

# CAHUILLA BAND OF INDIANS



REQUEST FOR PROPOSAL  
FOR  
Evaluation of Departments

**(Responses due by 5:00 PM (PST) on AUGUST 7, 2023)**

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## **The Cahuilla Band of Indians - Brief Overview**

The Cahuilla Band of Indians is a federally recognized tribe established by Executive Order on December 27, 1875, but has inhabited the area since immemorial. The entire reservation is held in trust by the United States Government and consists of 18,884.26 acres. Cahuilla is approximately 525 members strong, with about 55 residences on the Reservation.

The Cahuilla Indian Reservation is in the rural Southern California area of Riverside County, adjacent to the township of Anza, CA. The Reservation is approximately 25 miles east of Temecula and 35 miles west of Coachella Valley. The Reservation comprises rolling hills, large boulders, and pasture lands, a true chaparral ecosystem.

### **Purpose of the Request for Proposal**

The Cahuilla Band of Indians ("Cahuilla," or "Owner," "CBOI," or "Tribe") is excited to Request for Proposal (RFP) Consultation Opportunity. The CBOI is seeking a qualified consultant to conduct a Department Program Analysis. The qualified consultant will confidentially deliver a precise Program Analysis defined in the Project timeline with required deliverable outcomes. Qualified Consultants must clearly understand tribal government organizations and department programs. The Request for Proposal ("RFP") seeks proposals from talented individuals or firms for a CBOI comprehensive Program Analysis. To ensure CBOI meets these objectives, we seek assistance from a qualified consultant who can:

1. Conduct CBOI Organization - Department Program Analysis to examine and conclude the effectiveness of services captured through a logic model tool (CDC, 2020).
2. Provide a strategic management process establishing a foundational Department Program Analysis by gathering, identifying, and capturing the significance of elements associated with Program Department services, funding, staffing retention or cycles, client demands, and measurable effects of outcomes to support analysis results.
3. Provide valuable Department Assessment Analysis incorporating the internal strengths and weaknesses through the Strengths, Weaknesses, Opportunities, Threats (SWOT) template (Hicks, n.d) containing reasonable judgments supported by credible evidence on how elements connect by capturing the Program Department services, activity, data, and innovative solutions with the flexibility to adapt to the current benefit of what is working and not working to mitigate complaints, barriers to accessing services, and quality of outcomes by demonstrating driven performance impacts for success.
4. Provide Program Service Analysis alignment with CBOI Strategic Plan 2023-2025 summary with detailed, organized Department Program Analysis useful for consistent logical evidence to support reasonable conclusions.
5. Identify and incorporate a gap analysis framework (Resources of Educational Development (RED), 2021) to determine how to achieve their effectiveness with delivery by comparison of the current state with the ideal opportunities for improvement.
6. Recommendations to establish draft Annual Departmental Work Plans driven by SMART tool to alignment (GM – 5 Project Template) CBOI Strategic Plan 2023-2025.

\*The Tribe anticipates the project to be conducted and completed within **60** days of the contract.

## **Response Requirements**

1. Provide the firm's information, including the following:
  - Name
  - Phone
  - Address
2. Provide the primary point of contact's information for the proposal with the following:
  - Name & Position
  - Phone
  - Email
3. Provide an overview of the proposed Project Plan, including specific, measurable activities, timeline, i.e. (SMART), incorporating target dates/phases, steps, tangible outcomes and supporting template documents, and allocated cost of the engagement.
4. Provide an overview of your firm and include details regarding your familiarity with the requested services and any resources that make your firm uniquely qualified to assist the Tribe, including Tribal Government experience, if applicable.
5. Provide a list of three clients/references for whom you have provided Tribal Government Program Analysis services.
6. The consultant must demonstrate experience with program analysis, preferably in a tribal government.

## **The RFP requirements for the Program Department Analysis include in the submittal:**

1. Name of the Consultation Company/Firm, current mailing address, contact name, and phone number.
2. Debarment requirement (SAM.gov).
3. Conflict Disclosure Association to eliminate perceptions of bias or influence association prior engagement with CBOI departments and employees.
4. Statement of Understanding any Extension or Modification less than defined associated with deliverables or deadlines; may result in penalties. The items or work products expected to be completed and delivered.

Out of respect to each respondent's time completing the RFP response, the Tribal Administration encourages respondents to be concise in their responses. The Tribal Administration expects answers to be professional but is evaluating responses based on content rather than the quantity of the presentation. This philosophy runs true throughout the engagement.

The Administration anticipates the project to be conducted and completed by a period of 60 days.

## **Selection Review**

- Vendors declaring as federally recognized Native American preference as a business owner, or greater than 51% ownership as a federally recognized Native American (Points: 07).
- Vendor's experience, capability, and approach to the services requested (0-40).
  - Level of expertise using Analysis system
  - Background, professional qualifications, and knowledge of the respondent
  - Understanding and acceptance of the Scope of Services
  - Current or past performance as determined by Reference Checks
- Schedule/Milestone with 60-day Completion Period (0-25).
- Deliverables: Program Department SWOT, building foundation system, supportive engagement.
- Deliverables and documentation methods with full rights accessibility to CBOI within
- Cost with a clear Payment Schedule (0-25).
- Responsiveness to the Request Requirements (0-10).
  - The requested information is included in the response.
  - Thoroughness of response
  - Clarity and conciseness of response

## **Maximum Points: 100**

The Tribal Council will evaluate Proposals to determine which best meets the needs Cahuilla Band of Indian (CBOI) Administration—evaluation selection based on the information submitted in the proposal. Tribal Council will evaluate all Vendor Proposals based on the Vender's Project Plan to meet the objectives of the CBOI goals.

All liability for costs incurred by any individual or firm in preparing their proposal, during the selection process, or otherwise incurred before the receipt of an executed contract will be borne by the individual, consultant, or firm.

CBOI Tribal Administration Team may require further information for clarification purposes after the proposals are submitted. After meeting the mandatory requirements, the Tribal Council will evaluate proposals will be assessed on their functionality, support, and cost aspects. The Tribe reserves the right to accept or reject any or all bids, or any part of any proposal, to waive any defect or technicality, and to advertise for new submissions on any basis and without disclosure of reason.

The failure to make such a disclosure shall not result in the accrual of any right, claim, or cause of action by any unsuccessful bidder against CBOI. Cahuilla Band of Indians (CBOI) also reserves the right to award in whole or in part, by item, group of things, or section where such action serves the CBOI's best interests. Complete and accurate responses to all items are necessary for a fair evaluation of proposals. This RFP only obligates CBOI or any applicant once both parties sign and approve a contract.

## **Due Date of Response**

Due to the time restraint nature, the established 5:00 PM (PST) on August 07, 2023; this will be a rolling review every three (3) days until final selection awarded. Vendors / Respondents may provide an electronic copy of the to [Administration@cahuilla-nsn.gov](mailto:Administration@cahuilla-nsn.gov). Any questions regarding this RFP should be directed to Leslye Wilson, Tribal Administrator, email: [Lwilson@cahuilla-nsn.gov](mailto:Lwilson@cahuilla-nsn.gov); or Olga Rodriguez, Office Manager email: [Orodriguez@cahuilla-nsn.gov](mailto:Orodriguez@cahuilla-nsn.gov)

**Non-Disclosure Agreement**

This Agreement is entered into and effective this \_\_\_\_ day of \_\_\_\_\_, 2023 by and between the Cahuilla Band of Indians ("Cahuilla" or "Tribe"), a federally recognized, sovereign Indian government.

Project’s Purpose(s) Departmental Program Analysis

Organization) \_\_\_\_\_

(Address) \_\_\_\_\_

(Recipient) \_\_\_\_\_

**Whereas**, Cahuilla and Recipient (collectively called the "Parties") intend to establish terms governing the use and protection of certain Confidential Information relating to Cahuilla that Cahuilla may disclose to the Recipient.

NOW THEREFORE BE IT ACKNOWLEDGED AND AGREED that the Parties agree as follows:

**PURPOSE.** Cahuilla, including any department, division, or Consultant of Cahuilla, anticipates providing material that includes information unique to the Cahuilla Band of Indians and is Confidential.

**CONFIDENTIALITY.** Any Recipient of Cahuilla's Confidential Information, whether obtained through this RFP or otherwise, may not disclose such Confidential Information or use the same except for this project's Purpose (s).

**NON-USE OBLIGATION.** Recipient agrees not to use the Confidential Information in any way except for the Purpose set forth above.

**NON-DISCLOSURE OBLIGATION.** The Recipient agrees to hold all information in trust and confidence. The Recipient agrees that all CBOI Confidential Information shall be restricted to a third party for any reason without the express written consent of the Cahuilla Band of Indians - Tribal Council. No information shall be disclosed or discussed with anyone not officially connected with the Recipient. All copies of data will be made or retained by Recipient only for the ordinary course of business for use solely for the Purpose stated above.

**RETURN OF INFORMATION.** All Confidential Information disclosed under this Agreement (including, without limitation, information in computer software or held in electronic storage media) shall be and remain in the property of Cahuilla and shall be returned or destroyed upon written request by Cahuilla.

**NO RELATIONSHIP.** This Agreement is intended to provide only for the handling and protecting of Confidential Information. It shall not be construed as a teaming, joint venture, partnership, or similar arrangement.

**NO ASSIGNMENT.** Recipient shall not assign any of its rights or obligations hereunder without prior written consent of the Tribe. Any attempted assignment violating this section will be void and of no effect.

TERM OF AGREEMENT. The obligations of this Agreement shall continue until the Confidential Information disclosed to Recipient is no longer confidential.

GOVERNING LAW. This Agreement shall be governed by and interpreted under the laws of the Cahuilla Band of Indians. Cahuilla reserves all rights to protect the confidentiality of its information in any judicial, administrative, or equitable proceeding. The Cahuilla Band of Indians has made no waiver of its inherent rights of self-governance or its sovereign immunity.

AMENDMENT. This Agreement may not be modified or assigned except by a further written Agreement executed by an authorized party representative.

IN WITNESS WHEREOF, by the signatures below of officials authorized to commit the parties, both Cahuilla and Recipient agree to the above terms and conditions as of the Effective Date written above.

**Cahuilla Band of Indians:**

Signature: \_\_\_\_\_

Full Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Recipient:**

Signature: \_\_\_\_\_

Full Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## References

Centers for Disease Control and Prevention (CDC). (2020). *Developing a Logic Model*. [Logic](#)

[Model Example | Program Evaluation | Resources & Tools | TB | CDC](#)

Hicks, M. (n.d.). *Cahuilla Band of Indians Strategic Plan 2023-2025*. Chief Strategy Group.

Hicks, M. (n.d.). *Cahuilla Band of Indians Strength, Weakness, Opportunities, Threats (SWOT) Analysis Guidance*. Chief Strategy Group.

Nadler, D., and Tushman, M. (2016). *Designing and Aligning Organizations: The Congruence Model*. Harvard Business School.

Resources of Educational Development (RED). (2021) *Nadler-Tushman's Congruence Model*.

[PART 6 OF 7: Nadler-Tushman's Congruence Model - YouTube](#)



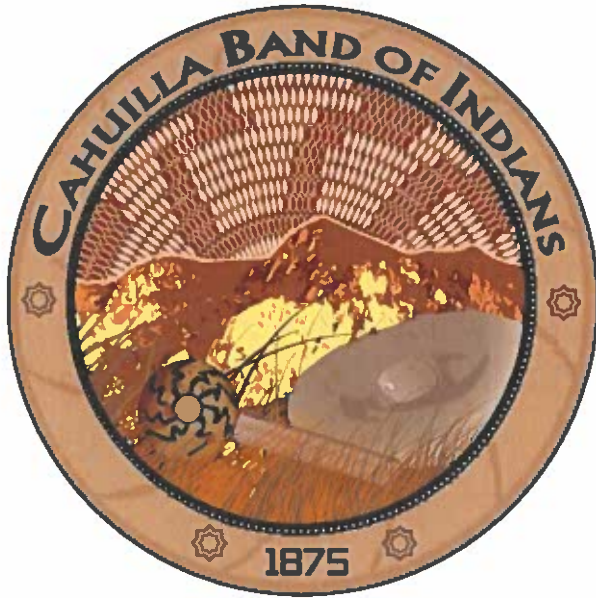
# CAHUILLA BAND OF INDIANS



## REQUEST FOR PROPOSAL FOR Departmental Program Analysis

### Attachments:

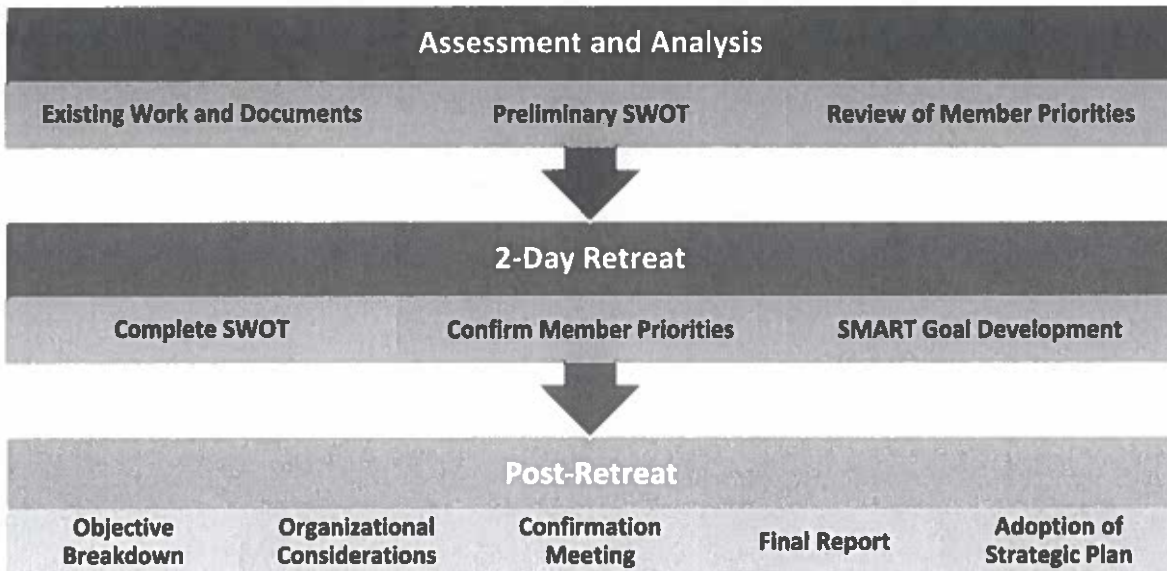
- Cahuilla Band of Indians (CBOI) Strategic Plan 2023-2025
- Excel - Score Matrix
- Chief Strategy – Strength, Weakness, Opportunities, Threats (SWOT)  
Analysis Guideline
- Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART)
- GM Form 5 Project Implement Plan (PIP)



Prepared By  
Chief Strategy Group, Inc.

# STRATEGIC PLAN 2023-2025

## STRATEGIC PLAN 2023-2025



### Values, Vision, and Mission

For an organization to move forward in a strategic manner, it is important to identify certain vision elements to guide the organization's progress. The values, vision, and mission statement outlined below illustrate Cahuilla's Band of Indian's strategic intent for the next three years.

#### Values

Core values or guiding principles are those attributes that are foundational to the organization. Typically, within Tribal communities, values exist whether or not they are formally articulated. Some Tribal communities have taken steps to articulate and define what core values are for their communities.

Within the Cahuilla Band's 2016-2017 Strategic Plan, the following values were defined:

- **Leadership:** Identify innovative strategies to advance Cahuilla community and economic development and achieve strategic outcomes.
- **Strategic Collaboration:** Achieve superior results by forging and reinforcing strategic partnerships and seeking advocates to advance goals & objectives.
- **Commitment:** Work with passion, dedication, and commitment to improve the Cahuilla Reservation standard of living.
- **Quality:** Produce exceptional work product(s)
- **Integrity:** Always practice the highest professional standards and cultural competency in our work.

However, on the Cahuilla website, these values are articulated:



- We are interdependent
  - We trust one another and work as a team toward our common goals. We recognize that each of us has an equally important role in the community, and that we are stronger together than as individuals.
- We are resilient
  - We look to the future with steadfast optimism, hope and faith in Our People. We adapt to change with persistence and determination. We engage in creative solutions and endure adversity with courage.
- We are accountable
  - We are ultimately responsible for fulfilling our mission and serving Our People. We are reliable, work with integrity and lead by example. We honor our obligations and correct our mistakes.
- We are respectful
  - We treat one another with dignity and kindness. We value and embrace our diversity, respect ourselves and understand boundaries. We approach each experience with gratitude and humility.

Ultimately, Tribal Council decided that it was important for the Cahuilla Band as a whole to decide which values were the most important to the Band. This issue will be brought before the Band to allow for appropriate feedback and discussion in defining the values of the Cahuilla Band.

### Vision

A vision statement represents a public acknowledgment of where a Tribal government wants to be in the future, but more importantly, it states where the Tribe can be based on its own setting and commitment. It is not a wish list of all the things that could come true under the best of circumstances, nor is it a collection of broad goals.

A vision statement focuses attention on the type of strategic choices that will assist the organization in achieving a desired future state and help measure progress along the way. It is a guide to making informed decisions and strategic choices.

The Vision for the Cahuilla Band of Indians reads:

***The Cahuilla Band of Indians is a sovereign nation rooted in culture and tradition, committed to fostering a healthy community, and focused on promoting sustainability through continuous innovation for all of our Tribal Members.***

### Mission Statement

A mission statement identifies a Tribal government's primary reason for being and its distinctive competence. A mission statement describes broadly how an organization will achieve its vision.



The Mission Statement for the Cahuilla Band of Indians is:

***The Cahuilla Band of Indians believes in promoting health and healing, diversifying our economy, emphasizing sustainable practices, and perpetuating our culture through strong governance.***

### SWOT Analysis

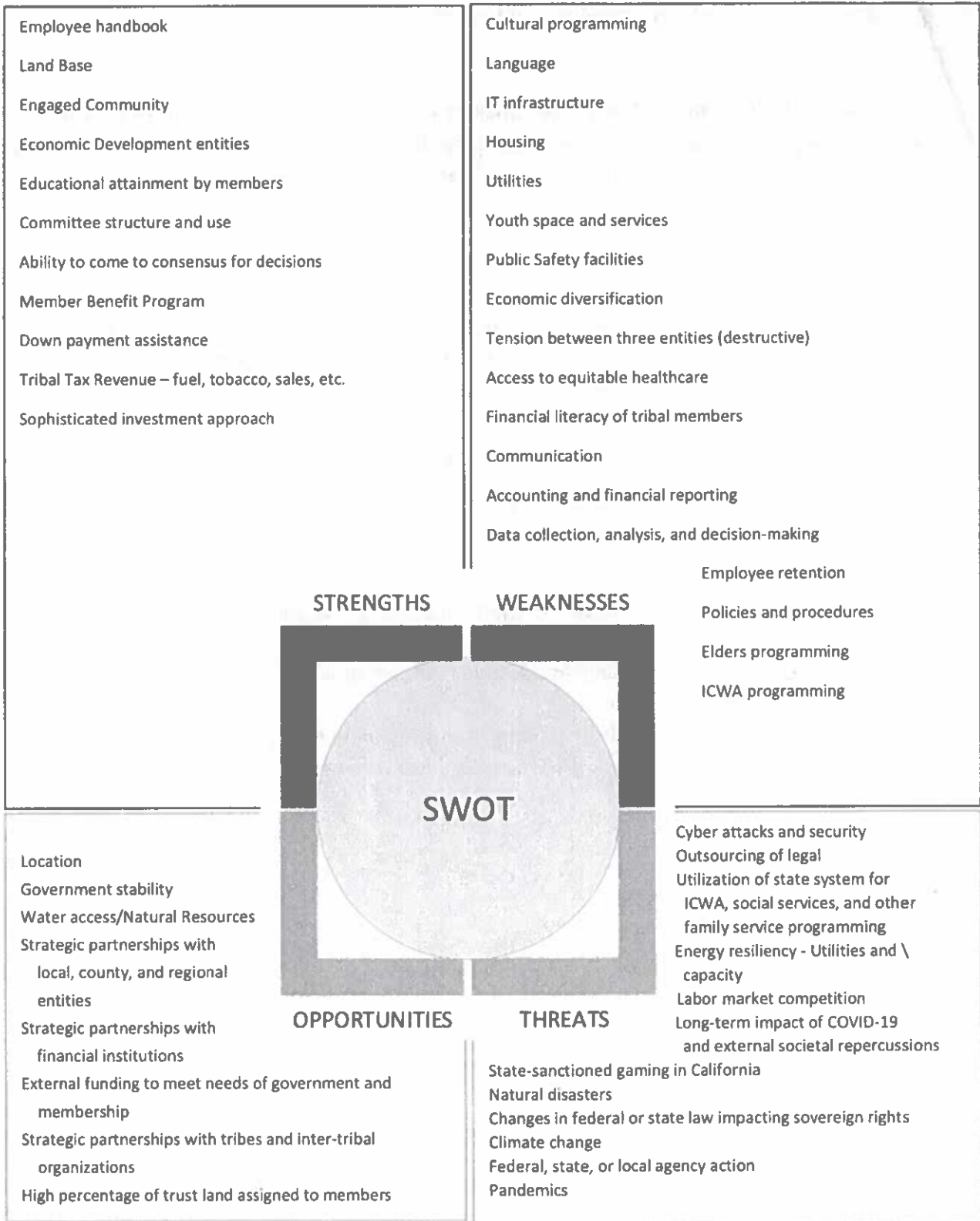
Chief Strategy Group regularly utilizes a SWOT Analysis as a practical tool to assess the organization's current state. The outcomes of SWOT Analysis illustrate where organizations excel, as well as call attention to areas that need improvement. The process of exploiting our strengths and mitigating our weaknesses begins with awareness. Once we are aware as an organization, we can act appropriately and strategically.

The SWOT Analysis provides insights through an environmental scan that guides and directs the decision-making processes for the organization. More specifically, CSG utilized the SWOT Analysis data to:

1. Identify those factors that are relevant to the organization and the development of a comprehensive strategic plan
2. Assist Cahuilla in developing an action plan framework related to SWOT factors through appropriate goal development
3. Assist Cahuilla in developing risk mitigation strategies related to weaknesses and threats
4. Assist Cahuilla in developing plans to take advantage of strengths and opportunities



# STRATEGIC PLAN 2023-2025



All of the work and effort culminates within the strategic platform for the three-year strategic plan. This section takes the Cahuilla Band of Indian's current efforts, their history, the organization, and the preferences of the community and creates defined paths to advance toward the vision and mission. Intended to produce action, the strategic platform consists of priority areas, goals, and action strategies. Each of these takes an idea a step further in detail, definition, and outlining of responsibilities, while also allowing the community and leadership to adjust as needed and giving staff the opportunity to be creative in their advancement.

### Strategic Platform

#### Priority Areas

The document review provided a good snapshot of what the priorities were for the Tribal community. Specifically, the following priorities emerged from specific documents:

- Expanding and diversifying Tribal businesses beyond gaming
- Building new public safety facilities
- Expanding Tribal gaming business operations
- Building affordable housing
- Establishing/expanding Tribal culture programs
- Building health care facilities/provide affordable healthcare
- Improving infrastructure across reservation
- Supporting scholarships for higher education
- Providing reliable internet for homes and businesses
- Supporting early learning
- Supporting Tribal Member businesses
- Eradicating COVID threat

Throughout the Tribal Council retreat, these priorities were confirmed and developed into strategic priority areas. It was evident that stakeholders placed priority around these areas, and that individual goals, action strategies, and initiatives congregated under these larger headings. The strategic priorities will serve as overarching themes, allowing the alignment of goals and action strategies with the needs identified by multiple stakeholders. Below is a list of the Cahuilla Band's priority areas:



## STRATEGIC PLAN 2023-2025



### Goals

Based on information obtained through the SWOT analysis, Tribal Council retreat, and other methods of assessment, the following goals have been organized under the larger Priority Areas. These goals represent a roadmap to guide the Cahuilla Band of Indians in the further development of action strategies and defined implementation plans. They should be evaluated and adjusted as conditions dictate, with a constant eye toward the accomplishment of the mission and fulfillment of the vision.

The goals are high-level statements that are designed to be inclusive, multi-step in nature, and idealational. They represent a desired state that will become a reality through the development and implementation of action strategies and tactics. These are both short-term and long-term in nature. It is critical to appropriately shape goals to focus on “what” you want to achieve, not “how” you want to achieve it.

Within each goal statement, prominent action strategies were developed by the Tribal Council. These should lead to the achievement of the goal but will require a more defined build out of activities or tasks for successful implementation. The strategies have been prioritized based on timing over a three-year period.

### Action Strategies

The action strategies help to identify the solution to the problems. Action strategies differ from the longer-term goals by including actionable steps that have specific parameters, such as being time-bound and measurable. Action strategies are more specific and will identify the who, what, when, where, and how the goals will be accomplished. Actions or tactics will further identify the responsible individual or team, individual or team actions, timelines, necessary resources, and performance measures.

The specific buildout of action strategies should further identify the responsible individual or team, individual or team actions, timeline, necessary resources, and performance measures.





# Chauilla Band of Indians -RFP Program Analysis

## Vendor RFP CHECKLIST

Using the strength, weakness, opportunity, and threat (SWOT) analysis framework, develop a checklist of the key

Activity	Points	Vendor 1	Vendor 2	Vendor 3	Basis For Score
<b>1 Adherence to RFP Instructions</b>					
Submitted by due date of Month Day, Year, Time PST					Arrived by Deadline receives all points
Completeness					Completed Section in the same order as RFP receives -prorated or all points
Overall Quality & Level of Professionalism (biography, resumes)					Technically complaint and attractive; prorated or all points
Overall Response					Overall quality is very high and receives all points.
<b>2 Company Information</b>					
Financial Viability					Proof of Financial viability receives all points
Organization Structure					Explained structure and org chart received prorated or all points
Experience Similar Companies					Proof of similar sized and focused companies experience receives prorated or all points
Program Service Department Understanding					Described similar Program Services within a organization, prorated, all points Tribal Government
References					Positive references from three provided (verified) receives all points
Program Analysis Defined Experience					Quantified (mo./yrs) with Program Knowledge/Experience receives all points
Tribal Government Defined Experience					Quantified (mo./yrs) with Tribes Listed receives all points
Vetted. SAM verification Status					



**Chauilla Band of Indians -RFP Program Analysis**

**VendorSWOT CHECKLIST**

Using the strength, weakness, opportunity, and threat (SWOT) analysis framework, develop a checklist of the key activities that need to be performed when preparing a formal business plan.

Activity	Human Resources	Finance	Public Safety -	EOC	Cultural	Environmental	Family Services	Tribal Courts	Public Works	CCVAP	Cultural 2	Column 1	Column 2
<b>Strengths:</b> Define the company's current mission statement.													
<b>Strengths:</b> Identify models, theory, tools in which the company will participate by conducting analysis.													
<b>Strengths:</b> Identify the company's value proposition and how it will differentiate itself within the analysis.													
<b>Weaknesses:</b> Identify any barriers to market entry (for example: capital requirements, technical barriers, patents, and process barriers) that the established in SWOT the Program Department needs to overcome.													
<b>Weaknesses:</b> Identify any risks inherent to the organization that need to be mitigated so that the company can realize the CBOI Strategic Plan 2023-2025.													
<b>Opportunities:</b> Identify areas where the current Program Department services through gap analysis to bridge underserved opportunities.													
<b>Opportunities:</b> Identify any key processes, intellectual capital, or other resources that the CBOI Program Departments can use to its advantage in the Analysis.													
<b>Threats:</b> Identify internal, external sources and then analyze through SWOT performance by using all available data and additional data that can be verified.													
<b>Threats:</b> Identify secondary and potential future barriers that might affect the Program Department with delivery of services.													
<b>Threats:</b> Develop strategies for mitigating threat impacts.													
<b>Add additional key plan activity</b>													
<b>Add additional key plan activity</b>													
<b>Add additional key plan activity</b>													
<b>Add additional key plan activity</b>													

## SWOT Analysis

Chief Strategy Group regularly utilizes a SWOT Analysis as a practical tool to assess the organization's current state. The outcomes of SWOT Analysis illustrate where organizations excel, as well as call attention to areas that need improvement. The process of exploiting our strengths and mitigating our weaknesses begins with awareness. Once we are aware as an organization, we can act appropriately and strategically.

The SWOT Analysis provides insights through an environmental scan that guides and directs the decision-making processes for the organization. It is best approached through an understanding of internal and external factors. Internal factors are those that you have direct influence and control over. External factors are those that you do not have direct influence or control over.

Within each aspect of internal and external there are positive and negative attributes.

Strengths are internal and positive components of the organization or program.

Weaknesses are internal and negative components of the organization or program.

Opportunities are external and positive attributes or things to take advantage of.

Threats are external and negative attributes that can harm the organization or program.

TYPE HERE TO ADD STRENGTHS

TYPE HERE TO ADD WEAKNESSES

TYPE HERE TO ADD OPPORTUNITIES

TYPE HERE TO ADD THREATS

## SMART Objectives Template

When it comes time to define the goals and objectives of your CoP, this template will walk you through the process of developing *specific, measurable, achievable, realistic, and time-based* objectives. You may want to use the [SWOT Analysis Template](#) to better understand your domain and help you develop your CoP's objectives.

Once you have created the goals of your CoP, it is time to think about objectives and activities needed to accomplish these goals. Here's an example:

**EXAMPLE 1:** Increase the number of people in public health informatics who are from minority groups or vulnerable populations.

<b>Not-so-SMART objective 1a:</b> Recruit from historically Black colleges and other minority institutions.	
Key Component	Objective
Specific - What is the specific task?	Inform minority students about the field of public health informatics and recruit them to join as professionals.
Measurable - What are the standards or parameters?	Number of minority institutions where recruitment activities are implemented; Number of new minority individuals who attend the Public Health Informatics Network (PHIN) conference
Achievable - Is the task feasible?	Yes, when connected to the training initiatives of national partner organizations.
Realistic - Are sufficient resources available?	Not at the local or state level (no time or resources to commit to this activity). Involve national organizations.
Time-Bound - What are the start and end dates?	One year – between the 2008 and 2009 PHIN conferences
<b>SMART objective 1a:</b> From August 2008-2009, establish recruitment initiatives at historically Black colleges and other minority institutions in conjunction with the training initiatives of national partner organizations (e.g., NACCHO, ASTHO).	

You can use the following tables to help your CoP develop SMART objectives that will ensure you reach the goals set forth in your charter.

**GOAL 1:**

<b>Not-so-SMART objective 1a:</b>	
Key Component	Objective
Specific - What is the specific task?	
Measurable - What are the standards or parameters?	
Achievable - Is the task feasible?	
Realistic - Are sufficient resources available?	
Time-Bound - What are the start and end dates?	
<b>SMART objective 1a:</b>	

<b>Not-so-SMART objective 1b:</b>	
<b>Key Component</b>	<b>Objective</b>
Specific - What is the specific task?	
Measurable - What are the standards or parameters?	
Achievable - Is the task feasible?	
Realistic - Are sufficient resources available?	
Time-Bound - What are the start and end dates?	
<b>SMART objective 1b:</b>	

<b>Not-so-SMART objective 1c:</b>	
<b>Key Component</b>	<b>Objective</b>
Specific - What is the specific task?	
Measurable - What are the standards or parameters?	
Achievable - Is the task feasible?	
Realistic - Are sufficient resources available?	
Time-Bound - What are the start and end dates?	
<b>SMART objective 1c:</b>	

## **GOAL 2:**

<b>Not-so-SMART objective 2a:</b>	
<b>Key Component</b>	<b>Objective</b>
Specific - What is the specific task?	
Measurable - What are the standards or parameters?	
Achievable - Is the task feasible?	
Realistic - Are sufficient resources available?	
Time-Bound - What are the start and end dates?	
<b>SMART objective 2a:</b>	

<b>Not-so-SMART objective 2b:</b>	
<b>Key Component</b>	<b>Objective</b>
<b>Specific</b> - What is the specific task?	
<b>Measurable</b> - What are the standards or parameters?	
<b>Achievable</b> - Is the task feasible?	
<b>Realistic</b> - Are sufficient resources available?	
<b>Time-Bound</b> - What are the start and end dates?	
<b>SMART objective 2b:</b>	

<b>Not-so-SMART objective 2c:</b>	
<b>Key Component</b>	<b>Objective</b>
<b>Specific</b> - What is the specific task?	
<b>Measurable</b> - What are the standards or parameters?	
<b>Achievable</b> - Is the task feasible?	
<b>Realistic</b> - Are sufficient resources available?	
<b>Time-Bound</b> - What are the start and end dates?	
<b>SMART objective 2c:</b>	

**GOAL 3:**

<b>Not-so-SMART objective 3a:</b>	
<b>Key Component</b>	<b>Objective</b>
<b>Specific</b> - What is the specific task?	
<b>Measurable</b> - What are the standards or parameters?	
<b>Achievable</b> - Is the task feasible?	
<b>Realistic</b> - Are sufficient resources available?	
<b>Time-Bound</b> - What are the start and end dates?	
<b>SMART objective 3a:</b>	



<b>Not-so-SMART objective 3b:</b>	
<b>Key Component</b>	<b>Objective</b>
Specific - What is the specific task?	
Measurable - What are the standards or parameters?	
Achievable - Is the task feasible?	
Realistic - Are sufficient resources available?	
Time-Bound - What are the start and end dates?	
<b>SMART objective 3b:</b>	

<b>Not-so-SMART objective 3c:</b>	
<b>Key Component</b>	<b>Objective</b>
Specific - What is the specific task?	
Measurable - What are the standards or parameters?	
Achievable - Is the task feasible?	
Realistic - Are sufficient resources available?	
Time-Bound - What are the start and end dates?	
<b>SMART objective 3c:</b>	



## CAHUILLA BAND OF INDIANS GRANT MANAGEMENT

### Project Implementation Plan (PIP)

*A project implementation plan (PIP) contains directions for the project implementation and a project spending plan. The PIP is to be shared with your respective Grants Team.*

*Existing work plans that provide the elements noted above and plans already included in the grant application or grant award are acceptable implementation plans.*

#### PROJECT INFORMATION

**Project Overview:** *EXPAND FINANCE DEPARTMENT POSITIONS*

**Added Cost Amount:**

**Project Period:**

**\$560k to \$710k/year based on salary range**

**8/1/2023 to 1/1/2024**

#### Goal 1:

Key Action Steps	Timeline	Expected Outcome	Data Source and Evaluation Methodology	Person/Area Responsible	Comments
<i>Define each action step on its own row. Define as many action steps as necessary by adding rows to the table.</i>	<i>An expected completion date (month and year) must be defined for each action step.</i>	<i>An expected outcome must be defined for each action step.</i>	<i>An evaluative measure must be defined for each action step.</i>	<i>A responsible person must be identified for each action step.</i>	<i>Comments are optional.</i>
<b>Begin Hiring of Finance Positions</b>	<b>8/1/2023</b>	<b>All requested positions are posted and available for applicants to apply</b>	<b># of positions opened for application</b>	<b>Finance Director</b>	
<b>Complete Hiring of Finance Positions</b>	<b>10/1/2023</b>	<b>All positions are either filled or contracted out</b>	<b># of positions filled</b>	<b>Finance Director and/or Accounting Mgr and Grants &amp; Compliance Mgr</b>	
<b>Training of new positions</b>	<b>1/1/2024</b>	<b>All positions are properly trained in Serenic Navigator Software</b>	<b>Each position trained by Finance Director, Finance Staff and/or Harshwal to perform respective tasks</b>	<b>Finance Director, Grants &amp; Compliance Manager, Accounting Manager,</b>	

**Goal 1:**

			<b>within Accounting Department</b>	<b>Procurement Manager and Harshwal</b>	
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**Goal 2:**

<b>Key Action Steps</b>	<b>Timeline</b>	<b>Expected Outcome</b>	<b>Data Source and Evaluation Methodology</b>	<b>Person/Area Responsible</b>	<b>Comments</b>