allowing more capacity for industry or opportunity for exporting power despite limited transmission capacity.”¹² In summary, there appears to be real potential for alternative sources of electrical power generation for residents of the Hoopa Valley and a related opportunity for such development.

⁹ Final Report. Hoopa Small Scale Hydroelectric Feasibility Project. Land Management Division, Hoopa Tribal Environmental Protection Agency, Hoopa Valley Tribal Council. March 2009. Accessed at: http://apps1.eere.energy.gov/tribalenergy/pdfs/hoopa_valley_final%20report.pdf.

¹⁰ Wind Farm Feasibility Analysis for the Hoopa Valley Indian Reservation. Final Report. Planning Department, Hoopa Valley Business Council and U.S. Department of Energy. 1983. Summary accessed at: <https://ntrl.ntis.gov/NTRL/dashboard/searchResults/titleDetail/DE86000352.xhtml>.

¹¹ Information provided by KIDE in February 2016.

¹² Feasibility Study conducted by Dr. Dietrick McGinnis and Associates on behalf of the Hoopa Valley Tribe. Information and quote provided through correspondence from the Tribal Planning Department.

For telecommunications, the Hoopa Valley is underserved for cellular and broadband services. For broadband, “underserved” is defined as having a combination of one or more of the following: slow speeds, less than three providers, backhaul issues (availability and/or cost), no wireline coverage, or small provider coverage.¹³ There are fiber lines along Highway 299, as well as in Weitchpec, however, there is no connecting line that runs through the Hoopa Valley. Internet is provided through wireless service providers, such as Velocity and Verizon, or through satellite providers. A desire of the Tribe is to provide at least twenty (20) megabits of bandwidth, with residential and commercial service available for purchase. Cellular service is limited in many parts of the Reservation, however, it is improved since the Tribe developed a cell tower on Bald Hills. This cell tower is owned by the Tribe who receives revenue from AT&T, Verizon, T-Mobil and Sprint for use and pays a small lease to the private landowner.¹⁴ Nearby is a tower owned by The Hoopa Community Association, where the KIEM-TV translator is mounted, as well as a short tower used by Velocity Communications.¹⁵ A final communications tower is located near Supply Creek, which is used by the Office of Emergency Services and the U.S. Forest Service, Six Rivers National Forest Personnel for radio transmission.¹⁶ The Tribe also owns a non-commercial educational FM (frequency modulation) telecommunication entity, KIDE, which began operation in 1979 as the only tribally-owned radio station in California until 2011.¹⁷

E. Socioeconomic Context

a. Population and Labor Force Data

There is certainly variance in the demographic data for the Reservation, depending on the source of the data and manner in which it was collected and interpreted. This poses difficulty when attempting to set quantifiable measures to evaluate performance when implementing strategies and programs focused on improving employment and poverty rates. It begs the need for a systematic and consistent manner for the collection of vital statistics on the Reservation and tribal population by the Tribe. In January, 2016, the Self-Governance Office established the Office of Vital Statistics (OVS) whose role will be to annually certify the Hoopa Valley Indian Reservation census, unemployment and poverty rates as part of the Tribe’s evaluation and monitoring process for its economic rebuilding model. A second part of the OVS function is to conduct an annual analysis of post-year spending of all Tribal funding sources to assist with the future economic and infrastructure planning process for the Tribal Council, membership and community. The first official Hoopa census, unemployment and poverty report is expected to be published in FY 2017 and yearly thereafter. Bearing this in mind, the following federal data sets provide some idea on the general

¹³ Humboldt County General Plan. Planning Commission Approved Draft. Part 2, Chapter 6 Telecommunications. March 19, 2012. Page 6-2.

¹⁴ Information provided by the Tribe’s Planning Department in December 2015.

¹⁵ Information provided by KIDE in February 2016.

¹⁶ Information provided by the Tribe’s Planning Department in December 2015.

¹⁷ Information provided by KIDE in February 2016.

population and labor force trends, which include high rates of unemployment and poverty, with low educational attainment rates.

As reported by the U.S. Census, American Community Survey 2009-2013, there are 3,013 residents of the Hoopa Valley Indian Reservation, of which, 79% are American Indian and Alaska Native. In general, the Reservation has a young population in comparison with the nation; with a median age of 27 in comparison to 37. Over one-third (34.5%) of the population is nineteen (19) years and under, 58.7% are between twenty and sixty-four (20-64), and 6.9% are sixty-five (65) years of age and older. Of residents, an astounding 66.2% are below the federal poverty level. This is more than three times the rate of the county (20.4%) and four times the rate of the state (15.9%) and the nation (15.4%). Twenty-five (25) percent of the residents age sixteen (16) and over are unemployed. Comparatively, the 2013 Bureau of Indian Affairs American Indian Labor Force Report documents a service area that includes 3,163, which is based on tribal enrollment. The report also notes that 51.6% to 64.6% of American Indians/Alaska Natives living on the Reservation are unemployed.

Issues of high rates of poverty and unemployment are compounded by low educational proficiency and attainment. In the Hoopa Valley Elementary School, which includes Kindergarten to eighth (8th) grades, Math and English proficiency levels are alarming. Although there can be concerns with approach and use of state standardized curriculum, testing and results, this system can provide a general sense of student proficiency levels according to established California state standards. According to the 2013 STAR testing, on average, 78% of students Kindergarten to 8th grade have a Basic, Below Basic, or Far Below Basic understanding of grade-level standards for English and 70% meet those low proficiency levels in Math.¹⁸ The results from the Hoopa Valley High School are similarly disturbing, with only 61% testing at Basic, Below Basic, or Far Below Basic in English and 84% of students testing at those levels in Math.¹⁹ In terms of higher education, the findings of the U.S. Census Bureau, American Community Survey (2009-2013) found that only 18.8% of residents have a Bachelor's degree or higher compared to 31% of those across the state. However, it must also be noted that this figure for the Reservation has dramatically increased since 2000, when only 7% of residents had a Bachelor's degree or higher.

Table 1 on the following page demonstrates the population, higher education, unemployment, and total number of occupations for 2000, 2010 and 2013, according to the U.S. Census Bureau decennial and American Community Survey (2009-2013) data. In summary, unemployment remained fairly consistent, although there was an increase in population (+380) and total occupations (+214). The most startling change, is the eleven percent (11%) increase in educational attainment of a Bachelor's degree or higher and eight percent (8%) increase of high school or higher between 2000 and 2013; both positive educational trends.

¹⁸ 2013 STAR Results. Accessed through DataQuest, provided by the California Department of Education. Accessed at: <http://data1.cde.ca.gov/dataquest>.

¹⁹ *Ibid.*

Table 1. Basic Socioeconomic Data: 2000-2013

Year	Population	Education- high school or higher	Education- Bachelor's degree or higher	Unemployed	Total Occupations
2013	3,013	80%	18%	25%	972
2010	2,701	86%	17%	24%	827
2000	2,633	72%	7%	24%	758

Affordable and available housing is also a social concern in the Valley. According to the American Community Survey (2009-2013), nearly one-third (30.5%) of households live in mobile homes, RVs or vans. Seventy (70) percent of all households are twenty-five (25) years or older and zero (0) have been built in the last five (5) years. Housing prices are relatively low, as well with 57.9% of homes being worth less than \$150,000, despite being in a County considered to have inflated housing prices. Household expenses also make up a large portion of household incomes with 41.8% of housing units with a mortgage and 40% of those that rent, having household expenses that are over 30% of their monthly household income. Lastly, nearly eleven (11) percent of households do not have a vehicle, which is particularly inhibiting in such a rural community.

b. Today's Local Economy on the Hoopa Valley Indian Reservation

According to the U.S. Census Bureau and relying upon the industry terms and classifications of the North American Industry Classification System, the most predominate industries in the valley are: 1) educational services, and health care and social assistance; 2) public administration; and 3) agriculture, forestry, fishing and hunting, and mining. The smallest segments of the local economy are: 1) wholesale trade; 2) other services, except public administration; and 3) information. Despite an overall trend of occupations increasing, there are notable losses in occupations between 2000 and 2013 in retail trade; other services, except public administration; and public administration. See Table 2 on the following page for more details on the variance in occupations by industry from 2000 to 2013.

Table 2. Occupations by Industry: 2000-2013

Industry	Year	2013	2010	2000	Variance 2000-2013
Agriculture, forestry, fishing and hunting, and mining		125	61	51	+74
Construction		56	45	54	+2
Manufacturing		29	28	7	+22
Wholesale trade		0	0	0	0
Retail trade		37	69	59	-22
Transportation and warehousing, and utilities		41	32	27	+14
Information		13	7	15	-2
Finance and insurance, and real estate and rental and leasing		59	39	37	+22
Professional, scientific, and management, and administrative and waste management services		67	75	32	+35
Educational services, and health care and social assistance		309	250	234	+75
Arts, entertainment, and recreation, and accommodation and food services		92	74	57	+35
Other services, except public administration		3	20	29	-26
Public administration		141	127	156	-15
TOTAL		972	827	758	+214

Looking at the private sector, the types and numbers of small businesses that have operational commercial space in the valley are identified in Table 3 below.

Table 3: Small Businesses with Visible Commercial Space

Auto mechanic – 1	Mercantile store - 1
Beauty shop – 1	Nursery – 1
Grocery store – 1	Rental storage facility - 2
	Restaurant/Food Service – 4

However, these eleven (11) businesses certainly do not provide the entire picture of the private sector operating on the Reservation. A more expansive view of private business activity is evident when looking at the types of businesses that are licensed by the Tribe under the Tribal Businesses Codes to operate on the Reservation; many of which are cottage industries. The Tribe's Department of Commerce, who is responsible for accepting and approving small business licenses under the Tribal Code, currently has issued over one hundred and ten (110) business licenses for those operating for-profit private businesses on the Hoopa Valley Indian Reservation (see Table 4).²⁰ There are also an additional thirty-four (34) businesses in Hoopa that have not filed through the Department of Commerce.²¹ Although it must be noted that it is unclear how many of these small businesses are profitable, the numbers of people in which they employ, or if they are even currently

²⁰ Data synthesized from information provided by the Department of Commerce, Hoopa Valley Tribe. 2015.

²¹ Memo. Sent by Lorencita Lavine, Contract Employee. Sent to Danny Jordan, Director of Commerce, Hoopa Valley Tribe. December 31, 2013.

in operation, Table 4 demonstrates the business diversity and entrepreneurial potential on the Reservation.

TABLE 4: Small Businesses with Tribal Business Licenses on the Reservation

Agriculture and/or processing – 3	Home furnishings – 1
Arts, crafts, jewelry and/or graphic design – 10	Legal services – 2
Auto mechanic – 1	Logging timber – 1
Barber/beautician – 3	Mechanical repair – 1
Brush clearing – 1	Metal recycling – 1
Cake decorating – 1	Multimedia, broadcasting, and recording – 3
Carpet cleaning – 1	Nursery – 1
Childcare – 1	Other retail – 8
Clerical services – 1	Painting – 2
Clothing design and/or retail – 2	Pharmacy – 1
Construction-related – 9	Ranching and Farrier - 2
Consultant services – 7	Real estate – 1
Design and/or engineering – 2	Solid waste removal – 1
Distribution services – 3	Sports camps – 1
DJ music – 2	Storage – 1
Energy (renewable) – 2	Telecommunications – 1
Fishing, guide, and/or processing – 3	Transportation – 1
Flowers – 1	Trucking – 4
Food service – 12	Welding – 1
Gaming (video) – 1	Wood cutting/vending/working – 6
Health-related – 1	

The Tribe's Department of Commerce also accepts applications for non-profits chartered under the Tribal Business Codes. Currently, there are over fifty (50) non-profits on record with that Department, which includes, but is not limited to organizations focused on cultural preservation and promulgation; youth development and education; the arts; fire safety; agricultural production; family social services; health and wellness; and recreation.²² An additional component of the local business environment on the Hoopa Valley Indian Reservation that is unique and should be mentioned is the establishment of a Hoopa Stock Market in 2009. Public stock offerings of private businesses have all been done through word-of-mouth, with a few instances where the Tribe's Department of Commerce has acted as the broker per established policies and under the authority of Title 53 of the Tribal Code. Such as system allows people to invest money directly in local businesses as a means to generate economic development and have more control over how monies are invested.

Employing nearly six hundred (600) people in 2015, the Hoopa Valley Tribe is the largest employer on the Reservation. Of those employed by the Tribe, nearly twenty-five percent 25% or

²² *Ibid.*

one hundred and forty (140) people, work at the K’ima:w Medical Center.²³ Although not an exact calculation, due to the varying data sources, the Tribe provides roughly 60% of the job opportunities on the Reservation.

As previously described, the Tribe operates nearly seventy (70) departments/programs to provide multi-faceted programs and services, as well as operates several tribal enterprises. Following are brief descriptions of the structure, composition and purpose of many of those tribal entities and/or enterprises of the Tribe, which are also summarized in Table 5 on the following page. Tribal enterprises were developed under the authority of the Tribe who financed the startup costs and oversee the continuing operations of each enterprise.

Hoopa Development Fund: Chartered in May 2000, the Hoopa Development Fund is a separate instrumentality created, wholly-owned, and controlled by the Tribe. The Hoopa Development Fund represents the consolidation of the Economic Development Administration Loan Fund and Tribal Credit programs to better carry out the purposes of those programs, including essential governmental functions of the Hoopa Valley Tribe. All activities of the Hoopa Development Fund will be administered by the Development Fund Committee, comprised of five members, appointed by the Council from the tribal membership. This includes making decisions on loan applications, setting interest rates, in some instances annual inspections of borrower assets, and other duties.²⁴ As of September 29, 2015, the Hoopa Development Fund has given 241 loans totaling \$1,232,447. Of those loans, nearly \$700,000 (54.3%) was loaned in the Business Loan Program.

Recently, the Hoopa Development Fund has initiated their own strategic planning process and developed the following Vision Statement:

For the Hoopa Community whom have limited resources available to help members prosper, the Hoopa Development Fund is a financial agency that promotes the growth of the local economy through financial literacy and assistance. Unlike traditional loan funds, our solution provides its services to the Hoopa Community that do not meet the commonly acceptable qualifications, which supports our strategy to help members create the economic foundation necessary for self-sufficiency and prosperity.

For the coming year, the Hoopa Development Fund plans on focusing on addressing the inability to adequately serve the demand for loans with their existing loan programs and enhanced educational opportunities in financial literacy and business plan development.²⁵

²³ Correspondence from Fiscal Department, Hoopa Valley Tribe, 2015.

²⁴ Charter of the Hoopa Development Fund. May 26, 2000. Provided by the Tribe’s Legal Department in November 2015.

²⁵ Hoopa Development Fund Program Report. Handout provided at October 10, 2015 Hoopa Valley General Membership Meeting.

Table 5. Summary Table of Tribal Entities and Enterprises as of December 2015

Entity/ Enterprise	Charter	Structure	Code Title	Board	Own Fiscal Mgt.	Positions	Profit Status
Hoopa Development Fund	2000	Tribally-chartered entity	52	Yes	Yes	6	N/A
Hoopa Forest Industries	1996	Separately managed tribal company	--	Yes	Yes	22	Favorable
Hoopa Gas and Mini Mart	N/A	Tribally licensed company	56	No	No	15	Favorable
Hoopa Modular Building Enterprise	2004	Separately managed tribal company	52	Yes	Yes	1 increases by project	Unfavorable
Hoopa Roads Aggregate and Ready-Mix	N/A	Non-chartered entity with for-profit subsidiary	--	No	Yes	18	Favorable
Hoopa Tribal Education Association	1999	Tribally-chartered non-profit	--	Yes	No	80-88	Non-profit
Hoopa Valley Public Utilities District	1980/2000	Tribally-chartered instrumentality	--	Yes	Yes	21	N/A
Hoopa Valley Telecommunications Corporation	1979	Tribally-chartered non-profit	--	Yes	No	6	Non-profit
K'ima:w Medical Center	By-laws 1998	Tribally-chartered non-profit	--	Yes	Yes	140	N/A
Lucky Bear Casino	1998	Licensed under Tribal Code-Title 31	--	Yes	Yes	27	Favorable
Tsewenaldin Inn	N/A	Not chartered	--	No	No	7	Unfavorable
Two Rivers Tribune	N/A	Not chartered	--	No	No	4	N/A
Xontah Housing Authority/Hoopa Valley Indian Housing Authority	2000	Tribally-chartered instrumentality	--	Yes	Yes	9	N/A

Hoopa Forest Industries: This separately administered company was chartered in 1996 as an instrumentality of the Tribe to act and function as a holding company for timber related businesses or enterprises of the Tribe. The Hoopa Forest Industries (HFI) also serves the purposes of providing employment; encourage employees to pursue higher education and specialized training to meet requirements of company; operate in a manner to preserve and protect Tribal culture and natural resources, including water quality and fisheries habitat; provide revenue to the Tribe to address public health, safety and welfare, or other Tribal purposes; and to further industry, labor and economic development on the Reservation.²⁶ The timber production activities of HFI are outlined in the Tribe's Forest Management Plan (2011-2025), which is overseen by the Tribal Forestry Department. HFI also manages a vertical grain saw mill, which provides sales to lumber distributors and directly to community members.

The Tribal Council is responsible for hiring an Executive Director for HFI to manage the daily operations, as well as perform planning and development within the scope of the charter. HFI currently employs twenty-two (22) people, of which fifteen (15) are Hoopa tribal members and six (6) are tribal members of another Tribe and married to Hoopa tribal members. Salaries and wages are paid at the expense of HFI who maintains separate fiscal management responsibility from the Tribe. At the end of each fiscal year, cash reserves of HFI shall not exceed \$200,000; excess cash reserves are transferred to the Tribal Council. Notwithstanding that, fifteen percent (15%) of HFI's net profit is transferred to the Tribal Council annually, per the charter. HFI is also responsible for paying the Tribe stumpage fees.²⁷

Recently, HFI has been working to complete the Tish Tang "O", "P", and "Q"; Bald Hill "O"; and the Pine Creek "R", "S" and "O" timber sales; some of which will be milled at the Tribe's vertical grain saw mill for sale and the rest sold directly to outside purchasers. In the last year, approximately \$40,000 in sales came from vertical grain saw mill products. HFI is also working with the Temporary Assistance for Needy Families (TANF) program to set up a fire wood cutting site for wood venders to cut in Tribal log yards.²⁸

Hoopa Modular Building Enterprise: This is a separately administered enterprise, created and wholly owned by the Tribe pursuant to the authority of the Constitution and Title 52-Tribal Entities Code. Established in 2004, the purpose of the Hoopa Modular Building Enterprise (HMBE) is to function as a for-profit business enterprise to construct, management and operate a facility to manufacture modular buildings; provide employment opportunities; directly finance or act as guarantor or surety for any manufacturing plant(s) operated by HMBE; provide economic benefits and foster self-determination and economic self-sufficiency through enterprise returns, specialized training and related opportunities; and provide revenue to the Tribe to address public health, safety and welfare, and other tribal governmental purposes. The HMBE was granted the particular ability to exercise essential governmental functions of the Tribe and is not be subject to the Tribal

²⁶ Hoopa Forest Industries Charter. April 5, 1996. Provided by the Tribe's Legal Department in November 2015.

²⁷ *Ibid.*

²⁸ Hoopa Forest Industries and Hoopa Natural Resources Forestry Department Reports. Handouts provided at October 10, 2015 Hoopa Valley General Membership Meeting.

Employment Rights Ordinance or the Personnel Policies and Procedures of the Tribe. A Board of Directors is comprised of five (5) members appointed by the Tribal Council in due consideration as to the need for adequate expertise in the business in which HMBE is engaged; the need for diversity of experience; and experience and understanding of the unique cultural and social conditions and goals of the Tribe. Unlike other Boards of the Tribe, these Directors are not required to be Hoopa tribal members. All salaries and wages of employees of HMBE shall be an expense of the enterprise and be in accordance with pay scales approved by the Board. Fiscal and personnel policies and management are also the responsibility of HMBE. Another unique aspect of this tribal enterprise among the others is that there is a requirement of a Business Plan, which shall be prepared and approved by the Board annually. Additionally, an operational plan, financial statements, and an annual plan must also be developed and provided to the Tribal Council on an annual basis. It is the responsibility of the HMBE Board to review the year end financials and prepare a cash accounting report to the Tribal Council for review and approval, which includes a plan for utilizing cash and cash equivalents for HMBE purposes and distribution of any remaining cash and cash equivalents to the general fund of the Tribe.²⁹

The HMBE has gone through tumultuous financial and operational times since inception, which has included periods of temporary closure, as well as a sizeable investment from the Tribe that has yet to see a return. Most recently, the plant has been open for the last nineteen (19) months. During that time, the HMBE was awarded the Timber Ridge Apartment Project to complete a twelve- (12) space apartment complex for the Hoopa Valley Indian Housing Authority at Campbell Field. During the project, the plant employed twelve (12) people, which was reduced to six (6) in September/October and now, with no existing projects,³⁰ has been further reduced to a single employee. The future of the HMBE is currently under consideration by the Tribal Council.

Hoopa Tribal Education Association: A non-profit that is chartered under Article IX of the Tribe's Constitution and organized exclusively for education purposes within the meaning of Section 501(c)(3) of the federal Internal Revenue Code. As described in their Charter (1999), the powers of the Hoopa Tribal Education Association (HTEA) include, but are not limited to: initiate and recommend for Council approval of educational policies, plan and program; administer Tribal grants and scholarships; utilize all available grants and other financial aids for tribal children; participate in, review and exercise final authority over all educational plans, curricula, teaching methods, budgets, programs and policies within scope of work of Association and/or Tribe; and act as a liaison with public schools on the Reservation and elsewhere there are Hupa students in attendance. A five-member Board of Directors is appointed by the Tribal Council from the enrolled membership. The Board is selected according to the By-laws of the Association, which includes qualifications criterion. The Board has the authority to hire a General Manager (i.e. Education Director) who is responsible for administration and management of the HTEA and related staff.³¹

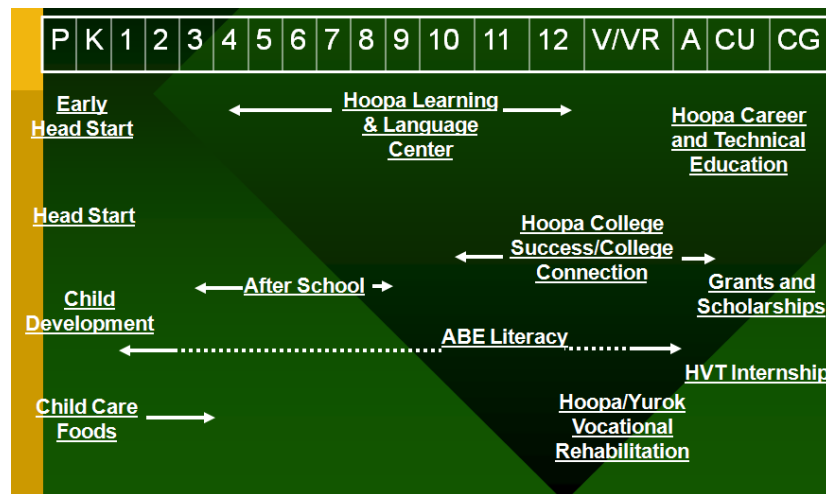
²⁹ Charter for the Hoopa Modular Building Enterprise. Provided by HMBE in July 2015.

³⁰ Hoopa Modular Building Enterprise Report. Handout provided at October 10, 2015 Hoopa Valley General Membership Meeting.

³¹ Charter and By-Laws of the Hoopa Tribal Education Association. August 5, 1999. Provided by the HVTED in July 2015.

Through the Hoopa Valley Tribal Education Department (HVTED), the Association is able to implement educational development programs that span Early Head Start to College. To address the HVTED's Vision and Mission Statements, the HVTED currently manages fourteen (14) comprehensive state and/or federal grant-funded educational programs and other tribal programs and projects. This includes Early Head Start, Head Start, Pre-School, Child Development, Hoopa

Figure 2. Programs Provided by the HVTED



Learning and Language Center, After School Program, Hoopa Career and Technical Education Program, Hoopa College Success/College Connection Program, Adult Basic Education Literacy and Vocational Rehabilitation (see Figure 2). Additionally, the HVTED has a Child Care Foods Program, Summer Foods Program, Summer Internship Program, Summer Cultural Camps, Early Childhood

Education Summer Transition to Kindergarten Program, and provides student with scholarship from the Bureau of Indian Affairs and the Hoopa Valley Tribe for qualifying Hoopa Tribal members attending college. In total the HVTED has over eighty (80) employees to implement these programs. They serve, on an ongoing basis, more than five hundred children and families, and intermittently serves nearly one thousand (1,000) children and families. HVTED facilities include eight (8) locations totaling 21,000 square feet. This includes the Klamath-Trinity Instruction Site (KTIS) branch campus of the College of the Redwoods (CR), a California Community College, which is contracted to the HTEA to operate, as well as the recently constructed Early Childhood Education Facilities. As noted by the HVTED, deferred maintenance on Education buildings, including the KTIS-CR College building, has reached a critical point and will require substantial funding to address. Other buildings, such as NoholDinilayding-Niwho:ngxw (NDN) Center, which operates as the Tribe's Johnson O'Malley Program, and the After School Program Center need to be completely overhauled and/or replaced.

The Hoopa Higher Education Programs, a subset of the HVTED, manage the College of the Redwoods, Klamath-Trinity Instructional Site according to a Memorandum of Agreement. Management occurs through two (2) existing programs; the Hoopa Career and Technical Education Program (HCATEP) and the Hoopa Career Fast Track project. The HCATEP is a Native American Career and Technical Education Program that has been continuously funded since 1994 through a competitive federal grant. The program increases employment and entrepreneurship in private and Tribal enterprises, as well as in natural resources/forestry technology, small business management, childcare and early childhood education, and other existing and emerging professions and occupations. Each year, at least fifty (50) students participate in certificate and

degree programs that will prepare them for these employment opportunities. The Hoopa Career Fast Track project was a three-year, grant funded project that included College readiness curriculum and provided three (3) cohorts of students with intensive instruction leading to three (3) employer recognized certificates and address employment needs and opportunities identified within the Tribal economy: (1) General Business, (2) Forestry Natural Resources, and (3) Early Childhood Education. Although this project is concluding, it certainly provides a successful model that can be learned from and then repeated, with additional funding secured. The total student population attending this campus was approximately 180-225 students each semester, excluding summer session. For the 2015 academic year, there were seven (7) students at the KTIS who received Certificates of Achievement and twenty-one (21) Associate's Degrees. Although it is evident that the KTIS is providing vocational and higher education opportunities to the Hoopa Valley and surrounding communities, establishing a Tribal college has, and continue to be, a long term goal of the Tribe. A Tribal College can allow for a self-determined approach to vocational and higher education that can better serve the needs of the tribal community and Tribe. This concept originated as an Indigenous University, which was initiated as a non-profit and had a volunteer board with by-laws, but has now disbanded. More recently, the HVTED has lead this effort; the Tribe attained membership on the California Tribal College (CTC) Board of Regents and a partnership was in process to establish a northern branch of the CTC.³² However, this approach was also discarded and the HVTED is currently aligning with Northwest Indian College to consider developing a branch of their campus. A major hurdle to progressing on a Tribal College is a lack of dedicated staff.³³

Hoopa Valley Public Utilities District (HVPUD): The Tribe has operated some aspect of public utilities since at least 1980 when it chartered the Hoopa Valley Water and Sanitation District (later to become HVPUD). In 1984, the Tribe compacted the total operations of the valley irrigation system from the Bureau of Indian Affairs. According to the current charter (2000), HVPUD is a government entity is an instrumentality of the Tribe for the purposes of securing funding and providing public utilities services to the Reservation community, including, but not limited to a valley wide water system; sanitation; solid waste management; distribution, transmission and wheeling of electrical power service; irrigation operations, maintenance and construction; valley wide fire hydrant protection; and water transportation. HVPUD has a five-member Board, selected by the Tribal Council from the tribal membership. To manage daily operations, a General Manager is hired by the Tribal Council. As stated in the charter, fee assessments are to be recommended by the General Manager to the HVPUD Board of Directors and published to the users prior to implementation for their information and comment. Accounting is performed by HVPUD separate from the Tribe and HVPUD funds shall not be transferred or loaned to the Tribe except to pay for services provided to the HVPUD by other tribal departments.³⁴

³² Hoopa Tribal Education Department and Program Reports. Handouts provided at October 10, 2015 Hoopa Valley General Membership Meeting.

³³ Based on communication between the Education Director and the Planning Department in December 2015.

³⁴ Hoopa Valley Public Utilities District Charter and By-Laws. April 6, 2000. Provided by the Tribe's Legal Department in November 2015.

Currently, HVPUD employs twenty (20) full time permanent and seasonal staff, which includes nineteen (19) Hoopa tribal members and/or spouses of Hoopa tribal members. Operations include administration, construction, water utility, and the transfer station. In the coming year, construction is focused on installing new service of water and sewer to local tribal members; installing new irrigation lines throughout the Valley, as able; and replace transit pipe containing asbestos in the Tish Tang area. The annual costs of domestic water delivery is three (3) times the revenue generated from water rates (\$500,000 compared to \$160,000). A need to increase rates is self-evident, however, in the past a motion to take such action was met with some community resistance and led to a lack of government approval. The transfer station is operating at a small profit, however, it does little to address financial loss from water delivery. HVPUD also recently entered into an agreement with WAPA to provide lower electrical rates and there are thirty-three (33) meters currently on the program. They have begun negotiations to address the need for additional meters, as well as determine a path towards expanding to meet the needs of residential households, which remains a long-term goal in the next five-to ten (5-10) years. Two additional long term goals of HVPUD are to develop a centralized waste water treatment system to address issues from individualized septic systems and waste disposal, as well as to increase the capacity of the water treatment plant.³⁵

Hoopa Valley Telecommunications Corporation (HVTC): This tribal corporation was chartered in 1979 to engage in and encourage the development of and to provide oversight for all electronic communication endeavors of the Hoopa Valley Tribe. The first and only such development was KIDE-FM, a non-commercial educational radio. The HVTC envisioned a television broadcasting station, as well as control licenses, policies, facilities, programming, personnel and operation of broadcast station(s), equipment of future communication systems. HVTC is identified as a corporation that is operated and maintained as a non-profit entity. This entity must abide by all rules and regulations of the Federal Communications Commission and shall not carry on activities not permitted to be carried on by a corporation exempt from 501(c)(3) or 170(c)(2) of the Internal Revenue Code. A Board of Trustees oversees the HVTC, which consists of nine (9) members, appointed by the Tribal Council. Unlike all other charters, this entity allows Tribal Councilmembers to sit on the Board. Daily operations are performed by a General Manager who is selected by the Tribal Council, based on the recommendation of the Board of Trustees. However, no such corporate General Manager was retained beyond 1982. HVTC shall have a separate commercial account(s) than the Tribe, however, the Tribe performs fiscal management duties for HVTC. This entity is unique in that each registered adult member (>18 years) of the Tribe is considered a voting member of the corporation entitled to vote upon all matters requiring the expression of preferences by the corporation's membership.³⁶ In the early 1990s, the HVTC charter was disbanded by the Tribal Council. The remaining minimal cash assets were donated to Humboldt State University, KHSU-FM, a non-profit media organization, as required under the State of California chartered

³⁵ Hoopa Valley Public Utilities Department Report. Handout provided at October 10, 2015 Hoopa Valley General Membership Meeting.

³⁶ Charter and By-Laws for Hoopa Valley Telecommunications Corporation. May 24, 1979. Provided by the Tribe's Legal Department in November 2015.

non-profit organization rules. The Tribe continues to operate KIDE-FM on the 91.3 FM frequency, as well as on the internet through their website since 2000.³⁷

KIDE Tribal Radio is the operational side of the HVTC and is the first solar powered radio station in California. Currently, KIDE has six (6) full time core operational staff and operates continuous radio twenty-four (24) hours a day, seven (7) days a week throughout the year. Live operations typically include twenty (20) hours per week when staff produce live remote broadcast of sports, town hall meetings, general meetings, emergency-related announcements, Hupa language, and other programs. Production capacity is beyond the paid and volunteer staff capacity. There is a strong desire to enhance staffing and, therefore, program capacity to meet community needs and interests. Broadcast range will soon be expanded to the internet, although they are currently limited by existing telecommunications services, as described previously.³⁸

K'ima:w Medical Center: Created in 1998, the K'ima:w Medical Center is a tribally-chartered non-profit that is wholly owned and controlled by the Tribe. It was formed to provide health services and operate an ambulatory care center to serve people in the service area. K'ima:w Medical Center is the current manifestation of previous health care facilities in Hoopa, which have been operated by the Tribe since the 1970s; including those overseen by the former Hoopa Health Association, Inc. and the Community Health Association. To oversee K'ima:w Medical Center, there is a Governing Board, which consists of seven (7) members. Of these, at least fifty-one (51%) percent must be Hoopa tribal members, which are appointed by the Tribal Council and the same percentage of the entire Board must be active users of the K'ima:w Medical Center and reside in the service area. No person that has been employed at the health care center during the previous year is eligible to serve on the Governing Board. The Medical Director, or his or her designee, may participate in an *ex officio* and non-voting capacity in the business of the Governing Board, in order to provide technical advice and present/respond to issues that relate to operations and patient services, as needed.³⁹

Currently, K'ima:w Medical Center operates medical, dental, behavioral health, diabetes, senior nutrition, and ambulatory care; employing nearly 140 people. The most pressing issues for them are lack of professional staff to deliver services, lack of space to provide services, and of Medi-Cal providers in Humboldt County; the latter of which has increased clientele, particularly for dental services. In August of 2015, they completed construction of a new Senior Center, which replaces the previous old dilapidated building and will provide a safe space for seniors to interact and access nutrition and other programs. K'ima:w has also begun rehabilitation of the old Ricklefs' home adjacent to the health care facilities on Airport Road, in order to provide much needed space for Behavioral Health staff. There are also ongoing discussions at the Governing Board and Tribal

³⁷ Information shared by KIDE Program Manager in February 2016.

³⁸ Information shared by KIDE Program Manager in November 2015.

³⁹ A Charter for the Hoopa Health Association was provided by the Tribe's Legal Department in November 2015, as were the By-Laws of the K'ima:w Medical Center Governing Board. Although both relate to providing health care, neither document mentions the other. Based on input from the Planning Department, it was determined that the By-Laws of the K'ima:w Medical Center Governing Board should be considered as the current guiding document for health care services provided by the Tribe.

Council level about developing local substance abuse detoxification, rehabilitation and/or sober living treatment centers.

Lucky Bear Casino: This tribal enterprise operates under a license according to Tribal Code Title 31-Gaming Ordinance, which was enacted in 1998 and subsequently amended in 2001 and 2002. This tribal code regulates all gaming on the Reservation, specifically Class II and III as identified in the federal Indian Gaming Regulatory Act and agreed to under a Tribal-State Compact. Per the Ordinance, the Tribe has the sole proprietary interest in and responsibility for the conduct of the gaming operation(s) and shall receive, at a minimum, not less than sixty percent (60%) of the net revenues. Gaming net revenues are to be used to fund Tribal government operations and programs; provide for the general welfare of the Tribe and its members; promote Tribal economic development; make donations to charitable organizations; and/or help fund operations of local government agencies. If the Tribe elects to make per capita payments directly from revenues derived from gaming to Tribal members, it shall authorize such payments only pursuant to a plan submitted to and approved by the Secretary of Interior pursuant to 25 U.S.C. §2710(b)(3). Operating costs for the gaming facility are provided from the Tribe's general revenues, per an annual budget approved by the Council. A Board of Commission is in place to oversee the gaming operations and ensure that authorized gaming is conducted on the Reservation and is not otherwise specifically prohibited by federal law. The Commission is comprised of three (3) members selected by majority vote of the Tribal Council. Applicants for the position of Commissioner, as well as employees, must meet certain requirements and obtain a license from the Council; this includes completing an extensive background investigation and fingerprinting. The authority of the Gaming Commission shall supervene any other board, commission or committee other than the Tribal Council.⁴⁰

The Lucky Bear Casino is located in the Tsewenaldin Shopping Center in downtown Hoopa. It has approximately one hundred (100) gaming slot machines, two (2) Blackjack tables, food service and a lobby area to convene small events. The General Manager and Tribal Council continue to negotiate with the State of California to maintain gaming rights, as well as consider ways in which to increase the variety of services. The Casino generates revenue for the Tribe, as well as employs twenty-seven (27) residents, of which twenty-five (25) are Hoopa tribal members and/or spouses. In addition, the Casino helps support local charities and fundraisers for community education, sports and competitions by awarding donations and sponsorships.⁴¹

Xontah Housing Authority – Hoopa Valley Indian Housing Authority: Chartered in 2000 to assume the responsibilities of the former Hoopa Valley Indian Housing Authority, the Xontah Housing Authority is a separate instrumentality of the Tribe. The purpose of the Housing Authority⁴² is to remedy unsafe and unsanitary housing conditions; alleviate the acute shortage of

⁴⁰ Hoopa Valley Tribal Code, Title 31-Gaming Ordinance.

⁴¹ Lucky Bear Casino Report. Handout provided at October 10, 2015 Hoopa Valley General Membership Meeting.

⁴² The most recent charter, as provided by the Tribe's Legal Department, is for the Xontah Housing Authority, although it seems that the entity is still most commonly referred to as the Hoopa Valley Indian Housing Authority, per the current Director.

affordable, decent, safe and sanitary dwellings for tribal member families; and provide employment opportunities through construction and renovation of low-income dwellings. A five-member Board is appointed by the Tribal Council from within the tribal membership to oversee the Housing Authority, which cannot construct or operate any project for profit.⁴³

In April 2015, the Housing Authority suffered the loss of their newly built administration building. Despite this, they continued to maintain daily operations and successfully carried out the Indian Housing Plan for FY 2015. This included construction of the new twelve- (12) unit apartment complex at Campbell Field, which included a partnership with the HBME and an outside contractor. In the coming year, the Housing Authority seeks to re-construct the administration building. They also plan to construct up to four (4) single family homeownership units, which will be the first such units constructed by the Housing Authority in fifteen (15) years. They also plan to continue to provide the down payment assistance program for prospective qualified homeowners, the modernization program for what are considered the “1937 act homes”, and pursue the possibilities for low income tax credits to expand funding potential.⁴⁴

Other Non-Chartered Tribal Entities/Enterprises: The Tribe also owns and operates the Tsewenaldin Inn; Hoopa Roads, Aggregate and Ready-Mix; Two Rivers Tribune, and the Hoopa Gas and Mini Mart, which all are tribal entities that are not chartered, but are considered entities and/or enterprises.

- **Hoopa Gas and Mini Mart:** This is a for-profit tribal entity that was licensed as a corporation under the Tribal Business Code in 1998. With fifteen (15) employees, the fuel mart is focused on generating revenue and sustaining/enhancing employment opportunities. Recently, the Tribe began purchasing fuel from an Indian-owned enterprise, which eliminated costly sales tax. This savings (~\$0.30/gallon) can be passed on to customers and/or retained for increased revenue. Also being pursued is the use of Electronic Benefit Transfer (EBT), which is used by State of California-funded public assistance benefits, such as CalFresh, Food Assistance Program, and cash aid. Expansion of the facility to increase fuel and merchandise sales is also being considered.⁴⁵
- **Hoopa Roads, Aggregate and Ready-Mix:** This is an entity that includes five (5) divisions: Roads Enterprise, Aggregate Enterprise, Ready-Mix Enterprise, BIA Maintenance, and Transportation. The majority of these divisions are enterprises, which are operated as subsidiaries of this entity. The Aggregate and Ready-Mix currently operate outside of Willow Creek on leased land, while Roads and Aggregate is located in Hoopa at the area known as the Cal-Pac site. There are eighteen (18) employees. A major activity of the construction crew is annual timber sale road work, although this year it is focused on large

⁴³ Charter of the Xontah Housing Authority. September 28, 2000. Provided by the Tribe’s Legal Department in November 2015.

⁴⁴ Hoopa Valley Indian Housing Authority Report. Handout provided at October 10, 2015 Hoopa Valley General Membership Meeting.

⁴⁵ Hoopa Gas and Mini Mart Report. Handout provided at October 10, 2015 Hoopa Valley General Membership Meeting.

fisheries restoration projects for the Tribe in the Supply Creek drainage. The department continues to pursue funding for transportation improvements, including downtown and safe pathways to/from the schools. They also maintain all BIA Inventory Roads on the Reservation, which includes approximately 360 miles. The Ready-Mix Enterprise had a very profitable year with concrete sales for large State projects on Highways 299 and 169 that generated \$800,000 in gross sales. There is a desire to relocate the aggregate plant to the Reservation to decrease costs and accommodate a large State project (Tish Tang Viaduct) that is forthcoming. There is also ongoing efforts to segment operations and management of the Roads and Transportation aspects from the enterprise divisions; operating the enterprise divisions on a strictly for-profit model. The long-term vision is that enterprises would be operated on a strictly for-profit model and would include pursuing federal Small Business Administration 8(a) certification and acquire Disadvantaged Business status for federal and state contracting.

- **Tsewenaldin Inn:** This is a twenty-one (21) room hotel with an outdoor pool and two (2) small conference rooms, which is owned and operated by the Tribe. The hotel provides overnight lodging for visitors and other guests. Recently, the hotel has generally been able to maintain costs. Since it was built, the hotel had been working at a deficit, until 2013 when it broke even without a tribal subsidy. Various assistance programs were using the hotel to temporarily house homeless persons, however, this has been halted based on input from hotel staff and feedback from visitors and guests.⁴⁶ There are currently seven (7) employees that work at the Tsewenaldin Inn, all of which are Hoopa tribal members.
- **Two Rivers Tribune:** This is a community weekly newspaper for the local region of eastern Humboldt, western Trinity, and southern Siskiyou Counties. As the only Tribally-run newspaper in California, the Two Rivers Tribune provides unbiased news with a high journalistic standard. It also serves as the public record for the Hoopa Valley Tribe. Revenue is generated through advertising and newspaper sales, but not in sufficient amounts to cover the operational budget. Although FY 2015 was the most revenue that the newspaper has ever made, a plateau has been reached as far as advertising sales given the limited businesses within the local area. There is, however, room for increasing advertising revenue from tribal entities and departments, if appropriately accounted for in the Tribe's annual budget. One recent success by the Two Rivers Tribune to help bridge that financial gap, as well as reach a broad audience and help promote the Hoopa Valley Tribe as a leader in the local economy, was the completion of the "Adventure Guide." This was a local recreational publication provided free-of-charge to boost the region's tourism and promote local businesses. There are currently four (4) staff, however, there is a need for increased capacity to sustain the paper and increase the web presence that is requested by the Tribal Council and community. There is also a need for enhanced technological hardware and software to eliminate numerous operational inefficiencies.⁴⁷

⁴⁶ Tsewenaldin Inn Report. Handout provided at October 10, 2015 Hoopa Valley General Membership Meeting.

⁴⁷ Two Rivers Tribune Report. Handout provided at October 10, 2015 Hoopa Valley General Membership Meeting.

F. Previous Strategic Planning Efforts

a. Previous CEDS Plans and Status of Actions

The Tribe's first economic development plan was drafted in 1969, then termed an Overall Economic Development Plan (OEDP). Since then, the Tribe has routinely developed annual progress updates, with complete plan updates approximately every five (5) to ten (10) years. Table 6 below identifies some of the comprehensive and/or economic development plans completed by the Tribe over the years. This includes only those plans that were provided by the Planning Department, although there may likely be additional plans. From the information that could be

Table 6. Plans Completed by the Tribe as Provided by the Planning Department to Review

1969: Overall Economic Development Plan	1989: Overall Economic Development Plan
1972: Annual Progress Report and Update	1993: Overall Economic Development Plan
1974: Annual Progress Report and Update	1995: Annual Progress Report and Update
1975: Annual Progress Report and Update	1999: Comprehensive Economic Development Strategy
1976: Overall Economic Development Plan	2000: Annual Progress Report and Update
1977 Annual Progress Report and Update	2001: Annual Progress Report and Update
1980 Overall Economic Development Plan	

gathered during this 2015 planning process, the last comprehensive economic development plan seems to have been completed in 1998, with annual progress updates completed in 2000 and 2001. Although not a complete picture of the breadth of economic development-related ideas or actions that have been completed by the Tribe from 1969 to 2001, Exhibit A demonstrates a synthesis of information garnered from the following economic development plans on record with the Tribe's Planning Department. Also included in the Exhibit is information from the 1973, 1983, and 1985 Comprehensive Plans for the Hoopa Valley Tribe. It must also be noted that there are other economic development-related actions that were never included in the economic development plans in these years, but were pursued.

b. Recent Strategic Planning Efforts

There has been a significant gap of economic development planning for the Tribe in the last fifteen (15) years. The same is true for comprehensive planning for the Tribe, which has not been completed since 1985, though the plan was to cover the years until 2000. In 2009 and 2014 the Tribal Councils did conduct strategic planning, however, it was only inclusive of the Council. The implementation of the strategies by staff and/or Council do not appear to have been clearly communicated, coordinated and/or monitored as most strategies identified have yet to be implemented. The current Tribal Council has decided to take a different approach; develop a One Year Action Plan. Although it still falls short of the type of comprehensive planning that is still needed, it does provide an effective means to address those issues most pertinent to the tribal

membership and demonstrate responsive and effective government in a transparent manner. To develop the One Year Action Plan, the Council held a General Membership meeting in July 2015 to allow the tribal membership to opportunity to identify the primary issues they would like to see the Council address in the coming year. This initial “listening session” was used by Council to identify priority issues and conduct a retreat from which a One Year Action Plan (July 2015 to July 2016) was developed. This plan was then presented back to the tribal membership in October, for additional input. Focus areas identified in the One Year Action Plan include:

- Improved Communication/Transparency with the Tribal Membership;
- Law Enforcement;
- Solidify Water rights;
- Enhance Housing Opportunities and Conditions;
- Improve Land Development; and
- Address Substance Abuse on the Reservation.

Several of the actions identified under each focus area provide coincide and/or compliment those identified in the Action Plan associated with this CEDS, which provides synergy and increases likelihood for directed focus on completing those particular actions. Progress on the Council’s One Year Action Plan will be provided at General Membership meetings scheduled in January and April 2016.

G. 2015 CEDS Planning Process

a. Foundational Approach of Native Nation (Re)-Building

The concept of native nation (re)building has been promulgated through the work of the Harvard Project on American Indian Economic Development (Harvard Project). Established in 1986 as a major research initiative, the Harvard Project began at the Kennedy School of Government at Harvard University, with an outgrowth of the work established at the Native Nations Institute of Leadership, Management, and Policy at the University of Arizona. The original intent of this research was to study the emerging patterns of economic change and community development in Indian Country. What explained the achievement of their own economic, political, social and cultural goals by some Tribal nations while others remained crippled by poverty and social ills common across Indian Country? And what lessons could be learned that could be effectively shared with other Tribal nations? Research over the last thirty (30) years has provided insight and overarching themes regarding what seems to work for tribal economic and community development across Indian Country in the United States. As summarized by co-founder, Dr. Stephen Cornell, in a presentation to the Hoopa Valley Tribal Council:

Nations don't succeed because they have good assets—people, location, natural resources, education, etc. They succeed because they have organized themselves effectively to make those assets pay off.

As used in this work, “native nation building”, “refers to the processes by which a Native nation enhances its own foundational capacity for effective self-governance and for self-determined community and economic development.”⁴⁸ However, as Oren Lyons, Faithkeeper of the Onondaga Indian Nation reminds us that true nation-building is not about starting something completely anew. Rather, it relies upon the reestablishment of principles and manners of government that are fundamental to the culture and lifeways of a native people. As he notes,

*There's a lot of talk of “nation building” – and for all that the phrase correctly captures in acknowledging Indian peoples as nations, I don't like it. What we're really talking about is nation rebuilding. We've always been here; we're not newly built. We're falling back on the instructions and on the principles of government given to us by the old ones. The forms may change to meet new times. We may have to do some things in new ways. But we have to keep the principles.*⁴⁹

Thus, it is the values, principles and teachings of the ancestors that should ultimately provide the fundamentals to how tribal governance and development occurs today. This is the way in which economic, community and workforce development can be done in a manner that is self-determined, as well as supports the individual and collective identity of the Tribe and members. For the Hoopa Valley Tribe, these fundamental values, principles and teachings, as articulated in the introductory section titled “Na:tini-xw Economic Foundation.” This approach is foundational to this CEDS strategic planning process, as it has been foundational to the overall governance approach taken by the Hoopa Valley Tribe over the years. As nicely summarized in the Hoopa Valley Tribe's 1974 Comprehensive Plan, “We will never look so far forward that we forget that roots of our being and the wisdom of our elders.”⁵⁰

The findings and lessons of the Harvard Project are not easily distilled, however several major themes and/or concepts do emerge, as summarized from the book produced by the Harvard Project and the Native Nations Institute, Rebuilding Native Nations: Strategies for Governance and Development. In summary, the major themes

⁴⁸ Editor's Introduction. In “Rebuilding Native Nations: Strategies for Governance and Development.” Edited by Miriam Jorgensen. The University of Arizona Press. 2007.

⁴⁹ Foreword by Oren Lyons, Faithkeeper, Onondaga Indian Nation. In “Rebuilding Native Nations: Strategies for Governance and Development.” Edited by Miriam Jorgensen. The University of Arizona Press. 2007. Emphasis in original.

⁵⁰ This plan was not provided by the Planning Department, however, this quote and citation was derived from the following source: Chase, Erika Eva. “Beyond Blood Quantum: Exploring the Origins & Implications of Imposed Indigenous Identification Policies to Reclaim Tribal citizenship & Rebuild Native Nationhood.” Unpublished Undergraduate Honors Thesis. Stanford University. May 2010.

and/or concepts discussed for successful tribal economic and/or community development include:

- Cultural compatibility – projects/programs should align with the values, principles, and customs of the culture(s) of the native nation;
- Constitutional compatibility – the Tribe’s Constitution should align with/reflect the values, principles, customs and governance structure of the native nation;
- Tribal Council - should provide for sufficient political stability, when possible reflect the original governance structure of the native nation, and should not micro-manage staff;
- Tribal Court – the Tribe should have a politically independent tribal judiciary that is also compatible with culture and/or social norms;
- Administration – the Tribe should have a sufficient administration that can properly manage daily operations and communicate with the Tribal Council;
- Insulate Business from Politics – the Tribe should separate management and operations of tribal economic ventures from the tribal government;
- Citizen Entrepreneurship – the Tribe should support small business development and entrepreneurship as a means to diversify, stimulate and enhance the tribal economy;
- Governmental Services – these services should be provided to most effectively meet the needs of the tribal community in an equitable fashion;
- Intergovernmental Relations – important to have strong working relationships with outside governments, including with other tribes, federal and state officials and agencies, and local government;
- Planning – strategic comprehensive and project planning are critical to ensuring a Tribal government that is operating to meet common goals and is not constantly operating in “crisis mode”.

To introduce and think about ways in which the concepts of native nation rebuilding could be fundamental to the actions identified in this planning process, co-founder of the Harvard Project and the Native Nations Institute, Dr. Stephen Cornell, was brought to Hoopa to meet with the Tribal Council. Now at the University of Arizona, Dr. Cornell is Professor of Sociology and Public Administration and Policy, Director of the Udall Center for Public Policy, and associated with the Native Nations Institute for Leadership, Management, and Policy.

According to Dr. Cornell, effective organization means moving away from the “Standard Economic Development Approach” to the “Nation-Building Approach.” The Standard Economic Development Approach most often taken by Tribes:

1. Is short-term, non-strategic;
2. Views economic development as an economic problem;
3. Instead of building an economy step-by-step, looks for “home runs;”
4. Let’s others (usually other governments) set the development agenda; and
5. Views Indigenous cultures as “problems,” meaning they inhibit and/or are do not align with development.

This standard approach often looks to an individual or a couple of Tribal planners/grant writers to “go do economic development,” based on whatever grants can be secured, allowing a Council and/or Board to micromanage staff, praying that it works out, and faulting staff when it does not. As Figure 3 illustrates, it jumps from claiming jurisdiction to choosing projects, rather than taking the necessary steps to build capable institutions, identify strategic priorities/concerns, and crafting development policies. It may be likened to building the floor and roof of a house with no framing or walls. Most

What Many Nations Do

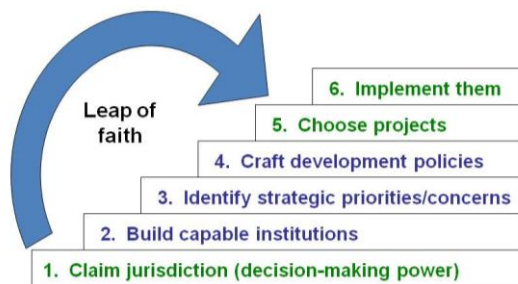


Figure 3. Standard Approach to Tribal Economic and Community Development

often the outcome is failed enterprises, a politics of spoils, a brain drain of staff, external perceptions of incompetence and chaos that undermine the defense of Tribal sovereignty, internal perceptions of incompetence and chaos that undermine the confidence of the Tribal community, and continued poverty. In short, the standard approach does not provide a strong foundation for sustainable development.

A more effective approach, proven by extensive research across the nation, is that of

Tribal nation-building, which is based on the following elements:

1. Practice self-rule (the Tribal nation calls the shots);
2. Capable governing institutions (back up authority with competence);
3. Cultural match (governing institutions match community beliefs about how authority should be organized);
4. Strategic orientation (decisions are made with long-term priorities in mind); and
5. Public-spirited leadership (rather than a venue where factions fight for control).

The Tribal nation-building approach emphasizes long-term planning, strategic decision-making, insulating politics from economic development, and addressing whole communities— not just particular issues. The results include more effective access to and use of resources, increased chances of sustained and self-determined economic development, a more effective defense of rights, and *communities* – not just economies – that *work*. In summary, Tribal nation-building provides a much more sustainable and successful approach to Tribal economic development.

b. Research and Planning Process

In collaboration with the Contractor, the recently re-established Planning Department took the lead on the economic development planning process. Following the requirements of the U.S. Economic Development Administration (EDA), the planning team worked with the Tribal Council to develop a process that would also fit the unique needs of the Hoopa Valley Tribe and community. In that, the following groups and roles were identified and relied upon during the planning process.

- **Tribal Council:** All members of the elected Tribal Council to provide leadership, guidance, and input; identify members of the CEDS committee(s); develop overarching vision and goals; and have final approval of CEDS plan.
- **CEDS Committee:** Representatives of the main economic-related interests of the Valley from Tribal Council, workforce development, education, private business, community organizations, commerce and finance, and tribal self-governance, and tribal judiciary to provide strategic input and review of CEDS based on available data, experience, expertise, and Council, community and strategy sub-committee input.
- **Strategy Sub-Committee Tribal Enterprise/Entity:** Managers/Directors of Tribal enterprise and entities to provide input and review strategies based on experience and expertise.
- **Community:** Residents of the Hoopa Valley Indian Reservation and members of the Hoopa Valley Tribe to provide input and review draft action plan and final CEDS plan.

The planning process commenced in March 2015 and wrapped up in March 2016. This process included the following elements:

Background Research: Extensive background research was conducted, which included reviewing Tribal governing and other documents, including but not limited to the Hoopa Valley Tribe Constitution, Tribal Codes, enterprise and entity charters, existing feasibility studies, recent strategic plans (2009 and 2014), previous economic development plans on file with the Planning Department (1969-2001), General Membership meeting notes from Council support (July and October 2015), the Council One Year Action Plan, and the Forest Management Plan (2011-2025). In addition, data was gathered and synthesized on existing businesses and non-profits licensed under Tribal law; previous CEDS ideas and the status of actions identified; and socioeconomic, cultural, ecological, governance, administrative and other information pertinent to provide foundational information to planning and sufficient context for the CEDS Action Plan. Direct consultation also occurred with several Tribal staff members to garner additional background context on a particular issue and/or vet various ideas presented throughout the process based on their particular expertise and/or experience. Lastly, general research and information was gathered regarding tribal nation (re)building and approaches proven successful throughout Indian Country nationally and locally.

Strategic Planning: Garnered input from the Tribal Council, CEDS Committee, Tribal Enterprise/Entity Sub-Committee, and the Community through the following meetings and steps:

- March 25: Kick-off meeting with the Tribal Council – *overview of CEDS requirements and process, visioning session, discussions with Dr. Stephen Cornell of the Harvard Project on American Indian Economic Development and the Native Nations Institute at University of Arizona on tribal nation (re)building/*
- April 20: Planning session with the Tribal Council – *review findings of initial session and discuss possible approaches for select strategies.*
- May 4th: Kick-off meeting with the CEDS Committee – *overview of CEDS requirements and process, review of Council visioning and strategies; and initial listening session around opportunities and impediments for economic development in the Valley.*
- May 21: Kick-off meeting with the Enterprise/Entity Sub-Committee – *overview of CEDS requirements and process, initial listening session around opportunities and impediments for Tribal enterprise.*
- May 26th: Planning session with the CEDS Committee – *situational analysis on private business ownership and development (meeting cut short due to rescheduled Council meeting).*
- June 19th: Briefing meeting with Chairman Jackson – *overview status of the CEDS process and get confirmation to proceed on course.*
- July 8th: Planning session with the Enterprise/Entity Sub-Committee – *discuss composition of enterprise/entity, goals and objectives for the year and long –term, and discuss strategies to overcome identified challenges.*
- July 14th: Briefing/Planning session with the Tribal Council – *discuss overview of CEDS, process to date, anticipated next steps, and take questions from the new Tribal Council members.*
- July 29th: Planning session with the Enterprise/Entity Subcommittee – *discuss possible scenarios for segmentation of “for-profit” tribal enterprises from the tribal government.*
- August 13th: Planning session with the CEDS Committee and Enterprise/Entity Subcommittee – *review, discuss, and prioritize goals, strategies and actions identified thus far through the process (version 1); gather input and make revisions.*
- August 26th: Planning session with CEDS Committee and Enterprise/Entity Subcommittee – *continue to review, discuss, and prioritize goals, strategies and actions (version 2); gather input and make revisions.*
- September 30th: Planning session with the Tribal Council – *review draft action plan (version 3); gather input and make revisions.*
- October 10th: General Membership meeting – *present overview of CEDS, process taken, goals and strategies identified, and discuss opportunity to respond to Action Plan Survey and attend Community Meeting (version 3.5); gather input and make revisions. (Note: was available to view live on YouTube and listen on KIDE radio.)*
- October 29th: Community meeting – *present overview of CEDS, process taken, review the draft Action Plan (version 3.5) in detail; and discuss opportunity to add more input via Action Plan Survey; gather input and make revisions. (Note: was available to view live on YouTube).*
- November 24th: Briefing meeting with Chairman Jackson – *discuss planning progress and next steps, as well as review the draft Action Plan in detail (version 4); gather input and make revisions.*

- December 1st – 22nd: Initial Review of Complete Draft CEDS Plan – *provide first draft of complete CEDS Plan to the Planning Department and Chairman; gather input and make revisions.*
- January 4th, 2016: Complete final draft – *based on input from internal review, make revisions (version 5).*
- January 4th – February 5th: Public Comment Period – *Make final draft of CEDS Plan available to the Tribal Council, CEDS Committee, CEDS Tribal Enterprise/Entity Subcommittee, and the community for 30-day comment period.*
- February 6th – February 12th: Complete Revised Final Draft of CEDS Plan – *make revisions based on received public comments.*
- February 17th and 24th: Present Final Revised Draft of CEDS Plan to Tribal Council for input – *make revisions based on received Tribal Council comments.*
- March 7th: Present Final Draft of CEDS Plan to Tribal Council for Consideration of Approval
- Post-approval: Send to EDA for Concurrence

Additional Community Input: Outside of the General Membership meeting, Community Meeting, and the 30-day comment period, input from the community was also garnered through two surveys. The first was of local private business owners in order to get their input on opportunities and challenges of operating a business in the Valley, as well as ideas for how the Tribe may be of assistance to small business owners. The second was to get specific input on the draft Action Plan (version 3.5). For this, an online survey was developed using the program SurveyGizmo, with a link made available at the General Membership and Community meetings, the Tribe's website main page, and the Tribe's Facebook page. Hardcopies were also developed and distributed at these same meetings and made available at the Planning Department. Lastly, several community members were interviewed to discuss the "pre-contact" economy of the Natinixwe and how the foundational values, principles, and systems are still present and/or remain pertinent today.

III. SWOT (Strengths, Weaknesses, Opportunities and Threats) or Situational Analysis

A SWOT or Situational Analysis allows an organization to evaluate the strengths, weakness, opportunities and threats involved in a particular issue, in this case the economic, community and workforce development of the Hoopa Valley. Strengths and weaknesses often relate to those things that are internal to an organization, in this case the Hoopa Valley Tribe. Opportunities and threats most often reflect those things that are external to an organization. The following includes several of the key themes that arose during the planning process.

Strengths

- Extensive experience in self-governance and compacting/contracting federal dollars
- Strong culture and continuance of native lifeways
- Relatively insulated from regional and/or national economic impacts, which affects economic resilience
- Natural resources (timber, gravel, water; soils; fish, game and plants)
- Large land base with high percent in tribal ownership
- Agricultural lands and water rights
- Have public schools and community college branch campus
- Have management over public utilities, roads, health care system, natural resources, and early childhood education
- Well established Tribal Court that is insulated from tribal government
- Complex tribal government with immense capacity
- \$65+ million annual tribal government budget
- Retained full civil jurisdiction over all persons on the Reservation
- Tribally owned radio station and newspaper
- Tribal Business Codes in place
- Fairly comprehensive emergency services, as well as planning and response preparedness
- Tribe has some limited discretionary funds to implement projects
- People/families live here = care about the place
- Inherent sovereignty and authority of the Tribe to govern and promulgate regulations
- High level of environmental protection and standards
- Able to hunt, gather and fish for subsistence and cultural purposes
- No tribal or state tax – for some tribal enterprises there is no federal tax
- Ability to be independent
- Self-employment – builds upon traditional foundation and village concept
- Telemedicine and specialty clinics available at K'ima:w Medical Center
- Tribe manages own Tribal Temporary Assistance for Needy Families Program as opposed to State operated

- Employees are primarily tribal members and vested in the Tribe and community
- Tribal social service programs in place to offer services to remove barriers for employment and provide training
- There are significant leveraging and development opportunities for private business under the umbrella of the Tribe's sovereignty and business laws
- There is a significant difference in costs of living on the Reservation when compared to off-reservation areas that can be leveraged to support Hoopa-based private businesses and jobs

Weaknesses

- Council term lengths lend to a lack of follow through and continuous inconsistency in leadership
- High rates of substance abuse and persons with (untreated) mental health issues
- Academic performance of public schools is very low
- Limited small businesses/lack of access to basic goods, funding and services
- High crime rate for small community
- High poverty and limited job opportunities
- Lack of Tribal strategic plan
- Tribal government departmental “silos”
- Lack of oversight, clear management objectives, and transparency for tribal enterprises
- Lack of Chair, Council and/or Director/Manager follow through
- Lack of commercial space, access to land for small business
- Insufficient infrastructure (e.g. centralized wastewater, irrigation, broadband, safe roadways/walkways)
- Difficulty securing private loans from Tribal Development Fund, particularly from federal EDA funds, due to existing tribal and federal policies and personal credit and collateral issues
- Need additional staffing for planning to carry out large scale, interdepartmental, valley-wide projects
- Lack of maximizing the (re)circulation of tribal government dollars on the Reservation
- Lack of a General Land Use Plan
- Difficulty meeting with the Council and getting actions dealt with in a timely manner
- Seem to most often be working in “crisis mode”
- Lack of highly credible vital statistical data about the community; makes assessing employment, poverty, etc... difficult
- Lack of evaluation and reporting process for performance of tribal government expenditures
- Lack of comprehensive community needs assessment
- Lack of Business Plans and clear management goals/objectives for tribal enterprises

- Tribal employees can't invest 401k in Tribal stock market or in Hoopa-based local businesses
- No uniform systems for Tribal leases – terms/process vary for private sector and tribal enterprises
- Buy local policy – have policy but not mechanism to enforce/implement
- Difficult to secure collateral (especially related to land and using tribal assignments)
- Tribe waives sovereign immunity rather than rely upon Tribal Court
- Inter/intra family conflicts/rivalries
- Inadequate financial resources to retain adequate professionally trained communications personnel
- Lack of results based accountability for goals and objectives of Tribal departments
- Lack of tribal and privately-owned buildings for use of tribal programmatic growth and/or small business development
- The Tribe's bonding processes typically are a disadvantage for local tribal and Indian businesses

Opportunities

- Small businesses to provide basic goods and services (e.g. barber/beauty shop, laundromat office supplies)
- Access to natural resources (e.g. timber, gravel), agricultural attributes (good soils, water, irrigation system), and commercial land leases
- Demonstrated industry opportunities related to “Specialty Foods and Agriculture” for the local region
- Ability to (re)circulate tribal government dollars into the Reservation economy
- Right to an additional allocation of water recently secured for on reservation uses
- Development of a Tribal college to serve workforce development needs – already managing and securing the majority of funding for the community college campus
- Development of a substance rehabilitation center
- Possible ability for tribal members to secure and streamline commercial land leases
- Learn more about integrating the Nation (Re)Building Approach and continue to tailor approach to the unique needs of the Tribe
- Small business development and financial literacy training, curriculum and possible funding available
- Separation of Council and tribal for-profit entities
- Carbon credits (i.e. with off Reservation land acquisition)
- Governmental 8(a) contracting for any proven goods/services
- Purchase of land outside Willow Creek to develop multi-purpose commercial complex for tribal-owned businesses
- Biomass potential with woody debris and timber salvage

- TERO training for self-sufficiency
- Vocational Rehabilitation program resources to retrain/workforce development/small business development for qualified clients
- Implement Buy Local policy systematically
- EDA loans, BIA loan guarantee, USDA, SBA and conventional loans
- IRS tax benefits for native employees (limits on salaries, but maybe develop Tribal Ordinance or expand Davis Bacon Ordinance that exists to deal with this by setting own standards)
- Tax benefits for businesses operating on the Reservation; attractant to outside businesses (re)locating onto the Reservation
- Tribal development of certification or support for state/federal certification of minority owned/disadvantaged businesses
- Use Tribal Court for business contracts mediation/adjudication
- Non-profits can access federal grants (e.g. Stop the Violence Coalition – starting a Bald Hills Association)
- Insulated from outside economic downturns
- Eco-tourism potential given the natural beauty and resources to support guided hunting, fishing, and back country exploration as well as rafting trips and mountain biking; also have two campgrounds that have the potential for improvements.
- Subsidized employment and training for adults and summer youth training and work placements for TANF youth participants and at risk youth
- Centralized social services to implement systems of care/holistic wellness model

Threats

- Dependence on federal dollars, including competitive grant funding and national political trends
- Lack of agreement with Humboldt County on land, taxation and other jurisdictional issues
- Ability to get bonding on the Reservation
- Difficulty retaining and funding professionals to develop/operate a substance rehabilitation center
- Modular plant is not (always) utilized for Tribal projects
- Highway 96 provides transportation limitations for the exportation of certain goods (i.e. manufactured homes)
- There is a lack of safe transportation routes (e.g. Highway 96 Bridge, Tish Tang/Highway 96 intersection, downtown, pedestrian/bicycle pathways, to/from schools, etc...)
- Lack of local goods and services leads residents to spend money off the Reservation, which continues to exacerbate the problem of having a lack of local goods and services
- Water quality and quantity, and related fisheries concerns in the river and tributaries
- Ongoing drought

- Natural disasters (e.g. flooding, wildfires, drought, landslides, earthquakes)
- A disconnect in communication and coordination amongst the Tribal Administration
- Many tribal buildings are in significant disrepair
- Lack of sufficient housing
- Lack of direct management or oversight of the public school and no Tribal Education Code
- College of the Redwoods does not necessarily have accredited programs that meet the workforce development needs in the Valley or provide for self-determined educational opportunities
- Continued decline of the timber industry
- Heavy reliance on two (regionally declining) industries, timber and gaming, for tribal profits
- Remote location and existing transportation routes pose higher financial costs and logistical issues for accessing outside markets
- Difficulty securing new construction funding through existing federal sources – limited grant sources, those sources that exist often have funding levels that are too low to build a sufficient sized space for need
- Requirements put on Hoopa Development Fund loans by the federal EDA program requirements
- Loitering around existing businesses, theft and arson
- Transfer from “traditional Hupa” economy to tribal government owned economy
- People don’t want to travel outside the area for jobs (e.g. Construction, flagging)
- No business start-up support
- Forestry developed internal capacity in conflict with the Hoopa Forest Industries and Roads Department
- Lack of Tribal Police capacity – sufficient County response
- Visitors are often not welcomed or wanted by residents, which impedes tourism industry opportunities
- There are many old dilapidated trailer homes, which have environmental threat implications and do not provide for the preferred quality of life and/or community livability
- The Valley has a poor reputation for high crime, which discourages tourism and is detrimental to the self-esteem of local youth and the community
- Several studies have found that it is too expensive to haul biomass products to the single facility in the area (Fairhaven) and, thus, is not something that is deemed profitable at this time, according to the Forestry Department

IV. Strategic Action Plan

A. Mission and Vision

The overarching guidance to this strategic planning process are the Mission and Vision Statement of the Tribe, which are as follows:

Mission: To preserve, promote and protect the culture, sovereignty and natural resources of our Hoopa Valley Tribe, and create long-term economic prosperity and self-reliance for future generations.

Vision Statement: To uphold our traditional culture, sovereignty, a healthy environment and financial security of the Hoopa Valley Tribe.

To drill down deeper into these guiding statements, to a level where the vision and goals specific to economic development could be identified, first a “visioning” exercise was conducted with the Tribal Council. Documented through a graphic recording method, the Council was asked to reflect upon the values, principles and systems of a “pre-contact” Hupa economy. They were then asked to envision what a socially and economically healthy Hoopa community would look like in ten (10) years. This was followed by discussion about what was preventing the Hoopa community from looking like that now and strategies that could be used to achieve social and economic health.

The overwhelming consensus for the vision was of a vibrant and strong community that can rely upon a healthy environment to hunt, fish and gather, as well as a hub of commercial activity with local access to basic goods and services. An economic environment rooted in tribal sovereignty and self-determination. Participants described a community built on Hupa culture. People are able to be self-sufficient, provide for themselves and their family, and be accountable to others. A close-knit community where people work together for the greater good of the people. This would be a place where Hoopa citizens would want to stay and/or return to because they could thrive there, not just barely survive, and be free of substance abuse and related social ills. These would be communities where educational and work force development opportunities enhanced prospects for the future of local people so they would not have to leave to pursue such endeavors. Fundamentally, what emerged was a vision of flourishing community, rooted in Hupa culture and filled with hope and opportunity for all residents.

B. Goals and Strategies

From the input of the Tribal Council through the “visioning” session and discussions, the following Goals were developed to provide the targeted direction for the CEDS.

Goals:

- A quality of life that is safe and secure, stimulates a strong sense of community, sustains Hupa culture and lifeways, ensures a biodiverse and healthy natural environment, and promotes self-sufficiency.
- A strong and diversified Hoopa Valley economy with essential goods and services available locally.
- Decrease unemployment and poverty by transforming from a government based economy to a private sector economy.
- Provide a private business climate that nurtures entrepreneurship, business growth, and strategic tribal government support.
- Advance for-profit Tribal enterprises focused on generating revenue and providing Tribal employment opportunities.

These Goals were used to inform the direction of the strategies identified through the remainder of the planning process. Input on the strategies was provided by participants on the CEDS Committee and Tribal Enterprise/Entity Sub-Committee, Tribal Council, Tribal Planning Department, and the community at large. The following Strategies have been identified for inclusion in the Action Plan:

Strategies:

- A. Enhance capacity for planning and development to address the needs in the Valley.
- B. Conduct Valley-wide planning for community and economic development.
- C. Stimulate and nurture entrepreneurship and small business by leveraging tribal government resources.
- D. Eliminate existing barriers on private sector development.
- E. Improve self-determination in our ability to educate, train, and retain a quality workforce.
- F. Better insulate tribal business from tribal government.
- G. Develop new enterprises that serve community needs and align with Tribe's Mission.

C. CEDS Action Plan

Strategy and Actions	Lead ⁵¹	Support	Years
STRATEGY A: Enhance capacity for planning and development to address the needs in the Valley.			
Action 1: Clarify mission and then enhance staffing of Planning Department accordingly (e.g. planners, grant writers).	Tribal Council, Planning	Fiscal	1-5
Action 2: Ensure self-governance capacity (e.g. liaisons, negotiators, policy and funding analysts) to enhance opportunities to compact/contract federal programs and alleviate prohibitive barriers to self-determination.	Tribal Council, Self-Governance	Fiscal	1-5
Action 3: Perform essential community data collection, analysis, utilization and reporting. a) Community Needs Assessment b) Vital Statistics	Planning, Self-Governance	Tribal Council	1-5
Action 4: Establish Tribal Administrative position for daily oversight of governmental operations; revise Chairman's Ordinance.	Tribal Council, Office of Tribal Attorney	Fiscal	1-2
Action 5: Get formal agreement with Humboldt County on jurisdiction, taxation and land use.	Tribal Council, Self-Governance	Office of Tribal Attorney	1-3
Action 6: Establish Chief Operations Officer position for daily oversight and management of for-profit entities.	Tribal Council	Fiscal	2-5
Strategy and Actions	Lead	Support	Years
STRATEGY B: Conduct Valley-wide planning for community and economic development.			
Action 1: Complete a five (5) year Comprehensive Strategic Plan for the Tribe. a) Informed by Community Needs Assessment and Vital Statistics b) Directly tie to annual Department/Entity goals and used to inform the budget process. c) Annually monitor, evaluate, report, and update.	Planning	Tribal Council, tribal management, and tribal membership	1-2 2-5 3-5
Action 2: Develop/update and adopt a General Land Use Plan and Zoning Ordinance.	Planning w/ Consultant	Land Management, Land Commission, Office of Tribal	2-3

⁵¹ It must be made clear that it is the responsibility of the entire tribal leadership, as well as all departments and programs to play a role in the (re)building of the Hoopa economy and not exclusively those identified as “Lead” and/or “Support” for each Activity.

a) Ensure clear designation of agriculture and commercial space, including lands available for tribal lease.		Attorney, and tribal membership	
<p>Action 3: Develop a Master Site and Infrastructure Plan that is compatible with the General Land Use Plan, aligned with the Tribe's Comprehensive Strategic Plan and minimally includes siting of:</p> <p><i>Infrastructure/ Utilities:</i></p> <ul style="list-style-type: none"> a) Centralized wastewater system; b) Transportation improvements for safety, connectivity, economic enhancement, and pedestrian/bicycle use; c) Valley-wide irrigation and domestic water systems; d) Broadband <p><i>Buildings:</i></p> <ul style="list-style-type: none"> e) Drug detox, rehabilitation, and/or sober living center(s); f) Commercial space, particularly on Highway 96 frontage property; g) Gas station and mini mart; h) Facilities for open air market; i) Community center; j) Cultural center; k) Administration building; l) Public restrooms in downtown; and m) Housing subdivisions. 	Planning w/ Consultant	HVPUD, Land Management, Land Commission, TEPA, Roads Dept., and tribal membership	3-4
<p>Action 4: Assess and plan for strategic growth of tribal “for-profit” entities.</p> <ul style="list-style-type: none"> a) Conduct an assessment and SWOT analysis of all tribal entities/enterprises and develop recommendations on immediate and long-term opportunities. b) Develop/Update Business Plans for each tribal “for-profit,” based on immediate and long-term opportunities, to direct management and leadership; annually monitor, evaluate, report, and update. 	Chief Operations Officer w/Consultant	Entity Managers/Directors, Tribal Council	2 2-5
Strategy and Actions	Lead	Support	Years
STRATEGY C: Stimulate and nurture entrepreneurship and small business by leveraging tribal government resources.			
Action 1: Support local market opportunities derived from Tribal governmental operations and resources.	Fiscal	Planning	1-2

<ul style="list-style-type: none"> a) Develop report on how much the Tribal government spends annually on products and services by category, to identify opportunities to (re)direct those funds locally. b) Research and report on which natural resources might be available to tribal member entrepreneurs for small scale, low-impact and sustainable use and develop a non-prohibitive form of accountability to make these resources available. c) Develop Tribal procurement policy and enforceable mechanism to implement existing “buy local” mandate. 	Forestry	Commerce	3-5
	Fiscal	Tribal Council	2-3
<p>Action 2: Expand business support services and connectivity.</p> <ul style="list-style-type: none"> a) Develop dedicated capacity of the Hoopa Development Fund to provide small business assistance through regular workshops and one-on-one counseling.⁵² b) Proactively engage prospective entrepreneurs for development of small business incubator(s)/cooperative(s). c) Develop facilities and terms for an Open-Air/Flea Market. d) Develop facilities and terms for commercial center. 	Development Fund		1-5
	Commerce	Planning	2-3
	Commerce	Planning	3-5
	Commerce	Planning	3-5
<p>Action 3: Enhance opportunities for private sector cooperatives in specialty agriculture and products.</p> <ul style="list-style-type: none"> a) Proactively engage community in discussions around agricultural development opportunities and research needs (e.g. food consumption capacity, produce and feasible by-product potential, and requirements for contracting with established cooperatives for sale of specialty crops). b) Determine potential for Tsemeta Nursery to be utilized by tribal member businesses and/or community cooperatives; engage community about interest and potential terms for use. c) Maintain/upgrade/expand irrigation systems and improve water efficiencies. d) Secure water rights for agricultural purposes. 	Commerce	KTRCD ⁵³	1-3
	Forestry, Commerce		3-4
			1-5
	HVPUD		1-5
	Self-governance, Tribal Council	HVPUD	1-5

⁵² This could be developed through a train-the-trainer approach in partnership with an organization, such as the Onaben Indianpreneurship program or the North Coast Small Business Development Center.

⁵³ The community non-profit, Klamath-Trinity Resource Conservation District, is identified as a partner for this work through an established Memorandum of Understanding.

Strategy and Actions	Lead	Support	Years
STRATEGY D: Eliminate existing barriers on private sector development.			
Action 1: Streamline system for lease of tribally-owned properties; pre-identify locations and develop clear process. ⁵⁴	Planning, Realty	Land Commission	3-4
Action 2: Develop infrastructure and facilities.			
a) Plan and build new commercial space/shopping center.	Planning		4-5
b) Enhance broadband infrastructure and connectivity; ideally to provide at least 20 megabits of speed.	Planning Roads	Planning	1-5 1-5
c) Improve safe transportation for auto, pedestrian and bicycle use, particularly in downtown and to/from schools.	Roads	Planning	1-3
d) Improve signage, landscaping, and stormwater drainage system, particularly in downtown.	HVPUD	Planning	1-5
e) Develop centralized wastewater treatment system.			
Action 3: Increase access to capital for business start-ups/expansion.			
a) Amend Hoopa Development Fund Loan policies to enhance loan opportunity potential.	Development Fund	Commerce	1-2
b) Identify means to address personal credit and collateral issues in securing a Tribal EDA and/or other loans; integrate into EDA loan fund policies.	Development Fund	Commerce	1-2
c) Fund and make more readily available the Small Business Incentive Program established under Title 59.	Tribal Council	Commerce	2-5
Action 4: Address bonding issues			
a) Revise policy(ies) to allow a tribal member contractor to negotiate a percent retention amount in lieu of the full bond amount.	Fiscal, Insurance	Office of Tribal Attorney	2-3
b) Revise policy(ies) to set a \$100,000 minimum contract requirement to require bonding on construction-related projects.			
Action 5: Address security issues, such as vandalism, theft and loitering (NOTE: Tribal Council is addressing this concern outside of the CEDS plan).	N/A	N/A	N/A
Strategy and Actions	Lead	Support	Years
STRATEGY E: Improve self-determination in our ability to educate, train, and retain a quality workforce.			
Action 1: Develop drug rehabilitation center and sober living homes on/near the Reservation.	Planning	K'ima:w	2-4

⁵⁴ Align this with the General Land Use Plan and make any necessary amendments to Title 10-Land Code.

<p>Action 2: Annually, Directors/Managers will identify existing and projected workforce development and training needs to inform opportunities provided by TERO, TANF and Education Department. Currently identified:</p> <ul style="list-style-type: none"> a) Law enforcement services; b) Early childhood education; c) Natural resources management; d) Business management; e) Vocational trades (e.g. electricians, auto mechanics, plumbers); f) Professional services (e.g. legal, accounting, insurance, investment support); g) Heavy equipment operation; and h) Trainings (e.g., customer service, Microsoft Office, grant writing, nation-building, financial literacy). 	All Directors and Managers	TERO, TANF and Education	1-5
<p>Action 3: Continue to pursue development of a Tribal College, while maintaining operations of the CR KTIS until feasible, in order to offer programs and courses that meet the workforce development needs of the Valley and promote tribal self-determination.</p>	Tribal Council, Education	Planning	1-5
<p>Action 4: Renovate Eureka apartment(s) owned by the Tribe into college student housing and develop terms for use.</p>	Housing Authority	Tribal Council	2-3
<p>Action 5: Develop curriculum and opportunities to work within the Klamath-Trinity Unified School District to prepare youth for career development.</p> <ul style="list-style-type: none"> a) Enhance/develop curriculum and projects focused on supporting local career pathways and stimulating entrepreneurship. b) Develop and implement holistic financial literacy curriculum and projects (e.g. personal financial management, budgeting, how to develop savings, acquisitions of credit, understanding loans, investing etc...). c) Develop curriculum on Hoopa Tribal history, nation- and economy (re)building, as well as federal Indian law and policy. d) Develop infrastructure and/or a system to track the academic progress of each tribal member child and have counselors in place who can address situations where children are not attending school or are not achieving passing grades. 	Education	Development Fund, Self-Governance, TANF	2-5
<p>Action 6: Develop curriculum and provide annual Hoopa Tribal nation-(re)building and governance training; mandatory for all newly elected Tribal</p>	Planning w/Consultant	Education, Self-Governance	2-5

Council members and available for interested committee, board, staff and community members. ⁵⁵			
Strategy and Actions	Lead	Support	Years
STRATEGY F: Better insulate tribal business from tribal government.			
Action 1: Based on the hiring of a Chief Operations Officer (Strategy A-Action 6), work to set annual management and financial goals and objectives for each tribal “for-profit” entity, based on the completed Business Plans (Strategy B-Action 4).	Chief Operations Officer, Tribal enterprise Managers/Directors	Tribal Council	3-5
Action 2: Convene monthly tribal business meetings of the Chief Operations Officer and all tribal “for-profit” Managers/Directors.	Chief Operations Officer	Tribal enterprise Managers/Directors	2-5
Action 3: Consider corporate restructuring scenarios for streamlined, integrated management of tribal “for-profit” businesses that is better insulated from tribal government; develop recommendation to Tribal Council for implementation.	Chief Operations Officer	Fiscal, Office of Tribal Attorney, Tribal enterprise Managers/Directors	3-5
Strategy and Actions	Lead	Support	Years
STRATEGY G: Develop new enterprises that serve community needs and align with Tribe’s Mission.			
Action 1: Explore carbon credit opportunities, including through off-Reservation forestlands acquisition.	Forestry	Planning	1-5
Action 2: Develop new fuel mart in Hoopa on the southside.	Chief Operations Officer, Tribal Council	Hoopa Gas and Mini Mart	4-5
Action 3: Pursue land acquisition for phased development of multi-purpose travel complex (e.g. truck stop, fuel mart, camping, hotel, gaming and eatery) outside Willow Creek.	Tribal Council	Casino, Planning	2-5
Action 4: Continue to pursue value-added products with second growth timber.	Forestry		1-5

⁵⁵ This would include reliance upon the Tribal nation-(re)building approach presented through the work of the Harvard Project on American Indian Economic Development and the Native Nations Institute at the University of Arizona, as well as information specific to the Tribe. Examples identified during the planning process for the latter, include the Hoopa Valley Tribal Constitution, Hoopa Tribal Code, fiscal and human resources policies and procedures, code of conduct and ethics policies, scope of duties, government organizational structure, various boards and committees, Robert’s Rules of Order, and goals in any existing strategic planning documents.

V. Evaluation Framework

Annual evaluation of the overall progress on the CEDS Action Plan will be led by the Planning Department. Information necessary to conduct this annual evaluation will be gathered by the Tribal Administrator and Chief Operations Officer from each of their respective subordinates identified in the implementation of a given action (i.e. Lead and Support). Progress and performance will be documented and recommendations for next steps and/or amendments to each action will be developed and presented to the Tribal Council for consideration. Once the Annual Progress Report has been developed/updated and approved by the Tribal Council, the strategies and actions identified for the coming year will be used to inform the annual Tribal Budget process and integrated into the goals and objectives for given departments, programs, enterprises, and/or entities accordingly.

This CEDS Action Plan is designed to be comprehensive and flexible to fit the planning and development needs of the Tribe annually. The intention in the development of this CEDS Action Plan is to be inclusive while also being strategic and forward-thinking. Ultimately, performance will be measured according to the expected outcomes and outputs, and the year in which they are projected to be completed, according to the Action Plan. Outcomes are generally considered resultant benefits from the strategy, while outputs are those that can be quantified and/or produce a particular product. These include the following for each Strategy.

Strategy A: Enhance capacity for planning and development to address the needs in the Valley.

- **Expected Outcomes:** The Tribe will have a more robust and well-staff Planning Department whose mission is clearly defined. There will be dedicated grant writers to focus on pursuing federal, state and private funds, in addition to dedicated planners with diverse backgrounds, including one being well-versed in financial and business planning and another more experienced on land use and infrastructure development. The Office of Self-Governance will have the capacity to enhance access to federal funds and overcome barriers to tribal self-determination. A centralized data base that is relative to the vital statistics and needs of our community will be available for many different uses, including to accurately track employment and provide essential data to assess performance on Hoopa economy-building goals, as well to pursue grant and compact funding. This will be accomplished with increased staffing in the above mentioned departments and an increased focus on the importance of compiling this critical information. The Tribe will have established capacity for overseeing the separate management and operations of the government and for-profit entities. The Tribal Administrator will alleviate the over burdensome administrative duties that are currently placed upon the Tribal Chairman, as well as enhance communication, inter-departmental coordination, accountability, efficiency and administrative continuity. A Chief Operations Officer will allow for more direct oversight and management of the tribal enterprises, as well as provide for some management segmentation from the Tribal Council. Having a formal agreement with Humboldt County on issues of jurisdiction, taxation and

land use will allow for enhanced ability to address any related inhibiting factors to tribal self-determination and/or governance.

- **Expected Outputs:** At least four (4) staff in the Planning Department; a clear Mission Statement for the Planning Department; a centralized database for vital statistics for the Hoopa Valley community; high-quality data on vital statistics and community needs; a Chief Operations Officer to manage tribal business affairs and a Tribal Administrator to manage daily governmental operations; and a signed agreement with the County on jurisdiction, taxation and land use.

Strategy B: Conduct Valley-wide planning for community and economic development.

- **Expected Outcomes:** The Tribe will have a clear Comprehensive Strategic Plan with specific goals and objectives that will guide the efforts of the government, administration and entities/departments of our Tribe in a well-coordinated manner for the next five (5) years. This plan will have specific timelines and delegations of duties in order to adhere to the goals of accountability and continuous improvement. It will also be aligned with our identified needs and correlate to the data gathered by our vital statistics staff. On an annual basis the results of these efforts will be closely monitored, evaluated, reported and updated. The Tribe and Hoopa Community will also benefit from the adoption of an updated General Land Use Plan and Zoning Ordinance. This will ensure a clear designation of which land is to be used for agriculture, commercial, industrial, recreational, and housing activities and to what extent. This will help the Tribe in its efforts to be more coordinated, structured, and self-sufficient with regards to future development. Within the parameters of the aforementioned plans, a Master Site and Infrastructure Plan will be developed which will again contribute to a well-coordinated and organized effort to bring essential infrastructure to the Hoopa Valley. Strategy B of the Action Plan will also result in Tribal Entities/Enterprises that are more aware of their own strengths, weaknesses, opportunities and threats. This will assist them in the development of business plans that are consistent with their unique circumstances and guide them in their efforts to evolve.
- **Expected Outputs:** Five-year Comprehensive Strategic Plan for the Tribe; General Land Use Plan and Zoning Ordinance; Master Site and Infrastructure Plan, and Business Plans for tribal enterprises.

Strategy C: Stimulate and nurture entrepreneurship and small business by leveraging tribal government resources.

- **Expected Outcomes:** This strategy will give the Tribe a better idea of how our funds are expended, in order to identify existing and potential opportunities for investing that money into the local economy. In doing this we will identify opportunities that will allow us to keep our dollars local and build up our own local economy and contribute to self-sufficiency. It will also help us to identify which natural resources can be made available to contribute to

economic development opportunities for tribal members and the Tribe itself. This strategy will also result in the development of a well-defined buy local policy that can be enforced on Tribal government purchases. Our community will be more self-contained and adequate from these efforts. We will also have an enhanced Hoopa Development Fund that can lead the charge in developing local entrepreneurs by providing such services as financial literacy training, business plan development, and one on one counseling. By then providing prospective entrepreneurs with the necessary commercial space and infrastructure to establish small businesses (e.g. small business incubator(s), cooperatives, an open air market, and/or a commercial center), the Tribe can provide more comprehensive services to meet the needs of citizen entrepreneurs. By enhancing opportunities for private sector cooperatives in specialty agriculture and products, will provide for enhanced use of available agricultural and water resources. Not only will this be something that will increase employment opportunities, but it will also increase food security and the health of our local community. It will also contribute to the justification of our continued battle for more Trinity River water and our rights to this water are senior to all other stakeholders.

- **Expected Outputs:** Report on Tribal government annual expenditures; report on available natural resources and recommendations for non-prohibitive forms of accountability to make resource available; Tribal policy and process for “buy local” mandate for Tribal government departments; training capacity of Hoopa Development Fund staff for financial literacy and small business development workshops, as well as one on one counseling and ongoing delivery of those services; development of space and terms for an Open Air Market and commercial building(s); increase the number of local food producers by at least twenty (20) families; and securing Trinity River water for agricultural and related needs.

Strategy D: Eliminate existing barriers on private sector development.

- **Expected Outcomes:** By accomplishing this strategy, the Tribe can afford our members an environment where they feel they have the tools and opportunities necessary to live, work, and pursue happiness in their aboriginal homeland while maintaining the close family ties that have always been so prevalent in our culture. As it is now, many of the most talented and capable members are seemingly forced to move away from the Reservation and their families to be able to pursue their educational and/or career potential. By providing such infrastructure as commercial building space, safe transportation, and broadband connectivity, the Tribe can retain talented and aspiring Tribal and community members in the Valley. Increasing access to capital and ways to address personal credit will also contribute to the accomplishment of this goal and keep more of our people here in Hoopa where they want to be. By addressing bonding issues we will not only increase opportunities for our local contractors who are already in business, but we will also be able to keep more money local that would otherwise go to outside contractors who usually have non-local employees. Being able to award more contracts to local contractors will be another endeavor that will create more jobs and lead to a better trained and capable work force. Addressing security issues

such as vandalism, theft and loitering will also contribute to a more vibrant economy where outside dollars will be more likely to be spent.

- **Expected Outputs:** Process to secure tribal leases; new commercial space/shopping center; enhanced broadband infrastructure to provide at least twenty (20) megabits; completion of Hoopa Downtown Enhancement Project; completion of safe pathways, particularly to/from the schools; early phase(s) complete on centralized wastewater treatment system; revised loan policies of the Hoopa Development Fund; funding provided to at least two (2) tribal members annually from the Small Business Incentive Program; and revised policies to address bonding concerns.

Strategy E: Improve self-determination in our ability to educate, train, and retain a quality workforce.

- **Expected Outcomes:** By accomplishing the goals of Strategy E, which involves improving self-determination in our ability to educate, train, and retain a quality workforce the Tribe can provide for a healthier and prepared workforce that can continue to promote the Tribe's self-determination and self-sufficiency. A Tribal College can provide for the development of majors and curriculum that is specific to the needs of the Tribe and relates to the culture of the people. A quality drug detox, rehabilitation and/or sober living center(s) can provide much needed services to get people off of substances and increase their ability to pursue employment and/or educational opportunities. By providing more housing opportunities for college students and working with the local school district to make certain that their curriculum meets the specific needs of our Tribe and its members, we can develop a workforce that will ensure our ability to become much more self-sufficient and sustainable into the future. This will contribute greatly to the shift away from relying on governmental services to an embracing of self-reliance and efficiency. In doing this it will be extremely important to develop infrastructure and a system to track the academic progress of each tribal member child and have counselors in place who can address situations where children are not attending school or not achieving satisfactory grades. By incorporating the tribal nation re-building approach we have a model that will help the Tribe move forward. This will be something that further contributes to the goal of having a government that is well structured, coordinated, and cohesive. This too will lend towards Tribal self-sufficiency.
- **Expected Outputs:** A substance abuse detox, rehabilitation, and/or sober living center(s) on/near the Reservation; delivery of vocational, higher education, and professional development training that meets the needs in the Valley; established relationship with Northwest Indian College to operate a local branch campus; renovation completed on Eureka apartment(s) for college student housing; curriculum and/or projects developed and integrated into the KTUSD on local career pathways, entrepreneurship, holistic financial literacy, and Hoopa tribal nation building; and curriculum development and delivery of Hoopa tribal nation building and governance trainings available for Tribal Council, committee, board, staff and community members.

Strategy F: Better insulate tribal business from tribal government.

- **Expected Outcomes:** Better insulating tribal businesses from tribal government will lead to tribal businesses which have more oversight, coordination, and unity of command due to increased focus. As it currently stands the Tribal Council is spread extremely thin so they are often not able to dedicate the time and/or resources necessary to adequately address the needs of each individual entity. This increased focus would come from the Chief Operations Officer. All of this taken together would result in businesses that were more efficient, goal oriented, and able to measure outcomes and make the necessary adjustments. The resulting outcomes would include increased profits, jobs, stability, and the potential for the pursuit of new ventures.
- **Expected Outputs:** Clear and quantifiable annual management and financial goals and objectives for each tribal enterprise; monthly tribal business meetings of the Chief Operations Officer and all tribal enterprise Managers/Directors; and recommendations for corporate restructuring with related action taken by the Tribal Council.

Strategy G: Develop new enterprises that serve community needs and align with Tribe's Mission.

- **Expected Outcomes:** Developing new enterprises that serve community needs and align with the Tribe's Mission will further enhance the Tribe's above stated goals of improving self-sufficiency and determination while contributing to the preservation of our natural resources and sustainability. The pursuit of carbon credit opportunities, development of a new fuel mart, off reservation development, and value added second growth timber production are all activities that could bring additional revenue to the Tribe and be allocated to provide services that improve the overall health, safety, wellbeing and quality of life of the community.
- **Expected Outputs:** Off-reservation land acquisition; Tribe enters into contract for sale of carbon credits; new fuel mart; and continued sales generated from the vertical grain saw mill or other value added timber opportunity.

VI. Conclusion

The Hoopa Valley Tribe has completed a one (1) year strategic planning process to develop this Comprehensive Economic Development Strategy (CEDS). This document will serve to guide the Tribe's economic development efforts over the coming five (5) years. This plan is based on the unique needs of the Hoopa Valley Tribe and the community of the Hoopa Valley Indian Reservation. It has been developed based on extensive research and input from the Tribal Council, CEDS Committee, Tribal Enterprise/Entity Subcommittee, Planning Department, Tribal membership, and the community at large. It is the intention that this document be used as a living document, to be updated on an annual basis, with an overall reassessment and update in the five (5) years.

EXHIBIT A: Previous CEDS Strategies and Current Status

Actions	Status Notes	Year of CEDS Plan												
		1969	1971	1972	1974	1975	1976	1977	1980	1987	1989	1993	1999	2001
Agricultural Development					X	X			X			X		
Airport Development												X		
Alternative Energy Generation Facilities	Feasibility studies: wind-1983, hydropower-2009								X					
Alternative school and vocational training					X	X								
Amphitheater		X	X											
Apparel manufacturing											X	X		
Aquaculture												X		
Bakery											X			
Bottled Water from Springs												X		
Bowling Alley		X												
Building Supply Company		X	X											
Business Incubator												X		X
Business Investments/Off-Reservation											X			
Campground	Tish Tang (N): 1972 created, not in operation; Tish Tang (S): gained control in 2000s, operate							X						
Cannery						X			X			X		
Capacity-building (Planning Dept. expansion, Business Manager for tribal programs)	Completed then eliminated and now re-developing								X					
Car Wash												X		
Career Development Center							X	X						
Caviar Processing Plant									X					
Cell phone tower	1 installed on Bald Hill													X
Chamber of Commerce											X			
Child care facilities	Early Childhood Education Facility													X
Clothing Store												X		
Cluster sewage treatment														X
Commercial Service Facilities (barber/beauty shop, laundry/dry cleaning)		X												
Community Center											X			
Community Communications	Completed/KIDE Radio and Two Rivers Tribune										X			
Concrete Products/Gravel	Completed/Hoopa Roads, Aggregate and Ready-Mix					X				X	X	X		
Construction Company	Red Tail Hawk Construction started around 198; dissolved													
Cultural Center	Reinitiated in 2015; pursuing HUD grant ⁵⁶											X		X

⁵⁶ U.S. Housing and Urban Development (HUD), Indian Community Development Block Grant. Award notifications scheduled for January 2016.

Actions	Status Notes	Year of CEDS Plan												
		1969	1971	1972	1974	1975	1976	1977	1980	1987	1989	1993	1999	2001
Day Use Campground	Completed/Tish Tang (south) came into Tribal control in early 2000s and still in operation					X								
Department Store		X												
Destination Resort												X		
Develop Administrative Policies and Procedures for Hoopa Business Codes														X
Downtown Commercial Revitalization										X				
Downtown Land Acquisition	Ongoing											X		
Drug Rehabilitation Center														X
ED Loan Fund	Ongoing/Established in 1976; needs amending													
Education Center	Operate the KTIS of CR and the NDN Center ⁵⁷											X		
Electronic Component Factory						X						X		
Establish a Hoopa Valley PUD	Established in the early 1980s; manages wastewater and domestic and irrigation water								X					
Establish Acute Care, Long-term Care, Emergency, and Preventative Medical Facility	K'ima:w Medical Center operates these, except long-term care								X					
Fiber Optics												X		
Fire Wood Marketing						X								
Fish Hatchery							X	X				X		
Fisheries	Established robust Fisheries Department					X								
Forest Regeneration Complex	Completed Tsemeta Nursery around 1989									X				
Gaming	Lucky Bear Casino											X		
Garage/Auto & Truck Repair						X								
Golf Course		X	X											
HCAOG Membership ⁵⁸														X
Host the 1st Annual Bigfoot Traditional Games														X
Housing (high-density/multi-family, for elderly, for professional employed by Tribe)	Completed several subdivisions and an apartment complex is near complete; housing is still a major need				X		X	X				X		X
Hydroelectric – creeks	Feasibility study completed in 2009; Supply and Tish Tang Creeks have potential									X				
Hydroelectric Plant						X								

⁵⁷ Klamath-Trinity Instructional Site (KTIS) of the College of the Redwoods (CR) and the NoholDinilayding-Niwho:ngxw (NDN) Center, which is the Tribe's Johnson O'Malley Program.

⁵⁸ Humboldt County Association of Governments.

Actions	Status Notes	Year of CEDS Plan													
		1969	1971	1972	1974	1975	1976	1977	1980	1987	1989	1993	1999	2001	
Indian Crafts Marketing System/Facility					X	X			X						
Individual Development Account Program														X	
Industrial/Business Park							X	X		X	X	X		X	
Instructional and Vocational Classrooms for Workforce Preparation	KTIS space; expansion needs													X	
Irrigation water system design and construction	Several areas have, but not valley-wide; upgrade/maintenance needed													X	
Lake Development						X									
Lakes and River Fishing Planting		X	X												
Land Acquisition	Ongoing											X			
Law Enforcement Enhancement	Ongoing										X				
Library Construction	Library and Tribal Archives facility completed; needs expansion										X				
Light Manufacturing					X										
Liquor Store	Constructed and operated around 1972														
Logging Company	Hoopa Forest Industries				X	X	X								
Low Cost Youth and Family Activities	Recreation Department, Youth Center										X				
Lumber Products Marketing Enterprise									X						
Lumber Products Mill/Plant (hardwood and/or softwood)	Small-scale sawmill	X	X		X	X			X	X	X			X	
Membership Gym												X			
Mobile Service Station/Mini-Mart Construction											X				
Motel	Tsewenaldin Inn	X													
Motel Expansion			X												
Motel to Best Western Brand	Occurred around 1989, but then removed in later years									X					
Movie Theater												X			
Museum	Integrated into Cultural Center concept											X			
Neighborhood Facilities	Constructed in 1976	X	X	X											
Nursery Expansion												X			
Nursing Home		X	X	X	X	X	X								
Plastics Company												X			
Processed Fish Products											X				
Recycle/Transfer Station	Transfer station completed; no recycling							X				X			
Re-establish the medical services at Klamath-Trinity Hospital	K'ima:w Medical Center										X				

Actions	Status Notes	Year in CEDS Plan													
		1969	1971	1972	1974	1975	1976	1977	1980	1987	1989	1993	1999	2001	
Reform TERO/Sliding Tax														X	
Resources Development					X										
Restaurant	Was in operation, replaced by casino	X												X	
Rodeo Grounds					X										
RV Park									X		X				
Secondary wood products manufacturing			X	X			X								
Seed Extraction Plant (Reforestation)	1976 EDA approved grant for construction and equipping				X										
Senior Center	New building constructed in 2015										X				
Service Station	Hoopa Gas and Mini Mart	X	X												
Shopping Center/Super Market	One shopping Center completed in 1975	X	X	X			X	X	X						
Signage/Community Director										X					
Small Business Development Agency/Business Service Center										X				X	
Software Development											X				
Sports Shop											X				
Sugar Bowl Ranch/Resort	Not currently for sale								X						
Supply Creek Dump Alternative	Transfer station completed and dump closed									X					
Taxi Service											X				
Telecommunications Center											X				
Teleworks Center											X				
Tobacco Shop											X				
Tourism (Promotion)						X	X				X				
Trail Development (Tourism)														X	
Transportation Plan – adopt	Hoopa Roads updates, as needed													X	
Tree Trimming Company											X				
Tribal Administration Building									X		X				
Tribal Taxes											X				
Utility Systems Buy-Out									X						
Valley Wide- water and sewer community system	Valley-wide water system developed		X	X	X	X	X	X		X				X	
Visitor Info Center														X	
Volunteer Community Fire Department						X	X								
Water resources development				X											
Wildlife Replenishment					X										
Wood Products Chipping Facility								X							
Write a Communication Development Plan														X	
Youth Activities/Recreation											X				