

# Karuk Department of Natural Resources Strategic Plan for Organizational Development



September 2015

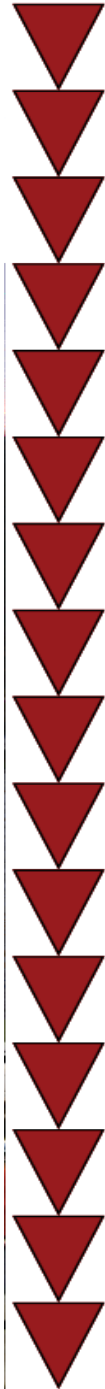
**Karuk Department of Natural Resources  
Strategic Plan for Organizational Development**

Prepared for the  
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Approved by Karuk Tribal Council December 17, 2015.



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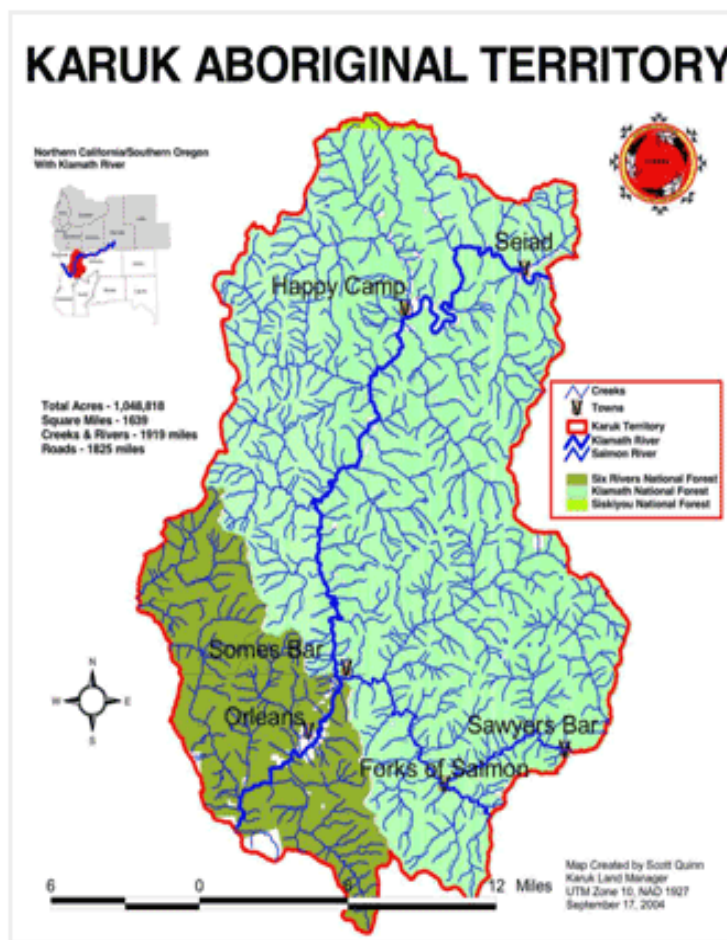


## I. BACKGROUND CONTEXT

### a. Brief Background on the Karuk Tribe

Since time immemorial, the Karuk have lived in the Klamath-Siskiyou Mountains in the mid-Klamath River region of northern California. With an Aboriginal Territory that includes an estimated 1.38 million acres, the ancestral people of the Karuk resided in more than one hundred villages along the Klamath and Salmon Rivers and tributaries (see Figure 1). Thriving with a subsistence economy supported by rich natural endowments and a strong culture-based commitment to land stewardship, Karuk environmental management has shaped the region's ecological conditions for millennia. Through

carefully observing natural processes, the Karuk have developed traditional management regimes based on a landscape-level ecosystem approach. Self-described as "fix the world people", the Karuk continue ceremonies that restore balance and renew the world.



The Karuk and the lands in which they rely have been significantly disrupted since non-indigenous intrusion into the region. This includes implementation of governmental policies of genocide, enslavement, ceremonial/spiritual criminalization, suppression of traditional management regimes, and removal of over 99% of aboriginal lands from exclusive Karuk use. It also includes significant changes to the landscape produced from

industrial scale resource extraction, including minerals and timber, in addition to the building of dams, water diversions and roads; agricultural development, land conversion; and wide scale herbicide treatments.

Figure 1. Karuk Aboriginal Territory

Despite all of this, the Karuk continue to live in their aboriginal homeland and maintain a strong identity, culture and connection to the natural environment.



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In 1979, the United States federal government recognized the Karuk Tribe as being a sovereign tribal nation, with a government-to-government relationship with the United States. The Karuk Aboriginal Territory was defined, and the Karuk Tribal Constitution developed. This recognition was without a conveyance of reservation and/or trust land, but did establish a unique jurisdiction for the Karuk people. The Tribe continued its efforts to reacquire parcels of aboriginal lands, which began in 1977 with a 6.6-acre parcel in Orleans. Currently, the Tribe has acquired many parcels totaling 1,660 acres. Land acquisition and fee-to-trust conversions continue to be a primary goal of the Tribe.

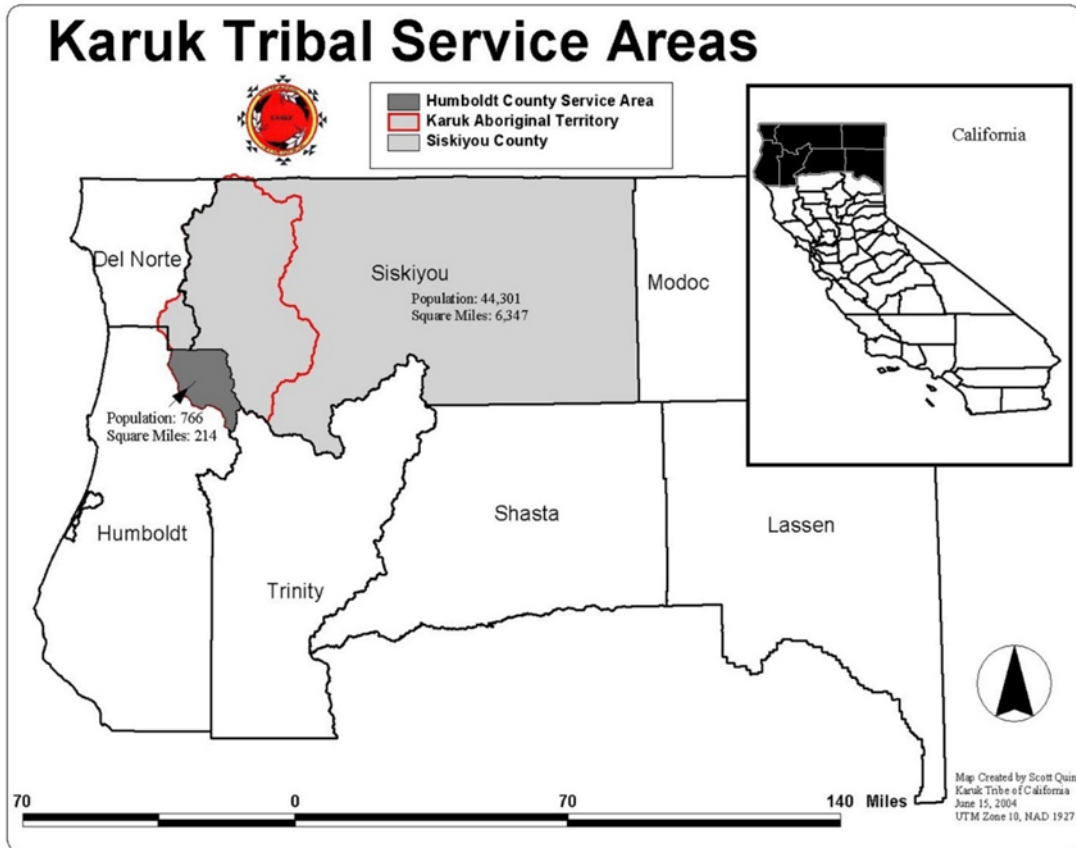
Since the approval of the Tribe's Constitution in 1985, the Karuk Tribe has grown from 2.5 employees and a \$250,000 annual operating budget to becoming a complex governmental organization with ~231 employees and an annual operating budget of ~\$37 million. In 1996, the Tribe became a self-governance Tribe, assuming fiduciary and administrative responsibility for implementing certain federal programs and/or functions. Today, the Karuk Tribe is the second largest federally recognized Tribe in California with 3,744 tribal members and 4,110 enrolled descendant tribal members.

The Mission of the Karuk Tribe is:

*to promote the general welfare of all Karuk People, to establish equality and justice for our Tribe, to restore and preserve Tribal traditions, customs, language and ancestral rights, and to secure to ourselves and our descendants the power to exercise the inherent rights of self-governance.*

To fulfill this Mission, the Karuk Tribe provides services within the Karuk Service Areas (see Figure 2 on the following page). Government operations are along the mid-Klamath River region in northern California, centralized in Happy Camp, with additional program offices 75 miles upriver in Yreka and 45 miles down the Klamath River in Orleans. The governmental structure includes nearly twenty (20) departments, programs, and services dispersed throughout the Service Area. This includes administrative offices and government operations, which are centralized in Happy Camp; the Department of Natural Resources in Orleans and Somes Bar; the Karuk People's Center in Happy Camp; the Karuk Judicial System in Yreka; and education and elders programs, health clinics, housing authority offices, community computer centers, tribal court services, and human services/Indian Child Welfare programs in all three main population centers.





**b. Department of Natural Resources Background – Purpose**

The Karuk Department of Natural Resources (DNR or Department) is a Tribal department that has seen exceptional growth since it was established in 1989. Founded with a single employee after Congressional appropriations were allocated to support fisheries management and the restoration efforts of the Tribe, DNR has grown into a multi-program department that has included over one hundred (100) employees during fire events – all sharing the common mission of protecting, promoting and preserving the cultural/natural resources and ecological processes upon which the Karuk depend. A focus of the department is to integrate traditional management practices into the current management regime, which is based on certain principles and philosophy. This is noted in the Department’s *Eco-Cultural Resources Management Plan (ECRMP)*:

*As guardians of our ancestral land, we are obligated to support practices that emphasize the interrelationships between the cultural and biophysical dimensions of ecosystems. The relationships we have with the land are guided by our elaborate religious traditional foundation. For thousands of years,*



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*we have continued to perform religious observances that help ensure the appropriate relationship between people, plants, the land, and the spirit world. We share our existence with plants, animals, fish, insects, and the land and waters. We are responsible for their well-being. Our ancestral landscapes overflow with stories and expressions from the past, which remind us of who we are and direct us to implement sound traditional management practices in a traditional and contemporary context.*

These traditional management practices are coupled with Western scientific research, as well as data collection and analysis to provide the contemporary management scheme of DNR throughout Karuk ancestral homelands. To guide this management approach, DNR developed the Eco-Cultural Resources Management Plan (ECRMP) that outlines this integrated approach to adaptive problem solving. The ECRMP is an integrated resource management plan developed under the authority of the National Indian Forest Resources Management Act.

### **c. Department of Natural Resources Background – Infrastructure**

The Karuk DNR headquarters are located at 39051 Highway 96 in Orleans, with a workstation located eight (8) miles upriver in Somes Bar and the office of the Sípnuuk Digital Library, Archives and Museum two (2) miles downriver in Orleans. The original 3,650 square-foot building in Orleans was originally designed as the Tribal offices and meeting room of the “Orleans Karok Council”. With the reorganization of the Karuk Tribe, the principal administrative offices of the Tribe were relocated to Happy Camp. The Orleans building was repurposed as a health clinic and community center, with a mobile home trailer adjacently located for the fisheries program. In the early 1990s, the Tribe secured a grant to improve the health clinic and community center spaces, as well as construct an additional 2,000 square-feet for the Department of Natural Resources offices. Today, the DNR building in Orleans serves as the administrative headquarters of the Department. Located therein are the Director, Deputy Director of Eco-Cultural Revitalization, Administrative and Operations Manager, Administrative Support Assistant, Receptionist, Food Security Project Coordinator, Environmental Administrative Coordinator, and the Natural Resources Policy Analyst (principally works off site). Three full-time employees do not have a permanent workplace, yet are based out of this building. In 2013, the health clinic portion of the Orleans building was vacated when a grant was secured to construct a new facility in the Orleans town site. The THPO/Archaeologist, Unit Fire Management Officer, and Fire & Fuels Operations Specialist now temporarily occupy a portion of the vacated space as an initial step in establishing a workforce development and training facility



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There is another building, originally built in the 1990s, which is located just across the parking lot from the DNR/community center building. Originally constructed for Head Start, the building was occupied by the Fisheries Program of DNR after the Head Start program relocated to the Orleans Elementary School. Additional DNR offices are located at the Somes Bar Workstation, which is located eight (8) miles upriver. DNR currently uses the Somes Bar Workstation under a Special Use Permit between the U.S. Forest Service (USFS) and Bureau of Indian Affairs (BIA). Here there are eight (8) equipment bays, covered outbuilding, parking area for vehicles, boat, rotary screw traps, and a fire catch, which are used by Water Quality, Watershed Restoration, Fisheries, Fire and Fuels, GIS, and Maintenance Programs. However, many staff members based out of this building do not have their own individual workplaces. Lastly, the Panámnik Tribal Library located two miles downriver is where the Sípnuuk Digital Library, Archives and Museum is based, which is associated with the Food Security project and portions of long-term environmental education, workforce development and research efforts.

### **d. Department of Natural Resources Background – Programmatic Functions and Structure**

Within the Karuk Tribe's organizational structure, DNR is established as a department, but is considered by the Karuk Tribal Council to be a single program. For the Department, the Karuk Tribal Council has governance and fiduciary responsibility. As examples, all grant proposals, interagency cooperative agreements and policies governing the operations of DNR have to be approved by the Tribal Council, as does the Department's annual budget and grant funding proposals. The Tribal Council provides tribal-wide oversight, with the DNR Director reporting directly to the Chairman. As previously described, the Department has grown tremendously since the initial days of a single employee focused on fisheries. Operationally, fourteen (14) program areas are identified that functionally fall within the purview of DNR, as described in the ECRMP. Some of these program areas do have dedicated programs or divisions with existing capacity (i.e. staff and funding), others are incorporated into programmatic work to various degrees, and some require additional efforts to develop the necessary dedicated capacity. **The intention of the DNR is to grow in a manner that allows for the operation of each program area as integrated into established programs with sufficient capacity and program funding.**

Following are brief overviews for each program area—as described in the ECRMP and clarified through this planning process—to provide context for the outcome of the situational analysis and the findings of the strategic plan.





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***Air Quality:*** DNR does not have a standalone air quality program; however, there is a need to protect local communities within Karuk Aboriginal Territory from long-term exposure to smoke emissions and particulate matter from frequent catastrophic wildland fires. Considerations of air quality relate to smoke and smoke dispersion; particulates and potential health affects; smoke management; wildland fire management; conducting prescribed and cultural burns; forest thinning to minimize the potential emissions for wildland fires; and biomass emissions. The Department currently approaches minimizing the potential for long-term exposure from poor air quality related to wildlife fire by restoring traditional fire regimes to the point where seasonal ignitions would burn at relatively lower intensities over time. The Tribe does not currently have dedicated air quality staff, however, there are research and development needs related to air quality monitoring, as well as education and outreach to the local communities regarding the science behind traditional fire management, policies, and practices as related to effects on air quality.

***Cultural Resources:*** For the Karuk Tribe, cultural resources are synonymous with natural resources and, therefore, the management, protection, preservation, and promotion of continued access to cultural resources by Karuk Tribal members is a fundamental function of all programs of DNR. Thus, it is the responsibility of DNR staff members to incorporate this principle into their programs and daily operations. Beyond this, the Tribe does have a Tribal Historic Preservation Office (THPO), which is a program responsible for cultural resources management, as defined and pertaining to the federal National Historic Preservation Act and other responsibilities as determined by the Tribe (for more information on the THPO, see related section below).

***Environmental Education:*** Karuk traditions, such as basket weaving, regalia making, fishing, hunting, and gathering of medicinal plants, food and fiber resources, are still practiced by many Tribal members. It is vitally important to the Karuk Tribe that such traditional knowledge be passed down and preserved. Similarly, it is important to impart the use of traditional ecological knowledge and Western science to inform management schemes that promote healthy and diverse ecosystems that can sustain the perpetuation of these Karuk traditions. Opportunities for environmental education – particularly those focused on youth – are incorporated into several programs, including Water Quality, Food Security and Fisheries. These opportunities include convening a large number of workshops and seasonal youth camps, ceremonial trail maintenance, developing a tribal K-12 Native Food System curriculum and conducting learning activities in the local schools. Additionally, the Tribe has been able to develop the Sípnuuk Digital Library, Archives and Museum (Sípnuuk translates to “Storage Basket” in English). This



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digital content management system will serve as a resource all programs implementing environmental education into their programmatic structure.

***Enforcement/Regulation:*** The Tribe does not have a law enforcement department. In respect to natural/cultural resources protection, however, there is a need for culturally sensitive, appropriate, and respectful law enforcement services. Furthermore, traditional Karuk laws/protocol related to harvesting are not formally documented, codified and implemented by the Tribe, nor do they coincide with those federal and state regulations and harvest limits that are often enforced upon Karuk people. Most oftentimes, the practice of traditional harvesting and use by Karuk Tribal members within Aboriginal Territory puts them at risk of violating federal, state or county laws, as may be applicable. Because of these factors, there is an interest to develop necessary Tribal ordinances, enforcement capacity and adjudicatory scheme(s) that allow for the management of natural/cultural resources according to Karuk law. This approach allows for the institution and perpetuation of traditional Karuk law, protocol, and knowledge, in addition to the promotion of the self-governance of the Tribe and sustainable resource management practices. As elements to this approach, development of a Tribal Fishing Ordinance began in recent years to regulate the tribal fisheries, which identified the need for a Natural Resources Committee to develop and enforce regulations, assign fishing locations, issue permits, etc. Additional Ordinances could then be developed for issues such as managing elk and/or deer hunting regulations, which would also be under the governing umbrella of this Committee. Natural Resources Patrol Officers were also identified, but building positions or responsibilities for these things into this round of strategic planning is not viable until clear direction is established. In the interim, certain roles related to these actions could be integrated into the position structure provided herein or otherwise contracted until the capacity for supervisory span of control can be established, triggering the need for an enforcement division, program, or regulatory branch. There is also an identified need to develop a Water Pollution Control Ordinance, Firewood Cutting Ordinance relating to a Forest Management Plan, and water quality standards.

***Fire & Fuels Reduction:*** The Karuk people have used fire as a primary tool for landscape management since time immemorial. The Wildland Fire Program is principally concerned with protecting life, property, and cultural/natural resources from uncharacteristically intense wildland fires. It is the Tribe's intention to achieve this by restoring traditional fire regimes on a landscape scale within Karuk ancestral homelands and implementing restorative forestry practices (see Restoration Forestry section below). An important element of this work is ensuring a well-trained, highly professional local fire and fuels



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management workforce. It also includes having a collaborative interagency body that can coordinate, communicate, and agree on management methods during wildland fire events, as well as preventive measures including the reintroduction of prescribed and cultural burning throughout Karuk ancestral homelands. This is a large part of the eco-cultural revitalization approach being instituted by DNR, as described in the ECRMP. Currently, this program staffs an Assistant Fire Management Officer/Fuels Planner and Fire and Fuels Operations Specialist, in addition to necessary Squad Bosses, Crew Bosses, and Crew Members, based on seasonal need as funding allows.

***Fisheries:*** Within the Tribe's ancestral territory and homelands, the Fisheries Program works to protect fisheries resources - a staple food source of the Karuk people. Fisheries resources are valued by tribal people for food, traditional practices (way of life), and is a keystone indicator for community health and wellbeing. The DNR Fisheries Program is well-developed and works to protect the health and abundance of tribal trust fisheries resources throughout the Klamath Basin. Its overarching goals include garnering a greater understanding of ecological processes that support fisheries through research and monitoring, as well as enhancing fisheries habitat through restoration activities. Research and monitoring informs practices such as river flow and harvest management. Staffing within this program includes a Fisheries Coordinator, Biologists, Crew Leaders and Technicians that are either full time regular or seasonal.

***Natural Resources Policy Advocacy and Environmental Justice:*** Proper management of natural resources is fundamental to both the perpetuation of Karuk culture and the physical, spiritual, social and economic well-being of Karuk people. Since contact, mining, timber, hydropower and other extractive industries have severely damaged the ecological integrity of the landscape with the support of the local, state, and federal government. The consequence of this government-supported degradation of the environment is that the Karuk Tribe has suffered disproportionate harm from these decisions. Environmental justice efforts to reverse these trends are described by Presidential Executive Order 12898. Going forward, advocacy for laws and policies that promote self-determination and traditional Karuk management of aboriginal territory is essential. Important examples of this are the continued pursuit of Karuk federally reserved fishing rights, removal of the Klamath dams, and implementation of traditional fire management regimes. It is also important that DNR advocate for laws and policies at all governmental levels that forward the goals of the ECRMP. Although this effort is primarily led by the Director and Natural Resources Policy Advocate, in practice, this function is intertwined with the work of all management-level staff. Many staff members also serve on and/or participate in various interagency bodies that require various levels of advocacy on behalf of the Tribe. Examples include the Western



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Klamath Restoration Partnership (Deputy Director of Eco-Cultural Revitalization), North Coast Resource Partnership (Director and Fisheries Coordinator) and the Klamath Basin Tribal Water Quality Work Group (Water Resources Coordinator).

***Restoration Forestry:*** Forestlands within Karuk ancestral homelands have been severely impacted by extractive timber production, single species management, road building, massive fuel loading, and fire suppression. Restoration forestry seeks to restore natural forest processes and historic forest composition that promote biological diversity and multi-aged ecosystems, with standing dead trees, downed trees, and logs present in riparian zones and streams. This can be achieved through management activities such as timber harvest and stand improvements (i.e. thinning), silvicultural treatments, riparian restoration, and prescribed and cultural burning. As funding is secured, the Fisheries, Watershed, and Eco-Cultural Revitalization Programs currently perform these activities on a project basis. The Department continues to pursue cooperative agreements with the U.S. Forest Service, BIA and other agencies/institutions to enhance restoration forestry activities within Karuk Ancestral Territory and homelands.

***Solid Waste:*** Solid waste is incorporated into the scope of the Environmental Administrative Coordinator position, which is funded by the General Assistance Program through the U.S. Environmental Protection Agency. This program area includes the development and implementation of an Integrated Solid Waste Management Plan (ISWMP), which aims to evaluate the types and amounts of wastes generated by the Tribe's activities, target waste reduction and recycling, identify options for sustainable alternatives, and implement changes as able. Currently, the ISWMP is in draft form and it identifies the need to pursue the implementation of several waste management initiatives, such as increased local reuse/recycling opportunities, affordable disposal, waste reduction, elimination of illegal dumping, cleanup of illegal dump/hazardous waste sites, and litter removal/aversion strategies.

***Soils/Minerals:*** The purpose of this program area is to monitor, evaluate and restore areas degraded from mining, aggregate, quarry and/or road related soil disturbance, as well as advocate for the effective regulation of mining and mineral extraction, as a means to protect water quality, cultural sites, fisheries, and ceremonial areas. Restoration to remediate soil disturbance is a major component to the work of the Watershed Restoration Program, which reconfigures topographic contours, drainage systems, vegetation composition, and restores hydrologic connectivity in damaged areas. There is a desire to continue to enhance this work and where feasible, identify, decontaminate and restore areas contaminated with mercury, cyanide, sulfuric acid, or other toxins as part of a more comprehensive approach to



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soils/minerals. Soil mapping, vegetation correlation, and erosion/sediment control are also of interest as are issues surrounding run-off from high-intensity fire. Soils are a major consideration in the NEPA process and constitute an important specialty area for management of forest road systems.

***Tribal Historic Preservation Office (THPO):*** The THPO aims to preserve our cultural, ceremonial, and sacred heritage, along with archaeological, sacred, gathering locations and other Traditional Cultural Properties of the Karuk People. This includes acting in the THPO capacity as it pertains to the National Historic Preservation Act and in other functions as deemed appropriate by the Tribe. Those extra functions include assisting the Native American Graves Protection and Repatriation Act (NAGPRA) Program, located at the Karuk People's Center, with repatriation of human remains. It also includes working to protect and preserve historic cultural resources of the Tribe, including oral histories, gathering sites and land management practices. To this end, THPO organizes certification training for Cultural Monitors, advocates for and dispatches Tribal Monitors to construction sites, as well as informs Resource Advisors that advise inter-agency actions in the case of wildfires. THPO carries full heritage preservation authority and responsibility regarding ground disturbing actions on trust lands, and has an advisory and assisting role where adjacent federal or state jurisdictions come into play. Tracking projects in and adjacent to our territorial homelands and soliciting the direction of the Karuk Resource Advisory Board is a critical component of the THPO role in regard to consultation and coordination with the Forest Service, and other federal, tribal, state, and NGO projects. THPO currently includes a full-time Tribal Historic Preservation Officer/Archaeologist, as well as two (2) Technicians. The THPO officer position is typically Chairman supervised; however, the supervision of this position has been delegated by the Council to the Director of DNR, as the Chairman to the Karuk Resources Advisory Board (KRAB). The Department has also established the KRAB, which acts as an advisory body to the THPO as well as provides recommendations for approval to the Tribal Council on cultural resource-related projects and documents containing Karuk Intellectual Property.

***Watershed Restoration:*** The Watershed Restoration Program was established in 1999 with the purpose of identifying, planning and implementing site-specific projects on a landscape level that have long-term benefits to aquatic and terrestrial resources. This includes repairing/upgrading roads, road decommissioning and slope stabilization, restoration forestry, streambank stabilization, instream habitat protection and enhancement, as well as reestablishing hydrologic connectivity, fish passage, and cold-water refugia in Klamath tributaries. This program has been developed through the provision of



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workforce development into a multi-tiered program that currently employs a Watershed Restoration Coordinator, in addition to Heavy Equipment Operators and Restoration Laborers as needed.

**Water Quality:** The Water Quality Program conducts monitoring and research along 130-miles of the Klamath River and tributaries. This includes data collection on temperature, dissolved oxygen, sediment, nutrients, phytoplankton, toxins, etc. This data informs state and federal processes and policies. Additionally, the Water Quality management level staff represent the concerns of the Karuk Tribe on Klamath Basin watershed management activities and promote sound water management practices that improve and restore water quality conditions. This program includes a Water Quality Coordinator, Program Project Coordinator and Technicians as needed. As mentioned, the Watershed Restoration Program also conducts cross-programmatic work that has a direct effect on improving water quality and quantity.

**Wildlife:** An important function of a comprehensive natural resources department that DNR aims to develop is a Wildlife Division that can survey, monitor, assess, plan, prioritize and facilitate the restoration of particular terrestrial habitats that support culturally and biologically significant species. There is also an identified need to focus on reestablishing interconnectivity between habitat types across the landscape in order to foster gene flow and dispersal of wildlife. Another identified need is researching and assessing the abundance of culturally and biologically significant species, including regalia species, which can lend to outlining habitat dynamics and developing a set of indicators for long term monitoring. The Department currently has a Wildlife Biologist under contract; however, there is a need to develop this into a full time staff position that is supported by Technician level staff.





## **II. STRATEGIC PLANNING PROCESS**

### **a. Strategic Planning Purpose**

Over the last three decades, the Department of Natural Resources has continued to build capacity and expand programmatic services. In that rapid growth, there has not been an opportunity to assess and plan for a clear organizational structure and sufficient infrastructure. Resulting inadequacies can be exacerbated when such growth is primarily fueled by grants, which can create project-based approaches that do not sustain or systematically develop programmatic approaches, or even necessarily support cross-program cohesion. This has led to a need for reassessing organizational structure; chain of command; lines of communication and reporting; supervisory span of control, and job classification system across Department programs. Additionally, improved organizational planning would help identify related infrastructural needs and opportunities for existing staff, as well as accommodate long-term growth. Existing programs and long-term growth are based on the Mission of the Department, as well as the guidance and goals identified in the ECRMP and through this planning process. Given these considerations, DNR identified the need to take a proactive, forward looking and consensus-based approach to reevaluate the Department and realize its vision.

### **b. Strategic Planning Process**

After securing a Contractor to facilitate the process and draft the plan, background research commenced and then an initial planning meeting was held with the Contractor and the Director, Deputy Director of Eco-Cultural Revitalization, and Food Security Project Coordinator. Therein, the needs of the Department and possible approach were refined. This was followed by the commencement of the strategic planning process, which proceeded along the following timeline.

**Table 1. Timeline**

Step 1:	Conduct preliminary planning discussions and arrangements.	Jan-Feb 2015
Step 2:	Department staff share documents they feel pertinent to inform the process with the Contractor	Feb-May 2015
Step 3:	Contractor review documents shared by Department staff	Feb-May 2015
Step 4:	Two-day working session dates set and agenda developed.	Feb-Mar 2015
Step 5:	Perform two-day strategic planning sessions with planning participants	March 2015
Step 6:	Synthesize information gathered during research and planning process	Mar-May 2015



Step 7:	Develop initial draft strategic plan	Apr-May 2015
Step 8:	Convene another working session to introduce initial draft plan and review goals and objectives with planning participants	May 2015
Step 9:	Revise draft plan based on input from planning participants at working session	May 2015
Step 10:	Share draft to planning participants for review	July 2015
Step 11:	Staff review and provide comments	July-Aug 2015
Step 12:	Develop preliminary designs for infrastructure improvements.	Aug-Sept 2015
Step 13:	Finalize draft plan based on input provided	Aug-Sept 2015
Step 14:	Present to the Tribal Council for approval	October 2015

**c. Strategic Planning Participants**

Invited strategic planning participants included management level and other core staff members of the Department of Natural Resources, along with the department’s Tribal Council liaison. Participants engaged with a solution-oriented and consensus-building frame of mind and relied upon an inclusive approach to ensure the outcomes of this process are well supported. Specifically, the following persons participated in each respective strategic planning session.

Strategic Planning Days One and Two – March 16 and 17, 2015 at the Old Man River Lodge in Ti Bar:

- Leaf Hillman, Director;
- Bill Tripp, Deputy Director of Eco-Cultural Revitalization;
- Alex Watts-Tobin, THPO/Archaeologist;
- Craig Tucker, Natural Resources Policy Advocate;
- Susan Corum, Water Resources Coordinator;
- Toz Soto, Fisheries Coordinator;
- Lisa Hillman, Food Security Project Coordinator;
- Earl Crosby, Watershed Restoration Coordinator;
- Gary Risling, Unit Fire Management Officer;
- Donalene Griffith, Administrative & Operations Manager;
- Tawnia Johnson, Administrative Support Assistant;
- Carley Whitecrane, Environmental Administrative Coordinator; and
- Josh Saxon, Orleans District Tribal Councilmember and DNR liaison.



Strategic Planning Day Three– May 19, 2015 at the Department of Natural Resources in Orleans:

- Leaf Hillman, Director;
- Bill Tripp, Deputy Director of Eco-Cultural Revitalization;
- Alex Watts-Tobin, THPO/Archaeologist;
- Craig Tucker, Natural Resources Policy Advocate;
- Susan Corum, Water Resources Coordinator;
- Lisa Hillman, Food Security Project Coordinator;
- Earl Crosby, Watershed Restoration Coordinator;
- Donalene Griffith, Administrative & Operations Manager;
- Tawnia Johnson, Administrative Support Assistant;
- David Medford, Fire and Fuels Operations Specialist;
- Carley Whitecrane, Environmental Administrative Coordinator; and
- Josh Saxon, Orleans District Tribal Councilmember and DNR liaison.

The information garnered during the first strategic planning workshop was gathered, synthesized into a preliminary draft, and then reported back to the group during the second session. At that time, the information was refined by the planning participants and additional discussion around partnerships and infrastructure needs took place. The draft was further developed and additional discussions took place individually with program managers to better understand their unique needs and ideas. The information garnered throughout the process culminated into the development of a complete draft, which was then shared with planning participants for review and comment. A DNR-internal meeting with strategic planning participants and Council Representative was held on July 27, 2015 to discuss and integrate all majority-approved changes and additions to a master copy, then forwarded to the Contractor. Comments and revisions were integrated into a final draft, as necessary.

**d. Foundation and Mission of the Department of Natural Resources**

The purpose of the Department is founded in the values and principles espoused in the ECRMP:

*The Karuk Tribe values the interests and wellbeing of the Karuk People.*

*The values associated with this wellbeing are primarily health, justice, economic security, education, housing, self-governance, as well as the management and utilization of cultural/natural resources within and adjacent to the Karuk Aboriginal Territory now and forever.*

*The Tribe also values the interests and wellbeing of the general public. Applicable Tribal services and management principals are extended to the general public as a secondary benefit to the overall good within our service area.*



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*It is the belief of the Karuk Tribe that the values stated above must be managed in a manner consistent with Karuk tradition, custom, culture and ceremonial principals in order to ensure cultural perseverance for our members and descendants.*

The vision for ecosystem management that guides the Department is also articulated in the ECRMP, which is defined as:

*one that is adaptive, holistic, and sustainable for people and place.  
Ecosystem management should take care of the land, addresses people's needs, use resources wisely, and practice ecologically balanced stewardship.*

This is what forms the basis for the Mission of DNR, as well as the overarching departmental goals articulated in the ECRMP. An initial step in the planning process was to reflect upon the existing Mission Statement of the Department and assess whether it still captures the current intent and approach. During this discussion with planning participants, several changes were suggested and agreed to, in order to improve upon the language of the Mission. Originally, the Mission was as follows, with underlined areas noting places where language was then altered:

*The mission of the Karuk Department of Natural Resources is to protect, promote, and preserve the cultural/natural resources and ecological processes upon which the Karuk People depend. Natural Resources staff work in conjunction with agency personnel to ensure that the integrity of natural ecosystem processes and traditional values are incorporated into current and future management strategies within our area of influence.*

After discussion, consensus was found around language changes that were made to reflect the a more tangible actions taken by DNR to enhance and restore resources; removal of references to agency personnel that were perceived as minimizing the capacity, qualifications and self-determination of the Tribe; and removal of language that attempts to define geographic or political boundaries. With these considerations, the following was agreed to as the final Mission:

*The Mission of the Karuk Department of Natural Resources is to protect, enhance and restore the cultural/natural resources and ecological processes upon which Karuk people depend. Natural Resources staff ensure that the integrity of natural ecosystem processes and traditional values are incorporated into resource management strategies.*

This revised Mission Statement was then used as a basis for the remainder of the planning process, and after the plan is adopted, shall be affirmed as the official Mission Statement for the Department of Natural Resources.



**e. Focus of Situational Analysis**

Through preliminary planning sessions, initial background research, and working sessions with the planning participants several thematic issues were identified as necessary to address during this strategic planning effort. These include:

- ***Programs and Functions:*** Clarity on each program’s purpose, indispensable functions, and related capacity to provide the necessary context to inform the remaining themes below.
- ***Organizational Structure and Staffing:*** Realignment of the organization to address identified needs, including those related to staffing.
- ***Physical Infrastructure:*** Infrastructure needs, such as location, additional space, utilities, and storage.
- ***Partnerships/Staff Synergy:*** This includes identifying existing and potential federal and state agencies, community organizations and other entities in which DNR engages to assess the impacts and leverage opportunities related to organizational structure and infrastructure for current and future growth. It also includes key collaborations and places of synergy across programs, functions, needs and/or staff within DNR that could be enhanced/leveraged to increase effectiveness.

When proceeding through the strategic planning process, these themes were consistently reinforced as the focus issues to be addressed.

**f. Outcomes of Situational Analysis**

During the initial two-day strategic planning session, participants throughout the day shared information about their programs, as well as the perceived challenges and potential opportunities for the Department in achieving its stated Mission. Discussions were focused on organizational structure, staffing and infrastructure, although overall programmatic goals, objectives and intended benefits were shared to provide clarity and context. Coupled with background information previously shared with the Contractor by staff, the findings of these discussions were developed into a situational or SWOT analysis. This initial analysis was presented back to the planning participants and further refined during the second working session in May. The following summarizes the Strengths, Weaknesses, Opportunities, and Threats (SWOT) drawn from these planning activities. From the following culminated list, projects and/or strategies were discussed as means to overcome DNR’s weaknesses and deal with threats, based on the Department’s strengths and potential opportunities.



### **Strengths of the Department of Natural Resources**

- Integration of a Karuk traditional management philosophy and practices into current management practices.
- Reliance upon Karuk traditional ecological knowledge and indigenous management practices.
- Use of best available science (i.e. Indigenous and Western) and state-of-the-art adaptive ecosystem management approaches.
- Funding from a variety of competitive and non-competitive sources.
- Cross-program collaboration and communication within the Department.
- Strong advocacy that has led to federal and state policy and regulatory changes that improve and/or protect natural/cultural resources.
- Increase in Karuk self-determination, self-governance and management of lands and waters within Karuk Aboriginal Territory.
- Interagency agreements that enhance Karuk control, guidance and capacity for natural/cultural resources management within and adjacent to our aboriginal homelands.
- Well established, highly qualified technical and professional natural and cultural resources staff.
- High quality, reliable scientific data collection and analysis.
- Development of an ECRMP that relies upon a uniquely Karuk approach to guide Tribal and agency management.
- Networking activities and community coordination/collaboration and integration.

### **Weaknesses of the Department of Natural Resources**

- ECRMP is not an approved final, which leaves staff feeling uncertain as to their ability to formally distribute and refer to the plan.
- Programs and equipment are not in a centralized location.
- Some Bar Workstation is in a state of disrepair and not part of the long-term vision for the Department to be in a centralized location.
- Need for conference room space, sufficient parking, kitchen, bays (5+), large area for equipment (e.g. bulldozer, excavator, brusher, chipper, hydroseeder, boats, rotary traps), office space and equipment for field crews with documentation responsibilities, outside workspace, office supplies and small equipment storage at centralized location.
- Lack of sufficient office and storage space for equipment (e.g. technical staff have a cubicle and use the general space to store equipment and several staff members share an office in the main DNR building).
- Lack of water laboratory where testing can be performed.
- Lack of high speed broadband (and in some instances no internet at all) significantly impacts communications, data accessibility (especially from a shared server), and daily operations.
- Lack of necessary equipment to perform mechanical fuel reduction (e.g. yoder, masticating head, grappler, truck and lowboy, etc.)
- Fisheries Program needs a generator line from the main DNR building to their office space at the old Head Start.





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- Residential complex needed for temporary housing of fire crews, as well as college students, researchers, participating youth from other Service Areas and tribes, and/or staff, which may include open space and restrooms/water/showers facilities for camping.
- Training and research facility needed that can be used for the Píkyav Field Institute, as well as for workforce development (e.g. fire and fuels, habitat restoration, restoration forestry etc.).
- Current organizational structure lacks clear programs and/or divisions, and the current span of control as related to supervision is inefficient, all of which does not allow for strategic and coordinated program delivery or future growth.
- Lack of common organizational terminology that relates to a job classification system only further distorts the clarity of the hierarchal structure and inhibits efficient use of using staff across programs and/or divisions.
- Management level staff is obligated to perform grant writing, grants administration, and other administrative duties (e.g. travel approval, route items for Council approval) that consume already stretched staff time.
- Lack of monthly meetings and a centralized calendar leads to a lack of programmatic cohesion, coordination and communication.
- Need standing operating procedures for Council approval of resolutions, contracts, grant submission, purchases, etc.
- Need for common procedures and records management system for KRAB approved motions and recommendations to Council.
- Opportunities to build capacity are often forgone due to administrative hurdles creating impediments to pursuing funding (e.g. grant approval process timeline, job description approval process, lack of sufficient internal administrative support).
- Important national and regional communications are being dropped because staff does not have sufficient time to participate with amount of other existing duties.
- THPO needs GIS database system.
- Lack of growth in compacted funds.
- Lack of access to indirect cost pool funds for positions serving indirect eligible roles with direct program support funds.
- Lack of parity with current federal, tribal, state and local nongovernmental organization salary/wage rates.
- Lack of reliable program funding.
- High indirect cost rate.

### **Opportunities for the Department of Natural Resources**

- Ability to access the U.S. General Service Administration to procure quality vehicles and equipment at more cost-effective rates.
- Continued/enhanced implementation of the ECRMP.
- Centralization of the programs of DNR in Orleans; ideally expanding upon the existing location.
- Development of a workforce development training location in collaboration with the TANF Department.



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- Development of a water quality testing laboratory onsite at centralized location, which will increase capacity and efficiency.
- Completion of broadband services for Orleans, grant-funded for the Tribe.
- Possible continued funding partnership with TANF for the Food Security project beyond the existing federal grant.
- Development of the Western Klamath Restoration Partnership, an Interagency Agreement between the BIA and the USFS for restoring fire-adapted landscapes wherein the Tribe manages the responsibilities of the BIA.
- Implementation of MOUs with the USFS that guide management and consultation processes.
- Development of the Píkyav Field Institute where workforce development, training, research, and environmental education opportunities can occur.
- Primed for organizational realignment through Director leadership and a planning process that was very inclusive and heavily informed by management level staff.
- Tribal Council consent calendar could be an opportunity to streamline cumbersome, multi-step approval processes.
- Cross-train Technicians so that annual employment, increased capacity and workforce development could be possible, and staff could be interchanged across divisions, as needed and funded.
- Indirect, compact-eligible positions/programs need to be identified as a strategy to increase compact funds, contract support funds and indirect cost eligible functions.
- DNR mission alignment with the Karuk Community Development Corporation (KCDC) Comprehensive Economic Development Strategy (CEDS).
- Some projects or activities that may not be culturally appropriate, but can play upon the strengths of other organizations. These could be contracted out or distributed through contracts or agreements to DNR partners, but still have Tribal management/guidance in some capacity.
- An increase in compacted or indirect cost pool funded positions would allow more time to be dedicated to outside partnerships, intertribal forums, committees, etc. to better progress the Department's vision.

### **Threats to the Department of Natural Resources**

- Use of the KCDC as fiscal agent and equipment provider (e.g. vehicles) for fire and fuels program, which creates unnecessary complexity, chain of command issues, slows fiscal processes, and causes other administrative concerns regarding separation of managerial and enterprise roles.
- Lack of long-term secured, noncompetitive funding inhibits the departmental sustainability and growth discussed in this plan and required to finalize and fully implement the ECRMP.
- Lack of clear career ladders and/or workforce development can lead to a loss in qualified staff and/or inability to sustain staffing needs.
- Lack of tribal wide job classification and wage scale system, as well as the ability for Council to approve one for the department, if developed.



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- Lack of alternative tribal trust property in Orleans that can be used for new construction and the only alternative Tribal land is in fee status that would require additional building considerations and costs (e.g. County building permits, taxes, building codes, etc.).
- Administrative hurdles, such as the grant submission approval process, which is cumbersome, inconsistent, time consuming and unclear as the roles and responsibilities of members of the approval process.
- Multi-step approval process on some matters is cumbersome, time consuming, an ineffective use of resources and unnecessary, primarily as related to purchases that must be approved up to five times or more from initial grant submission through.
- Increasing the management/administrative level of workload to the point where limited funds are being redirected from existing program/project delivery.
- Inability to overcome administrative hurdles to cross-training Technicians, which could otherwise enable using them in various programs and/or divisions of the Department in order to maintain some on a full-time basis, as well as develop a certain level of capacity and consistency in employees (e.g. accounts tied to programs and require a Personnel Action Notice to pay for employee outside of program).
- Transforming partners into competitors in regards to grant funding, public relations, competitive employment opportunities, and scope of work.
- Frequent computer and/or internet issues at the Orleans DNR site interrupting work, coupled with insufficient Information Technology support.
- Lack of accountability to the Tribe regarding how local schools allocate or present grant-funded Tribal youth education programs.



### III. ACTION PLAN

#### a. Mission Statement

*The Mission of the Karuk Department of Natural Resources is to protect, enhance and restore the cultural/natural resources and ecological processes upon which Karuk people depend. Natural Resources staff ensure that the integrity of natural ecosystem processes and traditional values are incorporated into resource management strategies.*

#### b. Departmental Goals, Objectives, Approach and Rationale

To continue to provide and improve programming and services that meet the Mission of DNR, several goals and objectives have been developed to guide and coordinate future efforts specific to organizational development. These goals and objectives are based on the synthesized findings from background research, strategic planning efforts, and various opportunities and means of input from planning process participants, as previously described.

**Goal 1: To have an organizational structure and systems that provide for program area cohesion and capacity building; an efficient span of control and clear chain of command; and allow for necessary program development to meet the Mission of DNR.**

#### Approach and Rationale

To provide the necessary context to inform reorganizing the departmental structure, the purpose (i.e. goals, objectives and intended benefits) of each program area within the Department were first clarified and confirmed. To do this, planning participants reviewed the existing goals, objectives and intended benefits – as derived from the ECRMP – for the program areas most related to their job responsibilities. They then refined them based on current and future intent. As outlined in Exhibit A, these goals, objectives and intended benefits provide the basis from which the strategies for reorganization, capacity building, and infrastructure were then developed. As the fourteen (14) program areas were discussed and confirmed, areas where staff coordinate and/or could cross-pollinate were noted. Also noted were program areas that lacked sufficient capacity, which could be considered staffing, infrastructure and/or funding (both short- and long-term). Furthermore, planning participants shared their current job duties, staff in which they most interact to complete these duties, and existing reporting/supervisory lines.



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Areas and staffing where there were programmatic and/or functional grouping and/or linkages were used as cornerstones for reorganization. Grouping is the manner in which individuals, jobs, functions or activities are differentiated and aggregated. This can optimize information flow within a group. To ensure that communication barriers are not created between groups, systems for communication must also be created. This is where linking comes into play, which are mechanisms of integration used to coordinate and share information across groups. This enables the leadership to provide guidance and direction across the organization and inhibit the development of organizational silos. Linkages in this instance were identified as those staff that play integrator roles, such as the Natural Resources Policy Advocate and Administrative Operations Manager, in addition to systems that could be put in place, such as a Departmental synchronized calendar and monthly management-level team meetings.

Using this approach, areas and staffing were grouped programmatically and then secondarily, grouped by function. Considerations regarding opportunities for synergy, such as cross-training of Technician-level staff in order to retain seasonal employees year-round, fill short-term staffing gaps, and enhance departmental and workforce capacity were considered. A predefined term, “eco-cultural revitalization” was retained as a grouping category, which in this context speaks to restoration of Karuk traditional management regimes to the landscape, as well as ongoing learning and teaching of those methods. The term “watersheds” was selected to demonstrate thematically those program areas directly involved in enhancing the rivers and tributaries. Those program areas that served more of an integrator role were also identified and administrative functions were added here. With further refinement by the planning participants, the following Table illustrates the findings:

<b>Eco-Cultural Revitalization</b>	<b>Watersheds</b>	<b>Integrator Roles</b>
Air quality Environmental education Fire & fuels reduction Restoration forestry Wildlife	Fisheries Soils/minerals Watershed restoration Water quality	Administration <sup>1</sup> Cultural resources Enforcement/regulation Policy advocacy Environmental justice THPO

Existing staffing capacity levels for each program area were then considered, as were the existing lines of reporting (i.e. chain of command) and related number of staff reporting levels within the current organizational structure. Keeping in mind an ideal span of supervisory control of three to five (3-5) staff, various configurations were contemplated and discussed with the planning participants. Several findings

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<sup>1</sup> This refers to all administrative, operational, fiscal, clerical, grants/agreements/contracts, reporting and compliance-related activities.



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were notable, for example, there are as many as eleven (11) persons were currently reporting to the Director, which exceeds an effective span of supervisory control and provides for a structure that is flat in nature. During a fire event when staffing levels, interagency coordination, and communication increase significantly, the Deputy Director of Eco-Cultural Revitalization is responsible for an untenable work and supervisory load and the Fire & Fuels Program does not meet the necessary supervision requirements. The reliance upon Karuk Community Development Corporation (KCDC), a Tribal entity, to act as a fiscal agent for the Fire & Fuels Program complicates administrative operations and may no longer prove to be a financial advantage. Streamlining process to enhance program effectiveness is a serious consideration in the reorganization and, therefore, encapsulating administrative functions within the Department is intended.

The preferred alternative is an organizational hierarchy comprised of four (4) management levels: Department, Branch, Program and Division.

- Department: A sub-unit of the Tribe that includes all programs, functions, projects, services and/or activities related to a specific field; in this case natural resources and environmental policy.
- Branch: A sub-unit of a department and includes programs that have a common scope (e.g. grammatically, functionally or geographically).
- Program: A sub-unit of a branch with a clear subject area of focus and dedicated staffing capacity.
- Division: A sub-unit of a program with an area of focus that is a subset of the subject area or an area that does not currently have the staffing capacity to operate as a program.

Based on this design, the top tier would be the Department of Natural Resources. The three (3) Branches would be Eco-Cultural Revitalization, Watersheds, and Administration and Development. The latter of which includes those program areas and functions that act as integrator roles. Programs and Divisions encompass the fourteen (14) program areas identified in the ECRMP and are designated based on scope and existing capacity level. Based on the ability for the Department to build capacity and a need to maintain a manageable span of supervisory control, there is the potential that programs and/or divisions could be elevated in the hierarchy in the future (e.g. program to branch, division to program).

The integrator roles are important because they ensure program support in particular functional areas, as well as provide for consistency in processes. For example, contracts support, fiscal management, and policy analysis serve functional roles across program areas. Integrators can also enhance opportunities for cross-program communication, coordination and cross-pollination. For example, the Director of Natural Resources (Director) and the Natural Resources Policy Advocate can





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serve as linchpins between programs, providing an effective leadership role in coordinating programs and/or staff around a particular issue, such as dam removal efforts on the Klamath River. These types of integrators serve functions that are for a common or joint purpose, benefiting more than one program within the Department and serving more than one cost objective. For several of these roles, assigning these costs to more than one objective requires an effort that is disproportionate to the results achieved. As defined in the Tribe's Fiscal Policies and the U.S. Office of Management and Budget Circular A-87, these would be considered "indirect costs." For the Department of Natural Resources, this could include the following existing staff: the Director, Administrative Operations staff, the THPO and the Natural Resources Policy Advocate. It would also apply to future staffing needs, including an Executive Secretary and Natural Resources Legal Counsel.

Integrator systems can help address the need for enhanced cross-program communication and provide the Director and management-level staff a means to communicate directly. This can begin with instituting monthly meetings of the Director and management-level staff where there is dedicated time to provide program updates and address identified issues and/or opportunities. An electronic, synchronized Department calendar that staff use, which can be accessed across DNR computers and cell phones, can also provide useful—particularly for Administrative Operations staff—to have knowledge of the whereabouts of staff that are often out in the field and/or on travel. This would also allow for more effective coordination of travel between staff members that best meet cross-departmental needs. Basic standard operating procedures for administrative functions can provide clear guidance and consistency to routine applications, as well as identify designated administrative functions for Administrative Operations personnel, which can support clear lines of communication within the Department and to/from Tribal Administrative headquarters in Happy Camp. Having this type of administrative support can also increase productivity of management-level staff by reducing the amount of time they currently spend on these administrative functions. These basic standard operating procedures should relate to items such as purchases, travel, vehicle use, budgetary tracking, Tribal Council resolutions, hiring, evaluations, programmatic compliance tracking, records management and other administrative functions. Records management is particularly important to enhance institutional knowledge retention and accessibility to key documents, including approved Tribal Council resolutions for DNR, approved motions of the KRAB, approved contracts and agreements, current program budgets, job descriptions, management plans and tribal codes. Having proper records management and tracking systems in place can provide a central, reliable source of information for the Department.



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**Objective 1.1:** As part of plan approval, confirm realignment of the Department of Natural Resources into three (3) branches: Eco-Cultural Revitalization, Watersheds, and Administration and Development, with programs and divisions within each branch (see Exhibit B for Organizational Charts).

**Objective 1.2:** By the end of six (6) months, led by the Director and Administrative Operations staff, develop and institute integrator systems, including routine monthly meetings (e.g. first Monday of every month from 9am-11am), electronic centralized calendar, and basic standard operating procedures for administrative activities and records management systems.

**Objective 1.3:** By the end of Year 1, conduct a benefit-cost analysis for use of KCDC to act as a fiscal agent for the Fire & Fuels Program; develop proposal to Council based on outcomes of analyses.

**Objective 1.4:** By the end of Year 1, review the program area goals, objectives and intended benefits, as well as the organizational chart on an annual basis and by the end of Year 5, comprehensively revise these, as needed (see Exhibits A and B).

**Goal 2: To provide a clear and consistent job classification system, wage scale and job descriptions that align with the reorganized departmental structure and support career ladders of opportunity.**

### **Approach and Rationale**

The Tribe lacks a job classification and compensation system similar to the federal General Schedule, which provides for a standardized manner in which to assess job responsibilities, qualifications, related compensation, and pay increase increments. Without such a system in place, there can easily be disparities in base pay, frequency and amount of pay raises, level of responsibilities, and required qualifications among employees; even those performing similar duties. These disparities can be exacerbated with grant/contract funded, project-specific positions where compensation may vary, as well as fluctuate significantly, based on the existing funding amounts and likelihood of continued funding. Lack of a job classification and compensation system can also lead to insufficient career ladders and inhibit the ability for employees to rise up the ranks within the Department and secure higher paying jobs by increasing their experience through long-term employment. The outcomes can be that recently hired employees can make the same wage/salary as those that have been working for the Tribe for many years,



long-term dedicated employees are not adequately compensated, and in the worst-case scenario, new employees can even be hired at a higher rate. As one can imagine, this can lead to low staff morale and even losing long-term employees that have a high level of expertise gained on the job.

The federal General Schedule (GS) covers the majority of civilian federal employees in professional, technical, administrative and clerical positions, with standards set by the U.S. Office of Personnel Management. This is a strong model for a job classification and pay system to be developed for the Tribe, including for the Department of Natural Resources. In the federal GS, there are fifteen (15) possible grades; GS 1 is the lowest. Each job is classified by grade based on the level of difficulty, responsibility and qualifications required. Within each grade, there are ten (10) step rates, each of which are worth approximately three percent (3%) of the employee's salary. Salary increases are based on cost of living and/or merit increases, which in the federal system occur systemically. Also in the federal system, a new employee is typically hired at step one (1) of the applicable GS grade, however, there are special circumstances where a higher step rate may be allowed.

To account for the Wildland Fire Program positions, the Interagency Fire Program Management (IFPM) job classification system and qualifications requirements will be used, which relates to the federal GS system. IFPM will be required as DNR begins to compact federal responsibilities of Wildland Fire, Fuels and Prevention programs into an integrated fire management program. This is more relevant to positions at or above the level of Wildland Fire Operations Specialist, or Prescribed Fire and Fuels Specialist. IFPM standards should be tracked closely in the formation of individual development plans identifying the training needs of fire management personnel.<sup>2</sup>

A related consideration that is problematic for DNR is that the Tribe does not have a formalized manner in which jobs are referenced (i.e. titled), in relation to their responsibilities, qualifications, and/or tier within the organizational structure. General Schedule series can be divided into five "categories" of work. These include:

- 1) professional, e.g. attorney, medical officer, biologist;
- 2) administrative, e.g. personnel management specialist, budget analyst, general supply specialist;
- 3) technical, e.g. forestry technician, accounting technician, pharmacy technician;
- 4) clerical, e.g. secretary, office automation clerk, data transcriber, mail clerk; and
- 5) other, e.g. firefighter, various law enforcement occupations.

This can be useful when determining job titles, classification and pay scale in order to rely upon a standardized system.

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<sup>2</sup> See relevant excerpts from the Interagency Fire Program Management Manual Qualifications Standards and Guide at <http://www.ifpm.nifc.gov/standard/ifpmstandard.htm>.



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Relying upon the federal General Schedule approach, a job grading system has been created for DNR in order to develop:

- a framework for a grade structure;
- job grading standards to provide a criteria for determining the relative value of jobs in terms of grades;
- a job grading method to assure consistency in the application of job standards; and
- a method for titling jobs in a manner that aligns with the organizational structure and relevant job grade.

The DNR job grading system takes into consideration education and/or training; work experience; knowledge required for the position; supervisory controls; work scope and effect; complexity; physical demands and work environment. This was related to considerations for the qualifications, requirements and rates of compensation included in existing DNR job descriptions, which were used as a baseline (See Exhibit C); competitive rates for the region for similar work; and the FY2015 federal General Schedule Locality Pay Table for the Rest of US (RUS) (see Exhibit F). Keep in mind that requirements for education and experience qualifications can be adjusted based on an equivalency ratio of two-to-one (2:1), meaning two (2) years’ experience equals one (1) year of education and in some instances, this will need to be taken into consideration when classifying current employees. Use of education and experience equivalencies is appropriate for most positions, unless otherwise noted. For example the Archaeologist requires meeting the Secretary of the Interior’s Professional Qualification Standards (36 CFR Part 61) in Archaeology, which demands a certain level of education for which work experience cannot be substituted.

Using this approach, a job grading system and General Schedule ranging from three to fourteen (3-14) was developed for DNR. Existing DNR position titles were reclassified, according to the following “categories of work”, with titles at the Department, Branch, Program and Division level- maintaining consistency in terms used:

<b>Tier</b>	<b>Job Title</b>	<b>Job Type</b>
<b>Department</b>	Director	Administrative
<b>Branch</b>	Deputy Director	Administrative
<b>Program</b>	Manager	Administrative/ Professional/Other
<b>Division</b>	Coordinator	Administrative/ Professional
<b>Staff</b>	Biologist <sup>3</sup>	Professional
	Senior Analyst	Professional
	Archaeologist/Anthropologist/ Historian	Professional
	Assistant	Professional
	Executive Assistant	Professional

<sup>3</sup> Includes Hydrologist, Geomorphologist, and other specific sub-disciplines of the Natural Resources Sciences.



	Technician I-III	Clerical/Technical
	Field Crew Supervisor	Technical
	Heavy Equipment Operator	Other
	Officer	Other-Fire
	Specialist	Other-Fire
	Squad Boss	Other-Fire
	Crew Boss	Other-Fire
	Crew Members	Other-Fire

Particular attention was placed on technical and clerical categories; developing tiers that provide for career ladders that can advance into professional and administrative categories. In addition, Technicians across the Watersheds Branch have been generalized to provide the ability for these positions to transition to various programs within the branch, as needed, as well as allow opportunities for cross training.

Based on this proposed system, the preferred organizational structure, and the language in existing job descriptions, all DNR jobs have been classified and job descriptions updated. A template was developed for job descriptions to ensure formatting and language consistency across the Department (see Exhibit G). This template is based on the existing one provided by the Tribe’s Human Resources Department and common language found in the majority of existing DNR job descriptions. Additionally, the Tribe’s Personnel Policies were reviewed to ensure incorporation of necessary language in the template, such as TERO Preference and pre-employment drug screening. This template should be used when updating current and developing new job descriptions in the future.

It will be necessary to review existing rates of pay with the suggested rates per the DNR RUS recommendations and arrive at a suggested rate of compensation, keeping in mind that the rate of compensation should not be reduced for any existing DNR employee. In general, the approach to the transition to this new system would be to start at the lower grade positions to analyze the time working at the Department and level of responsibility in current position duties and work up through the chain of command. The grade and step will need to be assessed for each individual and since many positions are grant-funded, these new rates will need to be budgeted appropriately in order for them to take timely effect. Any changes to current job descriptions needed for transition to this new system will be considered an updated position description and undergo tribal administrative review and submitted for consideration for approval by Tribal Council upon annual employee evaluation. New hires should be integrated into a pay schedule that compensates for both job and relocation costs, as well as competes with opportunities that may be available elsewhere.



**Objective 2.1:** At the time of plan approval, confirm and implement the DNR job grading and classification system included in Exhibit D.

**Objective 2.2:** At the time of plan approval, based on Objectives 1.1 and 2.1, confirm job grading and classification system equivalences for DNR staff transition, as identified in Exhibit E.

**Objective 2.3:** By the end of Year 2, assess financial implications of adjusting compensation rates, according to the identified DNR General Schedule (see Exhibit E) and the federal FY 2015 General Schedule Locality Pay Tables for Rest of United States (see Exhibit F) and determine phased implementation process for wage adjustments, keeping in mind that the rate of compensation should not be reduced for any existing DNR employee.

**Objective 2.4:** At the time of plan approval, begin revising position descriptions for existing staff as part of the process of annual employee evaluation, based on Objectives 2.1 to 2.3, as well as the position description template in Exhibit G.

**Goal 3: To provide Tribal capacity within DNR that can address identified program needs, provide for long-term co-management within Karuk Ancestral Territory and homelands, and address high rates of unemployment and poverty among the tribal membership.**

### **Approach and Rationale**

This planning process has highlighted the need to continue to develop Tribal capacity within DNR. Now, perhaps more than ever, this is of paramount interest. Capacity will ensure the Tribe can be at the forefront of developing scientific analyses; restoring the landscape; protecting natural and cultural resources; developing law and policy to protect/enhance the Tribe's interests; crafting and implementing management objectives and other important objectives led by the Department of Natural Resources. This capacity includes identifying and securing sustainable programmatic funding, as well as providing workforce development and training opportunities that can allow DNR to build capacity as identified in the Organizational Chart for Projected Capacity (see Exhibit H).

In 2012, the Karuk Tribe and KCDC completed a Comprehensive Economic Development Strategy (CEDS) to guide efforts to address high rates of unemployment and long-term poverty within the





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Karuk Service Area and diversify the local economy. At that time, on Karuk trust lands, unemployment rates were 50% and poverty hovered around 64%, as reported by the U.S. Census Bureau. With ninety-seven percent (97%) of the Karuk Tribe's Aboriginal Territory held in public trust as National Forest land, including Klamath, Six Rivers, and Siskiyou National Forests and the intentions of the Tribe to (co)management landscapes within Karuk Aboriginal Territory, this area of synergy was a key element identified in the CEDS. Much was noted regarding the formalized relationships (i.e. agreements and MOUs) with the USFS and capacity building of the Tribe in this arena--particularly in the last fifteen (15) years--through the significant work of the Department of Natural Resources. A brief overview of some of these accomplishments and related opportunities can be demonstrated by the following excerpt from the 2012 CEDS:

*The Land and Resource Management Plan (LRMP) of the Klamath National Forest now identifies Management Area 8 as "Cultural Management Areas" (CMAs), traditional ceremonial areas averaging about 11,400 acres each. The LRMP states that these areas are to be managed "in a manner consistent with Karuk customs and culture."*

*In 2005, the Karuk Tribe co-authored and co-signed the Karuk Environmental Management Practice Demonstration Area concept paper. Although the Forest Service has not yet fully embraced the concept, the Karuk Tribe, Bureau of Indian Affairs (BIA), and Forest Service have developed formal agreements indicative of progress in forest co-management:*

- *A Memorandum of Understanding (MOU) to establish a protocol for government-to-government consultation within the Karuk Aboriginal Territory;*
- *An Interagency Agreement between the BIA and Forest Service on behalf of the Karuk Tribe for Tribal implementation of fuels reduction projects within National Forests;*
- *An MOU with the Forest Service for an administratively determined hire of a Tribal representative and heritage consultants to work with Incident Command teams during wildfire events in and adjacent to the Aboriginal Territory;*
- *A Cooperative Agreement with the BIA for reimbursement of wildland fire management actions and activities under the Federal Grant and Cooperative Agreement Act;*
- *An Emergency Equipment Rental Agreement (EERA) to make two five-person chipper modules available during fire emergencies; and*
- *A California Master Cooperative Wildland Fire Management and Stafford Act Response Agreement to have a 20-person Type II IA hand crew available for fuels projects and emergency response.*



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*The previously mentioned Karuk Environmental Management Practices Demonstration Area concept paper is intended to result in “a true Interagency/Tribal Partnership between/among all parties claiming concurrent managerial responsibility over lands or resources”; it further states:*

*This commitment by the Forest Service and the Karuk Tribe extends beyond our standard governmental relationships to one of a dynamic interactive partnership that seeks to meet cultural, spiritual, and environmental needs of the Karuk and other local communities by utilizing traditional ecological knowledge as a base for decision-making in the Karuk Environmental Management Practices Demonstration Area.*

*In 2008 KCDC employment peaked with 73 members of firefighting and fuels reduction crews and a payroll valued at \$791,808. Through the Wildland Fire Prevention & Suppression Workforce Development Project, the Karuk Tribe prepared Tribal members for continuing employment and self-employment (contracting) opportunities that are critical to the health and safety of the 3,000-plus residents of small towns along the Klamath, Scott, and Salmon Rivers.*

*In 2010, the Karuk Tribe’s Department of Natural Resources drafted an Eco-Cultural Resource Management Plan in cooperation with the U.S. Forest Service Pacific Southwest Research Station, the University of California Berkeley, the Environmental Protection Agency, and the Bureau of Indian Affairs. This Plan formally established the Tribe’s integrated, programmatic, and strategic direction for landscape level management within and adjacent to the Karuk Aboriginal Territory.*

*Continuing to build the Tribe’s capacity to co-manage National Forests is of paramount importance, not only to ensure the safety and security of communities within the Aboriginal Territory, but also to ensure the sustainability of this culturally appropriate source of jobs that ultimately could exceed 100 per year. Moreover, the potential to implement the Karuk Environmental Management Practices Demonstration Area concept may be greater now than ever before due to recent changes in key management positions within the Forest Service.*

Additionally, since the writing of the CEDS, the Tribe has accepted an agreement between the USFS and BIA for planning, implementation and monitoring as part of the Somes Bar Integrated Fire Management and Capacity Development Project, formulated by the Western Klamath Restoration Partnership (WKRP). With these agreements and plans in place, there is a need to continue to develop Tribal capacity within DNR to be able to implement the span of program areas and activities described therein.

The preferred approach is to develop that capacity by providing academic and vocational education, training and research opportunities locally, targeted at Karuk Tribal members. To do this, DNR needs to build its own capacity to allow them to provide these educational opportunities and lead to an enhanced workforce and employment. There a strong desire by the Department to consolidate its



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current training and multi-level education programs, higher education research initiatives and projects, and environmental education curriculum to launch the nascent Píkyav Field Institute publically. Due to the related infrastructure needs of such an Institute and the focus of this strategic plan, the intended approach of this Institute will be given particular attention. However, this is not meant to overlook the importance of the development of other desired Divisions nor should it necessary imply prioritization.

As currently conceptualized, this Institute would include five (5) Divisions related to academic and vocational education, training and research—K-12 Environmental Education; Environmental Workforce Development and Internships; Environmental Higher Education and Research; Food Security; and the Sípnuuk Digital Library. The five divisions within the Institute will need the support of grant funding, whereas the objectives of accreditation of the Píkyav Field Institute and a Karuk Píkyav Institutional Review Board (IRB) will work toward opening funding opportunities to support a maturing institution. Currently without a tribally controlled and administered educational facility, the Tribe is not eligible for many federal and state educational funding opportunities. Additionally, without its own IRB, the Tribe may not apply directly for many research grant opportunities that would help meet the Mission of the Department. This institute will ultimately be led by the Environmental Education Program Manager, a currently unfunded position.

Existing K-12 environmental education work of DNR would be expanded upon, which would require a dedicated Coordinator. Originally under the project scope of the U.S. Department of Agriculture funded Food Security Grant, the Department has been able to secure further funding to support the development of Karuk Tribe: *Nanu'ávaha*, the K-12 Native Food System Curriculum. Currently, five grade levels have been finalized and almost a dozen pilot lessons conducted at four local schools. While conceptualized and developed with an understanding that schoolteachers would implement these lessons, it has become clear through evaluation strategies that while school administrations, staff, school boards, parents and students are in favor of lesson implementation, there is a high level of resistance in realizing this goal. Capacity within DNR will need to be developed to see the complete implementation of this curriculum come to fruition. Beyond this specific example, there is a need for the development and implementation of other similar curriculum and lessons for primary and secondary schools that will educate Tribal youth through Karuk traditional ecological knowledge and a culturally sensitive pedagogy in the many focal areas of environmental education.

Environmental Workforce Development and Internships will include the development of a Forest Stewardship Training Program in partnership with the College of the Redwoods or College of the Siskiyou. Such a collaboration will allow DNR to facilitate tiered Fire and Emergency Response Technology training for firefighters, fire prevention officers, paramedics, and related wildland fire



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prevention and fire suppression personnel, beginning with basic training for entry-level, seasonal firefighters and progressing through training required for leadership positions in fire prevention/suppression and emergency response. This division will work closely with the Karuk TANF in developing marketable skills for traditional land management practices in preparation for inter-agency collaboration in various projects such as the Western Klamath Restoration Partnership project, Roots and Shoots Understory Rx project, and Prescribed Fire Training Exchange (TRES) program. Internships will not only include fellow scholars and researchers to support workforce training, but also provide youth employment and training projects in cross-divisional environmental resources for both short and long-term projects.

Environmental Higher Education and Research will develop upon a large number of pilot projects that have been successfully developed under a variety of names and with the collaboration with various academic agencies. The intent is to develop optimal ways to teach Native American students in environmental sciences as they relate to the values of the ECRMP; build tribal capacity for Native Americans to take on leadership roles in furthering the mission of the Karuk Tribe and DNR; support and advance the growing body of research solidifying the value of our centuries-long developed traditional ecological knowledge and practices in land and resource management. As expressed by DNR, there is a long-term interest in developing capacity for eligibility for land-grant college status, or in partnering with current land-grant college institutions, would further open funding possibilities, as well as place the Karuk Tribe in a position to manage/co-manage its own Cooperative Extension Program.

The long-term goal of a Food Security Division is to achieve a sustainable food system that results in revitalized traditional ecological knowledge and practices, healthy communities, restored healthy ecosystem, and a healthy economy grounded in traditional subsistence. The intention is that this Division can secure funding to continue and expand upon the work initiated under a U.S. Department of Agriculture grant. Efforts include but are not limited to: measuring and monitoring designated plots in order to document the efficacy of land management techniques on the quantity and quality of cultural food and fiber species; implementing and evaluating events and activities to inform the tribal community on traditional land and resource management, food and fiber harvest, preparation and storage; and improving agro-forestry management to increase supply of traditional foods. Lastly, the mission of the Sípnuuk Digital Library, Archives and Museum is to manage, share and enhance understanding of Karuk history, language, traditions, natural resource management and living culture following the cultural protocols of the Karuk Tribe and in support of the missions of the Karuk Tribe, DNR, the Karuk People's Center and Karuk Tribal Libraries, Archives and Museums.



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**Objective 3.1:** By the end of Year 5, continue to build staffing capacity and secure sustainable programmatic funding to fill desired organizational chart (see Exhibit H for Projected Capacity Organizational Chart, as well as Exhibit I for examples of completed job descriptions for some of these new positions).

3.1.1: Work with the Tribe's Self-Governance Department to expand the BIA compact to fund managerial level positions on sustained basis.

3.1.2: Analyze the outcomes specific to the initial federal appropriations to DNR as a fisheries department, identify applicable agency budgets funding past growth, and formulate testimony for appropriations hearings to move funding from those programs to the BIA for the purposes of compacting for management and program-level positions. An alternative approach to moving funds to BIA is to advocate for compacting authority development for additional federal/state funding sources.

3.1.3: Work with the Tribe's Fiscal Department to develop a list of priority DNR positions and justifications for inclusion in the indirect cost rate agreement, which should include an assessment of how much the increase in wages and hire of new positions contributes to the indirect cost pool and avoid increases in overall indirect cost rate; include positions as applicable.

3.1.4: Work with Tribe's Fiscal Department to allocate discretionary funds to support priority term position appointments to help kick start capacity development and growth. This could also apply to other priority needs such as transportation capacity, contractual services, or cross-divisional equipment or supplies.

3.1.5: Reallocate grant agreements and contract funds, as necessary, to cover project level expenses and grow out Division Coordinators and Technician-level staff positions.

3.1.6: Secure grants and/or contracts to support Division Coordinators, mid-level and lower level staff positions, as well as specific program needs and seasonal labor.

**Objective 3.2:** By the end of Year 5, continue to expand management and leadership capacity to carry out the Mission of the Department.



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3.2.1: Track legislative activity and seek opportunities to provide testimony to legislation potentially affecting carrying out the Department's Mission.

3.2.2: Develop agreement with the California Department of Forestry and Fire Protection (Cal-Fire) and the North Coast Air Quality Management District for cultural burning efforts, without having to go through a permitting process.

3.2.3: Maintain a leadership role and further develop the Western Klamath Restoration Partnership and the Western Regional Strategy Committee.

**Objective 3.3:** By the end of Year 5, the Department will consolidate and enhance its long-standing environmental education, training and research opportunities into the five Divisions of the Pitkyav Field Institute: Environmental Workforce Development and Internships; K-12 Environmental Education; Environmental Higher Education and Research; Food Security; and the Sínpuuk Digital Library, Archives and Museum.

3.3.1: Develop an Environmental Workforce Development and Internships Division through collaborative partnerships and agreements to facilitate natural resource-related restoration and maintenance of fire resilient landscapes, accelerate the development of fire-adapted communities, and respond to fire in a manner consistent with its role as a functional ecosystem process.

3.3.1.1: Support a dedicated Environmental Workforce Development and Internships Division Coordinator to facilitate, seek funding for, coordinate and further develop natural resource-related collaborative programs and trainings with inter- and intra-tribal departments, as well as external vocational and academic institutions.

3.3.1.2: In partnership with TANF, develop a collaborative Workforce Development Program to learn the skills and knowledge needed to pursue employment opportunities within the scope of natural resources.

3.3.1.3: In partnership with federal, tribal, and state government agencies, as well as non-governmental organizations and academic institutions, institute a Forest Stewardship



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Training Program that integrates cultural aspects and cohesive strategy behaviors to facilitate tiered Fire and Emergency Response Technology training for firefighters, fire prevention officers, paramedics, and related wildland fire prevention and fire suppression personnel, beginning with basic training for entry-level, seasonal firefighters and progressing through training required for leadership positions in fire management and emergency response.

3.3.1.4: Pursue a tribally led, community based, collaborative Wildland Fire Management Training center that integrates cultural aspects and cohesive strategy behaviors.

3.3.2: Develop a K-12 Environmental Education Division to educate our Tribal and non-Tribal youth on the basis of Karuk traditional ecological knowledge and culturally sensitive pedagogy in the many focal areas of environmental education, as well as further develop and implement culturally relevant and academically challenging curricula in schools and at field sites located within the Karuk Ancestral Territory.

3.3.2.1: Support a dedicated K-12 Environmental Education Division Coordinator to further develop and improve upon the Tribe's Nanu'avaha K-12 lesson plans, attend and conduct curriculum trainings specializing in Native Education, implement lessons at each of the schools located within the Karuk Ancestral Territory and homelands, and seek continued grant funding for staff and curriculum development.

3.3.2.2: Working closely with the Tribe's Education Coordinator, research and contribute to plans supporting a tribally administrated and accredited charter high school that can accommodate tribal youth living outside the area with a boarding option and not only offer academically challenging and culturally relevant curricula, but also integrate traditional forms of environmental education, including learning from Cultural Practitioners and experiencing intensive field research.

3.3.3: Develop an Environmental Higher Education and Research Division to expand upon years of pilot programs supporting college field experiences, undergraduate -, graduate -, and post-doctoral research and studies that further the goals and mission of the DNR and Karuk Tribe.





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3.3.3.1: Support a dedicated Environmental Higher Education and Research Division Coordinator to facilitate research opportunities, coordinate off-campus satellite programs under parent institutions, and facilitate college credit opportunities and placement for tribal youth and the tribal community pursuing studies in the fields of the natural sciences. This position will dedicate time to seek funding for projects supporting research and higher educational opportunities.

3.3.3.2: Develop a tribal institutional review board (tribal IRB) in collaboration with the Tribe's General Counsel and/or Self-Governance Coordinator.

3.3.3.3: Seek accreditation of the Píkyav Field Institute to allow for increased environmental educational opportunities for Tribal Youth, as well as increased tribal and non-tribal student understanding of issues pertaining to the natural resources in a place-based educational setting. This would also establish eligibility for support funding for environmental education programs, and may be developed in collaboration with the Tribe's Education Department and through MOUs/MOAs with partnering academic institutions for accredited field seminars, as needed. This may also lead to the development of a tribally relevant USDA Cooperative State Research, Education, and Extension Service (CSREES) program.

3.3.3.4: Seek accreditation of a tribal IRB to allow for the pursuit of federal funding supporting research in those areas specific to the needs of the DNR. This will also support the accreditation of a tribally managed higher educational institution.

3.3.4: Continue project work leading to the development of a Food Security Division through partnerships with other tribes, organizations, multi-level educational institutions, and other agencies in its efforts in building the tribal communities capacity and ability to access its traditional food system, combat obesity and diabetes, and reduce food insecurity.

3.3.4.1: Support a dedicated Food Security Division Coordinator to coordinate workshops and Youth camps to provide opportunities for educating the tribal and non-tribal community on the Native food system, traditional land and resource management techniques, and providing a forum for western science based perspectives that support the



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goals and mission of the DNR. This position will dedicate time to seek funding for projects that strengthen the resilience of tribal communities by supporting the Native food system and subsistence living.

3.3.4.2: Pursue opportunities to support local and sustainable food production and distribution, traditional subsistence lifestyles for tribal families and community members, and facilitate greater access to Native foods, fibers and medicines for the tribal community.

3.3.4.3: Continue with projects designed to contribute to the revitalization of cultural species by restoring traditional land and resource management regimes and monitoring changes in condition through both western science and traditional ecological knowledge-based monitoring methods.

3.3.5: Develop a Sípnuuk Division to manage, maintain, and further develop the Sípnuuk Digital Library, Archives and Museum, the virtual repository for digital images of documents, photographs and maps, as well as digitized recordings of ethnographic interviews, documentaries, oral traditions and films that help tell the story of the historic and contemporary food system of the Klamath Basin, its local community, and current research contributing to the revitalization of traditional land and resource management.

3.3.5.1: Support a dedicated Sípnuuk Division Coordinator to expand collection, develop protocols and infrastructure for access and connoting existing documents, and seek repatriation or copy-right over documents containing appropriated Karuk intellectual property. This position would also seek additional funding to support a variety of related infrastructural needs and the continued maintenance of the database.

3.3.5.2: Work closely with the Tribe's Information Technology Department to protect sensitive information and develop system for database management.

3.3.5.3: Explore intra-departmental needs to identify collaborative projects which would support departments such as Education, Karuk Language, and Self-Governance. This position may also work closely with the Tribal Historic Preservation Officer, as well as



with a dedicated Tribal Historian, to provide secure access to documents that support the Department's mission.

**Goal 4: To develop sufficient infrastructure in a centralized location that can serve the identified needs for consolidation of programmatic areas, and integrate plans for anticipated future growth of the Department of Natural Resources**

### **Approach and Rationale**

As discussed, DNR has outgrown the primary building space in Orleans. The Somes Bar Workstation is under a Special Use Permit with the BIA and USFS. The workstation buildings are in serious disrepair and having a significant number of staff located over eight (8) miles upriver from the DNR hub in Orleans impedes communication and cross-divisional cohesion. The long-term goal is to develop the entirety of the site at Orleans into a central location for all programs within DNR, including facilities for workforce development, training, youth education, research, temporary housing, and sufficient equipment storage.

Several infrastructure needs were identified by planning participants, which would be centralized in Orleans as applicable. Immediate needs that can be addressed include a generator line from the main DNR building to the Fisheries Program space at the old Head Start and remodeling the space vacated by the health clinic for the first phase of a workforce development and training facility (i.e. Píkyav Field Institute). Needs for the remodeled space include SmartClass™ digital system that can allow for education and training modules that use multimedia content and information. This can be used to teach more effectively, particularly for students that are visual learners. Performing this remodeling can be done in conjunction with the Temporary Assistance for Needy Families (TANF) Program and the Tribal Employment Rights Office (TERO) in order to serve coordinate training and job opportunities targeted at low-to-moderate income Tribal members.<sup>4</sup>

Essential to the SmartClass™ technology is reliable high-speed internet that can allow for live streaming and other applications. Similarly, the use of server-based and open source Geospatial Information System (GIS) applications also require adequate broadband capabilities. A \$12 million project involving collaboration among the Karuk Tribe, Yurok Tribe and California Public Utility Commission is currently underway to install an estimated eighty-two (82) miles of fiber optic cable in rural communities in Humboldt County, with the first location being Orleans. Although this project has

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<sup>4</sup> An more comprehensive approach to potential interrelated services provided at this site are identified in the Tribe's 2012 Comprehensive Economic Development Plan.



been delayed, when the scope planned for Orleans is completed, the DNR will have the necessary broadband.

Infrastructure needs as part of the long term vision for the DNR Orleans site include a small conference room that can hold at least fifteen (15) persons; small kitchen and break room for employees; sufficient parking; at least five (5) bays for storing large equipment (e.g. bulldozer, excavator, brusher, seeder, boats, rotary traps yoder, truck and lowboy, masticating head and grapppler for the excavator); outside workspace; space for the mechanical fuels treatment; office supplies storage; space for a server and other computer/broadband equipment; small equipment storage; office space for an approximate twenty (20) persons with an additional five (5) spaces for field crews with documentation responsibilities, externally located DNR employees, and resident researchers; small laboratory for water quality testing; a residential complex of temporary housing for fire crews, as well as youth, higher education students, research, and staff; open space and outdoor restrooms/water/shower facilities for camping during fire events; and related basic infrastructure (e.g. water, wastewater, fire protection, broadband and other utilities).

Trinity Valley Consulting Engineers, Inc. was secured to assist in determining a possible plan for the 6.6-acre Orleans location. In consultation with DNR leadership and based on the needs identified during this planning process, a Master Site Plan and preliminary design renderings were created that include the following:

- Building A: Office space – second story addition on DNR primary office and community center space (1,600 square feet);
- Building B: Office space – expansion of existing building and second story addition on DNR primary office space (6,080 square feet);
- Building C: Equipment storage and office space – demolition of existing fisheries program building and construction of two story building with equipment bays on the first floor and office space on the second (6,000 square feet);
- Building D: Laboratory – construction of equipped laboratory (960 square feet);
- Building E: Bunk house – removal of existing trailer home and construction of two story bunk house with showers, kitchen and dining hall (6,000 square feet);
- Building F: Temporary living quarters – construction of duplex-style living quarters (900 square feet);
- Building G: Equipment storage – construction of building with equipment bays (2,400 square feet);



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- Building H: Equipment storage – construction of building with equipment bays (800 square feet);
- Building I: Equipment storage – construction of building with equipment bays (1,200 square feet); and
- Other considerations, such as parking, wastewater and water infrastructure.

From this, an Engineer's Estimate was created for completion of facilities and infrastructure included in the Master Plan, as well as to remodel the existing space that was recently vacated by the Tribe's Orleans Health Clinic and other site features, such as landscaping and lighting. This process noted that the primary limiting factor will be the leach capacity at the site; adjustments may be critical to meet our needs in full. Alternatives to the facilities master plan may need to be developed in the event of insufficient leach capacity.

With this in mind, the priority for the Orleans DNR site would be space for personnel, secure parking, and storage. Buildings E and F could be replaced with a near duplicate of Building C, to house the Fire Program, or the Buildings E and F along with a duplicate of Building C could be relocated to reduce septic capacity needs. This set of potential realities could require the Fire Program building and/or residential units to be located on either the West Simms property, or property currently pending acquisition in Somes Bar. In any event this would require some additional or alternative objectives as outlined below.

**Objective 4.1:** By the end of Year 1, work with the Information Technology Department of the Tribe to ensure high speed, reliable and secure internet infrastructure and services are provided to the DNR worksite in Orleans.

**Objective 4.2:** By the end of Month 9, confirm septic and leach field capacity based on the Master Site Plan, and preliminary designs.

Alternative Objective 4.2.1: By the end of year 1, based on outcomes of septic and leach field capacity analysis, identify what buildings/functions need to be relocated.

Alternative Objective 4.2.2: By the end of year 2 initiate fee to trust process for West Simms and Langford properties; initiate preliminary design, along with water availability and septic and leach field capacity process for these parcels.



**Objective 4.3:** By the end of Year 1, based on the Master Site Plan, preliminary designs, and cost estimate (see Exhibit J and K), develop a realistic funding strategy for construction, which may rely upon a phased approach and that includes competitive and noncompetitive sources, such as federal and state grants, contracts/agreements, and appropriations, as well as private and tribal funds.

**Objective 4.4:** By the end of Year 2, work with TANF to remodel the vacated Orleans Health Clinic/Community Room to function as the Workforce Development Center Píkyav Field Institute—with SmartClass™ technology—that focuses on workforce development, secure heritage resource data, GIS and analytical capacities and TANF/Student workstations that will maximize the training and community development opportunities related to the programs areas within DNR, as well as provide space and infrastructure for the developing Píkyav Field Institute.<sup>5</sup>

**Objective 4.5:** By the end of Year 5, based on the funding strategy developed under Objective 4.2, complete (phased) construction of Master Site Plan facilities to co-locate the entire Department in Orleans and provide sufficient capacity for projected growth.

**Objective 4.6:** By the end of Year 5, relocate staff and equipment from the Somes Bar Workstation to newly constructed/renovated centralized facilities in Orleans; decommission and restore the landscape at Somes Bar Work Center.

Alternative Objective 4.6.1: Depending on the outcomes of the objectives outlined under Objective 4.2, the Fire Program may need to continue occupancy of the Somes Bar Workstation for an additional time until adequate facilities needs are addressed.

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<sup>5</sup> This concept relates to the approach and a specific objective identified in the 2012 Comprehensive Economic Development Strategy of the Tribe and KCDC (Rocha and Burcell, 2012).



#### **IV. EVALUATION PLAN**

##### **a. Process, Roles and Schedule for Evaluation**

The Director of Natural Resources and DNR management-level staff will evaluate progress and outcomes on each goal and objective through a five-year implementation period. Assigned DNR staff will report monthly in established Departmental meetings, as well as include updates in the monthly report to the Tribal Council. The performance of assigned DNR staff will be evaluated based on their timely completion of the objectives. The program goals, objectives and intended benefits will be reviewed among each program and then the related management-level staff member (e.g. Program Manager) will review them with the Director on an annual basis as part of the employee evaluation process.

At two to three year intervals, assigned DNR staff will work closely with the Tribe's Planning and Resource Development Department to design DNR-specific questions to include in a comprehensive Tribal Needs Assessment. These questions will be structured so as to gauge the tribal community's assessment of DNR's efficacy in meeting its mission and serve as a guide to corrective action.

At the end of the five-year implementation period post-plan approval, a complete evaluation and update of these program goals, objective and intended benefits, as part of a more comprehensive Department-wide strategic planning process should be conducted.

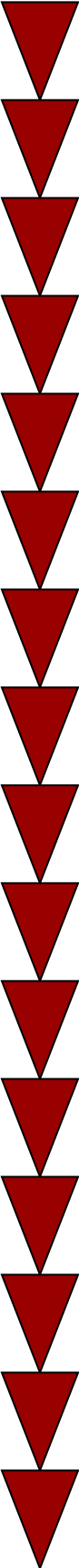




## **V. CONCLUSION**

The Karuk Department of Natural Resources has completed a strategic planning process to address organizational needs focused on staffing capacity and infrastructure. This planning process has involved all management-level staff within the Department to ensure all program area needs can be adequately addressed and the expertise of staff could be leveraged. DNR has grown tremendously since inception in 1989, from a single employee to a department that has exceeded a hundred (100) employees during wildland fire events. This plan provides a strategy-based approach to reorganize the existing capacity in a manner that enhances efficiencies and opportunities for synergy. This includes structural reorganization at both programmatic and staffing levels. The outcome is three (3) Branches within the Department: a) Administrative Operations and Development; b) Eco-Cultural Revitalization; and c) Watersheds, as well as Programs within each that can address identified programmatic and functional areas. Moreover, this plan provides a clear path for projected growth and development based on identified needs and opportunities, both for staffing and infrastructure. Infrastructure needs and growth at a centralized location in Orleans has been developed into a Master Site Plan, preliminary design renderings, a cost estimate that can be used to pursue facilities funding development. With this plan, the Karuk Department of Natural Resources has taken a proactive and inclusive approach to develop a strategy-based plan for the next five (5) years that will allow for the Mission of the Department to be met in a more comprehensive manner.

**EXHIBIT A: Goals, Objectives, and Intended Benefits by Program Area**



## **1. Air Quality**

### Goals:

- Ensure shorter exposures to dangerous concentrations of particulates, minimize air quality effects from ecological fire restoration, and develop air quality monitoring.
- Educate public on the science behind fire related programs, policies, and practices and the effects on air quality.
- Establish agreements with relevant agencies with regard to Air Quality Control, especially with regard to tribally coordinated controlled burning activities.

### Objectives:

- Restore traditional fire regimes to the point where seasonal ignitions would burn at relatively lower intensities over time, resulting in impacts that are more limited to human health and air quality than the current fire regime.
- Acquire portable air quality equipment and monitor particulate levels based on national and state ambient air quality standards, particularly during prescribed burns and wildland fires.
- Educate about and characterize emissions from fire, smoke transport, dispersion and modeling of fire emission, atmospheric and plume chemistry; air quality impacts of fire and local consequences of air quality impacts.

### Intended Benefits:

- Minimize air quality impacts, including air quality hazards on public health, and establish baseline air quality data.

## **2. Cultural Resources**

### Goals:

- Preserve and document the cultural landscapes, human knowledge, history and culture of the Karuk.
- Promote sound management practices reflecting Karuk ecological/cultural principles at the landscape scale.
- Enhance the traditional knowledge base of youth, Tribal members, and employees, as well as restore human interactions with natural disturbance regimes.
- Enhance political and public knowledge of the significance and endangerment of tribal cultural resources.

### Objectives:

- Monitor ground disturbances.
- Teach cultural management principles.
- Restore language, ceremonies, and cultural practices.
- Survey landscapes for data collection about historic land use.
- Advocate for cultural resources issues.
- Maintain contact with elders and tribal members for THPO functions coordination.

### Intended Benefits:

- Localized management for the abundance and diversity of cultural/natural resources to help ensure that Karuk culture remains intact.

- Advocacy for protection of tribal cultural resources on state and federal scales.
- Skills/Workforce training in cultural resources management.
- Serve a cultural resources management function for the Tribe.

### **3. Enforcement/Regulation**

#### Goals:

- Promote traditional laws (i.e. regulations) relating to resource usage and maintenance of law and order; enhance the principles of Tribal self-governance, self-reliance and self-determination; and restore ecological and social stability.

#### Objectives:

- Seek to formalize the Tribal Fishing Ordinance to regulate tribal fisheries harvesting.
- Seek to develop a Tribal Hunting Ordinance in conjunction with elk winter range enhancement activities. Set precedent with elk and move on to deer and other animals as data showing our actions are benefiting the species is in accordance with traditional law once again.
- Seek to formalize a Natural Resources Committee of recognized tribal cultural experts that can adjudicate disputes and violations of established natural resources ordinances to determine appropriate measures to be applied for violations of customs, etc....
- Develop water quality standards and a water pollution control ordinance.
- Develop a firewood-cutting ordinance related to a Forest Management Plan.
- Develop a tribal gathering ordinance that imparts traditional gathering ethics and informs the tribal community on federal, state and local policies.

#### Intended Benefits:

- Secure tribal regulation and enforcement ability that will enhance population viability and habitat productivity.
- Provide for Karuk Tribal members and the broader community to have culturally sensitive, appropriate, and respectful law enforcement services to protect culturally important resources.

### **4. Environmental Education**

#### Goals:

- Restore ecologically driven management practices through the integration of traditional knowledge and Western science by teaching these practices to the next generation.
- Empower Tribal youth to be able to use Cultural Environmental Management Practices without restriction or fear of being at odds with current management directions.
- Build tribal capacity and tribal resources in assuming leadership roles in environment programs/projects.
- Effect policy and public opinion that recognizes the value and inherent authority of traditional ecological knowledge.
- Support research that substantiates the effectiveness of tribal goals in environmental project areas.

#### Objectives:

- Operate youth education programs, including Native Foods Workshops, Seasonal Youth Camps, ceremonial trail maintenance and additional projects.

- Build upon lesson plans in the K-12 Nanu'ávaha Native Food System Curriculum that are implemented in local schools and teach beneficial uses of resources.
- Provide for a full-time environmental education instructor and establish MOUs with local schools to guest-teach these traditional knowledge and Western science based classes on a regular basis.
- Establish an accredited tribal Institutional Review Board to increase capacity to monitor external research projects, as well as apply for and conduct research grants.
- Provide educational and employment opportunities for youth in summer/vacation windows
- Cultivate youth mentorship program for interested youth in specific environmental divisions to build human resource capacity.
- Develop the Píkyav Field Institute that extends summer research opportunities to year-long early childhood, primary and secondary educational opportunities, including experiential credit programs onsite
- Transform education back into the traditional sense of teaching through oral traditions, mentorship, and observations of natural processes.

Intended Benefits:

- Preserve and pass down Karuk traditions, such as basket weaving, Tribal fisheries, hunting, and gathering of medicinal plants, acorns, berries and mushrooms, still practiced by many Tribal members.
- Build workforce within Tribe to achieve the mission of DNR.
- Validate and strengthen traditional ecological knowledge from early-childhood education into the academic realm that informs decision-making policies/and charter high school with traditional values and ecological knowledge at its core

**5. Environmental Justice (Policy Analysis and Advocacy)**

Goals:

- Advocate for measures that will ensure the Karuk Tribe is no longer subjected to a disproportionate share of the burden associated with poor governmental agency decisions related to resource management.
- Advocate for Tribal role in managing tribal resources at the territorial scale while being able to help our neighbors as needed.
- Advocate for funding that will allow Tribe to engage in resource management decisions adequately.

Objectives:

- Implement the Karuk Cultural Environmental Management Practices presented in the ECRMP.
- Remove the four lower dams on the Klamath River to improve fisheries and water quality.
- Introduce Karuk traditional harvest management basin-wide to restore fisheries and obtain fishing rights recognition.
- Implement additional interim measures to promote Karuk well-being until restoration measures are implemented or have effectively restored the resource to adequate levels for cultural sustenance.
- Incorporate Karuk environmental justice approaches into school curricula, educational media materials, and studies of environmental health issues, e.g. effects of altered diet on Karuk health.

- Develop Karuk Consultation policy and properly consult with agencies per said policy.
- Co-manage Karuk Ancestral Territory and homelands.

Intended Benefits:

- Ensure proper management of natural resources by governmental agencies to ensure the physical, spiritual, social and economic well-being of the Karuk Tribe.
- Promote the restoration of traditional management practices and principles.
- Enhance fisheries, water quality and ecosystems.

**6. Fire/Fuels Reduction**

Goals:

- Protect cultural/natural resources from uncharacteristically intense wildland fire, as well as restore traditional fire.
- Protect life, property and natural resources.
- Develop a well-trained, highly professional fuels reduction, prescribed fire, and wildland fire management organization.

Objectives:

- Reestablish cultural burning in order to restore natural fire regimes at the landscape scale within Karuk Ancestral Territory and homelands.  
Plan and implement fuels reduction and cultural burning projects based on Karuk Environmental Management Practices and principles. The general approach is pre-treatment fuels reduction by thinning trees and brush, followed by cultural burning.
- Develop a collaborative planning body on fire management comprised of interagency representatives and Tribal resource specialists that is implemented by a qualified local workforce.
- Provide wildland fire management, leadership and supervisory training to improve employee and community based organization qualifications.
- Provide for fire fighter and public safety.

Intended Benefits:

- Promote traditional use of low intensity fire by the Karuk to open forests that are naturally resilient and resistant to ecological disturbances while remaining ecologically productive.
- Support workforce development and employment opportunities for Tribal members and non-tribal community members voluntarily subjecting themselves to tribal jurisdiction.
- Provide firefighter awareness and safety training for workforce; transition firefighters to fire managers.

**7. Fisheries**

Goals:

- Protect the health and abundance of tribal trust fisheries resources, which includes promoting greater understanding of ecological processes that support fisheries, enhancing fisheries habitat, and restoring traditional fisheries harvest practices.
- Obtain recognized fishing rights for the Karuk Tribe.

- Ensure that the fisheries are of sufficient health and abundance so that all Karuk have the ability to harvest enough fish annually to sustain their families.

Objectives:

- Establish Tribal Ordinances for harvest management to regulate fisheries according to Karuk traditions and the ancient tribal codes transmitted orally since time immemorial .
- Educate the public and Tribal membership about fisheries and harvest management.
- Implement projects for fisheries restoration.
- Practice Karuk harvest management throughout the entire Klamath River Basin.
- Understand ecological processes to restore ecological processes.
- Work with the time and space continuum connection, plan at multiple time scales, find balance between immediate benefits and long-term benefits.
- Inform fisheries management through fisheries monitoring, studies and research.

Intended Benefits:

- Ensure fisheries are sustainable and that Tribal members can harvest enough fish annually to sustain their families.
- Provide for healthy aquatic and terrestrial ecosystem associations.

## **8. Restoration Forestry**

Goals:

- Increase biodiversity, reduce threats to cultural and ecological values, and to re-establish diverse multi-aged, fire-adapted ecosystems and resilient landscape mosaics within Karuk Aboriginal Territory.
- Implement researchable practices that inform adaptive management needs.

Objectives:

- Implement an integrated Restoration Forestry Program based on science, inclusive of traditional ecological knowledge, in comprehensive restoration projects.
- Conduct timber harvest, stand improvements, silvicultural treatments, and low-intensity prescribed burning as part of a holistic management strategy that mimics natural disturbance regimes.
- Research and monitor cultural environmental management practice based outcomes.

Intended Benefits:

- Support vital ecological dynamics and properly functioning ecological processes, that, in turn support the Tribe's cultural, ceremonial, and subsistence resources.
- Reduce fuel loading and risk of high-intensity wildfire, restore ecosystem function, reverse historical mismanagement, and support cultural, ceremonial and subsistence resource uses through an integrated Restoration Forestry Program.

## **9. Tribal Historic Preservation Office (THPO)**

Goals:

- Coordinate the documentation of human remains through the established NAGPRA Program.



- Protect cultural, ceremonial, and sacred items, including human remains and funerary items, archaeological and sacred sites of the Karuk.
- Protect and preserve historic cultural resources of the Karuk, including oral histories, gathering sites and land management practices.
- Build contacts with universities and learning centers.

Objectives:

- Coordinate the documentation of human remains through the established NAGPRA Program.
- Integrate archaeological resource data collection and protect archaeological resources and sacred sites within and adjacent to Karuk Aboriginal Territory.
- Establish further National Register nomination evaluations of Tribal Traditional Cultural Properties.
- Negotiate with State Historic Preservation Office (SHPO) about Karuk records information.
- Review Historic Preservation Plans by state, local, and federal agencies that impact Karuk Aboriginal Territory.
- Survey existing federal, tribal, and private land allocations as projects occur in preparation of report updates.
- Monitor internal and external construction, wildland fires, salvage and timber projects, as well as other ground disturbing activities.
- Train fire resources.
- Conduct analysis of ceremonial regalia species, landscape vegetation patterns, and cultural environmental management practices; develop practice based indicators list with supporting documents in digital archives.
- Build and maintain a cultural resources information Geographic database.
- Develop MOUs/MOAs for cooperative agreements regarding work with USFS.

Intended Benefits:

- Enhance protection of and/or access to cultural, ceremonial and sacred items, including human remains and funerary items, archeological and sacred sites of the Karuk.
- Intensify Karuk voice in cultural resources management.
- Develop and train workforce within Karuk Tribe through internships in heritage practices to maintain cultural competencies in those assuming leadership roles in the administration of programs entrusted to DNR.

**10. Solid Waste**

Goals:

- Evaluate the types and amounts of wastes generated by Tribal activities, target waste reduction and recycling, identify options for sustainable alternatives, and implement changes.

Objectives:

- Finalize and obtain approval of the Integrated Solid Waste Management Plan (ISWMP)
- Increase local reuse/recycling opportunities, affordable disposal, waste reduction, elimination of illegal dumping, cleanup of illegal dumpsites, and litter removal/aversion strategies identified in the ISWMP.

Intended Benefits:

- Reduce impacts on the environment, health and economy through waste generation and protect the environment, resources, health and well-being of the Karuk Tribe.
- Promote tribal wide adoption of plans to reduce, reuse and recycle, as well as establish green purchasing policy(ies) that can be enforced upon Tribal programs and included in contracts/agreements.

**11. Soils/Minerals**

Goals:

- Integrate Karuk soils and minerals management practices and principles into a comprehensive departmental program.
- Restore damaged areas and mitigate mining and soil disturbing activities in order to prevent or reduce ecological degradation from sediment transport and deposition or other waste materials.
- Inform external and internal agencies, plans and policies on impacts of proposed activities on Karuk homelands.

Objectives:

- Monitor, evaluate and regulate mining, mineral extraction, and other soil disturbing activities; protect water quality and fisheries from mining, mineral extraction, quarry, and soil disturbance activities; and restore degraded areas affected by mining, aggregate, quarry, or road related soil disturbance.
- Reconfigure topographic contours, drainage systems, vegetation composition, and hydrologic connectivity.
- Identify and, when feasible, effect projects to decontaminate and restore areas contaminated with mercury, cyanide, sulfuric acid, or other toxins.
- Ensure that inactive mines are properly contained to prevent off-site transport of material or contamination of ground and surface waters.
- Correlate soil profiles with cultural vegetation characteristics to help inform management needs.

Intended Benefits:

- Restore areas damaged by historic/contemporary mining and soil disturbance activities, and prevent/reduce sediment transport and deposition.
- Enhance understanding of vegetation, soils, cultural use species, and wildlife use correlations.

**12. Watershed Restoration**

Goals:

- Identify, plan, advocate for and implement restoration projects that benefit traditional cultural resources within and adjacent to Karuk Aboriginal Territory.
- Assist other DNR programs with restoration implementation needs.

Objectives:

- Implement mechanical restoration forestry treatments, road upgrades, road decommissioning and slope stabilization, riparian planting and streambank stabilization, instream habitat protection and

enhancement, as well as reestablishing hydrologic connectivity, fish passage, and cold-water refugia in Klamath tributaries.

- Conduct a territory-wide analysis at the watershed scale to identify, plan, and prioritize restoration activities in close coordination with other DNR programs and relevant agencies.
- Engage various federal and state agencies where appropriate and necessary to ensure management of Karuk traditional cultural resources.

Intended Benefits:

- Effect implementation of restoration projects, which must be coordinated in order to mitigate the negative ecological impact of post-contact management and transportation networks, provide local employment and job training opportunities, and ensure appropriate management of cultural/natural resources within and adjacent to Karuk Aboriginal Territory.

### **13. Water Quality**

Goals:

- Ensure that Tribal and local communities can safely use water bodies for ceremonial, subsistence, and other kinds of use
- Protect, restore and enhance waterbodies upon which Karuk people depend.

Objectives:

- Develop water quality standards and a water pollution control ordinance.
- Conduct water quality monitoring and research.
- Represent Tribal concerns on natural resources policies and procedures effecting water quality and quantity.
- Participate in collaborative monitoring, planning, research and restoration processes that impact Karuk natural resources.
- Pursue Treatment as a State under the Clean Water Act.

Intended Benefits:

- Ensure safe waterbodies for Tribal and local community use.
- Support high water quality waterbodies to provide for Tribal trust species and natural ecosystem processes.

### **14. Wildlife**

Goals:

- Establish a wildlife program to survey, monitor, analyze, plan, prioritize and facilitate the restoration of key fire dependent wildlife habitats, which support culturally and biologically significant species.
- Develop indicators for successful management trajectories and intergenerational learning.
- Maintain a leadership role in the conduct of data acquisition and NEPA analysis for large landscape management projects.

Objectives:

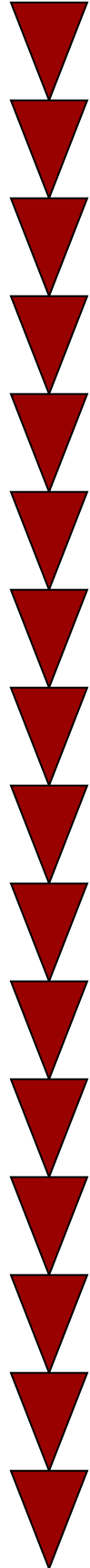
- Restore fire adapted and resilient habitats of grasslands, oak and pine forests, selected riparian zones, mixed conifer/hardwood forests, and high elevation forage to improve wildlife habitat and the wildlife populations that depend on the habitat.
- Re-establish inter-connectivity between various habitat types across the landscape to foster gene flow and dispersal of wildlife.
- Species population augmentation/restoration (e.g. beaver, porcupine).
- Research regalia species and outline habitat dynamics and indicators.
- Identify and pursue simple measures for habitat/population enhancement for translation to inform hunting ordinance development.

Intended Benefits:

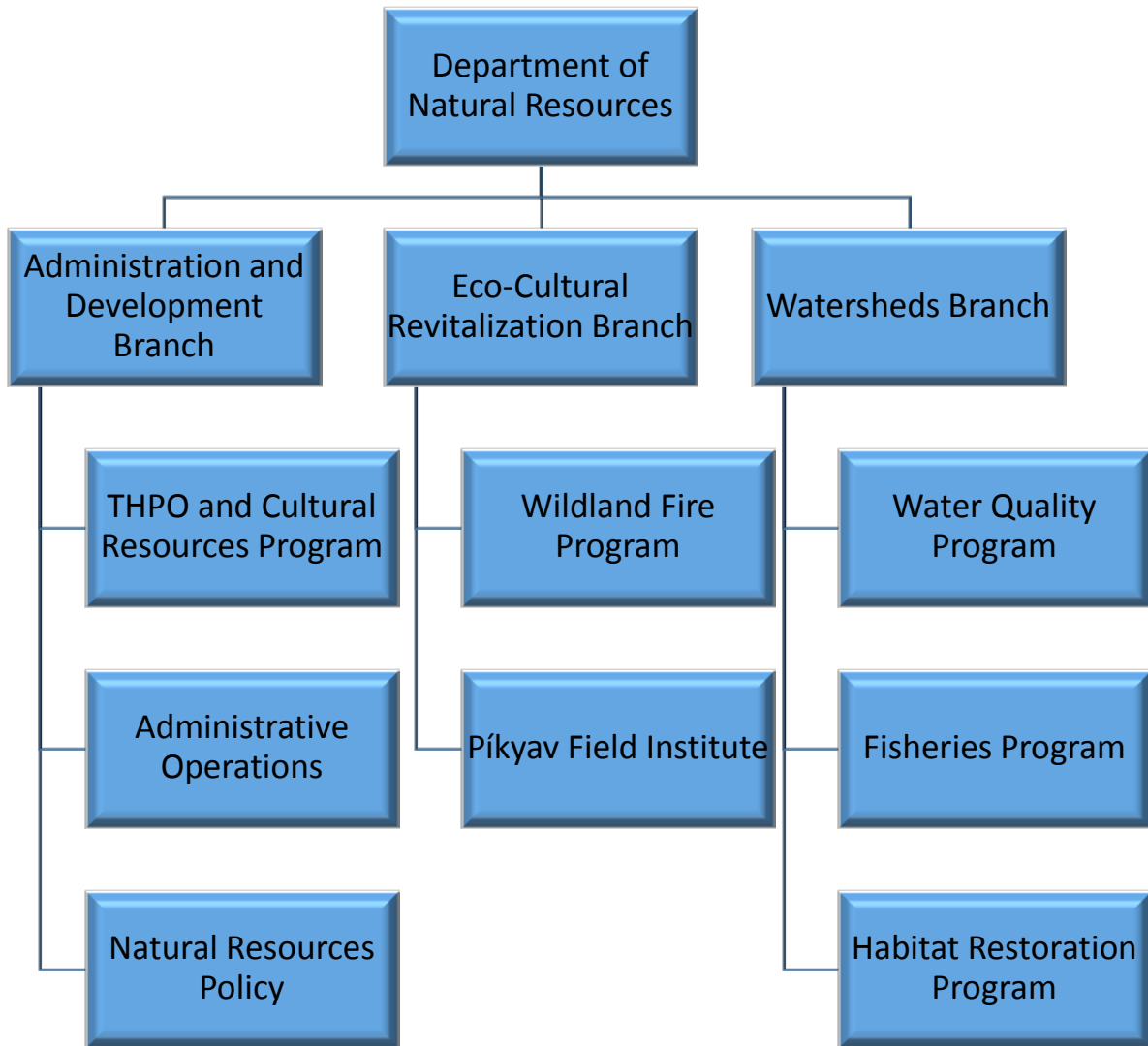
- Protect the Karuk holistic ecosystem management approach and landscape level planning to ensure restored habitat and increase population viability for culturally and ecologically significant species.  
Reinforce and enable our harassment free rights to hunt for subsistence and ceremonial use species.

**EXHIBIT B: Revised Organizational Charts for Existing Staff**

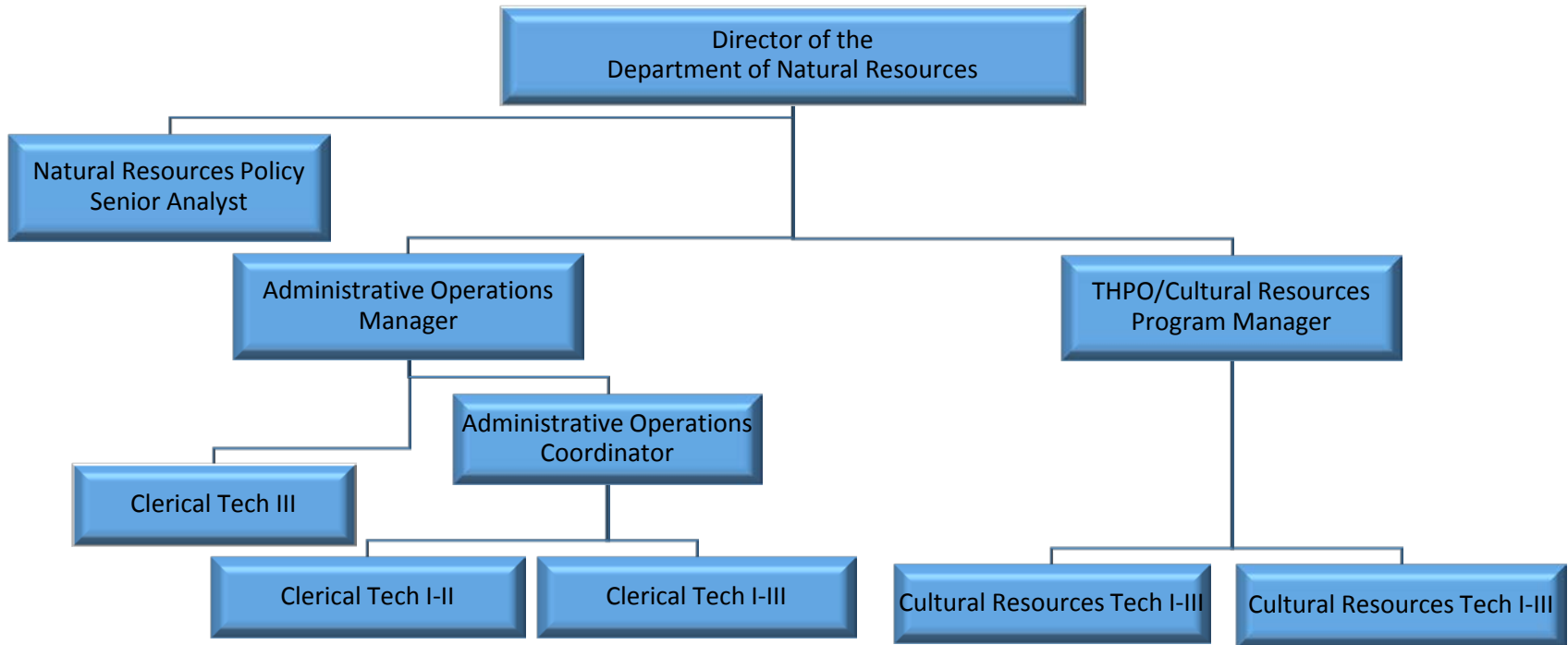
- **Department of Natural Resources – Branch and Program Level**
- **Administration and Development Branch – Staff Level**
- **Eco-Cultural Revitalization Branch – Staff Level**
- **Watersheds Branch – Staff Level**



**Department of Natural Resources – Branch and Program Level  
Existing Capacity**

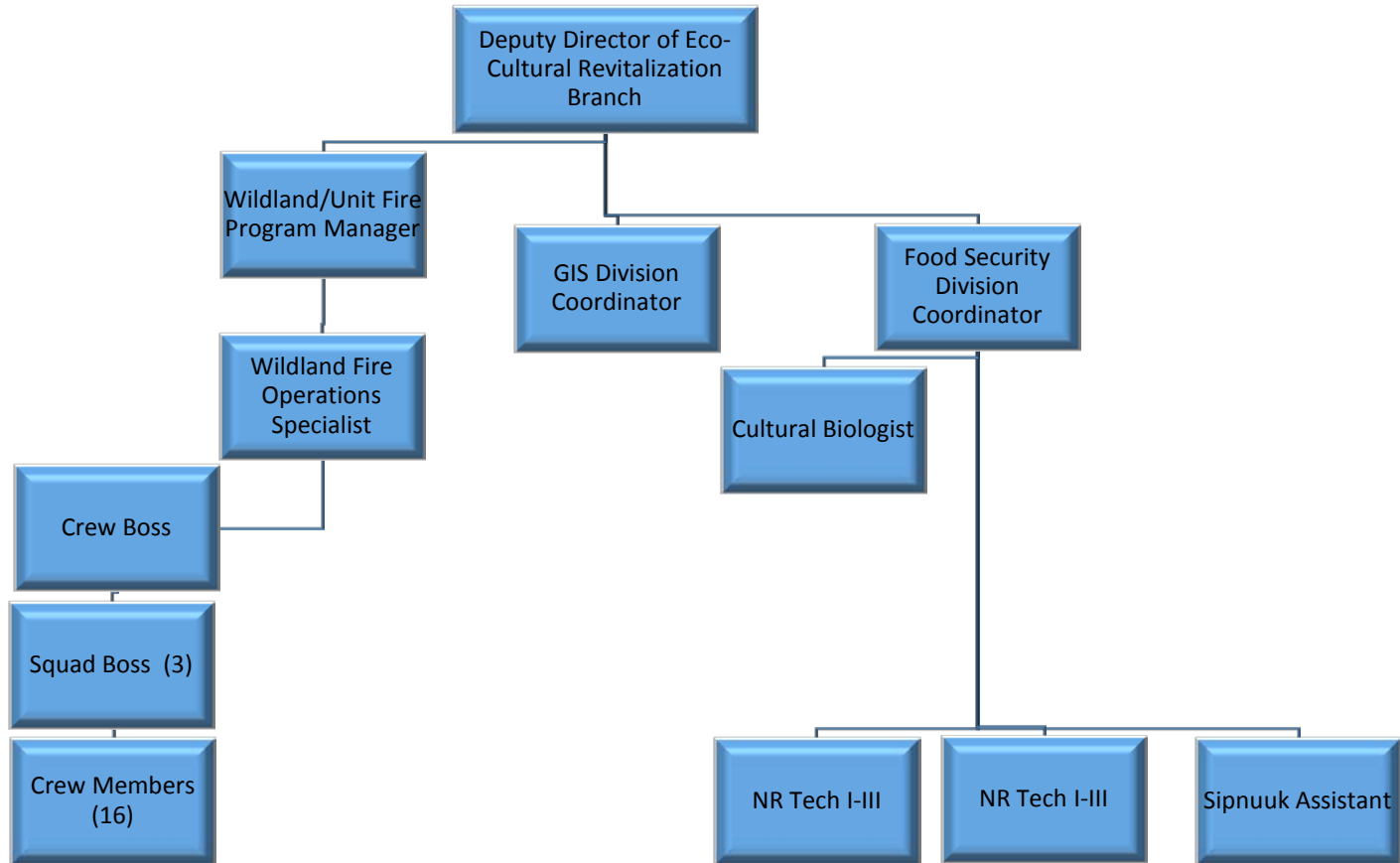


**Administration and Development Branch – Staff Level  
Existing Capacity**

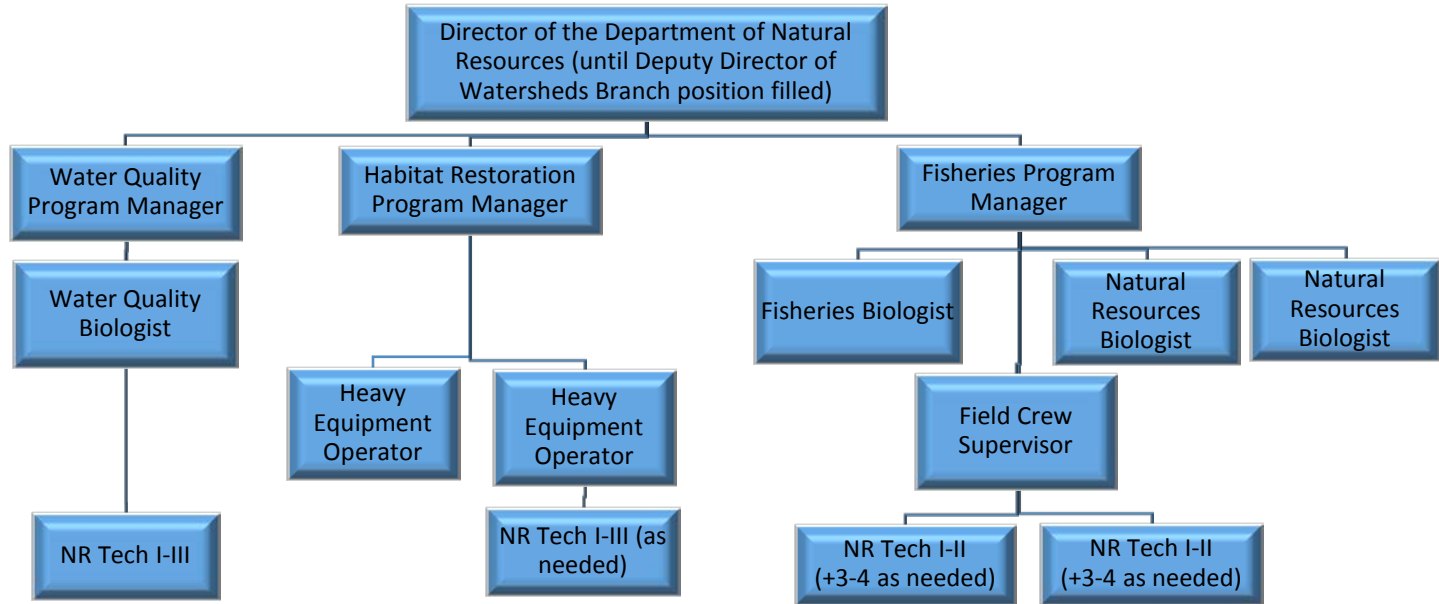




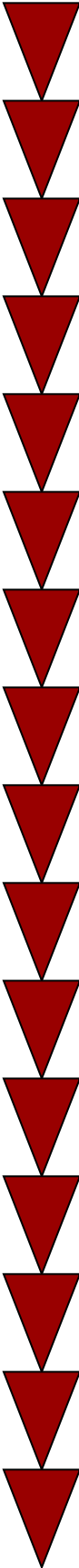
**Eco-Cultural Revitalization Branch – Staff Level  
Existing Capacity**



**Watersheds Branch – Staff Level  
Existing Capacity**



**EXHIBIT C: Baseline Assessment of Existing DNR Job Classification Requirements and Compensation**



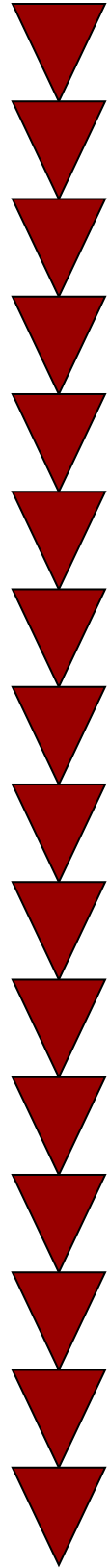
Title	Super- visory	Reports to	Salary/ Wage	Requirements			
				Education	<u>OR</u> Work Experience	<u>WITH</u> Work Experience	Other Experience
Administrative Operations Manager	Yes	Director	\$42,000 to \$52,000	Bachelor's degree	5 years		3 years supervisory and human resources
Administrative Receptionist II	No	Director or designee	\$10.00 to \$12.00	High school diploma or equivalent			
Administrative Support Assistant	Yes	Director	\$13.00 to \$18.00	High school diploma or equivalent		5 years alone or combined with education	2 years clerical and secretarial duties and 2 years administrative
Archaeological / Cultural Resources Technician	No	Director or THPO	\$14.00 to \$18.00	Degree or significant college level study			
Cultural Biologist	No	Food Security Project Coordinator	\$18.00 to \$22.00	Bachelor's degree	6 years		
Deputy Director of Eco-Cultural Revitalization	Yes	Director	\$47,000 to \$55,000	4 years of higher ed.	15 years	6 years	5 years intergovernmental experience
Director of Natural Resources and Environmental Policy	Yes	Tribal Council/ Chairman	\$45,000 to \$65,000	Must have a combination of education and experience equivalent to a BS in Business Administration.			
Environmental Administrative Coordinator	Yes	Director	\$12.00 to \$18.00	Bachelor's degree	5 years		3 years supervisory and human resources

Title	Supervisory	Reports to	Salary/Wage	Requirements			
				Education	OR Work Experience	WITH Work Experience	Other Experience
Fire and Fuels Operations Specialist	Yes	Unit Fire Management Officer (or designee)	\$18.00 to \$22.00				Maintain standards identified by IFPM, NWCG, USDA Red book, DOI Blue Book, or other approved qualification standard(s) for the position
Fisheries Coordinator	Did not receive Job Description						
Fisheries Technician	Did not receive Job Description						
Food Security Project Coordinator	Yes	Deputy Director of Eco-Cultural Revitalization	\$45,000 to \$50,000	4 years of higher ed.			2 years grant management, business administration, curriculum development and 1 year grantwriting
GIS Specialist/Data Steward	No	Director or designee	\$43,000 to \$52,000	Bachelor's degree			Professional level education and experience in GIS, GPS, and collaborative planning
Karuk Biological Technician	No	Food Security Project Coordinator	\$15.00 to \$18.00				
Natural Resources Policy Advocate	Yes	Director	\$60,000 to \$70,000	Bachelor's degree		3 years	
Sípnuuk Assistant	No	Director or designee	\$12.00 to \$15.00	High school diploma or equivalent			

Title	Supervisory	Reports to	Salary/Wage	Requirements			
				Education	<u>OR</u> Work Experience	<u>WITH</u> Work Experience	Other Experience
Tribal Historic Preservation Officer/ Archaeologist	Yes	Chairman or designee	\$43,000 to \$54,000	Master's degree			Meet the Secretary of the Interior's Professional Qualification Standards (36 CFR Part 61) in Archaeology
Unit Fire Management Officer	Yes	Director or designee	\$41,600 to \$52,000	High school diploma or equivalent			Maintain standards identified by IFPM, NWCG, USDA Red book, DOI Blue Book, or other approved qualification standard(s) for the position
Water Quality Coordinator	Yes	Director	\$35,360 to \$43,680	Bachelor's degree		5 years	
Water Quality Program Project Manager	Yes	Water Quality Coordinator	\$17.00 to \$20.00	Bachelor's degree	4 years		
Water Resources Technician I	No	Water Resources Coordinator	\$11.00 to \$12.00				
Watershed Restoration Coordinator	Yes	Director	\$48,000-\$60,000	Bachelor's degree			

Title	Super- visory	Reports to	Salary/ Wage	Requirements			
				Education	<u>OR</u> Work Experience	<u>WITH</u> Work Experience	Other Experience
Watershed Restoration Heavy Equipment Operator	No	Site Supervisor	Depending On Experience and Grant Funding Availability				1000 hours heavy equipment time
Watershed Restoration Laborer	No	Watershed Restoration Coordinator	Depending On Experience and Grant Funding Availability				

**EXHIBIT D: Recommended DNR Job Grading and Classification Systems by Category**





Position Category	Position Type	Supervisory	Grade Schedule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.			
				Minimum Preferred	Minimum Equivalencies		
Administrative	Director	Yes	GS 14	Master's degree + 6 years' experience w/ 4 years supervisory experience	5 years higher education + 9 years' experience w/ 5 years supervisory experience	Bachelor's degree + 9 years' experience w/ 5 years supervisory experience	4 years higher education + 11 years' experience w/ 5 years supervisory experience
			GS 13	Master's degree + 5 years' experience w/ 3 years supervisory experience	5 years higher education + 7 years' experience w/ 4 years supervisory experience	Bachelor's degree + 7 years' experience w/ 4 years supervisory experience	4 years higher education + 9 years' experience w/ 4 years supervisory experience
Administrative	Deputy Director	Yes	GS 13	Master's degree + 5 years' experience w/ 3 years supervisory experience	5 years higher education + 7 years' experience w/ 4 years supervisory experience	Bachelor's degree + 7 years' experience w/ 4 years supervisory experience	4 years higher education + 9 years' experience w/ 4 years supervisory experience
			GS 12	Master's degree + 4 years' experience w/ 3 years supervisory experience	5 years higher education + 5 years' experience w/ 4 years supervisory experience	Bachelor's degree + 5 years' experience w/ 4 years supervisory experience	4 years higher education + 8 years' experience w/ 4 years supervisory experience

Position Category	Position Type	Supervisory	Grade Schedule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.			
				Minimum Preferred	Minimum Equivalencies		
Administrative	Manager	Yes	GS 11	Master's degree + 2 years' experience w/ 1 year supervisory experience	5 years higher education + 3 years' experience w/ 2 years supervisory experience	Bachelor's degree + 3 years' experience w/ 2 years supervisory experience	4 years higher education + 6 years' experience w/ 2 years supervisory experience
			GS 10	Bachelor's degree + 4 years' experience w/ 2 years supervisory experience	4 years higher education + 5 years' experience w/ 2 years supervisory experience	3 years higher education + 6 years' experience w/ 2 years supervisory experience	2 years higher education + 8 years' experience w/ 2 years supervisory experience
Administrative	Coordinator	Yes	GS 8	Bachelor's degree + 1 year experience	4 years higher education + 2 years' experience	3 years higher education + 3 years' experience	2 years higher education + 5 years' experience
			GS 7	2 years higher education + 2 years' experience	1 year higher education + 4 years' experience	High school diploma or equivalent + 6 years' experience	3 years high school education + 8 years' experience

Position Category	Position Type	Supervisory	Grade Schedule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.			
				Minimum Preferred	Minimum Equivalencies		
Professional	Senior Analyst	Yes	GS 13	Master's degree + 5 years' experience w/ 2 years intergovernmental experience	5 years higher education + 7 years' experience w/ 2 years intergovernmental experience	Bachelor's degree + 7 years' experience w/ 2 years intergovernmental experience	4 years higher education + 9 years' experience w/ 2 years intergovernmental experience
			GS 12	Master's degree + 4 years' experience w/ 2 years intergovernmental experience	5 years higher education + 5 years' experience w/ 2 years intergovernmental experience	Bachelor's degree + 5 years' experience w/ 2 years intergovernmental experience	4 years higher education + 8 years' experience w/ 2 years intergovernmental experience
Professional	Manager	Yes	GS 11	Master's degree + 2 years' experience w/ 1 year supervisory experience	5 years higher education + 3 years' experience w/ 2 years supervisory experience	Bachelor's degree + 3 years' experience w/ 2 years supervisory experience	4 years higher education + 6 years' experience w/ 2 years supervisory experience
			GS 10	Bachelor's degree + 4 years' experience w/ 2 years supervisory experience	4 years higher education + 5 years' experience w/ 2 years supervisory experience	3 years higher education + 6 years' experience w/ 2 years supervisory experience	2 years higher education + 8 years' experience w/ 2 years supervisory experience
Professional	Archaeologist	Yes	GS 11	Professional standards*** + 2 years' experience			
			GS 10	Professional standards***			

\*\*\* Must meet the Secretary of the Interior's Professional Qualification Standards (36 CFR Part 61) in Archaeology

Position Category	Position Type	Super- visory	Grade Sche- dule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.			
				Minimum Preferred	Minimum Equivalencies		
Professional	<b>Biologist*/ Coordinator/ Anthropologist/ Historian</b>	Yes	GS 9	Bachelor's degree + 2 years' experience w/ 12 months supervisory experience	4 years higher education + 3 years' experience w/ 12 months supervisory experience	3 years higher education + 4 years' experience w/ 12 months supervisory experience	2 years higher education + 6 years' experience w/ 12 months supervisory experience
			GS 8	Bachelor's Degree + 1 year experience w/ 6 months supervisory experience	4 years higher education + 2 years' experience w/ 6 months supervisory experience	3 years higher education + 3 years' experience w/ 6 months supervisory experience	2 years higher education + 5 years' experience w/ 6 months supervisory experience
Professional	<b>Cultural Biologist</b>	No	GS 8	Bachelor's degree + 2 years' experience + Karuk cultural practitioner	4 years higher education + 3 years' experience + Karuk cultural practitioner	3 years higher education + 4 years' experience + Karuk cultural practitioner	2 years higher education + 6 years' experience + Karuk cultural practitioner
			GS 7	Bachelor's Degree + 1 year experience + Karuk cultural practitioner	4 years higher education + 2 years' experience + Karuk cultural practitioner	3 years higher education + 3 years' experience + Karuk cultural practitioner	2 years higher education + 5 years' experience + Karuk cultural practitioner

\*Includes Hydrologist, Geomorphologist, and other specific sub-disciplines of the Natural Resources Sciences

Position Category	Position Type	Super- visory	Grade Sche- dule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.			
				Minimum Preferred	Minimum Equivalencies		
Professional	Assistant	No	GS 6	High school diploma or equivalent + 4 years' experience	3 years high school education + 6 years' experience	2 years high school education + 8 years' experience	1 year education + 10 years' experience
			GS 5	High school diploma or equivalent + 2 years' experience	3 years high school education + 4 years' experience	2 years high school education + 6 years' experience	1 year education + 8 years' experience
Clerical	Executive Assistant	No	GS 9	Bachelor's degree + 2 years' experience w/ 12 months supervisory experience	4 years higher education + 3 years' experience w/ 12 months supervisory experience	3 years higher education + 4 years' experience w/ 12 months supervisory experience	2 years higher education + 6 years' experience w/ 12 months supervisory experience
			GS 8	Bachelor's Degree + 1 year experience w/ 6 months supervisory experience	4 years higher education + 2 years' experience w/ 6 months supervisory experience	3 years higher education + 3 years' experience w/ 6 months supervisory experience	2 years higher education + 5 years' experience w/ 6 months supervisory experience
Clerical	Technician III	Yes	GS 8	Bachelor's degree + 1 year experience	4 years higher education + 2 years' experience	3 years higher education + 3 years' experience	2 years higher education + 5 years' experience
			GS 7	2 years higher education + 2 years' experience	1 year higher education + 4 years' experience	High school diploma or equivalent + 6 years' experience	3 years high school education + 8 years' experience

Position Category	Position Type	Super- visory	Grade Sche- dule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.			
				Minimum Preferred	Minimum Equivalencies		
Clerical	Technician II	No	GS 6	High school diploma or equivalent + 4 years' experience	3 years high school education + 6 years' experience	2 years high school education + 8 years' experience	1 year high school education + 10 years' experience
			GS 5	High school diploma or equivalent + 2 years' experience	3 years high school education + 4 years' experience	2 years high school education + 6 years' experience	1 year high school education + 8 years' experience
Clerical	Technician I	No	GS 4	High school diploma or equivalent	3 years high school education + 2 years' experience	2 years high school education + 4 years' experience	1 year high school education + 6 years' experience
			GS 3	3 years high school education + 2 years' experience	2 years high school education + 4 years' experience	1 year high school education + 6 years' experience	8 years' experience
Technical	Technician III/Field Crew Supervisor	Yes	GS 8	Bachelor's degree + 1 year experience	4 years higher education + 2 years' experience	3 years higher education + 3 years' experience	2 years higher education + 5 years' experience
			GS 7	2 years higher education + 2 years' experience	1 year higher education + 4 years' experience	High school diploma or equivalent + 6 years' experience	3 years high school education + 8 years' experience

Position Category	Position Type	Super- visory	Grade Sche- dule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.			
				Minimum Preferred	Minimum Equivalencies		
Technical	Technician II	No	GS 6	High school diploma or equivalent + 4 years' experience	3 years high school education + 6 years' experience	2 years high school education + 8 years' experience	1 year education + 10 years' experience
			GS 5	High school diploma or equivalent + 2 years' experience	3 years high school education + 4 years' experience	2 years high school education + 6 years' experience	1 year education + 8 years' experience
Technical	Technician I	No	GS 4	High school diploma or equivalent	3 years high school education + 2 years' experience	2 years high school education + 4 years' experience	1 year education + 6 years' experience
			GS 3	3 years high school education + 2 years' experience	2 years high school education + 4 years' experience	1 year education + 6 years' experience	0 year education + 8 years' experience
Other-Fire	Unit Fire Program Manager	Yes	GS 11	** Interagency Fire Program Management (IFPM) requirements for position at high complexity, which includes Bachelor's degree and at least 1 year creditable specialized wildland fire management experience			
			GS 10	** Interagency Fire Program Management (IFPM) requirements for position at moderate complexity, which includes Bachelor's degree and at least 1 year creditable specialized wildland fire management experience			

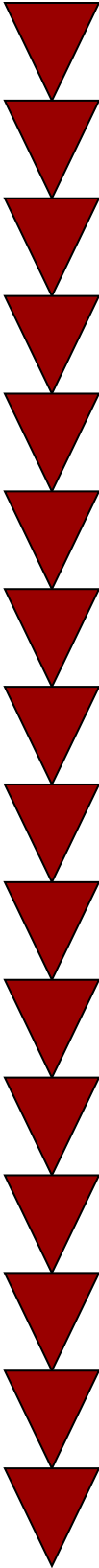
Position Category	Position Type	Super- visory	Grade Sche- dule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.	
				Minimum Preferred	Minimum Equivalencies
Other-Fire	Assistant Fire Management Officer – Planning	Yes	GS 10	** Interagency Fire Program Management (IFPM) requirements for Unit Fire Program Manager - moderate complexity, which includes Bachelor's degree and at least 1 year creditable specialized wildland fire management experience	
			GS 9	** Interagency Fire Program Management (IFPM) requirements for Unit Fire Program Manager - moderate complexity, which includes Bachelor's degree and at least 1 year creditable specialized wildland fire management experience	
Other-Fire	Assistant Fire Management Officer – Operations	Yes	GS 10	** Interagency Fire Program Management (IFPM) requirements for Unit Fire Program Manager - moderate complexity, which includes Bachelor's degree and at least 1 year creditable specialized wildland fire management experience	
			GS 9	** Interagency Fire Program Management (IFPM) requirements for Unit Fire Program Manager - moderate complexity, which includes Bachelor's degree and at least 1 year creditable specialized wildland fire management experience	
Other-Fire	Wildland Fire Operations Specialist (low to moderate complexity)	Yes	GS 9	** Interagency Fire Program Management (IFPM) requirements for position - high complexity, which includes a Bachelor's degree or experience equivalency and at least 1-year credible specialized wildland fire management experience.	
			GS 8	** Interagency Fire Program Management (IFPM) requirements for position - moderate complexity, which can include either a) one (1) year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position or b) Bachelor's degree or experience equivalency and at least 1 year credible specialized wildland fire management experience	
			GS 7	** Interagency Fire Program Management (IFPM) requirements for position - low complexity, which includes 1 year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position.	



Position Category	Position Type	Super- visory	Grade Sche- dule	Requirements with Education and Related Experience Equivalencies 2:1 Ratio (2 years' experience equals 1 year education) and can continue to the right, as needed, based on that ratio.	
				Minimum Preferred	Minimum Equivalencies
Other-Fire	Prescribed Fire & Fuels Specialist (low to moderate complexity)	Yes	GS 9	** Interagency Fire Program Management (IFPM) requirements for position - high complexity, which includes a Bachelor's degree or experience equivalency and at least 1-year credible specialized wildland fire management experience.	
			GS 8	** Interagency Fire Program Management (IFPM) requirements for position - moderate complexity, which can include either a) one (1) year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position or b) Bachelor's degree or experience equivalency and at least 1 year credible specialized wildland fire management experience	
			GS 7	** Interagency Fire Program Management (IFPM) requirements for position - low complexity, which includes 1 year of specialized experience equivalent to the next lower grade level. Graduate education may be substituted for specialized experience only when it is directly related to the work of the position.	
Other-Fire	Heavy Equipment Operator	No	GS 11	1,000 hours heavy equipment operator experience and two (2) years similar work experience within Karuk Ancestral Territory, w/ road decommissioning experience preferred	
			GS 10	1,000 hours heavy equipment operator experience w/ road decommissioning experience preferred	
			GS 9	750 hours heavy equipment operator experience w/ road decommissioning experience preferred	
Other-Fire	Crew Boss	Yes	To be determined		
Other-Fire	Squad Boss	Yes	To be determined		
Other-Fire	Crew Members	No	To be determined		

\*\* See relevant excerpts from the Interagency Fire Program Management manual Qualifications Standards and Guide at  
<http://www.ifpm.nifc.gov/standard/ifpmstandard.htm>

**EXHIBIT E: Recommended DNR Position Transitions**

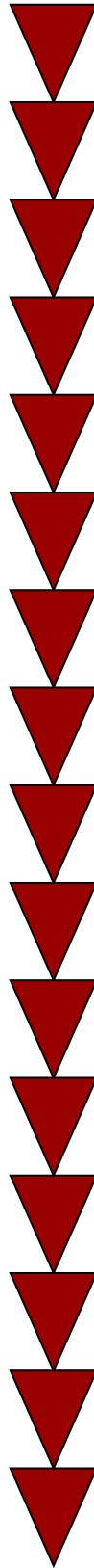


EXISTING				SUGGESTED			
Title	Super- visory	Reports to	Salary/ Wage	Title	Super- visory	Reports to	GS
Administrative Operations Manager	Yes	Director	\$42,000 to \$52,000	<i>Administrative Operations Manager</i>	Yes	<i>Director or designee</i>	<i>GS 10/11</i>
Administrative Receptionist II	No	Director or designee	\$10.00 to \$12.00	<i>Clerical Technician I</i>	No	<i>Administrative Operations Supervisor or designee</i>	<i>GS 3/4</i>
Administrative Support Assistant	Yes	Director	\$13.00 to \$18.00	<i>Administrative Operations Coordinator</i>	Yes	<i>Administrative and Operations Program Manager or designee</i>	<i>GS 7/8</i>
Archaeological / Cultural Resources Technician	No	Director or THPO	\$14.00 to \$18.00	<i>Cultural Resources Technician II</i>	No	<i>THPO/Cultural Resources Program Manager or designee</i>	<i>GS 5/6/</i>
Cultural Biologist	No	Food Security Project Coordinator	\$18.00 to \$22.00	<i>Cultural Biologist</i>	No	<i>Food Security Division Coordinator or designee</i>	<i>GS 7/8</i>
Deputy Director of Eco-Cultural Revitalization	Yes	Director	\$47,000 to \$55,000	<i>Deputy Director of Eco-Cultural Revitalization Branch</i>	Yes	<i>Director or designee</i>	<i>GS 12/13</i>
Director of Natural Resources and Environmental Policy	Yes	Tribal Council/Chairman	\$45,000 to \$65,000	<i>Director of Natural Resources</i>	Yes	<i>Tribal Council/Chairman</i>	<i>GS 13/14</i>
Environmental Administrative Coordinator	Yes	Director	\$12.00 to \$18.00	<i>Clerical Technician II or III</i>	No Yes(for Tech III)	<i>Administrative and Operations Program Manager or designee</i>	<i>GS 5/6/7/8</i>
Fire and Fuels Operations Specialist	Yes	Unit Fire Management Officer (or designee)	\$18.00 to \$22.00	<i>Wildland Fire Operations Specialist</i>	Yes	<i>Wildland/Unit Fire Program Manager or designee</i>	<i>GS 7/8/9</i>

EXISTING				SUGGESTED			
Title	Super- visory	Reports to	Salary/ Wage	Title	Super- visory	Reports to	GS
Fisheries Coordinator	Yes	Director	Unsure	<i>Fisheries Program Manager</i>	Yes	<i>Deputy Director of Watersheds or designee</i>	<i>GS 10/11</i>
Fisheries Technician	No	Fisheries Coordinator	Unsure	<i>Natural Resources Technician (Level TBD)</i>	<i>No Yes(for Tech III)</i>	<i>Field Crew Supervisor or designee</i>	<i>TBD (GS 3-8)</i>
Food Security Project Coordinator	Yes	Deputy Director of Eco-Cultural Revitalization	\$45,000 to \$50,000	<i>Food Security Division Coordinator</i>	Yes	<i>Deputy Director of Eco-Cultural Revitalization or designee</i>	<i>GS 8/9</i>
GIS Specialist/Data Steward	No	Director or designee	\$43,000 to \$52,000	<i>GIS Division Coordinator</i>	Yes	<i>NEPA Program Manager or designee</i>	<i>GS 8/9</i>
Karuk Biological Technician	No	Food Security Project Coordinator	\$15.00 to \$18.00	<i>Natural Resource Technician I or II</i>	No	<i>Food Security Division Coordinator or designee</i>	<i>GS 5/6</i>
Natural Resources Policy Advocate	Yes	Director	\$60,000 to \$70,000	<i>Natural Resources Policy Senior Analyst</i>	Yes	<i>Director or designee</i>	<i>GS 12/13</i>
Sípnuuk Assistant	No	Director or designee	\$12.00 to \$15.00	<i>Sípnuuk Assistant</i>	No	<i>Sípnuuk Division Coordinator or designee</i>	<i>GS 5/6</i>
THPO/Archaeologist	Yes	Chairman or designee	\$43,000 to \$54,000	<i>Archaeologist</i>	Yes	<i>Director/THPO or designee</i>	<i>GS 10/11</i>
THPO/Archaeologist	Yes	Chairman or designee	\$43,000 to \$54,000	<i>THPO</i>	Yes	<i>Chairman/ Director or designee</i>	<i>GS 8/9/ 10/11</i>
Unit Fire Management Officer	Yes	Director or designee	\$41,600 to \$52,000	<i>Wildland/Unit Fire Program Manager</i>	Yes	<i>Deputy Director of Eco-Cultural Revitalization or designee</i>	<i>GS 11/12</i>

<b>EXISTING</b>				<b>SUGGESTED</b>			
<b>Title</b>	<b>Super- visory</b>	<b>Reports to</b>	<b>Salary/ Wage</b>	<b>Title</b>	<b>Super- visory</b>	<b>Reports to</b>	<b>GS</b>
Water Quality Program Project Manager	Yes	Water Quality Coordinator	\$17.00 to \$20.00	<i>Water Quality Biologist</i>	<i>Yes</i>	<i>Water Quality Program Manager or designee</i>	<i>GS 8/9</i>
Water Resources Technician I	No	Water Resources Coordinator	\$11.00 to \$12.00	<i>Natural Resources Technician I</i>	<i>No</i>	<i>Water Quality Biologist or designee</i>	<i>GS 3/4</i>
Watershed Restoration Coordinator	Yes	Director	\$48,000-\$60,000	<i>Deputy Director of Watersheds Branch</i>	<i>Yes</i>	<i>Deputy Director of Watersheds Branch or designee</i>	<i>GS 12/13</i>
Watershed Restoration Heavy Equipment Operator	No	Site Supervisor	Depending on funding availability	<i>Heavy Equipment Operator/Natural Resources Technician III</i>	<i>No Yes (for Tech III)</i>	<i>Field Crew Supervisor or designee</i>	<i>GS 7/8/9/10</i>
Watershed Restoration Laborer	No	Watershed Restoration Coordinator	Depending on funding availability	<i>Natural Resources Technician I-III</i>	<i>No Yes (for Tech III)</i>	<i>Field Crew Supervisor or designee</i>	<i>GS 3/4/5/ 6/7/8</i>

**EXHIBIT F: FY 2015 General Schedule for Locality Pay Area of Rest of U.S.  
Tables from the U.S. Office of Personnel Management**



**SALARY TABLE 2015-RUS**  
**INCORPORATING THE 1% GENERAL SCHEDULE INCREASE AND A LOCALITY PAYMENT OF 14.16%**  
**FOR THE LOCALITY PAY AREA OF REST OF U.S.**  
**TOTAL INCREASE: 1%**  
**EFFECTIVE JANUARY 2015**

*Hourly Basic (B) Rates by Grade and Step*  
*Hourly Overtime (O) Rates by Grade and Step*

Grade	B/O	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	B	\$ 9.83	\$ 10.27	\$ 10.60	\$ 10.93	\$ 11.26	\$ 11.45	\$ 11.78	\$ 12.12	\$ 12.42	\$ 12.42
	O	14.90	15.41	15.90	16.40	16.89	17.18	17.67	18.17	18.18	18.63
2	B	11.17	11.44	11.80	12.12	12.25	12.62	12.98	13.34	13.70	14.06
	O	16.76	17.16	17.70	18.18	18.38	18.93	19.47	20.01	20.55	21.09
3	B	12.19	12.59	13.00	13.41	13.81	14.22	14.63	15.03	15.44	15.84
	O	18.29	18.89	19.50	20.12	20.72	21.33	21.95	22.55	23.16	23.76
4	B	13.68	14.14	14.59	15.05	15.51	15.96	16.42	16.87	17.33	17.78
	O	20.52	21.21	21.89	22.58	23.27	23.94	24.63	25.31	26.00	26.69
5	B	15.31	15.82	16.33	16.84	17.35	17.86	18.37	18.88	19.39	19.90
	O	22.97	23.73	24.50	25.26	26.03	26.79	27.56	28.32	29.09	29.85
6	B	17.06	17.63	18.20	18.77	19.34	19.91	20.48	21.04	21.61	22.18
	O	25.59	26.45	27.30	28.16	29.01	29.87	30.72	31.56	32.42	33.27
7	B	18.96	19.59	20.22	20.86	21.49	22.12	22.75	23.38	24.01	24.65
	O	28.44	29.39	30.33	31.29	32.24	33.18	34.13	35.07	36.02	36.98
8	B	21.00	21.70	22.40	23.10	23.80	24.50	25.20	25.90	26.60	27.30
	O	31.50	32.55	33.60	34.65	35.70	36.75	37.80	38.31	38.31	38.31
9	B	23.19	23.97	24.74	25.51	26.28	27.06	27.83	28.60	29.38	30.15
	O	34.79	35.96	37.11	38.27	38.31	38.31	38.31	38.31	38.31	38.31
10	B	25.54	26.39	27.24	28.09	28.94	29.80	30.65	31.50	32.35	33.20
	O	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31
11	B	28.06	29.00	29.93	30.87	31.80	32.74	33.67	34.61	35.54	36.48
	O	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31
12	B	33.63	34.75	35.88	37.00	38.12	39.24	40.36	41.48	42.60	43.73
	O	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31	38.31
13	B	39.99	41.33	42.66	43.99	45.33	46.66	47.99	49.33	50.66	51.99
	O	39.99	41.33	42.66	43.99	45.33	46.66	47.99	49.33	50.66	51.99
14	B	47.26	48.84	50.41	51.98	53.56	55.14	56.71	58.29	59.86	61.44
	O	47.26	48.84	50.41	51.98	53.56	55.14	56.71	58.29	59.86	61.44
15	B	55.59	57.45	59.30	61.15	63.01	64.86	66.71	68.56	70.42	72.27
	O	55.59	57.45	59.30	61.15	63.01	64.86	66.71	68.56	70.42	72.27

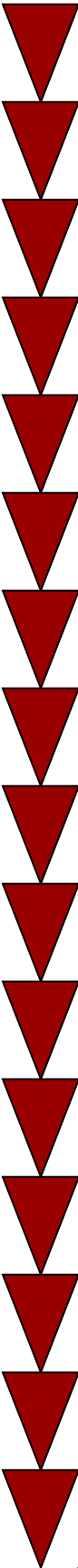
**SALARY TABLE 2015-RUS**  
**INCORPORATING THE 1% GENERAL SCHEDULE INCREASE AND A LOCALITY PAYMENT OF 14.16%**  
**FOR THE LOCALITY PAY AREA OF REST OF U.S.**  
**TOTAL INCREASE: 1%**  
**EFFECTIVE JANUARY 2015**

*Annual Rates by Grade and Step*

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$ 20,733	\$ 21,426	\$ 22,115	\$ 22,801	\$ 23,491	\$ 23,895	\$ 24,576	\$ 25,264	\$ 25,290	\$ 25,928
2	23,310	23,865	24,637	25,290	25,575	26,328	27,080	27,832	28,585	29,337
3	25,434	26,282	27,130	27,978	28,827	29,675	30,523	31,371	32,219	33,068
4	28,553	29,505	30,457	31,409	32,361	33,313	34,265	35,217	36,169	37,121
5	31,944	33,009	34,074	35,140	36,205	37,270	38,335	39,400	40,465	41,530
6	35,609	36,796	37,983	39,171	40,358	41,545	42,732	43,920	45,107	46,294
7	39,570	40,889	42,207	43,526	44,844	46,163	47,481	48,800	50,119	51,437
8	43,823	45,284	46,745	48,206	49,668	51,129	52,590	54,051	55,513	56,974
9	48,403	50,016	51,629	53,242	54,855	56,468	58,081	59,694	61,307	62,920
10	53,302	55,079	56,855	58,631	60,408	62,184	63,960	65,737	67,513	69,289
11	58,562	60,514	62,466	64,418	66,370	68,322	70,275	72,227	74,179	76,131
12	70,192	72,533	74,873	77,213	79,554	81,894	84,234	86,574	88,915	91,255
13	83,468	86,250	89,032	91,814	94,596	97,378	100,161	102,943	105,725	108,507
14	98,633	101,921	105,209	108,497	111,784	115,072	118,360	121,648	124,936	128,223
15	116,021	119,889	123,756	127,624	131,492	135,360	139,227	143,095	146,963	150,830



**EXHIBIT G: Position Description Template**





**Administrative Office**

Phone: (530) 493-1600 • Fax: (530) 493-5322  
64236 Second Avenue • Post Office Box 1016 • Happy Camp, CA 96039

## POSITION DESCRIPTION

**Title:** XXXX

**Reports To:** XXX, or designee

**Location:** Department of Natural Resources, Orleans (*or Somes Bar*), California

**Classification:** *Exempt/Nonexempt, Full-time/Part-time, if applicable: Temporary/Seasonal*

**Salary/Wage:** \$XXXX to \$XXXX annually per year/ \$XX.XX to \$XX.XX per hour, depending on education, experience, qualifications, time served in an equivalent capacity and funding availability.

**Summary:** *A statement of the primary purpose of the position and its relationship to Karuk DNR and/or the Karuk Tribe.*

### Major Duties and Responsibilities:

- *A list of the important, regular, and recurring duties and responsibilities assigned to the position. These will be the measure of performance quality in subsequent employee evaluations.*

**Qualifications and Requirements:** *A list of any valid knowledge, skill, education, certification, etc., required by the position if it is not readily apparent from reading the description. All required qualifications must be measurable and job related; do not include language such as “ability to” or words such as “excellent” or “advanced level” because these cannot be measured; use phrases such as “demonstrated/documentated experience” instead. Add as applicable; the following are required by the Tribe’s Personnel Policy:*

1. *Education and/or experience*
  - a. *Commensurate with GS X; or*
  - b. *Commensurate with GS X; or*
  - c. *An equivalent combination of education and related experience will be considered for all grades.*
2. *Add specific focus areas where work experience is preferred, as applicable.*
3. *Add more, as applicable.*
4. *Demonstrates the ability to work effectively with Native American people in culturally diverse environments.*
5. *Has displayed the ability to establish and maintain harmonious working relationships with other employees and the public.*
6. *Demonstrates the ability to understand and follow oral and written instructions.*
7. *Must be responsible for using safe work practices, for following directives, guidelines and procedures and for assisting in maintaining a safe and secure work environment.*
8. *Must possess valid driver’s license, good driving record, and be insurable by the Tribe’s insurance carrier. (remove for Technician I level positions)*
9. *Must successfully pass a pre-employment drug screening test and be willing to submit to a*

- criminal background check.
10. Must attend specified training and class requirements for Incident Command System (ICS) set forth in Attachment H of the Personnel Policy.
  11. Must adhere to confidentiality and Health Insurance Portability and Accountability Act (HIPAA) policies.
  12. Must adhere to the policies and procedures of the Karuk Tribe.

**Supervisory Responsibilities:** *This is (not) a supervisory position.*

**Physical and Environmental Requirements:** *List any physical and/or environmental conditions, especially those that might be particular and/or unusual, such as need to lift a certain amount of weight, loud noises, cold temperatures, confined spaces, dust, or fumes. Delete if not applicable.*

**Disclaimer:** The Karuk Tribe retains the right to change or assign other duties to this position.

**Tribal Preference Policy:** In accordance with the Tribal Employment Rights Ordinance (TERO), Tribal preference will be observed in hiring. For positions with the Karuk Tribe Housing Authority, Section 7(b) of the Indian Self-Determination and Education Assistance Act (Title 25 USC, Section 450 e (b)) will also be observed.

**Equal Employment Opportunity:** The Karuk Tribe will provide equal employment opportunity without regard to race, color, sex, age, disability, religion, national origin, marital status, sexual orientation, ancestry, political belief, or activity, or status as a veteran, with the exception of the Tribal Preference, as stated in the Tribal TERO Ordinance shall be observed in all hiring decisions.

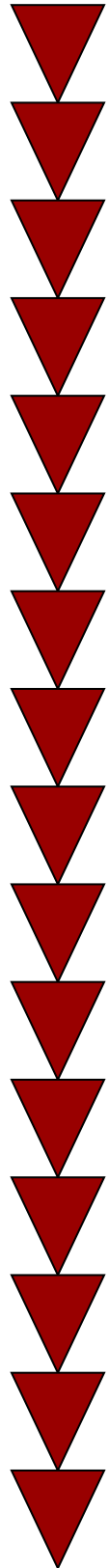
**Council Approved:** XXXX

**Chairman's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

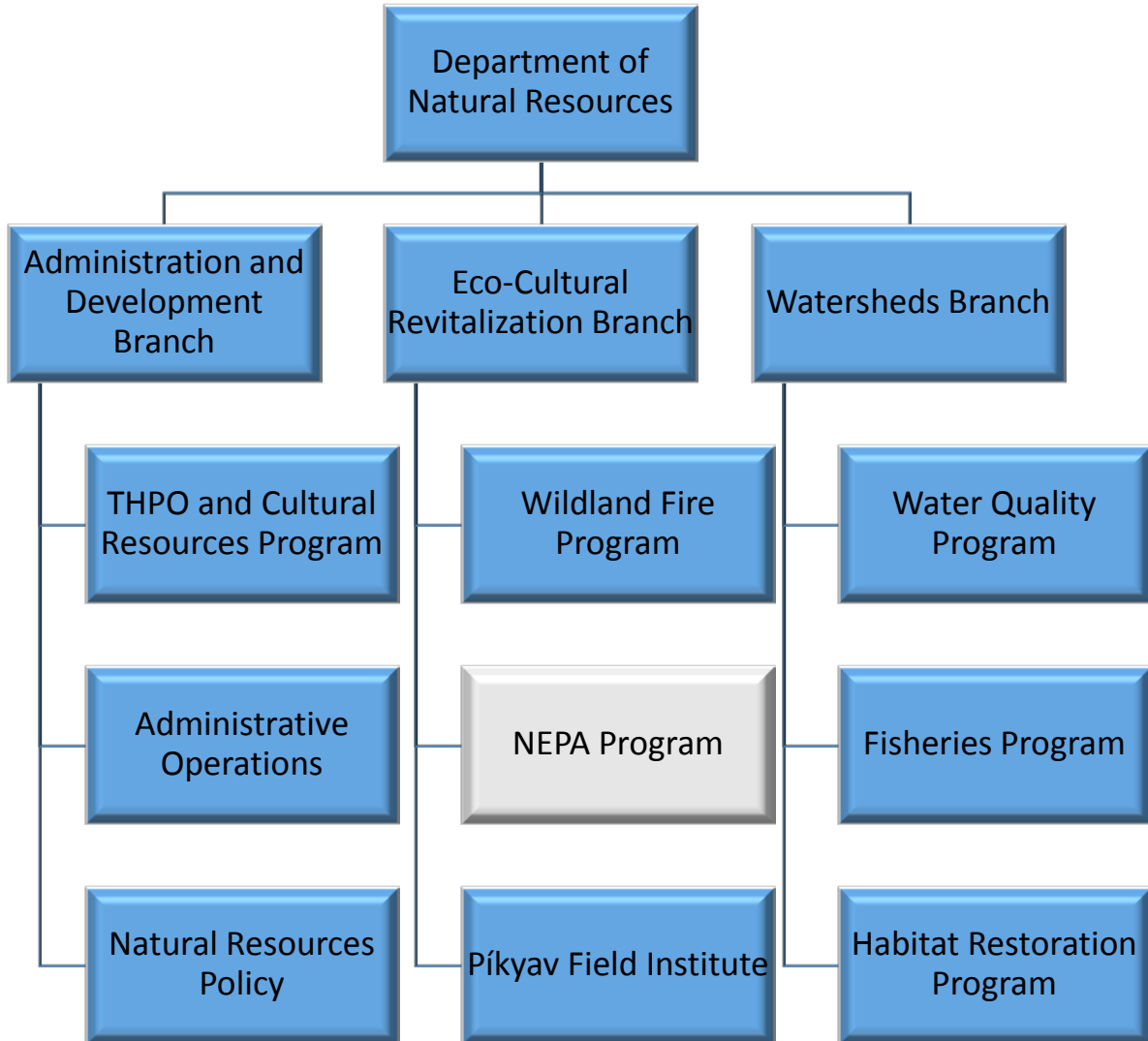
**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**EXHIBIT H: Revised Organizational Charts for Projected Capacity Growth**

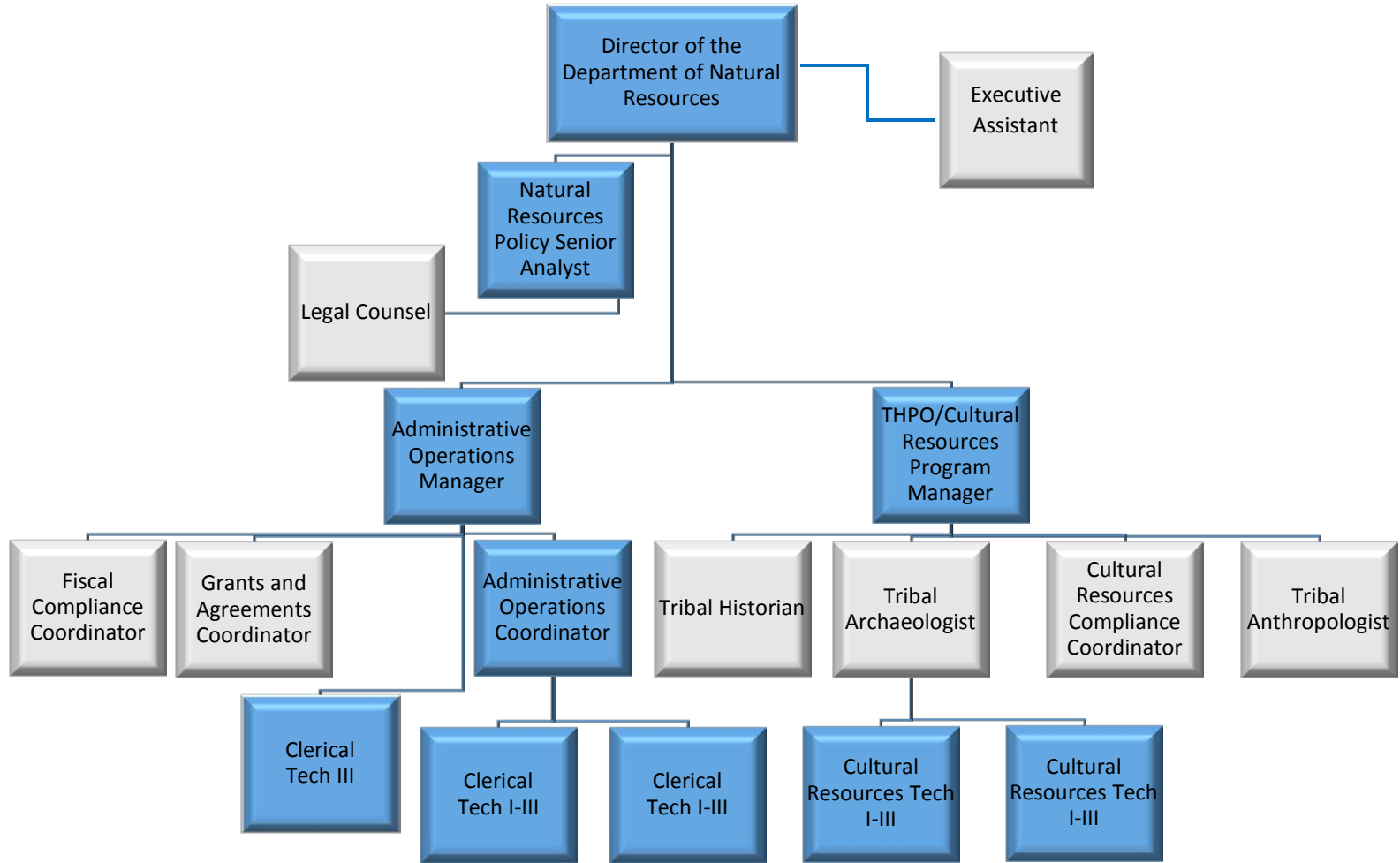
- **Department of Natural Resources – Branch and Program Level**
- **Administration and Development Branch – Staff Level**
- **Eco-Cultural Revitalization Branch – Staff Level**
- **Watersheds Branch – Staff Level**



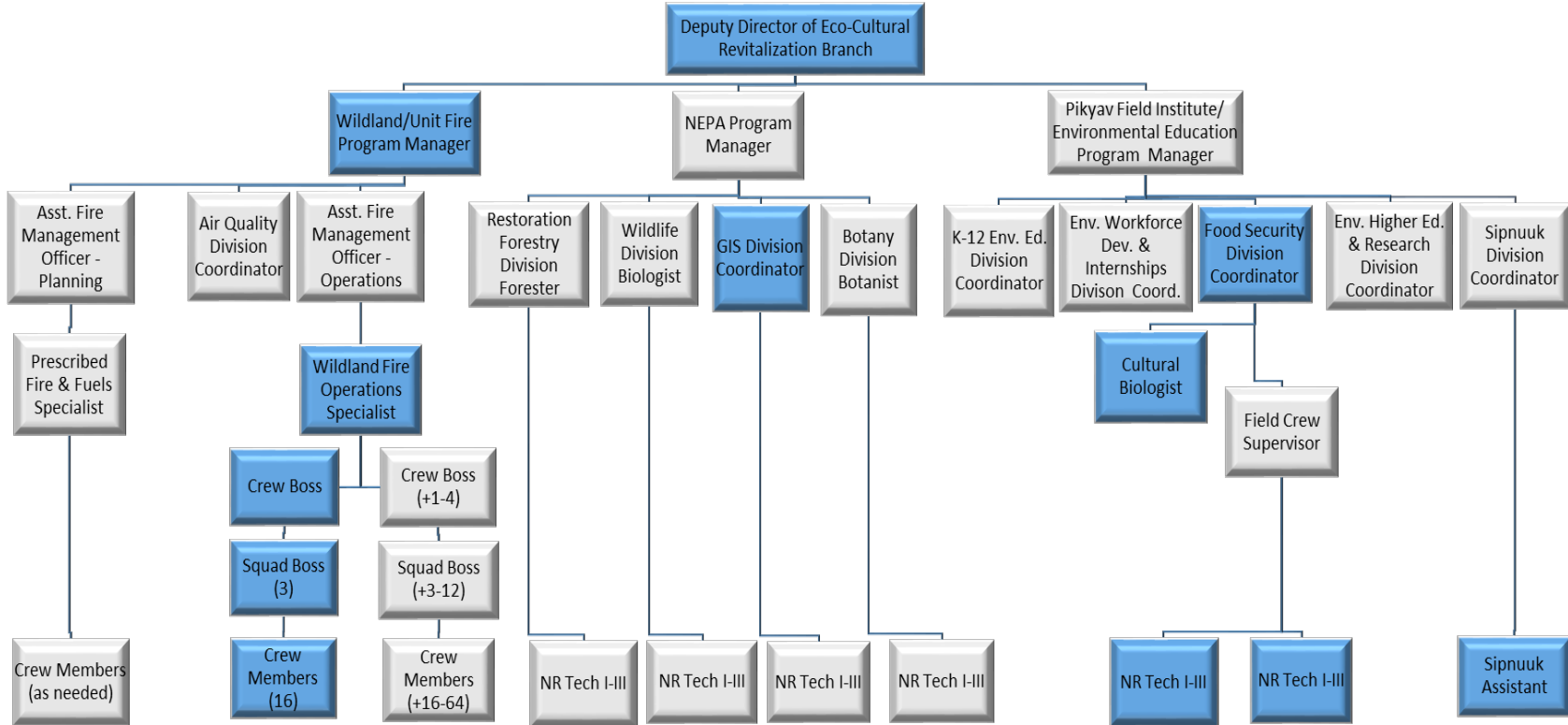
Department of Natural Resources – Branch and Program Level  
Projected Capacity (in gray)



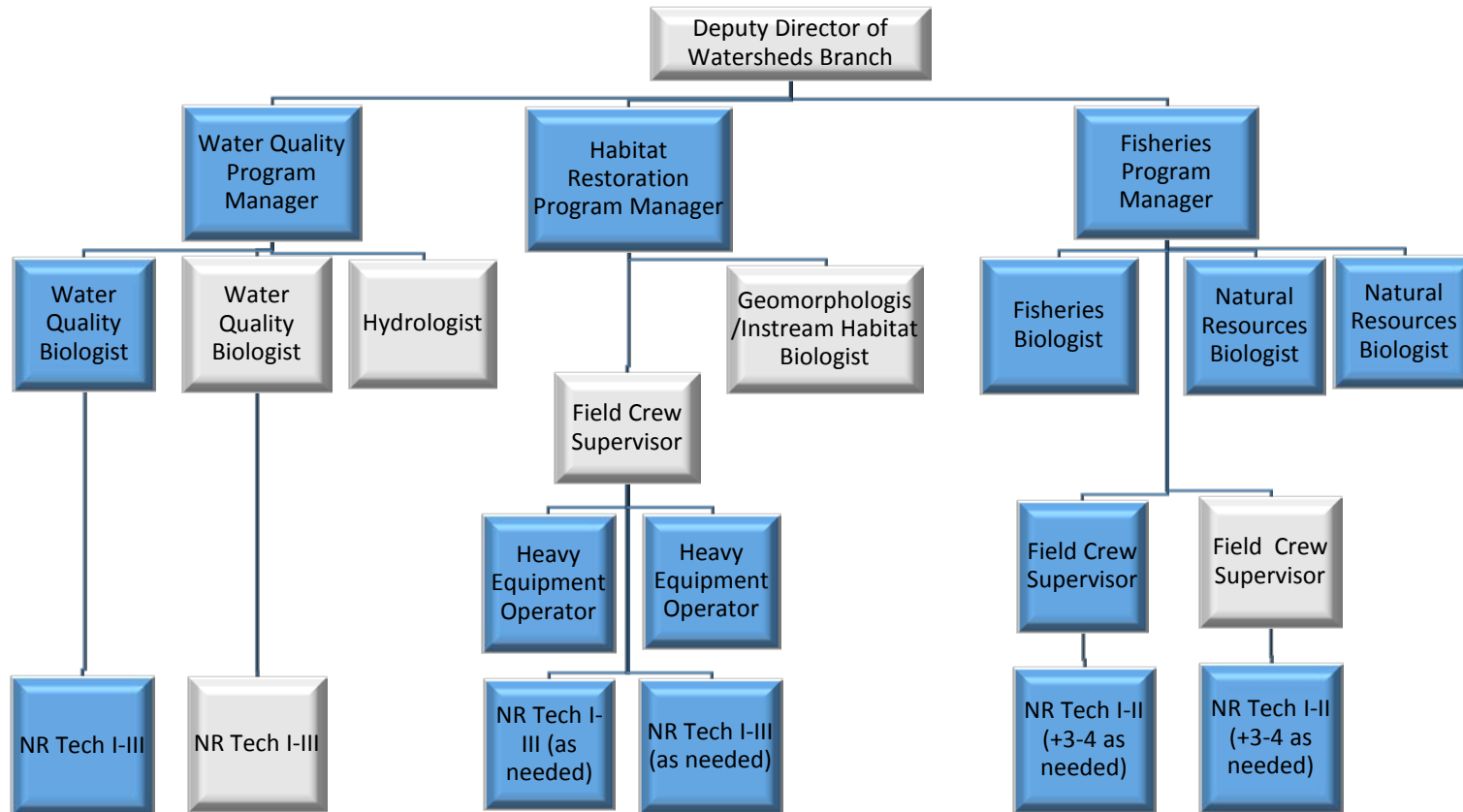
**Administration and Development Branch – Staff Level  
Projected Capacity (in gray)**



**Eco-Cultural Revitalization Program – Staff Level  
Projected Capacity (in gray)**

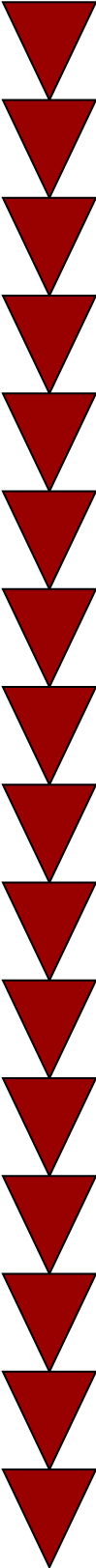


**Watersheds Branch – Staff Level  
Projected Capacity (in gray)**





**EXHIBIT I: Master Site Plan and Preliminary Designs (see insert)**





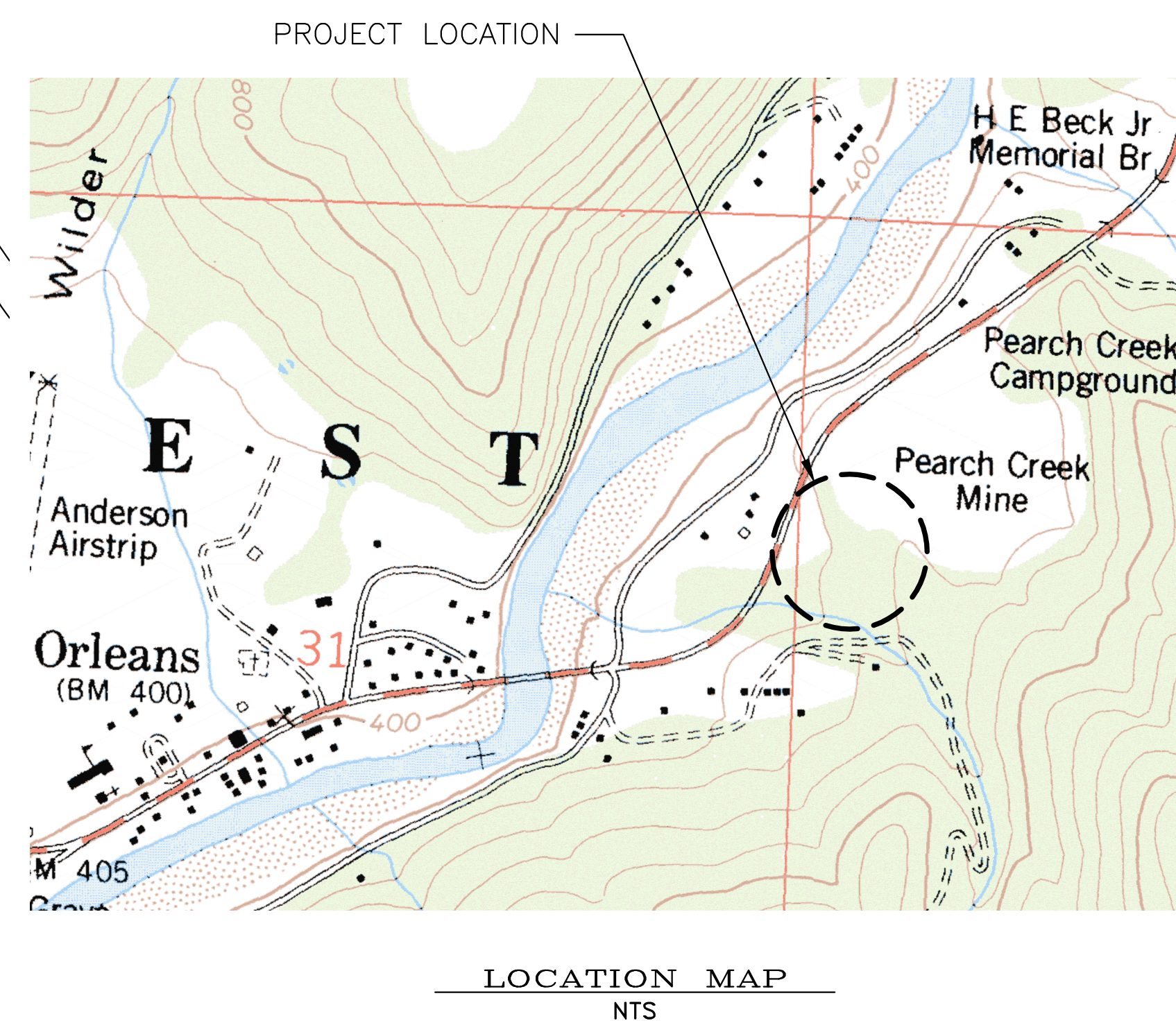
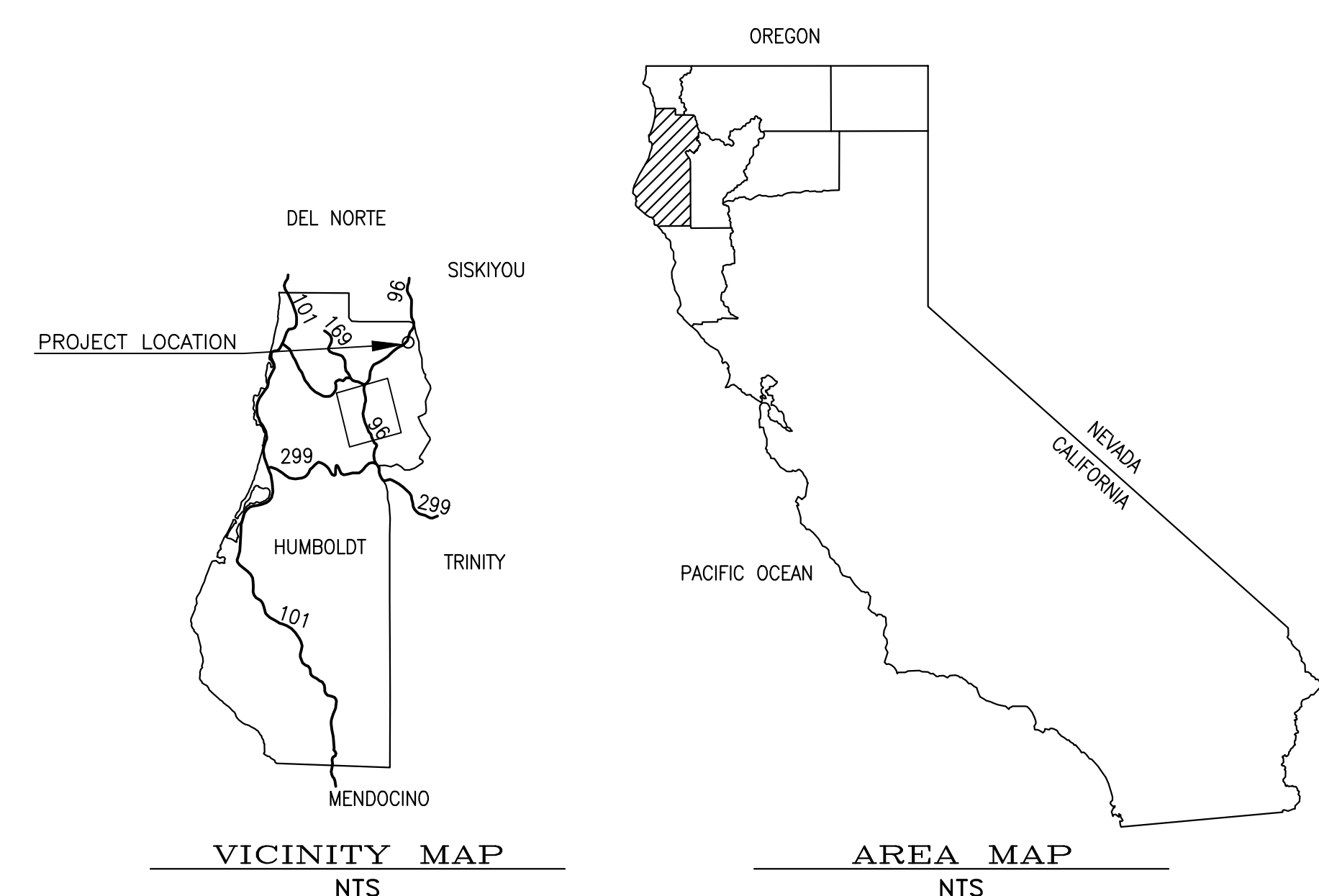
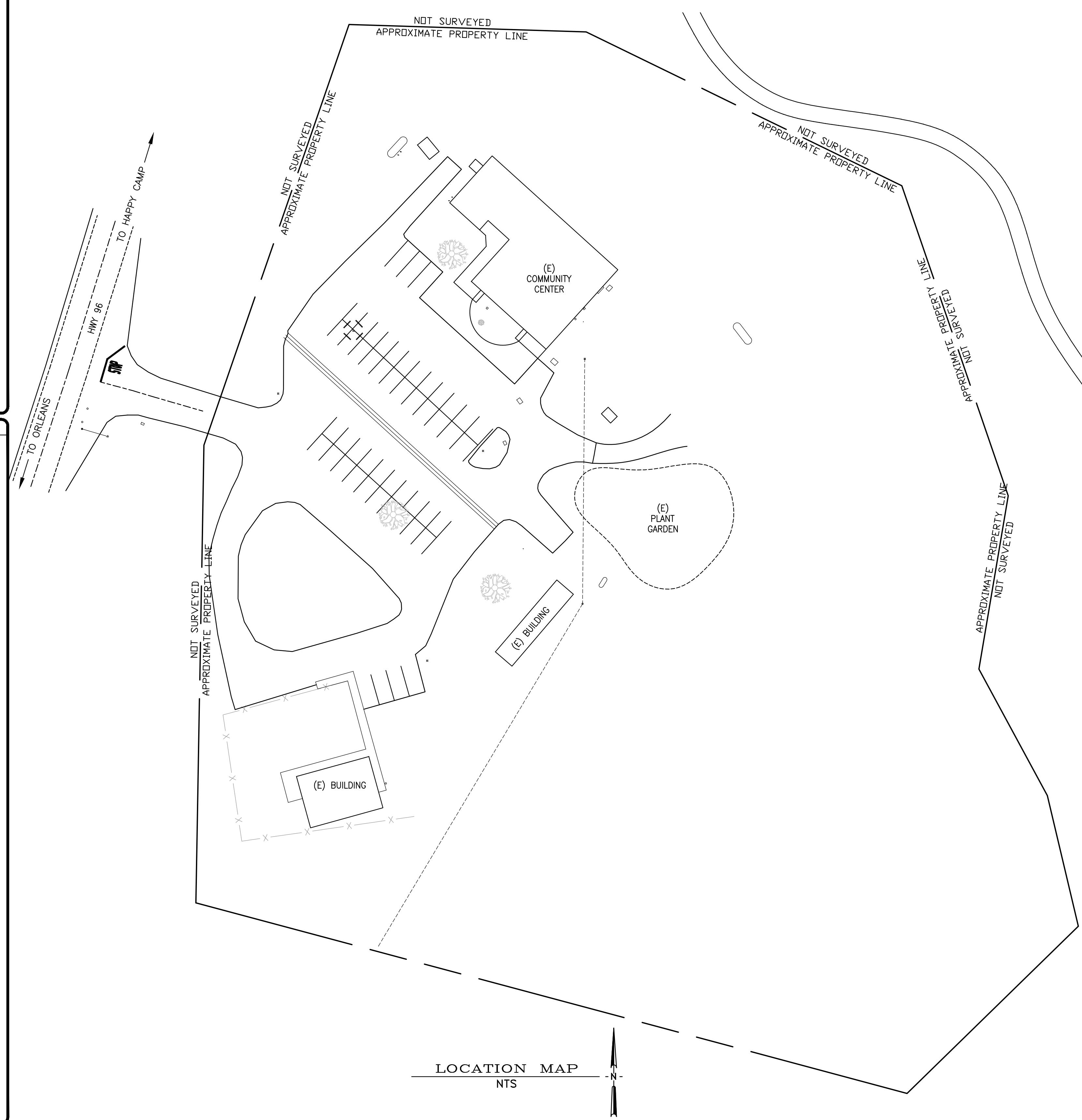
# TITLE SHEET

## APN: 529-212-02

FOR  
KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES

PROPOSED	EXISTING

ABBREVIATIONS	DESCRIPTION
AC	= ASPHALTIC CONCRETE
AB	= AGGREGATE BASE
A.D.	= ALGEBRAIC DIFFERENCE
BC, PC	= BEGIN CURVE
CO	= CLEAN OUT
CL	= CENTER LINE
CMP	= CORRUGATED METAL PIPE
CPCT.	= COMPACT
D	= DELTA
DRN	= DRAIN
<E>	= EXISTING
EC	= END CURVE
EG	= EXISTING GROUND
EP	= EDGE OF PAVEMENT
FF	= FINISH FLOOR
FG	= FINISH GRADE
FH	= FIRE HYDRENT
FL	= FLOW LINE
GA	= GUY ANCHOR
GV	= GATE VALVE
HC	= HANDICAPPED
HDPE	= HIGH DENSITY POLYETHYLENE PIPE
INV	= INVERT
(INT-X)	= INTERSECTION
K	= SIGHT DISTANCE
LAT	= LATERAL
LD.	= LOCAL DEPRESSION
LF.	= LINEAR FEET
LF.	= SEWER LEACH FIELD
LT	= LEFT
MAS.	= MASONRY
MI	= MILES
MSE	= MECHANICALLY STABILIZED EARTH
(N)	= NEW
NTS	= NOT TO SCALE
O.C.	= ON CENTER
PG&E	= PACIFIC GAS & ELECTRIC
(P)	= PROPOSED
PP	= POWER POLE
PRC	= POINT OF REVERSE CURVE
PT	= POINT
PVI	= POINT OF VERTICAL INTERSECTION
PVT	= PRIVATE
RT	= RIGHT
RTN	= RETERN
SB	= SET BACK
SDMH	= STORM DRAIN MAN HOLE
SHT	= SHEET
SD	= STORM DRAIN
STA	= STATION
STD.	= STANDARD
TC	= TOP OF CURB
TBC	= TOP BACK OF CURB
TFC	= TOP FACE OF CURB
TOB	= TOP OF BANK
TEL	= TELEPHONE
TP	= TOP OF PAVEMENT
TVCE	= TRINITY VALLEY CONSULTING ENGINEERS
TW	= TOP OF WALL
(TYP)	= TYPICAL
UG	= UNDERGROUND
W	= WATER
WV	= WATER VALVE

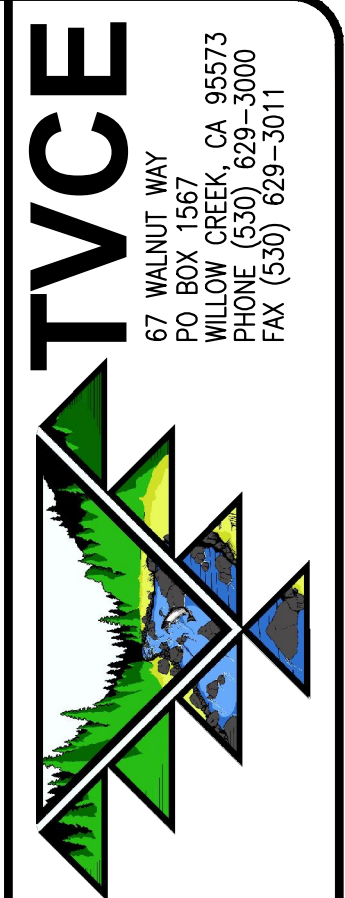
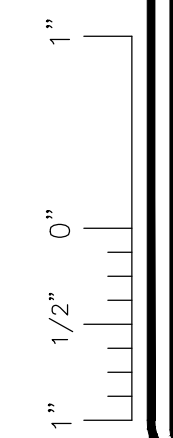


DRAWING #	TITLE	REVISION	DATE
T01	TITLE SHEET	0	9/30/15
CO1	FACILITY MASTER PLAN	0	9/30/15
A01	BUILDING A FLOOR PLAN	0	9/30/15
A02	BUILDING B FLOOR PLAN	0	9/30/15
A03	BUILDING C FLOOR PLAN	0	9/30/15
A04	BUILDING D FLOOR PLAN	0	9/30/15
A05	BUILDING E FLOOR PLAN	0	9/30/15
A06	BUILDING F FLOOR PLAN	0	9/30/15
A07	BUILDING G FLOOR PLAN	0	9/30/15
A08	BUILDING H FLOOR PLAN	0	9/30/15
A09	BUILDING I FLOOR PLAN	0	9/30/15

**CONTRACTOR ALERT!**

CONTRACTOR MUST CONTACT USA DIG AT 800-227-2600 AT LEAST 72 HOURS BEFORE ANY EARTHWORK OR ACTIVITIES THAT MAY IMPACT EXISTING UNDERGROUND UTILITIES.

EXISTING UTILITY ALIGNMENTS BOTH HORIZONTALLY AND VERTICALLY MUST BE VERIFIED BY THE CONTRACTOR PRIOR TO ANY CONSTRUCTION ACTIVITIES.



DATE	DESCRIPTION	BY	CHK BY	APP BY
9/30/15	PRELIMINARY DESIGN	JTM		

DRAWN BY: E. KEYES		DESIGNED BY: JTM		CHECKED BY: J. MCKNIGHT		APPROVED BY: JTM	
DATE OF ISSUE: SEPTEMBER 2015							
SCALE: AS SHOWN							
PROJECT NO: 888							
DRAWING NO: T01							

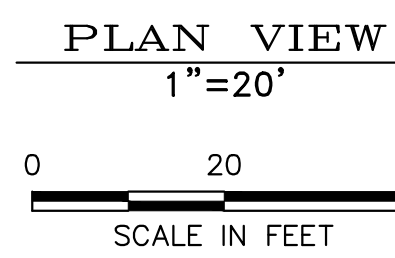
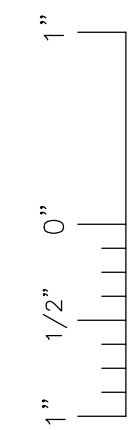


**LEGEND**

- NEW BUILDING
- 2ND STORY ADDITION
- NEW PARKING
- NEW LANDSCAPE
- NEW SECURED PARKING
- NEW SIDEWALK
- SEPTIC TREATMENT

**NOTES:**

1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION STORIES.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
3. THIS DRAWING IS FOR VISUAL REPRESENTATION ONLY. FINAL DESIGN FOR CONSTRUCTION MAY DEVIATE FROM WHAT IS DEPICTED HERE.
4. A TOPOGRAPHIC SURVEY WAS CONDUCTED BY TVCE ON 8/12/2015. A BOUNDARY SURVEY WAS NOT CONDUCTED. PROPERTY BOUNDARIES ARE APPROXIMATE. TVCE RECOMMENDS A BOUNDARY SURVEY.
5. THE EXTENT OF THIS BUILD-OUT WILL BE DETERMINED BY SOIL SUITABILITY TO RECEIVE AN ONSITE WASTEWATER DISPOSAL SYSTEM.
6. LEACHFIELDS DESIGNATED ON THIS PLAN ARE APPROXIMATE AND NEED TO BE ESTABLISHED BASED ON A SOILS INVESTIGATION.
7. TVCE RECOMMENDS AN ENGINEERING GEOLOGY INVESTIGATION AND REPORT BE GENERATED FOR THIS PROJECT.



67 WILMUT WAY  
P.O. BOX 1667  
WILLOW CREEK, CA 95573  
PHONE (530) 629-3000  
FAX (530) 629-3011

REV	DATE	DESCRIPTION	DESIGNED BY	CHECKED BY	DATE
1	9/30/15	PRELIMINARY DESIGN	JTM	JTM	

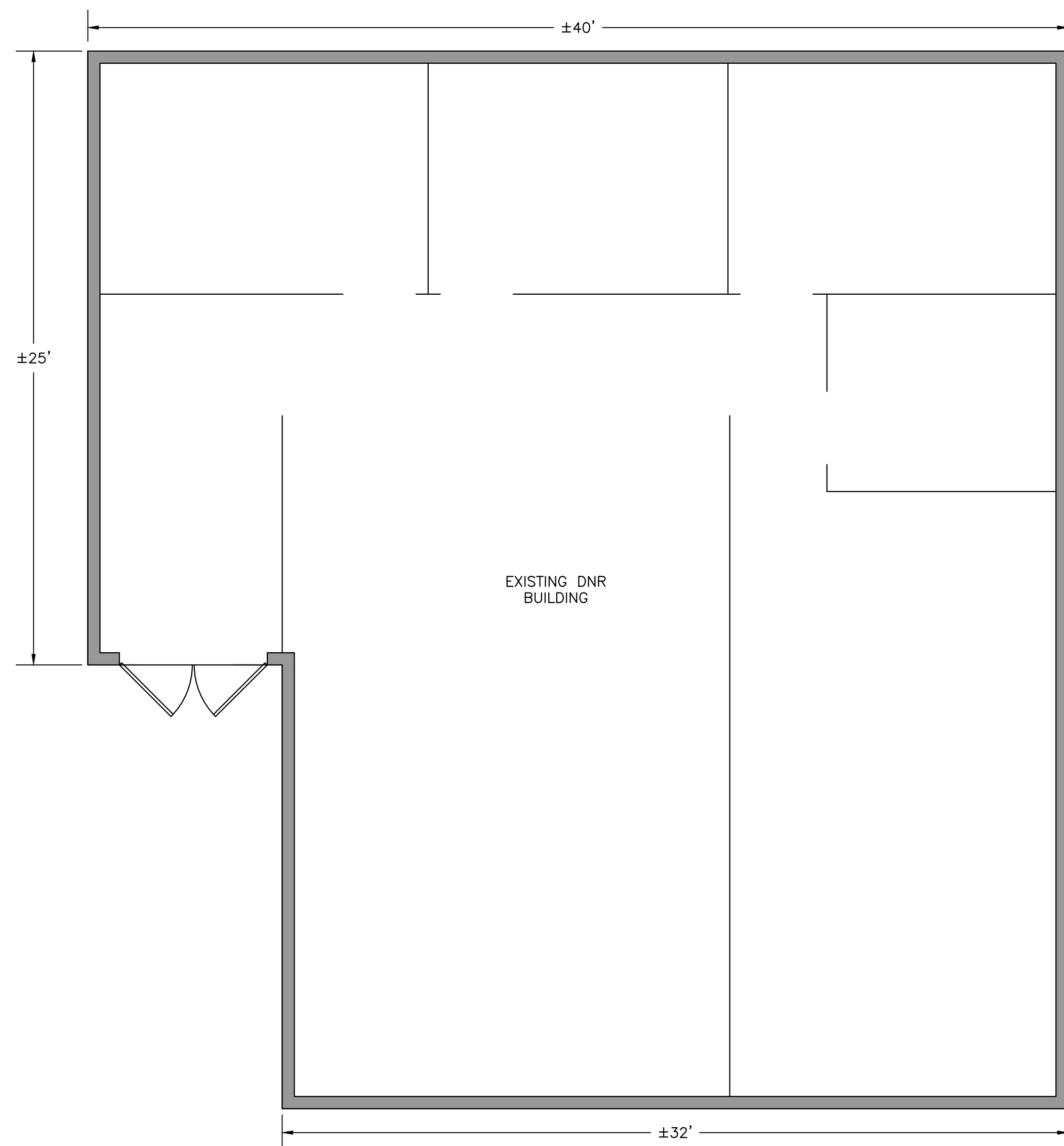
KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**FACILITIES MASTER PLAN**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES	DESIGNED BY: JTM	CHECKED BY: J. MCKNIGHT	APPROVED BY: TVCE
DATE OF ISSUE: SEPTEMBER 2015			
SCALE: AS SHOWN			
PROJECT NO: 888			
DRAWING NO: C01			

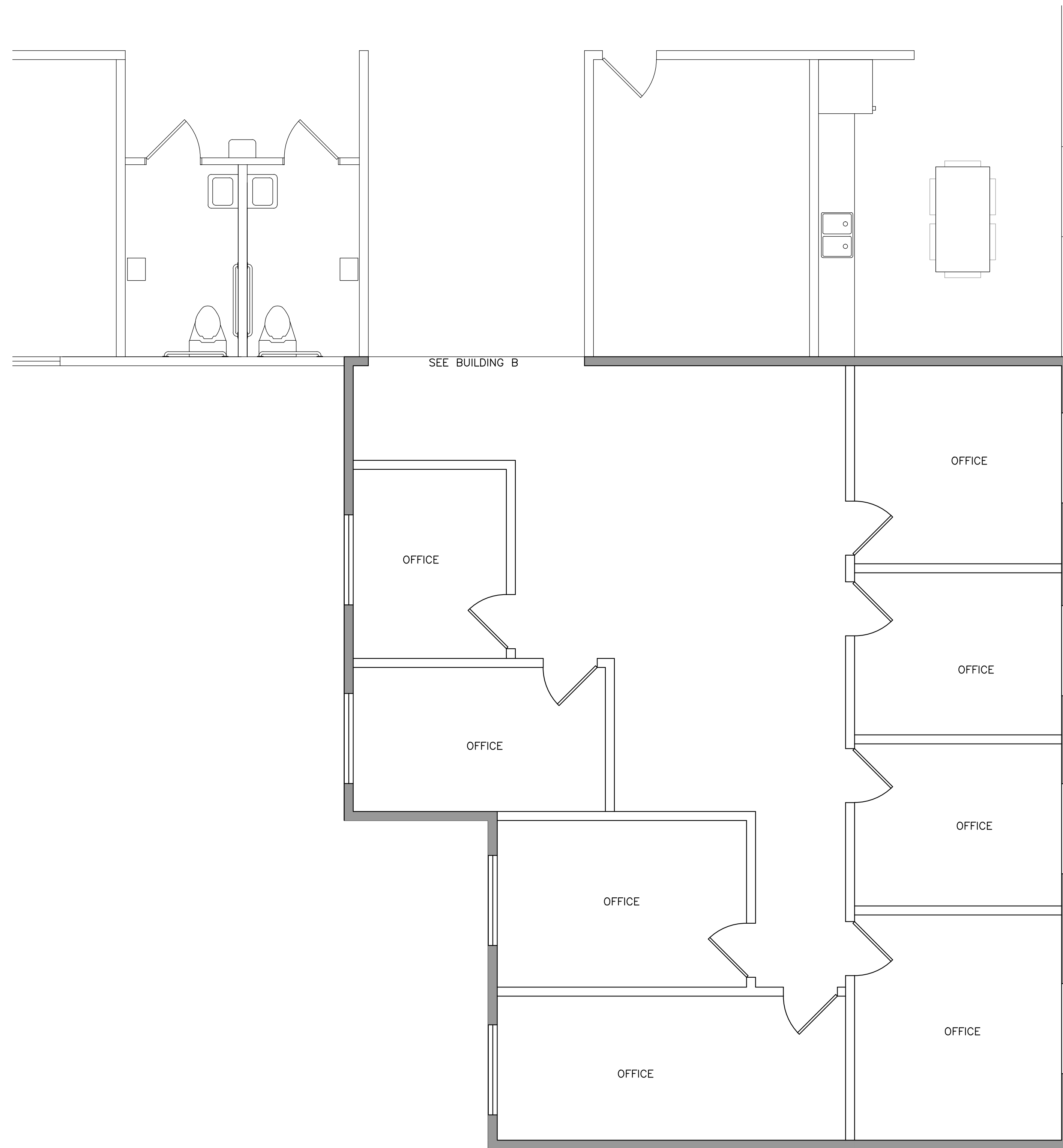


**NOTES:**

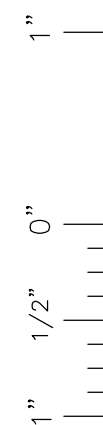
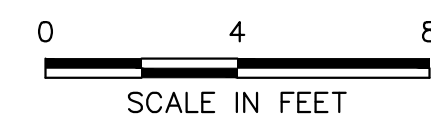
1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
3. THIS DRAWING IS FOR VISUAL REPRESENTATION ONLY. FINAL DESIGN FOR CONSTRUCTION MAY DEVIATE FROM WHAT IS DEPICTED HERE.



**1ST FLOOR**  
1/4"=1'



**2ND FLOOR**  
1/4"=1'



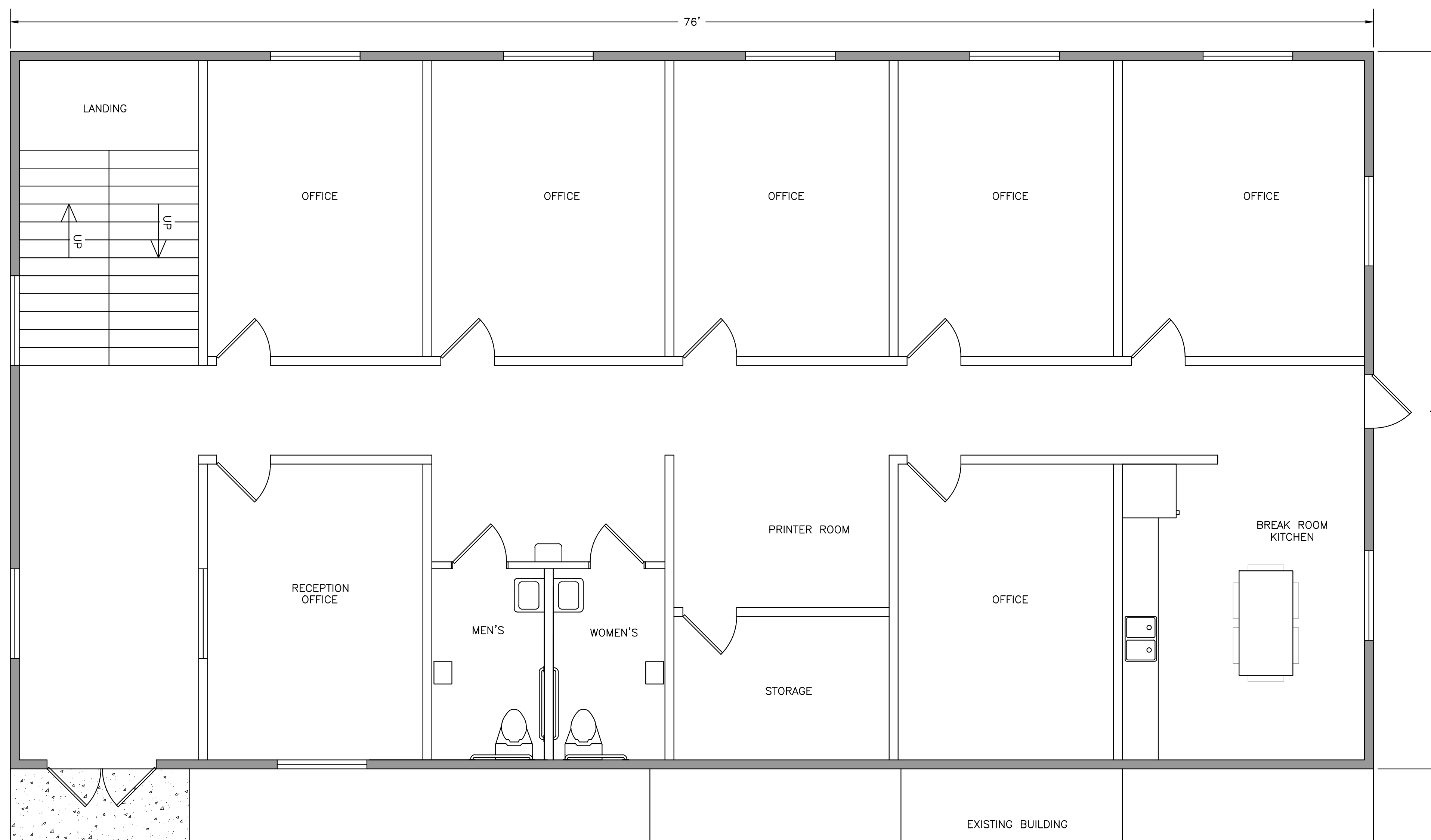
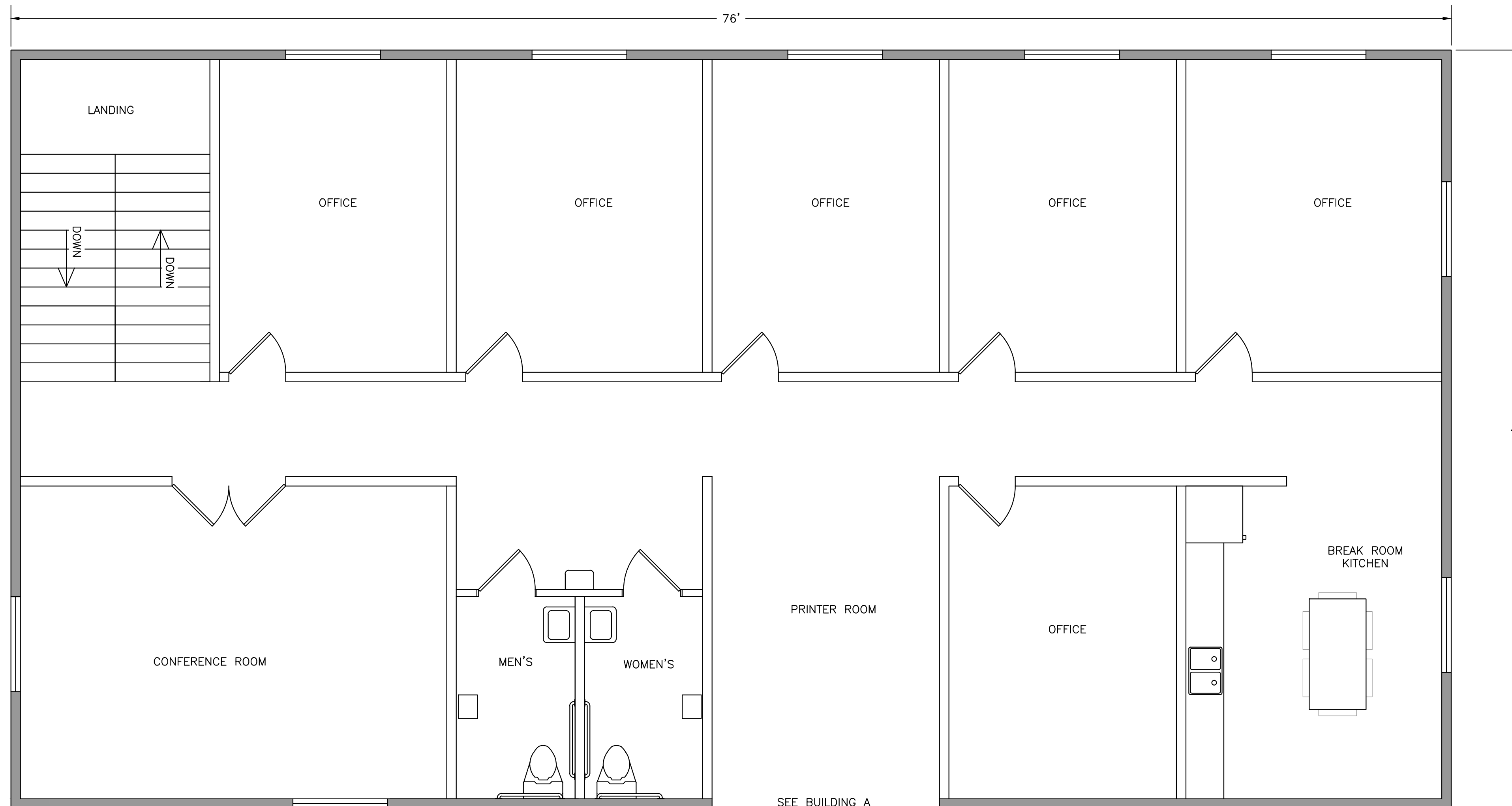
REV	DATE	DESCRIPTION	DESIGNED BY	CHECKED BY	DATE
1	9/30/15	PRELIMINARY DESIGN	JTM	EJK	

KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**BUILDING A - FLOOR PLAN**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES	DESIGNED BY: JTM	CHECKED BY: J. MCKNIGHT	APPROVED BY: TVCE
DATE OF ISSUE: SEPTEMBER 2015			
SCALE: AS SHOWN			
PROJECT NO: 888			
DRAWING NO: A01			

DESIGNED BY	CHECKED BY	DATE	DESCRIPTION
JTM	EJK		

**TVCE**  
67 WILLOW WAY  
P.O. BOX 1667  
WILLOW CREEK, CA 95573  
PHONE (530) 629-3000  
FAX (530) 629-3011



**NOTES:**

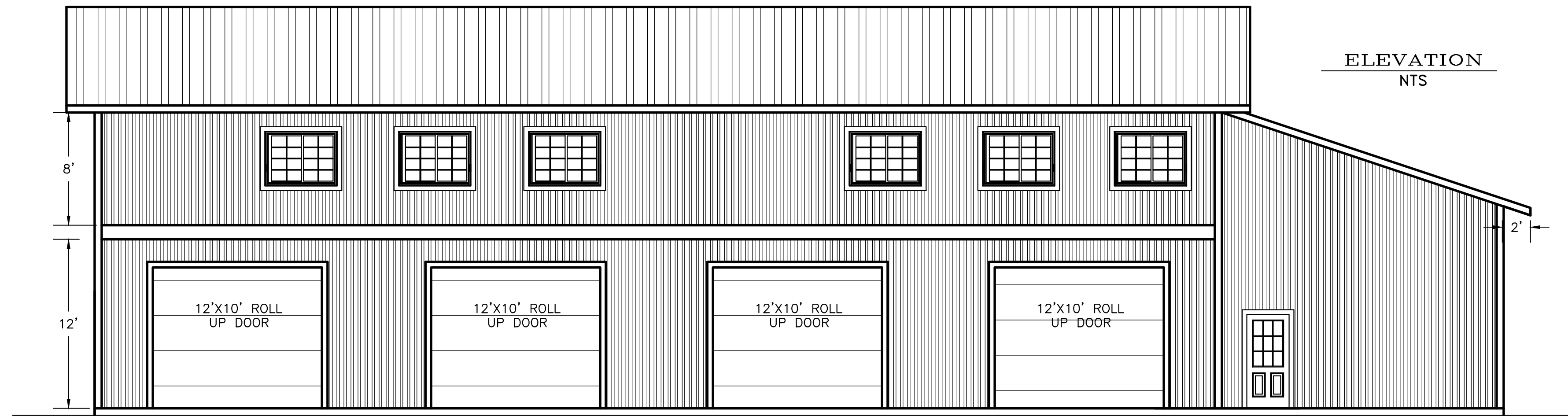
1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
3. THIS DRAWING IS FOR VISUAL REPRESENTATION ONLY. FINAL DESIGN FOR CONSTRUCTION MAY DEVIATE FROM WHAT IS DEPICTED HERE.



REV	DATE	DESCRIPTION	DWN BY	DES BY	CHK BY	APP BY
1	9/30/15	PRELIMINARY DESIGN	EJK	JTM	JTM	TJCE

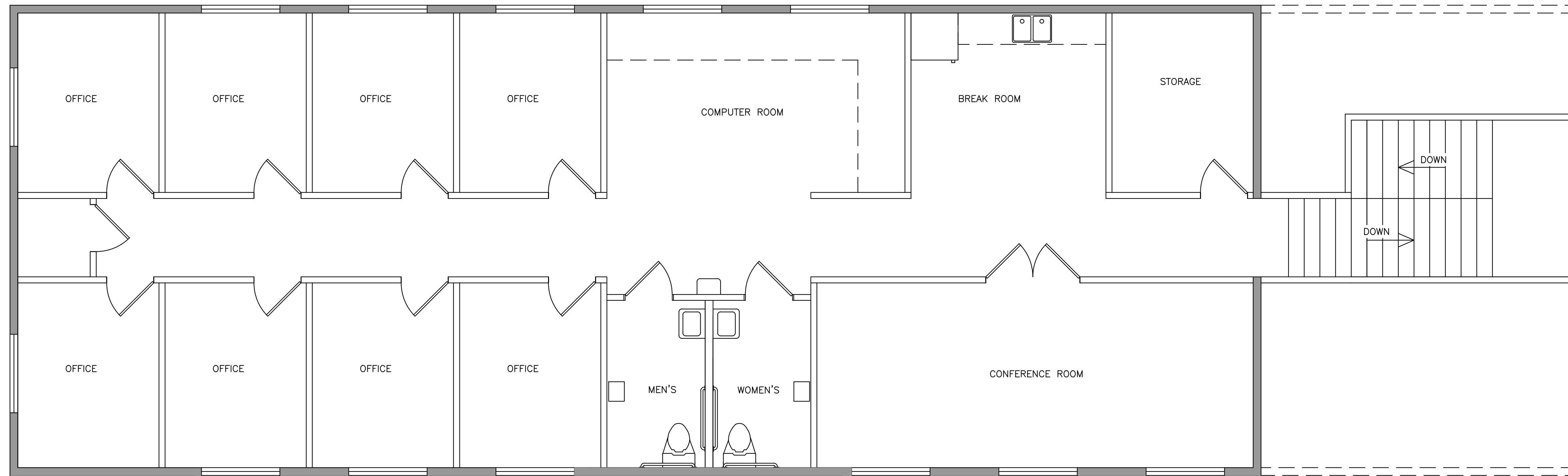
KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**BUILDING B - FLOOR PLAN**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES	DESIGNED BY: JTM	CHECKED BY: J. MCKNIGHT	APPROVED BY: TVCE
DATE OF ISSUE: SEPTEMBER 2015			
SCALE: AS SHOWN			
PROJECT NO: 888			
DRAWING NO: A02			

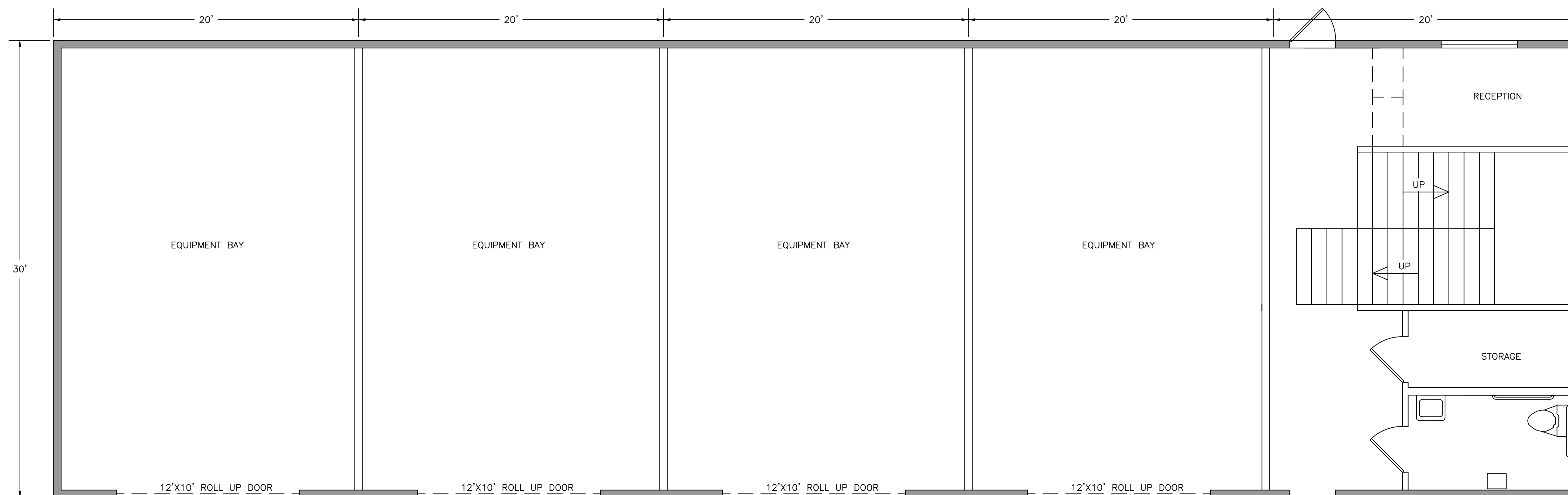


- NOTES:**
1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
  2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
  3. THIS DRAWING IS FOR VISUAL REPRESENTATION ONLY. FINAL DESIGN FOR CONSTRUCTION MAY DEVIATE FROM WHAT IS DEPICTED HERE.

**2ND STORY**  
1/4"=1'  
0 4 8  
SCALE IN FEET



**1ST STORY**  
1/4"=1'  
0 4 8  
SCALE IN FEET



1" 1/2" 0"

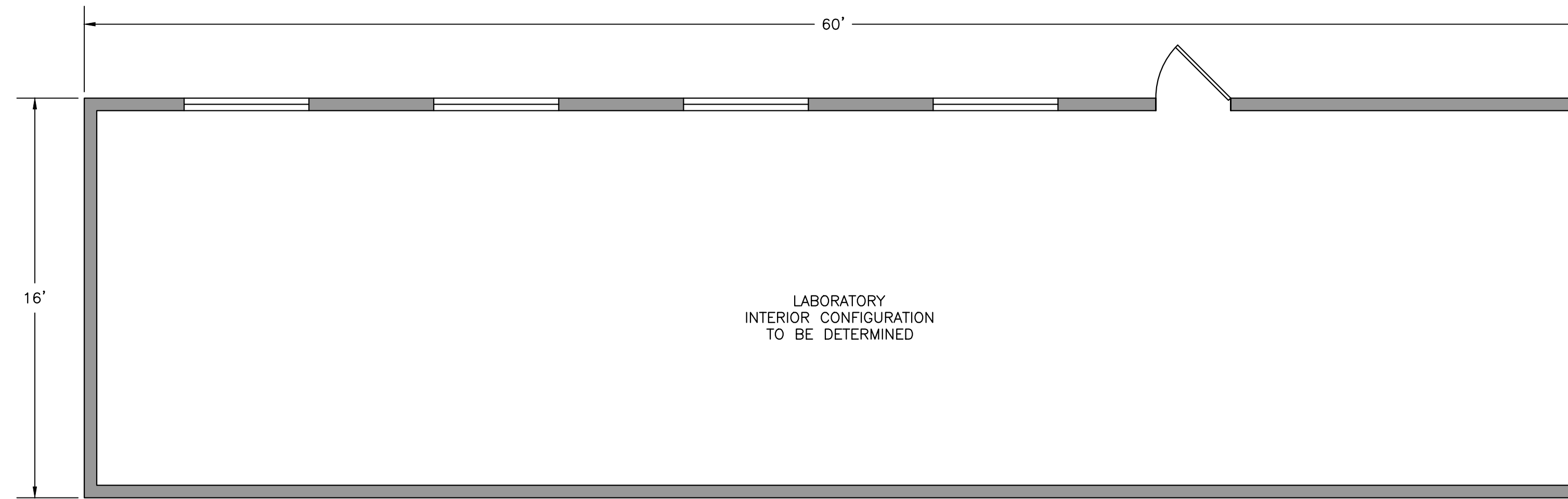


DATE	REV	DESCRIPTION	CHK BY	APP BY
9/30/15		PRELIMINARY DESIGN	JTM	JTM

KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**BUILDING C - FLOOR PLAN**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES	DESIGNED BY: JTM	CHECKED BY: J. MCKNIGHT	APPROVED BY: TVCE
DATE OF ISSUE: SEPTEMBER 2015			
SCALE: AS SHOWN			
PROJECT NO: 888			
DRAWING NO: A03			

1" 1/2" 0" 1"



PLAN VIEW  
1/4" = 1'  
0 4 8  
SCALE IN FEET

NOTES:

1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
3. THIS DRAWING IS FOR VISUAL REPRESENTATION ONLY. FINAL DESIGN FOR CONSTRUCTION MAY DEVIATE FROM WHAT IS DEPICTED HERE.



**TVCE**  
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WILLOW CREEK, CA 95573  
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FAX (530) 629-3011

REV	DATE	DESCRIPTION	DWN BY	DES BY	CHK BY	APP BY
1	9/29/15	PRELIMINARY DESIGN	EJK	JTM	JTM	TVCE

KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**BUILDING D - FLOOR PLAN**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES  
DESIGNED BY: JTM  
CHECKED BY: J. McKNIGHT  
APPROVED BY: TVCE

DATE OF ISSUE: SEPTEMBER 2015

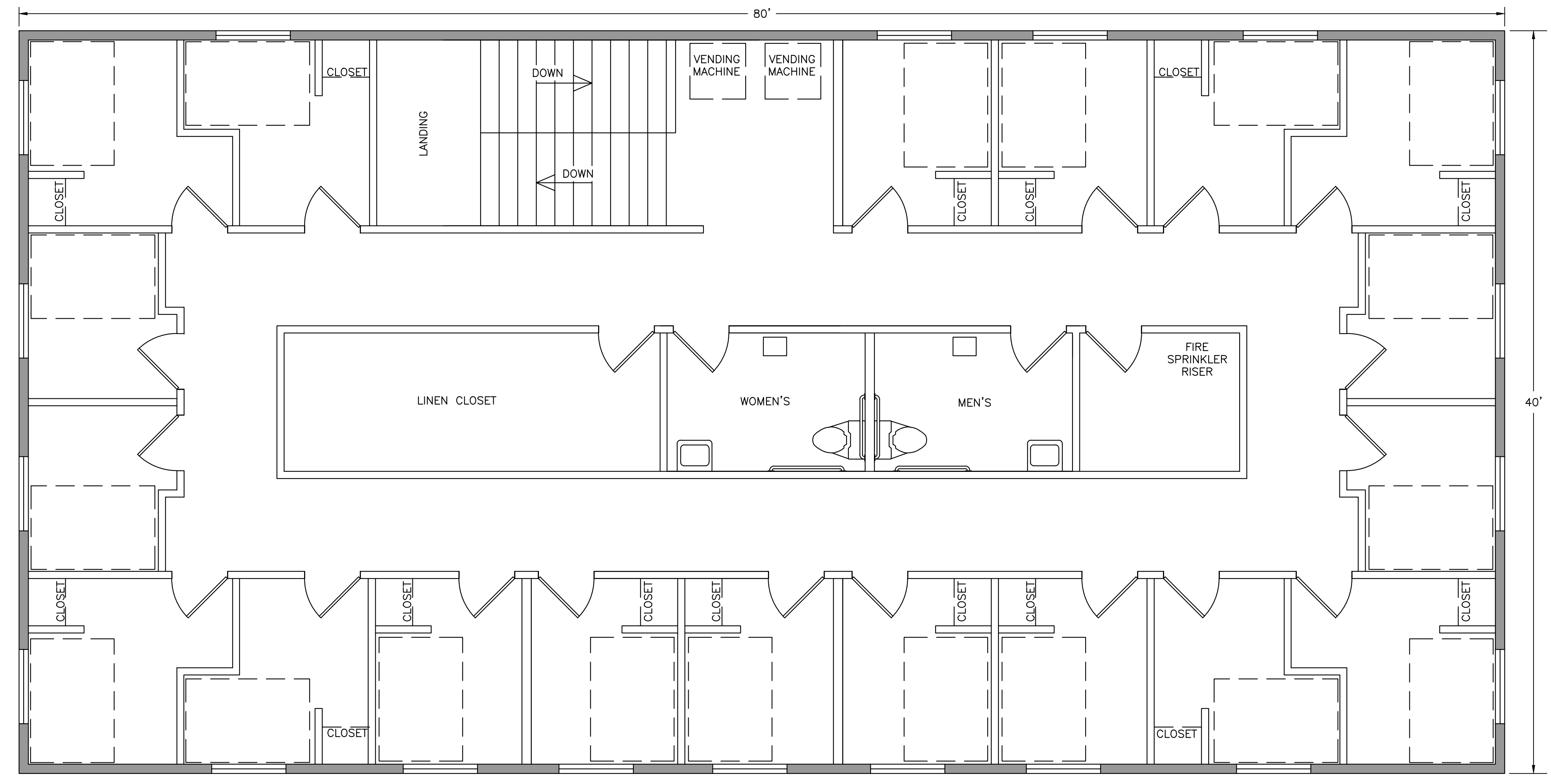
SCALE: AS SHOWN

PROJECT NO: 888

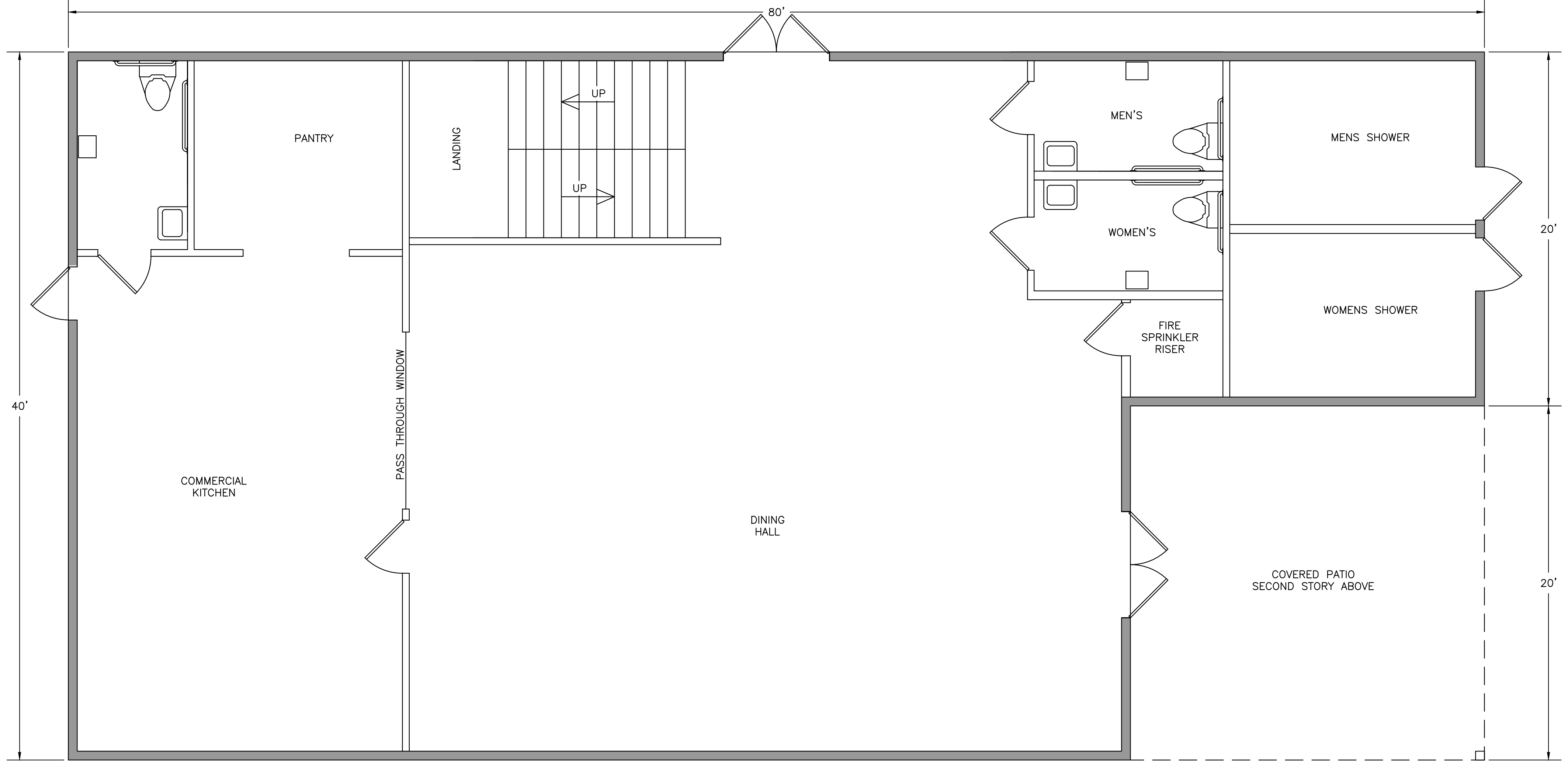
DRAWING NO: A04

1" 1/2" 0" 1"

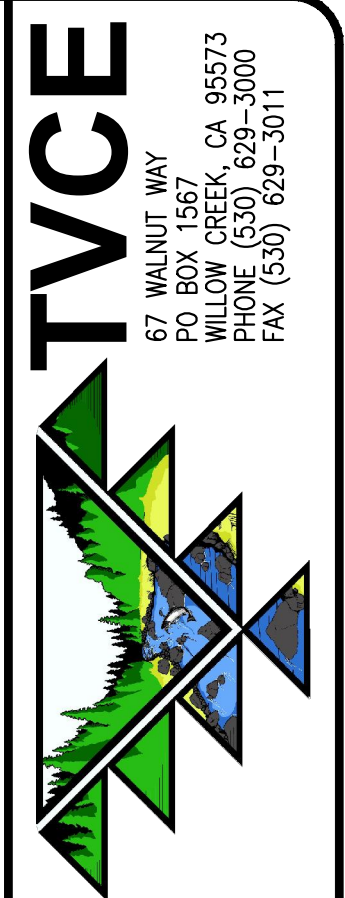
**2ND FLOOR**  
1/4"=1'  
0 4 8  
SCALE IN FEET



**1ST FLOOR**  
1/4"=1'  
0 4 8  
SCALE IN FEET



- NOTES:**
1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
  2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
  3. THIS DRAWING IS FOR VISUAL REPRESENTATION ONLY. FINAL DESIGN FOR CONSTRUCTION MAY DEVIATE FROM WHAT IS DEPICTED HERE.



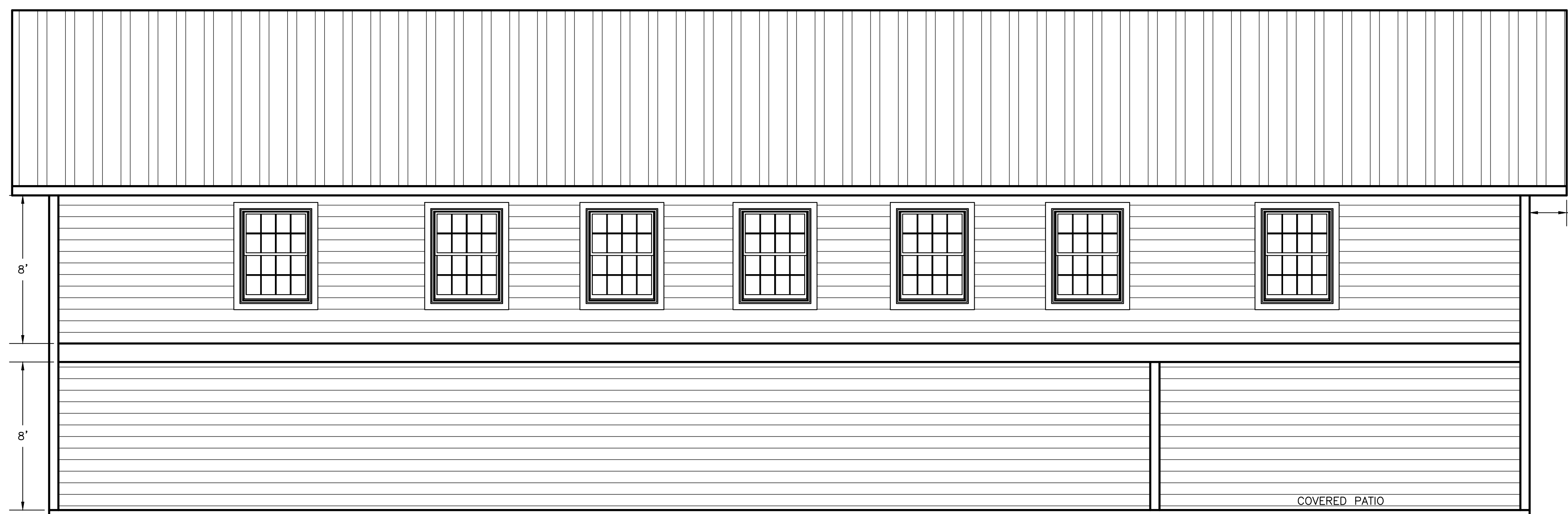
DATE	DESCRIPTION	REV	DATE	DESCRIPTION
9/30/15	PRELIMINARY DESIGN			

KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**BUILDING E - FLOOR PLAN**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES	DESIGNED BY: JTM	CHECKED BY: J. McKNIGHT	APPROVED BY: TVCE
DATE OF ISSUE: SEPTEMBER 2015			
SCALE: AS SHOWN			
PROJECT NO: 888			
DRAWING NO: A05			



1" 1/2" 0" 1"



ELEVATION  
1/4" = 1'

NOTES:

1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
3. THIS DRAWING IS FOR VISUAL REPRESENTATION ONLY. FINAL DESIGN FOR CONSTRUCTION MAY DEVIATE FROM WHAT IS DEPICTED HERE.



**TVCE**  
67 WILLOW WAY  
PO BOX 1667  
WILLOW CREEK, CA 95573  
PHONE (530) 629-3000  
FAX (530) 629-3011

REV	DATE	DESCRIPTION	DWN BY	DES BY	CHK BY	APP BY
1	9/20/15	PRELIMINARY DESIGN				

KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**BUILDING E - ELEVATION**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

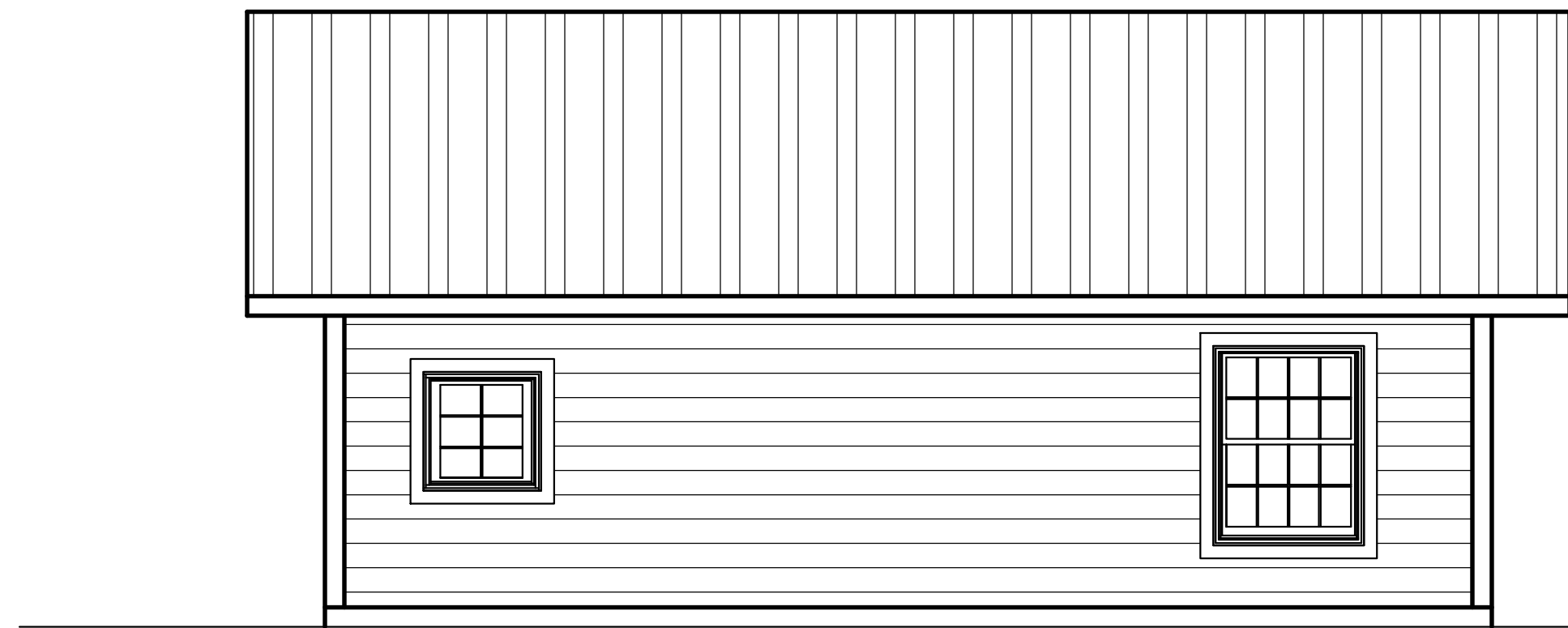
DRAWN BY: E. KEYES	DESIGNED BY: JTM	CHECKED BY: J. MCKNIGHT	APPROVED BY: TVCE
DATE OF ISSUE: SEPTEMBER 2015			
SCALE: AS SHOWN			
PROJECT NO: 888			
DRAWING NO: A05.1			

**NOTES:**

1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
3. THIS DRAWING IS FOR VISUAL REPRESENTATION ONLY. FINAL DESIGN FOR CONSTRUCTION MAY DEVIATE FROM WHAT IS DEPICTED HERE.



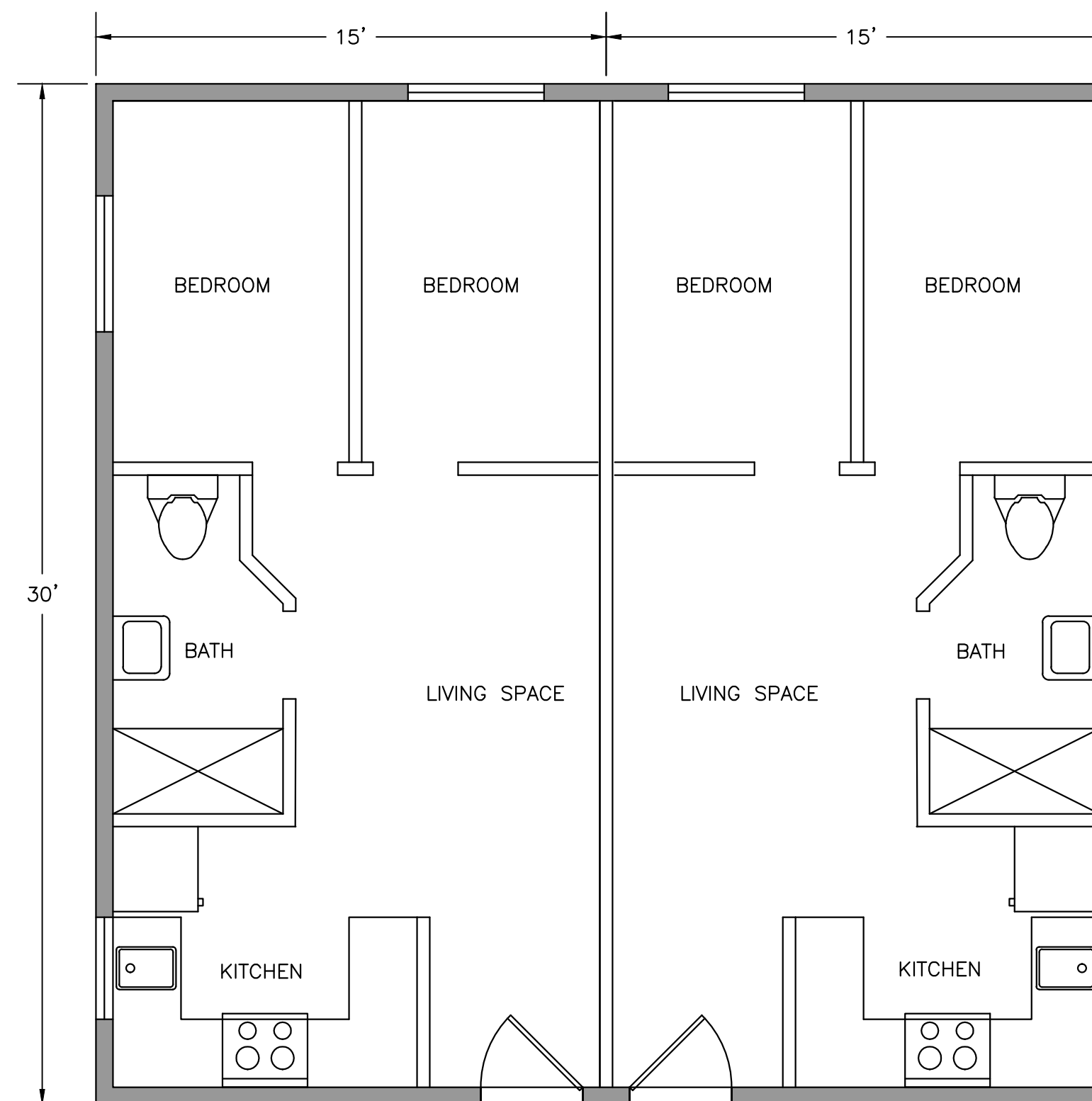
**TVCE**  
 67 WANT WAY  
 P.O. BOX 1667  
 WILLOW CREEK, CA 95573  
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 FAX (530) 629-3011



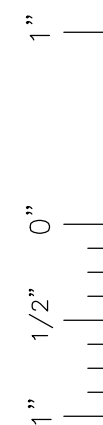
**ELEVATION**  
NTS



**ELEVATION**  
NTS



**PLAN VIEW**  
 1/4" = 1'  
 0 4 8  
 SCALE IN FEET



REV	DATE	DESCRIPTION	DWN BY	DES BY	CHK BY	APP BY
1	9/30/15	PRELIMINARY DESIGN	EJK	JTM	JTM	TVCE

KARUK TRIBE  
 DEPARTMENT OF NATURAL RESOURCES  
**BUILDING F - FLOOR PLAN**  
 ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES  
 DESIGNED BY: JTM  
 CHECKED BY: J. McKNIGHT  
 APPROVED BY: TVCE

DATE OF ISSUE:  
 SEPTEMBER 2015

SCALE:  
 AS SHOWN

PROJECT NO:  
 888

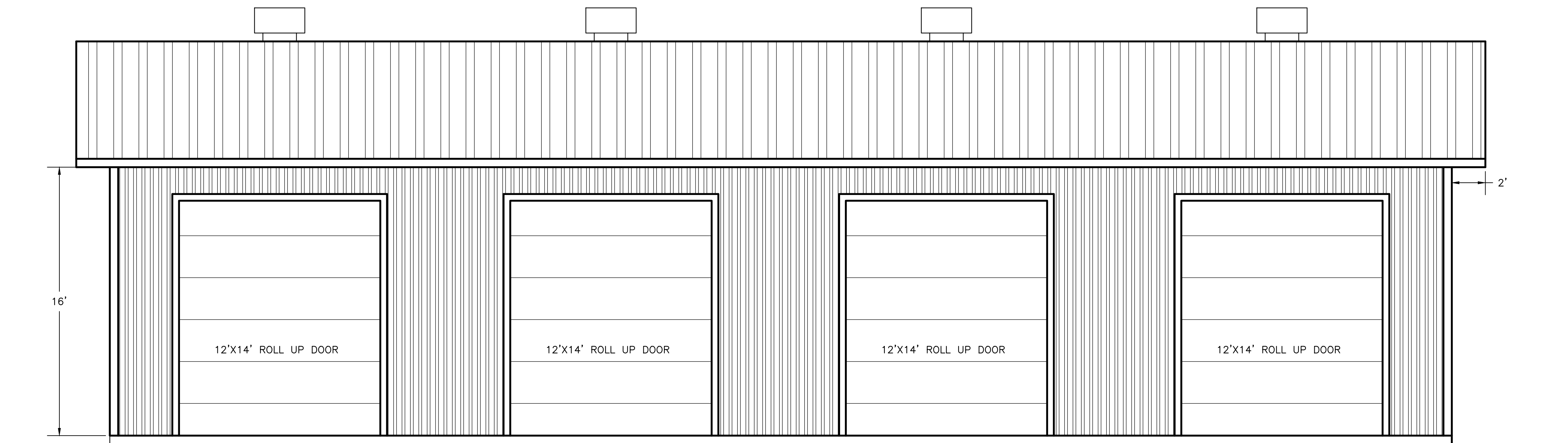
DRAWING NO:  
 A06

**NOTES:**

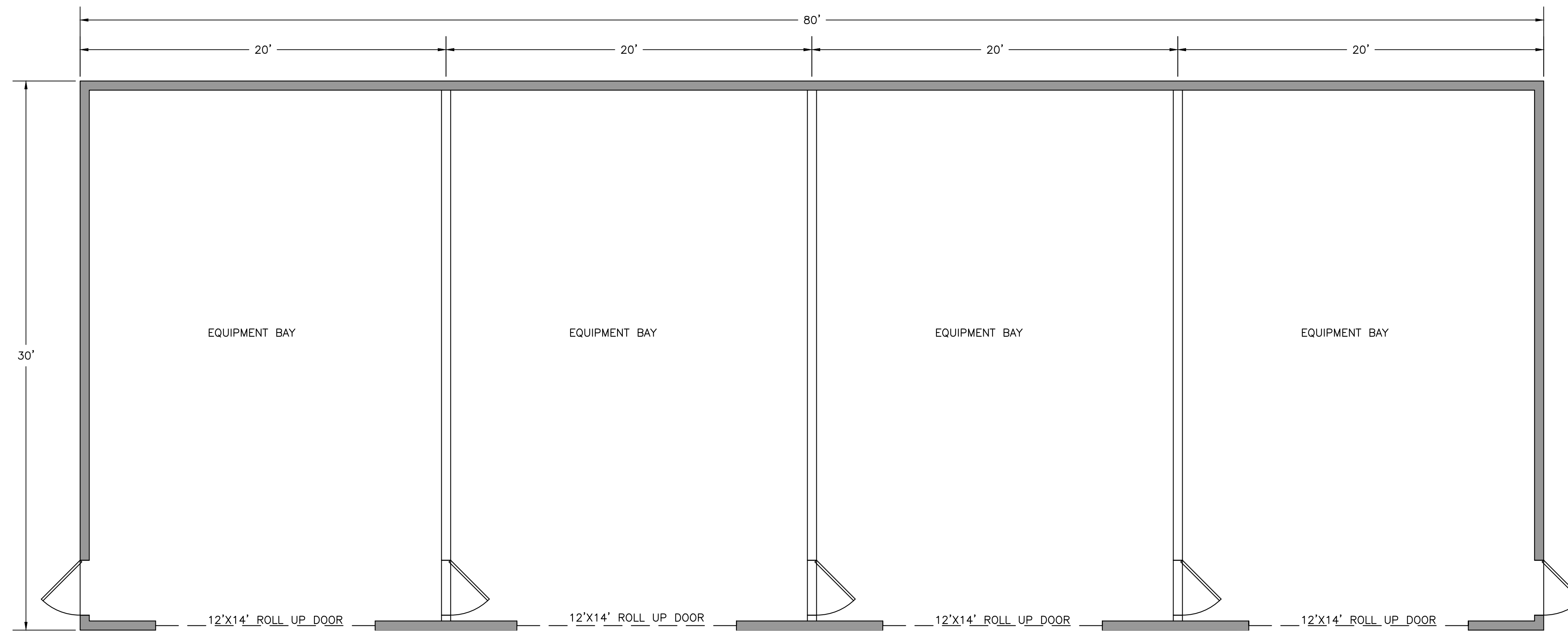
1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
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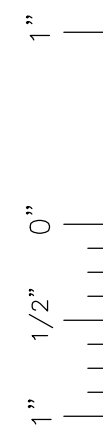
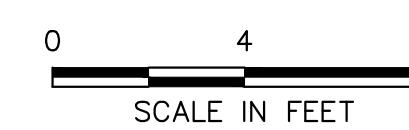
**TVCE**  
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 WILLOW CREEK, CA 95573  
 PHONE (530) 629-3000  
 FAX (530) 629-3011



**ELEVATION**  
 NTS



**PLAN VIEW**  
 1/4" = 1'



REV	DATE	DESCRIPTION	DWN BY	DES BY	CHK BY	APP BY
9/30/15		PRELIMINARY DESIGN	EJK	JTM	JTM	TVCE

KARUK TRIBE  
 DEPARTMENT OF NATURAL RESOURCES  
**BUILDING G - FLOOR PLAN**  
 ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES  
 DESIGNED BY: JTM  
 CHECKED BY: J. MCKNIGHT  
 APPROVED BY: TVCE

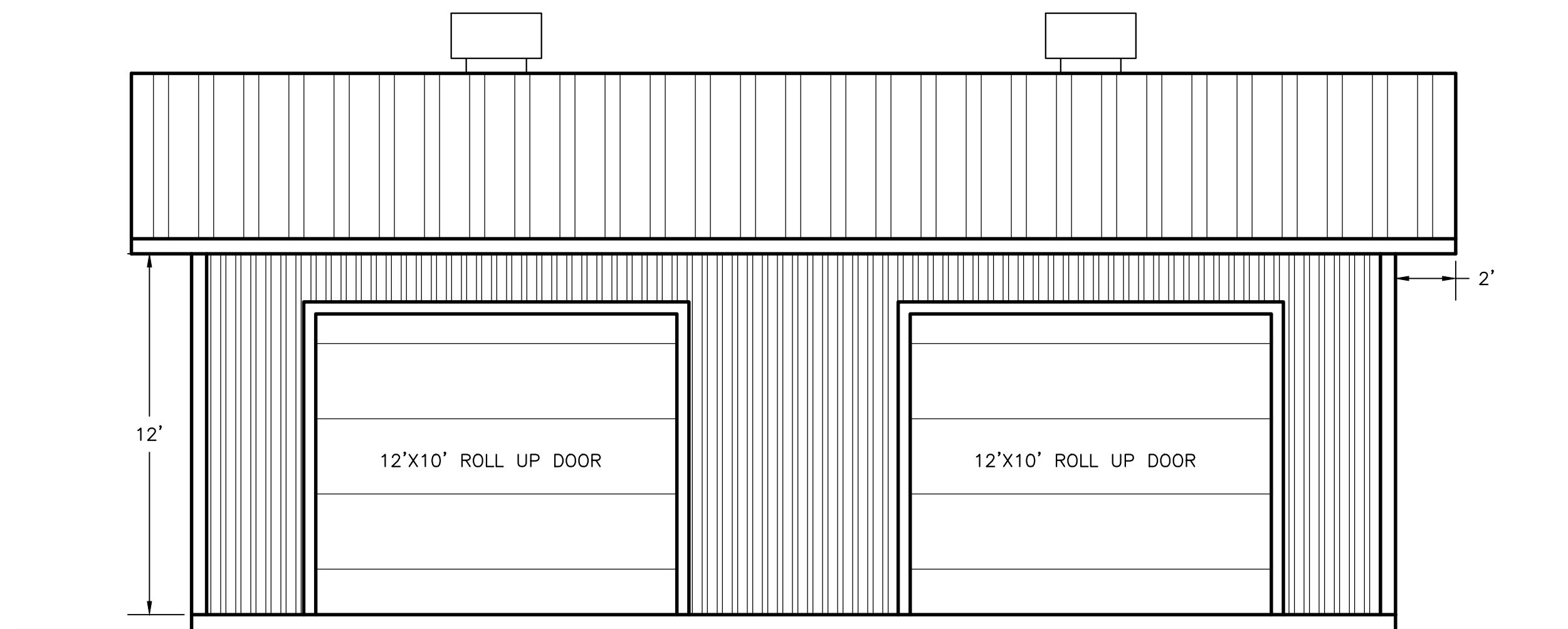
DATE OF ISSUE:  
 SEPTEMBER 2015

SCALE:  
 AS SHOWN

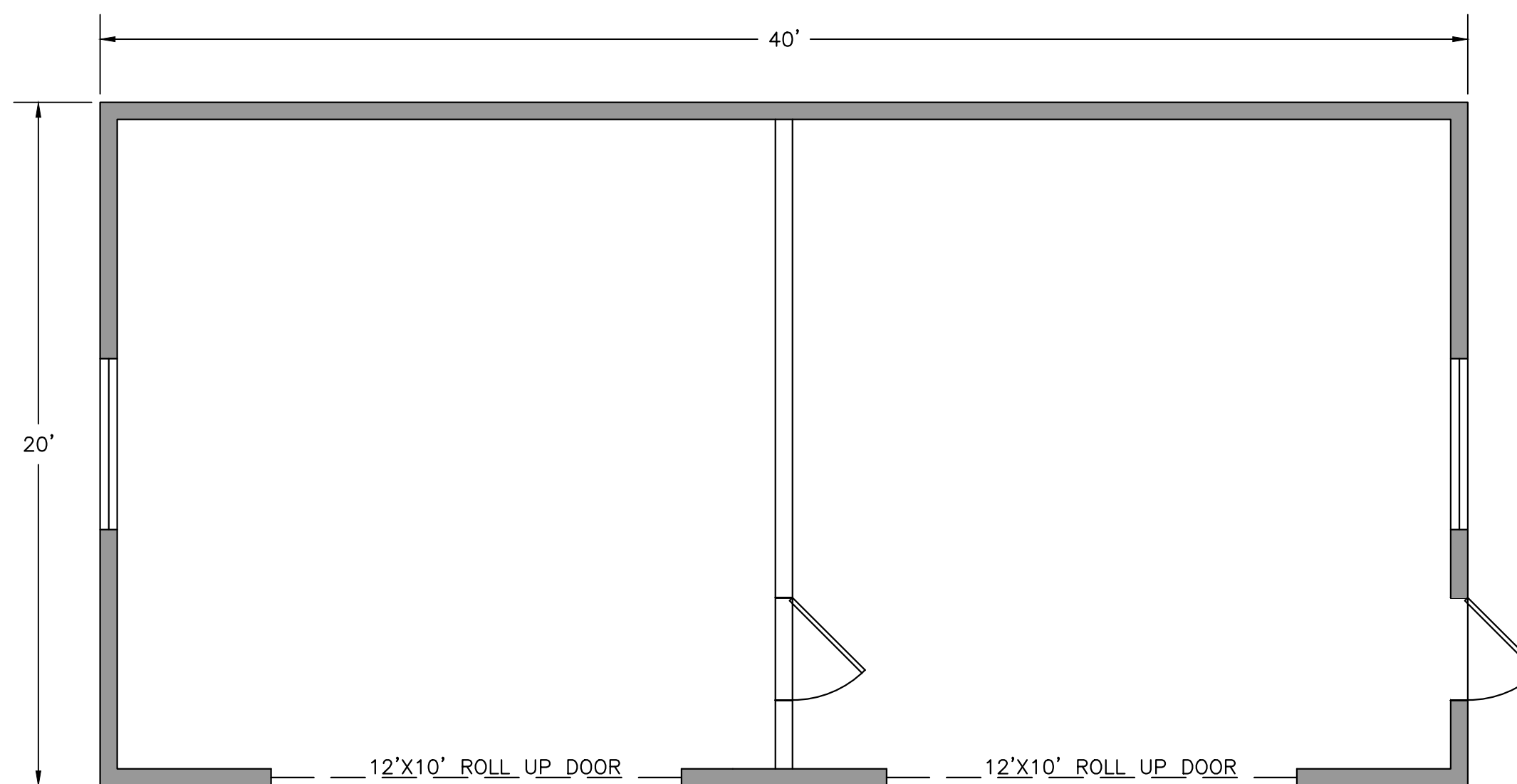
PROJECT NO:  
 888

DRAWING NO:  
 A07

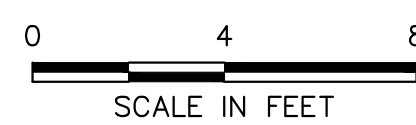
1" 1/2" 0" 1"



ELEVATION  
NTS



PLAN VIEW  
1/4" = 1'



NOTES:

1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
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DATE	REV	DESCRIPTION	DWN BY	CHK BY	APP BY
9/30/15		PRELIMINARY DESIGN	EJK	JTM	JTM

KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**BUILDING H - FLOOR PLAN**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES  
DESIGNED BY: JTM  
CHECKED BY: J. MCKNIGHT  
APPROVED BY: TVCE

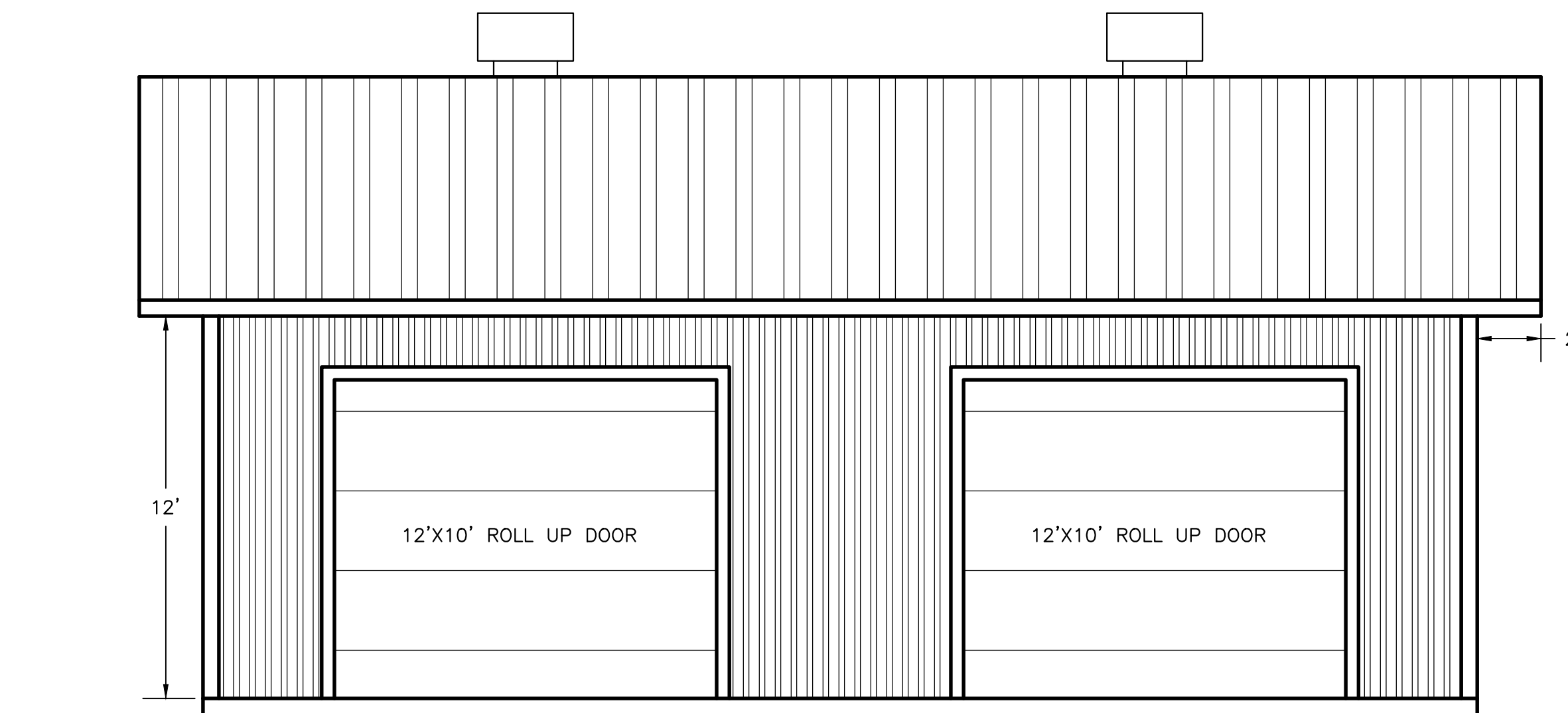
DATE OF ISSUE:  
SEPTEMBER 2015

SCALE:  
AS SHOWN

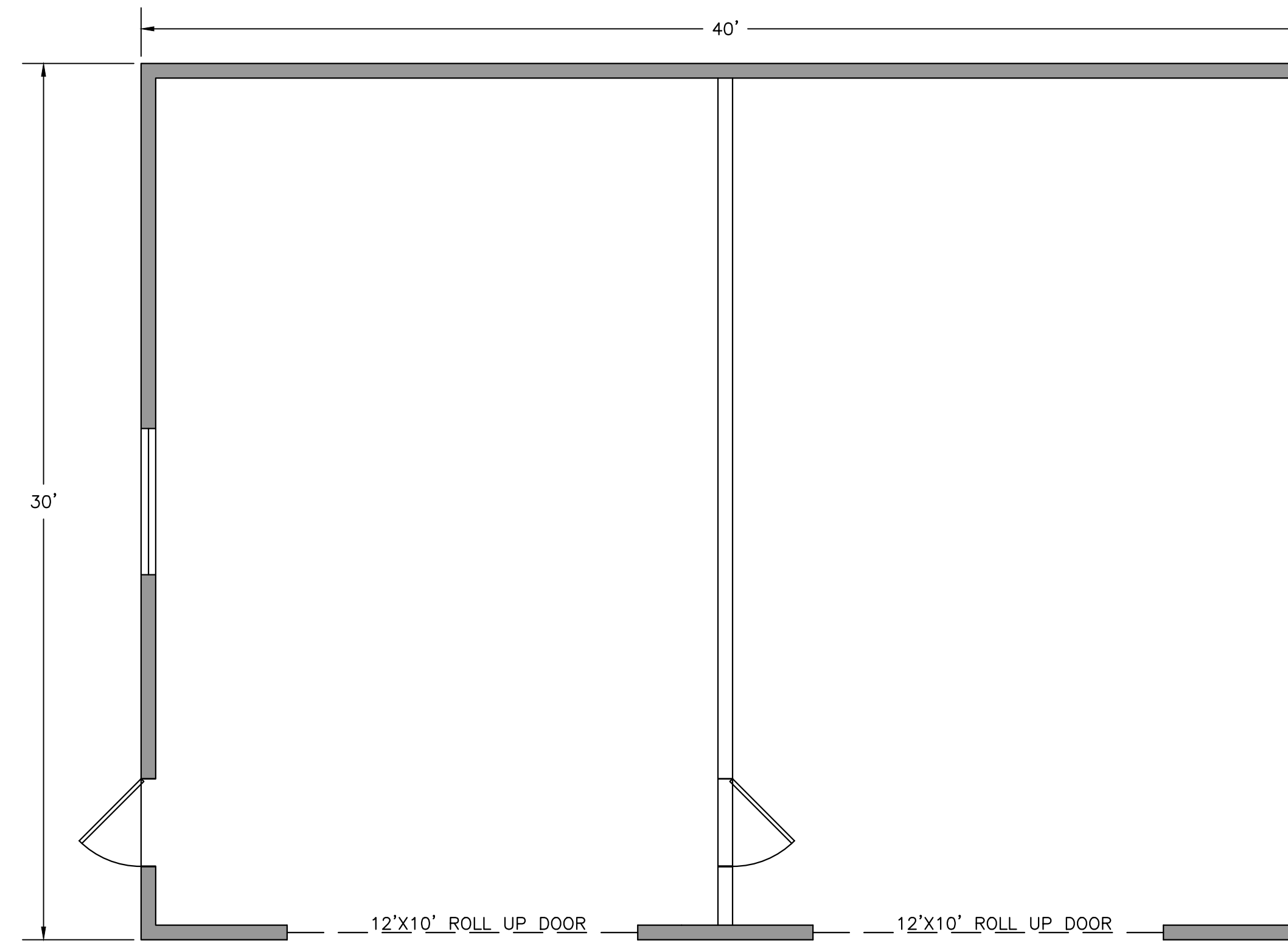
PROJECT NO:  
888

DRAWING NO:  
A08

1" 1/2" 0"



ELEVATION  
NTS



PLAN VIEW  
1/4" = 1'  
0 4 8  
SCALE IN FEET

NOTES:

1. ALL BUILDINGS SHALL BE DESIGNED AND CONSTRUCTED TO ALLOW FOR A FUTURE EXPANSION OF ADDITION FLOORS.
2. THIS PROJECT MAY BE CONSTRUCTED IN PHASES. PHASE GROUPS WILL BE DETERMINED AT A LATER DATE.
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**TVCE**  
67 WILLOW WAY  
PO BOX 1667  
WILLOW CREEK, CA 95573  
PHONE (530) 629-3000  
FAX (530) 629-3011

REV	DATE	DESCRIPTION	DWN BY	DES BY	CHK BY	APP BY
1	9/20/15	PRELIMINARY DESIGN	EJK	JTM	JTM	TVCE

KARUK TRIBE  
DEPARTMENT OF NATURAL RESOURCES  
**BUILDING 1 - FLOOR PLAN**  
ORLEANS, HUMBOLDT COUNTY, CALIFORNIA

DRAWN BY: E. KEYES  
DESIGNED BY: JTM  
CHECKED BY: J. MCKNIGHT  
APPROVED BY: TVCE

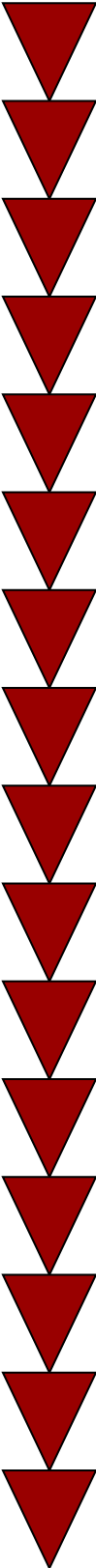
DATE OF ISSUE:  
SEPTEMBER 2015

SCALE:  
AS SHOWN

PROJECT NO:  
888

DRAWING NO:  
A09

**EXHIBIT J: Engineer's Cost Estimate**



**Engineer's Estimate 9/30/2015**  
**Facility Master Plan**  
**Karuk Tribe**  
**Department of Natural Recourses**

Item #	Description	Unit	# of Units	Unit Price	Total
1	Temporary Facilities	Lump Sum	1	\$ 25,000.00	\$ 25,000.00
2	Mobilization / Demobilization	Lump Sum	1	\$ 75,000.00	\$ 75,000.00
3	Demolition	Lump Sum	1	\$ 30,000.00	\$ 30,000.00
4	Clearing & Grubbing	Lump Sum	1	\$ 45,000.00	\$ 45,000.00
5	Site Grading	Lump Sum	1	\$ 45,000.00	\$ 45,000.00
6	Onsite Wastewater Treatment	Lump Sum	1	\$ 325,000.00	\$ 325,000.00
7	Remodel Existing DNR Building / Smart Class	Lump Sum	1	\$ 250,000.00	\$ 250,000.00
8	Building A (Second Story Addition - 1600sf)	Lump Sum	1	\$ 320,000.00	\$ 320,000.00
9	Building B (3040sf 1st floor / 3040sf 2nd floor)	Lump Sum	1	\$ 900,000.00	\$ 900,000.00
10	Building C (3000sf 1st floor / 3000sf 2nd floor)	Lump Sum	1	\$ 800,000.00	\$ 800,000.00
11	Building D (960sf CMU Laboratory & Equip.)	Lump Sum	1	\$ 160,000.00	\$ 160,000.00
12	Building E (2800sf 1st floor / 3200sf 2nd floor)	Lump Sum	1	\$ 1,100,000.00	\$ 1,100,000.00
13	Building F (900sf)	Lump Sum	1	\$ 140,000.00	\$ 140,000.00
14	Building G (2400sf Equipment Storage)	Lump Sum	1	\$ 240,000.00	\$ 240,000.00
15	Building H (800sf Equipment Storage)	Lump Sum	1	\$ 70,000.00	\$ 70,000.00
16	Building I (1200sf Equipment Storage)	Lump Sum	1	\$ 100,000.00	\$ 100,000.00
17	Office Equipment	Lump Sum	1	\$ 280,000.00	\$ 280,000.00
18	Relocate Emergency Generator and propane	Lump Sum	1	\$ 35,000.00	\$ 35,000.00
19	Aggregate Base	Ton	690	\$ 50.00	\$ 34,500.00
20	Asphalt Concrete	Ton	220	\$ 135.00	\$ 29,700.00
21	Reseal / Restripe Parking Lot	Lump Sum	1	\$ 45,000.00	\$ 45,000.00
22	Sidewalks	Lump Sum	1	\$ 34,000.00	\$ 34,000.00
23	Vertical Curb	Linear Foot	750	\$ 60.00	\$ 45,000.00
24	Security Fencing	Linear Foot	500	\$ 40.00	\$ 20,000.00
25	Landscaping	Lump Sum	1	\$ 45,000.00	\$ 45,000.00
26	Erosion Control	Lump Sum	1	\$ 10,000.00	\$ 10,000.00
27	Site - Electrical & phone	Lump Sum	1	\$ 75,000.00	\$ 75,000.00
28	Site - Water Service	Lump Sum	1	\$ 45,000.00	\$ 45,000.00
29	Drainage Structures	Lump Sum	1	\$ 35,000.00	\$ 35,000.00
30	Street Lights	Each	10	\$ 22,000.00	\$ 220,000.00

*Construction Subtotal* \$ 5,578,200.00

*15% Contingency* \$ 836,730.00

**Construction Total** \$ **6,414,930.00**

*Permits* \$ 60,000.00

*Planning and Design (7%)* \$ 449,045.10

*Construction Management, Staking & Materials Testing (8%)* \$ 513,194.40

**Total** \$ **7,437,169.50**