

Paiute Indian Tribe of Utah's

KOOSHAREM BAND

**COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY
2000**

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PREFACE

In the late 19th century, the Native American Paiute Tribe of Southern Utah coalesced into five individual groups that became known as the Koosharem, Cedar, Shivwits, Indian Peaks, and Kanosh bands. They were established as reservations between 1903 and 1929. In 1954 the Paiute Tribe was terminated from federal recognition. Between 1954 and 1980 the Tribe was ineligible for any federal assistance. During this 26 year period the Koosharem Band suffered from the lack of health care resources and inadequate income to meet their needs. As a whole, nearly one half of the Paitue Tribe of Utah (PITU) membership died due to ill health, poor housing conditions, and nutritional deficiencies. Subsequently, the Band lost their reservation lands. Due to termination their pride and culture diminished dramatically.

In 1975 the (PITU) began their effort to regain federal recognition. On April 3, 1980 by an act of congress, (via "the Paiute Restoration Act, P.L. 96-227") the federal trust relationship was restored to the Koosharem Band and PITU.

The Koosharem Band through PITU accesses interest from a \$2.5 million irrevocable trust fund to assist in economic development and Band government. The majority of Band members now have access to adequate housing and health care, although chronic health problems, low educational attainment, underemployment, and alcoholism persists. There is also a paranoia among PITU members concerning government intervention, intrusion, and taking of reservation lands.

As a means to overcome these economic development obstacles and to provide direction, instill cooperation among members, and develop reservation lands into their full economic potential, the Koosharem Band has developed this Comprehensive Economic Development Strategy (CEDS). Be advised, however, that this document does NOT constitute an all inclusive economic development plan but merely the beginning of an on-going process to bring economic prosperity and enhanced standard of living to members of the Koosharem Band.

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SUMMARY

The Koosharem Band Comprehensive Economic Development Strategy (KOBCEDES) has been developed to assist the Band in their economic development endeavors. This document serves as a beginning effort outlining economic development activities planned for the next five years. The KOBCEDES does not necessarily include all the goals and objectives of the Band. It does however provide a format for Band leadership to follow as they improve, edit, and establish additional goals and objectives of the plan. Band leaders are encouraged to utilize the KOBCEDES on a regular basis as the planning process is on going.

SECTION I - ORGANIZATION AND MANAGEMENT - This section describes the membership of the KOBCEDES Steering committee, how it functions, and the staff providing services. It also details the management and administrative process required to implement and carry out the goals and objectives of the plan. This section also provides jurisdictional review of recognized officials responsible for the KOBCEDES and passing of appropriate resolutions, progress evaluation, and final program results.

SECTION II - THE AREA AND ITS ECONOMY - This section summarizes the area's economic situation based on the analysis of relevant data about the reservation and surrounding area. It contains the Band's strengths, weaknesses, opportunities, threats, statistical tables, demographic information, and other data relating to past, present, and future economic trends of the Koosharem Band.

SECTION III - MISSION, GOALS, OBJECTIVES, STRATEGIES - This section includes the mission statement and identifies beginning goals and objectives which will help the Koosharem Band meet their economic development endeavors.

SECTION IV - IMPLEMENTATION PLAN - This section provides a worksheet that allows Band leadership to monitor the progress of the KOBCEDES. Even though it is developed for yearly evaluation, the worksheet may be utilized at anytime progress is made.

Section I. ORGANIZATION and MANAGEMENT

To ensure that the Koosharem Band's Comprehensive Economic Development Strategy (KOBCEDS) meets the objectives of the Band, a KOBCEDS Steering Committee was assembled. The Koosharem Band Council, Tribal Council, Paiute Economic Development Council (PEDCO), Economic Development Staff, and Tribal Program Coordinators make up the KOBCEDS Steering Committee.

KOOSHAREM BAND COUNCIL

Ganaver Timican Chair
 Colleen Kanosh Member
 Heather John Member
 Olivia Kanosh Member
 Marissa Tso Member

PAIUTE TRIBAL COUNCIL

Geneal Anderson Tribal Chair
 Phil Pikyavit Kanosh Chair/Tribal Vice-Chair
 Glen Rogers Shivwits Band Chair
 Lora Tom Cedar Band Chair
 Jeanine Borchardt Indian Peaks Band Chair
 Ganaver Timican Koosharem Band Chair

PAIUTE ECONOMIC DEVELOPMENT COMMITTEE (PEDCO)

McKay Pikyavit (KA) Chair
 Bryant Jake (IP) Member
 Pat Wash (SH) Member
 Clarice Dixon (KO) Member
 Keith Garcia (CE) Member

ECONOMIC DEVELOPMENT STAFF & PROGRAM COORDINATORS

Travis Parashonts Economic Development Director
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KOOSHAREM BAND COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES (KOBCEDES) STEERING COMMITTEE FUNCTIONS

The KOBCEDES Steering Committee and consultants met on March 30, 1999. Each member attending gave input about their economic concerns as it applied to the Koosharem Band. This input was then implemented into the draft KOBCEDES.

The draft KOBCEDES was sent out to the Chair of the Koosharem Band Council on September 30, 1999. The Band was given thirty days to return comments to consultants. On October 30, 1999 Koosharem Band leadership attended the PITU’s Economic Development Retreat held at Southern Utah State University’s Mountain Center, Cedar City, Utah and given opportunity to review and make changes to the KOBCEDES. Copies of the final draft were provided to the Koosharem Band leadership on December 11, 1999 with adoption procedures left to their discretion.

MANAGEMENT PROCESS

The Koosharem Band is organized under the provisions of the 1980 Restoration Act, the Indian Reorganization Act of 1934, and the Paiute Indian Tribe of Utah’s Tribal Constitution. The Koosharem Band Council consists of five (5) members elected through an election process. The Band Council is the official governing body of the Koosharem Band.

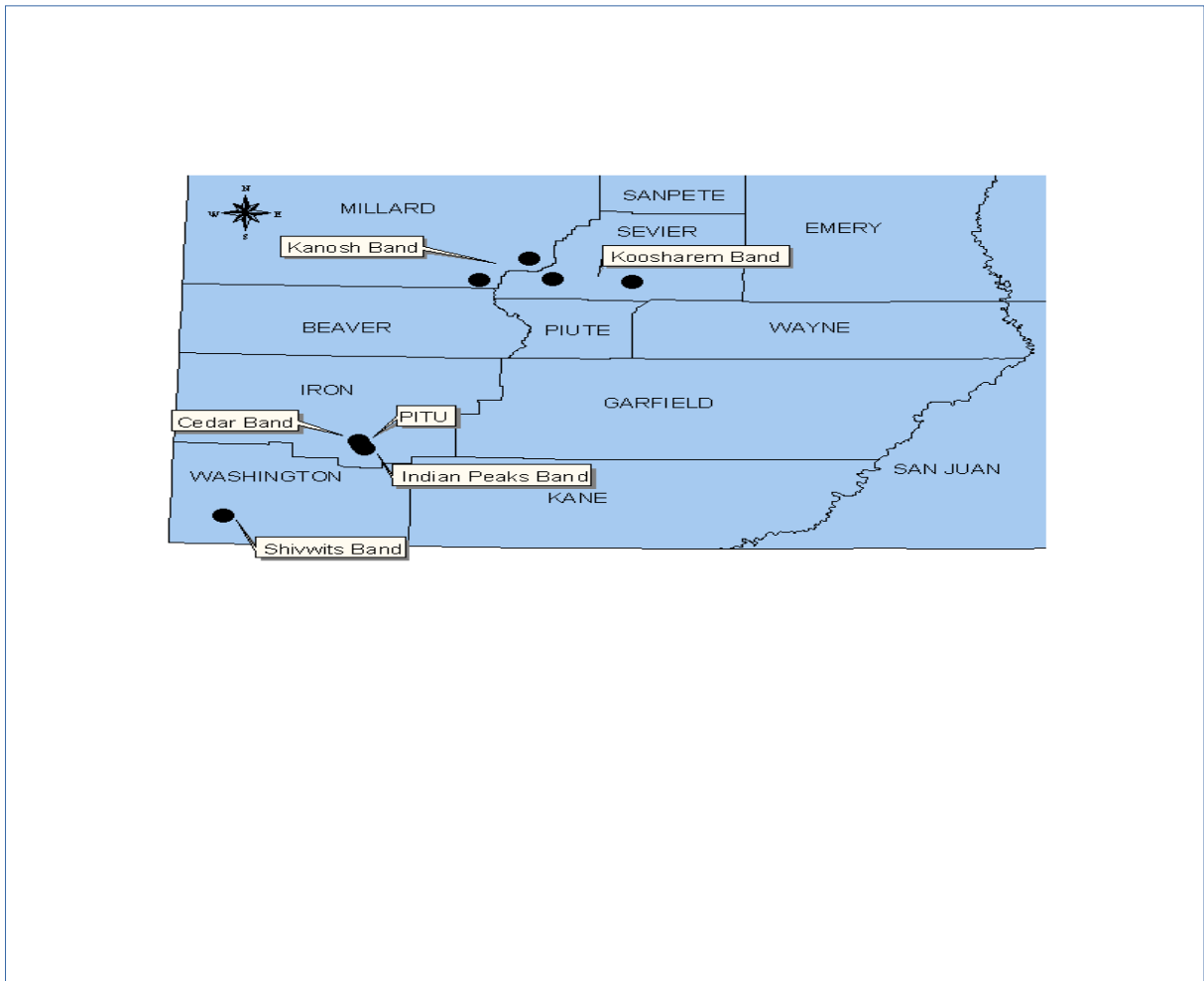
The Band Council is the administrative organization which accepts the oversight and implementation responsibilities of the KOBCEDES. They are also responsible for the adoption and passing of resolutions and/or any other edition to the plan. The Band Council is also responsible for the designation of committees, assignment of staff members and completion of progress reports of the KOBCEDES.

Section II. THE AREA AND ITS ECONOMY

INTRODUCTION

Location - The Koosharem Band is located in Sevier County approximately 180 miles South of Salt Lake City on Interstate Highway 15, Highway 89, Interstate Highway 70, and adjacent to Joseph. Travel time from the Koosharem Band to the PITU's tribal headquarters in Cedar City is 230 miles round trip. Access to the reservation is a two lane paved highway. Figure 1, Paiute Indian Tribe of Utah Tribal Lands, shows the location of tribal lands in relation to Southern and Central Utah.

Figure 1: Paiute Indian Tribe of Utah Tribal Lands



Land Use - The Koosharem Band reservation encompass a total of 1,240 acres. The graph in Figure 2, Koosharem Band Reservation Land, shows the Koosharem Band Reservation compared to the other four Bands which makes up the PITU reservation. The percentage of land area in the reservation under each land use designation is as follows: commercial, 22% ; residential, 44%; and open space/preservation, 34%. The Band has a completed land use plan accessible at the Band or Tribal headquarters (refer to Koosharem Band Reservation Land Use Plan 1999).

Figure 2: Koosharem Band Reservation Land

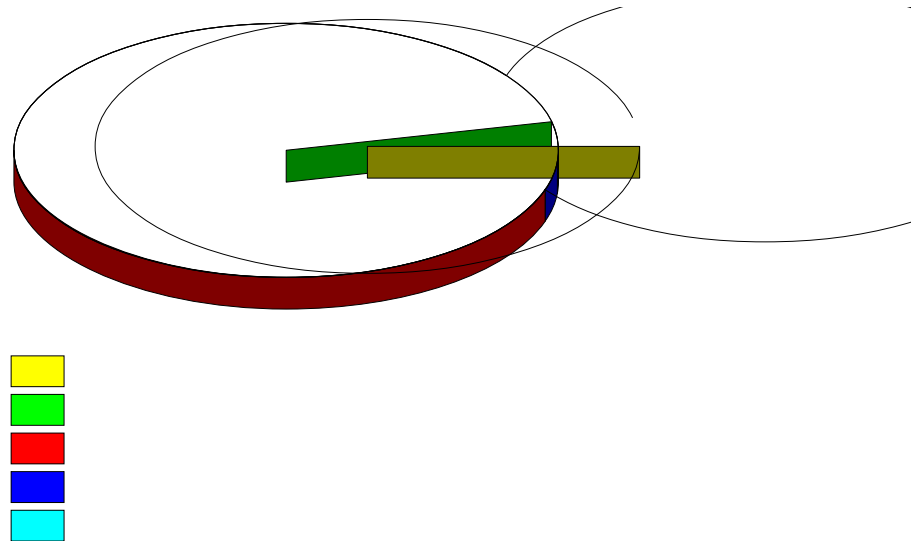


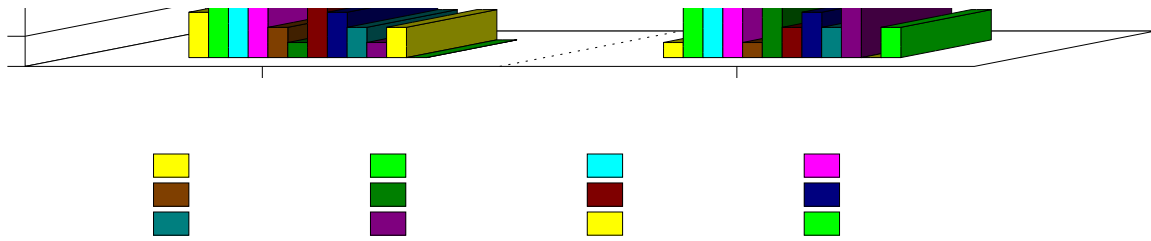
Table 1 - PITU Reservation Land Comparison, further identifies land of the Koosharem Band and compares it with the total PITU land holdings and Sevier County. Economic development interests should review the Koosharem Band Reservation Land Use Plan to identify infrastructure and other developments currently in place.

Table 1 - PITU Reservation Land Comparison

<u>Place</u>	<u>Acres</u>
Shivwits Reservation	27,525
Cedar Reservation	2,060
<u>Koosharem Reservation</u>	<u>1,240</u>
Kanosh Reservation	1,195
Indian Peaks Reservation	425
Paiute Indian Tribe Of Utah	32,446
Sevier County	1,276,367

Band Membership - According to the July 1999 PITU Tribal enrollment there are 741 members. This compares to 516 in 1980. Figure 3, Band Membership Graph, shows the Paiute population trend since 1980.

Figure 3 - Band Membership Graph



Thirteen percent (13%) or 94 of the total tribal membership are members of the Koosharem Band. Table 2, Koosharem Band Membership Breakdown shows the Band membership according to age and gender. Sixty-one percent (61%) or 57 members are ages -- 16 to 65 – a workforce sufficient to support a small business owned and employed by Band members. Table 3, PITU Membership Comparison evaluates membership of the Koosharem Band with that of other bands of the PITU.

Table 2 - Koosharem Band Membership Breakdown

Age	Female	Male
1-5	4	4
6-10	5	4
11-15	6	4
16-20	7	2
21-25	9	2
26-30	9	3
31-35	5	0
36-40	0	1
41-45	5	2
46-50	7	2
51-55	3	0
56-60	0	0
61-65	0	2
66-70	1	0
81-85	0	3

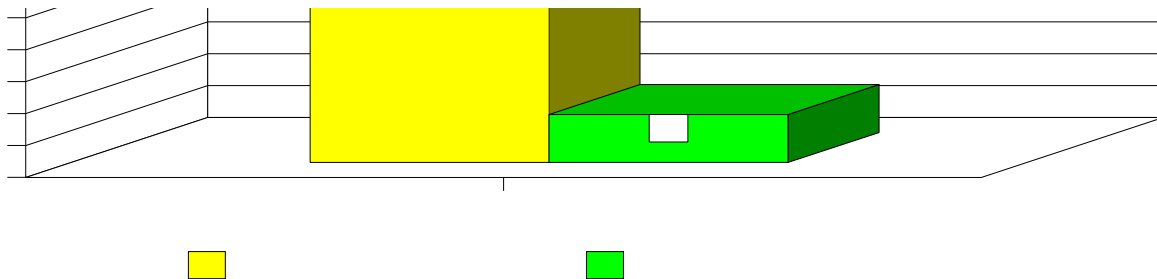
Source: 1980“Proposed PITU Reservation Plan,” by US. Dept. Of the Interior, Bureau of Indian Affairs; data was compiled by General Anderson and Gerald Kanosh, July 1999

Table 3 - PITU Membership Comparison

Band	1980	1997	1999
Kanosh	74	97	110
Koosharem	85	92	94
Indian Peaks	30	33	35
Cedar	138	220	231
Shivwits	189	260	271

Currently 16% members are living outside of the reservation. The Koosharem Band Habitat Chart, Figure 4, graphically displays the current membership who live within and outside of the reservation. Band leadership would like to see improved conditions through economic and community development that would allow members to reside on the reservation.

Figure 4 - Koosharem Band Habitat Chart



Source: PITU Health Department records, 1999

Table 4, PITU Habitat Comparison, provides a comparison of membership of the Koosharem Band living off of the reservation with other bands of PITU. The tribal average is 14%. Lack of affordable housing and employment seem to be the major reasons for those leaving the reservation. Another major concern of Band leadership is the loss of heritage and cultural values that are disappearing as a result of members living and working outside of the reservation.

Table 4 - PITU Habitat Comparison

Band	In Area	Out of Area	Total Members
Kanosh	99	11	110
Koosharem	79	15	94
Indian Peaks	33	2	35
Cedar	198	33	231
Shivwits	229	42	271

EMPLOYMENT

Unemployment - The “1997 Indian Labor Report” published by the Department of Interior shows the Paiute Tribe with a labor force of 421. Of this number, 349 are employed and 72 are unemployed equating to a 17% unemployment rate. Of those employed, 239 tribal members or 68% are employed below poverty guidelines. Of those employed, 42 or 12% work in the public sector while 307 or 88% work in the private sector. This compares to a 4% average unemployment rate in the eleven county area and 3.4% state wide as reported by the September 1999 “Labor Market Report” by the Utah Department of Workforce Services.

Table 5 - PITU Unemployment

<u>Entity</u>	<u>Workforce Employed</u>	<u>Workforce Unemployed</u>	<u>Percent Unemployed</u>	<u>% in Public</u>	<u>% in Private</u>
PITU	349	72	17	12	88
Six County	21,370	936	4.8	12	88
Five County	55,991	2,031	3.5	7	93
State	1,051,600	37,013	3.4	7	93
U.S.	-	-	4.2	-	-

Sources: Utah Labor Market Report, September 1999, Vol. 9, Number 9; Utah Job Outlook - Statewide and Service Delivery Areas 1998-2003, Utah Department of Workforce Services, January 1998

Employment Opportunities - The tribal members were surveyed to determine the economic opportunities they perceived. The survey indicated, by Band members although not a majority, that reservation lands should be developed to “...make money for the Band”. Most Band members felt that utilizing Band resources to establish a “profitable” business owned and employed by the Band as important to the economic well being of the Band. The survey showed no clear indication of what type of development should take priority. Survey results indicated a preference for light manufacturing, hospitality, high tech industry, convenience stores, truck stops, and campgrounds (see Appendix B - Economic Development Survey Report).

INCOME LEVELS

Per-capita income - Per-capita income is the level of income generated by individuals. Per-capita income among the residents of Central and Southern Utah is shown in Table 6, Per-capita

Income. The table compares personal income between the counties of Central and Southern Utah in which the majority of PITU members reside.

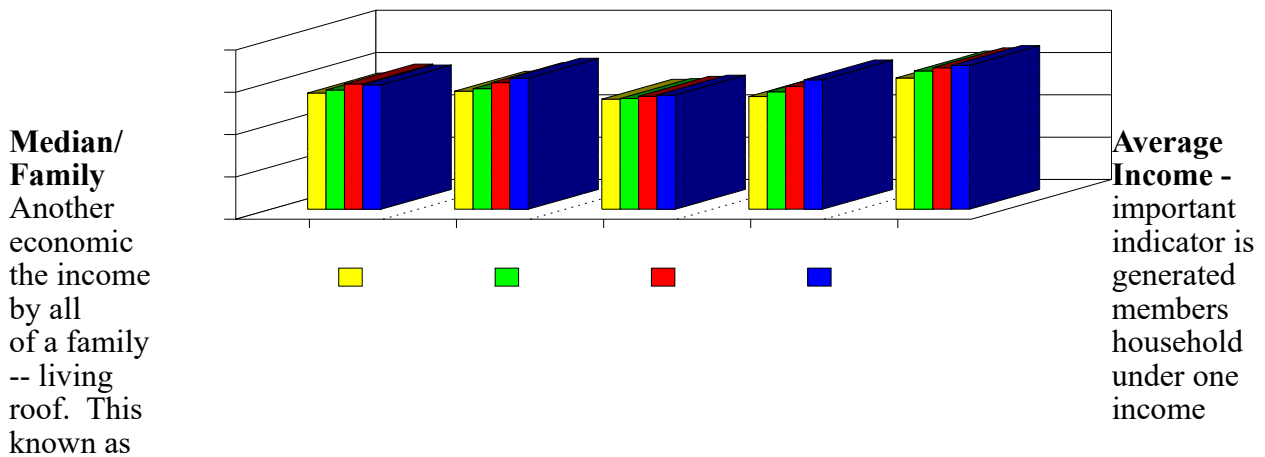
Table 6 - Per-capita Income

County	1994	1995	1996	1997
Millard	\$13,742.00	\$14,101.00	\$14,806.00	\$14,700.00
Sevier	\$13,962.00	\$14,251.00	\$14,965.00	\$15,500.00
Beaver	\$13,014.00	\$13,090.00	\$13,359.00	\$13,500.00
Iron	\$13,329.00	\$13,884.00	\$14,509.00	\$15,300.00
Washington	\$15,515.00	\$16,348.00	\$16,731.00	\$17,000.00

(Per Capita Income was taken from the "1999 Economic Report to the Governor: pg. 87").*The Paiute Indian Tribe of Utah lacks Tribal member income status and other related information.

Figure 5, Per-capita Trends graphically demonstrates the per-capita income levels from 1994 to 1997 for the counties encompassing the bands of the PITU. Specific per-capita data for the PITU and its bands are not available; however, given the high unemployment rate of the PITU, it is believed that the average per-capita income level is substantially lower.

Figure 5 - Per-capita Trends



Median/Average Family Income clearly shows the economic vitality of a community by addressing the workforce in general. It references employment levels, signifies strength in education and skills among families. The most recent data for the Koosharem Band is 1980. Table 7, Average Family Income shows the average family income for the Koosharem Band in comparison with the other bands of the PITU.

Table 7 - Average Family Income

Band	Average Family Income
Kanosh	\$2,914.00
Indian Peaks	\$2,774.00

Cedar	\$2,215.00
Koosharem	\$1,940.00
Shivwits	\$3,015.00
Tribal Average	\$2,746.00

Source: 1980 PITU Reservation Plan

In comparing Table 6, Average Family Income, with Figure 6, Median Family Income it is clear to see that the 1980 income levels for the counties is significantly higher than for the PITU. The graphics of Figure 6 show the trends from 1980 to 1999 for the counties in which the majority of tribal members live. Again because specific data is not available for the tribe a comparison is not made. However, because of the economic disparity in unemployment it would be safe to assume the current median family income is much lower for tribal members. Table 8, County Median Family Income, shows the actual income levels of the counties referenced.

Figure 6 - Median Family Income

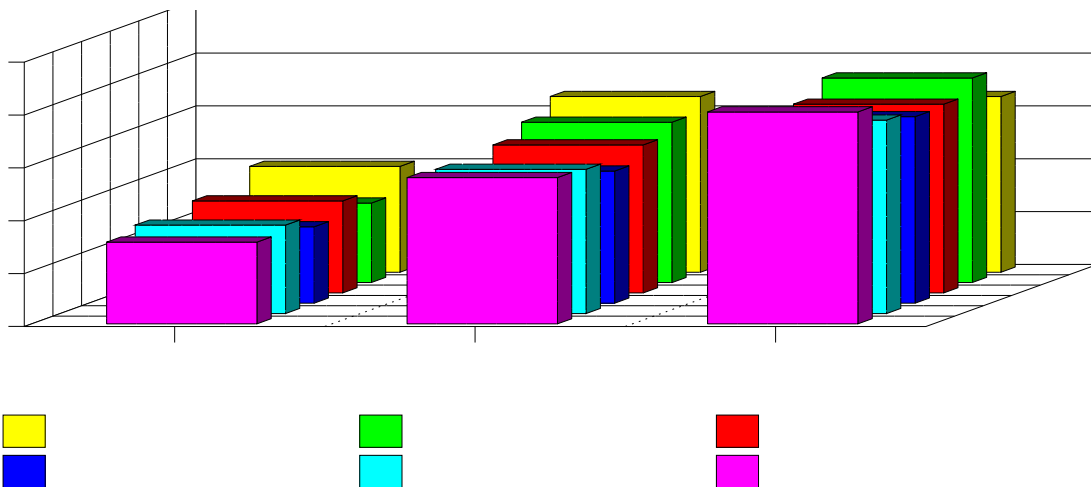


Table 8 - County Median Family Income

County	1980	1989	1999
Millard	\$15,038.00	\$30,342.00	\$38,700.00
Sevier	\$17,404.00	\$27,986.00	\$35,700.00
Beaver	\$14,453.00	\$25,000.00	\$35,300.00
Iron	\$16,726.00	\$27,283.00	\$36,600.00
Washington	\$14,466.00	\$27,690.00	\$40,100.00

*The Paiute Indian Tribe of Utah has no records on the Median Family income on Tribal members

Poverty level - Those living in poverty is of great concern to tribal and band leadership. No specific data for the PITU and its bands is available on poverty level. Again it is safe to assume that given the economic distress of unemployment the Tribe is much more vulnerable than neighboring county residents. Figure 7, Families Below Poverty, shows graphically the poverty level trends for Central and Southern Utah between 1969 and 1995. Again, it is believed that the

PITU is experiencing a much higher poverty rate than those shown. Table 9, County Poverty Levels (%) shows the actual poverty levels in percent for those counties in which the majority of PITU members reside.

Figure 7 - Families Below Poverty (%)

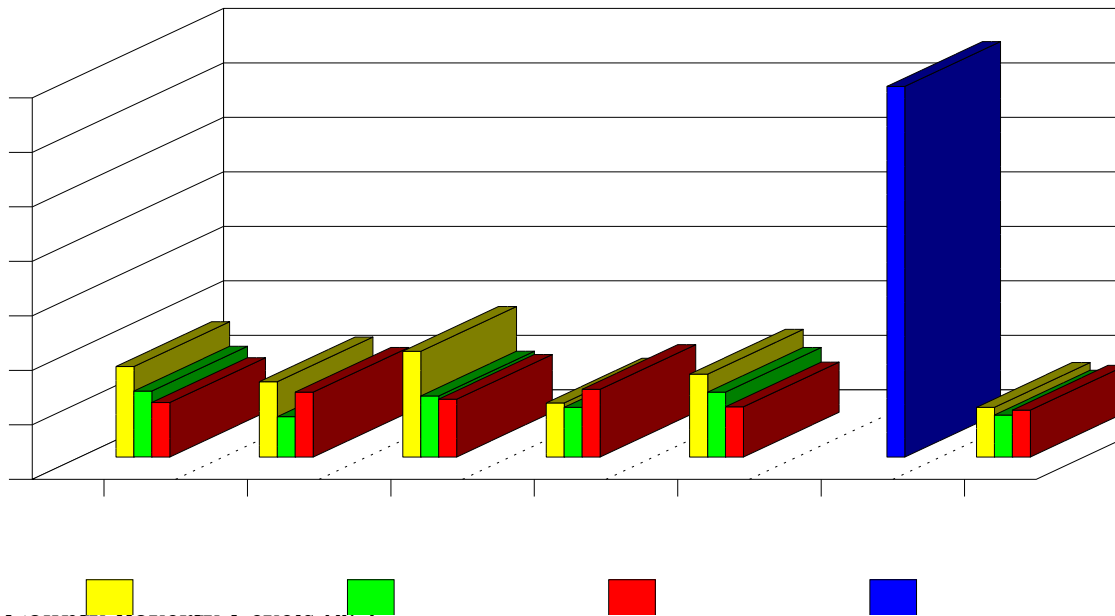


Table 9 - County Poverty Levels (%)

County	1969	1979	1989	1995
Millard	16.6	12.1	10.0	14.0
Sevier	13.8	7.4	11.9	14.9
Beaver	19.4	11.2	10.6	13.4
Iron	9.9	9.1	12.4	16.8
Washington	15.2	11.9	9.2	13.3
State	9.1	7.7	8.6	11.4
Paiute Tribe				68.0

*Source: 1995 Economic Development & Employer Planning System Ver. Utah 94.4

LAND UTILIZATION

The tribal government of PITU does not control reservation lands. Each of the five constituent bands has control of their own reservation lands. Needed infrastructure to support community and economic development are the responsibility of each band and supported by the PITU Tribal council. Concerns among tribal members include affordable housing, water development, industrial zoning, natural resource use and preservation.

A general land use plan for the Koosharem Band has been developed. This document should be reviewed to understand current infrastructure and land utilization. Copies of the plan may be reviewed at the Band or Tribal headquarters.

POLITICAL ENVIRONMENT

Band council members are elected to four year terms and meet on a monthly basis. Presently the Council directs the economic development efforts and are pro-active in achieving and attaining planned growth. They are interested in the development of industry that utilizes their natural resources, heritage, and that will enhance their standard of living through the creation of family sustaining employment. Through a collaborative effort with other local, state, and federal governments the Council is striving to overcome major stumbling blocks including lack of education, underemployment, social ills, lack of business skills, and strained relationships with neighboring cities, counties, and tribe.

CONCLUSION

The Koosharem Band has a rich heritage disrupted by the cultural changes brought by modern society. Nearly wiped out as a people – historically – due to poor economic and living conditions, the Koosharem Band has adopted a pro-active position in economic and community development. The development of this Koosharem Band Comprehensive Economic Development Strategy (KOBCEDS) is the first step in achieving their goals toward enhancing their quality of life through the development of family sustaining employment for their members. The implementation of the goals, objectives, and strategies set forth by this document will perpetuate the planning process for the Koosharem Band as they strive to meet their economic development endeavors.

Section III. MISSION, GOALS, OBJECTIVES & STRATEGIES

S.W.O.T. ANALYSIS - The Koosharem Band conducted a workshop to determine their strengths, weaknesses, opportunities, and threats. This S.W.O.T. analysis provided a starting point in determining the current economic status of the Band. From this evaluation a mission statement, goals, and objectives to strengthen their quality of life were derived. The following summary provides the top issues and concerns of each category from the analysis. See Appendix A for a complete listing .

Strengths - The Band considered their top *strengths* as:

1. Children
2. New Band building
3. Heritage
4. People

Weaknesses - The Band considered their top *weaknesses* as:

2. Alcohol and drug abuse
3. Lack of unity
4. Non-Participation/attendance

Opportunities - The Band considered their top *opportunities* as:

1. Develop better jobs
2. Improve Band through planning
3. Teach Paiute Language to Band members
4. Education

Threats - The Band considered their top *threats* as:

1. Alcohol and drug abuse
2. Forgetting heritage and culture (youth)
3. State/Federal/Local - all politics (white/tribal)

MISSION STATEMENT

“The Koosharem Band will unify and organize to offer better education and training opportunities in order to enhance the member’s knowledge, skills, and abilities; also to improve social and economic conditions by creating businesses and better job opportunities on their reservation.”

GOAL 1: Improve Band through planning

Objective A: Develop a youth council

Strategy 1: Have established Youth Council. Train Band in developing council

Strategy 2: Ask the youth to be involved. What do they want?

Responsible Party:

GOAL 2: Teach Paiute language to those not knowing

Objective A: Utilize Tribal program

Strategy 1. Start with young children

Strategy 2. Expand to older youth

Responsible Party: Tribal educational department

GOAL 3: Develop better jobs

Objective A: Obtain more education & training

Strategy 1. Skill testing - utilize DWS

Strategy 2. Career development workshops

Responsible Party: Economic development planner

GOAL 4: Make sure youth know and understand their heritage and culture

Objective A: Develop a heritage and cultural program

Strategy 1. Have Band and tribal elders teach at special activities

Strategy 2. Have dancing lessons

Responsible Party: Cultural resource representative

GOAL 5: Make sure children are educated

Objective A: Keep them in school

- Strategy 1. Parent involvement - PTA etc.
- Strategy 2. Tutoring

Responsible Party: Parents/Children

GOAL 6: Utilize the new Band building

Objective A: Make building central gathering place

- Strategy 1. Have all activities there
- Strategy 2. Have an open house

Responsible Party: Band Council

GOAL 7: Have no drug & alcohol abuse

Objective A: Educational programs for Band members

- Strategy 1. Set up tribal abuse resources
- Strategy 2. Set up own AA group
- Strategy 3. Youth prevention & peer education
- Strategy 4. Use Public Health & Mental Health programs
- Strategy 5. Set up youth recreational programs and activities - involve entire band & tribe

Responsible Party: Band Council/Parents/Behavioral health

GOAL 8: Come together

Objective A: Keep people involved

- Strategy 1. Contact everyone/communication
- Strategy 2. Refreshments
- Strategy 3. Make assignments
- Strategy 4. Pre-formed flyer - Band members fill out time/date/place/etc.

Responsible Party: Band Secretary

Left for Notes