

# Kashia Band of Pomo Indians

## COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



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- ◆ Sonoma County Economic Development Board
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- ◆ Mendocino County Economic Development and Financing Corporation
- ◆ Sonoma Small Business Development Center
- ◆ County of Sonoma, County of Mendocino
- ◆ City of Santa Rosa, Economic Development Division
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yal yaʔk<sup>he</sup> ʔá·t<sup>hen</sup>ʔ he· qá·senʔ šaba·du mul  
ya cilaqán duʔyaqac'qa· ʔa·t'ó



*Our mother and mother's mother  
taught us...*

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# INTRODUCTION



## *What is a CEDS?*

*A CEDS is a federally-required regional economic development plan that must be completed in order to become eligible for various funding programs under the Economic Development Administration (EDA), an agency within the U.S. Department of Commerce. It should serve as a roadmap for regional economic development in general—linking, leveraging, and aligning local assets and stakeholders to achieve regional goals.*

A Comprehensive Economic Development Strategy (CEDS) is a planning tool created by the U.S. Economic Development Administration (EDA) to facilitate regional economic development and make regions and Tribes eligible for EDA funding opportunities. The development of a CEDS establishes an actionable plan for economic growth and ensures the Kashia Band of Pomo Indians of Stewarts Point Rancheria (“Tribe”) will be competitive when applying for EDA funding. Funding through the EDA can include planning, infrastructure projects, and programs to promote economic development for the Tribe.

This CEDS serves as a roadmap for linking, leveraging, and aligning local assets and regional outcomes. The CEDS includes a summary background and demographics for the Tribe, regional challenges and opportunities, community participation, and future economic direction with an action plan. This 2022 CEDS is a new document that will guide the Kashia’s economic direction for the next five years. The priority goals of the Tribe over the next five years are notable advancements in workforce preparedness, affordable housing sustainable infrastructure, environmental resiliency, and entrepreneurship. The Kashia also incorporates cultural, livability, and resiliency principles in its economic development goals to promote sustainable and resilient development and communities.

## **THE CEDS PROCESS**

This CEDS describes priority projects that Kashia will advance in the next five-year period. Project ideas emerged from the SWOT analysis, the economic assessment, and community and stakeholder input. Projects were refined and prioritized based on feedback from a CEDS Working Group. Each component of the process is provided in full in the subsequent chapters and appendices.

## SUMMARY BACKGROUND



### KASHIA TRIBAL LANDS - ?AMA

The “People from the Top of the Land”, Kashia (or Kashaya), lived on land (?ama) that extended from the Gualala River and Salmon Creek in the North to Duncan’s Point south of the Russian River to Bodega. From the West, Kashia territory extended from the Pacific Ocean (q<sup>h</sup>amos’) over coastal mountain ranges down the Warm Springs Creek to the confluence of Dry Creek, thirty miles inland. An estimated 1,500 people inhabited this area pre-contact and migrated seasonally throughout this territory to take full advantage of the resources for their subsistence. Major villages in the area included mé·ti?ni near where Fort Ross was eventually established and q<sup>h</sup>alle near present day Healdsburg.

First contact with non-native peoples was with the Russians around 1812. Through the Treaty of Hagemeister with the Kashia in 1817, the Russians established Fort Ross. The fort was a popular port and connected the area with Hawaii and Alaska. Establishment of the fort eventually drove the Kashia into the workforce and forced labor. As more non-native settlers began to enter the area, pressure increased on the Kashia until eventually they were forcibly separated from their coastal home to the ranch of Charles Haupt (Parrish, 1998).

The Haupt Ranch was forty-acre parcel of land four miles inland from Stewarts Point. Charles Haupt

had married a Kashia woman and wanted to provide for her family. Eventually, in 1914, Charles Haupt Jr. advocated for the federal purchase of the ranch to create a permanent home for the Kashia, which began the process of taking land into Trust and establishing the Stewarts Point Rancheria. While a small safe haven for the Tribe, the reservation is in a remote location with limited access to water and separated from the coastline. This has created cultural trauma and economic hardship for the Tribe over the years. The Kashia, through all these changes, continued to preserve the vitality and integrity of their culture and attachment to their ancestral land.

In 2013, the reservation was expanded to include 510 acres adjacent to the original 42-acre ranch. In 2015, the Tribe, with help from multiple funding partners, was able to purchase 678 acres along the Sonoma coastline establishing the Kashia Coastal Reserve. The Tribe now manages a portion of their ancestral territory totaling 1,230 acres (see Figure 1). The return of this land to its native inhabitants has reestablished the Tribe’s connection with the ocean and was a long-awaited homecoming. The preserve, which includes a large coastal redwood forest, is now managed for natural resources and cultural enrichment including materials for basket making, food, medicine, and education (Trust for Public Land, 2022).

Acquiring these lands represents a major step forward towards the Tribe’s goal of preserving its culture and resources while seeking opportunities for economic development and self-sufficiency for the Tribe and people. Many non-gaming California tribes with small, remote Rancherias like Kashia don’t have a lot of assets or revenues so they have difficulty securing loans and accessing financing for tribal goals and programs. Furthermore, the Tribe has been impacted by climate change through wildfires, drought, increased water temperatures, and invasive species. Climate change has brought new challenges to the Tribe and created a greater need for planning and adaptation.

## TRIBAL GOVERNMENT

The Tribe is organized pursuant to the Constitution and Bylaws for the Kashia Band of Pomo Indians of the Stewards Point Rancheria as adopted February 8, 1936, and approved February 28, 1936, as amended on January 30, 2011, and approved by the Bureau of Indian Affairs (BIA) on February 15, 2011. The two governing bodies for the Tribe include the General Council and the Tribal Council.

### General Council

The General Council is composed of all the qualified voters of the Tribe (nohp<sup>ho</sup>). The Council can impose reasonable qualifications, besides membership and age, for eligibility to vote. The General Council is tasked to protect and advance the best interests of the Tribe and makes the final decision on projects or initiatives. Meetings are held quarterly on the second Saturday of February, May, August, and November.

### Tribal Council

The Tribal Council consists of seven members elected by the General Council that see to the day-to-day operations of the community. Members include a Chairman, Vice-Chairman, Secretary, Treasurer, and three members at large. They have

the power and authority to manage the business and affairs of the Tribe and provide recommendations on projects to the General Council. There are also various standing committees: Personnel, Finance, Education, Enrollment, Business, Housing, and Governance. The Economic Development Committee was established in 2006 and serves to review economic development, investment and other business proposals and opportunities under the oversight of the Business Committee.

### Membership

The Kashia Band of Pomo Indians has over 1,000 members, with approximately 70 people living on the reservation. Most Tribal members reside in Sonoma, Mendocino, Lake and Napa Counties, which is the service area for the Tribe.

### Staffing

Not only does the Tribe govern itself, but many Tribal administrative departments oversee the everyday function of the Reservation and provide for Tribal members. The Tribe also owns and operates several tribal enterprises that benefit both the Tribe and the community at large. Kashia's main office is located in Santa Rosa, CA.

## Kashia Tribal Constitution

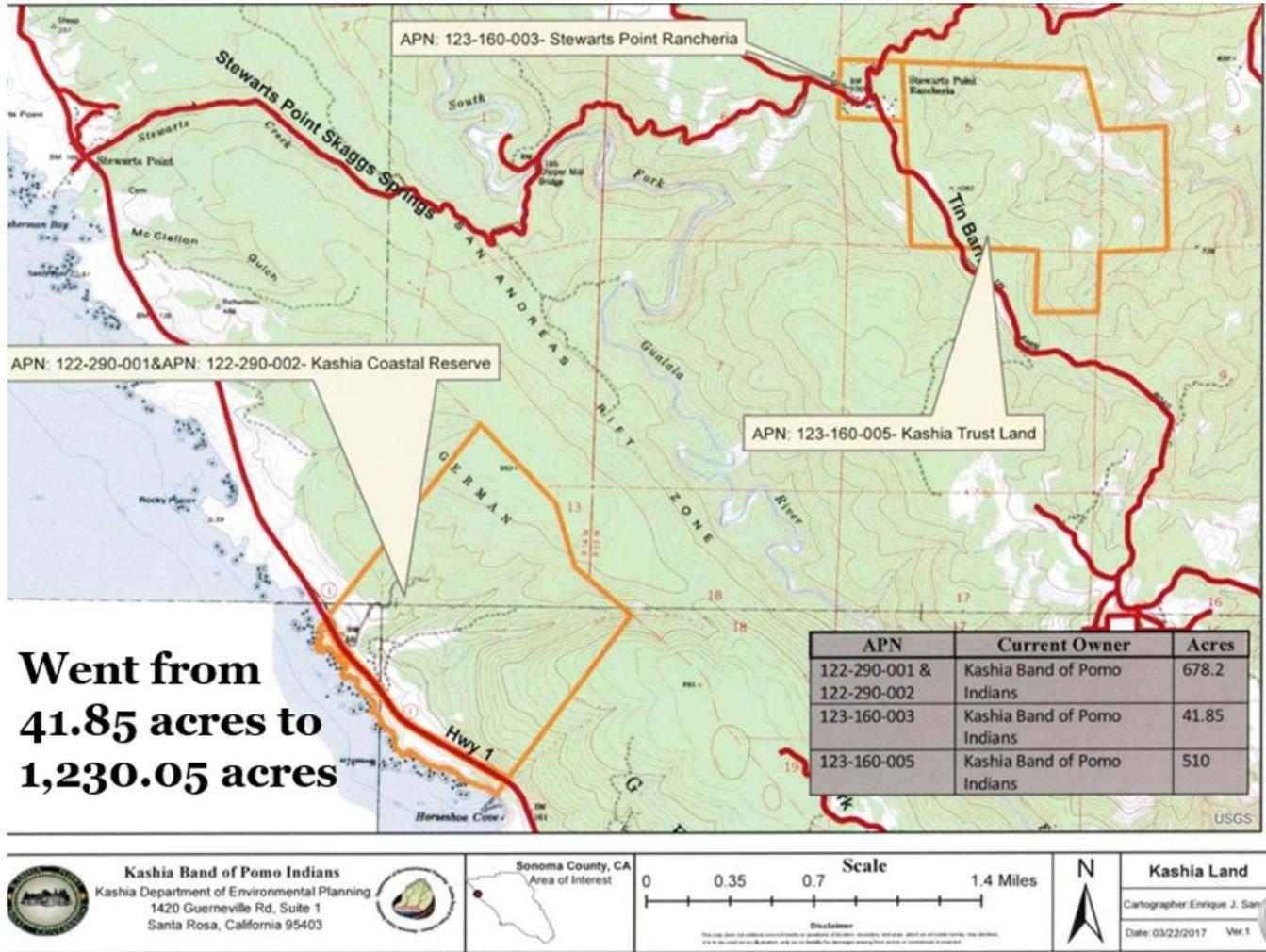
*~ Preamble ~*

*We, the adult members of the Kashia Band of Pomo Indians of the Stewards Point Rancheria, do hereby establish and approve this Constitution in order to:*

- ◆ Strengthen our Tribal bonds;*
- ◆ Govern ourselves by our own laws and customs for the common good and well-being of the Tribe and its members;*
- ◆ Protect the validity of our governmental processes;*
- ◆ Perpetuate our culture and Tribal identity;*
- ◆ Protect and promote our Tribal resources;*
- ◆ Maintain peace and order in our communities; and*
- ◆ Protect and develop the individual and collective rights and benefits of our members.*

*We affirm that our traditional cultural heritage and inherent sovereignty are the basis of the well being and continuity of the Kashia people.*

Figure 1: Map of current Kashia Tribal Lands



## HISTORICAL ECONOMIC CHALLENGES

Economic development is important to the Tribe and to the economic well-being and quality of life of Tribal members. The economy of the Tribe is significantly depressed with a high percentage of residents below the federal poverty level and very limited local access to basic goods and services. A lack of job skills, job readiness, and entry-level job opportunities are significant barriers to employment. There is a sense from community members that the geographic isolation, lack of positive activities, drug and alcohol abuse, shortage of decent and affordable housing, and scarcity of job opportunities contribute to the systemic challenges facing the workforce. In face of these challenges, the community also has extraordinary assets: Kashia people are caring, energetic, imaginative, gifted in the arts, and creative. They hold skills waiting to be employed for the common good. There is opportunity to further incorporate Kashia culture into things like workforce training and education.

The Tribe has made significant strides to improve local economic conditions and has focused many of its resources in expanding infrastructure capacity and basic community services, as well as providing local jobs and livable wages. These efforts include but are not limited to: the construction of a 200-foot Broadband tower bringing reliable internet to residents and students on the reservation; construction of solar electric systems for a number of low-income families; construction of a new 18,000 gallon water storage tank on the reservation; funding for the Windsor Affordable Housing project, which is planned to include 54 housing units and also house the tribal headquarters; and more.

The Tribe is also working to develop a series of plans and studies, all of which will serve to enhance the Tribe's economic viability while also supporting infrastructure development. These studies include

but are not limited to: the Kashia Sustainable Community Master Plan; Kashia Aquaculture Site Evaluation, Facilities, and Production Plan; Kashia Biomass Feasibility Analysis; Kashia Drought Contingency Plan; Kashia/Burbank Affordable Housing Development; Kashia Hotel Market and Feasibility Analysis; Kashia Gas Station and Convenience Store Feasibility Study; Kashia Ecotourism and Outdoor Recreation Feasibility Study; and Kashia Family Entertainment Center/Amusement Park Market Assessment. Currently, the Tribe is preparing a Comprehensive Strategic Master Plan that addresses six core topic areas: land use; circulation and transportation; housing; open space, parks, and recreation; safety, capital facilities and utilities; and economic development. Collectively, these documents help to encourage economic growth in the region by laying the groundwork for projects requiring careful planning and investment.

Although economic development is important to the Kashia, the tribal community prioritizes its environmental and cultural resources. The Tribe works to protect its culture, sacred land, resources, and sovereignty in tangent with sustainable economic development, collaboration with agencies, and expanded opportunities for public recreation and education. In the absence of a tax base, its remoteness from major markets, and the lack of basic infrastructure for much of the reservation requires the Tribe to become more entrepreneurial in creating sustainable economies to support their government and provide basic services to its communities. This document is part of that effort to build upon and sustain efforts of the Tribe in promoting greater economic self-sufficiency.

## CURRENT SOCIAL AND ECONOMIC CONDITIONS

The Tribe has faced many hardships that have caused an overall decrease in population on the Rancheria due to limited access to transportation, distance to basic needs including grocery stores (maʔáhca), medical facilities, and places of education, and limited opportunities for employment.

The Tribe’s total membership is approximately 1,000. Most tribal members live offsite in neighboring communities such as Santa Rosa, Windsor, and Point Arena. While there are currently less than 100 individuals living on the Rancheria, there is still potential to increase prosperity and improve the overall quality of life for community members.

### Population Characteristics

As can be seen in Table 1, Stewarts Point Rancheria had a 2020 population of 74 with 71 identifying as Native American or Alaska Native. This is a decrease from the 2010 population of 130. However, the Tribe has approximately 1,000 members overall which indicates that the majority of tribal members live offsite. This is likely due to the greater availability of jobs and housing in surrounding cities.

- ◆ Within Stewarts Point Rancheria, the people who identify as Native American or Alaska Native make up 96% of the population, comprising of enrolled members of the Tribe or descendants.
- ◆ The Native American or Alaska Native population is as low as 2% in Sonoma County and as low as 5% in Mendocino County. Together the native people’s population in Sonoma and Mendocino Counties make up 2.3% of the two counties total population.

	Stewarts Point Rancheria	Sonoma County	Mendocino County
Total Population	74	496,801	87,110
Male	36	242,657	43,107
Female	38	254,144	44,003
Under 5 years	8	24,482	5,005
5 to 9 years	13	27,834	5,565
10 to 14 years	9	27,787	4,968
15 to 19 years	3	29,602	4,977
20 to 24 years	0	27,977	4,573
25 to 29 years	0	32,091	4,756
30 to 34 years	20	31,925	5,121
35 to 39 years	1	31,637	5,146
40 to 44 years	1	30,764	5,060
45 to 49 years	2	30,648	4,942
50 to 54 years	0	32,644	5,188
55 to 59 years	1	35,443	6,128
60 to 64 years	3	36,506	6,447
65 to 69 years	6	34,106	6,762
70 to 74 years	5	25,503	5,496
75 to 79 years	0	15,945	3,092
80 to 84 years	0	9,324	1,975
85 years and over	2	12,583	1,909
Median age (years)	32	42	43
18 years and over	44	399,200	68,518
65 years and over	13	97,461	19,234
One race	74	422,842	79,534
White	3	306,684	59,510
American Indian and Alaska Native	71	8,855	4,679
% AI&AN	96%	2%	5%
Two or more races	0	66,021	12,067
% 2+ races	0%	13%	14%

Table 1 – 2020 Population Summary

	Stewarts Point Rancheria	Sonoma County	Mendocino County
2000		458,614	86,265
2010	130	483,878	87,841
2000-2010 % Change	N/A	5.51%	1.83%
2020	87	488,863	91,601
2010-2020 % Change	-33.08%	1.03%	4.28%

**Table 3 - Population Change 2000 to 2020**

- ◆ The median age of people living in Stewarts Point Rancheria is 32. Approximately 18% of the population in Stewarts Point Rancheria are over 65 years. Where there are higher percentages of older residents in an area there is usually a lower labor force participation rate as these individuals have retired or are otherwise unable to work.
- ◆ From 2010 to 2020, the Rancheria population has decreased by 43. Sonoma County had a population increase of 4,985 from 2010 to 2020, and Mendocino County had an increase of 3,760 (Table 2).

### Employment Status

The Kashia Tribal Community experiences high unemployment and poverty rates. The most recent survey showed 40% of Tribal members were unemployed, and only 28% of employed Tribal members had a full-time job. All of the Tribal respondents qualified as low income, with almost 75% being “very low income” (Kashia NABDI Proposal: Gas Station/Convenience Store 2021).

Labor Force participation, a crucial driver for economic growth, is higher in Sonoma County at 65% with Mendocino County close behind at 58%. Stewarts Point Rancheria has the lowest labor force participation at 45%.

### Income & Poverty

Like many tribes throughout the country, the Kashia have been historically repressed by way of systemic racism, isolation, and limited education. Additionally, the values of the tribes, including the Kashia, can differ greatly from the typical western philosophies (p<sup>h</sup>alaʔcayʔ ta-wi) that place a greater emphasis on material wealth and competition in the workforce. This has led to greater levels of poverty for native peoples.

As seen in Table 3, Stewarts Point Rancheria exhibits a Median Household Income of \$41,250. This is 47.9% of the Sonoma County MHI, 78.0% of the Mendocino County MHI, and 52.4% of the California MHI of \$78,672.

	Stewarts Point Rancheria	Sonoma County	Mendocino County
Median Household Income	\$41,250	\$86,173	\$52,915
Per Capita Income	\$11,899	\$44,071	\$30,351
Poverty-All Families	35.7%	5.1%	12.1%
Poverty-All People	29.7%	8.8%	16.3%
Poverty-Persons <18	46.7%	10.5%	22.4%
Unemployment Rate	-	3.0%	5.0%

**Table 2 - 2020 Median Household Income and Poverty Levels**

- ◆ Compared to Sonoma and Mendocino County, Stewarts Point Rancheria has a significantly higher poverty rate. Per Capita Income for Sonoma County is \$44,071, which is 270% more than Stewart Point Rancheria’s Per Capita Income of \$11,899.
- ◆ Almost half (46.7%) of the people over 18 on Stewarts Point Rancheria are impoverished. This is significantly higher than Sonoma (10.5%) and Mendocino County (22.4%).
- ◆ A key driver for the poverty rate for the Kashia Tribal Community is the high tribal unemployment rate of 40%.

Industry	Stewarts Point Rancheria	Sonoma County	Mendocino County
Civilian employed population 16 years and over	20	253,919	37,369
Agriculture, forestry, fishing, and hunting & mining	0.0%	2.4%	6.5%
Construction	15.0%	8.1%	7.9%
Manufacturing	0.0%	10.0%	6.8%
Wholesale trade	0.0%	2.6%	2.1%
Retail trade	15.0%	11.7%	13.1%
Transportation and warehousing and utilities	0.0%	3.9%	3.6%
Information	0.0%	2.0%	0.9%
Finance and insurance, and real estate & rental, & leasing	10.0%	5.2%	4.3%
Professional, scientific, and management	10.0%	12.1%	8.9%
Edu. Services, and health care and social assistance	5.0%	21.3%	23.1%
Arts, entertainment, recreation, and accommodation and food services	40.0%	10.4%	11.1%
Other services, except public administration	0.0%	6.0%	5.4%
Public administration	5.0%	4.4%	6.4%

*Table 4 – Employment Industries*

Due to the limited workforce residing on the Rancheria and limited access to abundant employment opportunities, there is low diversification of employment industries. As shown in Table 4, of the 20 employed residents of the Rancheria, eight work in the arts, entertainment, recreation, accommodation, and food services industry. Only a small number, often one or two individuals, work in another six industries. By comparison, Sonoma and Mendocino counties report numerous employees in all 14 industries looked at.

- ◆ Stewarts Point Rancheria has a civilian employed population over 16 years old of 20. Approximately 40% of this population works in arts, entertainment, recreation, and accommodation and food services. This is comparable to Sonoma County with 10% in this industry and Mendocino County at 11% in this industry.
- ◆ The Kashia Housing Department has started a pilot program meant to help

Tribal Members succeed in employment searches. The department assess marketable skills, creates resumes, letters, and social network pages, provides an overview of job search techniques, and helps develop other workforce skills all within a supportive environment.

### ***Housing Characteristics***

The Stewarts Point Rancheria is small in size and only has approximately 17 housing units. As mentioned previously, it is also in a remote location far from employment opportunities. For this reason, many Tribal Members live offsite. The largest number of Tribal Members is reported to live in and around the Windsor-Santa Rosa area, approximately an hour and a half (60 miles by road) from the Rancheria.

The Tribe has been working to develop new affordable housing infrastructure and supportive services both on and off the Rancheria. The Tribe purchased a 2.5-acre property to build a 54-unit housing development in Windsor, just north of

Santa Rosa, that will double as the Tribal headquarters. The garden-style apartments at the five-building complex will be offered to low-income tribal households. It will include office space to serve as the center of the Kashia's government operations and will also have a public gallery and community space showcasing Kashia artwork, history and culture.

In addition to the proposed new housing development, the Tribe also secured funding to purchase and rehabilitate the 20-unit Economy Inn near downtown Santa Rosa. This project is intended to provide housing for Tribal Members experiencing homelessness.

The Kashia Housing Authority provides affordable housing services to low and moderate income tribal members including rental assistance, Rancheria housing maintenance and rental rehabilitation programs, and job placement and training services. The rental assistance program through the Indian Housing Block Grant offers up to 12 months of assistance for low-income families depending on eligibility and funds available. Assistance can be given within Sonoma, Napa, Lake, and Mendocino Counties.

In addition to expanding safe, affordable rental housing, there is opportunity to provide homeownership assistance programs and other supportive services to increase housing options for Tribal members. Establishment of a Native Community Development Financial Institution (CDFI) under the Tribe could play an important role in providing the capital necessary to promote additional affordable housing development, expanding tribal credit, capital, and financial services, as well as small business lending.

### **Educational Characteristics**

Stewart's Point Rancheria is served by one elementary school (kalikak<sup>h</sup> ca) that is located just outside the border of the Rancheria. The school provides education for kindergarten through 8<sup>th</sup> grade and serves special education needs. Unique

	<b>Stewarts Point Rancheria</b>	<b>Sonoma County</b>	<b>Mendocino County</b>
Persons over 25 years of age	41	359,119	62,022
Less than a high school diploma	17.1%	10.9%	13.4%
High school diploma or GED	51.2%	18.2%	23.6%
Some college or AA/AS degree	31.7%	34.4%	36.3%
BA/BS or higher	0.0%	36.4%	24.0%

*Table 5 - Education Level*

to the school is the presence of a Pomo language teacher. Currently the school has 16 students ranging from kindergarten to 7<sup>th</sup> grade. After completing the 8<sup>th</sup> grade, students must travel out of the area for school. The nearest high school is located in Point Arena which is an approximate 45-minute drive up the coastline to the northwest. The closest higher education schools including junior colleges, technical schools, and four-year colleges are located in Santa Rosa approximately an hour and a half to the southeast.

The percentage of residents at the Rancheria that have a Bachelor's degree or higher is lower than both Sonoma and Mendocino Counties. This is likely due to the limited education opportunities in the area and income levels of residents.

- ◆ The total population with less than a high school diploma on Stewarts Point Rancheria is higher than both Sonoma County and Mendocino County by approximately 6%.
- ◆ Notably, Sonoma County, Mendocino County, and Stewarts Point Rancheria have comparable percentages for those having some college or an AA/AS degree. Stewarts Point Rancheria's population being at 31.7%, Sonoma County at 34.4%, and Mendocino County at 36.3%.
- ◆ Stewarts Point Rancheria has no residents with a BA/BS or higher.



## ECONOMIC DEVELOPMENT ANALYSIS

### *Infrastructure Capacity*

Infrastructure is a critical necessity for community and economic development activities. For rural areas such as the Stewarts Point Rancheria, essential infrastructure investments will positively impact both economic growth and resilience.

### *Road System (hi?da baht?he)*

The Kashia Transportation Network primarily has class 3 routes. Those are streets and roads that are in communities that serve residential or other urban settings. They correspond to the Local Roads category in the state highway classification. The Tribe has two county roads that transect Kashia Trust Lands (Skaggs Springs Road and Tin Barn Road). Those roads are considered class 2 routes. They consist of major or minor arterial roads that provide an integrated network. The roads serve traffic between large population centers and smaller towns and communities. The Tribe has one mile of Pacific Coast Highway 1 (Caltrans Right of Way) that transects the Kashia Coastal Reserve. They also have miles of fire access roads, hiking trails and historic logging roads throughout the Tribe's properties. Those roads are in the process of being inventoried and analyzed for later inclusion in official inventory and Long-Range Transportation Plans (Tribal Environmental Plan).

There is opportunity to further inventory and evaluate the road corridors and their natural, scenic, cultural, and recreational values, and identify capital projects related to transportation safety and functionality. The National Scenic Byways Program through the Federal Highway Administration (FHWA) funds improvements, such as byway facilities, safety improvements, and interpretive information, along roads that merit recognition at the national level for their outstanding scenic, historic, cultural, natural

recreational and archeological qualities. Eligible projects include State and Indian Tribe Scenic Byway Programs, Corridor Management Plans, Highway Safety Improvements, access to recreation, resource protection, interpretive and marketing programs, and more.

Furthermore, there is a need for multimodal transportation opportunities, safe travel by pedestrians and cyclists, public transit opportunities that address unmet needs, and needed public utilities and infrastructure that can be installed concurrently with new transportation infrastructure.

### **Electrical Infrastructure**

Stewart's Point Rancheria is currently served by single-phase above ground power lines that are managed and maintained by PG&E. This is basic infrastructure that is meant to support residential uses and has limited ability to support industries that require a higher level of electrical service.

The Rancheria is also subject to Public Safety Power Shutoffs (PSPS). At times, PG&E will determine that weather conditions are too dangerous to continue providing power and will therefore deenergize lines in potentially hazardous areas until weather conditions change. This has the potential to leave the Rancheria without power for multiple days at a time. The Tribe has received funding through the PSPS Resiliency Allocation to Tribes that has allowed Kashia to purchase and install generators, redundant emergency communications, and develop a PSPS Contingency Plan.

There have been active discussions by the Tribal Council and the Kashaya Utility District (KUD) Board of Directors to amend the charter of KUD to include electrical generation and distribution (in addition to domestic water and wastewater services).

## **Water/Wastewater Infrastructure**

The Kashaya Utility District (KUD) was chartered by the Tribal Council in 2000 for the purposes of securing funding and providing public services to the Rancheria community, which is currently limited to domestic water and wastewater.

The Tribe relies on groundwater influenced by surface water from the Wheatfield Fork of the Gualala River (bahla· bɪʔda). Due to drought impacts, the Rancheria's water supply is decreasing and the KUD has received State funding to help drill a new well that will provide additional water supply for the community. The existing well intake and pump house gallery was originally built in 1970. The pipeline from the source runs one mile uphill to the KUD raw water storage tank. In 2021, a new 18,000-gallon water storage tank was installed replacing the old 5,000-gallon tank. The community's water treatment house was completed in 2007 to help remove excess turbidity from drinking water supplies.

The Rancheria has a wastewater treatment plant where residential wastewater is filtered, treated, and discharged into underground leach field chambers. Wastewater/sewage gravity feeds to the pump station where it is then pumped, or lifted, to the Advantex/Orenco treatment system, and dispersed to the septic field. (Tribal Environmental Plan).

## **Broadband Infrastructure**

Until recently the only internet service available at the Rancheria was satellite. This greatly limited the availability and reliability of internet service to the area.

Late in 2021, the Tribe received a federal grant to install a 200-foot tower that provides a broadband signal from Annapolis. Higher internet speeds provide residents access to more opportunities online including distance education, telework, telemedicine, and more.

## **Economic Development Capacity**

### **Internal Capacity**

The Tribe is planning and implementing many projects and positioning/leveraging opportunities as funding is secured. Change and progress takes time but there is a good leadership team in place at the Tribal staff/Council levels that believes in what they are doing and supports taking risks. Consistency is key and building a structure to carry on and add to the success is needed, regardless of leadership transition.

The young generation is getting more interested in the Tribe's activities, grants, and programs, and it's a hopeful time to engage youth, Tribal elders, and knowledge holders in the community. There is a desire to educate and infuse cultural values into all programs and to serve as a business model for the Tribe. The community is more engaged and there is excitement to unveil untapped resources within community.

A lack of continuity in Tribal staff and Council can be a barrier to economic development. There is a notion that there could be improvements to the structure and function of Tribal departments to reduce overlap and improve communication. While recommending specific organizational structure changes is beyond the scope of this work of the CEDS, it is an avenue that the Tribe should explore.

In addition to increasing efficiency and capacity within tribal government, some mentioned the need for better communication with the public concerning programs and initiatives undertaken by the Tribe. Some voiced concerns over inter-departmental communication and the need for more consistency concerning decision making processes within the Tribe.

Another barrier mentioned in various ways is the lack of consensus about what is culturally appropriate. There are decisions to be made about how much of the culture to share with tourists, for example. Their community is protective of lands, resources, and ceremony (kuksu). There are

concerns about protecting sensitive and sacred sites from tourists, and by what process these decisions should be made. Cultural and environmental aspects of Kashia knowledge and tradition should be integrated into a master plan that could be used to inform future decisions in the realm of tourism, education, and economic development.

Increasingly, Tribal members are beginning to see small businesses as one of the pathways out of dependence and into true sovereignty. Considering the tribal small business sector is in its infancy, there is a need to better define the appropriate role for tribal government in business and economic development. Tribal government can set the tone and provide a supportive policy environment, but a good part of the solution is going to come from individual Tribal members stepping up and demonstrating this leadership outside of the government realm. Tribal government can further support individual Tribal members through policies and codes aimed at developing small business opportunities on the Reservation.

### **External Capacity**

The Tribe is a significant resource for the region as stewards for the environment and cooperative partners in economic development. There are big synergies and opportunities to share best practices, data, and partner on regional projects. A common barrier is that local governments are not understanding of the capabilities of Tribal governments and there can be reluctance to engage. Tribes need the support and cooperation of other organizations and should be involved in regional collaborations relating to economic development. The Tribe has access to resources not available to others such as Tribal specific funding and can be part of solutions to build capacity and optimize funding and grant opportunities and share regional resources. Below are a few regional agencies that the Tribe can partner with on future projects/programs.

*Collaboration makes things better – “you can plant the seeds but it takes a lot of people to make that seed grow”*

-CEDS Working Group participant

### *Sonoma Economic Development Board*

The Sonoma County Economic Development Board (EDB) works to help grow a healthy economy through helping businesses in the County. They provide a confidential, no-cost consultation for businesses wanting to start, relocate, and grow within Sonoma County. They assist businesses in navigating the startup process, troubleshooting businesses challenges to get them to the next level, connect businesses with key contacts, resources, financing, and training opportunities, and collaborating on issues affecting the regional economy. The Board developed Strategic Sonoma for planning economic development activities that serve the needs of local residents and businesses.

### *Economic Development & Financing Corporation*

The Economic Development & Financing Corporation (EDFC) was formed in 1995 through a collaboration between Mendocino County and the incorporated jurisdictions of Ukiah, Willits, Point Arena, and Fort Bragg. EDFC received certification as a Community Development Financing Institution (CDFI) in 2013. It has since expanded its business into Lake County. EDFC provides a collaborative approach to economic development and an alternate funding source to businesses unable to access bank financing.

### *Sonoma Mendocino Economic Development District*

The Sonoma Mendocino Economic Development District (EDD) was established through a joint power’s agreement in 2015. The EDD connects the counties of Mendocino and Sonoma to create a joint economic development strategy for the two-county region. The strategy was developed to find untapped economic potential in the region and to

ensure a stable regional economy for years to come. The District is responsible for overseeing completion and implementation of the joint CEDS.

## **Workforce Needs Analysis**

### **Workforce Readiness**

Basic workforce readiness is an opportunity area for the Tribe. There are various areas to expand education and training to meet the existing or near-term hiring needs of the industry. These include workforce training in natural resources (forestry, wildfire management, and watershed restoration), housing construction, clean energy/tech/manufacturing, health care and social work careers, and careers in tribal governance. There are a variety of existing training opportunities offered by organizations like Sonoma State or community college programs, Sonoma County Workforce Investment Board, and the Sonoma County Economic Development Board. What's needed is to incorporate the cultural needs of Tribal members into things like work training, such as providing classes on traditional practices, spiritual teachings, and family and community values in all job training and placement programs.

### **Youth Entrepreneurship**

For the most part, there is enthusiasm that youth entrepreneurship is the right thing to do, and in addition that you want to start early in life. There are successful models outside of the region including the Building Healthy Communities' Youth Training Academy in Del Norte County and Indianpreneurship curriculum provided through the growing business assistance center at the Confederated Tribes of the Umatilla Indian Reservation. Similarly, job shadowing and tribal internship programs have strong support. The idea is to build a culture of risk-taking, innovation, self-determination, and generally seeing things through an employer's or business owner's eyes.

Some feel that the best thing the Tribe can do in this area is to ensure excellence in the lower

grades. That is the foundation for everything, including what happens at the college/university level. There is a need to align young people with their interests and really spend time trying to understand the possible connections between education and career opportunities. For instance, integrating Traditional Ecological Knowledge (TEK) and traditional culture into elementary school curriculum as many Tribal jobs are around ecology, land management, climate resiliency, and cultural knowledge. The biggest impact, long-term, will come from cultivating youth entrepreneurship, career pathways, education, and training opportunities for tribal youth.

### **Community Wellness**

There are multiple interactions between economic development and the health and wellness of a community and its members. Poverty can be both a result of too little economic development, as well as being a barrier to economic development. The need to address community wellness, including socioeconomic and cultural values, is critically important for the community. Making the list of top priorities to support working families are providing affordable housing, access to healthy foods, expanding transportation options, improving financial literacy and skills development, job training, and opportunities for youth. Equity in education, including more resources to incorporate Kashia culture and to mentor tribal youth is an area of opportunity.



*Kashia Pomo Woman Weaving Basket is a photograph by Inga Spence, 2015.*

On the Stewarts Point Rancheria, the Sonoma County Indian Health Project Inc. (SCIHP) performs the functions of the Indian Health Service and provides the only medical care within miles. SCIHP currently provides medical, dental, nutritional, behavioral health, pharmacy and health education services at two locations in Santa Rosa (main clinic) and Manchester/Point Arena (satellite clinic). They currently provide scheduled home visits at the Stewarts Point Rancheria once a month. A supplemental food program is also available for eligible seniors at Stewarts Point.

### **Workforce Opportunities**

#### **Kashia Construction, LLC.**

The Tribe formed KCL in July 2015 to pursue construction opportunities available in the local Federal market. KCL is 100% owned by Kashia Industries, which is, in turn, wholly-owned by the Tribe. After thorough research and the development of a detailed Business Plan, the Tribe determined that a vital step in the success of its efforts would be to obtain 8(a) certification from the U.S. Small Business Administration so that it could create employment opportunities for its Tribal members, address the housing and overcrowding crisis that Kashia community confronts and to improve the overall general health and welfare of the Tribe as required by the Tribal Constitution. This 8(a) opportunity allows the Kashia Tribe to provide employment for Tribal members, but also to generate income to purchase land and materials for the development of future homes for Tribal members in the Sonoma County area. KCL profits will be used to support Tribal member social and health service needs. KCL is also working to provide hands-on apprenticeship training for Tribal members who desire to gain experience and employment in the construction field, including a construction bootcamp for high school students. By offering construction training to Tribal members, they will learn valuable skills in a growing industry as well as acquire an ability to assist with their Tribe's housing goals and needs.

#### **Kashia Services**

In 2013, the Tribe established Kashia Services, an economic development arm and instrumentality of the Tribe which is authorized to operate one or more consumer lending businesses and related subsidiaries. The Kashia Lending Commission, which operates under the oversight of the Kashia General Council, serves as the regulatory agency responsible for licensing and regulating the lending businesses. Revenues generated by the business activities are used to support essential Tribal Government operations, provide critical health and welfare programs to Tribal Members, and invest in economic development opportunities.

#### **Kashia Coastal Reserve**

In 2015, the Tribe partnered with *Trust for Public Lands*, the *Sonoma County Agricultural Preservation & Open Space District*, and other partners to purchase 678 acres of Kashia ancestral coastal homeland. The purchase allowed Kashia to return home to the coast for the first time in 125 years. The 678-acre property lies adjacent to Salt Point State Park, including Horseshoe Cove. Use of the Kashia Coastal Reserve (KCR) is highly regulated by the California Coastal Commission. Additionally, the conservation easement on the property permanently protects it and limits uses of the KCR land solely to natural resource protection, restoration, and management; residential; limited agriculture; cultural resource protection and use; and recreational, scientific, and educational uses.

With the return of the land, the Tribe is in a position to be a leader in ocean restoration and will continue efforts to monitor and improve the health of the ocean and evaluate the impacts of creeks and nutrient loading on the coastal area. The Tribe is also looking to harvest timber and is using a plan to incorporate fire prevention, resiliency, and fuel loads. Instead of simply harvesting the biggest, most valuable trees the Tribe will look at multiple benefits and would like to incorporate Tribal burns. The Reserve is also an ideal area for ecotourism. The California Coastal Trail is being extended

through the KCR, so the Salt Point State Park and Sonoma Regional Parks' Black Point Coastal Access Trail will be connected. This connecting trail will provide public access for the first time to the KCR land. There is ample opportunity for tourist activity, such as camping, trail riding, guided hikes, and seaside dining.

Tribal members, elected officials, and economic development advisors have had discussions about a proposed Abalone Research Center and Aquaculture Facility. The latter would include a restaurant and museum/educational component as a gateway for educating the public concerning the history and practices of native people in the area, especially as it relates to the abalone and aquaculture. The listed uses must comply with the reserve's relevant conservation easements and development restrictions. The Tribe plans for the uses to align with their understanding of their place as stewards of the KCR's natural resources<sup>1</sup>.

Based on the potential uses of the KCR, job skills that will likely be required to help foster these uses include natural resource management, forestry, wildlife, hospitality, communications, marine biology, trail building/maintenance, and others. This opens up new diverse employment opportunities for Tribal Members.

### **Redwood Park Reserve**

About 4 miles from the Rancheria in the Long Point Unit is a proposed new Redwood Park Reserve that would draw in ecotourism. Although still in concept, this park destination has the potential to draw thousands of tourists each year drawing from nearby campgrounds, visitors to the Kashia Coastal Reserve, Sea Ranch tourists, and day-trippers from Santa Rosa. As trust land, this location has the potential to house a fueling station and a EV-charging station, as well as house a small marketplace within a convenience store. Due to the nature of a dry reservation, no alcohol sales

would be permitted on site, but there are opportunities to capture unique value-added products and services, such as firewood for campers at a future Redwood Park on Tin Barn Road.

## ***Regional Workforce Preparedness***

### **Mendocino County**

According to the 2021 Sonoma-Mendocino Economic Development District CEDS, in Mendocino County approximately 59% of unique job postings in the county did not list any education requirements while 15% required an Associate's Degree and 12% required a Bachelor's Degree.

The top five listed job qualifications include Commercial Driver's License, BS in Nursing, Nurse Practitioner, Licensed Vocational Nurse, and Certified Nursing Assistant. Medical professionals operate in above average pay ranges. The top common skills listed in job postings include communications, customer service, management, and sales.

### **Sonoma County**

According to the 2021 Sonoma-Mendocino Economic Development District CEDS, in Sonoma County approximately 59% of unique job postings in the county did not list any education requirements while 8% required an Associate's Degree and 17% required a Bachelor's Degree.

The top five listed job qualifications include Commercial Driver's License, Certified Nursing Assistant, Licensed Vocational Nurse, BS in Nursing, Certificate of Clinical Competence In Speech-Language Pathology. The top common skills listed in job postings include communications, customer service, sales, management, and operations.

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<sup>1</sup> Kashia Coastal Reserve Tourism Opportunities Report



## ECONOMIC RESILIENCE EXPOSURE

### Economic Resilience Defined

The Economic Development Administration indicates that it has become increasingly apparent that regional economic prosperity is linked to an area's ability to prevent, withstand, and quickly recover from major disruptions (i.e., 'shocks') to its economic base. Many definitions of economic resilience limit its focus on the ability to quickly recover from a disruption. However, in the context of economic development, economic resilience becomes inclusive of three primary attributes:

1. The ability to recover quickly from a shock;
2. The ability to withstand a shock; and
3. The ability to avoid the shock altogether.

Typically, disruptions/shocks to the economic base manifest in one of three ways:

1. Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
2. Downturns in particular industries that constitute a critical component of the region's economic activity; and/or
3. Other external shocks (a natural or manmade disaster, closure of a military base, exit of a major employer, the impacts of climate change, etc.).

The summary background and the SWOT analysis provide context for disruptions 1 and 2 listed above. They are typically addressed by the type of strategies that are found in the action plan. However, the 3rd area, external shocks caused by disasters and climate change, requires further focus.

### Hazard Mitigation Plan

The Sonoma County Multi-Jurisdictional Hazard Mitigation Plan was adopted by the Sonoma County Board of Supervisors on December 7, 2021. The plan included participating cities and special districts in which a local plan could be developed. Hazards impacting the unincorporated areas of the County were analyzed based on probability and impact of occurrence. The higher the risk rating, the higher the probability and impact of an event occurring in the region. The following chart shows the hazard risk rating for the unincorporated area corresponding with County Supervisorial District 5, which includes the Stewarts Point Rancheria.

**Table: Hazard Vulnerabilities**

Rank	Hazard Type	Risk Ranking Score (Probability x Impact)
1	Landslide	54
2	Earthquake	34
3	Wildfire	35
3	Severe Weather	30
4	Flood	33
5	Dam Failure	24
6	Sea Level Rise	18
7	Tsunami	6
7	Drought	6

Source: Sonoma County Multi-Jurisdictional Hazard Mitigation Plan, 2021

Certainly, wildfires, earthquakes and drought pose the most risks and impact to the Kashia people. The impacts of climate change, invasive species, drought, and warmer temperatures are increasing wildfire frequency and severity, threatening surrounding ecosystems and cultural practices and ceremonies. The Tribe is working to return sustainable forest management including cultural burns for purposes of ecosystem restoration and fire prevention. One opportunity to prepare for and mitigate against these hazards is for the Tribe to prepare its own Tribal Hazard Mitigation Plan

(THMP)<sup>2</sup>. A FEMA-approved hazard mitigation plan is required for receiving certain types of non-emergency disaster assistance, including funding for Hazard Mitigation Assistance projects and Public Assistance permanent work for Tribal governments applying directly to FEMA for assistance. Tribal hazard mitigation plans are approved for 5-year periods and must be updated to maintain grant eligibility.

### ***Sustainable Land and Resource Management***

Invasive species have taken over the coast without indigenous land management. Previously, the Kashia have managed those species by burning the brush. Cultural burnings encouraged seed germination for native species and the presence of large populations of deer and elk by maintaining their grazing areas. The Tribe is reintroducing cultural burnings to the area in order to reduce forest fires, encourage native species growth, manage invasive species, and restore natural habitat. The Tribe plans to engage tribal members in monitoring human use activities and important resources through the Kashia Coastal Reserve Tribal Citizen Science Monitoring Program.

During the summer months, the Tribe used to gather food from the ocean during the summertime, from rivers in the springtime, and the land during the colder seasons. Currently, the Tribe faces a lack of those marine resources on which they depend. Private land ownership of the Tribe's territory, restrictions from the government, and overharvesting from those outside the Tribe are the drivers for this scarcity. It is important for the Kashia to have access to those coastal resources to ensure that cultural traditions and practices continue.

### ***Climate Change Impacts***

Kashia is in the process of documenting observed climate change impacts, including the following:

- ◆ Seaweed and seagrass harvests are down. Tribal members are unsure if this is from climate change, over-harvesting by non-tribal members, or due to increased populations of voracious purple urchins that have taken over along the coast.
- ◆ Abalone, a culturally important species, is suffering from both a lack of food and from Withering Syndrome which causes them to consume their body mass to keep from starving.
- ◆ Wildfire risk has increased: the Tribe is seeing more “match sticks” (dead trees) in the Tribal lands. Invasive plants such as French and Scotch broom are oily and burn easily; Himalayan blackberry burns more quickly than native Pacific blackberry. Recent fires include the Walbridge Fire, which went down to Lake Sonoma, and the Meyers Fire, which went all the way to the ocean, an area that normally would have high humidity and not be dry enough to burn.
- ◆ The Tribe relies on groundwater influenced by surface water from the Wheatfield Fork of the Gualala River. The level of intake has been recorded at 10 feet (low) as early as May. When water dips below 5 feet the Tribe no longer has access to water.

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<sup>2</sup> [www.fema.gov/sites/default/files/2020-06/fema-tribal-planning-handbook\\_05-2019.pdf](http://www.fema.gov/sites/default/files/2020-06/fema-tribal-planning-handbook_05-2019.pdf)

- ◆ The Tribe has seen an increase in plant disease such as *Fusarium circinatum* (pitch canker) and *Phytophthora ramorum* (Sudden Oak Death). However, part of the problem in dealing with this disease is having non-tribal governments understand the impact their management practices can have on the cultural landscape. For example, the Tribe was asked to cut down Bay Laurel to prevent Sudden Oak Death by agencies who themselves were not taking any mitigation measures to prevent spreading the disease. The cultural landscape and the stories the trees have to tell must be respected, not replaced.
- ◆ Wild hogs have become invasive in the area, and they impact the lands by digging, eating acorns, bringing disease to other species, and impacting native plants used for medicine or ceremony. Sows can have 12-15 piglets in a season; thus, there needs to be a reduction of 50% or more to impact populations. When the hog populations increase, so does the presence of mountain lions (yahmot) and other large predators.
- ◆ The Tribe is losing flora and fauna species and needs to work to restore the environment as a whole, not just preserve a single important species. When the land is not healthy, the community is not healthy. The Tribe needs to continue to teach children about the natural food resources to keep them healthy.

The Kashia Department of Environmental Planning is currently partnering with UC Davis Bodega Marine Lab (BML) on a project to understand how climate change and ocean acidification is affecting marine life.

### **Climate Adaptation**

In 2018 the Tribal Environmental Plan (TEP) was developed by the Kashia Department of Environmental Planning to provide a complete picture of the particular environmental issues facing the Tribe. The plan investigates how rapidly changing climate conditions already are and could continue to affect the ecosystems and natural resources found on the Stewarts Point Rancheria. It has been noted by the Tribal Members in various conversations that they are seeing:

- ◆ Hotter, drier weather with longer summers. This means increased heat events, longer and more frequent droughts, greater frequency and intensity of wildfires and fewer nights that freeze and no snow in areas on the coastal mountains where it used to snow in the winter.
- ◆ Variable rains. This means that there are larger storms and more variable flooding.
- ◆ Ocean warming. Examples are frequent red algae tides, large die offs of abalone, and the time when surf fish runs occur has shifted because of warming waters. They also notice the increased erosion along the sea bluffs from the larger storms.
- ◆ Change in available resources. This means important natural resources that are an integral part of Tribal uses are either harder to find, impacted by invasive species, or not of good quality to use.

One opportunity to further identify climate-related vulnerabilities and actions that could be taken to create more climate resilient systems is to prepare a Climate Adaptation Plan that can be adopted and integrated into management plans. Climate change for the Kashia has become a strategic opportunity and one to which the CEDS provides renewed focus.

## COMMUNITY ENGAGEMENT

The CEDS was developed with input from a working group consisting of various Tribal Staff and from Tribal Members through a community survey. It is important for projects in the CEDS to reflect the interests and priorities of the Tribe and equitably meet the needs of all its members including those who live on the Rancheria and those who live in surrounding areas.

Two working group meetings were held early on to kick off the CEDS process, one in October 2021 and another in November 2021. During these meetings, participants discussed the overall CEDS process, visions for creating a healthy and vibrant native economy, the role of tribal government in economic development, SWOT analysis, and priority actions for moving projects forward.

To obtain broader community input, a tribal survey was made available at Tribal offices and online through the Tribe's website. The survey sought to collect information on barriers to economic development, ideal projects for the Tribe, how Tribal government can help improve community economics, and overall hopes for the future. The complete survey along with a complete list of responses is included in Appendix A.

## ECONOMIC DEVELOPMENT THEMES

Based on feedback provided from the working group meetings and tribal members, the following projects and programs were the most popular among participants.

- ◆ *Camping:* The Kashia Coastal Reserve provides a unique opportunity to develop different types of camping and recreational opportunities. The remoteness and stunning beauty of the landscape is ideal for developing simple campgrounds for tents and trailers or

possibly even a “glamping” location. Camping areas could include interpretive signs and/or activities that highlight tribal history and the cultural significance of the land. As one respondent noted, “giving families camping opportunities will allow us [increased] access to the reservation.”

- ◆ *Community Market:* The Rancheria could benefit greatly from a small convenience store that includes a fueling station and potentially a laundromat. Having a central location for services could reduce development costs. It would provide entry level job opportunities into service and management for residents in addition to a much-needed local source of goods.
- ◆ *Training Programs:* Tribal members have indicated they lack the skills necessary to be successful in various job markets. By having various training and certificate programs available, Tribal members can create and build their resumes and skills to become more successful in the workforce. Training programs could include computer skills, data collection and management, construction, finance, and others.
- ◆ *Abalone Farm:* Now that the Tribe once again has access to its ancestral coastal lands, there is an opportunity to participate in marine aquaculture. Interest has been expressed in developing an Abalone Research Center and Aquaculture Facility. This could be coupled with a science center, tribal museum, restaurant, or other compatible business.
- ◆ *Housing:* One of the most common themes was the need for good quality, affordable housing. The development of community and workforce housing for tribal members would provide them with reliable housing and alleviate the stress of trying to find a home.

## COMMUNITY NEEDS AND VISIONS

During the community input process, participants were asked to provide information on individual and community needs along with visions and/or goals for the future.



# SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<p>Internal elements of the organization and communities. These can be operational strengths as well as community locational attributes which are well positioned for economic success. The list may also include recent project “wins” or notable areas for future success.</p>	<p>External elements from which a positive change can have a favorable impact on the organization and community. They may require influence from external entities and organizations; however, they can improve internal capacities. Strategic investments can develop these into strengths.</p>
WEAKNESSES	THREATS
<p>Internal elements of the organization and communities. These can be a limitation of resources for the organization or a limitation of services or programs necessary to achieve economic success.</p>	<p>External factors that threaten the economic development success often areas not controlled locally (such as state and federal policies). Threats can also be changes in industry trends or consumer behavior.</p>

Understanding the community’s unique strengths, weaknesses, opportunities, and threats (SWOT) is important for determining areas of potential growth and how to better prepare for future economic and community disruptions.

This SWOT analysis focuses on the specific issue of Kashia’s economic sovereignty and development. Strengths and weaknesses often relate to those things that are internal to an organization, whereas opportunities and threats most often reflect those things that are external to an organization. The following analysis shows that the Tribe is uniquely

positioned to seek out opportunities for strengthening community support programs and establishing unique business opportunities on Tribal lands while still respecting the Tribe’s cultural values and long-standing traditions.

Core themes from the analysis are a need for increased education and training, the unique knowledge set of Tribal members, and the importance of ensuring Tribal members’ basic needs are met including access to housing, food, healthcare, and transportation.

## STRENGTHS

- ◆ Inherent sovereignty and authority of the Tribe to govern and enact ordinances/regulations
- ◆ History, traditional knowledge, heritage, and cultural identity

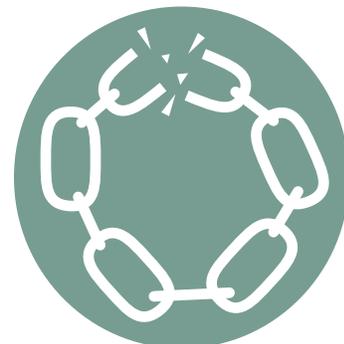


- ◆ “Caretakers of the Coast” and surrounding ancestral lands
- ◆ Access to natural resources – Kashia Coastal Reserve, land, water, forests, fish, game, plants
- ◆ Strong culture and continuance of Native tradition and lifeways
- ◆ Employees are primarily Tribal members and vested in the Tribe and community
- ◆ Geographic extent of Tribe with offices in Santa Rosa and Stewarts Point Rancheria
- ◆ More traditional and has remained only non-gaming Tribe in Sonoma County
- ◆ Tribally-run website, newsletter, and social media
- ◆ Tribal members are engaged, are central and vital ‘assets’, have unique knowledge and skills; ability to find untapped resources within community
- ◆ Strong leadership of council/staff and membership

- ◆ Existing Economic Development Committee
- ◆ Vibrant arts and artists – crafts, basket making, carvings
- ◆ Able to hunt, gather and fish for subsistence and cultural purposes

## WEAKNESSES

- ◆ Lack of discretionary funds to implement projects, secure outside financing, and hire Tribal members
- ◆ Difficulty finding investors
- ◆ Limited employment opportunities beyond the Tribe
- ◆ Limited skilled workforce
- ◆ Isolation of reservation, lack of public transportation, and distance to access jobs in THE Santa Rosa Valley
- ◆ Difficulty for Tribal members without a license or without a vehicle to find or keep jobs
- ◆ Insufficient infrastructure (e.g., sustainable water, energy, telecommunications, safe roadways/walkways)
- ◆ Lack of access to basic goods and services on the Rancheria
- ◆ Lack of facilities, activities and programs centered on youth



- ◆ Insufficient affordable, quality housing supply for Tribal members and employees on and off the Rancheria, which impacts the workforce
- ◆ Remote location poses higher financial costs and logistical issues for accessing outside markets
- ◆ Lack of commercial/office space, buildings, and access to (unconstrained) land for use by Tribe
- ◆ Limited department organizational structure and hierarchy
- ◆ Change in leadership at council level can bring a level of uncertainty about continued direction of economic development goals and strategies – need structure of support regardless of transition
- ◆ Need additional staffing capacity for planning and implementation to carry out large scale, inter-departmental projects that promotes community and economic development
- ◆ Lack of year-round career employment, part-time employment, and youth employment opportunities

## OPPORTUNITIES

- ◆ Continue to purchase additional Tribal lands to have more ocean access and to gather in all ecotones
- ◆ Continue to focus on addressing the basic infrastructure needs, facilities and services on the reservation to support the community (roads, buildings, services, schools, housing, etc.)
- ◆ Create Comprehensive Land Use Plan for Reservation (soon to be in progress)

- ◆ Establish Tribal Employment Rights Ordinance/Office (“TERO”) to promote employment and vocational programs, workforce training, and work placement, including construction training and apprenticeship program
- ◆ Explore establishment of a Community Development Financial Institution (“CDFI”) to include affordable housing loans, small business loans, technical assistance, financial training, and counseling



- ◆ Implement a series of initiatives that support new and existing small businesses and tribal vendors to promote their one-of-a-kind products online and at community events
- ◆ Opportunity to serve as a vehicle for economic development and business activities outside of the region (IRA Section 17 corporate charter or other Tribal business structure)
- ◆ Enhance collaboration with public/private/non-profit partnerships and regional partners including economic development organizations and workforce educators

- ◆ Continue to work with Sonoma State and Santa Rosa Junior College to develop career pipeline and ultimate jobs for Tribal members
- ◆ Long-term investment in alternative energy to support economic development and independence
- ◆ Telecom opportunity for manufacturing fiber or wireless equipment and installation; workforce training around that industry
- ◆ Expand industry opportunities related to forestry, permaculture, and food sovereignty
- ◆ Expand partnership with State and regional parks to increase recreation opportunities, co-management, campgrounds, rest areas, tourism, and education
- ◆ Invest in cultural entrepreneurship and business development models, where education about cultural values is core business model
- ◆ Expand community recreation facilities, youth centers, and other programs for youth and families
- ◆ Hire Education Coordinator position to organize youth led activities and programs
- ◆ Invest in early childhood education and youth leadership development, including preparing youth for jobs, enhancing educational opportunities, and adding transitional job skills for adults

## THREATS

- ◆ Changes in Administration – locally and nationally
- ◆ Dependence on federal dollars and federal funding uncertainty
- ◆ Collapse of fisheries and impacts to natural resources, loss of resources and ceremony
- ◆ Road construction and maintenance
- ◆ Flooding, wildfires, drought, and other natural hazards
- ◆ Water quality and quantity issues for water systems
- ◆ Illegal cannabis operations and associated environmental degradation (of land and water resources) from expansion of cannabis production onto tribal lands
- ◆ Lack of local goods and services leading residents to spend money off the reservation
- ◆ Increased substance abuse
- ◆ Lack of sufficient and affordable housing
- ◆ Lack of capacity for emergency services, as well as planning and response preparedness
- ◆ Visitors not feeling welcomed impedes tourism industry opportunities



# STRATEGIC DIRECTION

## VISION

To promote economic diversification and business development that enhances economic resilience and advances tribal self-governance while preserving Kashia traditions and culture.

## ECONOMIC DEVELOPMENT STRATEGY

Accomplishing this vision is five broad goals have been developed that capture the essence of opportunity and strengths of the Kashia Tribe while addressing economic threats and overcoming weaknesses.

- ◆ Infrastructure: Enhance the infrastructure capacity of the Tribal area.
- ◆ Innovation: Grow the Tribal area’s entrepreneurship, business innovation, and workforce education and training.
- ◆ Resilience: Develop a resilient community through economic growth and diversification.
- ◆ Adaptation: Lead in developing and implementing strategies that protect natural and economic resources from the impacts of natural disasters.
- ◆ Capacity: Enhance the Tribe’s ability for local economic success and to capture regional economic opportunity.

Accomplishing these goals and achieving the vision of the CEDS is detailed in the plan of action.

# ACTION PLAN

## GOAL 1 INFRASTRUCTURE: ENHANCE THE INFRASTRUCTURE CAPACITY OF THE TRIBAL AREA.

Infrastructure is a vital resource for both businesses and residents. Identifying new modes of travel, road infrastructure, and existing roadways in need of improvement will help address safety and capacity issues and increase economic vitality and growth. The objectives for the CEDS are designed to meet the goal of expanding transportation options and improving infrastructure and facilities in the Tribal area.

1. Continue to seek funds and investment in vital infrastructure, including roads, water service, water treatment facilities, power, and other needed infrastructure.
2. Develop a “Renewable Energy Plan” that identifies strategies and plans to create micro-grids, biomass, and other renewable energy and energy efficiency options, education, and training.
3. Expand the Kashaya Utility District and establish the necessary capacity and business/regulatory infrastructure to generate and sell power (likely from tribally owned biomass energy resources), purchase power (likely from renewable energy wholesalers elsewhere in California), and deliver power to its members, businesses, and community facilities.
4. Establish a Kashaya Telecommunications Corporation to bridge gaps in access to communication services as well as initiate new economic development opportunities.
5. Develop efficient, mixed-use facilities that provide commercial and residential space more effectively and efficiently while addressing critical needs within the region.
6. Create a “Cradle-to-Career” facility that houses head start, early childhood education, career center, and other services for a true one-stop center.
7. Seek out transportation planning funding assistance to enhance mobility, connectivity, and quality of transportation infrastructure.
  - a. Develop a Transportation Needs Assessment and Long Range Transportation Plan (LRTP) to provide strategies for comprehensive management of transportation resources both on and off the reservation.
  - b. Develop a Strategic Transportation Safety Plan to address a variety of safety considerations for pedestrians, bicyclists, and motorists.
  - c. Prepare a Tribal Transit Needs Assessment to identify expanded transportation options for Tribal members.
  - d. Seek funding through the National Scenic Byways Program (NSBP) to designate and recognize selected routes within the Kashia ancestral territory and develop strategies for long term corridor maintenance and enhancement.
8. Expand training opportunities and job placement within the Cultural Resources Department for tribal monitors and other affiliated tribal representatives to engage in archaeological studies, site monitoring, surveys, and/or other activities for construction and maintenance operations.

## GOAL 2 INNOVATION: GROW THE TRIBAL AREA'S ENTREPRENEURSHIP, BUSINESS INNOVATION, AND WORKFORCE EDUCATION AND TRAINING.

Entrepreneurship and business innovation are crucial elements that spur economic growth and vitality in a region and community. The opportunity to support business growth and job creation by supporting entrepreneurs, startups, and non-profit organizations will further economic growth both on and off the Rancheria.

1. Recognize, promote, and support tribal small business development as a critical practice of sovereignty within all relevant tribal policy making and planning.
2. Evaluate possible organizational, regulatory, and financing structures for promoting small business development, entrepreneurship training, and workforce development. Consider how economic development initiatives and programs could best be organized under the Tribe's department or entity structure (for-profit, non-profit, etc.).
3. Establish Kashia Innovation Center to provide an opportunity for entrepreneurial growth through incubator(s) and accelerator(s) to support idea generation, research, and market development for local innovators. Suggested actions include, but not limited to:
  - a. Hire a coordinator to develop the program (potential use of EDA Planning Grant for funding).
  - b. Establish a "train the trainer" program to develop technical assistance, coaching, and mentorship skills.
  - c. Develop and support mentoring and assisted networking to connect entrepreneurs to expanded resources.
  - d. Provide shared resources such as reception, office equipment, meeting spaces, and other normal business enablers.
4. Establish a Native Community Development Financial Institution (CDFI) and explore options for expanding tribal credit, capital, and financial services, including:
  - a. Evaluate financial and management barriers of small business development (personal credit, bookkeeping, payroll, contracting, etc.)
  - b. Capitalize a small business Revolving Loan Fund and/or New Markets Tax Credit Programs aimed at targeted businesses that advance economic vitality and services to Tribal areas.
  - c. Create a Business Investment Fund or Matched Savings Grant Program (IDA) with flexible, unrestricted small business grants or loan funds focusing on products, supplies, equipment, and services not regularly available in the region.
  - d. Explore establishing an inter-tribal loan fund that can leverage funding and equity investments in Tribal small businesses.
5. Stimulate and support new entrepreneurship among youth, students, and career adults on an ongoing basis.
  - a. Integrate entrepreneurial curriculum and financial literacy classes at the elementary, middle, and high school levels.

- b. Develop a summer intensive entrepreneurship program for Tribal high school students.
  - c. Offer business plan type competitions or similar programs to encourage innovation.
  - d. Provide Tribal Job Fairs and other career exploration programs for students.
6. Develop a STEM (Science, Technology, Engineering, and Math) summer program for all school ages with a focus on ecology, forestry, tribal land management, and marine resources.
- 3. Develop ways to assist Tribal members that reside on and off the reservation to connect with education, jobs, housing, transportation, and businesses opportunities.
  - 4. Initiate a series of Elder Listening Sessions to allow community elders to provide direct feedback on services that support their health and well-being.
  - 5. Establish a Kashia Youth Program to promote the mental and physical well-being of youth and to foster future generations of strong leaders while honoring culture, tradition, and language. Potential activities and programs include:
    - a. Leadership programs - Youth Council
    - b. Attendance to Youth focused conferences
    - c. Language
    - d. Annual Summer Culture Camp
    - e. Day and Weekend Trips – Focused around culture and gathering of youth

### **GOAL 3 RESILIENCE: DEVELOP A RESILIENT COMMUNITY THROUGH ECONOMIC GROWTH AND DIVERSIFICATION.**

Resilience creates opportunities to develop projects and activities that help sustain a community from an economic perspective. Long-term strategies and investments help to preserve and grow tribal attributes while addressing the needs of today. These objectives help to achieve continued economic resilience.

- 1. Develop an Outdoor Recreation Asset and Recreation Plan that promotes sustainable use of natural and cultural resources and considers access and use for various types of outdoor recreation (camping, hiking, biking, horseback) on Kashia Tribal lands.
- 2. Provide expanded housing assistance and opportunities to meet the diverse needs of Tribal members as they become self-sufficient.
- 6. Promote and support initiatives to increase access to affordable, quality dependent care support services (i.e., child and elder care programs) for Tribal members that reside on and off the Rancheria. Opportunities include establishing a child development center and supporting in-home providers with obtaining early childhood education certification, training, and licenses.
  - a. Develop a work plan focused on advocating, incubating, and supporting regional approaches to expanding childcare opportunities.
  - b. Review existing childcare policies, programs, and legislative updates and monitor legislation and programs related to childcare as appropriate.

- c. Advocate for policies and programs that expand childcare, particularly those that are tied to funding opportunities.
  - d. Engage with regional jurisdictional and nonprofit childcare initiatives to understand current initiatives and areas for Tribal engagement.
  - e. Support the creation of new childcare centers and/or facilities; identify properties, discuss solutions with developers and landowners, consider partnerships with major employers or educational institutions.
7. Develop a supply chain study that facilitates a good purchasing portal to provide bulk purchase and delivery of dry goods and food products within the Tribal areas.
  8. Develop a Comprehensive Kashia Food Systems Planning Guide and/or Local Food Promotion Program. Consider organizational structure of a local food security program. Identify barriers and opportunities for expanding community gardens and food forests on the reservation and to members in Santa Rosa. Develop cultural curriculum around traditional food and agriculture. Organize food security workshops and conferences to share successes and lessons learned.

## GOAL 4 ADAPTATION: LEAD IN DEVELOPING AND IMPLEMENTING STRATEGIES THAT PROTECT NATURAL AND ECONOMIC RESOURCES FROM THE IMPACTS OF NATURAL DISASTERS.

Adaptation and cultural management objectives of the Tribe are essential to educating the next generation of leaders in cultural management and adaptation priorities.

1. Develop a Natural Resource Management Plan to include a Forestry Plan, a Grazing Plan, and a Harvesting Plan for the Kashia Coastal Reserve.
2. Create and operate a center to promote sustainable forestry practices and educational opportunities about ecological benefits of cultural management.
3. Develop a “Natural Resources Technology Lab” dedicated to the development and training of high school and college students in the area of natural resources technology and adaptation strategies.
4. Build on the momentum created by the Kashia Coastal Reserve to coordinate/consolidate relationships between business, industry, and local and state government around economic opportunities generated from natural resource preservation.
5. Prepare a Kashia Climate Adaptation Plan that can be adopted and integrated into management plans. Continued implementation to create more climate resilient systems, and plan revision as needed.

6. Research and design/build housing structures that are more fire-resistant and potentially less costly to provide.

## GOAL 5 CAPACITY: ENHANCE THE TRIBE'S CAPACITY FOR LOCAL ECONOMIC SUCCESS AND CAPTURE REGIONAL ECONOMIC OPPORTUNITY.

Enhancing organizational capacity to lead and/or coordinate community, economic, and workforce development initiatives will create benefits for all those living in the region.

1. Collect, analyze, and communicate relevant information on community and economic health:
  - a. Perform essential Tribal data collection, vital statistics, and needs assessment for ongoing utilization and reporting.
  - b. Promote accurate Census data collection at the federal, Tribal and Kashia Housing Authority levels.
  - c. Compile market information, economic performance, and industry data of Tribal enterprises or broad Tribal industry sectors (jobs, wage growth, and occupational demand).
  - d. Quantify and describe the total economic impacts of Covid-19, recognizing public health and safety costs and long-term community implications so policymakers can be informed and advocate for solutions.
2. Seek representation and leadership positions in countywide and regional economic development organizations to leverage resources between regional and Tribal economic development strategies.
3. Actively advocate for inclusion and recognition of Kashia Band of Pomo Indians in regional entities and organizations that serve the Kashia Aboriginal Area.
4. Develop curriculum and provide annual governance training for all newly elected Tribal Council members and appointed Boards/Committees. Provide orientation materials to incoming members, such as Council goals, policies and priorities, planning documents, and departmental projects. Make leadership training available to interested staff and community members.
5. Review land use, zoning, tax laws, and Tribal codes to remove roadblocks for new business. Ensure "Rules and Regulations" are developed that set forth general requirements for the implementation and enforcement of Tribal codes. Suggested actions include, but are not limited to:
  - a. Maintain and update Land Use Plan.
  - b. Maintain and update zoning code.
  - c. Adopt and update licensing and taxation codes, including but not limited to business licenses, retail sales, fuel sales, utility tax, and occupancy tax to raise revenues to fund health, safety and general welfare programs and services.
  - d. Review permitting, licensing, certification, and cultural vetting processes to ensure consistency and accessibility for small business.
  - e. Provide an effective method for financing and securing business

- transactions (Uniform Commercial Code).
- f. Evaluate how to expand the Tribe's tax free reach as an incentive to new business and industry.
  - g. Clarify Tribal codes with respect to home-based business operations.
  - h. Designate sufficient land for agriculture and commercial uses, including lands available for Tribal lease.
  - i. Address security issues, such as vandalism, theft, and loitering.
6. Advance for-profit Tribal entities/enterprises focused on generating revenue and providing Tribal employment opportunities.
    - a. Prepare strategic plans with Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses for all Tribal entities to identify immediate and long-term opportunities.
    - b. Develop/update Business Plans for each for-profit enterprise to direct management and leadership activities.
    - c. Promote partnerships with Tribal members that own or wish to own small businesses, providing overhead and support, training, and technical assistance.
  7. Review options for adopting business registry requirements on the reservation with the eventual adoption of a business license. Consider how revenues from business licenses or other permits and fees can be distributed back to the community through investments in job creation, business development, housing, and infrastructure improvements.
  8. Conduct a comprehensive review of the Tribe's Department Structure to identify opportunities to expand programs (such as Forestry/Wildlife) and to deliver services more efficiently. Engage staff in identifying ways to improve information flow, eliminate duplications between departments and establish clear lines of responsibility.
  9. Establish Tribal Employment Rights Ordinance/Office ("TERO") to promote employment and vocational programs, workforce training, and work placement, including construction training and apprenticeship program. Establish staff capacity to work on economic development activities, relationships, and projects on a full-time basis.
  10. Annually identify existing and projected workforce development and training needs of Tribal departments. Work to align training, vocational opportunities and certifications with local workforce needs, desires, and occupations of opportunity.
  11. Consider a "mobile language lab" during working hours to support language revitalization in Tribal departments and programs.



# EVALUATION FRAMEWORK

The Kashia Band of Pomo Indians views the CEDS to formulate strategies improve the quality of life for its members and the surrounding community by increasing revenues, employment opportunities for Kashia citizens, and overall economic activity in the region. By establishing an Evaluation Framework to measure these objectives, Tribal leadership gain insight into the overall effectiveness of the CEDS. A well-constructed evaluation framework can also identify areas of the CEDS that may need to be adjusted.

The Evaluation Framework was compiled by answering the following:

- ◆ Which conditions are essential? *Employment and prosperity increasing.*
- ◆ Which trends need to be reversed? *High unemployment, lower than average educational attainment, low-income levels.*
- ◆ How will a strategy help achieve the economic vision? *Employing a coordinated approach to economic prosperity.*

The Tribe does not intend to merely track progress on achieving goals and initiatives outlined in this CEDS. Instead, the Tribe will track underlying economic metrics (poverty rate, labor force participation, unemployment rate, median household income, etc.) to determine if implementing these goals is being impactful.

In addition to these metrics, the Tribe will also track EDA-focused metrics for reporting annually. The primary evaluation framework utilized by the EDA focuses on four key areas:

- ◆ Number of jobs created
- ◆ Number of jobs retained
- ◆ Public dollars invested in economic development initiatives
- ◆ Private dollars invested in economic development initiatives
- ◆ Income levels of Tribal members.

In totality, the target metrics are intended to capture a large portion of the economy based on metrics important to the Tribe, such as reducing poverty, increasing incomes, and lowering unemployment.



# EDA PROJECT LIST

The following represent the projects identified for initial consideration for EDA funding. The projects also demonstrate correspondence to one or more of the EDA investment priorities as of 2022.

Competitive grant applications will be responsive to the evaluation criteria listed under each individual funding announcement, including at least one of the below investment priorities. Further project scoping, design, and budgets will be prepared as projects are considered for pre-application consideration by the EDA.

Project	Description	Equity	Recovery & Resilience	Workforce Development	Manufacturing	Tech-Based Economic Development	Environmentally Sustainable Development	Exports & FDI
Gas Station and Convenience Store	Construct one or more potential gas and EV-charging stations and convenience store locations.	x	x	x				
Berry's Sawmill and Hardware Store Acquisition	Acquire a multigenerational-owned sawmill and hardware store to preserve the existing jobs and create many new jobs by ramping the mill to state-of-the-art full capacity; adding an on-site microgrid for energy development and a bio-energy component using sawmill waste product.	x	x	x	x		x	
Kashia Center for Abalone and North Coast Research Education and Restorative Aquaculture	A non-profit research, education and advocacy Center supported in part by a for-profit abalone and other marine plant and animal aquaculture farm.	x	x	x		x	x	
KCR natural resource protection, restoration, management	Expand cultural practices and restoration activities, training and job opportunities associated with the Kashia Coastal Reserve.	x	x	x			x	
KCR ecotourism and recreation	Evaluate and implement recreational and ecotourism opportunities including camping, trail riding, guided hikes, and seaside dining.	x	x	x			x	
Redwood Park Reserve	Ecotourism and campground; fueling station and a EV-charging station; small marketplace within a convenience store.	x	x	x			x	
Kashia Family Entertainment Center and Hotel	Family Entertainment Center / Waterpark and associated hotel.	x	x	x				
Kashia Biomass Fuel Supply and Energy Production Facility	Convert woody biomass from forest management activity and sawmill waste to biochar, electricity, fuel, water and heat, all with significantly reduced Green House Gas Emissions.	x	x	x		x	x	x
Kashia Portable Water Desalination Plant	The Desalination Plant would supply much of the Tribe's, and other's, water needs during times of drought.	x	x	x			x	
Kashia Hemp Processing Plant	Develop an industrial hemp processing plant (drying, oil extraction, CBD extraction and production of fiber for industrial uses and food additives).	x	x	x	x			
Kashia Permaculture Farm	The Tribe's intention is to manage the Kashia Coastal Reserve property as a "demonstration forest and organic / "permaculture" site," to provide organic and traditional foods to both Tribal Members and local markets.	x	x	x			x	
Agriculture/Fortestry/Natural Resources/Wildlife Facility	Construct a new facility to support expanded department of Agriculture/Fortestry/Natural Resources/Wildlife.	x	x				x	
Telecommunications Manufacturing Feasibility Study	Manufacturing fiber or wireless equipment and installation; workforce training.	x	x		x	x		
Vocational Training Program	Development of a vocational training program to educate and train young adults, unemployed and others for job opportunities.	x	x	x	x	x	x	

# APPENDIX A: KASHIA ECONOMIC SOVEREIGNTY SURVEY

To obtain broad community input on the Comprehensive Economic Development Strategy, a community survey was made available at Tribal offices and online through the Tribe's website. The survey sought to collect information on barriers to economic development, ideal projects for the Tribe, how Tribal government can help improve community economics, and overall hopes for the future. Responses are provided below.

**1. What is your biggest challenge in relation to jobs, income, and your personal economics? (feel free to answer with single words or short phrases)**

- ◆ Marketable skills especially computers
- ◆ Competitive wage
- ◆ Job flexibility
- ◆ Personal economics
- ◆ Travel
- ◆ No economic growth
- ◆ Not enough to cover all bills
- ◆ Residency, mental health, stable income
- ◆ Debt, and catching back up with inflation being as high as it is right now.
- ◆ Reliable transport, fair wages, and lack of understanding of help with services. mental health services for youth members in particular.
- ◆ A vehicle. Transportation. Homelessness.
- ◆ Personal ability to move forward
- ◆ Stable housing
- ◆ Paperwork and understanding what it means
- ◆ Money
- ◆ Having no transportation
- ◆ Unable to work because of injury
- ◆ Lack of available cash flow
- ◆ Lack of education and marketable skills
- ◆ Biggest challenge is trying to go to school full time, work full time, and supporting myself all at once.

**2. What do you believe is the overall Kashia Tribe's biggest challenge in relation to jobs, income, and community economics? (single words or short phrases)**

- ◆ Lack of good paying jobs with decent benefits. It's difficult to find both
- ◆ Lack of jobs; lack of skills to hold jobs
- ◆ Lack of education and job training vocational education
- ◆ Training and development skills
- ◆ Finding the time and people to put the money to use to the community
- ◆ Being able to help outside of jurisdiction; Increase revenue from quarterly to monthly; times are different and inflation is ridiculous.
- ◆ Resources; folks who make more than the income requirements may still need help making ends meet (we live in a very expensive area) and they are offered no assistance.

- ◇ Educational opportunity to be financially literate.
- ◇ I think that if a tribal member wants to work they will find a job and the biggest barriers might be homelessness and transportation otherwise I'd say personal motivation.
- ◇ The predatory nature of landlords and landowners and gaining back the land to use for sacred and business opportunities to further tribal strength.
- ◇ Education
- ◇ Technology
- ◇ Housing/low-income houses
- ◇ No education or training or transportation
- ◇ Money; Lack of discretionary funding
- ◇ Promotion of services available to the people. Also I think a lot of us don't know where we should start or how to begin looking for work or resources.
- ◇ Too much red tape
- ◇ Fair chance to all
- ◇ Limited help for Kashia students (particularly if they don't qualify for FAFSA)

**3. What would you like the overall Kashia Tribal government to do to improve the overall Kashia community economics? (single words or short phrases)**

- ◇ Address the challenge of low pay and outrageous rent
- ◇ Provide jobs with a competitive wage
- ◇ Invest in the resources we already have to improve and expand it
- ◇ I think Kashia community has everything and has enough help
- ◇ More job training opportunities
- ◇ Work together
- ◇ Tourism, technology
- ◇ Being able to help outside of jurisdiction; Increase revenue from quarterly to monthly; more low incoming housing grants.
- ◇ 1) Extend programs past the low-income requirements; and 2) Offer financial education - how to manage money.
- ◇ Support understanding forms, and what services we offer. Especially to the youth of our tribe.
- ◇ Offer housing opportunities and as part of the agreement job training classes or a type of certification and training in a subject or area. An alternative to participate in school as an option.
- ◇ Housing that's affordable and making sure that we know what resources the tribe has and how to utilize them.
- ◇ Look more deeply in into the needs of the people on a personal basis
- ◇ Determine ways to increase discretionary funding; get more cash.
- ◇ Profitable business
- ◇ More education opportunities

**4. In what ways should the Tribe focus its efforts to grow the economy? (select up to 4)**

- 59% Create a Tribally-owned campground and related businesses on the coast  
Create a new Tribally-owned gas station, convenience store, laundromat, self-storage, or other similar
- 54% relatively small-scale businesses
- 44% Expand job-training and technical workforce-training programs

- 39% Support the creation of new small businesses owned by individual Tribal members (loans, grants, training, technical support, etc.)
- 34% Create a Tribally-owned virtual business, such as an IT service firm or a call center
- 29% Expand Tribally-owned construction company
- 29% Prioritize Tribal government revenue generation to support/increase social and cultural programs
- 24% Create a Tribally-owned Abalone farm and related businesses
- 24% Enhance natural resource management training programs (such as fire reduction)
- 24% Invest in youth entrepreneurship/training programs
- 20% Invest in the long-term process of building a Tribally-owned hotel
- 20% Create a Tribally-owned entertainment-center, restaurant, museum, or related businesses

Additional comments:

- ◆ Call Center on Rancheria
- ◆ Have life / health insurance policies; emergency home support as in paid deposit / 1st months' rent or rent in general when needed; language teachings; mental health support; support for SSI / SSDI.
- ◆ I think these are all great ideas except the hotel and the gas station options. We shouldn't fund the fossil industry. We should invest in grants for green vehicles or alternate sources of transportation. A tribal bus for members? Finding one that's greener. I don't know how to be more helpful in that regard. It hurts the soul to think of affiliating with the same companies that strip our beautiful earth of its resources and hurt it.
- ◆ Any training programs that give members an opportunity to be self-sufficient something they can use wherever they go in life to abouts homelessness and poverty.
- ◆ All of these are wonderful resources and ideas perfect! But it important that we understand HOW to utilize these options and where to start. For example, if I want to start business... what is my first step I should take? The logistics...the smallest steps broken down into a comprehensive guide made out in a checklist maybe so I can be successful in my endeavors.

**5. How should the Tribe spend its revenue over the next 20 years? (select up to 5)**

- 59% Language and Culture Programs
- 59% Housing assistance programs
- 45% Land management and restoration
- 45% Health and wellness
- 40% Build new housing
- 40% Alternative energy/technology
- 40% Create new Tribally-owned enterprises
- 35% Elder care
- 30% Rancheria infrastructure improvements
- 25% Trails and recreation facilities
- 20% Arts and culture
- 20% Local foods/food sovereignty
- 20% Support business ventures of Tribal members
- 10% Stable regulatory environment
- 10% Refine/Expand Tribal Ordinances
- 5% Tourism programs and hospitality

Additional comments:

- ◆ Call Center on Rancheria
- ◆ I think all but tourism is good to choose, but especially elder care and language preservation. It scares me so much to know what we've lost and those who protected it before us not getting the care they deserve.

**6. What is needed in order to garner broad Tribal member support for the above programs/initiatives?**

- ◆ Cooperation
- ◆ Cash/funds
- ◆ A sound business plan
- ◆ Full transparency in plain language
- ◆ A good plan/proposal
- ◆ There is support, it just needs to be presented in an organized thoughtful way
- ◆ Offer jobs or details of benefits
- ◆ Effort and a lot of dedication
- ◆ Create a plan to tap into the tourism money
- ◆ Promotion and organize an outreach team to make these opportunities known to all members.
- ◆ Clear wording and choices, transparency, and crowdsourcing for ideas.
- ◆ Detailed instructions maybe a class for the topics offered and help to begin them
- ◆ Improved communication from the council. Transparency with actual plans/projects for each initiative. Saying we will do this without telling the members of how, when, why, cost, etc.
- ◆ Incentives/recognition of accomplishments
- ◆ Open communication and inclusion of all, not just certain families
- ◆ Emphasize that the youth is the healing generation and if we can't implement small but effective opportunities now, we aren't setting them up for success

**7. If given the task of showing someone around the Stewarts Point Rancheria for a weekend, what would you do?**

- ◆ I wouldn't (x2)
- ◆ Show the cultural sites as well as the natural resources we have
- ◆ Show the community center first, firehouse, helicopter landing pad at lindsay point, walk to cemetery
- ◆ I definitely would take the tour!
- ◆ Idk I've never seen it myself
- ◆ I haven't had the opportunity to visit often, my mother was disabled and we never got to visit up there because the drive was too far. She raised 4 kids on her own and fostered others. We never had the time. It kills me I don't know the land of my ancestors.
- ◆ Highlight tourism
- ◆ Spend most of the time at the coast
- ◆ I'd incorporate our history into every aspect of the tour
- ◆ I would start with our history and show how our culture has created our beliefs like the round house and what it means to be standing
- ◆ I would take people to the graveyard and pay our respects to our ancestors then round house then the school and walk to where the tea is at and end with the trail by the tea spot
- ◆ I would show them the roundhouse and the medicine we gather from the earth

- ◇ I'd share stories of my childhood and my family's stories to show how deeply rooted we are

**8. What businesses that are not already in place would attract more tourists and be an asset to you, your family, and the community?**

- ◇ Theme park
- ◇ Glamping
- ◇ Camping & gas station
- ◇ Kashia gardens/farms/herb & cultural shop, hiking tours, fishing and game
- ◇ I think everything is going just fine
- ◇ For the Tribe, anything that can generate revenue for tribal members
- ◇ IDK. Bowling alley already exists
- ◇ Hotel Museum/gift shop
- ◇ Construction
- ◇ Hotels and campgrounds. A hotel that is similar to a campground.
- ◇ Hotels or camping like a separate long-term campground for tribal members and one for everyone else nearby. Many members are homeless. Myself included.
- ◇ Museum, a weekend tribal experience
- ◇ Cultural teaching of all things beading our language dancing our songs why they were made and what it means the history behind it all
- ◇ Abalone Farm
- ◇ The abalone farm would be a great attraction and could generate great revenue as both something for us and a helpful training exercise for outsiders to learn how to work with the earth sustainably.
- ◇ Fresh locally grown markets

**9. What businesses would help to strengthen and continue cultural traditions for you and your family?**

- ◇ Abalone farm (x2)
- ◇ Museum
- ◇ (Art & cultural) museums, sewing classes, environmental learning, language
- ◇ Cultural teaching of all things, beading, our language, dancing, our songs, why they were made and what it means, and the history behind it all
- ◇ I'm not sure. Pow wows?? Traditional ceremonies for everyone to be involved in?
- ◇ I think some classes would strengthen cultural traditions for myself and my family
- ◇ Language is one thing I wish I could learn of our tribe
- ◇ Language services. Art programs. online beading teachings to tribal members only. or weaving classes but online as much cant access the Stewarts Point Rancheria facilities as much as they'd like. I study what we have of the pomo dictionary now online and I'm so grateful for that resource, but I wish I could learn more since there is so little about our practices easily available online.
- ◇ Gym or sports complex
- ◇ No business with culture or religion
- ◇ Campsites. Out of 15 houses in use they go mostly to two families. So to give families camping opportunities will allow us access to the rez
- ◇ An art gallery that teaches and shows traditional arts
- ◇ Housing. I'd even like to afford a piece of land to build my own house with a loan for materials being an option. So that I have a home to call my own. It's hard being in a position of homelessness to get a

job. And to be expected to pay rent and that's if a miracle happens and they even allow me to rent somewhere.

#### **10. How can we nurture or enhance opportunities for entrepreneurs and small business development?**

- ◆ Encourage them financially
- ◆ Kashia shark tank
- ◆ Offer loans, supplies or resources (for classes or guidance)
- ◆ Maybe course classes for the entrepreneurs
- ◆ Two sided. Question #6 needs to be provided by the entrepreneur and preset to the tribe as a whole for moving forward on.
- ◆ More opportunities
- ◆ Give out small loans at WU contest
- ◆ Provide business acumen assistance and likely some startup cost assistance
- ◆ Just a better explanation of how to fill out forms and conference with elders in the tribe about what they'd like to see from the community going forward. How should our artists be interpreting our struggles and strengths and how do the elder want that displayed? I think it's important they be consulted in all things. But youth as well, cannot be discounted in their ideas for growth as well.
- ◆ Have classes that show us what is available from the tribe and the necessary steps we take to make a business and grow it. The first step is the hardest I don't even know where to begin.
- ◆ Funds and encouragement
- ◆ Explain the steps, explain where we start and what it all means. Sure, we have this resource but what do I do to get started? How do I even begin??
- ◆ Have small business loans available, give classes on small business startup, help promote new businesses
- ◆ Education (x2)
- ◆ Offering low interest business loans or free financial guidance

#### **11. Who do you think has the skills and drive to make this happen in the community? What needs to be put into place?**

- ◆ We all have the skills as a tribe collectively
- ◆ I think us citizens make the community happen
- ◆ We all do. Council does
- ◆ We all do
- ◆ Youth and those interested in our culture
- ◆ Not one person but a council that really works to develop, grow and sustain the tribe. Clear communication system to all tribe members. Random mailings and Facebook updates are good communication. This survey for example I was just checking the site and saw. Got lucky?
- ◆ Our young adults - create PT, remote or flexible schedule positions
- ◆ I'm too far separated from the tribe sadly to really to know. My sister has helped me to understand a lot of the paperwork and I know she has a passion for the arts perhaps she can be contacted to help find someone for the position?
- ◆ We just need promotion. Whoever can show us what is available is the right person who has knowledge of what's offered.
- ◆ The Nation needs a technical officer

- ◆ I'm not even sure...I'd say someone who understands the lack of education and who can create a model that we can utilize and show us how to start these processes as well as have a personal connection wanting greater things for every tribal member.
- ◆ I'm not sure, I don't really know too many other tribe members, I live out of state.
- ◆ Some of the elders... I know they know a lot of things. I can ask and learn things take notes and pass it down to the generations to come.
- ◆ A strong leader, who can do what is right, who is present, honorable, respectful
- ◆ I'm sure that the council has thought of most of these things it's just a matter of resources and time we want to put into the future

## 12. Please share other hopes for the future:

- ◆ Financial and spiritual independence
- ◆ Invest in lending enterprise
- ◆ More hands-on learning of culture classes and youth involvement. More positive environmental changes and uses
- ◆ Hope for my own house/land
- ◆ I am proud of my heritage, but I did not grow up at the rancheria. I hope that our leaders work towards improving the tribe as a whole and not just better pay for the leaders.
- ◆ Equal for all. NO special treatment or favoritism
- ◆ Financial Stability. Ability to prove even more for our members. Large scale cultural preservation
- ◆ I hope we regain sovereignty. Getting land back that our ancestors roamed warmed my heart but the fact that the city forced us not the previous owners to keep a trail for public use makes me saddened. I hope our youth can share their art with elders and inspire future generations. I hope our language lives on through us all and can't stress the importance of that enough. I appreciate the avenue to have input in the community.
- ◆ End tribal homelessness
- ◆ Try, if you fail, try again. Technology is the most important. The Nation is close to that facilitation.
- ◆ I just know how bad we need help. I need help to understand how to live in a way that will provide for me and create a home one day and I'm willing to do anything if someone would just tell me where to start and how to do it.
- ◆ I'd like to see my people be better off, and have opportunities for other tribal members who don't live in California
- ◆ Sustainability
- ◆ I hope that the tribe flourishes and that there will be many opportunities for our people

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