

SQUAXIN ISLAND TRIBE

WEST 81 HIGHWAY 108
SHELTON, WASHINGTON 98584
(206) 426-9781

Resolution No. 83-5
of the
Squaxin Island Tribal Council

Whereas, the Squaxin Island Tribal Council is the Governing Body of the Squaxin Island Tribe of Indians by the authority of the Constitution and By-Laws of the Squaxin Island Tribe, as approved and adopted by the General Body and the Secretary of the Interior on July 8, 1965; and

Whereas, the Squaxin Island Tribal Council has been entrusted to provide for the social, health and economic well being of its members; and

Whereas, the Squaxin Island Tribal Council has identified the need to provide for and sustain a "core" administrative staff to insure an efficient management capability; and

Whereas, the Squaxin Island Tribal Council has targeted the Core Management Grant Program through the Bureau of Indian Affairs as the channel most suited to secure its required core staff; and

Whereas, the Squaxin Island Tribal Council, in order to stabilize its management structure, does require the position of Controller; and

Whereas, the Squaxin Island Tribal Council in seeking this aforementioned position through the Core Management Grant does herein authorize David W. Whitener to be their representative for the purpose of negotiating, amending and executing this grant with the Bureau of Indian Affairs; and

Whereas, the Squaxin Island Tribal Council proposes that the commencement date of this grant be October 1, 1982 with an ending date of September 30, 1983; and


Whereas, the expiration date of the authority granted by the Squaxin Island Tribal Council within this resolution will extend to September 30, 1985.

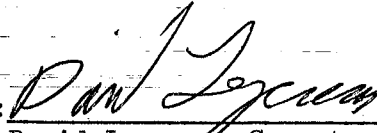
Now Therefore Be It Resolved does herein authorize the submission of a Core Management Program Grant to the Bureau of Indian Affairs for a twelve month cumulative budget in the amount of \$24,000.; and

Be It Further Resolved, that this Core Management Grant will be utilized by the Squaxin Island Tribe to provide for the position of a Controller, a priority "core" requirement.

C E R T I F I C A T I O N

The Squaxin Island Tribal Council does hereby certify that the fore-
going resolution was adopted at a regular meeting of the Squaxin Island
Tribal Council held on this 19th day of February, 1983, at
which time a quorum was present and passed by a vote of 3 for
and 0 against.


David W. Whitener, Chairman

Attested By: 
David Lopeman, Secretary


Evie Allen, Vice-Chairman

SQUAXIN ISLAND TRIBE

West 81 Highway 108
Route 1, Box 257 Shelton, Washington 98584
Phone 426-9781



February 23, 1983

TO: Mr. Arthur Barber, Agency Credit Officer
Bureau of Indian Affairs
Olympic Peninsula Agency
P.O. Box 120, Post Office Bldg.
Hoquiam, Washington 98550

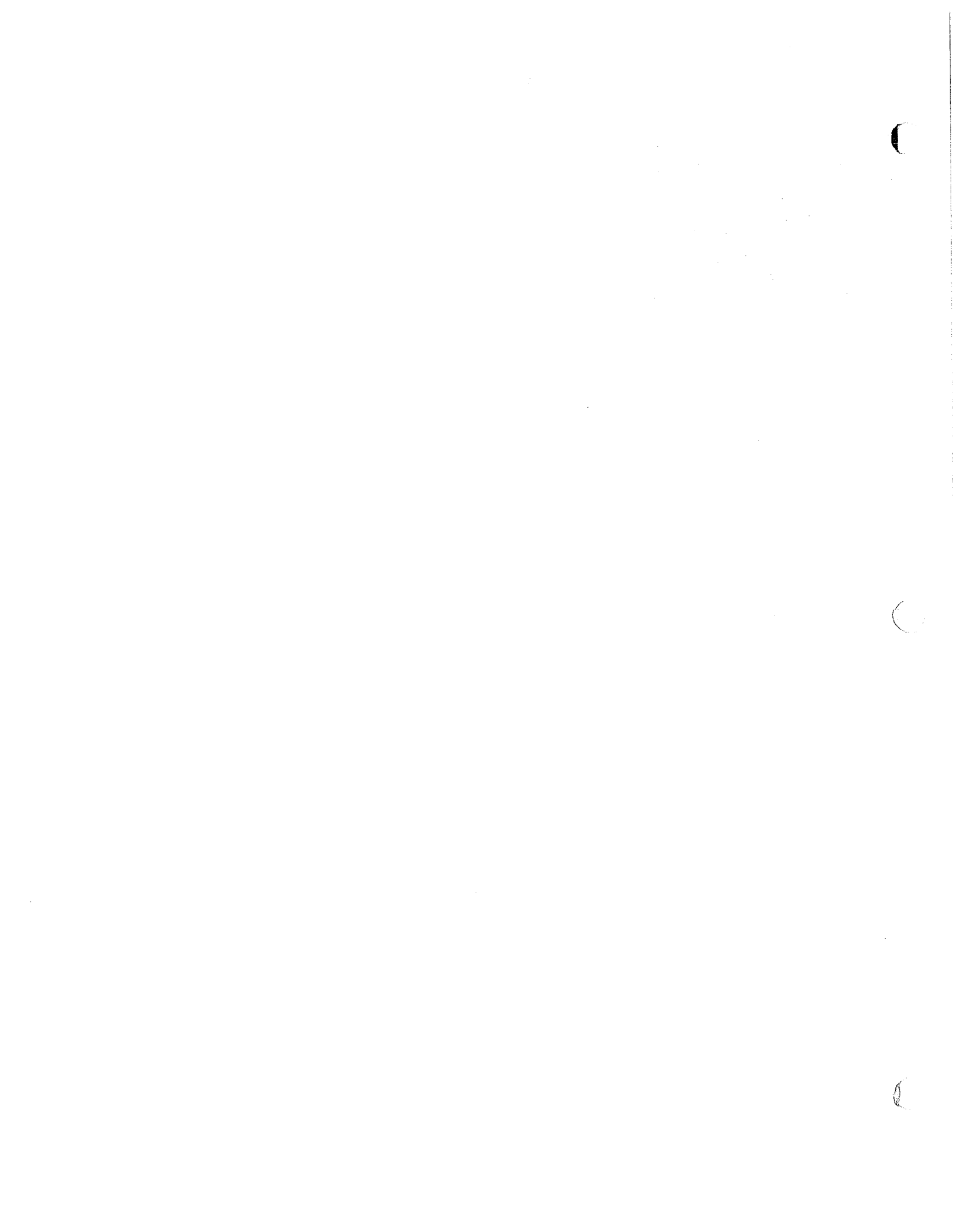
Dear Art,

Enclosed herein you will find the Squaxin Island Tribes' "Core Management" Grant Application.

If you may have any inquiries regarding this application please feel free to contact me.

Thank You,

Daniel R. Greco
Daniel R. Greco



FEDERAL ASSISTANCE	2. APPLICANT'S APPLICATION	a. NUMBER	3. STATE APPLICATION IDENTIFIER	a. NUMBER
1. TYPE OF ACTION <input type="checkbox"/> PREAPPLICATION <input type="checkbox"/> APPLICATION <input type="checkbox"/> NOTIFICATION OF INTENT (Opt.) <input type="checkbox"/> REPORT OF FEDERAL ACTION <small>(Mark appropriate box)</small>		b. DATE 19 <u> </u> Year month day		b. DATE ASSIGNED 19 <u> </u> Year month day
		<i>Leave Blank</i>		

4. LEGAL APPLICANT/RECIPIENT a. Applicant Name SQUAXIN ISLAND TRIBE b. Organization Unit c. Street/P.O. Box WEST 81 HIGHWAY 108 d. City SHELTON e. County : MASON f. State WASHINGTON g. ZIP Code: 98584 h. Contact Person (Name & telephone No.)	5. FEDERAL EMPLOYER IDENTIFICATION NO. 91-092254
6. PRO-GRAM (From Federal Catalog)	
a. NUMBER	
b. TITLE	

7. TITLE AND DESCRIPTION OF APPLICANT'S PROJECT CORE MANAGEMENT GRANT	8. TYPE OF APPLICANT/RECIPIENT A-State B-Interstate C-Substate D-District E-County F-City G-School District H-Community Action Agency I-Higher Educational Institution J-Indian Tribe K-Other (Specify): Enter appropriate letter <input checked="" type="checkbox"/> J
9. TYPE OF ASSISTANCE A-Basic Grant B-Supplemental Grant C-Loan D-Insurance E-Other Enter appropriate letter(s) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> A	

10. AREA OF PROJECT IMPACT (Names of cities, counties, States, etc.) SHELTON, WASH.	11. ESTIMATED NUMBER OF PERSONS BENEFITING 926	12. TYPE OF APPLICATION A-New B-Renewal C-Revision D-Continuation E-Augmentation Enter appropriate letter <input checked="" type="checkbox"/> A
13. PROPOSED FUNDING		15. TYPE OF CHANGE (For 1a or 1b) A-Increase Dollars B-Decrease Dollars C-Increase Duration D-Decrease Duration E-Cancellation F-Other (Specify): Enter appropriate letter(s) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
a. FEDERAL \$ 24,000 .00	14. CONGRESSIONAL DISTRICTS OF:	
b. APPLICANT .00	a. APPLICANT 3 rd	
c. STATE .00	b. PROJECT 3rd	
d. LOCAL .00	16. PROJECT START DATE 19 82 Year month day	
e. OTHER .00	17. PROJECT DURATION 12 Months	
f. TOTAL \$ 24,000 .00	18. ESTIMATED DATE TO BE SUBMITTED TO FEDERAL AGENCY 19 83 FEB. 10 Year month day	19. EXISTING FEDERAL IDENTIFICATION NUMBER N/A

20. FEDERAL AGENCY TO RECEIVE REQUEST (Name, City, State, ZIP code) BUREAU OF INDIAN AFFAIRS, OLY. PEN. AGENCY, P.O. BOX 120, P.O. BLDG. HOQUIAM		21. REMARKS ADDED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
22. THE APPLICANT CERTIFIES THAT	a. To the best of my knowledge and belief, data in this preapplication/application are true and correct, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached assurances if the assistance is approved.	b. If required by OMB Circular A-95 this application was submitted pursuant to instructions therein, to appropriate clearinghouses and all responses are attached:	No response <input type="checkbox"/> Response attached <input type="checkbox"/>
	(1) <input type="checkbox"/>		<input type="checkbox"/>
	(2) <input type="checkbox"/>		<input type="checkbox"/>
	(3) <input type="checkbox"/>		<input type="checkbox"/>

23. CERTIFYING REPRESENTATIVE	a. TYPED NAME AND TITLE David W. Whitener, Chairman	b. SIGNATURE 	c. DATE SIGNED 19 <u> </u> Year month day
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24. AGENCY NAME	25. APPLICATION RECEIVED 19 <u> </u> Year month day
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26. ORGANIZATIONAL UNIT	27. ADMINISTRATIVE OFFICE	28. FEDERAL APPLICATION IDENTIFICATION
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29. ADDRESS	30. FEDERAL GRANT IDENTIFICATION
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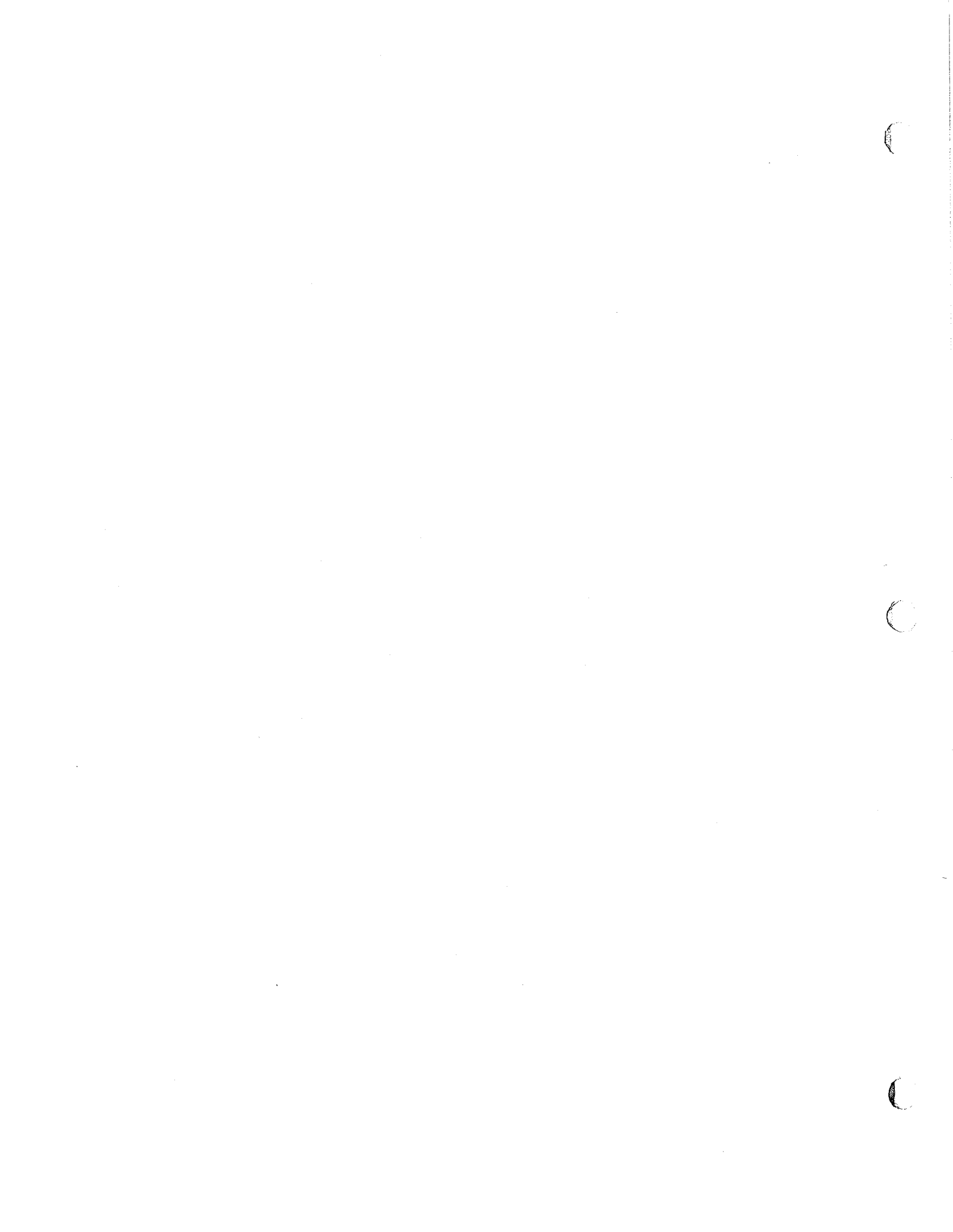
31. ACTION TAKEN	32. FUNDING	33. ACTION DATE 19 Year month day	34. STARTING DATE 19 Year month day	35. CONTACT FOR ADDITIONAL INFORMATION (Name and telephone number)	36. ENDING DATE 19 Year month day	37. REMARKS ADDED
<input type="checkbox"/> a. AWARDED	a. FEDERAL \$.00					
<input type="checkbox"/> b. REJECTED	b. APPLICANT .00					
<input type="checkbox"/> c. RETURNED FOR AMENDMENT	c. STATE .00					
<input type="checkbox"/> d. DEFERRED	d. LOCAL .00					
<input type="checkbox"/> e. WITHDRAWN	e. OTHER .00					
	f. TOTAL \$.00					

a. In taking above action, any comments received from clearinghouses were considered. If agency response is due under provisions of Part 1, OMB Circular A-95, it has been or is being made.	b. FEDERAL AGENCY A-95 OFFICIAL (Name and telephone no.)
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SECTION I - APPLICANT/RECIPIENT DATA

SECTION II - CERTIFICATION

SECTION III - FEDERAL AGENCY ACTION



SQUAXIN ISLAND TRIBE
CORE MANAGEMENT GRANT
(P.L. 93-638)

#1. PROGRAM NARRATIVE

A) Statement of Need

The Squaxin Island Tribe is continually striving to maintain the professional capabilities it requires to properly administer its complex and ever burgeoning governmental functions.

Aside from an array of integrated grants and contracts, which provide a multitude of direct and indirect services to the community, the Tribe's enterprises are growing and expanding adding to the diverse managerial needs of an already overtaxed structure.

This growth has not been spontaneous and has been anticipated by the Tribe. What wasn't foreseen was the magnitude of the budget reductions in some key Federal programs which had provided the bulk of training and public service employment to the Tribe. Although the overall goal of the Tribe is to become economically self-sufficient they are obviously not at that point now. Rather than have the ability to transition threatened position to unsubsidized employment within the Tribe, those positions have been terminated and their duties and responsibilities shifted to remaining personnel.

In "Indian Country", when one addresses the concept of "core" management, one must keep in mind that currently, most Tribes are operating at much less than their "core" requirements. The Squaxin Island Tribe is no exception.

Down to a "skeleton" management cadre, each of them has had to absorb expanded work loads. The Financial Manager, whose initial tasks alone are extremely burdensome, has had to assume the additional duties of Administrative Director. The Planner/Grantsman doubles as the Enterprise Manager. In essence, four core positions have been reduced to two.

These are not the only positions which have been lost but they are the most critical at this phase of the Tribe's development. Without the services of a full-time Administrative Director, the organization's cohesiveness is greatly diminished. Until this position is again realized by the Tribe, a coordinated program of management-by-objectives of which the Tribe had adhered to in the past, will be next to impossible to re-achieve as crises management imposes itself upon the system.

Without this position the organization is experiencing a break-down in communications that flows down from its highest echelons. The important link or liason is missing which coordinates the flow of intra and inter departmental data back and forth between the Council. It is imperative that this integral position be provided.

The Tribe's planning capabilities have also been substantially diminished. This essentially is due to the fact that the Enterprise Manager's position has had to be assumed by the Planner/Grantsman. As with the Financial Manager's position, whatever task the planner responds to it is usually crises oriented.

Therefore in order for the Tribe to continue its positive growth both of these "core" positions must be made exclusive to their original duties and responsibilities.

To do so, the position of Controller has been identified by the Tribe to be their most emergent core requirement.

This position has the flexibility needed to assume many of an Executive Director's duties and yet provide specialized skills which would assist and compliment the Financial Manager and Planner/Grantsman, thereby making their responsibilities a bit more tolerable.

This position of Controller would allow the implementation of a workable well defined structure. As it is now, core staff who have assumed acting or temporary duties are unsure of the authority they command. subsequently, this vagueness leads to impediments which stifle the decision making process. The Squaxin Island Tribe can afford no less today than a fluid, efficient organization. Its core management is its key. It is the nucleus from which all Council dictum flows to its ultimate conclusion.

This Controller would provide a degree of versatility so necessary to our needs. Although this one position cannot provide all of our core requirements it is the most essential at this critical point in our transition.

#2. PROGRAM WORK STATEMENT

Within the Financial Systems Manual of the Squaxin Island Tribe, as submitted to and certified by the Bureau of Indian Affairs, the position of Controller has been identified as a "key" core manager.

In the Organization and Training Plan of the aforementioned manual the Controller will be responsible for providing financial management through the development of policies, procedures. systems development, implementing those systems and carrying out specific delegations.

This grant therefore, will be utilized primarily to supplement the salary of this Controller's position. As was stated in the aforementioned "needs" statement, this position will assist in implementing many of the duties and responsibilities of a chief administrative officer.

Therefore, the Controller's initial task will be to identify the most efficient structure tailored to the needs of the overall organization. The structure in which the Tribe is presently working under is extremely cumbersome and ill-defined, essentially due to the fact that when it was adopted it was based on an optimum system incorporating maximum staff. With heavy reductions resulting in the loss of many personnel the structure is now obsolete and unworkable. It is extremely important to have an efficient system in place in order to solidify the authority and line of communications within the chain-of-command.

Another major task of the Controller will be to assist in the development and implementation of an overall financial system for the Tribe's enterprises. The Controller will be integral to this task as the enterprise system will be established to be compatible with the administrative financial system so as to utilize available equipment and software.

Within the near future, this position will be responsible for the coordination of all of the Tribe's major financial dealings especially those in conjunction with the private sector. As businesses become profitable, the Controller will advise the Council on such matters as investment and reinvestment of funds. He will coordinate all loan and borrowing activities. In essence, the Controller will perform functions similar to those of an investment counselor and therefore should have a working knowledge of such to be able to identify and utilize the proper resources to assist him.

These are but a few of the major tasks that the position of Controller will assume. They are the most emergent and will be acted upon initially. However, over the tenure of the position, the ongoing activities of the Controller will include:

- Supervision of all accounting systems records and reports;
- Coordination of Federal contracting negotiations;
- Coordination of financial planning and forecasting;
- Operation and development of staff training programs;
- and: the implementation of new systems and procedures.

The Controller will also be responsible for any additional duties and responsibilities as designated by the Tribal Council. (See Program Work Statement Schedule herein attached). As presented in the needs statement, the Controller's position is not the only "core" position required by the Tribe.

In anticipation of limited and highly competitive "core" funds, the Tribe has sought funding for its Economic Development Specialist through the ANA-SEDS Program. Hopefully, this request to ANA will constitute a re-contract therein providing the Tribe with another much needed core position. This program will additionally provide some limited support funds to the "core" grant. These contributions will be in relation to mileage and travel, equipment and supplies and professional services.

CORE MANAGEMENT GRANT (P.L. 93-638)

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#3. BUDGET

PERSONNEL

CONTROLLER @ \$1606.80/MTH
X 12 MONTHS \$ 19,281.60

FRINGE 2,700.00

EQUIPMENT AND SUPPLIES

SUPPLIES @ \$168.20/MONTH X 12 MONTHS 2,018.40

GRAND TOTAL \$ 24,000.00

NARRATIVE BUDGET JUSTIFICATION

The budget for this grant will primarily pay the salary and fringe benefits of this core management position. It is anticipated that any extraneous costs associated with it will be derived from Tribal and/or other Federal grants/contracts.

The expenditure of these funds in this way are solely in-line with the intent of this "Core Management Contract" and will allow the Tribe to meet its objectives as outlined in the narrative herein.

#4. COORDINATION

The present management system of the Squaxin Island Tribe currently is without a number of core management positions as stated within the narrative need statement of this grant.

This position of Controller will combine a number of the more pertinent duties and responsibilities of those missing positions in order to best effect a more workable organizational structure and in-turn, implement systems as required of that structure.

Other resources now being utilized by the Tribe and their purposes are as follows:

FY-83 P.L. 93-638 Self-Determination Grant \$ 26,700.00

Purpose: Demolition and Site Preparation

FY-83 Contract Support Funds 196,923.00

Purpose: Administration, Phone, Utilities etc.
Accounting, Personnel, Planning

Tribal Income 85,000.00

Purpose: Supplement Social Health and Welfare
Services

#5. MANAGEMENT SYSTEMS

The Squaxin Island Tribe has procedural Manuals in place and in use which have been certified and adequately meet the requirements of:

- 1) Financial Management System - 25 CFR 276.7
- 2) Procurement/Property Management System - 25 CFR 276.11
- 3) Recordkeeping System - 25 CFR 271.14 (r)
- 4) Personnel System - 25 CFR 271.15 (a) (i-ii)