

**A STRATEGIC PLAN FOR THE PYRAMID LAKE PAIUTE
TRIBE AND FOR THE PYRAMID LAKE PAIUTE
RESERVATION, 2024 THROUGH 2029**



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Pyramid Lake Paiute Tribe Strategic Planning Workshops

Pyramid Lake Paiute Tribe Strategic Planning Workshop No. 1
March 8, 2024 and March 9, 2024

Pyramid Lake Paiute Tribe Strategic Planning Workshop No. 2
April 6, 2024

Pyramid Lake Paiute Tribe Strategic Planning Workshop No. 3
May 31, 2024

A special thank you to everyone that attended and participated in these strategic planning workshops.

Pyramid Lake Paiute Tribe Strategic Plan for 2024 through 2029

Core Values

Accountability, Respect for Oneself and Others, Commitment to the People, to the Land, and to the Community, Professionalism, and Responsiveness

Accountability: Representatives of the Pyramid Lake Paiute Tribe are expected to follow all organizational policies and procedures and conduct the organization's affairs in a financially responsible manner. Individuals are expected to care for each other, complete tasks and achieve organizational goals and objectives in a timely and thorough way. Individuals will be responsible for assigned duties and responsibilities, exhibit exceptional customer service, and dedicate themselves to the achievement of organizational goals and objectives.

Respect for Oneself and Others: Individuals are expected to be honest, empathetic, generous, respectful and mindful of the impacts of their actions when interacting with others. Individuals should strive to always 'do the right thing', to behave as expected by the People and by the organization, and to always treat others as you would treat yourself and desire others to treat you as a way of honoring oneself and other people.

Commitment to the People, to the Land, and to the Community: All representatives of the Pyramid Lake Paiute Tribe are committed to the preservation of the Kooyooe Tukadu Numu (Pyramid Lake People) by being familiar with our People's heritage, teachings, and values. Based on a continual cultural affirmation of our community's connectiveness, individuals will always strive to have the Tribe's best interests in mind when performing assigned functions and responsibilities. Organizational representatives are expected to hold stewardship of the air and land and to preserve, protect, and enhance the land, key natural and cultural environments such as our water and indigenous fish, the area's ecology and ecosystem, our financial resources, spiritual traditions, culture, and language for future generations.

Professionalism: As ambassadors for and of our People and for and of our People's sovereignty, individuals will seek ways to help others and accept help from others, will strive to celebrate the accomplishments of others, the organization, and the community, and recognize the changing nature of the work that the organization does. Representatives of the Pyramid Lake Paiute Tribe are expected to be effective communicators and strive to serve the common good by benefiting the people that the organization serves.

Responsiveness: Individuals should be critical thinkers by seeking out and employing best practices in solving important issues and challenges and should also strive to be effective communicators with everyone internal and external to the organization. Representatives of the Pyramid Lake Paiute Tribe are expected to be proactive, creative, problem solving, resourceful, and open to feedback to continually improve their performance.

Pyramid Lake Paiute Tribe Strategic Plan for 2024 through 2029

Strategic Mission and Strategic Vision

Mission

It is the mission of the Pyramid Lake Paiute Tribe to serve the Kooyooe Tukadu Numu by preserving, protecting, and promoting our shared cultural heritage, natural environment, spiritual integrity, sovereignty, and language.

The Pyramid Lake Paiute Tribe provides a wide range of governmental and public programs, resources, and services. Organizational members engage in constructive and positive outreach and stewardship of our culture and our land. We are committed to protecting and enhancing our People's quality of life by fostering and creating strong personal and individual capacity.

Vision

Over the next five years, the Pyramid Lake Paiute Tribe will create a long-term sustainable organization and community that seeks to efficiently and effectively serve the needs of the Kooyooe Tukadu Numu by enhancing the People's human potential.

To enhance our community's quality of life, the Pyramid Lake Paiute Tribe will continue to develop, deliver, and administer programs, resources, and services that address a range of cultural, economic, environmental, and social needs to preserve and protect the people's health, safety, and wellness.

Pyramid Lake Paiute Tribe Strategic Plan for 2024 through 2029

Strategic Goals

Community and Economic Development

Community and Economic Development Goal No. 1: To accommodate population growth on the Pyramid Lake Paiute Reservation and allow for Tribal members to return to their own housing, Pyramid Lake Paiute Tribe will increase the current level of housing inventory by 5.0 percent by 2029.

Community and Economic Development Goal No. 2: The Pyramid Lake Paiute Tribe will work to increase the total number of households with a computer across the Reservation from a current estimated 85.0 percent to 95.0 percent by 2029.

Community and Economic Development Goal No. 3: To address growing community health concerns and impacts, the Pyramid Lake Paiute Tribe will increase the amount of healthy, alternative food options available for consumption on the Pyramid Lake Paiute Reservation by 40.0 percent by June 2027.

Community and Economic Development Goal No. 4: The Pyramid Lake Paiute Tribe will reduce community-wide unemployment rates across the Pyramid Lake Paiute Reservation from the estimated 15.3 percent in 2022 to 10.0 percent by 2029.

Community and Economic Development Goal No. 5: To provide a modern facility to serve the growing needs and interests of the people of the Pyramid Lake Paiute Reservation, the Pyramid Lake Paiute Tribe will complete the construction of a new community recreation center with a gym and related athletic facilities in the Wadsworth community by 2029.

Pyramid Lake Paiute Tribe Strategic Plan for 2024 through 2029

Strategic Goals

Cultural Development, Promotion, and Preservation

Cultural Development, Promotion, and Preservation Goal No. 1: To preserve the culture of the Pyramid Lake Paiute Tribal community, cultural education programs and materials will be developed, implemented, and expanded upon by 2029.

Cultural Development, Promotion, and Preservation Goal No. 2: To ensure the continued practice and preservation of the Paiute language, the Pyramid Lake Paiute Tribel will increase current comprehension and fluency rates of the Paiute language by 3.0 percent among Tribal government administrative personnel and among Pyramid Lake Paiute Tribal youth and other community members by October 2026.

Community Health and Wellness

Community Health and Wellness Goal No. 1: The Pyramid Lake Paiute Tribe will implement, expand, and support diabetes prevention education, programming, and services aimed at lowering the current community-wide rate of diabetes diagnosis on the Pyramid Lake Paiute Reservation by 10.0 percent over the next five years to address multiple health concerns and conditions related to confirmed diabetes diagnoses.

Pyramid Lake Paiute Tribe Strategic Plan for 2024 through 2029

Strategic Goals

Educational Development and Individual Capacity Building

Educational Development and Individual Capacity Building Goal No. 1: To promote early and continued educational success and to reduce future dropout rates across the Pyramid Lake Paiute Reservation by 50.0 percent to 75.0 percent, the Pyramid Lake Paiute Tribe will implement by December 2028 a new early intervention program that will assess and identify learning disabilities and deficiencies through Individualized Education Programs for all Tribal children and youth ages three years of age to eight years of age.

Educational Development and Individual Capacity Building Goal No. 2: The Pyramid Lake Paiute Tribe will work to increase overall Tribal member educational attainment levels. Specifically, to ensure a successful transition from high school to higher education, college, or career readiness programs of 50.0 percent to 75.0 percent of Tribal youth aged 13 years of age or older and living on the Pyramid Lake Paiute Reservation, the Pyramid Lake Paiute Tribe will implement new ‘pathways to success’ by December 2028 for all levels of high school education, incorporating necessary support systems.

Educational Development and Individual Capacity Building Goal No. 3: To better serve the financial needs of the Pyramid Lake Paiute Reservation’s current and future population, the Pyramid Lake Paiute Tribe will increase the number of financial literacy workshops that are available to the entire community by 20.0 percent to 30.0 percent over the next five years.

Educational Development and Individual Capacity Building Goal No. 4: By December 2028, the Pyramid Lake Paiute Tribe will create a community support system within all public schools operated by the Pyramid Lake Paiute Tribe by creating new positions within the Education Department, filling them with Native educators, who will monitor the achievement levels of at least 50.0 percent to 75.0 percent of students aged five years of age to eight years of age.

Educational Development and Individual Capacity Building Goal No. 5: To ensure the successful transition from Elementary/Primary school to Middle school for at least 50.0 percent to 75.0 percent of students aged nine years of age to 12 years of age attending schools operating within the Pyramid Lake Paiute Reservation, the Pyramid Lake Paiute Tribe will increase family and school support by December 2028.

Pyramid Lake Paiute Tribe Strategic Plan for 2024 through 2029

Strategic Goals

Organizational Improvement and Development

Organizational Improvement and Development Goal No. 1: To ensure that the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation becomes more economically self-sustaining, the Pyramid Lake Paiute Tribe’s Tribal government will increase sustainable sources of Tribal government revenue by 10.0 percent above July 2024 levels by July 2029.

Organizational Improvement and Development Goal No. 2: To better develop staff’s professional knowledge, skills, and abilities and to better educate and equip community members, the Pyramid Lake Paiute Tribe will increase the current number of training opportunities for the entire community by 20.0 percent to 30.0 percent over the next five years.

Organizational Improvement and Development Goal No. 3: As the residential population of the Pyramid Lake Paiute Reservation increases, the Pyramid Lake Paiute Tribe will increase public safety and Tribal services commensurately by providing competitive pay rates that will successfully attract and retain Tribal government employees that are responsible for providing various programs, resources, and services.

Organizational Improvement and Development Goal No. 4: The Pyramid Lake Paiute Tribe will increase funding for Tribally funded programs, resources, and services by 15.0 percent over the next five years.

Pyramid Lake Paiute Tribe Strategic Plan for 2024 through 2029

Strategic Goals

Organizational Improvement and Development

Organizational Improvement and Development Goal No. 5: To retain the experience and knowledge of the Pyramid Lake Paiute Tribe's Tribal government professional staff and workforce, the Pyramid Lake Paiute Tribe will develop and implement steps to retain current employees over the next five years.

Organizational Improvement and Development Goal No. 6: To ensure that the programs, resources, and services provided by the Pyramid Lake Paiute Tribe's Tribal government are sustained and improved as needed, the Tribal government will increase current economic development funds levels by 2029.

Organizational Improvement and Development Goal No. 7: To increase the amount of federal funding for various programs and services and to ensure the completion of specific projects on the Pyramid Lake Paiute Reservation, the Pyramid Lake Paiute Tribe will strengthen its relationships with federal funding agencies through increased interaction with respective program officers over the next five years.

1.0 Introduction

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization faces and the resources the organization has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And third, the strategic plan provides direction to the organization for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with

those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

In June 2023, the Pyramid Lake Paiute Tribe contracted with the University Center for Economic Development to develop and complete a comprehensive community assessment and a new five-year organizational strategic plan. The community assessment consisted of several community meetings, one-on-one and small group meetings with Pyramid Lake Paiute Tribe Tribal Council Members, and conducted a multi-hour Director and senior staff community needs assessment workshop with the Pyramid Lake Paiute Tribe Tribal government. A comprehensive examination of key socio-demographic, economic, and housing conditions of the Pyramid Lake Paiute Reservation and other parts of the northwestern Nevada region, a community needs assessment survey, and other primary and secondary data collection and analysis efforts were used to identify specific community and organizational characteristics eventually used to develop the critical elements of a new five-year organizational strategic plan. The results of the community assessment for the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation are summarized in University Center for Economic Development technical report 2023/24-11, “A 2023 Community Needs Assessment of the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation”, January 2024.

Using the results of the 2023 community needs assessment for the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation, members of the Pyramid Lake Paiute Tribe Tribal Council and representatives of the Pyramid Lake Paiute Tribe Tribal government completed a series of community and organizational strategic planning workshops held between March 2024 and May 2024 and facilitated by University Center for Economic Development faculty and staff. Participants of these strategic planning workshops completed a series of facilitated individual and small group exercises designed to identify key community and organizational characteristics and trends and to develop the critical elements of the Pyramid Lake Paiute Tribe’s new five-year, 2024 through 2029, organizational strategic plan. Section 2.0 of this University Center for Economic Development technical report summarizes the results of the evaluation and identification of key community and organizational characteristics. Section 3.0 of this University Center for Economic Development technical report presents a comprehensive overview of the critical elements of the new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe, including a set of core values, a new five-year strategic mission statement and a new five-year strategic vision statement, and a set of strategic goals and objectives with an accompanying set of actionable items designed to ensure achievement of stated goals and objectives over the next five years.

2.0 Evaluating and Identifying Community and Organizational Characteristics

This section presents a comprehensive overview of various internal and external environmental conditions used as part of the development of this new five-year, 2024 through 2029, organizational strategic plan for the Pyramid Lake Paiute Tribe. This comprehensive internal and external environmental assessment of the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation was completed by community and organizational representatives during a series of strategic planning workshops held between March 2024 and May 2024 and includes an identification and evaluation of specific community and organizational cultural and identity characteristics, an evaluation of key socio-demographic, economic, and housing community conditions and characteristics, an organizational and community strengths, weaknesses, opportunities, and threats analysis, and the development of a set of priority issues that will guide organizational activities over the next five years as part of this new five-year organizational strategic plan. Many of the specific community and organizational characteristics summarized in this section were developed based upon the results of the comprehensive community assessment completed in late 2023 and summarized in University Center for Economic Development Technical Report 2023/24-11, “A 2023 Community Needs Assessment of the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation”, January 2024.

2.1 Evaluating Community and Organizational Culture and Identity

Understanding existing community and organizational cultural characteristics and identity is critical to the successful implementation of any strategic plan as it provides the underlying common ground and shared purpose that will direct organizational activities over the course of a five-year strategic planning horizon. Organizational goals, objectives, and actionable items that are inconsistent with the expectations of community and organizational cultural characteristics and identify have a far less chance of success than those goals, objectives, and actionable items that are in line with the expectations that community members and organizational representatives have for the organization. In some respects, understanding community and organizational culture provides a set of ‘outer markers’ of what is and what is not possible in terms of organizational goals, objectives, and actionable items.

2.1.a Community and Organizational Culture

As part of the assessment of existing community and organizational characteristics, representatives of the Pyramid Lake Paiute Tribe who participated in the first strategic planning workshop held on March 8, 2024 and March 9, 2024 were asked to answer three separate questions, including: (1) If the community was a person, what would it be like and why?, (2) If the community was an automobile, what would it be like and why?, and (3) If a musical score was put to the daily activity of the community, what would it sound like and why?

Figure 2.1 presents a word cloud summarizing the answers provided by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024 for the question, *If the community was a person, what would it be like and why?*

**Figure 2.1 – If the community was a person, what would it be like and why?
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024**



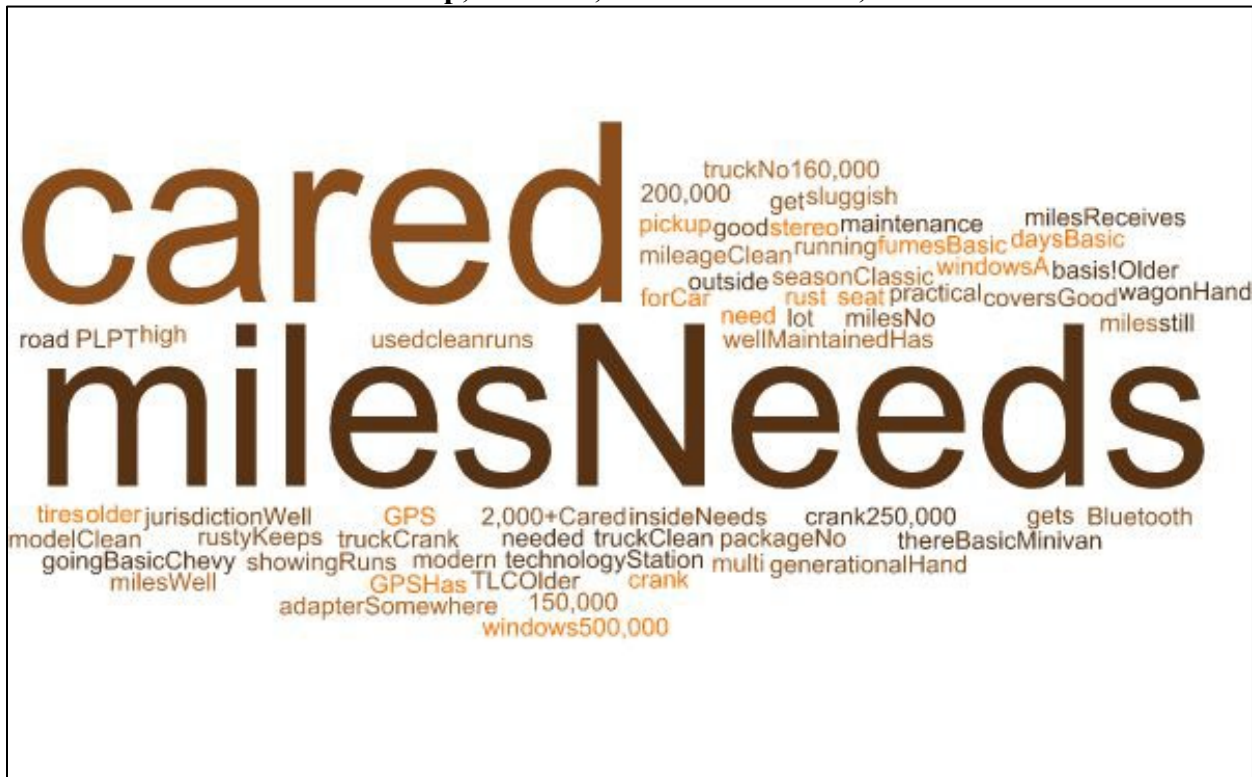
Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation agreed that, if the Reservation as a whole and as a community could be represented by a single person, this person would be female, underscoring the community’s characteristics as nurturing, welcoming, and as caregivers to each other. This hypothetical and representative person would likely have a more conservative or traditional political perspective, cautious and deliberative in making decisions and executing specific courses of action. This approach to decision making and action is part of the community’s tradition of collectively discussing important issues and seeking to build consensus among people who are part of the community and emphasizes the need to actively engage community members and attentively and purposefully listen to the concerns and perspectives that individuals might have regarding a wide range of issues and topics.

This hypothetical and representative person would likely wear either casual or traditional clothing, representing a general ‘easy-going’ personality but also a community that pulls from its traditions and cultural heritage to define itself. Workshop participants agreed that this person,

representing different cultural aspects of the community’s identity, would absolutely attend a party and would likely volunteer to host a party. This party would be made up of almost exclusively community and family members and individuals would largely be extroverted in their general behavior and demeanor towards others. However, several workshop participants noted that this extroverted and outgoing personality is largely limited to interactions between community and family members. With individuals that are not members of the community or of their family, this hypothetical and representative person would largely be introverted and cautious in their personal interactions with others.

Figure 2.2 presents a word cloud summarizing the answers provided by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024 for the question, *If the community was an automobile, what would it be like and why?*

Figure 2.2 – If the community was an automobile, what would it be like and why? Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning Workshop, March 8, 2024 and March 9, 2024



If the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation, as a community, could be represented by a single automobile, workshop participants agreed that this representative automobile would likely have well over 100,000 total miles on its odometer, reaching as high as 250,000 total miles to 500,000 total miles. Given the longevity and age of this representative automobile, workshop participants agreed that the vehicle is in constant need of maintenance and ongoing repair but, despite these ongoing needs, the automobile is well cared for and regular maintenance is performed. Several workshop participants noted that this

automobile is an essential part of the community and ‘family’, providing not only a source of important transportation within the community but also serving an important role in linking the community to members that might not live on the Reservation or have to travel off of the Reservation for work and to gain access to critical services. In either case, this representative automobile is well cared for and receives routine maintenance every 2,000 miles to 3,000 miles with additional more intensive maintenance performed as needed.

Specific automobile types selected by workshop participants included a pick-up truck, a mini-van or even a Sports Utility Vehicle (SUV) as an appropriately representative automobile to describe the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation as a community. Several workshop participants even noted that this automobile might likely be a multi-generational vehicle, passed down from one generation to the next. While in need of ongoing maintenance and even possible restoration, workshop participants agreed that this automobile would have several important features including GPS navigation, an after-market upgraded stereo system, seat covers, hand crank or even automatic windows, and all-season good quality tires. These features underscore the efforts of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation to make continual improvements to the community while also keeping the community’s rich history and cultural identity maintained and preserved and even transferred from one generation to the next.

Figure 2.3 presents a word cloud summarizing the answers provided by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024 for the question, *If a musical score was put to the daily activity of the community, what would it sound like and why?*

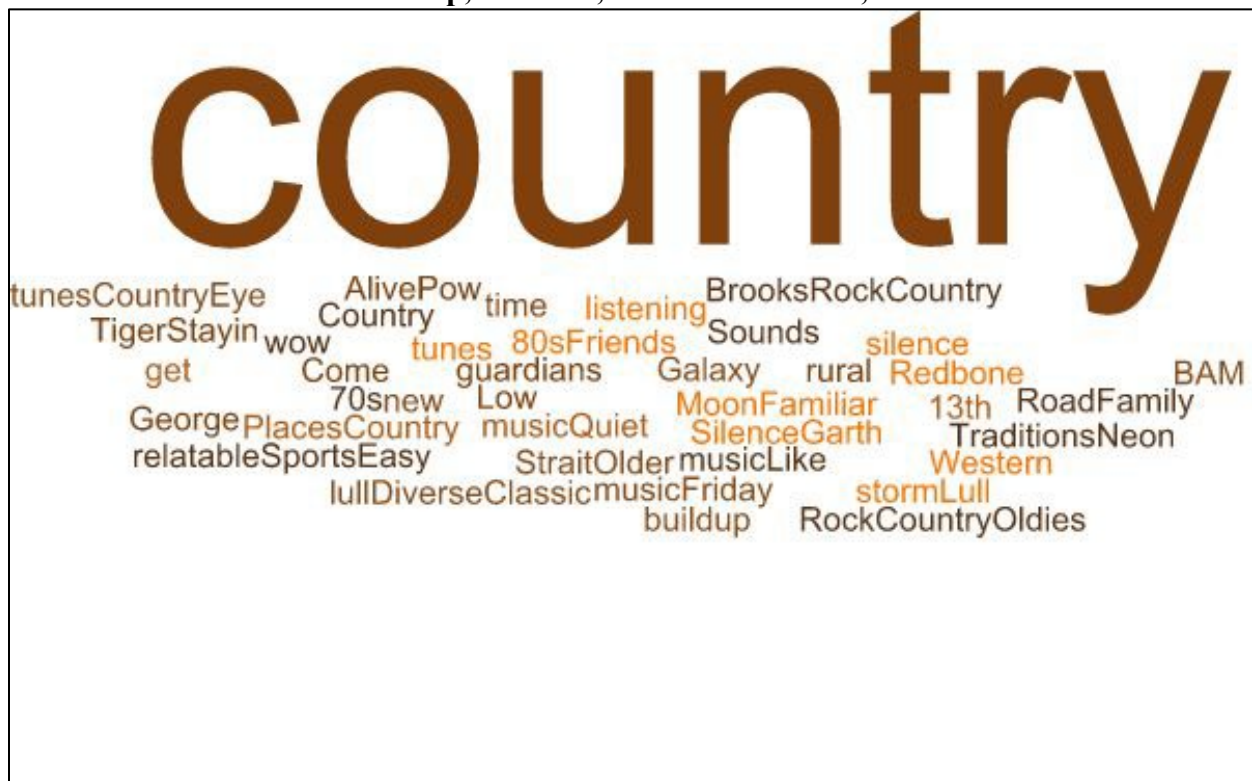
In selecting a musical score, composition, theme, or genre representative of daily life of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation, workshop participants selected a number of musical types ranging from more adventurous to more casual. While country and western music was the most common musical genre selected by workshop participants, representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation noted that easy listening, classic rock, ‘oldies’, and even suspenseful musical scores from movies like Friday the 13th could each represent a different aspect of the community’s and organization’s cultural identity. Workshop participants underscored the importance of selecting a *set* of musical scores, compositions, themes, and genres that are inclusive of the community’s own unique diversity. Having a set of musical scores, compositions, themes, and genres to represent the community’s rich history and cultural identity further underscores the desire of the community to see decision making approached by building consensus and striving to ensure that every individual community member has an opportunity to comment and share their perspectives on important topics and issues that impact them personally and the broader community as a whole.

In addition to the more modern and contemporary musical scores, compositions, themes, and genres selected by workshop participants as representative of daily life among Tribal members and the Reservation, workshop participants noted that traditional music, celebrated by community members and used during cultural performances at Powwows and other community

and cultural gatherings, is also an important musical genre that defines the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation as a unified community and people with a unique history and culture. Powwows and the celebration of the people that comprise this community are an opportunity for members of the Pyramid Lake Paiute Tribe, even for members that do not permanently live on the Reservation, to come together and socialize, dance, sing, and honor their unique culture. History and cultural identity is a defining part of what it means to be a member of the Pyramid Lake Paiute Tribe and this is reflected in how individuals interact and engage with each other and how the community identifies itself in the course of daily activity and life.

Figure 2.3 – If a musical score was put to the daily activity of the community, what would it sound like and why?

Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning Workshop, March 8, 2024 and March 9, 2024



Any musical score, composition, theme, or genre that represents daily activity and life of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation must be, again, representative and inclusive of all community members. The incorporation of both traditional musical genres and performances with more contemporary and modern compositions and themes is representative of the community’s desire to preserve and promote its rich history and cultural identity but also to improve and grow and become an active part of today’s modern society. Part of that rich history and existing cultural identity is a strong desire to retain the community’s physical rural characteristics. While growth and development of Tribal lands is important to the community’s long-term social and economic sustainability, preserving and protecting vital natural resources, including open spaces, night skies, water, and agricultural activities, is an essential long-term goal of the Pyramid Lake Paiute Tribe and a primary expectation that

community members and residents of the Reservation have for Tribal Council members and Tribal government representatives.

2.1.b Community and Organizational Likes and Dislikes

As part of the community needs assessment conducted in 2023 and continued as part of the strategic planning process for the Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation completed between March 2024 and May 2024, representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation were asked to identify and describe specific community and organizational likes and dislikes. As part of the first strategic planning workshop held on March 8, 2024 and March 9, 2024, workshop participants were asked to answer four separate questions, including: (1) What do you like about the organization (the Pyramid Lake Paiute Tribe)?, (2) What do you dislike (or what needs fixing) about the organization (the Pyramid Lake Paiute Tribe)?, (3) What do you like about your community?, and (4) What do you dislike (or needs fixing) about the community?

Figure 2.4 presents a word cloud summarizing the answers provided by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024 for the question, *What do you like about the organization (the Pyramid Lake Paiute Tribe)?*

**Figure 2.4 – What do you like about the organization (the Pyramid Lake Paiute Tribe)?
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024**



Central to the many specific likes about the organization, specifically the Pyramid Lake Paiute Tribe which includes the Pyramid Lake Paiute Tribe Tribal Council and the various programs, resources, and services provided by the Tribal government, was the self-determination, independence, and sovereignty that the Tribe enjoys relative to other governmental entities and organizations operating in the northwestern Nevada region. As one workshop participant noted, this level of self-determination, independence, and sovereignty lends itself to ‘sustainable decision making’ as ensuring a high degree of inclusiveness, collaboration, and consensus between the Tribal Council, Tribal government, and members of the Tribe and residents of the Reservation are central features of the community’s and organization’s decision-making process.

Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation also noted that the organization, while providing a wide range of programs, resources, and services, has been able to remain small enough to remain personable to community members and Reservation residents. The organization’s leaders and representatives are also members of this community and often interact with the larger community on a daily basis. This intimacy between organizational leaders and representatives ensures that the organization remains highly responsive to community needs and wants, on both an individual level and on a broader community level, often resulting in improved organizational and resource allocation effectiveness and efficiencies as programs, resources, and services can be and are often customized and tailored to specific needs and wants. Organizational leaders and representatives often become advocates for individuals and parts of the community that are sometimes unwilling or unable to express their ideas or to advocate for themselves. In many ways, the organization is more of a ‘family’ than a collection of elected officials and employees and, unlike other comparable public agencies and organizations, is deeply rooted in the rich history and cultural identity of the people that the organization is designed to serve.

Figure 2.5 presents a word cloud summarizing the answers provided by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024 for the question, *What do you dislike (or what needs fixing) about the organization (the Pyramid Lake Paiute Tribe)?*

The intimacy between the official and governmental structure of the Pyramid Lake Paiute Tribe and familiarity between elected officials and Tribal government representatives and the larger community, while also being a strongly liked characteristic of the organization, can also be a disadvantage. While building consensus and deploying a purposefully collaborative decision-making process is rooted in the organization’s and community’s rich history and cultural identity of being Native American and Indigenous, this process can also become too personal and too adversarial when individuals refuse or are unable to put community-wide interests ahead of self-interests. These drawbacks can lead to a loss of accountability and even to a full breakdown in communication within the organization and between the organization and the broader community and eventually derail the decision-making process, often leading to important needs and wants of community members being not met. Balancing the needs of being efficient and effective in policy making and program, resource, and service development, delivery, and administration with the needs of remaining collaborative and personable with individuals is a

defining need of the Pyramid Lake Paiute Tribe and will be part of the organization’s efforts as part of this new five-year organizational strategic plan.

Figure 2.5 – What do you dislike (or needs fixing) about the organization (the Pyramid Lake Paiute Tribe)?

Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning Workshop, March 8, 2024 and March 9, 2024



Internally, workshop participants identified several specific characteristics and conditions of the organization that should be improved upon and addressed as part of this new five-year, 2024 through 2029, organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation. Specifically, workshop participants universally agreed that the Pyramid Lake Paiute Tribe, as a public sector governmental agency and organization, should strive to routinely evaluate and continually improve its internal and external communication, engagement, and outreach efforts. These improvements should focus on gathering additional information from both internal and external stakeholders to better inform policy decision making and overall program, resource, and service development, delivery, and administration and to more effectively and efficiently communicate the *why* behind the decisions and directions selected by policy makers and members of the Tribal Council and *how* those decisions will be implemented by Tribal government representatives.

Figure 2.6 presents a word cloud summarizing the answers provided by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024 for the question, *What do you like about your community?*

Figure 2.6 – What do you like about your community?
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024



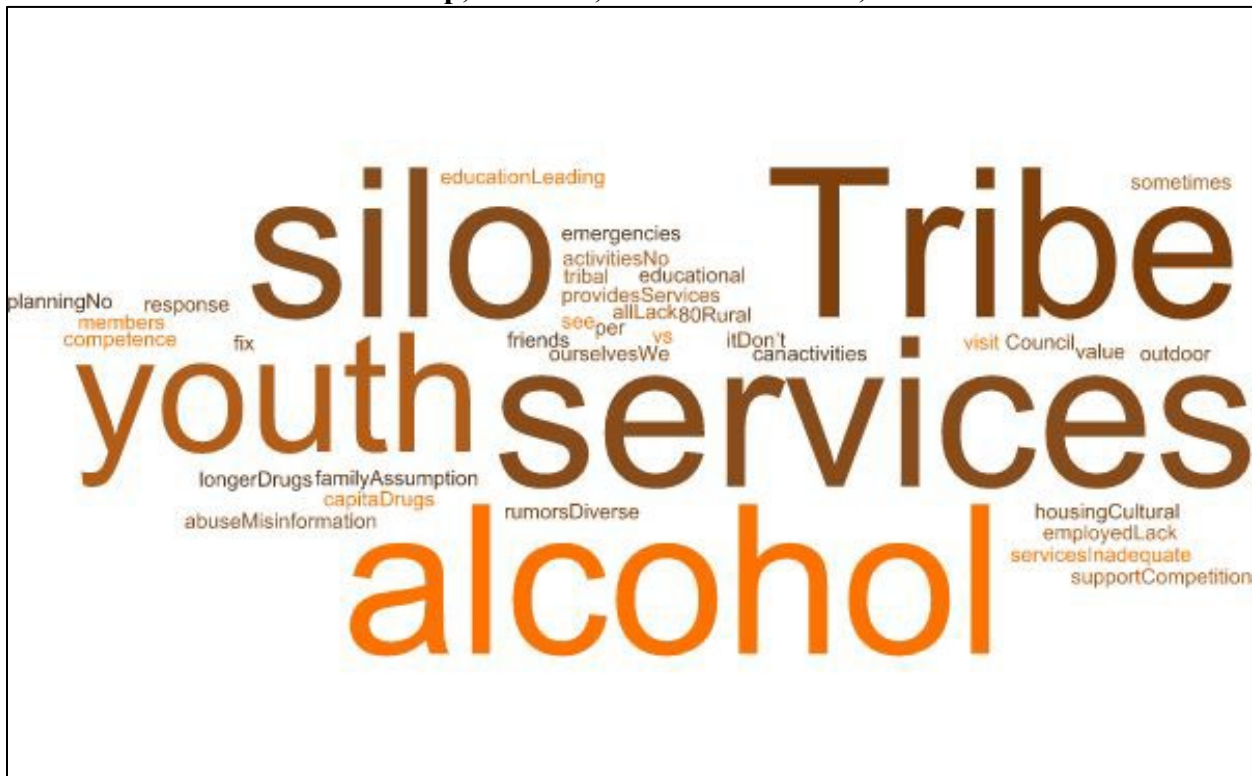
As has already been alluded to as part of this continued community assessment of the Pyramid Lake Paiute Reservation and of the Pyramid Lake Paiute people, workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation underscored a number of specific cultural and even physical characteristics of the community that they like and insisted on preserving and protecting. Central to all of these specific cultural and physical characteristic likes was a focus on the people being Native American, Indian, and Indigenous and the strong sense of pride that people have for their ancestry, their culture, and for their history. Numu, or ‘the people’, was regularly highlighted as a major community like, underscoring the extended family nature of the community and how individuals regularly and routinely look out for each other, help each other in times of crisis and need, and support each other. This strong community like has and should continue to be a central focus on how the Pyramid Lake Paiute Tribe Tribal Council and Tribal government deliberates and makes decisions and how the organization develops and delivers programs, resources, and services that serve both individual and collective community needs and wants.

From a physical and geographical standpoint, workshop participants again emphasized the rural nature of the community as a major community like, a community like shared by members and representatives of the Pyramid Lake Paiute Tribe Tribal Council and Tribal government as well as by members of the community and even by members of the Tribe who are not permanent residents of the reservation. Access to open spaces, quiet and peaceful surroundings, Pyramid

Lake itself and the surrounding mountains and included valleys, dark nighttime skies, and the small community settings of each of the Reservation’s individual communities and population centers were a few of the specific physical and geographical characteristics of the Pyramid Lake Paiute Reservation as a community that workshop participants liked and noted that the Pyramid Lake Paiute Tribe as an organization should and must strive to preserve and protect as part of this new five-year, 2024 through 2029, organizational strategic plan. While desiring to preserve and protect the community’s existing rural characteristics, workshop participants also noted that the Reservation is uniquely located in the northwestern Nevada region, providing community members and residents with access to important employment opportunities and access to commercial retail and other services in the Carson City metropolitan statistical area, the Reno-Sparks metropolitan statistical area, in the Tahoe Reno Industrial Center located in neighboring Storey County, and in population and employment centers in other nearby counties. This geographic proximity of the Pyramid Lake Paiute Reservation to the rest of the northwestern Nevada region is a major strategic advantage and one that should be capitalized on as part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation.

Figure 2.7 presents a word cloud summarizing the answers provided by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024 for the question, *What do you dislike (or needs fixing) about the community?*

**Figure 2.7 – What do you dislike (or needs fixing) about the community?
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024**



Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation identified certain specific community dislikes during the first strategic planning workshop held on March 8, 2024 and March 9, 2024, each of which has been incorporated into the various priority issues and specific organizational strategic goals and objectives developed as part of this new five-year, 2024 through 2029, organizational strategic plan and several of which are expanded upon in further detail as part of the community needs assessment completed in late 2023 as part of this strategic planning process. Central to the underlying causes of several of these dislikes is the siloed nature of the organization and the broader community from other parts of the northwestern Nevada region and even within the community and between various parts of the organization. In some respects, workshop participants noted that there is a general expectation among community members that the Tribal Council and the Tribal government is ‘here to solve everyone’s personal problems’ through the utilization of organizational resources. While the Tribal government strives to address community needs and wants and to address specific concerns, issues, and problems that members of the community face through program, resource, and service development and delivery, it is practically impossible for the organization to meet every need and want. Communication regarding the organization’s resources, both financially and non-financially, and striving to further empower individuals to ‘help themselves’ when appropriate and possible, is central to the organization’s desire to address this underlying siloed characteristic of both the organization and the community.

Specific issues and concerns that workshop participants identified, again further expanded upon in the recently completed community needs assessment, included the need for additional housing that serves specific housing needs, the need for additional employment opportunities and increased workforce training and job placement services, the need for new and expanded youth activities and educational services and support, the need for additional elder and senior programs, resources, and services, and even the need for increased cultural competence and education programming. Workshop participants also noted that emergency and public safety services have become increasingly demanded by community members. Increased traffic along U.S. Interstate 80 which runs along the southern border of the Pyramid Lake Paiute Reservation has led to a significant increase in both fatal and non-fatal traffic accidents and even to increased vehicle traffic within the Reservation in recent years and response times to police, fire, and medical emergencies have been strained due to regional increases in population and even tourist and outdoor recreational enthusiast visitation to the Reservation.

Higher than regional rates of drug and alcohol abuse and various physical and mental health issues across the Pyramid Lake Paiute Reservation are other specific community characteristics that representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation would like to see specifically addressed as part of this new five-year organizational strategic plan. Central to addressing these specific issues and concerns is the need for improved organizational and community planning, increasing the availability of community and organizational financial and non-financial resources, and improved internal and external communication, outreach, and engagement. Workshop participants also stated that, while the Pyramid Lake Paiute Tribe continues to address these specific issues and concerns internally, it is also important for the Pyramid Lake Paiute Tribe to, while preserving its own autonomy and sovereignty, work with other key external partners and stakeholders as a way of leveraging

resources and addressing shared concerns that have and will likely continue to impact the wider northwestern Nevada region.

2.1.c Community and Organizational Positions

Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and March 9, 2024 were asked to answer eight specific questions regarding community and organizational positions on specific issues and topics. The answers provided by workshop participants to each of these eight specific questions are used to develop a set of strategic goals and objectives as part of this new five-year organizational strategic plan that meets the expectations the community has for both what the organization will focus on and how the organization will pursue policy development and future program, resource, and service development, delivery, and administration.

- **Question No. 1:** *Is the community generally supportive or antagonistic toward business interests and growth? Why?* Workshop participants were generally mixed in their answer to this first question, with several workshop participants noting a ‘50-50’ mix between the community being generally supportive or antagonistic toward business interests with other workshop participants indicated a general level of support toward business interests and with even other workshop participants indicated a general level of antagonism toward business interests. Past business venture failures, a lack of community engagement in business development efforts, and the generally accepted need for additional employment opportunities for Tribal members are a few of the specific reasons as to why community support of business interests and growth, in general, is mixed. Workshop participants emphasized the need to better engage Tribal members at the beginning of the planning process and to improve community engagement and education efforts about the need for additional business development and growth as ways in which the Pyramid Lake Paiute Tribe can potentially resolve these conflicting levels of support and antagonism toward business interests and overall development efforts.
- **Question No. 2:** *Is the community generally supportive or antagonistic toward governmental programs and initiatives? Why?* Like the response workshop participants provided to how the community approaches business interests and growth, workshop participants were equally mixed in their assessment of the levels of community support or antagonism toward governmental programs and initiatives provided by either the Tribal government or by other public sector and governmental entities. Generally speaking, community members will be supportive of governmental programs and initiatives if the individual community member is a direct beneficiary of the program, resource, or service that is being provided. Conversely, individual community members will likely be antagonistic toward a governmental program or initiative if the individual community member does not directly benefit from the program, resource, or service or if the individual community member does not understand what the broader community-wide benefit is in providing the program or initiative. While there is a relatively high level of trust between community members and the Pyramid Lake Paiute Tribe Tribal Council and Tribal government, there is considerably less trust, and likely outright mistrust, of

governmental programs and initiatives provided by other governmental agencies and entities, including local municipal and county governments, state government agencies, and various federal government departments and organizations. Again, improved communication internally and externally and improved engagement with the community at all stages of program, resource, and service development, delivery, and administration are central to improving overall community support of government programs and initiatives.

- **Question No. 3:** *What types of programs do residents generally support – redistributive or developmental programs? Why?* In general, community members and residents will be supportive of either redistributive or development programs, but the degree of support is dependent upon the ability of the Pyramid Lake Paiute Tribe’s Tribal Council and Tribal government representatives to effectively communicate and educate the public about the benefits and costs of existing and new redistributive and developmental programs. More redistributive-oriented programs that the community generally supports include programs, resources, and services oriented to supporting the community’s elder and senior populations, youth services, food distribution, and even support for higher education. Building support for redistributive programs is usually conditioned on the ability to demonstrate how these redistributive programs and initiatives will serve broader community interests. More developmental programs that the community generally supports include broad cultural and language development and preservation programs, victim services, and environmental protection and stewardship initiatives. Support for more developmental-oriented programs is built through active community surveys designed to collect information on general community needs and wants, effective monitoring as to how programs are developed and administered, and how the benefits of these developmentally-oriented programs, resources, and services positively build community capacity, address shared needs, wants, and interests, and preserve Tribal self-determination and sovereignty.
- **Question No. 4:** *Does the community have a history of public-private collaboration? Recent examples?* Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation agreed that past public-private collaborations between the Tribe and private sector interests have largely been unsuccessful. Despite a lack of past success, workshop participants generally agreed that the Tribe should strategically pursue public-private partnerships but only if the Tribe’s self-determination and sovereignty can be assured and guaranteed. Any future public-private partnership should be developed with the needs of the broader community in mind and should be an open process to ensure community buy-in and support. Representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation could benefit from new public-private collaborations as a way of providing community members with new employment opportunities on the Reservation and could also serve the purpose of increasing the number and availability of commercial retail shopping opportunities and other private sector provided services without community members having to leave the Reservation. Future public-private collaborations and partnerships could also be a source of needed financial resources for the Tribe, ensuring that the Tribal government is able to

sustainably fund and provide a wide range of programs, resources, and services needed to address specific community needs and wants.

- **Question No. 5:** *Is the community willing to sacrifice some of its quality of life to either promote or curtail growth or change?* Preserving and protecting the community's quality of life is a central part of the Tribal government's mission to serve community members. Workshop participants did, however, note that some level of future growth and even change is needed to better meet community member needs and wants, ranging from the provision of various programs, resources, and services to the need for more and better-quality housing to the need for developing new employment opportunities for community members. Any future growth or change must be done collaboratively with members of the community through a well-defined, developed, and executed planning process. Individual community members are not necessarily opposed to growth or change if they understand what the potential benefits of that growth or change might be and how the Tribal Council and the Tribal government will actively seek to mitigate potential threats to existing levels of quality of life across the Reservation. The degree of support for growth or change and the overall importance of protecting and preserving existing community identity and quality of life will vary greatly between the individual population centers located on and throughout the Reservation. Regardless of population center, the preservation of the people's unique history and cultural heritage is critically important to the people and to all members of the Pyramid Lake Paiute Tribe and to everyone who lives on the Pyramid Lake Paiute Reservation and individuals understand that the promotion or curtailing of growth or change could threaten this history and heritage. Again, the Tribal Council and Tribal government representatives must act proactively to minimize and mitigate these possible threats to better protect the community's existing quality of life.
- **Question No. 6:** *Are the elite members of the community willing to share power with others?* The Pyramid Lake Paiute Tribe's unique history and cultural heritage emphasizes communication and collaboration as well as the pursuit of consensus when engaged in decision-making and in the development, delivery, and administration of programs, resources, and services. 'Elite' members of the community are viewed as leaders and elders and are expected by the community to share their experiences and knowledge with the community. Community members act as 'checks' to the possible efforts of 'elites' to centralize power and make decisions without adequate community engagement, communication, and even education. However, an absence of a common and shared vision, a lack of commitment to collaboration, and sometimes a lack of knowledge and expertise can lead to conflict between individual community members, the community as a whole, and community leaders in positions of authority, leadership, and power. To ensure ongoing collaboration and engagement, the Pyramid Lake Paiute Tribe must continue to dedicate itself to promoting an inclusive process where individual voices are heard and considered in the decision-making process and in the development, delivery, and even administration of programs, resources, and services provided by the Tribal government to the community and to individual community members.

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- **Question No. 7:** *Are the citizens generally accepting of change, or do they resist it?* Initially, individual community members may be resistant to change but, as they become educated and as the benefits of the proposed change are communicated and made clear, individual community members often become generally accepting of change. There are and have been several examples of change that have been positively received by the community and by individual community members. Positive examples include the relatively recently completed Wadsworth bypass, the development and launch of a community food bank, and key roadway, street, and traffic safety improvements that the Tribal Council and the Tribal government have completed in partnership with regional and state government agencies. Recent negative examples include the introduction of marijuana cultivation, the attempted development of the Crosby Lodge, fireworks, and guides. Common to those types of changes that have been largely successful is the enhanced degree of communication and engagement that the Tribal Council and the Tribal government committed itself to in the early stages of planning these changes. Only when the potential benefits of the proposed change have not been fully communicated and when the Tribal Council and Tribal government have not explicitly demonstrated a plan to mitigate potential negative impacts during the early stages of the planning process has the change been met with resistance and, in some cases, outright hostility and opposition.
 - **Question No. 8:** *Where do residents and businesspeople stand on issues of environmental sustainability?* Environmental sustainability and the protection and preservation of the community's vast array of natural resources is a core community and organizational value. The vast array of natural resources and environmental conditions across the Reservation are defining characteristics that are intimately associated with the community's and people's unique history and cultural heritage and identity. Perhaps somewhat ironic is the observation by many workshop participants that environmental sustainability and the protection of preservation of the community's vast array of natural resources are often not fully understood by individuals and are rarely championed and pursued by individuals who live, work and even recreate across the Reservation. This contradictory position and attitude toward environmental sustainability extends to both community members and residents as well as tourists, outdoor recreation enthusiasts, and visitors. Workshop participants expressed a strong preference that the Tribal Council and the Tribal government take purposeful and deliberate steps as part of this new five-year organizational strategic plan to actively educate community members and tourists, outdoor recreation enthusiasts, and visitors on how they can actively and proactively protect and preserve the community's vast array of natural resources through environmentally sustainable actions. Workshop participants also noted that is equally important for the Tribal Council and the Tribal government to actively and proactively engage with regional, state, and federal partners and interests to ensure that environmental sustainability and the protection and preservation of the Reservation's natural resources are protected and not negatively impacted because of actions taken by other parties located outside the Reservation.

The answers to each of these questions indicate a broad range of community and organizational positions, positions that the Pyramid Lake Paiute Tribe will continue to take into consideration as

new programs, resources, and services are developed, delivered, and administered as part of this new five-year organizational strategic plan. On an annual basis, as annual evaluations and updates to this new five-year, 2024 through 2029, organizational strategic plan for the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation are completed, these community and organizational positions will be reevaluated to ensure that organizational activities continue to align with community expectations.

2.2 Identifying Key Socio-Demographic, Economic, and Housing Conditions

As part of the recently completed community needs assessment of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation, a comprehensive analysis of various socio-demographic, economic, and housing conditions and characteristics were examined and analyzed. A full summary of this socio-demographic, economic, and housing analysis is presented in University Center for Economic Development technical report 2023/24-11, “A 2023 Community Needs Assessment of the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation”, January 2024. Representatives of the Pyramid Lake Paiute Tribe and of the Pyramid Lake Paiute Reservation were asked to identify specific socio-demographic, economic, and housing conditions presented in the recently completed community needs assessment that the Tribal Council and the Tribal government should focus on as part of this new five-year, 2024 through 2029, organizational strategic plan. Seven separate conditions, presented here and in no particular order, were identified as part of this analysis completed during the first organizational strategic planning workshop held on March 8, 2024 and March 9, 2024 and were used to develop a series of priority issues and eventual strategic goals and objectives.

2.2.a Socio-Demographic, Economic, and Housing Condition No. 1: High Unemployment Rates and Accompanying High Levels of Poverty

Relative to other population centers in the northwestern Nevada region, the Pyramid Lake Paiute Reservation and each of the individual communities located throughout and within the Reservation have fairly high unemployment rates and high levels of accompanying poverty. Between 2018 and 2022, the estimated annual average unemployment rate for Nixon was 26.8 percent, 8.4 percent in Sutcliffe, 15.4 percent for Wadsworth, and 16.6 percent for the entire Pyramid Lake Paiute Reservation. Comparatively, the 2018 to 2022 estimated annual average unemployment rate for the entire state of Nevada was 6.8 percent and 5.5 percent for the entire United States. At the county level, the 2018 to 2022 estimated annual average unemployment rate for Lyon County was 7.9 percent, 4.7 percent for Storey County, and 5.2 percent for Washoe County. The estimated annual average poverty rate of individuals aged 18 years of age or older between 2018 and 2022 for Nixon was 28.1 percent, 17.6 percent for Sutcliffe, 22.0 percent for Wadsworth, and 20.2 percent for the entire Pyramid Lake Paiute Reservation. The estimated annual average poverty rate of individuals aged 18 years of age or older for Lyon County between 2018 and 2022 was 10.0 percent, 7.7 percent for Storey County, 10.6 percent for Washoe County, and 11.6 percent and 11.7 percent for the state of Nevada and for the entire United States respectively.

Continued high unemployment rates and high poverty rates across the Pyramid Lake Paiute Reservation are major concerns of workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation. Workshop participants expressed their support for addressing high unemployment rates and high poverty rates through the development, delivery, and implementation of a series of targeted programs, resources, and services that are designed to provide immediate relief but also designed to ensure long-term improvement in the employment and income earning potential of community members. Development and implementation of a comprehensive workforce development plan for the Pyramid Lake Paiute Reservation should focus on education and training of older children and young adults and should also include ‘soft skill’ development including how to network, demonstrate enthusiasm, professionalism, communication skills, teamwork, interviewing, problem-solving and critical thinking, and how to access employment training and job placement services offered by other local, regional, and even statewide agencies and organizations.

2.2.b Socio-Demographic, Economic, and Housing Condition No. 2: Housing Affordability and Availability

Like almost every part of the northwestern Nevada region, the Pyramid Lake Paiute Reservation is facing a severe housing shortage. In 2022, the total number of housing units, occupied and vacant combined, per capita across the entire Pyramid Lake Paiute Reservation was extremely low. Generally, an estimated total number of housing units per capita closer to 1.00 ensures that there is enough housing stock to support both short-term and long-term population growth of a community. In 2022, the estimated total number of housing units per capita for Nixon was 0.50 housing units per capita, 0.55 housing units per capita for Sutcliffe, 0.41 housing units per capita for Wadsworth, and 0.44 housing units per capita for the entire Pyramid Lake Paiute Reservation. While fairly low, these estimated total number of housing units per capita levels were comparable to other communities in the northwestern Nevada region. The estimated total housing units per capita in 2022 for Lyon County was an estimated 0.41 units per capita, an estimated 0.47 housing units per capita for Storey County, an estimated 0.43 housing units per capita for Washoe County, and an estimated 0.41 housing units per capita and an estimated 0.43 housing units per capita for the state of Nevada and for the entire United States respectively.

Addressing the Reservation’s ongoing housing needs is a priority issue for the Pyramid Lake Paiute Tribe. The Pyramid Lake Paiute Tribe must address the income requirements that prevent individuals and families who are members of the Tribe to occupy existing vacant housing, and the Tribe must actively ensure that existing vacant housing located across the Reservation meets occupancy standards and even, as needed Americans with Disabilities Act requirements. As part of the new five-year organizational strategic plan, representatives of the Pyramid Lake Paiute Tribe and of the Pyramid Lake Paiute Reservation would like to see the Tribal government actively pursue additional funding to improve, renovate, and modernize the Reservation’s existing housing stock and secure the financial and non-financial resources needed to decrease existing housing unit vacancy rates and build new housing to support both short-term and long-term population growth, even providing for the development of new housing of various types that will appeal to individuals and families of different ages, of different income groups, and with different housing needs at various stages of their lives and personal and even professional development.

2.2.c Socio-Demographic, Economic, and Housing Condition No. 3: Educational Attainment Levels

Relative to other communities located throughout the northwestern Nevada region, educational attainment levels across the Pyramid Lake Paiute Reservation have somewhat lagged behind the rest of the region. In 2022, the three largest educational attainment levels for the entire Pyramid Lake Paiute Reservation were High School Graduate, Equivalency, Some College, No Degree, and 9th to 12th Grade, No Diploma among individuals aged 25 years of age or older. Statewide, High School Graduate, Equivalency, Some College, No Degree, and Bachelor's Degree were the leading educational attainment levels, identical to the three largest educational attainment levels for Lyon County, Storey County, and Washoe County. Several workshop participants noted that lagging educational attainment levels across the Pyramid Lake Paiute Reservation place individual members of the Tribe and the community at a competitive disadvantage when it comes to employment opportunities, especially in several emerging industry sectors that offer high paying and high skill positions. These lagging educational attainment levels are also likely contributing to lagging levels of median family income, median household income, and per capita income across the Reservation relative to other parts of the northwestern Nevada region and contributing to stubbornly high levels of poverty.

Representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation note that, as part of this new five-year, 2024 through 2029, organizational strategic plan for the Pyramid Lake Paiute Tribe, the Tribe should actively work to increase the number of new programs, services, and funding to support improved educational attainment levels and should strive to support existing programs, resources, and services that have had significant success on an individual basis. These existing programs, resources, and services include, but are not limited to, continued promotion and use of the Nevada System of Higher Education's recently approved Native American fee waiver which enables eligible Native American students who are a member of a federally recognized Tribe or Nation, all or part of which is located within the boundaries of Nevada, or who is certified by the enrollment department of such Tribe or Nation by the U.S. Bureau of Indian Affairs as being a descendent of an enrolled member of such Tribe or Nation, all or part of which is located within the boundaries of the state of Nevada, regardless of member status. Workshop participants also noted the need to significantly invest in existing primary Kindergarten through 12th Grade primary school education, pre-school education, and general childcare services to ensure that youth across the Pyramid Lake Paiute Reservation have every opportunity to pursue educational opportunities later in life. A number of workshop participants also stressed the importance of incorporating culturally oriented educational programming into existing and future programs, resources, and services designed to improve existing educational attainment levels.

2.2.d Socio-Demographic, Economic, and Housing Condition No. 4: Civilian Labor Force

Over the past several years, the civilian labor force of the Pyramid Lake Paiute Reservation has declined, declining from an estimated 737 total individuals in the civilian labor force of the Reservation in 2018 to an estimated 718 total individuals in 2022, a net decrease of 19 total individuals or by -2.6 percent. Statewide, the civilian labor force for the entire state of Nevada

has increased by an estimated 93,928 total individuals or by 6.4 percent and, nationwide, the civilian labor force for the entire United States has increased by an estimated 5.6 million total individuals or by 3.5 percent between 2018 and 2022. Regionally, the civilian labor force for Lyon County increased by an estimated 4,196 total individuals between 2018 and 2022, or by 17.4 percent, declined in Storey County by 294 total individuals or by -16.9 percent, and increased in Washoe County by 22,102 total individuals or by 9.2 percent.

As part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, workshop participants stressed the importance of expanding upon existing and developing new workforce development programs, resources, and services designed to sustainably grow the Reservation's existing civilian workforce and reduce chronically high unemployment rates. These efforts to expand the Reservation's existing civilian workforce should include a renewed emphasis on Career Technical Education programming in high school and retraining of young adults to ensure improved competitiveness in the region's various emerging industry sectors that offer high paying and high skill employment opportunities. In addition to focusing on overall skill development and workforce entry support, the Pyramid Lake Paiute Tribe should work independently of and in partnership with other state, regional, and local workforce development and educational partners to develop and implement supportive job placement services for Tribal members interested in entering the workforce both locally and regionally.

2.2.e Socio-Demographic, Economic, and Housing Condition No. 5: Households on Public Assistance

With notable variations between the individual communities of Nixon, Sutcliffe, and Wadsworth, the Pyramid Lake Paiute Reservation had generally high numbers of households on public assistance in 2022. In 2022, 42.7 percent of all households located throughout the Pyramid Lake Paiute Reservation were on Social Security, 24.2 percent of all households were on Supplemental Security Income, 2.7 percent were on Cash Public Assistance Income, and 12.2 percent were on Food Stamp/SNAP Benefits in the past 12 months compared to 30.6 percent, 4.2 percent, 3.3 percent, and 11.9 percent respectively for the entire state of Nevada and to 31.2 percent, 5.1 percent, 2.7 percent, and 11.5 percent respectively for the entire United States. For Lyon County, 39.9 percent of households were on Social Security, 28.2 percent were on Supplemental Security Income, 1.7 percent were on Cash Public Assistance Income, and 10.6 percent were on Food Stamp/SNAP Benefits in the past 12 months. For Storey County, 61.4 percent of households were on Social Security, 5.9 percent were on Supplemental Security Income, 1.7 percent were on Cash Public Assistance Income, and 5.7 percent were on Food Stamp/SNAP Benefits in the past 12 months. For Washoe County, 30.3 percent of households were on Social Security, 4.0 percent were on Supplemental Security Income, 2.6 percent were on Cash Public Assistance Income, and 10.5 percent were on Food Stamp/SNAP Benefits in the past 12 months.

Several workshop participants noted that the estimates of the percentage of total households on public assistance are likely underreported and it is likely that several households that would qualify for these public assistance programs are likely not enrolled. As part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute

Reservation, workshop participants expressed their support for the Tribe working to complete a more comprehensive and accurate count of households located throughout the Reservation that are on public assistance and to ensure that those individuals and households that do qualify for public assistance receive their benefits. Once this more comprehensive and accurate count is developed and once individuals and households that do qualify for public assistance start receiving their benefits, the Pyramid Lake Paiute Tribe can then work to begin to reduce these estimates long-term through a variety of community, economic, social, and workforce development programs both independently of and in partnership with other statewide, regional, and local partners. Building long-term capacity and sustainability for the Pyramid Lake Paiute Tribe, for the Pyramid Lake Paiute Reservation as a community, for each and every member of the Tribe should and will be a primary focus of the Tribe as it begins to implement the critical elements of this new five-year organizational strategic plan.

2.2.f Socio-Demographic, Economic, and Housing Condition No. 6: Average Household Size of Owner-Occupied and Renter-Occupied Housing

For both owner-occupied housing units and renter-occupied housing units, workshop participants noted that average household sizes across the Pyramid Lake Paiute Reservation are fairly comparable to average household sizes of owner-occupied and renter-occupied housing across the northwestern Nevada region. The estimated annual average household size for owner-occupied housing units for the Pyramid Lake Paiute Reservation between 2018 and 2022 was an estimated 2.37 people per unit per year and was an estimated 2.97 people per unit per year for renter-occupied housing units. Between 2018 and 2022, the estimated annual average household size for owner-occupied housing units for the entire state of Nevada was an estimated 2.71 people per unit and was an estimated 2.58 people per unit for renter-occupied housing units. Nationwide, the estimated annual average household size for owner-occupied housing units was an estimated 2.69 people per unit and was an estimated 2.45 people per unit for renter-occupied housing units. The estimated annual average household size for owner-occupied housing units between 2018 and 2022 was an estimated 2.53 people per unit for Lyon County, an estimated 2.40 people per unit for Storey County, and was an estimated 2.57 people per unit for Washoe County. The estimated annual average household size for renter-occupied housing units between 2018 and 2022 was an estimated 2.81 people per unit for Lyon County, an estimated 3.11 people per unit for Storey County, and was an estimated 2.37 people per unit for Washoe County.

While the estimates for both owner-occupied housing units and renter-occupied housing units for the Pyramid Lake Paiute Reservation between 2018 and 2022 indicate similar housing conditions to other communities in the northwestern Nevada region, workshop participants indicated that the availability of affordable, attainable, and quality housing, both owner-occupied and renter-occupied, is still a major issue that the Pyramid Lake Paiute Tribe should address as part of the new five-year, 2024 through 2029, organizational strategic plan. Specific ‘types’ of new housing, both owner-occupied and renter-occupied, should be developed to meet the specific housing needs of different population groups of the Pyramid Lake Paiute Reservation. For example, young adults have a greater demand for renter-occupied housing than owner-occupied housing as they are likely just beginning their professional careers. Families with children will likely have more demand for owner-occupied single-family residential housing and smaller-sized housing with included therapeutic care services is needed to support the Reservation’s existing

elder and senior populations. Workshop participants representing both the Tribe and the Reservation noted that the development and execution of a comprehensive housing development strategy for the Pyramid Lake Paiute Reservation is a primary need of the organization and for the entire community.

2.2.g Socio-Demographic, Economic, and Housing Condition No. 7: Large Number of Individuals with No Healthcare Insurance

Workshop participants noted the relatively high number of individuals living throughout and within the Pyramid Lake Paiute Reservation with no form of healthcare insurance. In 2022, an estimated 221 total individuals living throughout the Pyramid Lake Paiute Reservation had no healthcare insurance. An estimated 29 total individuals under the age of 19 years of age had no healthcare insurance, 117 total individuals between the ages of 19 years of age and 64 years of age who were employed had no healthcare insurance, and an estimated 97 total individuals between the ages of 19 years of age and 64 years of age who were unemployed had no healthcare insurance. Of particular concern to workshop participants representing the Tribe and the Reservation were the 117 total individuals between the ages of 19 years of age and 64 years of age that were employed in 2022 that had no healthcare insurance, indicating that these individuals were working in positions and for employers that do not provide healthcare insurance.

As part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, workshop participants emphasized the need to ensure that individuals who are members of the Tribe and residents of the Reservation have access to healthcare insurance and, perhaps more importantly, access to a broader range of basic and more advanced physical and mental healthcare services. These efforts should include a variety of specific activities including expanding existing and creating new workforce development and job placement services to ensure that individuals have access to employer-provided healthcare insurance and continued improvement of healthcare services provided directly by the Pyramid Lake Paiute Tribe in partnership with the Indian Health Service agency of the U.S. Department of Health and Human Services. Improved access to healthcare services is critically important to ensure the Tribe's long-term sustainability and the long-term prosperity of the community. While the Pyramid Lake Paiute Tribe already provides direct access to several vitally important healthcare services, workshop participants noted that continued improvement of these existing services and the development of new healthcare services should also include providing direct access to more advanced physical and mental healthcare services offered by providers located throughout the northwestern Nevada region in the region's larger metropolitan areas.

2.3 Community and Organizational Strengths, Weaknesses, Opportunities, and Threats

As part of the development of a new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, participants of the strategic planning workshop held on March 8, 2024 and March 9, 2024 were asked to develop a new strengths, weaknesses, opportunities, and threats (SWOT) analysis for the Tribe and for the Reservation.

Strengths are defined as those existing and current conditions and characteristics of the organization and for the community that is an advantage and enables the organization to produce value and *weaknesses* are defined as those existing and current conditions and characteristics of the organization or community that places it at a disadvantage and inhibit the organization's ability to produce value. *Opportunities* are defined as possible future and external conditions that the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation could potentially take advantage of and *threats* are defined as possible future and external conditions that be disadvantageous for the organization or for the community over the next five years. Strengths and weaknesses are viewed as existing and internal characteristics whereas opportunities and threats are viewed as external and future conditions that may be advantageous or disadvantageous for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation as the Tribe seeks to achieve the various organizational strategic goals and objectives outlined as part of this new five-year, 2024 through 2029, strategic plan.

2.3.a Strengths

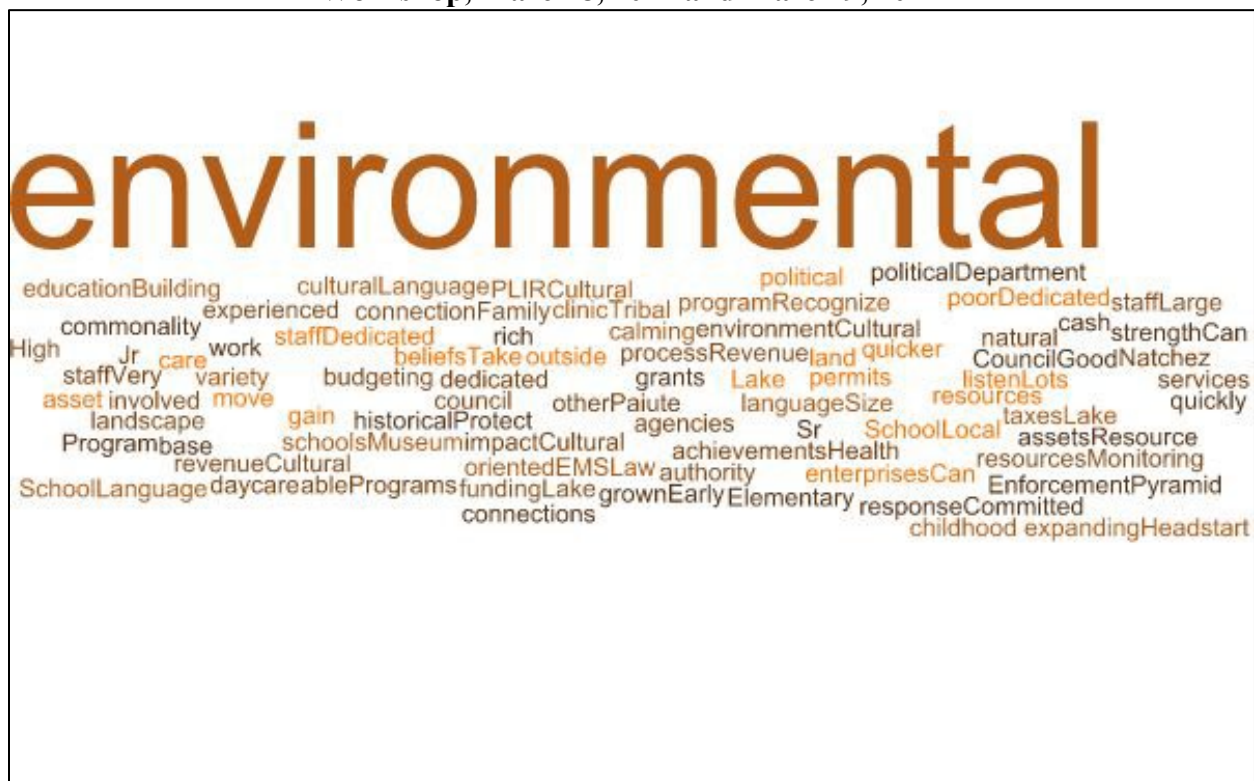
Figure 2.8 presents a word cloud summarizing the various strengths identified by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024.

Among the many community and organizational strengths identified by workshop participants, the Reservation's various environmental and natural resource characteristics were among the most frequently identified strengths. The physical and environmental characteristics of the Reservation, as the ancestral home of the Pyramid Lake Paiute people, are physical representations of the deep cultural and spiritual connections that unite members of the Tribe. The land is also a source of physical sustenance for members of the Tribe, serving as a physical home, a source of food, and a source of economic wealth for individuals and for the Tribe as a whole. The Pyramid Lake Paiute Reservation has a wide variety of outdoor recreation assets to offer community members and to visitors, outdoor recreation enthusiasts, and tourists. Physical assets such as Pyramid Lake and the Tribe's museum and cultural center have become central physical and environmental assets that drive employment and revenue generation but also as important ways in which the Tribe continues to preserve its unique cultural heritage and history, language, and stories and how the Tribe ensures that this heritage and history, language, and stories are passed on to future generations and to individuals who visit the Reservation. Preservation and protection of these various environmental and natural resources was identified as a major concern for workshop participants who emphasized the need to ensure that these resources are secured for future generations of the Tribe and used in ways that ensure the Tribe's long-term sustainability.

Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation also emphasized the many programs, resources, and services that the Tribe provides and continues to expand as a major organizational strength. Language and cultural heritage programming, natural resource conservation efforts, the Tribe's health clinic and various other physical and even mental healthcare services, a food pantry, early childhood education and broader educational services and facilities, emergency medical and other first responder services

including law enforcement and fire protection services, and programs, resources, and services designed to support the community’s elders and senior population were a few of the many programs, resources, and services highlighted by workshop participants as major organizational and community strengths. Workshop participants emphasized how the various programs, resources, and services that the Tribe currently provides and continues to expand are designed to serve specific community needs which further underscores the desire of the Tribal Council and all Tribal government representatives to be ‘in service of’ members of the community and of the people of the Pyramid Lake Paiute Tribe. The desire to be ‘in service of’ is part of how decisions are made and how they are eventually translated into specific program, resource, and service development, delivery, and administrative action.

**Figure 2.8 – Organizational and Community Strengths
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024**



An additional major organizational strength identified by workshop participants are the people that serve the Pyramid Lake Paiute Tribe as elected members of the Tribal Council and work as representatives of the Tribal government. Workshop participants noted that the Tribal Council members and Tribal government staff are very accessible, generally receptive to community and individual input, dedicated to meeting the needs of community members and serving their interests, and are actively involved in community activities and events. Tribal Council members and Tribal government staff are more than just elected officials or professionals working in an assigned position. They are, for the most part, members of the community and have a direct and intimate understanding of the community’s needs and the needs and wants of individual community members. Workshop participants further noted that the Pyramid Lake Paiute Tribe

major limiting factor to expanding existing and providing new programs, resources, and services that are needed to meet the various needs and wants of community members ranging from early childhood and education services to various elder and senior programs and resources to additional public infrastructure and housing. Additional financial resources are needed to fund new professional staffing positions and to fund major community and public facility and infrastructure projects including new community building facilities, improved transportation, water, sewer, and even broadband and telecommunication infrastructure. Additional professional development opportunities for existing and future staff, streamlined and standardized training and onboarding of new personnel hired by the Tribe, and a comprehensive succession plan to ensure institutional knowledge is retained are additional organizational weaknesses that workshop participants would like to see the Pyramid Lake Paiute Tribe address as part of this new five-year organizational strategic plan.

As part of this new five-year, 2024 through 2029, organizational strategic plan, workshop participants would also like to see the Pyramid Lake Paiute Tribe address the need for improved internal and external organizational communication. Internally, policy directives need to be better communicated between Tribal Council members and the professional staff that is responsible for further developing, implementing, and administering the resulting programs, resources, and services that the Tribal government will ultimately provide. Communication between the Tribal Council and the Tribal government's professional staff must also be addressed from the staff position as well with professional staff representatives better communicating to elected and even appointed officials as to what the challenges of program, resource, and service development, delivery, and administration that they face and how policy changes can lead to better implementation of Tribal Council policy decisions.

Aggressively identifying and reducing the number of silos between different parts of the Tribal government is another important weakness that the organization should and will seek to mitigate over the next five years as part of this new five-year organizational strategic plan. Externally, workshop participants noted the need for improved communication between the Tribal government, including elected officials and the professional staff, and the entire community and with various stakeholders and partners outside the community. External stakeholders and partners outside the community range from various private sector interests to federal, state, and even local government public sector agencies to even non-profit and community-based organizations. Ensuring tribal sovereignty is a primary objective of the Pyramid Lake Paiute Tribe but engaging in partnerships with external agencies, firms, and organizations is vital to the Tribe's ability to leverage scarce financial and non-financial resources and in meeting the various needs and wants of Tribal and community members.

2.3.c Opportunities

Figure 2.10 presents a word cloud summarizing the various external opportunities identified by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024.

Figure 2.10 – Possible External Opportunities
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024



Representatives of the Pyramid Lake Paiute Tribe and of the Pyramid Lake Paiute Reservation who participated in the first strategic planning workshop held on March 8, 2024 and March 9, 2024 identified a number of significant opportunities that the Tribe and the community, as part of this new five-year organizational strategic plan, should take into account and take advantage of as part of a broader effort to further meet community needs and wants. One area specifically identified by workshop participants is the opportunity to improve and increase the availability of financial resources needed to support the provision of existing and the development of new programs, resources, and services through either grants and other philanthropic sources or through a renewed focus on developing Tribal enterprises and broader economic development efforts. Workshop participants noted that both federal and state government agencies have increased the availability of public funding through targeted grant programs for a wide range of community and economic development projects, ranging from general public infrastructure improvement programs to targeted economic development projects to even program and resource development as a way of addressing physical and mental health needs, housing, child and drug abuse issues, domestic violence, and even crime protection and mitigation concerns. As part of this new five-year organizational strategic plan, the Pyramid Lake Paiute Tribe will continue to aggressively pursue federal and state government funding opportunities as part of the broader effort to maintain existing and provide new programs, resources, and services.

While ensuring increased federal and state government provided financial resources are important opportunities for the Pyramid Lake Paiute Tribe, grant and other philanthropic funding

is generally not a long-term sustainable way of funding publicly provided programs, resources, and services. As part of this new five-year organizational strategic plan, workshop participants noted the opportunity for the Pyramid Lake Paiute Tribe to reconsider its approach to how Tribal enterprises are developed and how the Tribe actively pursues public-private partnerships as a way of supporting broad economic development initiatives in ways that meet community needs and ensure Tribal sovereignty. The entire northwestern Nevada region is undergoing a major transformation of its existing economic base as new emerging industry sectors become major drivers of regional economic growth and the COVID-19 global pandemic has led to a resurgence of outdoor recreation as a major driver of the continued diversification of the region's tourism and hospitality industry sector. While preservation and protection of the Reservation's land, water, and other natural, cultural, and spiritual resources are of paramount importance, there are significant economic development opportunities that the Tribe could utilize as a way of generating long-term sustainable financial resources and to provide Tribal and community members with meaningful employment opportunities.

2.3.d Threats

Figure 2.11 presents a word cloud summarizing the various external opportunities identified by workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the first strategic planning workshop held on March 8, 2024 and on March 9, 2024.

**Figure 2.11 – Possible External Threats
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024**



Several important threats that the Pyramid Lake Paiute Tribe must actively guard against and take proactive steps to mitigate were identified by workshop participants during the first strategic planning workshop held on March 8, 2024 and March 9, 2024. Chief among these important threats was the continued ‘lack of’ various financial and non-financial resources that could potentially impair the ability of the Tribal government to provide programs, resources, and services needed and wanted by Tribal and community members. Continued demand for housing, basic to more advanced physical and mental healthcare services, increased rates of alcohol and drug abuse combined with continued rates of domestic violence, the continued aging of the community’s population and the subsequent increased demand for additional elder and senior care services, and the further deterioration of existing public infrastructure assets are all major threats that could easily strain and even overwhelm the Pyramid Lake Paiute Tribe’s resource capabilities and capacities. To guard against these issues, the Pyramid Lake Paiute Tribe will continue to evaluate and monitor ongoing conditions and public concerns through improved internal and external communication and community engagement and outreach efforts while also actively seeking to improve the financial and non-financial sustainability of the organization.

Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation also identified a series of potential threats that the Tribe may have little to no control of or influence on, ranging from changing international and national economic conditions to natural disasters to changing political priorities at the national, state, and even local levels. The post COVID-19 global pandemic economic landscape has been incredibly volatile with continued inflationary pressures and the threat of a possible economic recession threatening the Pyramid Lake Paiute Tribe’s ability to fund essential programs, resources, and services and even the ability of Tribal and community members to find meaningful opportunities of employment. There is also the ongoing threat that the COVID-19 virus might remerge or that another pandemic might occur, threatening the physical health of community members and of those members, such as elders and seniors, who are most vulnerable. Floods, wildfires, droughts, and earthquakes also pose significant natural threats to the organization and to the Reservation. Continued volatility and a lack of predictability in national, statewide, and even regional and local politics could potentially derail the many efforts of the Pyramid Lake Paiute Tribe to develop, deliver, and administer important programs, resources, and services as political and policy priorities could suddenly shift without any notice to Tribal Council members or to Tribal government staff. Continued preservation and protection of the Tribe’s cultural, economic, political, and social sovereignty is the first line of defense that the Pyramid Lake Paiute Tribe has in combatting these many potential threats. Building a sustainable set of financial and non-financial resources as part of this new five-year organizational strategic plan will be an essential part of this effort to guard against and mitigate the impacts of these and other specific external threats.

2.4 Priority Issues based on Community and Organizational Assessment

As part of the community and organizational assessment, workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the March 8, 2024 and March 9, 2024 strategic planning workshop were asked to identify and categorize existing

programs, resources, and services and various public sector agencies, private sector firms, and non-profit community-based organizations that the Pyramid Lake Paiute Tribe currently works with or could potentially work with to address specific priority issues that the Tribe and the community will seek to address as part of this new five-year organizational strategic plan. Workshop participants who participated in the first strategic planning workshop held on March 8, 2024 and March 9, 2024 were asked to organize these existing programs, resources, and services and various agencies, firms, and organizations using the ‘CARE’ model. CARE is an acronym that stands for Creation, Attraction, Retention, and Expansion. Using this model, workshop participants were asked to sort existing programs, resources, and services and various agencies, firms, and organizations into groups that could possibly ‘create’ new resources, ‘attract’ new resources, ‘retain’ existing resources, or ‘expand’ upon existing resources.

Table 2.1 presents a summary of the various existing programs, resources, and services and the various public sector agencies, private sector firms, and non-profit community-based organizations identified by workshop participants during the March 8, 2024 and March 9, 2024 strategic planning workshop using the CARE model. Using the results of this effort, workshop participants then developed a series of priority issues that the Pyramid Lake Paiute Tribe will focus on as part of this new five-year, 2024 through 2029, organizational strategic plan for the Tribe and for the Pyramid Lake Paiute Reservation. These priority issues serve as the foundation upon which the Pyramid Lake Paiute Tribe’s strategic mission and strategic vision statements and the new organizational strategic goals and objectives have been built upon. Ultimately, seven specific priority issues will serve as the foundational guidance for specific actionable items that the Pyramid Lake Paiute Tribe will seek to address over the next five years. These seven specific priority issues, ranked in general order of importance, are:

- ***Priority Issue No. 1, 2024 through 2029:*** Housing and Related Community Infrastructure Improvements

The most frequently identified priority issue is the importance of developing an adequate housing supply to support the continued population growth of the Pyramid Lake Paiute Tribe, including the refurbishment of the Reservation’s existing housing stock and the development of supportive and related public infrastructure. Improvements to major arterial and neighborhood roadways and streets, new streets, curbs, cutters, drinking water and stormwater management systems, power generation and distribution, broadband Internet and telecommunications infrastructure, and other critical public infrastructure assets were identified by workshop participants as critical to the Tribe’s efforts and desire to improve the Reservation’s existing housing stock. Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Reservation also noted that, in addition to developing and executing a comprehensive capital improvement plan focused on needed infrastructure improvements, the Tribe should actively work to expand existing housing options, primarily focused on developing housing for middle to high income individuals and families and other ‘missing middle’ housing stock targets, while simultaneously supporting the refurbishment and rehabilitation of the community’s existing housing stock.

**Table 2.1 – Activities and Organizations that the Pyramid Lake Paiute Tribe Currently Engages With Creation, Attraction, Retention, and Expansion
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning Workshop
March 8, 2024 and March 9, 2024**

CREATION	ATTRACTION
<ul style="list-style-type: none"> Action Committees Chamber of Commerce Congressman Mark Amodei Economic Development Federal and State Agencies Fellow Tribes Film Companies Food Bank Geriatric Care Partnership/Program HUD Low Income Housing Tax Credit Juvenile Delinquency Lobbyist Long-Term Care Facilities Main Street Organization in Each Community Neighborhood Coalitions 	<ul style="list-style-type: none"> Aging and Disabilities Services Division Casino Tribes City of Reno City of Sparks Economic Development Authority of Western Nevada (EDAWN) Economic Development Partner End-of-Life/Hospice Care Facilities Food Bank Housing and Urban Development Low Income Housing Tax Credit Indian Health Services Individual Tribal Member-Owned Businesses Inter-Tribal Council of Nevada (ITCN) Nevada Department of Transportation Nevada Housing Coalition Nevada Indian Commission
RETENTION	EXPANSION
<ul style="list-style-type: none"> Association of Tribal Archives, Libraries and Museums Childcare Development Fund Children's Cabinet Current Federal, State, and County Relationships Environmental Protection Agencies Federal Highway/Tribal Transportation Fellow Tribes Food Bank Indian Health Services JOIN Medicaid/Medicare Mutual Operation Agreements with Neighboring Counties (EMS, Police, etc.) Nevada Congressional Delegation (Members of Congress, Senators) Nevada Department of Environmental Protection Nevada Department of Health and Human Services Nevada Department of Tourism & Cultural Affairs (Indian Tourism) 	<ul style="list-style-type: none"> State of Nevada Elected Officials/Representatives Tax Revenue without being a Hardship to the Members TERO Tribal Enterprises/NUMU Inc. Tribal Historic Preservation Office U.S. Congressman Amodei U.S. Bureau of Indian Affairs U.S. Bureau of Land Management U.S. Department of Agriculture U.S. Department of Agriculture Rural Development U.S. Department of Housing and Urban Development U.S. Environmental Protection Agency U.S. Senator Cortez-Masto U.S. Senator Rosen Unions Washoe County Chamber of Commerce Washoe County Health District Washoe County School District Washoe County Schools Water Right Acquisition Program (WRAP) Western Nevada Development District

Key partners and entities that could assist in addressing this priority issue include private consultants, the Pyramid Lake Paiute Tribe’s Tribal Council, the Tribe’s Public Utility Department, the Pyramid Lake Paiute Housing Authority and other administrative divisions of the Tribal government, and possible federal government departments and agencies including the U.S. Department of Housing and Urban Development. Identification and securing of the needed financial resources to support broad housing and public infrastructure development was the main primary resource identified by workshop participants.

- ***Priority Issue No. 2, 2024 through 2029:*** Organizational Improvements

Representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation identified several organizational improvements within the Tribal government and administrative structure as the second most frequently identified priority issue that should be considered as part of this new five year, 2024 through 2029, organizational strategic plan. These various organizational improvements, incorporated into this single priority issue, include developing a comprehensive community Masterplan and Land Use plan for the Pyramid Lake Paiute Reservation, update the job descriptions for all personnel positions within the Tribal government, align organizational activities and operations by eliminating siloing within and between various Tribal government departments and divisions, improving the long-term solvency and sustainability of organizational financial resources, development of robust contingency and longevity plans for all Tribal government functions, and expand specific Tribal government programs, resources, and services in key areas including programs, resources, and services designed to combat and treat alcohol, drug, and substance abuse issues among community members. The Pyramid Lake Paiute Tribe’s Tribal Council, Tribal government agency, department, and division directors and senior representatives (especially Human Resources), the Tribal Employment Rights Ordinance (or TERO), local and regional law enforcement, the Pyramid Lake Housing Authority, various local, regional, state, and federal land use regulators, and private consultants with expertise in Masterplanning and land use planning were all identified as potential stakeholders and primarily responsible parties for addressing these various organizational improvement priority issues and areas. Significant financial resources, along with effective leadership and political capital, will be needed to address these priority issues and areas as part of this new five-year organizational strategic plan.

- ***Priority Issue No. 3, 2024 through 2029:*** Educational Services and Workforce-Vocational Development Efforts

Generally, workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation noted that improved and expanded educational services and workforce vocational development efforts will be needed to effectively address several of the various socio-demographic and economic concerns that members of the Pyramid Lake Paiute Tribe and community residents current face. Significant expansion and improvement of the educational services that the Pyramid Lake Paiute Tribe provides should be considered across the entire educational continuum, beginning with preschool

and Kindergarten through primary and secondary grade school years and into post-secondary higher education including young adult vocational training, college, and university. Future investments in educational services and workforce and vocational development efforts should focus on improvements to physical facilities and equipment and in expanded programming, resource, and service provision and should also incorporate cultural and language education. Simultaneously, workshop participants expressed strong support for improved workforce and vocational development efforts. These efforts should include, but are not necessarily limited to, expanded Career Technical Education programming, a focus on developing certificate and certification training in key employment occupations, and targeted job placement services.

Several specific stakeholders, partners, and potential responsible parties were identified, ranging from the Pyramid Lake Paiute Tribe's Tribal Council and all departments and divisions within the Pyramid Lake Paiute Tribe's Tribal government to specific entities including the Tribe's Education Committee, Enrollment Committee, and Higher Education staff. Potential external stakeholders and partners included neighboring public school districts including, but not limited to, the Lyon County School District and the Washoe County School District, the Nevada System of Higher Education and specific Nevada System of Higher Education institutions including Truckee Meadows Community College, the University of Nevada, Reno, and Western Nevada College, the Nevada Indian Education Office within the Nevada Department of Education and the Nevada Department of Native American Affairs, various unions and trade associations, and specific programs and policy initiatives including the Tribal Employment Rights Office. Specialized workforce development, vocational development, and even economic development organizations should also be involved in this effort. Developing a comprehensive strategy to improve educational services and various workforce and vocational development strategies and securing the necessary funding to support these efforts were identified as critical steps in successfully addressing this broad priority issue and area.

- ***Priority Issue No. 4, 2024 through 2029:*** Basic, Emergency, and Advanced Physical and Mental Healthcare Services

Improving the overall quantity and quality of various healthcare services, including more basic and emergency care services to more advanced services and both physical and mental healthcare services, was identified as a priority issue by representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation as part of this new five-year organizational strategic plan. Expansion of the existing Wellness Program, increased focus on treating chronic conditions and improving preventative medical care services, and targeted expansion of alcohol, drug, and substance abuse with better intervention, prevention, treatment, and even jail diversion into mental healthcare programs were a few of the many specific basic, emergency, and advanced physical and mental healthcare services that workshop participants expressed their support for as part of the new five-year organizational strategic plan and as part of the Tribe's overall efforts to continue to improve Tribal member and community resident quality of life. Specific attention was given to improving broad basic, emergency, and advanced physical and

mental healthcare services, including supportive services, for the community’s elders and growing senior population. Supportive services for elders and seniors should also incorporate regular wellness checks, assistance with hygiene and nutrition, housing, and even transportation.

Essential stakeholders and potential partners needed to ensure successful attention of this priority issue included a wide range of public sector agencies, private sector firms, and various non-profit community-based organizations including the Pyramid Lake Paiute Tribe’s Tribal Council and the various Tribal government departments and divisions. Workshop participants would also like to see the Pyramid Lake Paiute Tribe reach out and work with various other local government agencies within the northwestern Nevada region, appropriate state and federal government agency and department representatives, private sector firms with the expertise and resources to support the successful expansion of the Tribe’s own basic, emergency, and advanced physical and mental healthcare services, and non-profit community-based organizations operating throughout the region that could also assist the Tribe in identifying and securing needed financial resources. In addition to securing the financial resources needed to expand these existing and create new physical and mental healthcare services, workshop participants further noted the need for additional Tribal government staff resources and additional community engagement and outreach efforts to ensure that specific physical and mental healthcare needs of the community are successfully addressed over the next five years.

- ***Priority Issue No. 5, 2024 through 2029:*** Natural Resource Preservation and Protection

As part of the community assessment completed as part of this comprehensive organizational strategic planning effort and as part of the community and organizational assessment completed as part of the development of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, active protection and preservation of the Reservation’s various natural resources was identified as a priority issue that the Tribe will continue to strive to complete over the next five-year, 2024 through 2029, strategic planning horizon. While there are several important areas of natural resource preservation and protection that have been identified by representatives of the Pyramid Lake Paiute Tribe and of the Pyramid Lake Paiute Reservation, preservation and protection of the Tribe’s and Reservation’s water resources was the most frequently selected natural resources, including both potable drinking water by the quality of Pyramid Lake as a central part of the Tribe’s and community’s cultural, historical, and spiritual identity. Additional natural resources as part of this natural resource preservation and protection priority issue include the Tribe’s existing land, air quality, fisheries, and even the Tribe’s and community’s cultural, historical, and spiritual identity, heritage, and history. Primarily, the Pyramid Lake Paiute Tribe’s Tribal Council and every single department and division of the Pyramid Lake Paiute Tribe’s Tribal government will be responsible for addressing this priority issue over the next five years. Secondly, workshop participants noted the importance of reaching out to and engaging with community members to develop and implement shared natural resource preservation and protection strategies and engaging with external stakeholders across the public sector and private sector and with agencies and

departments at the local, regional, state, and federal government levels. Additional financial resources along with increased political influence across the region, along with increased community buy-in, will be needed to ensure sufficient progress will be made in addressing this specific priority issue.

- ***Priority Issue No. 6, 2024 through 2029:*** Specific Community and Economic Development Initiatives

Several community and economic development initiatives were identified as a general priority issue as part of the Pyramid Lake Paiute Tribe's and Pyramid Lake Paiute Reservation's new five-year organizational strategic plan by workshop participants during the first organizational strategic planning workshop held on March 8, 2024 and March 9, 2024. Increasing the total amount of revenue and creating a sustainable revenue source for the Pyramid Lake Paiute Tribe was identified as a primary goal of these various community and economic development initiatives in addition to improving the overall level of quality of life of Tribal and community members, addressing ongoing economic concerns including high unemployment and poverty and relatively low levels of median household, median family, and per capita income, and in addressing specific community needs. Several workshop participants would like to see the phasing out of means-based assistance to include upwardly mobile individuals, economic development efforts that are 'eco-friendly' and ensure natural resource and cultural resource preservation and protection, and strategic investments made in public transportation services as a way of improving community member access to Tribal programs, resources, and services and programs, resources, and services offered across the northwestern Nevada region. Another major objective of these community and economic development efforts is to build and enhance the overall capacity of the Pyramid Lake Paiute Tribe as an organization and of the Pyramid Lake Paiute Reservation as a community through the development of additional housing, the creation of new high paying and high skill jobs, the development of new and emerging industry sectors, and improving the overall robustness of the community's economic base while respecting the community's cultural heritage, history, and identity.

The Pyramid Lake Paiute Tribe's Tribal Council and the Tribal government's various agencies, departments, and divisions will be primarily responsible for developing, implementing, and administering new policies and various programs, resources, and services designed to address the specific objectives and specific areas of this priority issue over the next five years. As part of this effort, the Pyramid Lake Paiute Tribe will work with community members to develop these policies and these various programs, resources, and services that address specific community needs. The Pyramid Lake Paiute Tribe will also work with a wide variety of local, regional, state, and federal partners and stakeholders to leverage resources and develop collaborative and mutually beneficial strategies when appropriate and only when Tribal sovereignty can be guaranteed. Developing meaningful and appropriate partnerships and collaborative strategies with other entities and organizations throughout the region with the needed resources and expertise is an essential first step in ensuring that the specific objectives outlined as part of this priority area are achieved. The Pyramid Lake Paiute Tribe will also strive to

secure the financial resources needed to support these efforts, largely through targeted grant and philanthropic funding sources, and will also seek to build the internal organizational capacity through the hiring of experienced and knowledgeable individuals to effectively develop the programs, resources, and services and even strategies needed to meet these specific objectives.

- ***Priority Issue No. 7, 2024 through 2029:*** Cultural Resource Preservation and Protection

While cultural resource preservation and protection has been incorporated into each of the various priority issues outlined as part of this new five-year organizational strategic plan, along with ensuring the Tribe's long-term sustainability and sovereignty, several workshop participants noted the importance of making cultural resource preservation and protection a separate and uniquely identified priority issue. Cultural resource preservation and protection should include education and language programs focused on teaching and passing on the Tribe's unique cultural heritage, history, and identity to future generations as well as sharing this heritage, history, and identity to people throughout the northwestern Nevada region and to visitors of the Reservation. Cultural resource preservation and protection also involves communicating the expectations that the Pyramid Lake Paiute Tribe and that Tribal and community members have for the various partners and stakeholders that the Tribe is interested in working with throughout the region to achieve specific objectives in other priority issues, including, but certainly not limited to, addressing various natural resource preservation and protection concerns. The Pyramid Lake Paiute Tribe's Tribal Council, all Tribal government agencies, departments, and divisions, and each individual member of the Pyramid Lake Paiute Tribe will be responsible for ensuring the achievement of specific goals and objectives developed as part of this priority issue. Developing and ensuring broad community buy-in and support of this priority issue and of the importance of preservation and protecting the community's cultural heritage, history, and identity is an essential step that the Tribe will take as part of its commitment to preservation and protecting the unique cultural traditions of the Pyramid Lake Paiute Tribe and of the people of the Pyramid Lake Paiute Reservation.

As with each critical element of the Pyramid Lake Paiute Tribe's new five-year, 2024 through 2029, organizational strategic plan, each of the five priority issues identified by representatives of the Pyramid Lake Paiute Tribe and of the Pyramid Lake Paiute Reservation will be reviewed and evaluated on an annual basis. Over the next five years, certain priority issues might be revised, replaced, and altogether dropped in favor of new priority issues as the Tribe's and community's internal and external environmental conditions change over the course of the new five-year strategic planning horizon. These priority issues will serve as a basis upon which individual strategic goals, objectives, and actionable items are developed and evaluated and how scarce financial and non-financial resources are allocated and employed.

3.0 A Strategic Plan for the Pyramid Lake Paiute Tribe, 2024 through 2029

Over the course of several months and as part of the community assessment completed as part of this five-year organizational strategic planning process, representatives from the Pyramid Lake Paiute Tribe and from the Pyramid Lake Paiute Reservation engaged in a comprehensive organizational strategic planning process. Representatives participated in a series of organizational strategic planning workshops, beginning with the first strategic planning workshop held on March 8, 2024 and March 9, 2024 and then during subsequent strategic planning workshops held on April 6, 2024 and then on March 31, 2024, facilitated by faculty and staff of the University of Nevada, Reno. Each of these workshops were designed to develop the final critical elements of the Pyramid Lake Paiute Tribe's and the Pyramid Lake Paiute Reservation's new five-year, 2024 through 2029, organizational strategic plan. This section of this University Center for Economic Development technical report presents a comprehensive summary of the critical elements of the new five-year organizational strategic plan including a new set of core values, a new five-year organizational strategic mission statement and vision statement, and a set of new organizational strategic goals and objectives with accompanying actionable items. Over the next five years, each of these critical elements will be evaluated on an annual basis and updated as needed.

3.1 Core Values for the Pyramid Lake Paiute Tribe, 2024 through 2029

During each of the three organizational strategic planning workshops for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, held between March 2024 and May 2024, representatives of the Tribe and from the community worked on developing and refining a set of new core values as part of this new five-year organizational strategic plan. Core values are defined as the beliefs, traits, and behavioral norms that every single organizational member and representative is expected to display in conducting and carrying out the organization's functions and in pursuing the organization's mission, vision, and strategic goals and objectives. The following set of five separate yet interrelated core values for the Pyramid Lake Paiute Tribe's new five-year, 2024 through 2029, organizational strategic plan are:

- **Accountability:** Representatives of the Pyramid Lake Paiute Tribe are expected to follow all organizational policies and procedures and conduct the organization's affairs in a financially responsible manner. Individuals are expected to care for each other, complete tasks and achieve organizational goals and objectives in a timely and thorough way. Individuals will be responsible for assigned duties and responsibilities, exhibit exceptional customer service, and dedicate themselves to the achievement of organizational goals and objectives.

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- ***Respect for Oneself and Others:*** Individuals are expected to be honest, empathetic, generous, respectful and mindful of the impacts of their actions when interacting with others. Individuals should strive to always ‘do the right thing’, to behave as expected by the People and by the organization, and to always treat others as you would treat yourself and desire others to treat you as a way of honoring oneself and other people.
 - ***Commitment to the People, to the Land, and to the Community:*** All representatives of the Pyramid Lake Paiute Tribe are committed to the preservation of the Kooyoee Tukadu Numu (Pyramid Lake People) by being familiar with our People’s heritage, teachings, and values. Based on a continual cultural affirmation of our community’s connectiveness, individuals will always strive to have the Tribe’s best interests in mind when performing assigned functions and responsibilities. Organizational representatives are expected to hold stewardship of the air and land and to preserve, protect, and enhance the land, key natural and cultural environments such as our water and indigenous fish, the area’s ecology and ecosystem, our financial resources, spiritual traditions, culture, and language for future generations.
 - ***Professionalism:*** As ambassadors for and of our People and for and of our People’s sovereignty, individuals will seek ways to help others and accept help from others, will strive to celebrate the accomplishments of others, the organization, and the community, and recognize the changing nature of the work that the organization does. Representatives of the Pyramid Lake Paiute Tribe are expected to be effective communicators and strive to serve the common good by benefiting the people that the organization serves.
 - ***Responsiveness:*** Individuals should be critical thinkers by seeking out and employing best practices in solving important issues and challenges and should also strive to be effective communicators with everyone internal and external to the organization. Representatives of the Pyramid Lake Paiute Tribe are expected to be proactive, creative, problem solving, resourceful, and open to feedback to continually improve their performance.

Each of the five new core values underscores the level of dedication that the Pyramid Lake Paiute Tribe, including Tribal Council members and Tribal government representatives and staff, has to the community and to each member of the Tribe. This dedication includes protection and preservation of the unique cultural heritage and history that each member of the Pyramid Lake Paiute Tribe shares and the pride that individual members take in being Native American. Each of the five new core values further underscores the level of commitment that the Pyramid Lake Paiute Tribe has, an organization, to making important organizational improvements and to ensuring that the Tribal government operates in service of community needs. Throughout several of the individual core values, representatives of the Pyramid Lake Paiute Tribe and of the Pyramid Lake Paiute Reservation highlighted the importance of preserving and protecting the Tribe’s sovereignty and working to enhance the relationship that the Tribal government has with individual community members and with the broader community. The five new core values emphasize an importance on both internal and external communication as a means of enhancing organizational effectiveness and efficiency and that each and every individual member of the

Tribal government serves a vitally important stewardship role in ensuring the prosperity of future generations through deliberative and purposeful policy making and program, resource, and service development, delivery, and administration. Over the course of the next five years, each individual core value will be reviewed and revised as necessary as part of a series of annual evaluations and updates to the new five-year organizational strategic plan that will be completed on an annual basis.

3.2 Mission Statement for the Pyramid Lake Paiute Tribe, 2024 through 2029

An organization's strategic mission statement typically describes the present identity of the organization but clearly and concisely answering important questions such as 'who we are', 'what we do', and 'why we exist'. Whereas an organization's strategic mission statement is an aspirational statement of what the organization wants to achieve at the end of a five-year strategic planning horizon, a strategic mission statement is a definitive statement of the organization's current purpose and is used to differentiate itself from other organizations that routinely engage in related activities. Over the course of the three organizational strategic planning workshops conducted for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation between March 2024 and May 2024, representatives from the Tribe and from the larger community developed and revised a new strategic mission statement that will guide the organization's activities over the next five-year, 2024 through 2029, strategic planning horizon.

Over the course of the first two organizational strategic planning workshops, held first on March 8, 2024 and March 9, 2024 and then on April 6, 2024, workshop participants developed six separate draft mission statements, including:

- ***Draft Mission Statement No. 1:*** The Pyramid Lake Paiute Tribe exists to provide governmental services and programs to protect the Tribal citizens and residents while protecting the spiritual integrity of the land, water and culture to enhance the quality of life within the traditional homelands of the Kooyoee Tukada.
- ***Draft Mission Statement No. 2:*** We, the Pyramid Lake Paiute Tribe, are the Kooyoee Tukada band of Northern Paiutes. We enhance, establish, and safeguard the quality of life for our membership through programming, public services, outreach, and stewardship on their behalf.
- ***Draft Mission Statement No. 3:*** Pyramid Lake Paiute Tribe, to protect our Lake, to service our membership, for a better home.
- ***Draft Mission Statement No. 4:*** The Pyramid Lake Paiute Tribe exists to provide for the welfare of the Kooyoee Tukada people to protect their cultural identity and way of life, and for the protection and propagation of the Cui-ui and Lahontan Cutthroat Trout.
- ***Draft Mission Statement No. 5:*** The Pyramid Lake Paiute Tribe's mission is to oversee and protect the Tribe's people, and natural and cultural resources. The Tribe provides

services for the continual health, safety, wellness, housing, and education of Tribal members.

- ***Draft Mission Statement No. 6:*** The Pyramid Lake Paiute Tribe exists to serve the membership, protect the natural resources, and preserve the language, cultural identity of the Pyramid Lake Paiute People.

Like each of the five core values developed as part of this new five-year organizational strategic plan, each of the six individual draft mission statements developed by representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation emphasized the importance of service on behalf of the people of the Tribe and of the community. The Pyramid Lake Paiute Tribe, as an organization, exists to serve the needs of the Tribe's and of the community's members through the development of public policy and through the development, delivery, and administration of various programs, resources, and services. Again, like many of the new core values developed as part of this new five-year organizational strategic plan, each of the six individual draft mission statements emphasize the overall importance of preserving, protecting, and ensuring the generational transfer of the Tribe's and community's various natural resources, language, and cultural and spiritual heritage and history.

Based upon the initial six individual draft mission statements developed by representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation, a single draft strategic mission statement was developed between the second organizational strategic planning workshop held on April 6, 2024 and the third organizational strategic planning workshop held on May 31, 2024. Final revisions to the single draft strategic mission statement were made by workshop participants representing the Tribal government and by community members during the third and final organizational strategic planning workshop. This final organizational strategic mission statement, which will serve as a primary guide for all future organizational activities for the Pyramid Lake Paiute Tribe over the next five-year, 2024 through 2029, strategic planning horizon is:

It is the mission of the Pyramid Lake Paiute Tribe to serve the Kooyooe Tukadu Numu by preserving, protecting, and promoting our shared cultural heritage, natural environment, spiritual integrity, sovereignty, and language.

The Pyramid Lake Paiute Tribe provides a wide range of governmental and public programs, resources, and services. Organizational members engage in constructive and positive outreach and stewardship of our culture and our land. We are committed to protecting and enhancing our People's quality of life by fostering and creating strong personal and individual capacity.

Over the next five years, the Pyramid Lake Paiute Tribe will seek to complete a series of strategic organizational goals and objectives designed to ensure that the Tribal government, including its elected and appointed officials and Tribal government staff, continues to make a positive impact in the lives of each Tribal and community member. Policy development and the ultimate development, delivery, and administration of various programs, resources, and services will be guided by the principle of ensuring that the Tribe's shared cultural heritage, natural

environment, spiritual integrity, sovereignty, and language are protected for future generations and that all representatives of the organization engage in constructive and positive communication and engagement with both internal and external stakeholders.

3.3 Vision Statement for the Pyramid Lake Paiute Tribe, 2024 through 2029

An organizational strategic vision statement, as opposed to the strategic mission statement, is an aspirational statement that is achieved over time through the accomplishment of specific strategic organizational goals and objectives. The strategic vision statement is intended to be a bold statement characterizing what the potential impact of the organization’s activities and efforts will be and is a clear signal to both internal and external stakeholders what the organization’s long-term intentions are and, to a degree, how those intentions will be manifested as positive impacts. As part of the development of a new five-year organizational strategic vision statement for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, representatives of the Tribe and of the community were asked to answer four separate questions regarding their own personal hopes and aspirations, including: (1) What are your personal hopes and aspirations for the Pyramid Lake Paiute Reservation as a community for the next five years?, (2) What are your personal hopes and aspirations for the Pyramid Lake Paiute Tribe as an organization over the next five years?, (3) What are your personal hopes and aspirations for the Pyramid Lake Paiute Reservation as a community for the next 20 to 30 years?, and (4) What are your personal hopes and aspirations for the Pyramid Lake Paiute Tribe as an organization over the next 20 to 30 years?

Figure 3.1 presents a word cloud of the responses provided by representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation that participated in the first organizational strategic planning workshop on March 8, 2024 and March 9, 2024 to the question, “What are your personal hopes and aspirations for Pyramid Lake Paiute Reservation as a community over the next five years?”.

Personal hopes and aspirations for the Pyramid Lake Paiute Reservation as a community for the next five years identified by workshop participants fell into two general categories, either eliminating, mitigating, or reducing certain socio-demographic or economic challenges or improving, enhancing, or providing a specific condition or a specific program, resource, or service that addresses a specific condition in the community. From the perspective of eliminating, mitigating, or reducing certain socio-demographic or economic challenges, workshop participants focused on specific trends such as emerging community health concerns such as diabetes and other chronic conditions, decreasing overall rates of unemployment and poverty, and mitigating an ongoing housing shortage and food insecurity among members of the community. Ultimately, the elimination, mitigation, or reduction of these specific challenges focused on areas that have had a negative impact on quality of life of individual Tribal and community members. Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation emphasized the aspirational goals of tackling certain challenges within the next five years as part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation.

**Figure 3.1 – What are your personal hopes and aspirations for the Pyramid Lake Paiute Reservation as a community for the next five years?
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024**



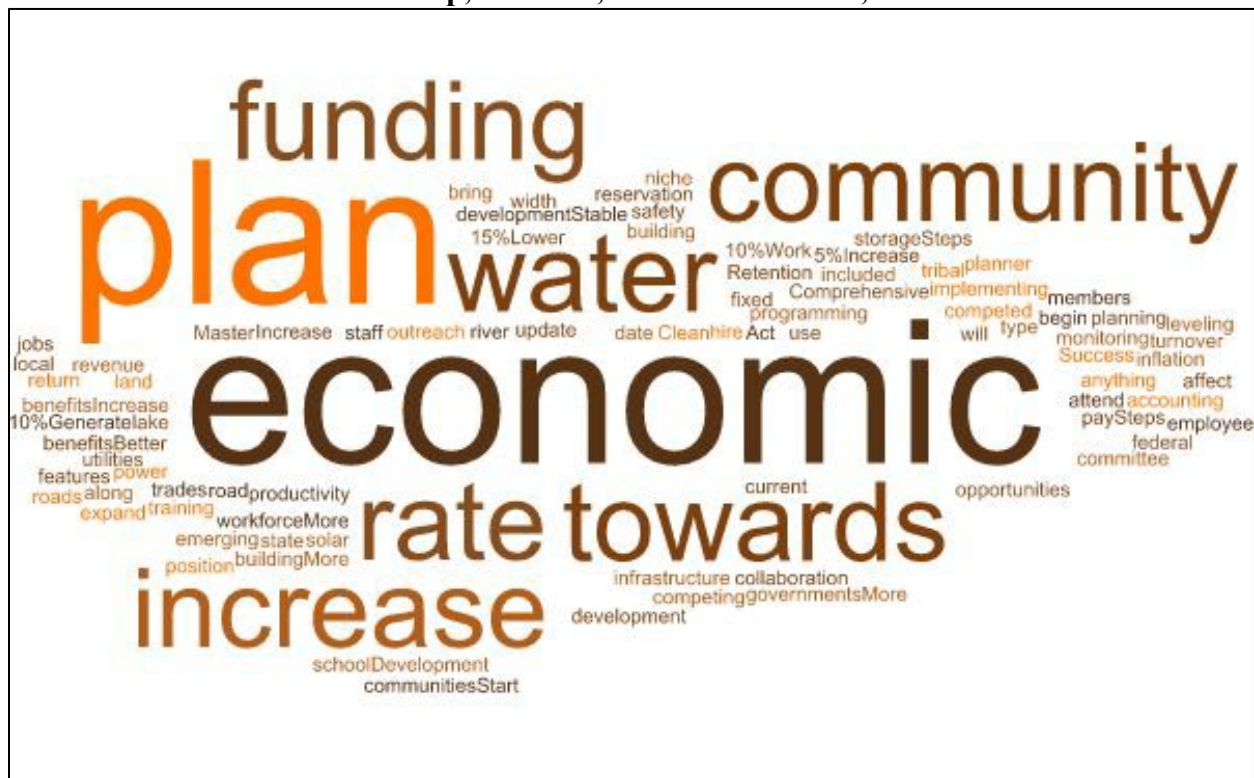
Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation identified a number of specific programs, resources, and services that could either be expanded or created as part of this new five-year organizational strategic plan that would address a specific condition in the community. Several workshop participants emphasized the need to address the community’s various housing needs through the development and implementation of a comprehensive housing plan that would provide Tribal and community members with access to obtainable and quality housing and housing that meets specific needs of individual members at various stages in their lives. Individuals, including young children, teens, and young adults, should have access to improved educational opportunities and services, providing them with opportunities for meaningful employment opportunities that pay high wages and provide opportunities for general upward mobility. Improved access and usage of public spaces for personal recognition and cultural celebrations, improved elder and senior care and services, and improved access to critically needed services were also identified as key personal hopes and aspirations by workshop participants.

Ultimately, over the next five years, it is the desire of workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation that all members of the Tribe and of the community continue to take pride in being a part of the ‘extended family’ that is the Tribe, each sharing in the community’s rich cultural heritage and history and actively serving as caretakers and stewards of that heritage and history for future generations. This active

caretaking and stewardship is central to the Tribe’s personal autonomy and sovereignty as well as the Tribe’s short-term and long-term sustainability. Continued pride in being a part of the Pyramid Lake Paiute Tribe is also vitally important to the community becoming an even more welcoming home to members of the Tribe who do not currently live on Tribal lands. Improvement and further development of existing and new programs, resources, and services, as well as a renewed focus on strategically targeted community and economic development initiatives, is also part of welcoming home these members who do not currently live on Tribal land and to ensuring that the Tribe’s youth can continue to live on these Tribal lands and become successful in their future pursuits.

Figure 3.2 presents a word cloud of the responses provided by representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation that participated in the first organizational strategic planning workshop on March 8, 2024 and March 9, 2024 to the question, “What are your personal hopes and aspirations for the Pyramid Lake Paiute Tribe as an organization over the next five years?”.

**Figure 3.2 – What are your personal hopes and aspirations for the Pyramid Lake Paiute Tribe as an organization over the next five years?
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning Workshop, March 8, 2024 and March 9, 2024**



The personal hopes and aspirations for the Pyramid Lake Paiute Tribe, as an organization and as a community institution, over the next five years as identified by workshop participants were very much focused on improving internal organizational activities and processes as part of a broader effort to improve the organization’s overall efficiency, effectiveness, and long-term

sustainability. Several workshop participants identified several specific targets for the Pyramid Lake Paiute Tribe as an organization to achieve over the next five years, including increasing overall program funding by 5.0 percent to account for recent inflationary periods, increase the retention rate of existing Tribal government staff by at least 15.0 percent over the next five years and lower overall turnover rates among Tribal government employees by 10.0 percent, improve overall worker productivity rates by 5.0 percent, and increase overall community engagement and outreach by at least 10.0 percent. Many of these specific improvements over the next five years for the Pyramid Lake Paiute Tribe as an organization were tied to the general hope and aspiration of improving the community’s overall economic landscape and improving overall organizational financial resources, either through improved local economic activity or through increased use of grant funding to support specific programs, resources, and services and several needed capital improvement projects.

Additional hopes and aspirations for the organization over the next five years identified by workshop participants included the ability to provide higher levels of employee wages and improved employee benefits as a way of creating a stable Tribal government workforce and improved collaboration between the Tribal government and other local governments within the northwestern Nevada region and with various state and federal government agencies, departments, and divisions. Workshop participants also expressed their desire to see the Pyramid Lake Paiute Tribe begin to develop and eventually implement specific plans to address specific community concerns and needs, including the development of a new comprehensive Masterplan and land use plan, the development of improved public infrastructure assets including public safety measures along high traffic roadways, and continued efforts to protect the community’s various natural resources, especially preservation of open spaces and water quality and quantities. While development and successful implementation of strategic economic development initiatives have been challenging, several workshop participants expressed support for a renewed organizational focus on developing and implementing targeted economic development strategies that serve community member needs, support locally owned and operated businesses, and provide opportunities for meaningful employment in important industry and occupation sectors. Part of this economic development hope and aspiration is tied to the hope and aspiration of improving local and regional collaboration with other agencies and organizations that have unique expertise and experience in economic development while maintaining the Tribe’s critically important independence and sovereignty.

Figure 3.3 presents a word cloud of the responses provided by representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation that participated in the first organizational strategic planning workshop on March 8, 2024 and March 9, 2024 to the question, “What are your personal hopes and aspirations for the Pyramid Lake Paiute Reservation as a community for the next 20 to 30 years?”.

Many of the longer-term personal hopes and aspirations of workshop participants for the Pyramid Lake Paiute Reservation as a community were related to the potential outcomes of the successful achievement of the hopes and aspirations identified for both the community and the organization over the next five years as part of this new five-year organizational strategic plan. Several workshop participants expressed their desire to see the Pyramid Lake Paiute Reservation as a community become a ‘model of sustainability’, for other Native American, Indigenous, and

Tribal communities across Nevada and across the entire United States. Becoming a ‘model of sustainability’ was defined as providing sustainable and stable housing for every single community member regardless of their age or particular stage in life, ensuring food sovereignty and security for all community members, successfully implementing and reaping the benefits of a sustainable economic development strategy, and sustaining the Tribe’s unique ancestral and cultural heritage and history.

**Figure 3.3 – What are your personal hopes and aspirations for the Pyramid Lake Paiute Reservation as a community for the next 20 to 30 years?
Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation Strategic Planning
Workshop, March 8, 2024 and March 9, 2024**



Longer-term personal hopes and aspirations for the Pyramid Lake Paiute Reservation as a community identified by workshop participants also emphasized the importance of becoming a more culturally cohesive community where the Tribe’s unique cultural heritage and history serves as the central tie that unites all people of the community regardless of their age or their current state in life. Again, this personal hope and aspiration is also tied to securing the long-term sovereignty of the Tribe and becoming a community where everyone works together to address various community concerns that might arise across a variety of specific issues ranging from education to healthcare to housing to employment and business development. Longer-term, workshop participants would also like to see every member of the community take an active and proactive role in maintaining the community’s unique cultural heritage and history, language, water, and natural resources by internalizing the relationship that exists between the land and that cultural heritage and history. A sense of overwhelming pride in being a part and member of the Pyramid Lake Paiute Tribe is the ultimate long-term personal hope and aspiration that workshop

of existing and through the development of new programs, resources, and services is vital to the long-term success of the organization and to the overall quality of life of the entire community and of individual community members. This desire will require the organization to build a robust and sustainable resource model that will enable the organization to continue to meet changing and evolving community needs and wants.

Long-term, several workshop participants also expressed their personal hope and aspiration that the Pyramid Lake Paiute Tribe is successful in advocating for the interests of the Tribe and the Tribe's members at the local, regional, state, and even national levels. This advocacy extends across a broad range of areas and topics including preservation of the Tribe's cultural heritage and history, the community's vital natural resources, broader economic interests, and the importance of how each of these areas and topics are interrelated. The ecological and economic interests of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation are directly impacted by other local and regional events and by the decisions and policies of local, regional, state, and federal policy makers and administrators. Preservation, protection, and ultimately improvement of these ecological and economic interests also directly impacts the long-term sustainability of the Tribe's and community's cultural and spiritual interests. Ensuring that ecological and economic decisions made at the regional, state, and federal levels are made with the interests of the Tribe in mind is critical to the Tribe's desire and responsibility to preserve and protect core cultural and spiritual beliefs and identity.

Drawing from these various near-term and longer-term personal hopes and aspirations for the Pyramid Lake Paiute Reservation as a community and for the Pyramid Lake Paiute Tribe as an organization, workshop participants during the first organizational strategic planning workshop developed several draft strategic vision statements for the new five-year organizational strategic plan, including:

- ***Draft Vision Statement No. 1:*** In the next five years, the Pyramid Lake Paiute Tribe and citizens will be self-sufficient, healthy, and contributing to the overall improvement of the economy and protection of cultural integrity and identity of the Kooyoee Tukadu.
- ***Draft Vision Statement No. 2:*** Within the next five years, the Pyramid Lake Paiute Tribe will be financially self-sustaining and self-preserving.
- ***Draft Vision Statement No. 3:*** In the next five years, the Pyramid Lake Paiute Tribe will still be here.
- ***Draft Vision Statement No. 4:*** In the next five years, the Pyramid Lake Paiute Tribe will continue to serve its membership by improving its capabilities to provide services more efficiently and timely, as well as greater environmental protections for its natural resources.
- ***Draft Vision Statement No. 5:*** In the next five years, the Pyramid Lake Paiute Tribe will enhance the health, safety, wellness, housing, and education of Tribal members.

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- ***Draft Vision Statement No. 6:*** In the next five years, the Pyramid Lake Paiute Tribe will promote and improve the needs of the Tribal Communities through spiritual and physical wellbeing.

Each of the six draft vision statements developed by workshop participants highlight the long-term objective of building a self-sustaining organization that works to meet the needs of Tribal and community members while continuing to provide existing and develop new programs, resources, and services that address specific community needs and wants. Each of the six draft vision statements also emphasize the important role that the Pyramid Lake Paiute Tribe as an organization plays within the community and the unique relationship that the Tribal government, including its elected and appointed officials and professional staff, has with the larger community. The Pyramid Lake Paiute Tribe, as an organization, depends upon the active engagement of the Tribe's and community's members and Tribal and community members depend upon the organization to provide a wide variety of important programs, resources, and services that contribute to overall community health, safety, and wellness.

The common elements identified in each of the draft strategic vision statements developed during the first organizational strategic planning workshop held on March 8, 2024 and March 9, 2024 were combined and incorporated into a new final five-year strategic vision for the Pyramid Lake Paiute Tribe eventually reviewed and revised during the second and third organizational strategic planning workshops held on April 6, 2024 and then on May 31, 2024. This final organizational strategic vision statement, which will serve as aspiration and motivation in achieving each of the new strategic organizational goals and objectives, for the Pyramid Lake Paiute Tribe over the next five-year, 2024 through 2029, strategic planning horizon is:

Over the next five years, the Pyramid Lake Paiute Tribe will create a long-term sustainable organization and community that seeks to efficiently and effectively serve the needs of the Kooyooe Tukadu Numu by enhancing the People's human potential.

To enhance our community's quality of life, the Pyramid Lake Paiute Tribe will continue to develop, deliver, and administer programs, resources, and services that address a range of cultural, economic, environmental, and social needs to preserve and protect the people's health, safety, and wellness.

Achievement of the new strategic goals and objectives outlined as part of this new five-year organizational strategic plan and further development and implementation of specific strategic actionable items that the Pyramid Lake Paiute Tribe as an organization will pursue will ensure that the Tribal government, including its elected and appointed officials and professional staff, meets its long range objective of effectively, efficiently, and sustainably ensuring the community's overall health, safety, and wellness and the personal health, safety, and wellness of individual members of the Tribe and the community regardless of their age or their current state in life. The Pyramid Lake Paiute Tribe, again as an organization, has committed itself to further strengthening its ties to the larger community to building a self-sustaining organization with the financial and non-financial resources needed to support a broad range of programs, resources, and services that enhance human capital, ensure organizational and community sovereignty and

independence, and addresses a wide range of community needs and wants in a manner that is efficient and effective and is receptive to community input.

3.4 Strategic Goals for the Pyramid Lake Paiute Tribe, 2024 through 2029

SMART goals should be specific, measurable, attainable, relevant, and time framed. A *specific* goal clearly states what should be achieved and where efforts will be focused. A *measurable* goal provides a plan to track and assess progress made in achieving the goal and establishes milestones to be achieved during the strategic plan's implementation. An *attainable* goal takes into account the availability of needed resources while also recognizing the factors that might prevent the organization from achieving the goal. A *relevant* goal provides an idea as to why it is important for the organization to achieve it by outlining the benefit of achieving the goal. A *time framed* goal is one that has a clearly defined target date for accomplishing the goal.

Over the course of the three organizational strategic planning workshops held between March 2024 and May 2024, representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation developed an eventual set of 20 final separate strategic organizational goals that will guide the Pyramid Lake Paiute Tribe's activities over the next five-year, 2024 through 2029, strategic planning horizon. These 20 separate strategic organizational goals are divided into five separate categories, including Community and Economic Development Initiatives (five separate goals), Cultural Development, Promotion, and Preservation (two separate goals), Organizational Improvement and Development (seven separate goals), Educational Development and Individual Capacity Building (five separate goals), and Community Health and Wellness (one separate goal).

Each of the new strategic organizational goals for the Pyramid Lake Paiute Tribe presented here also include a description of at least one specific actionable item, along with a corresponding responsible person or organization, a realistic timetable for completion, and regular checkpoints, that will assist in achievement of each individual strategic organizational goal. Each individual new strategic goal also contains a list of assets needed to support achievement of the goal, a list of existing capital resources that could be repurposed or redeployed to support achievement of the goal, at least one identified barrier that could inhibit achievement of the goal and an accompanying contingency element designed to overcome the identified barrier. A set of targeted conditions, behaviors, and associated attitude, knowledge, and skill sets that will be impacted for each individual strategic goal is also included.

3.4.a Community and Economic Development Organizational Goals

Representatives of the Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation developed five specific Community and Economic Development strategic organizational goals that the Pyramid Lake Paiute Tribe, as an organization, will seek to accomplish over the next five years as part of this new five-year organizational strategic plan. The accompanying actionable item, needed assets, existing capital resources, and potential barrier(s), as well as the identified conditions, behaviors, and attitude, knowledge, and skill changes needed to support achievement

of each individual strategic goal for each of the five Community and Economic Development strategic organizational goals, are listed here.

- ***Community and Economic Development Goal No. 1:*** To accommodate population growth on the Pyramid Lake Paiute Reservation and allow for Tribal members to return to their own housing, Pyramid Lake Paiute Tribe will increase the current level of housing inventory by 5.0 percent by 2029.

Needed Assets: Dedicated and sustainable funding, additional land and existing land to be identified as suitable sites for residential development, improved transportation services and related infrastructure, additional staff with housing development expertise, access to qualified builders, and revisions to existing housing developments were identified by workshop participants as initially needed assets to support achievement of this specific organizational strategic goal. Additional investments in other public infrastructure, including power generation and transmission infrastructure, potable water, sewer, and storm water management assets, and in critical public services such as first responder emergency medical, fire protection, and law enforcement services will likely also be needed to increase the current level of housing inventory throughout the entire Reservation.

Existing Capital Resources: Workshop participants noted that the Pyramid Lake Paiute Tribe has enough existing land set aside for residential development and water resources to support additional housing development. Additional existing capital resources that could be used to support achievement of this specific organizational strategic goal include members of the community with varied talent and education, existing demand for new and improved housing, elders, traditions, history, and spiritual areas. The Pyramid Lake Paiute Tribe has existing relationships with federal funding agencies that could provide needed expertise and financial support, and the Pyramid Lake Paiute Tribe has already invested in significant public infrastructure assets and community facility assets needed to support additional housing development.

Possible Barrier(s): A shift in both internal and external political and policy priorities at the local, regional, state, and even national levels could derail and delay achievement of this specific organizational strategic goal. Individual community members should be educated on the value of supporting policies that lead to the sustainable development of new housing units and to the refurbishment and improvement of existing housing units. This level of community support should also include external efforts to ensure that the needed financial resources are available to support increased housing development throughout the Reservation. Continued efforts to secure these needed financial resources and additional efforts to contract with qualified builders should be part of the Pyramid Lake Paiute Tribe's efforts to mitigate these potential barriers.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): The Pyramid Lake Paiute Tribe will seek to increase the availability of funding to support increased housing development on the Reservation for Tribal members both currently living on the Reservation and for those members that currently do not but would

like to live within the community. This will require creative thinking and creative approaches to securing the necessary financial and even non-financial resources to support achievement this goal and expanding existing and creating new collaborations with agencies and organizations that have the necessary expertise to achieve this specific Community and Economic Development goal. Possible steps in lifting the ‘poverty requirement’ for housing might also have to be taken to ensure achievement of this specific organizational strategic goal. Tribal government staff will need to increase their understanding of the complexity of housing development through collaborative networking with key organizational and community partners. The Pyramid Lake Paiute Tribe will also explore alternative funding sources outside the U.S. Department of Housing and Urban Development as a way of financing achievement of this specific Community and Economic Development organizational strategic goal.

- ***Community and Economic Development Goal No. 2:*** The Pyramid Lake Paiute Tribe will work to increase the total number of households with a computer across the Reservation from a current estimated 85.0 percent to 95.0 percent by 2029.

Needed Assets: Identification of funding to support initiatives designed to increase the total number of households with a computer across the Reservation along with dedicated staff are the primary needed assets to support achievement of this specific Community and Economic Development organizational strategic goal.

Existing Capital Resources: The Pyramid Lake Paiute Tribe already has knowledgeable Tribal government staff and efforts are already underway to increase the degree of broadband connectivity across the Reservation.

Possible Barrier(s): The Pyramid Lake Paiute Tribe may be unable to secure the necessary funding or staff needed to support implementation of initiatives designed to achieve this specific organizational strategic goal, both because of possible internal or external pressures including the loss of locally generated or federally provided funding. The Pyramid Lake Paiute Tribe will also need to actively train individual community members to use computers and even individual small businesses that are interested in developing an at home online business.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Achievement of this goal will result in increased overall connectivity between community members and increased access to important programs, resources, and services, aiding in the effort to enhance employment opportunities and increase community-wide measures of household, family, and per capita income. Achievement of this goal will further result in improved access to technology-based education and improved rates of technology literacy among community members of all ages. The Pyramid Lake Paiute Tribe seeks to increase use of online and digital resources and this will require steps to reduce individual reluctance to ‘trying something new’ through a coordinated community outreach campaign.

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- **Community and Economic Development Goal No. 3:** To address growing community health concerns and impacts, the Pyramid Lake Paiute Tribe will increase the amount of healthy, alternative food options available for consumption on the Pyramid Lake Paiute Reservation by 40.0 percent by June 2027.

Needed Assets: Expanded storage and distribution facilities for readily available food options and additional financial and non-financial resources to obtain alternative food options will be need to successfully increase the amount of healthy, alternative food options provided to Tribal and community members.

Existing Capital Resources: Existing Tribally owned and operated facilities and programs, including existing Tribal enterprises, diabetes prevention and treatment services, and food distribution systems, could be used to support implementation of actionable items associated with this specific organizational strategic goal. The Pyramid Lake Paiute Tribe should also engage existing staff across multiple Tribal government departments and divisions, explore the further development of a community garden in Nixon and other communities located within the Pyramid Lake Paiute Reservation, and should also use existing community outreach programs and efforts to increase the awareness of choosing healthy, alternative food options.

Possible Barrier(s): A sudden reduction in access to healthy, alternative foods produced either locally within the Reservation or delivered to the Reservation could derail efforts of providing Tribal and community members with healthy, alternative food options. Local community production could be significantly reduced due to future drought conditions. To avoid this possible barrier, the Pyramid Lake Paiute Tribe should invest in the production of drought adapted production methods to ensure steady access to healthy, alternative foods.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Increasing the overall availability of healthy food options will improve overall community health levels and reduce the number of preventive health concerns that are the result of improper nutrition. The Pyramid Lake Paiute Tribe will work with key programs, resource, services, and stakeholders, including Tribal run enterprises, existing on-Reservation food distribution services, Numaga, parks and recreation services, and educational, daycare, and childcare services to provide a wider range of healthier food options. Tribal government staff may need to research the viability of providing more readily available alternative food options to individual community members and families with children.

- **Community and Economic Development Goal No. 4:** The Pyramid Lake Paiute Tribe will reduce community-wide unemployment rates across the Pyramid Lake Paiute Reservation from the estimated 15.3 percent in 2022 to 10.0 percent by 2029.

Needed Assets: The Pyramid Lake Paiute will need to make better use of the abilities and resources of other agencies and organizations with expertise in workforce development efforts including, but not limited to, Nevadaworks, JOIN, Inc., Job Corp, and other non-

profit organizations. Additional Tribal Employment Rights Office staff and increased business plan training will also be needed. The identification of entry level positions, especially for young adults entering the workforce, and training centered on securing these entry level positions, is an additional needed asset to ensure successful achievement of this specific organizational strategic goal.

Existing Capital Resources: The Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation already boasts a wide assortment of human capital with individuals already trained and educated in several occupation sectors. Assistance with job placement would improve use of the Reservation's and community's existing human capital stock. The Pyramid Lake Paiute Tribe should also make sure of the existing Tribal Employment Rights Office building and should also explore utilizing existing programs and resources that Indian Health Services could potentially provide.

Possible Barrier(s): A loss of financial and non-financial resources needed to support a range of workforce development programs, resources, and services, either from local internal sources or from external grant and other philanthropic sources, could derail the efforts of the Pyramid Lake Paiute Tribe to reduce Reservation-wide unemployment rates. Improving existing facilities to support and house new workforce development programs, resources, and services and efforts to diversify the sources of needed financial resources could potentially mitigate these possible barriers to the achievement of this specific organizational strategic goal. New programs, resources, and services should also be developed to encourage Tribal members to work within the Reservation. Additional housing, providing more employment opportunities through either the Tribe or private sources, and improve transportation and childcare services are additional actionable items that could support achievement of this specific organizational strategic goal.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): This specific organizational strategic goal seeks to improve access to a broader array of employment opportunities that pay higher hourly wages and higher yearly incomes, improve overall educational attainment levels, and increase the amount of support for Career Technical Education, vocational, and higher education opportunities for community members of various ages. Long-term, these resulting conditions will track with declining levels of community-wide unemployment rates. Achievement of this specific organizational strategic goal further seeks to ensure that Tribal members can pursue meaningful opportunities for work without having to leave the Reservation and to avoid the potential negative social impacts associated with high levels of unemployment. Additional access to Tribal Employment Rights Office training programs and resources and to more entry-level positions within the Tribal government will be developed as part of this effort. Long-term, achievement of this specific organizational strategic goal is meant to increase personal self-reliance of all Tribal and community members. Initially, additional research of organizational staffing needs and budgetary limitations on creating additional entry-level positions will need to be completed along with additional research into the training programs and resources provided by the Tribal Employment Rights Office. Ongoing assessment of individual community member interests will also need to

be completed to ensure that individuals are properly ‘matched’ to new training programs and resources developed as part of this specific organizational strategic goal.

- ***Community and Economic Development Goal No. 5:*** To provide a modern facility to serve the growing needs and interests of the people of the Pyramid Lake Paiute Reservation, the Pyramid Lake Paiute Tribe will complete the construction of a new community recreation center with a gym and related athletic facilities in the Wadsworth community by 2029.

Needed Assets: In addition to the needed financial resources to support the development, construction, and long-term operation and maintenance of the eventual community recreation center, the Pyramid Lake Paiute Tribe will need to ensure that there are adequate levels of qualified individuals to staff the new community recreation center and to delivery programs, resources, and services that will be provided at the facility. The Pyramid Lake Paiute Tribe will also need to ensure broad community support for this potentially multi-year initiative.

Existing Capital Resources: The Pyramid Lake Paiute Tribe already has control of the land upon which this proposed community recreation center will be built on and Tribal government staff are already actively working to secure the necessary financial resources to support further development, construction, and the long-term operation and maintenance of the eventually completed community recreation center. Development of a new community recreation center with a gym and related athletic facilities in Wadsworth could become a model for similar facilities built in other parts of the Pyramid Lake Paiute Reservation.

Possible Barrier(s): A failure to secure the needed financial resources to complete development, construction, and the long-term operation and maintenance of this new community recreation center due to changing political and policy priorities at the local, regional, state, and potentially even federal level is a primary barrier to the achievement of this specific organizational strategic goal. The Pyramid Lake Paiute Tribe should continue to educate the general public about the benefits of this community recreation center, educate them on the sources of funding to support development and construction of the facility, and should also continue to aggressively seek out alternative funding options in case the primary source of funding is lost.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): The successful completion of this specific Community and Economic Development organizational strategic goal seeks to enhance community engagement and provide a central physical location for individual community members to recreate, pursue personal interests, and improve personal physical and mental health. The Pyramid Lake Paiute Tribe will actively seek out additional funding and other non-financial resources, either through local sources, through targeted state and federal government grant sources, or through other philanthropic sources, to complete design, development, and construction of the new community recreation center. To enhance public support of this effort, the Pyramid Lake Paiute Tribe will actively seek to educate individual Tribal and

community members, families, and groups about the benefits of the new community recreation center and, specifically, about the immediate and long-term benefits of investing in facilities that provide access to a wide range of physical and mental health services.

Along with each of the other strategic organizational goals developed as part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, each of the five Community and Economic Development strategic organizational goals will be assessed and evaluated on an annual basis. As specific Community and Economic Development strategic organizational goals are completed, new goals might be developed, or existing goals may be modified to fit new internal and external environmental conditions.

3.4.b Cultural Development, Promotion, and Preservation Organizational Goals

Representatives of the Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation developed two specific Cultural Development, Promotion, and Preservation strategic organizational goals that the Pyramid Lake Paiute Tribe, as an organization, will seek to accomplish over the next five years as part of this new five-year organizational strategic plan. The accompanying actionable item, needed assets, existing capital resources, and potential barrier(s), as well as the identified conditions, behaviors, and attitude, knowledge, and skill changes needed to support achievement of each individual strategic goal for each of the two Cultural Development, Promotion, and Preservation strategic organizational goals, are listed here.

- ***Cultural Development, Promotion, and Preservation Goal No. 1:*** To preserve the culture of the Pyramid Lake Paiute Tribal community, cultural education programs and materials will be developed, implemented, and expanded upon by 2029.

Needed Assets: New needed assets to support achievement of this Cultural Development, Promotion, and Preservation organizational strategic goal include the support and participation of Tribal and community members, volunteers, the development of teaching materials and supportive curriculum, and a central archives.

Existing Capital Resources: Various existing capital resources that could support achievement of this specific organizational strategic goal include the existing cultural heritage and history of Tribal and community members as well as existing natural resources, identified spiritual areas, and even the Tribe's existing political influence at the local, regional, state, and national level. Workshop participants noted that the Tribe's existing built capital, including existing Tribal buildings, the museum, clinic, offices, and court, could be used to support the development and delivery of new cultural education programs and materials.

Possible Barrier(s): A lack of community interest in utilizing new cultural education programs, and materials developed by the Pyramid Lake Paiute Tribe would significantly inhibit the ability of the Tribe to continue to preserve the culture of the Pyramid Lake Paiute Tribal community. The Pyramid Lake Paiute Tribe will actively recruit volunteers

and develop programs, and materials that appeal to individual community member interests to ensure sufficient levels of community engagement and individual participation in new programs that are developed as part of this organizational strategic goal.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): The desired outcome of achieving this specific Cultural Development, Promotion, and Preservation goal is to increase the total number of fluent speakers within the community that are interested in and able to teach other members of the community. Long-term, the Pyramid Lake Paiute Tribe will strive to involve families and young children in the development, delivery, and administration of various cultural education programs. Additional commitment from individual community members with expertise and an understanding of the Pyramid Lake Paiute Tribal community's cultural heritage and history will be needed to ensure that enough community-based instructors are available.

- ***Cultural Development, Promotion, and Preservation Goal No. 2:*** To ensure the continued practice and preservation of the Paiute language, the Pyramid Lake Paiute Tribel will increase current comprehension and fluency rates of the Paiute language by 3.0 percent among Tribal government administrative personnel and among Pyramid Lake Paiute Tribal youth and other community members by October 2026.

Needed Assets: Increased community buy-in of this effort, additional financial resources, and qualified staff with the necessary level of Paiute language comprehensive and fluency will be needed to increase the current comprehensive and fluency rates of the Paiute language among Pyramid Lake Paiute Tribal youth and other community members.

Existing Capital Resources: The Pyramid Lake Paiute Tribe already has a well-developed language program and existing collaborations with Pyramid Lake High School, the Inter-Tribal Council of Nevada, the Nevada Department of Native American Affairs, and other partners that have specialized knowledge and expertise in the teaching and comprehension of Native American languages, especially the Paiute language, and access to Tribal youth and other community members. There are many valued elders who could provide one-on-one language development assistance. Existing public facilities could be used to hold language teaching and comprehension training sessions, meetings, and workshops.

Possible Barrier(s): A sudden loss of qualified educators, teachers, and speakers, including valued elder members of the community, could derail the efforts of the Pyramid Lake Paiute Tribe to increase comprehensive and fluency rates of the Paiute Language among Tribal youth and other community members. To ensure the long-term viability of this effort, the Pyramid Lake Paiute Tribe and assigned staff could develop and produce recordings and documentation to ensure that existing knowledge is preserved. The Pyramid Lake Paiute Tribe and assigned staff could also work collaboratively with other Nevada Native American Tribes and communities throughout the region to ensure

enough qualified educators, teachers, and speakers are available to support continued language teaching and comprehension training sessions, meetings, and workshops.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): The successful achievement of this specific Cultural Development, Promotion, and Preservation organizational strategic goal will directly lead to an increase in the fluency and comprehensive of the Paiute language among Tribal and community members. The Pyramid Lake Paiute Tribe will ensure that existing and newly developed language education programs, resources, and services are more readily available to all community members. Individual community members must be educated and must understand the importance of learning and preserving the Paiute language as a central part of the community's existing cultural heritage, history, and future.

Along with each of the other strategic organizational goals developed as part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, each of the two Cultural Development, Promotion, and Preservation strategic organizational goals will be assessed and evaluated on an annual basis. As specific Cultural Development, Promotion, and Preservation strategic organizational goals are completed, new goals might be developed, or existing goals may be modified to fit new internal and external environmental conditions.

3.4.c Organizational Improvement and Development Organizational Goals

Representatives of the Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation developed seven specific Organizational Improvement and Development strategic organizational goals that the Pyramid Lake Paiute Tribe, as an organization, will seek to accomplish over the next five years as part of this new five-year organizational strategic plan. The accompanying actionable item, needed assets, existing capital resources, and potential barrier(s), as well as the identified conditions, behaviors, and attitude, knowledge, and skill changes needed to support achievement of each individual strategic goal for each of the seven Organizational Improvement and Development strategic organizational goals, are listed here.

- ***Organizational Improvement and Development Goal No. 1:*** To ensure that the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation becomes more economically self-sustaining, the Pyramid Lake Paiute Tribe's Tribal government will increase sustainable sources of Tribal government revenue by 10.0 percent above July 2024 levels by July 2029.

Needed Assets: Needed assets and actionable items include a complete audit of existing revenue sources and the hiring of consultants capable of performing this step. An increase in Finance Department staffing positions, and updated Enterprise Resource Planning (ERP) accounting software platform, and a financial consultant to evaluate existing revenue streams and develop a plan to increase overall revenues are additional needed assets.

Existing Capital Resources: The Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation boasts several existing capital resources that could support

achievement of this specific Organizational Improvement and Development organizational strategic goal including Pyramid Lake and the Truckee River, the existing museum and new bike trails that are currently being developed, two Tribally owned and operated stores, and existing land, rights-of-way, and leases. The Tribe's existing Pow Wow, Warrior Run, Burning Man, and various May activities are all potential sources of additional locally generated self-sustaining Tribal government revenue if appropriate levels of new economic development can be pursued as part of these various events.

Possible Barrier(s): The loss of existing staff with the required knowledge and expertise could potentially derail achievement of this specific Organizational Improvement and Development organizational strategic goal. As an internal barrier, the Pyramid Lake Paiute Tribe should actively work to develop a set of standard operating procedures and position descriptions that would ensure that new staff hired by the Tribal government are capable of continuing implementation and achievement of this specific strategic goal. Retention efforts, focused on increasing pay rates to locally and regionally competitive levels coupled with improved benefit packages, should be explored as a way of retaining existing personnel. The Pyramid Lake Paiute Tribe could also develop new professional development opportunities for existing staff to ensure that individuals are capable of 'stepping up' into important leadership roles within the organization.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Achievement of this specific Organizational Improvement and Development organizational strategic goal is dependent upon increasing staff experience and knowledge, reducing organizational staff level turnover rates, and centralizing organizational documents and records. The Pyramid Lake Paiute Tribe will take active steps to positively encourage and reinforce staff-level responsibility for achievement of this specific Organizational Improvement and Development organizational strategic goal and other organizational strategic goal that require funding from sustainable revenue sources. Improving internal organizational document and record keeping is a necessary skill that the Pyramid Lake Paiute Tribe will seek to increase across all parts of the organization.

- ***Organizational Improvement and Development Goal No. 2:*** To better develop staff's professional knowledge, skills, and abilities and to better educate and equip community members, the Pyramid Lake Paiute Tribe will increase the current number of training opportunities for the entire community by 20.0 percent to 30.0 percent over the next five years.

Needed Assets: Individual assets needed to ensure achievement of this specific organizational strategic goal include public support, support of the Tribal Employment Rights Office manager, new training facilitators and educators, additional voluntary association and new workforce placement organizations, support of and collaboration with various private sector companies to accept the placement of Tribal members in new employment opportunities, and individual community members willing to participate in new training and job placement opportunities.

Existing Capital Resources: The existing Tribal Employment Rights Office building and existing funding sources, from local sources and state and federal grant sources, could be repurposed and redirected to support achievement of this specific Organizational Improvement and Development strategic goal. The Pyramid Lake Paiute Tribe should also use its existing partnerships with organizations just as Job Corp, Job Connect, the University of Nevada, Reno, and others to support achievement and implementation of specific actionable items associated with this specific organizational strategic goal.

Possible Barrier(s): An inability to fill the open Tribal Employment Rights Office position could inhibit successful completion and achievement of this specific organizational strategic goal. The Pyramid Lake Paiute Tribe could potentially offer direct on-the-job training or contract out Tribal Employment Rights Office services as a way of mitigating this potential barrier.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): The Pyramid Lake Paiute Tribe will significantly increase the total number of community-based training and professional development opportunities for community members. The Pyramid Lake Paiute Tribe will utilize Tribal Employment Rights Office resources to develop, deliver, and administer new certification programming and training programs and services. To increase community participation in new certification programming and training programs and services, the Pyramid Lake Paiute Tribe will engage in increased community outreach and engagement efforts to better understand community interest in specific programs and training that would appeal to individual community members.

- ***Organizational Improvement and Development Goal No. 3:*** As the residential population of the Pyramid Lake Paiute Reservation increases, the Pyramid Lake Paiute Tribe will increase public safety and Tribal services commensurately by providing competitive pay rates that will successfully attract and retain Tribal government employees that are responsible for providing various programs, resources, and services.

Needed Assets: The Pyramid Lake Paiute Tribe will first need to successfully recruit trained and qualified staff for key positions that are currently vacant and identify and secure long-term sustainable financial resources to improve pay rates and related compensation packages.

Existing Capital Resources: Existing locally generated revenue streams around visitation to Pyramid Lake and purchasing of goods and services sold by Tribally owned and operated stores are potential sources of needed long-term sustainable financial resources and the Pyramid Lake Paiute Tribe could also use its existing relationships with federal funding sources to identify additional federal funding programs needed to support the Tribe's efforts to successfully recruit and retain Tribal government employees for key positions. The Pyramid Lake Paiute Tribe should also aggressively seek to recruit individuals for key positions among Tribe and community members who may not currently live and/or work on the Reservation to fill positions within the Tribal government.

Possible Barrier(s): Long-term sustainable revenue sources may be difficult to develop given community opposition. The Pyramid Lake Paiute Tribe must act to educate the public and individual community members on the benefits of successfully recruiting and retaining Tribal government employees that are responsible for providing various programs, resources, and services and why long-term sustainable revenue sources should be developed to fund pay rates and related benefits packages needed to achieve this specific Organizational Improvement and Development organizational strategic goal.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): The Pyramid Lake Paiute Tribe's Tribal government, including elected and appointed officials and professional staff, will work to identify and secure long-term sustainable revenue sources needed to support the provision of competitive pay rates and other benefit packages needed to retain Tribal government employees. Better planning and follow-through on developing position descriptions with stated responsibilities and clearly matching pay and benefit levels with assigned positions within the Tribal government will ensure better performance-based outcomes of Tribal government program, resource, and service development, delivery, and administration. The Tribal government will develop comprehensive and objective program and staff evaluation processes to ensure that the organization and the community are receiving appropriate levels of return for the investment that the Tribal government will put in creating appropriate and rewarding pay and benefit packages for Tribal government employees.

- ***Organizational Improvement and Development Goal No. 4:*** The Pyramid Lake Paiute Tribe will increase funding for Tribally funded programs, resources, and services by 15.0 percent over the next five years.

Needed Assets: To increase the number of existing programs, resources, and services currently provided by the Tribal government, additional professional office space, new infrastructure, additional staff, and additional locally generated sustainable funding will be needed.

Existing Capital Resources: Existing capital resources that could be redeployed to support achievement of this specific Organizational Improvement and Development strategic goal include existing Tribally owned and operated facilities, existing grant funding, knowledgeable and dedicated Tribal government staff and a rich cultural heritage and history with unique traditions.

Possible Barrier(s): A loss of financial and non-financial resources needed to support a range of new programs, resources, and services, either from local internal sources or from external grant and other philanthropic sources, could derail the efforts of the Pyramid Lake Paiute Tribe to increase the number of programs, resources, and services needed to address specific community issues and needs. Improving existing facilities to support and house new programs, resources, and services and efforts to diversify the sources of needed financial resources could potentially mitigate these possible barriers to the achievement of this specific organizational strategic goal.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): The development of locally generated resources is needed to overcome the growing dependency that the Tribal government has on grant and other federally sourced funding. Organizational, the Pyramid Lake Paiute Tribe’s Tribal government must overcome the existing complacency on these grant and other federally funded sources and the belief that these funding sources will always be available. The organization must learn to improve its own level of sustainability and self-sufficiency and ‘step out of its comfort zone’ by moving away from grant and other federal funding sources to developing new locally generated funding resources.

- ***Organizational Improvement and Development Goal No. 5:*** To retain the experience and knowledge of the Pyramid Lake Paiute Tribe’s Tribal government professional staff and workforce, the Pyramid Lake Paiute Tribe will develop and implement steps to retain current employees over the next five years.

Needed Assets: To retain the experience and knowledge of the Pyramid Lake Paiute Tribe’s Tribal government professional staff and workforce, new financial resources will be needed to support comparable pay and wage levels, improved benefit packages, and improved retirement options for current and future Tribal government employees.

Existing Capital Resources: The Pyramid Lake Paiute Tribe already has an exceptionally dedicated and extremely capable and talented professional staff and workforce. Retention of this staff is a top organizational priority and will remain one as part of this new five-year organizational strategic plan.

Possible Barrier(s): Even if the Pyramid Lake Paiute Tribe can develop and provide competitive pay levels and other related compensation packages to retain existing Tribal government professional staff and employees, individuals may choose to work elsewhere based on geographic locational factors instead of working for the Pyramid Lake Paiute Tribe and on the Reservation. To counter this possible barrier, the Tribal government could potentially offer tele-commuting working arrangements or additionally incentivize staff and employees with alternative options and programs. Encoring existing internal organizational policies, encouraging professionalism, and discouraging disrespect for fellow employees should all be part of the Tribal government’s efforts to create a positive working environment that is attractive to existing and new employees.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Achievement of this specific Organizational Improvement and Development organizational strategic goal is essential to achieving almost every other single organizational strategic goal outlined as part of this new five-year, 2024 through 2029, strategic plan. As part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, a series of new organizational core values have bene developed. Implementation of this organizational strategic plan and the broader goals and objectives is dependent on individual representatives, including elected and appointed officials and Tribal government staff,

following the direction outlined in each core value. All organizational representatives of the Pyramid Lake Paiute Tribe Tribal government will know and learn about the expectations outlined in each core value and conduct organizational activities and operations in a manner that is consistent with these expectations.

- ***Organizational Improvement and Development Goal No. 6:*** To ensure that the programs, resources, and services provided by the Pyramid Lake Paiute Tribe’s Tribal government are sustained and improved as needed, the Tribal government will increase current economic development funds levels by 2029.

Needed Assets: Consistent policies developed by the Tribal Council and administered and implemented by Tribal government staff, new ordinances and accompanying bylaws, additional financial resources that are dedicated to programs that will increase current economic development funds levels, and a comprehensive economic development strategy are assets that will need to be developed to support achievement of this specific organizational strategic goal.

Existing Capital Resources: The Pyramid Lake Paiute Tribe could potentially utilize parts of its existing natural resources, including land and water, to support increased economic development, along with utilizing the varied talents of the existing population. Financial resources already being generated from leases and tourist and visitor activity could also be used to support expanded economic development activities and, ultimately, an increase in current economic development funds levels. The Pyramid Lake Paiute Tribe could also use its existing relationships with various federal funding agencies and departments to generate resources and other needed assets as part of the Tribe’s efforts to increase current economic development funds levels by 2029.

Possible Barrier(s): Representatives of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation noted that the Tribe’s existing comprehensive land use plan is largely out of date. Without an updated comprehensive land use plan that takes into account existing and projected future conditions, it will be difficult to adequately increase current economic development funds levels through new activity and development. The Pyramid Lake Paiute Tribe will need to address this by developing an updated comprehensive land use plan and recruit interested community members and staff to complete this effort.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): While the Pyramid Lake Paiute Tribe’s Tribal government is currently committed to developing, delivering, and administering programs, resources, and services that are already highly efficient and effective, the Tribal government will continue to routinely evaluate funding levels and funding sources to ensure optimal levels of efficient spending. Personal education of Tribal government representatives, ensuring and exerting the Tribe’s sovereignty, and developing a ‘business minded’ approach to economic development efforts led by the Tribal government is only possible by developing an ‘open mind’ that is, to a degree, supportive of business development opportunities and is, at least, not antagonistic toward these opportunities.

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- ***Organizational Improvement and Development Goal No. 7:*** To increase the amount of federal funding for various programs and services and to ensure the completion of specific projects on the Pyramid Lake Paiute Reservation, the Pyramid Lake Paiute Tribe will strengthen its relationships with federal funding agencies through increased interaction with respective program officers over the next five years.

Needed Assets: The Pyramid Lake Paiute Tribe must increase its influence with various federal funding agencies as a way of maintaining stability and creating predictability in the levels of federal funding that the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation receives.

Existing Capital Resources: The Pyramid Lake Paiute Tribe, as a governmental organization, has strong political and administrative relationships with various local, regional, state, and federal government agencies and organizations and with representatives from each major political party in Nevada. Tribal government representatives, including elected and appointed officials and senior Tribal government staff members, should utilize these positive relationships to ensure that existing financial resources and new financial and even non-financial resources are provided to the Pyramid Lake Paiute Tribe and to the Pyramid Lake Paiute Reservation.

Possible Barrier(s): A shift in local political and policy priorities due to the existing two-year election cycle of Tribal Council members could significantly reduce the effectiveness of existing relationships that the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation has with other local, regional, state, and federal partners. Long-term, the Pyramid Lake Paiute Tribe, working openly and collaboratively with all community members, could explore the possibility of increasing the term length of individual Tribal Council members to mitigate the impact of this possible barrier.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Long-term, achievement of this specific Organizational Improvement and Development organizational strategic goal will lead to improved government-to-government relationships between the Pyramid Lake Paiute Tribe and various federal funding agencies and with various other local governments in the region and different state agencies, departments, and divisions. Ensuring Tribal sovereignty is an overarching and primary objective of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation. However, ensuring Tribal sovereignty does not necessarily have to be dependent upon adopting an ‘isolationist’ mindset and the Pyramid Lake Paiute Tribe should proactively seek out and develop meaningful and positive relationships with other governmental entities. Tribal government representatives, including elected and appointed officials and Tribal government professional staff and employees, should develop a willingness to listen to and understand the positions, perspectives, and expectations that other local, region, state, and federal entities might have. This level of willingness to listen to and understand does not have to mean a loss of Tribal sovereignty as the Pyramid Lake Paiute Tribe’s Tribal

government should continue to actively and proactively advocate for the interests of Tribal and community members.

Along with each of the other strategic organizational goals developed as part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, each of the seven Organizational Improvement and Development strategic organizational goals will be assessed and evaluated on an annual basis. As specific Organizational Improvement and Development strategic organizational goals are completed, new goals might be developed, or existing goals may be modified to fit new internal and external environmental conditions.

3.4.d Educational Development and Individual Capacity Building Organizational Goals

Representatives of the Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation developed five specific Educational Development and Individual Capacity Building strategic organizational goals that the Pyramid Lake Paiute Tribe, as an organization, will seek to accomplish over the next five years as part of this new five-year organizational strategic plan. The accompanying actionable item, needed assets, existing capital resources, and potential barrier(s), as well as the identified conditions, behaviors, and attitude, knowledge, and skill changes needed to support achievement of each individual strategic goal for each of the five Educational Development and Individual Capacity Building strategic organizational goals, are listed here.

- ***Educational Development and Individual Capacity Building Goal No. 1:*** To promote early and continued educational success and to reduce future dropout rates across the Pyramid Lake Paiute Reservation by 50.0 percent to 75.0 percent, the Pyramid Lake Paiute Tribe will implement by December 2028 a new early intervention program that will assess and identify learning disabilities and deficiencies through Individualized Education Programs for all Tribal children and youth ages three years of age to eight years of age.

Needed Assets: Required improvements to the Education Department, including additional staff positions and new assessment tools, along with additional Tribal Council support, improved interagency collaboration between the Tribe and local area public school districts, institutions of higher education, and various state of Nevada departments, divisions, and agencies, and improved Early Intervention Services, are needed assets to support achievement of this specific organizational strategic goal. The Pyramid Lake Paiute Tribe will also need new physical facilities to house an expanded Education Department.

Existing Capital Resources: Existing capital resources that could be used or redeployed to support achievement of this specific organizational strategic goal include the existing relationships that the Pyramid Lake Paiute Tribe has various local and regional partners including, but not limited to, the Inter-Tribal Council of Nevada, various Nevada System of Higher Education institutions and various local public-school districts, and other Early Intervention Services. Existing state and federal grant funding and Tribal government funding for education programs, resources, and services, the various Tribal education

committees, and overall Tribal Council support for various education initiatives could all be used to complete the development of a new early intervention program aimed at assessing and identifying learning disabilities and deficiencies in Tribal youth aged three years of age to eight years of age.

Possible Barrier(s): A loss of Tribal Council support and a loss of Tribal funds to house the efforts to develop a new early intervention program could derail achievement of this specific organizational strategic goal. The Pyramid Lake Paiute Tribe will develop and implement a comprehensive public educational campaign with the goal of raising awareness among Tribal and community members of the importance of early identified of learning disabilities and disabilities in Tribal youth aged three years of age to eight years of age. This comprehensive public educational campaign could potentially be funded by state and federal government programs that are already focused on and supportive of Early Intervention Services.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Increased parental involvement in the early educational development of children is a key anticipated condition that achievement of this specific Educational Development and Individual Capacity Building organizational strategic goal is designed to create. The Pyramid Lake Paiute Tribe will seek to provide direct educational support to parents and families with young children with the objective of overcoming obstacles to learning processes in young children and to educate parents with an understanding of the concepts of early childhood development.

- ***Educational Development and Individual Capacity Building Goal No. 2:*** The Pyramid Lake Paiute Tribe will work to increase overall Tribal member educational attainment levels. Specifically, to ensure a successful transition from high school to higher education, college, or career readiness programs of 50.0 percent to 75.0 percent of Tribal youth aged 13 years of age or older and living on the Pyramid Lake Paiute Reservation, the Pyramid Lake Paiute Tribe will implement new ‘pathways to success’ by December 2028 for all levels of high school education, incorporating necessary support systems.

Needed Assets: Additional funding, additional staff with the required experience and expertise, new partnerships with local public schools, and the completion of an initial early childhood assessment will be needed to support achievement of this specific Educational Development and Individual Capacity Building organizational strategic goal. Further expansion of the Tribe’s existing Education Department, with additional staff and new follow-up and assessment tools, increased Tribal Council support, and increased interagency collaboration with various local, regional, state, and even federal education providers are additional needed assets. This includes increased interagency collaboration with the Inter-Tribal Council of Nevada, local public school districts within the northwestern Nevada region, various Nevada System of Higher Education institutions, the Nevada Early Intervention Services initiative, and with various Pyramid Lake Paiute Tribe Tribal government departments and divisions.

Existing Capital Resources: School aged children already have access to applied vocational training services and can already take advantage of the Native American Fee Waiver at any of the individual Nevada System of Higher Education institutions. The Pyramid Lake Paiute Tribe should take advantage of the geographic proximity of the Reservation to major institutions of higher education, including the University of Nevada, Reno, Truckee Meadows Community College, and Western Nevada College, to ensure a successful transition of individual students from high school to higher education, college, or career readiness programs. Existing Tribal government funding sources, existing Tribal government education committees, and the existing level of Tribal Council support can be used to support implementation of specific actionable items needed to create new ‘pathways of success’ initiatives for all levels of high school education.

Possible Barrier(s): A potential elimination of the state of Nevada’s existing fee waiver program for Nevada Native American students to Nevada System of Higher Education institutions and a loss of potential funding to support a new ‘pathways to success’ program are possible barriers that could derail achievement of this specific organizational strategic goal. Shifts in political and policy priorities at the local, regional, state, and even federal level could also threaten achievement of this specific organizational strategic goal. The Pyramid Lake Paiute Tribe should use its existing relationship with the Nevada state government to ensure that the fee waiver program is not eliminated and should also actively work to develop sustainable local revenue sources to support a new ‘pathways to success’ program that is not dependent on external funding. Support from the Inter-Tribal Council of Nevada and direct engagement with Nevadaworks, JOIN, Inc., and other workforce development agencies and organizations will be needed to avoid possible disruption to implementation of specific activities associated with this specific organizational strategic plan. The Pyramid Lake Paiute Tribe should actively develop and implement a comprehensive community education campaign designed to inform individuals and families about the importance of developing new ‘pathways of success’ initiatives.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Improved basic educational attainment rates will lead to improved personal physical and mental health conditions and will result in increased parental involvement in the education of their children. Achievement of this specific Educational Development and Individual Capacity Building organizational strategic goal will require increased access to transportation services, increased financial and non-financial resource support of existing and new educational programs, resources, and services, and increased participation in child and young adult education activities. Providing additional and direct educational support to parents of children either entering high school or in high school will also be pursued. The Pyramid Lake Paiute Tribe will actively work with individual community members and families to explore future personal development plans focused on improving access to high skill and high paying employment opportunities. Individual community members will need to see the value of pursuing a culturally based and culturally sensitive education that provides opportunities for advanced training either through Career Technical Education programming, college, or other higher education opportunities. Providing a comprehensive support system is a

critical first step in teaching individuals that they can be successful if they commit themselves to the achievement of specific educational and professional development goals and objectives. The Pyramid Lake Paiute Tribe will further seek to provide direct educational support to parents and families with children either entering high school or already in high school with the objective of overcoming obstacles to learning processes in children and to educate parents with an understanding of the concepts of continuing childhood development.

- ***Educational Development and Individual Capacity Building Goal No. 3:*** To better serve the financial needs of the Pyramid Lake Paiute Reservation’s current and future population, the Pyramid Lake Paiute Tribe will increase the number of financial literacy workshops that are available to the entire community by 20.0 percent to 30.0 percent over the next five years.

Needed Assets: Qualified trainers, additional financial resources, and broad community buy-in are specific assets needed to increase the number of financial literacy workshops that are already available to the entire community. The Pyramid Lake Paiute Tribe may also need to contract with a company to provide these services and to provide certifications that can document and record the successful completion of financial literacy workshops by community members.

Existing Capital Resources: The Pyramid Lake Paiute Tribe already provides financial resources to support these types of educational development and individual capacity building initiatives that could be redeployed to specifically support increased financial literacy competency among Tribal and community members. Existing public facilities owned and operated by the Pyramid Lake Paiute Tribe could be used to house and host the associated training sessions and workshops developed as part of the effort to achieve this specific organizational strategic goal.

Possible Barrier(s): A loss of need financial resources to support continued development and delivery of financial literacy training sessions and workshops can be overcome by leveraging existing financial resources with the resources of other public agencies, non-profit community-based organizations, and even with various private sector firms that specialize in financial literacy training or have a vested interest in seeing the rates of financial literacy increase across the northwestern Nevada region.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Ultimately, achievement of this specific Educational Development and Individual Capacity Building organizational strategic goal will increase overall financial literacy rates of individual community members living throughout the Pyramid Lake Paiute Reservation. The Pyramid Lake Paiute Tribe will provide an expanded set of workshops on a regular basis to improve the overall access that individual community members have to financial literacy training and skill development. Additional research and a better understanding of what financial literacy skills are currently lacking across the community is needed to ensure the effective development and delivery of new financial

literacy workshops and to ensure that accredited training programs are developed and that accredited facilitators are hired.

- ***Educational Development and Individual Capacity Building Goal No. 4:*** By December 2028, the Pyramid Lake Paiute Tribe will create a community support system within all public schools operated by the Pyramid Lake Paiute Tribe by creating new positions within the Education Department, filling them with Native educators, who will monitor the achievement levels of at least 50.0 percent to 75.0 percent of students aged five years of age to eight years of age.

Needed Assets: Expansion of the Pyramid Lake Paiute Tribe’s existing Education Department with additional staff and new follow-up and assessment tools will be needed to support the achievement of this specific organizational strategic goal. Increased Tribal Council support, additional financial resources, increased interagency collaboration with various local, regional, state, and federal partners, and new physical facilities will also be needed.

Existing Capital Resources: Existing Tribally owned and operated facilities could be used to house an expanded Education Department and existing local revenue streams and state and federal grant resources could potentially fund a new community support system. The Pyramid Lake Paiute Tribe should also use its existing partnership with local and regional public schools to broaden efforts to monitor the achievement levels of students aged five years of age to eight years of age. Existing Tribal education committees and existing Tribal Council support will be needed to overcome potential community resistance.

Possible Barrier(s): A loss of Tribal Council support and Tribal government resources, including financial and non-financial resources, could derail the efforts to create a new community support system designed to monitor the achievement levels of students aged five years of age to eight years of age. The Pyramid Lake Paiute Tribe should develop and implement a comprehensive community education program focused on educating individual community members and families about the importance of accurately monitoring the achievement levels of already and future enrolled students and to ensure that public education remains a top community priority.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Improved monitoring of early childhood achievement in school will seek to increase overall parental involvement in their child’s early education. The Pyramid Lake Paiute Tribe will provide direct educational support to parents and families with children with the objective of overcoming obstacles to learning processes in children and to educate parents with an understanding of the concepts of early childhood development.

- ***Educational Development and Individual Capacity Building Goal No. 5:*** To ensure the successful transition from Elementary/Primary school to Middle school for at least 50.0 percent to 75.0 percent of students aged nine years of age to 12 years of age attending

schools operating within the Pyramid Lake Paiute Reservation, the Pyramid Lake Paiute Tribe will increase family and school support by December 2028.

Needed Assets: Like each of the other Educational Development and Individual Capacity Building organizational strategic goals, expansion of the existing Education Department, with additional staff positions and new follow-up and assessment tools, will be needed to support achievement of this specific organizational strategic goal. Increased Tribal Council support, increased interagency collaboration with various local, regional, state, and federal partners including, but not limited, other local public school districts, various Nevada System of Higher Education institutions, the Nevada Department of Education and Nevada Early Intervention Services, the Inter-Tribal Council of Nevada, and various Tribal government departments and divisions, and new physical facilities will also be needed.

Existing Capital Resources: Significant public funding, either through local revenue streams or state and federal grant sources, already exists and could be used to support new programs designed on ensuring a successful transition among Tribal students from Middle school to and throughout high school up to graduation. Existing Tribally owned and operated facilities could house new staff hired by the Education Department that will be needed to ensure implementation of specific actionable items associated with this specific Educational Development and Individual Capacity organizational strategic goal.

Possible Barrier(s): A loss of Tribal Council support and a loss of needed financial assets could derail achievement of this specific organizational strategic goal. Like each of the other Educational Development and Individual Capacity Building organizational strategic goals, the Pyramid Lake Paiute Tribe should develop and implement a comprehensive community education program focused on educating individual community members and families about the importance of successfully transitioning Tribal students from Middle school to and throughout high school up to graduation.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Improved monitoring of early to-mid aged childhood achievement in school will seek to increase overall parental involvement in their child's ongoing educational development. The Pyramid Lake Paiute Tribe will provide direct educational support to parents and families with children transitioning from Elementary/Primary school to Middle school with the objective of overcoming obstacles to learning processes in children and to educate parents with an understanding of the concepts of continuing childhood development.

Along with each of the other strategic organizational goals developed as part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, each of the five Educational Development and Individual Capacity Building strategic organizational goals will be assessed and evaluated on an annual basis. As specific Educational Development and Individual Capacity Building strategic organizational goals are completed, new goals might be developed, or existing goals may be modified to fit new internal and external environmental conditions.

3.4.e Community Health and Wellness Organizational Goals

Representatives of the Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation developed one specific Community Health and Wellness strategic organizational goal that the Pyramid Lake Paiute Tribe, as an organization, will seek to accomplish over the next five years as part of this new five-year organizational strategic plan. The accompanying actionable item, needed assets, existing capital resources, and potential barrier(s), as well as the identified conditions, behaviors, and attitude, knowledge, and skill changes needed to support achievement of this specific Community Health and Wellness strategic organizational goal, are listed here.

- ***Community Health and Wellness Goal No. 1:*** The Pyramid Lake Paiute Tribe will implement, expand, and support diabetes prevention education, programming, and services aimed at lowering the current community-wide rate of diabetes diagnosis on the Pyramid Lake Paiute Reservation by 10.0 percent over the next five years to address multiple health concerns and conditions related to confirmed diabetes diagnoses.

Needed Assets: The primary needed asset to support achievement of this specific organizational strategic goal is community buy-in into the effort of lowering the current community-wide rate of diabetes diagnosis.

Existing Capital Resources: The Pyramid Lake Paiute Tribe has already developed and currently offers a diabetes prevention program that could be expanded to include a variety of educational efforts designed at improving individual behavior regarding food consumption and exercise patterns. This existing program should also underscore the importance of testing and medication usage to treat already diagnosed cases of diabetes.

Possible Barrier(s): The primary possible barrier that could derail the efforts of the Pyramid Lake Paiute Tribe to reduce the current community-wide rate of diabetes diagnoses is a loss of needed financial resources. The Pyramid Lake Paiute Tribe should continue to identify possible sources of dedicated local revenue streams to support achievement of this specific organizational strategic goal and should also consider seeking out additional third-party funding sources including, but not limited to, state and federal grant programs, philanthropic giving by major private sector firms in the medical and healthcare industry sector, and from various non-profit community-based organizations.

Actionable Item(s) and Targeted Condition(s), Behavior(s), and Attitude, Knowledge, and Skill(s): Early prevention education, programming, and services targeting the reduction of community-wide diabetes diagnosis rates are each essential in improving overall community health rates. Expanding existing and providing new early prevention education, programming, and services will be designed to change personal and individual eating habits and physical activity levels. Individual community members and families must be educated on the long-term harmful health consequences of both childhood and adult diabetes and how they can proactively prevent diabetes through improved diet, exercise, and other preventative steps.

Along with each of the other strategic organizational goals developed as part of this new five-year organizational strategic plan for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, this specific Community Health and Wellness strategic organizational goal will be assessed and evaluated on an annual basis. As this specific Community Health and Wellness strategic organizational goal is completed, new goals might be developed, or existing goals may be modified to fit new internal and external environmental conditions.

3.5 Recovery and Resiliency Elements of the Pyramid Lake Paiute Tribe's Five-Year Strategic Plan, 2024 through 2029

The recovery and resiliency planning elements outlined in this sub-section and as part of the Pyramid Lake Paiute Tribe's and Pyramid Lake Paiute Reservation's new five-year, 2024 through 2029, organizational strategic plan are designed to provide a general 'blueprint' to enable the Tribal government to potentially prevent, withstand, and quickly recover from major disruptions, or 'shocks', to the community caused by natural or manmade disasters like an economic downturn, a global pandemic or other related public health crisis, a fire, flood, or earthquake. Steady-state recovery and resiliency planning elements tend to be long-term efforts that an organization will develop to bolster a community's ability to withstand or avoid a possible shock. Responsive recovery and resiliency planning initiatives are shorter term and are designed to establish the capabilities of an organization to quickly respond to an incident or shock.

3.5.a Initial Responsive Recovery and Resiliency Planning Elements for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation

Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the third organizational strategic planning workshop held on May 31, 2024 identified several responsive initiatives that the Pyramid Lake Paiute Tribe will further development as part of its efforts develop a comprehensive recovery and resiliency plan as part of this new five-year organizational strategic plan. These responsive initiatives are organized by past and possible future incidents or 'shocks' that the Tribal government and the community may have to face during this new five-year, 2024 through 2029, strategic planning horizon.

- ***Responsive Initiative No. 1:*** A Global Pandemic or Other Major Public Health Crisis

The COVID-19 global pandemic that began in the spring of 2020 impacted the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation, and individual Tribal and community members and families, in several critical ways. Closure of public facilities reduced access to critical programs, resources, and services including food delivery services and various healthcare services. This lack of access to critical programs, resources, and services was compounded by relatively low rates of individual households located on the Reservation having access to online resources. The organization and community members lacked access to vital personal protective equipment, created high levels of anxiety and mental and physical stress, and ultimately resulted in a significant loss of life.

Even in the post COVID-19 pandemic period, workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation agreed that the Tribal government should actively develop a robust set of contingency plans to ensure the ongoing provision of critical programs, resources, and services as part of this new five-year organizational strategic plan. The Pyramid Lake Paiute Tribe should also actively invest in developing a maintained stockpile of personal protective equipment and other needed materials in the event of a future global pandemic or other major public health crisis. Achievement of the various Organizational Improvement and Development strategic goals outlined as part of this new five-year organizational strategic plan is also a major part of the future efforts of the Pyramid Lake Paiute Tribe to quickly respond to the impacts that another global pandemic or other major public health crisis might create.

- ***Responsive Initiative No. 2:*** Other Natural Disasters

Over the past several years, each part and each individual community within the Pyramid Lake Paiute Reservation has had to contend with an increase in the frequency and severity of various natural disasters ranging from extended periods of drought to floods to wildfires. These various natural disasters, because of the increased frequency and severity of them and the resulting impacts, have strained Tribal government emergency response services, including first responder emergency medical services, fire protection and response services, and law enforcement services. These various natural disasters have also significantly damaged critical public infrastructure and, in some cases, have even left individual communities and population centers within the Pyramid Lake Paiute Reservation cut off from necessary resources and services and limited the ability of the Tribal government and neighboring public agencies to respond.

Assuming that the frequency and severity of these various natural disasters are likely to continue to increase, the Pyramid Lake Paiute Tribe, as part of this new five-year organizational strategic plan, will first continue to refine and improve its existing natural disaster and emergency response plans. This effort will include targeted achievement of several of the Organizational Improvement and Development strategic goals designed to reducing internal organizational ‘siloing’ between Tribal government departments and divisions. Several of the specific Community and Economic Development organizational strategic goals, especially those focused on developing new public infrastructure and new public facilities, will incorporate the need to further ‘harden’ these assets and facilities to the potential impacts of future natural disasters. Improving immediate access to critical public resources and services, through the development of initiatives like the development of a mobile clinic and pharmacy and the stockpiling of needed resources such as blankets, clothing, firewood, and non-perishable food stocks in key parts of the Reservation, could improve the overall ability of the Tribal government and the community to respond to sudden and unpredictable natural disasters.

- ***Responsive Initiative No. 3:*** Immediate and Sudden Loss Government Resources

Historically, shutdowns of the federal government due to budgetary impasses between the major political parties were rare. Over the past few decades, however, there have been several lengthy federal government shutdowns, including two in 1996 that left the federal government shutdown for a combined 26 days, one in 2014 that left the federal government shut down for a total of 16 days, and one in 2019 that closed the federal government for a total of 34 days. Even when federal budget compromises were struck, averting a total government shutdown, these budget compromises have often come with significant reductions to federal government financial support of important programs, resources, and services that local governments and communities, such as the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation, depend upon.

The Pyramid Lake Paiute Tribe, as part of this new five-year organizational strategic plan, will begin developing several steps designed mitigate the impacts of potential future disruptions to federal funding sources. These steps will include, but are not necessarily limited to, promoting the Tribe's sovereignty by actively lobbying state and federal government representatives on behalf of the interests of Tribal and community members and will continue to pursue several community and economic development initiatives, part of several of the individual Community and Economic Development organizational strategic goals outlined in this new five-year organizational strategic plan, to develop more sustainable local sources of financial resources that can support programs, resources, and services that the Tribal government provides even if future disruptions or reductions to federal funding sources occur. The Pyramid Lake Paiute Tribe will also continue to develop and refine its various community communication, engagement, and outreach efforts to individual Tribal and community members and households to keep individuals and families informed about possible future disruptions to programs, resources, and services due to a disruption or reduction in externally provided financial and funding resources.

- ***Responsive Initiative No. 4:*** New Developments Located Outside the Pyramid Lake Paiute Reservation

Since the Great Recession, the northwestern Nevada region has experienced significant growth and recovery with the populations of each county within the region increasing significantly over that time. Much of this continued and sudden population growth has been fueled by the development of new and emerging industry sectors that have threatened the natural resources of the Pyramid Lake Paiute Tribe and of the Pyramid Lake Paiute Reservation, that have directly impacted the quality of life of Reservation residents, and that have even placed individual Tribal and community members at a significant disadvantage in terms of finding and securing meaningful opportunities of employment. Directly and existentially, these new developments and the continued and rapid growth of the northwestern Nevada region outside the Pyramid Lake Paiute Reservation are threats to personal Tribal and community members health and safety and even to the sovereignty of the Pyramid Lake Paiute Tribe.

Several of the specific organizational strategic goals developed as part of this new five-year organizational strategic plan, including specific Community and Economic

Development strategic goals, Cultural Development, Promotion, and Preservation strategic goals, Educational Development and Individual Capacity Building strategic goals, and Organizational Improvement and Development strategic goals, either directly or indirectly address the concerns that Pyramid Lake Paiute Tribe and Pyramid Lake Paiute Reservation representatives expressed as part of this specific responsive initiative. More specifically, the Pyramid Lake Paiute Tribe will continue to exert its sovereignty and political influence at a regional, state, and national level to preserve and protect critical natural, cultural, and spiritual resources, will seek to build internal community capacity through broad education and workforce development initiatives, and will also proactively work with local and regional governmental representatives and various private sector representatives to ensure that continued regional growth and development benefits Tribal and community members.

- ***Responsive Initiative No. 5:*** Failed Internal Economic Development Projects

Unlike many traditional municipal and county local governments, the unique political status of the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation, and its unique relationship with the state government and federal government, has historically increased the difficulty of pursuing new economic development projects on Tribal land. This unique legal status often makes it exceedingly difficult for the Pyramid Lake Paiute Tribe to work with private sector interests in new and emerging industry sectors that might generate new employment opportunities for Tribal and community members, thereby increasing community levels of household, family, and per capita income and reduce community levels of unemployment and poverty. These past failures have, in some instances, caused frustration among Tribal and community members and the frustration has somewhat been compounded by a lack of effective communication between the Tribal government and those individual Tribal and community members.

As part of several specific Community and Economic Development strategic goals and Organizational Improvement and Development strategic goals, the Pyramid Lake Paiute Tribe will actively work to improve upon the way specific economic development projects are developed and pursued and how the Tribal government actively communicates, engages, and reaches out to and with the larger community. Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation as part of this five-year organizational strategic planning process also expressed support for developing a single comprehensive process by which proposed economic development projects and Tribal-led enterprises are reviewed and evaluated. This process would certainly involve community participation as well as legal review by qualified attorneys and consultants. Improved decision making and program, resource, and service development, delivery, and administration between the Tribal Council and Tribal government professional staff and employees, incorporating efforts to reduce the siloing between different parts of the Tribal government, is a critical responsive initiative that the Pyramid Lake Paiute Tribe will take to reduce the potential failure of future economic development projects that the Tribal government and community might pursue either by itself or in partnership with different private sector interests.

3.5.b Long-Term Steady-State Recovery and Resiliency Planning Elements for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation

Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation during the third organizational strategic planning workshop held on May 31, 2024 identified several long-term steady-state initiatives that the Pyramid Lake Paiute Tribe will further development as part of its efforts develop a comprehensive recovery and resiliency plan as part of this new five-year organizational strategic plan. Unlike the responsive initiatives, these steady-state initiatives are organized by specific action or action area that the Pyramid Lake Paiute Tribe will further develop and pursue over the next five years and, likely, as part of future organizational strategic plans developed beyond the current five-year strategic planning horizon of 2024 through 2029.

- ***Steady-State Initiative No. 1:*** Address Community-Wide Economic Development Issues

As has been previously noted throughout this new five-year organizational strategic plan, the Pyramid Lake Paiute Reservation, as a community, lags behind most other parts of the northwestern Nevada region in-terms of relatively high unemployment and poverty rates and relatively low levels of median household, median family income, and per capita income. These underperforming economic indicators have also limited the Pyramid Lake Paiute Tribe's ability to develop and generate sufficient local revenue sources needed to support a wide variety of programs, resources, and services that the Tribal government provides to individual Tribal and community members. These underperforming economic indicators also correspond to concerns over physical and mental health, alcohol, drug, and substance abuse, and even domestic abuse. Strong local community-level economic growth that translates into positive improvements in personal wealth positively contributes to physical and mental health, positive feelings of self-worth, and even community pride.

Long-term, the Pyramid Lake Paiute Tribe will continue to pursue community-level economic development initiatives that focus on the further development of new businesses and the expansion of existing businesses owner and operated by the Tribe or by Tribal and community members. Developing a comprehensive economic development strategy for the Pyramid Lake Paiute Tribe and for the Pyramid Lake Paiute Reservation, in addition to directly supporting Tribally owned and operated small businesses and entrepreneurial efforts, are each critical parts of this long-term community-level economic development initiative. Sustainable and environmentally and culturally sensitive economic development initiatives will also be part of the Tribal government's long-term steady-state effort to grow local revenue sources that are needed to support a broad range of programs, resources, and services that the Pyramid Lake Paiute Tribe provides. This effort has the additional long-term benefit of reducing the Tribal government's dependence on external financial resources provided by state and/or federal government funding programs.

- ***Steady-State Initiative No. 2:*** Improve Internal and External Communication Processes and Community Engagement and Outreach Efforts

Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation noted that the Tribal government and the community have had to address the impacts of several major incidents or ‘shocks’ over the past several years, including the immediate and long-term impacts of the COVID-19 global pandemic and several other natural and even human caused disasters including lingering droughts, floods, and wildfires. These major incidents and shocks have often led to a lack of access to important goods and services such as food, medicine, and critical care services and left the Tribal government struggling to restore access and rebuild critical infrastructure and community facilities and services. Ultimately, the Pyramid Lake Paiute Tribe, working collaboratively with all community members, will actively work to increase overall internal capacity to respond to future major incidents and shocks.

The continued development and refinement of existing emergency response and disaster plans, existing capital improvement plans, and the development of a new long-range comprehensive community masterplan and land use plan will be part of the Pyramid Lake Paiute Tribe’s steady-state initiative to improve critical public infrastructure, public resources, and public services. However, while these improvements are part of an entirely separate and additional steady-state initiative, each of these long-range planning efforts must include the development of improved internal and external communication processes and improved community engagement and outreach efforts. Workshop participants representing the Pyramid Lake Paiute Tribe and the Pyramid Lake Paiute Reservation underscored the importance of also developing and implementing a new comprehensive communication plan designed to reduce internal organizational silos between different parts of the Tribal government and to improve the shared decision making process between the Tribal Council, Tribal government departments and divisions, and the larger community. The development and use of quarterly meetings between Tribal Council members, Tribal government staff, and community members in an informal setting as well as an annual Tribal membership meeting were suggested elements that the Pyramid Lake Paiute Tribe should incorporate into any new comprehensive communication plan that would extend across all new planning initiatives and continued program, resource, and service development and delivery.

- ***Steady-State Initiative No. 3:*** Further Development and Improvement of Critical Public Infrastructure, Public Resources, and Public Services

Increasing the long-term capacity of the Pyramid Lake Paiute Tribe and, perhaps most importantly, of the Pyramid Lake Paiute Reservation as one community is major state-state initiative that is woven into every single one of the 20 new organizational strategic goals outlined as part of this new five-year, 2024 through 2029, organizational strategic plan. The various strategic organizational strategic goals outlined in this new five-year organizational strategic plan focus on a variety of critical public infrastructure assets, public resources, and public services that the Pyramid Lake Paiute Tribe is expected to provide to Tribal and community members. Additional housing, improved public infrastructure assets and public facilities, increased access to existing and new physical and mental healthcare services, improved educational and childcare services,

improvements to household access to computers and other electronic devices and expanded broadband telecommunication and Internet services, improved public transportation resources, and better access to healthier, alternative food options are a few of the many critical public infrastructure, public resources, and public services needed to support the long-term sustainability of the community and of the people's cultural heritage and history.