

Planning Buildings and Services Across Pit River Country

A public briefing on needs, priorities, place, and long-term care

Christopher Knorr · Independent public briefing

September 2026 briefing · Reader edition v1.3

Executive summary

Pit River should test a connected network of buildings and services. Put smaller spaces close to everyday needs, supported by shared facilities for work that serves the whole Tribe.

The network would include:

- **Local service spaces:** Small, useful places for recurring appointments, learning, meetings, and visiting staff.
- **Regional hubs:** A limited number of larger facilities for civic work, training, conferences, and visiting partners.
- **Operations and utility facilities:** Maintenance yards, workshops, storage, and essential systems placed where they can support the network and respond to problems.
- **Housing and specialized facilities:** Homes, clinics, justice and care facilities, and protected archives designed for the work they must do.

Shared scheduling, transportation, mobile services, and reliable communications would connect these places. The Land Use Plan's requested scope already includes existing and future buildings and programs. [1, pp. 2–4]

Keep three questions separate: Which need is most urgent? What must happen first? What is ready to proceed? A grant-ready project is not automatically the most important one. Urgent needs deserve interim help while permanent solutions are prepared.

Compare the network with improving current facilities, leasing, reuse, and larger hubs. Count both the family's journey and the Tribe's cost of staffing, maintaining, and replacing each facility.

Bring the research back to Council, appropriate band and cultural leadership, departments, and users before choosing a preferred direction. Leadership sets priorities; operators establish what will work; families show whether access is real.

Start by naming the responsible lead, gathering existing records, and addressing urgent gaps. Every major commitment should state the promised result, who must deliver it, its full cost, and when people will receive an account of what changed.

Independent proposal by Christopher Knorr. The Tribe retains authority over sites, spending, and adoption.

Situation at a glance

Pit River needs a clear order of work: meet the most serious needs, place services where people can use them, and fund the staff and upkeep that keep them useful.

Reader question	The answer
The situation	A Land Use Plan can bring many facility and infrastructure needs into one coordinated program.
The problem	A parcel, grant, or building idea can drive priorities before need, access, cost, and cultural responsibilities are clear.
The proposed direction	Compare a connected network of local spaces, regional hubs, operations facilities, specialized buildings, and transport or digital services.
What comes first	Show need priority, dependencies, and readiness separately. Provide interim help for urgent needs.
Your role	Describe what is difficult to reach, missing, unsafe, poorly scheduled, or unsuitable—and what would make it work.
Who is responsible	Leadership decides and explains priorities. The project lead coordinates delivery. Operators and maintenance staff keep services working. Cultural authorities guide protection and use.
How to demand an account	Ask for the original need, promised result, responsible lead, full cost, review date, actual result, and next correction.
The next decision	Compare workable options before choosing sites. Name the missing evidence and the person responsible for obtaining it.

What still needs to be established

Before ranking construction projects, we need verified property boundaries; an inventory of buildings and leases, their condition and use; enough water, power, wastewater, and communications capacity; dependable road access; service-demand records; and the full cost of staffing and maintenance.

1. The planning opportunity

The Tribe's November 2025 request for proposals sets out a Comprehensive Land Use Plan across approximately 3.4 million acres of ancestral homelands in parts of Shasta, Siskiyou, Modoc, and Lassen Counties. It seeks better information about land assets, possible development, restrictions, and acquisitions. The named funding source is California Jobs First's Regional Investment Initiative Tribal Investment Phase Pre-Development Fund. [1, pp. 2–3]

The requested plan includes existing and future buildings, the programs using them, parking, circulation, and engineering. This creates an opportunity to consider how facilities would work together. The signed contract should identify which housing, health, cultural, and service-needs studies are covered and who will complete any additional work. [1, pp. 3–4]

A facilities portfolio brings buildings, land, equipment, infrastructure, leases, and service arrangements into one plan. It explains what each asset is for, who it serves, what must be in place for it to work, what it costs to sustain, and where it belongs in the order of investment.

The announcement that prompted this inquiry described SWABACK visiting Tribal lands, meeting with a working group and Council, and reviewing earlier studies before further engagement. The practical question is when those findings return to the appropriate leadership and users for review. The full participation record is needed to answer it. [3]

Begin by comparing the grant agreement, signed consultant scope, work schedule, and list of promised deliverables. Assign each task to a responsible person and budget. Additional work needs a contract amendment, another funding source, an assigned departmental task, or a later phase.

2. The problem: building ideas can outrun the need

A project manager described an ordinary commercial building as one of another Tribe's most useful assets. It could host officials, conferences, meetings, and changing programs. The useful insight was flexibility: one well-run place could support many kinds of work.

Pit River should examine that operating lesson in its own setting. A Tribe with concentrated operations and substantial resources faces different staffing and maintenance choices from one serving dispersed places. Start with what people need to do, then compare the buildings and service arrangements that could make it possible.

Pit River's official description identifies eleven autonomous bands across a large four-county homeland. The plan needs to account for different places, authorities, and daily journeys, rather than treat the whole territory as one compact service district. [1–2]

Housing, youth and elder support, health and family services, justice, cultural continuity, economic activity, emergency response, administration, and maintenance all belong in this inquiry. Record existing good work and useful facilities alongside unmet needs. Use that evidence to decide what needs attention first.

A Commons may be worthwhile. So may a maintenance shop, repaired housing, a local service room, a reliable shuttle, a protected archive, or a utility extension. Judge each by the improvement it can deliver and sustain.

Exhibit 1. Start with the condition, then choose the response

Planning question	What a useful answer provides
What is happening to people or services?	A documented condition, its location, its consequences, and the people affected.
What must become reliably possible?	An understandable minimum standard for safety, access, privacy, capacity, or continuity.
What response would meet that standard?	A comparison of staffing, repair, transport, mobile service, digital access, reuse, leasing, and construction.
What would make that response work?	Suitable land or space, cultural review, utilities, access, qualified operators, and an operating budget.
When should it proceed?	A reasoned priority and sequence, with interim help for needs that cannot wait.
Did it make the promised difference?	A follow-up comparison between the original condition and the actual result.

Choose the response that meets the need, fits the place, and has a workable operating plan.

3. How to decide what comes first

Start with the condition: “Families cannot get a private appointment within a workable distance and schedule.” That statement invites several solutions and gives the community a clear result to check.

A threshold is the minimum condition needed for a household, service, cultural activity, or government function to work reliably.

Some minimum standards come from safety or professional requirements. Others need Tribal policy, cultural judgment, and the experience of people using the service. State each standard and who has authority to set it.

A youth program needs safe space, responsible adults, transport, and hours families can use. An archive needs to protect records and keep them usable over time, even with few daily visitors.

Show who benefits, who still travels, who still waits, and who remains without adequate service. A small or remote group’s serious burden can disappear inside a Tribe-wide average.

Three questions keep the order of work honest: Which need is most urgent? What must happen first? What can proceed now?

Exhibit 2. Three views of the same capital program

View	Question	What it means for the plan
Need priority	Which conditions most urgently need to improve?	Keep serious, lasting, or irreversible burdens visible—even when the solution is difficult.
Dependency sequence	What has to happen before the response can work?	Water, roads, land review, staffing, or maintenance may need to come before the building.
Implementation readiness	What can responsibly proceed now?	Move ready work forward while assigning help and preparation to more serious unmet needs.

A project can be urgent, depend on other work, and still be unready. Keep all three views visible.

Separate immediate harm, essential service gaps, limits on existing capacity, longer-term opportunities, and optional improvements. Classify the condition itself. Protecting irreplaceable cultural material could be urgent; a larger civic building could be a longer-term opportunity when current arrangements work.

When need is high and readiness is low, do two things: reduce the present burden and fund the work needed for a lasting solution. Assign responsibility for both. This gives an urgent need a path forward instead of leaving it on a wish list.

A gain in one area does not erase an unmet need in another. A meeting center does not provide housing. An exhibit does not preserve an archive. Shared spaces should be credited for the services their design, hours, staffing, and cultural arrangements can actually support.

4. The proposal: a connected network of spaces

My preferred approach is a connected network of spaces. Different facilities would do different jobs, in the places where those jobs need to happen. Shared scheduling, transportation, communications, and maintenance would link them. The goal is dependable access at a scale the Tribe can sustain.

Smaller local places for recurring needs

A local service space could be a modest building, an addition, a renovated room, or shared space with a reliable schedule. It might support private appointments, tutoring, language activities, small meetings, help with applications, visiting staff, or online participation. Its role would follow the need in that area.

Each local space needs known hours, a booking method, a person responsible for opening and closing, privacy, accessible entry and restrooms, working technology, storage, and cleaning. Plan the service schedule and staffing alongside the room.

Regional civic and visitor-facing facilities

Regional hubs could support work that needs larger rooms, specialist staff, or a professional setting: leadership meetings, training, conferences, temporary workstations, and visits from federal, state, county, municipal, education, or nonprofit partners. This is where the Commons idea can contribute.

Plan for visiting officials and everyday users together. Provide a welcoming public entrance, separate staff areas, private consultation rooms, and protected records. The booking rules should preserve routine services when a delegation arrives.

Strategically placed operations and utility facilities

Roads yards, workshops, equipment storage, warehouses, communications support, and water and wastewater facilities keep the rest of the network usable. Their value is the work they allow the Tribe to carry out reliably.

Place these facilities according to repair routes, response times, vehicle and delivery access, hazards, and the buildings they support. Identify who will travel to fix equipment and how service will continue during a breakdown.

Specialized facilities where the function requires them

Homes, clinics, justice facilities, childcare, overnight shelters, archives, and cultural collections each have specific requirements. The operator, qualified professionals, and appropriate cultural authority should define those requirements before the team estimates size or cost.

Sharing works when each use has what it needs to be safe and effective. A local room could host a visiting professional while intensive services remain regional. A community building could provide daytime clean-air respite; overnight shelter would require the equipment, staff, and authorization for that additional role.

The connections between the buildings

The connections make the network work. Use shared scheduling, compatible communications, transport assistance, mobile services, maintenance records, purchasing, training, and privacy rules. Early investment may therefore go into people, repairs, equipment, and agreements as well as buildings.

Indigenous architecture literature emphasizes local authority, climate, culture, infrastructure, and ongoing use. Those principles support testing the network against Pit River’s actual needs and comparing it fairly with other arrangements. [10–15]

Exhibit 3. A network of functions—not one building for everything

Part of the network	What it would do	What it needs to work
Local service spaces	Bring recurring services closer to users.	Known hours, privacy, reliable staffing, and routes to specialist help.
Regional civic and visitor hubs	Share larger meeting, training, administrative, and intergovernmental space.	Accessible booking, transport, and protection of routine services.
Operations and utility facilities	Maintain roads, buildings, equipment, communications, and essential systems.	Skilled staff, supplies, upkeep, safe procedures, and workable response routes.
Housing and specialized facilities	Meet particular housing, health, justice, care, and preservation needs.	Purpose-specific design, qualified operators, and appropriate cultural review.
Mobile, digital, and transport services	Connect people, staff, and buildings across distance.	Reliable schedules, working connections, privacy, and suitable in-person options.

Compare the number, size, location, service coverage, and operating cost of each arrangement.

Compare a concentrated campus, two regional hubs, smaller local spaces, reuse and leasing, and a phased combination. Include improving current arrangements without major construction. Choose the option that delivers reliable service and can be staffed and maintained. Where transport and an improved existing facility work better than another building, use them.

5. Where: geography and access shape the answer

The RFP describes roughly 3.4 million ancestral acres. Land within that geography may have different owners, legal status, development limits, and cultural responsibilities. Distance and distribution are central challenges: a place on the map must also work for the people who need to reach it. [1–2]

Map note · These exhibits show regional relationships, not legal property or band boundaries, service zones, or approved sites. Exhibit 7 uses city-level markers; its street addresses are the starting points for future route tests. Verified property and road records are needed for site decisions and travel times.

Burney’s existing administrative role belongs in the analysis alongside eastern needs around Alturas and XL Ranch. Map each actual destination separately: the city, ranch, greenhouse site, offices, and other facilities may require different journeys.

Look at needs in the Fall River–McArthur and Big Valley areas, including Bieber and Lookout. Do the same for Big Bend, Montgomery Creek, Roaring Creek, Likely, and other relevant places. Use service records and people’s experience to identify where access is missing or unreliable.

Four Corners carries particular historical and cultural importance. The Tribe’s November 2025 newsletter links it to the 1970 land occupations and modern Pit River self-determination. Appropriate cultural and political authorities should guide possible uses, alongside verification of current land and project status. [8, p. 1]

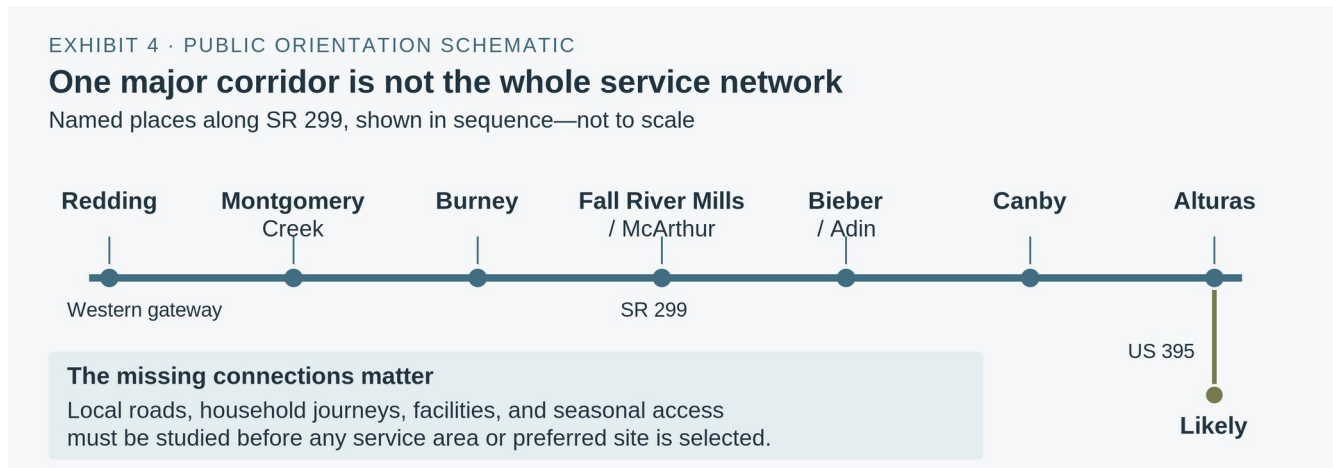


Exhibit 4. Regional corridor orientation

Schematic for orientation; not to scale. Map limits are summarized at the start of Section 5. [1–2, 23]

Build the next access maps around actual starting points and facility entrances. Compare ordinary travel with winter, wildfire, closure, and emergency conditions. Count family trips, caregiver time, staff travel, deliveries, and maintenance. The Tribe’s Roads records and Caltrans resources can support that work. [5, 23]

A central location on a map may not be central in people’s lives. Look for places that reduce repeated burdens, support compatible uses, and remain reachable when a usual route is disrupted.

6. Who does what—and who answers for it

Start with the planning, land, cultural-preservation, and transportation functions described in the Tribe’s RFP and departmental materials. Confirm their staff time, records, equipment, and budgets before assigning additional work. Then fill the gaps. [1, 4–7]

Council should name one lead responsible for coordinating the facilities program, supported by relevant departments and appropriate band and cultural authorities. The role could sit within the existing organization or be supported by a contracted representative working for the Tribe. The Tribe should retain its decisions, records, priorities, and reasons for choosing one course over another.

Role or group	Work they should answer for
Tribal Council and authorized leadership	Set scope, approve policy and spending, resolve tradeoffs, and require reports on results.
Appropriate band and cultural leadership	Shape local priorities, cultural boundaries, and acceptable uses through the Tribe's authority arrangements.
Planner, working group, Lands, and relevant committees	Reconcile records, check land control, coordinate studies, and keep decisions and reasons on record.
Heritage Department / Tribal historic-preservation office and designated knowledge holders	Carry out their assigned cultural-review work and protect knowledge alongside the relevant band and cultural authorities.
Operators, facilities staff, Roads, emergency services, IT, finance, grants, purchasing, and TERO	Set requirements for service hours, staffing, cost, maintenance, access, delivery, and local employment.
Users and affected households	Explain how distance, schedules, disability, privacy, caregiving, and cultural use affect the service.
Consultant and technical professionals	Research, map, compare, estimate, and design within the agreed scope; report what remains uncertain.

Proposed responsibilities for the Tribe to assign through its own authority arrangements. [1, 4–7]

Health providers, enterprises, housing entities, and partners may have separate boards, budgets, duties, and privacy requirements. Shared-space agreements should explain ownership, scheduling, staffing, payments, maintenance, information access, liability, and how an arrangement can end.

Use different settings for different work. Keep technical reviews small and focused where useful. Bring band and cultural authorities in while priorities and sites are still open. Invite users through practical interviews, visits, and sessions. Give broader membership clear choices, tradeoffs, and updates at the points set by the Tribe.

Budget for participation: time, travel, accessible reporting, and compensation where appropriate. People should be able to contribute without bearing the whole cost of missing work or providing cultural knowledge. Placekeeping literature emphasizes Tribal control, reciprocal relationships, and time for meaningful participation. [11]

Your role as a member, family, or service user

Your experience shows whether a service works. Explain the trip, the hours, the privacy, the arrangements for children or elders, and what happens when weather or transport disrupts the day. Say what would make the service usable and appropriate for its purpose.

Ask: “What problem will this solve? Would it work for people in my situation? What would still be missing? When will we see the result?” Professionals answer for the technical work. Leadership answers for priorities and commitments. Members and users help test whether the promised access is real.

7. How and when the process should unfold

Bring research, review, and correction together while choices remain open. Each stage should leave leadership with a clear answer and a clear next decision.

First, agree on the work and its responsibilities. Confirm the contract, grant purpose, schedule, authority to direct changes, and ownership of data. Set cultural and land-information protections. Identify urgent conditions that need interim action.

Next, establish what exists. Gather facility lists, leases, plans, surveys, maintenance records, program calendars, transport records, and previous studies. Record what is current, what is disputed or missing, and what requires protected handling.

Then describe the service before choosing a building. Identify users, frequency, capacity, privacy, hours, travel burdens, and staffing. Compare repairs, new staffing arrangements, transport, mobile delivery, online services, leasing, reuse, and construction.

Return the findings to Council, appropriate band and cultural leadership, operators, and affected users before choosing a preferred option. Record their corrections and show how the design team responded.

Use these questions before accepting the next stage of work. Each review should supply the evidence needed for the next decision.

Exhibit 5. What each review should be able to answer

Review point	Question to answer	Work to bring back
25%: understand the problem	Have we asked the right questions and identified the necessary people and information?	Existing conditions, gaps, preliminary needs, information protections, alternatives, and assigned responsibilities.
50%: compare credible choices	Which arrangements could meet the needs, and what would each require?	Verified land and facility records, utility responses, access scenarios, staffing assumptions, and comparable costs. Identify remaining gaps.
75%: explain the proposed direction	Why is this combination preferred, who benefits, and who remains underserved?	Proposed sequence, full long-term costs, cultural and technical conditions, interim help, funding plan, and responses to objections.
Final plan: record commitments	What is being adopted, by whom, and on what conditions?	Unified plan, responsible leads, decisions and reasons, public explanation, protected technical records, and later project approvals still required.
Delivery and use	Is the funded response working in practice?	Building and system checks, operator training, actual service results, maintenance, and scheduled correction.

The RFP sets 25%, 50%, 75%, and final reviews. The questions above are proposed tests for those milestones. [1, pp. 3–4]

Before a site is presented as ready, obtain verified property boundaries, a complete building-condition record, seasonal travel analysis, and written utility-capacity answers. Assign each missing item to a responsible person and review date.

Use the same demand assumptions, service standards, cost period, and cultural protections for every option. Give each alternative a fair test and explain why it succeeds or falls short.

Provide urgent repairs, temporary appointment space, transport help, or better service hours while the larger plan develops. Give each interim action a responsible lead, budget, purpose, and review date. Keep the permanent choice open.

8. Problems that must be solved before a site is called ready

A usable site needs land authority, sufficient utilities, reliable access, a hazard response, and an operator who can run the intended service. Confirm these together.

Land: verify the property boundaries, ownership or right to use it, restrictions, assignments, easements, and permission for the proposed work. The Tribe's 2025 trust-land announcement provides a starting point for that investigation. [8, p. 4]

Utilities: estimate the project's needs, then obtain written answers on water, wastewater, electricity, fire protection, communications, backup systems, and connection costs. A line nearby may need an upgrade. Wells, water storage, or on-site treatment need their own feasibility and operating assessment.

Roads: test the whole route to the entrance, including local roads, driveways, bridges, delivery access, and emergency approaches. Examine how operations would continue if the usual route closed.

Hazards: assess wildfire, smoke, outages, heat, winter conditions, flooding, and other site-specific risks. A resilience center needs a clear service promise: what it provides, for how many people, for how long, with what staff and supplies. Include equipment testing, upkeep, and activation procedures. EPA's toolkit connects energy, water, health, and resilience in this way. [10, sections 5–8]

Approvals: have Tribal counsel and qualified professionals identify the Tribal, federal, state, county, utility, licensing, insurer, and funder requirements that apply. Record each requirement, its basis, who reviews it, and when it must be satisfied.

Tie every study to a decision. State the missing answer, who can supply it, which existing work can be reused, what the study costs, and how its result could change the choice.

9. What the buildings should be like

Good design fits the purpose, people, place, climate, and available means. A modest facility can be useful for decades when it is comfortable, practical, and repairable. Compare purchase price with the cost of adapting, operating, and maintaining it.

Bring the people who will use and care for the building into design early. Maintenance staff know what can be serviced locally. Program workers understand privacy. Elders can identify difficult entrances. Cultural leadership can explain relationships to place that a standard room list misses. Indigenous design accounts emphasize bringing these contributions together before the form is fixed. [11–13]

Standardize the parts that need maintenance; preserve the choices that give each place its identity. Common replacement parts, equipment, controls, manuals, and purchasing may reduce costs across dispersed buildings. Let local decisions guide orientation, landscape, gathering space, names, art, access, and cultural use. EPA treats repairability, adaptability, and reuse as design questions. [10, section 4]

Compare modular and prefabricated construction with other methods on the full job: site preparation, foundations, delivery, utilities, climate performance, accessibility, durability, cultural fit, and maintenance. Tammy Eagle Bull's account highlights the cost of rushed construction and overlooked infrastructure. Keep design and coordination strong whichever method is chosen. [12]

Before opening, assign an operator, train staff, record equipment and warranty contacts, and test systems under their intended conditions. Schedule a review after people begin using the building. Correct operating problems as part of delivery and follow-up.

Use the work to build local skills. Consider TERO, apprenticeships, staff development, qualified contractors, and professional partnerships within the applicable rules. Pair training with the skilled and licensed work each task requires. Leave the Tribe better equipped to operate, repair, and improve the result.

10. How to pay for and maintain the result

The capital budget pays to acquire, design, build, or renovate. The operating budget keeps the result useful. Decide them together. Public-sector guidance connects service needs, asset condition, maintenance, and multi-year planning. [17–19]

For a dispersed network, count staff travel, backup staffing, cleaning, security, communications, maintenance visits, insurance, replacement equipment, and coordination. Compare those costs with what the present arrangement already costs: rent, repeated travel, service interruptions, delayed repairs, and lost access.

Compare options over the same chosen period—such as twenty or thirty years—and show the annual money needed. State assumptions about energy, staffing, replacement, borrowing, expiring grants, and use. Test both expected conditions and a less favorable scenario. [17–19]

Revenue-producing projects can help support services. Show the money available to return to the Tribe after operating expenses, financing, and reinvestment. Make risks explicit, especially when essential services would depend on projected business income.

Funding routes should follow the function

Resource or organization	Purpose to investigate	What to confirm
California Jobs First / Land Use Plan grant	The documented funding context for the planning effort.	The signed grant and contract define the planning work and eligible costs. Construction and operations need their own funding. [1]
Strategic Growth Council: Community Resilience Centers	A program connecting facilities with emergency functions and year-round services; its guidelines recognize complementary partner sites.	Match the project to resilience functions, current program terms, and continuing services. [20]
Strategic Growth Council: Tribal Housing Pre-Development Fund	Housing-related preparation and assistance toward subsequent affordable-housing development.	Use the SGC program's requirements for housing preparation and subsequent development. [21]
HCD Tribal Affairs / California Indian Assistance Program	A state route for Tribal housing and infrastructure funding navigation and technical assistance.	Check project eligibility, terms, available support, and the specific application. [22]
USDA Rural Development: Community Facilities	A possible route for eligible essential rural facilities, equipment, purchase, improvement, or construction.	Check essential-facility eligibility, feasibility, and operations. Private commercial undertakings are excluded. [24]
Function-specific Tribal, federal, state, and partner sources	Further investigation for housing, water, transportation, health, energy, broadband, culture, and workforce needs.	Check the current opportunity and fit with the specific project.

The grants team should check the current program notice, eligible costs, deadline, and continuing commitments before recommending an application. Prepare projects around their purpose and readiness, rather than a closing funding window. [20–24]

For each funding source, record the applicant, eligible purpose, grant or loan terms, local contribution, restrictions, purchasing and reporting requirements, timing, and expenses after the award ends. Coordinate awards so costs are counted once and obligations fit together.

11. What maps should show—and what they should protect

Give each map a clear purpose, source date, scale, and evidence-backed labels. Use public maps to explain the choices, technical maps to support decisions, and separately held cultural records for authorized review.

Keep the public edition, technical workspace, and protected cultural records in separate files and access systems. Permissions should control what each recipient can actually open.

Exhibit 6. Three products, with different purposes and permissions

Product	Appropriate content	How it should be governed
Public briefing and maps	General regional context, public service descriptions, clearly labeled proposals, adopted decisions, broad costs and outcomes where authorized, and an accessible account of unresolved work.	Use approved or clearly public material. Review for sensitive combinations of information and keep protected locations and private asset details out.
Controlled owner workspace	Verified property and facility records, condition and utility information, detailed costs, operating needs, and decision documents.	Tribe-designated custodians, role-based access, secure storage, retention rules, and reviewed exports.
Restricted cultural knowledge	Only what the appropriate cultural authority decides should be recorded, by whom, and under what conditions. Some knowledge need not be mapped at all.	Separate custody and permissions. Give the team the authorized determination and necessary conditions; keep the underlying knowledge with its stewards.

Pit River authority determines what may be recorded, who may use it, and what may be released. [11, 25]

For cultural review, submit the proposed use and area of disturbance to the authorized reviewers. They return the determination and conditions the project team needs. Any additional access requires specific permission. Changes in site, footprint, use, or disturbance return for renewed review.

Public reporting can explain why a choice changed while protecting the underlying evidence. It can describe cultural conditions, unresolved utility work, and gaps in access without publishing sensitive places, operational vulnerabilities, or household locations.

12. Accountability: how the plan stays answerable

People should be able to support development and ask hard questions about a particular project. Leadership and project teams owe an accurate account of what they promised, what they did, what worked, and what still needs attention.

Keep a short public record for each major commitment: the original problem, promised result, decision authority, options considered, resources committed, operating needs, next review, and unresolved conditions. Protect sensitive evidence while making the reasons and results understandable.

Report completed work and the change it produced. A finished plan, funded project, or new building is a milestone. The result is whether families have usable housing, young people have dependable programs, staff can deliver services, and cultural materials are protected.

Work being reported	Result that should also be examined
A local service room opened	Were the intended appointments actually available, private, reachable, and dependable?
A regional hub was completed	Did it improve the promised civic, training, or intergovernmental functions without displacing routine access?
An operations facility was improved	Did repairs, equipment availability, response coverage, and maintenance reliability improve?
Housing infrastructure was funded	What additional habitable housing became possible, and what barriers remain?
A cultural-preservation facility was delivered	Did the authorized cultural stewards find that it meets the defined preservation and use requirements?

Agree on the promised result and how it will be checked with relevant operators and users before delivery.

Keep criticism focused on the decision, evidence, consequence, and requested correction. Protect family and cultural matters. Give respectful questions a reliable place to go and a clear response, so disagreement can lead to correction rather than rumor or personal conflict.

Publish where questions go, who answers them, the response period, and the route for a disputed answer or factual correction. Assign staff time to make that route work.

Careful work can still fall short. Explain the constraints, recognize partial gains, correct avoidable failures, and carry unresolved needs forward. The purpose is repair and better decisions, with a record the next leaders can use.

The minimum accountability record

Every major project should keep these five answers together:

Question	What must remain visible
What problem was being addressed?	The original condition, who experienced it, where, and why it mattered.
Who owned the commitment?	The decision authority, responsible project lead, eventual operator, and maintenance responsibility.
What was promised?	The expected result, important limits, resources committed, and target or review date.
What happened?	The actual result, cost and operating status, including partial gains and failures.
What remains?	The people or places still underserved, unresolved constraints, next responsible action, and correction route.

13. What should happen next

Name the responsible lead, confirm the signed planning scope, and set the early leadership and cultural-review checkpoint. Publish the work program so people know what is being examined and when their experience can affect a choice.

Suggested initial schedule • Council and the project lead should set dates that fit the agreed scope, staff time, and required reviews.

First thirty days after authorization: gather available records, identify who holds them, reconcile the project list, and assign interim responses to urgent needs.

Following thirty to sixty days: investigate the questions most likely to change a choice—building condition and use, family travel, staffing, land control, and utilities. Allow the time needed for qualified surveys, cultural review, and provider responses.

Around ninety days, or at the next agreed review: return a comparison showing what can proceed, what needs further work, who will complete it, and what help is available while serious needs remain unresolved.

The goal is a set of investments that work together: local services, regional civic space, housing, cultural and specialist facilities, maintenance, transport, mobile services, and reliable infrastructure.

Success means people can do more of what matters. Essential needs are met more reliably, cultural and governmental authority are respected, and the Tribe can sustain the result.

Five things to carry forward

Carry forward	The answer in this briefing
The issue	Many different needs must be served across a dispersed homeland and regional living pattern with finite money, staff, land, and operating capacity.
The problem	A building, parcel, grant, or consultant concept can become the priority before the underlying need and access burden have been demonstrated.
The proposed solution	Compare a connected network with other workable arrangements, then choose the combination that meets needs and can be sustained.
The roles	Members and users make practical burdens visible; cultural and band authorities shape place and protected knowledge; leadership sets priorities and commitments; operators and professionals make the chosen response work.
The accountability rule	Keep the original need, decision owner, promised result, cost, review date, actual result, and remaining burden visible from beginning to follow-up.

Appendix A. A usable project test and plain-language terms

A.1 The one-page project brief

Use these questions before choosing a preferred investment. Keep supporting technical evidence in the appropriate workspace. Give every unresolved answer a responsible person and a review date.

Field	What should be recorded
Need and people affected	What condition needs to improve? For whom, where, how often, and with what consequence?
Minimum adequate result	What must become reliably possible? Who establishes that standard?
Existing response	What facility, program, lease, transport, or informal arrangement now addresses it? What works and what does not?
Alternatives	What would repair, reuse, leasing, staffing, transport, mobile delivery, digital access, or construction each accomplish?
Site and protections	What evidence exists on control, cultural review, utilities, hazards, and access? What remains unresolved?
Owner and operator	Who is responsible for the asset, the service, maintenance, staffing, and records?
Full cost	What are the development costs, annual costs, replacement needs, financing assumptions, and less favorable scenario?
Priority and sequence	How serious is the need? What must happen first? How ready is this option?
Remaining burden	Who is still not served adequately? What interim response is planned?
Result and correction	What baseline, target, review date, question route, and correction responsibility will be used?

A.2 Five questions for a review meeting

Are we deciding the right problem, or merely choosing among buildings?

Have the appropriate band, cultural, technical, and user perspectives changed the work—not just been recorded?

What evidence would change the preferred alternative?

What will be left unmet if this investment proceeds, and who is responsible for that remaining need?

Who will operate and maintain the result after the construction or grant team leaves?

A.3 Plain-language terms

Asset: something the Tribe uses and cares for, such as land, a building, equipment, a lease, or infrastructure.

Portfolio: the buildings, land, equipment, and commitments planned and managed together.

Service node: a local service space with dependable hours and defined services. It may be shared, leased, renovated, or newly built.

Threshold: the minimum condition needed for a household, service, cultural activity, or government function to work reliably.

Dependency: something needed before a project can work, such as water, road access, staff, or an operating agreement.

Readiness: whether the evidence, land control, design, approvals, funding, and operating arrangements are sufficient to proceed.

Lifecycle cost: the full cost over a chosen period, from purchase or construction through operation, maintenance, replacement, and eventual change or retirement.

GIS: a geographic information system—a map linked to records about the features shown.

Will-serve response: a utility's written answer about whether it can serve a particular project and on what conditions.

Post-occupancy review: a check of how a building works after people begin using it.

Office and program abbreviations: THPO refers to the Tribal historic-preservation office or officer; OES to emergency services; IT to information technology; and TERO to the Tribe's employment-rights function. SGC is California's Strategic Growth Council; HCD is its Department of Housing and Community Development; CRC means Community Resilience Centers; and USDA is the U.S. Department of Agriculture.

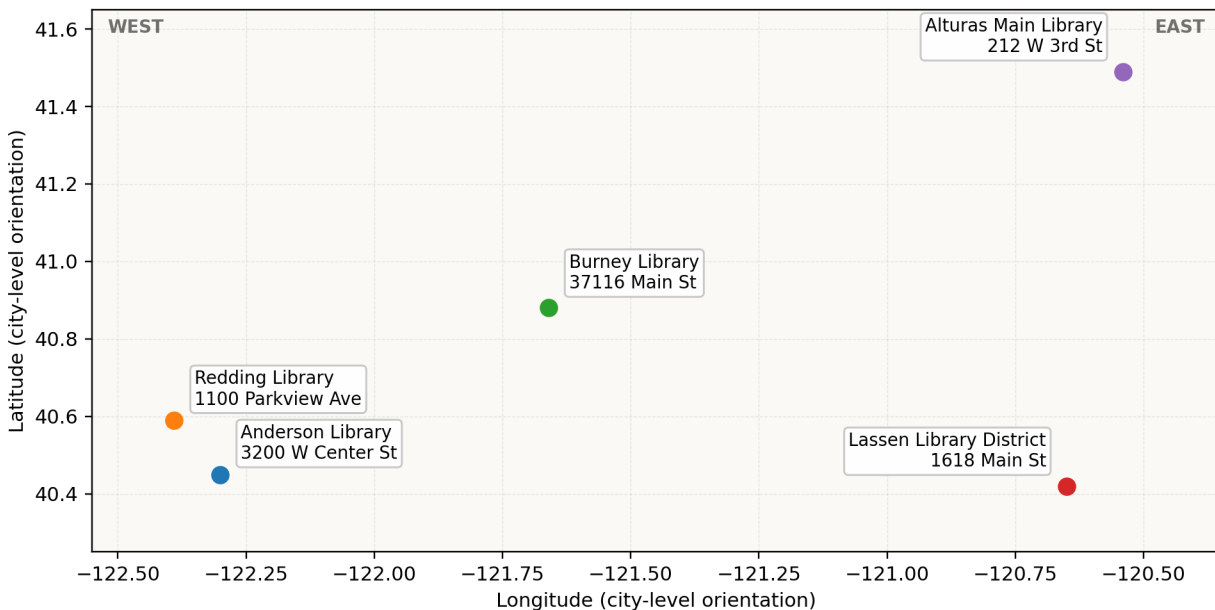
Appendix B. Family access test: five public starting points

Test access from Anderson, Redding, Burney, Susanville, and Alturas. Public libraries provide repeatable starting points while keeping household addresses private. These five places allow a regional comparison; they do not represent a count or distribution of Pit River families. [26–28]

Use the same proposed service and destinations for each starting point. Compare travel time, round-trip cost, hours, weather disruption, transport options, and the needs of caregivers and people with disabilities. Then test whether a local space, mobile service, shuttle, schedule change, or online option reduces the burden.

Origin	Public landmark	Public address	Why include it in the test
Anderson	Anderson Library	3200 W Center St, Anderson, CA 96007	Western comparison point for a family starting in Anderson.
Redding	Redding Library	1100 Parkview Ave, Redding, CA 96001	Western regional starting point for family and visiting-partner travel.
Burney	Burney Library	37116 Main St, Burney, CA 96013	Local comparison point for services in and around Burney.
Susanville	Lassen Library District	1618 Main St, Susanville, CA 96130	Southeastern starting point for a family traveling from Susanville.
Alturas	Alturas Main Library	212 W 3rd St, Alturas, CA 96101	Eastern comparison point for Alturas, XL-area, and regional services.

Exhibit 7. Public origin points for a family access test



City-level orientation; use the listed street addresses for route tests. See the map note in Section 5. [26–28]

Appendix C. Sources and further reading

Public-source checks retained from September 27–28, 2026. This editorial revision is dated October 3, 2026; program availability and schedules should be checked before use.

C.1 Public project records and local functions

[1] **Pit River Tribe.** *Request for Proposals: Land Use Plan*. November 2025. Seven-page solicitation; especially pp. 2–4. Public PDF: <https://pitrivertribe.gov/wp-content/uploads/2025/11/Final-RFP.pdf>. Establishes the requested scope, funding context, planning subjects, proposed review structure, and intended final-plan contents. The negotiated contract and actual milestone completion were not supplied for this public compilation.

[2] **Pit River Tribe.** “Welcome to the official home of the Pit River Tribe.” Official website. <https://pitrivertribe.gov/>. Public description of eleven autonomous bands and the four-county homeland. It is not a parcel, title, band-boundary, or service-catchment dataset.

[3] **Land Use Plan commencement notice, supplied by Christopher Knorr.** Undated excerpt naming SWABACK, land visits, working-group and Council meetings, prior-study review, and later engagement. Used only to explain the question that began this inquiry. The excerpt’s original publication date and full participation record were not independently established; it is not treated as the signed scope or current progress report.

[4] **Pit River Tribe.** *Tribal Planner (Hybrid)*. Position description, July 2025 public file. <https://pitrivertribe.gov/wp-content/uploads/2025/07/Tribal-Planner-JD-updated.pdf>. Supports the description of planning, mapping, capital-project, interdepartmental, and liaison functions. Does not establish the current postholder, staffing sufficiency, or completed work.

[5] **Pit River Tribe.** *Tribal Roads Coordinator*. Position description, updated August 15, 2022. <https://pitrivertribe.gov/wp-content/uploads/2022/08/Roads-Coordinator-updated-8-15-2022.pdf>. Identifies road-inventory, long-range-planning, improvement-program, maintenance, GIS, and coordination responsibilities. It does not supply the actual road network or prove current travel conditions.

[6] **Pit River Tribe.** “Lands.” Official departmental page. <https://pitrivertribe.gov/lands/>. Public starting point for land-office resources, area representatives, forms, and the Land Assignment Act. Used to identify the relevant organizational function, not to make a parcel-specific legal claim.

[7] **Pit River Tribe.** “Heritage Department.” Official departmental page. <https://pitrivertribe.gov/thpo/>. Describes cultural-resource and traditional-cultural-property protection, planning, consultation, and related work. Does not establish exclusive cultural authority over every issue or permission to disclose protected material.

[8] **Pit River Tribe.** *Quarter 4 November 2025 Newsletter*. Six pages; especially p. 1 on Four Corners and p. 4 on reported trust-land and greenhouse developments. <https://pitrivertribe.gov/wp-content/uploads/2025/11/FINAL-Q4-NOVEMBER-2025-NEWSLETTER.pdf>. Used as a dated public announcement. No inference of current federal-transfer status, construction approval, utility capacity, or completed housing is made.

[9] **Pit River Tribe.** *Quarter 2 May 2026 Newsletter*. <https://pitrivertribe.gov/wp-content/uploads/2026/05/2026-Q2-MAY-NEWSLETTER-FULL-FINAL.pdf>. Public project-update source. Recheck the underlying notice before making a project-specific claim about completion, site approval, funding, or operating readiness.

[26] **Shasta Public Libraries.** “Locations,” plus Anderson Library, Redding Library, and Burney Library branch pages. Addresses verified September 28, 2026: Anderson Library, 3200 W Center St, Anderson; Redding Library, 1100 Parkview Ave, Redding; Burney Library, 37116 Main St, Burney. <https://www.shastalibraries.org/9312-2/>

[27] **Lassen County Resource Directory / Lassen Library District.** Address verified September 28, 2026: 1618 Main St, Susanville, CA 96130. <https://www.lassencounty.gov/BusinessDirectoryII.aspx?lngBusinessCategoryID=44>

[28] Modoc County Library. “Locations.” Address verified September 28, 2026: Alturas Main Library, 212 W 3rd St, Alturas, CA 96101. <https://modocountylibrary.org/locations>

C.2 Design, planning, and organizational sources

[10] **U.S. Environmental Protection Agency, Region 9.** *Tribal Green Building Toolkit*. 2023. 169 PDF pages, with printed text pagination beginning after front matter. Principal sections used: land use (section 3), materials/reuse/repairability (section 4), health (section 5), energy (section 6), water (section 7), resilience (section 8), and implementation (sections 9–10). Public resource page:

<https://www.epa.gov/green-building-tools-tribes/toolkit>. Its primary purpose is Tribal green-building code assessment and development; this briefing adapts its questions rather than treating it as a prescribed facilities ranking.

[11] **Dalla Costa, Wanda.** “Teaching Indigeneity in Architecture: Indigenous Placekeeping Framework.” In *Our Voices: Indigeneity and Architecture*, edited by Rebecca Kiddle, luugigyoo patrick stewart, and Kevin O’Brien, pp. 146–153. ORO Editions, 2018. The contents page uses an alternate descriptive title for the chapter. Especially relevant are its four principles—tribally led, reciprocal, process-based, and place-based—and its treatment of accessible reporting and cultural-knowledge boundaries. ISBN for volume: 978-1-940743-49-3.

[12] **Eagle Bull, Tammy.** “Designing to Express Community Values: A New Community School in South Dakota.” In *Our Voices: Indigeneity and Architecture*, pp. 182–191. ORO Editions, 2018. A practitioner account addressing community relationships, infrastructure coordination, multifunctional buildings, design time, and the risks of rushed procurement. It is not evidence that one construction method is universally suitable or unsuitable.

[13] **Glenn, Daniel J.** “Learning from Our Elders: Returning to Culturally and Climatically Responsive Design in Native American Architecture.” In *The Handbook of Contemporary Indigenous Architecture*, edited by Elizabeth Grant, Kelly Greenop, Albert L. Refiti, and Daniel J. Glenn, pp. 733–776. Singapore: Springer, 2018. https://doi.org/10.1007/978-981-10-6904-8_28. Especially relevant: integrated design, operator and cultural participation, climate response, lifecycle cost, and phased alternatives. The chapter’s case studies are not Pit River findings.

[14] **Malnar, Joy Monice, and Frank Vodvarka.** “Recent Architectural and Planning Strategies on Native American Lands.” In *The Handbook of Contemporary Indigenous Architecture*, pp. 161–191. Springer, 2018. https://doi.org/10.1007/978-981-10-6904-8_7. The rural Navajo planning discussion at pp. 166–168 and the sustainability discussion around p. 177 inform this briefing. Historical funding and legal descriptions in the chapter are not presented as current program rules.

[15] **Mashford-Pringle, Angela, Ruofan Fu, and Sterling Stutz.** “Mamwi Gidaanjitoomin/Together We Build It: A Systematic Review of Traditional Indigenous Building Structures in North America and Their Potential Application in Contemporary Designs to Promote Environment and Well-Being.” *International Journal of Environmental Research and Public Health* 20, no. 6 (2023): 4761. <https://doi.org/10.3390/ijerph20064761>. The review supports attention to place, health, collective relationships, and environment. Its evidence base is limited; it excludes other public-building categories and does not validate a distributed civic-facility model or provide engineering evidence.

[16] **Bolman, Lee G., and Terrence E. Deal.** *Reframing Organizations: Artistry, Choice, and Leadership*. 7th ed. Hoboken, NJ: Jossey-Bass/Wiley, 2021. ISBN 978-1-119-75685-9 (PDF edition). Background organizational framework for examining structures, people, power, and meaning together. It does not determine Tribal authority or demonstrate local capacity.

[17] **Government Finance Officers Association.** “Multi-Year Capital Planning.” Best-practice guidance. <https://www.gfoa.org/materials/multi-year-capital-planning>. Used for the connection among service needs, long-term capital planning, costs, and implementation. Adaptation to Tribal purposes and decision processes remains necessary.

[18] Government Finance Officers Association. “Capital Asset Management.” Best-practice guidance. <https://www.gfoa.org/materials/capital-asset-management>. Used for inventory, condition, maintenance, use, and replacement planning. It is not an inventory of Pit River assets.

[19] Government Finance Officers Association. “Capital Planning Policies.” Best-practice guidance. <https://www.gfoa.org/materials/capital-planning-policies>. Supports explicit priorities, funding strategy, maintenance, and operating implications rather than disconnected project decisions.

C.3 California, rural-facility, transport, and data-governance references

[20] California Strategic Growth Council. Community Resilience Centers Program: Round 2 Final Program Guidelines. April 29, 2026. Public program page and notices: <https://sgc.ca.gov/grant-programs/crc/>. Guidelines: <https://sgc.ca.gov/wp-content/uploads/2026.04.29-CRC-Final-Round-2-Guidelines-REMEDIATED.pdf>. Used for the bounded example of facilities plus year-round services and partner sites. The earlier edition recorded September 4 and September 30, 2026 deadlines from the program page checked September 27. These are dated source notes, not current application instructions. No Pit River award, eligibility finding, or ability to meet the deadline is asserted.

[21] California Strategic Growth Council. “Tribal Housing Pre-Development Fund.” <https://sgc.ca.gov/grant-programs/tribalpd/>. Used for the description of a housing-preparation resource. Project eligibility, remaining funds, current application requirements, and later capital funding must be confirmed. This is an SGC program, not an HCD program.

[22] California Department of Housing and Community Development. “Tribal Affairs and California Indian Assistance Program.” <https://www.hcd.ca.gov/tribes>. Public entry point for housing/infrastructure funding navigation, Tribal program information, and technical assistance. No particular funding entitlement is inferred.

[23] California Department of Transportation. “District 2” and “About Caltrans District 2.” <https://dot.ca.gov/caltrans-near-me/district-2> and <https://dot.ca.gov/caltrans-near-me/district-2/d2-popular-links/d2-about>. QuickMap: <https://quickmap.dot.ca.gov/>. Public route-condition and regional coordination resources. These do not replace a Tribe-controlled road network, exact facility approaches, or a validated seasonal access study.

[24] U.S. Department of Agriculture, Rural Development. “Community Facilities Direct Loan & Grant Program.” <https://www.rd.usda.gov/programs-services/community-facilities/community-facilities-direct-loan-grant-program>. Used for the program’s essential-rural-facility purpose, permissible facility activities, exclusion of private commercial undertakings, and feasibility/operation boundary. Rates and specific award terms are deliberately not carried into this briefing.

[25] Global Indigenous Data Alliance. CARE Principles for Indigenous Data Governance. 2019. Collective Benefit; Authority to Control; Responsibility; Ethics. Supporting explanation: Carroll, Stephanie Russo, et al. “The CARE Principles for Indigenous Data Governance.” *Data Science Journal* 19 (2020): 43. <https://doi.org/10.5334/dsj-2020-043>. Supporting context for information governance; Pit River authority determines the actual system and permissions.

C.4 Further reading and technical resources

Further resources for project-specific work. Check the relevant edition, program terms, and local applicability.

Indigenous architecture and place. Grant, Elizabeth, Kelly Greenop, Albert L. Refiti, and Daniel J. Glenn, eds. *The Handbook of Contemporary Indigenous Architecture*. Springer, 2018. <https://doi.org/10.1007/978-981-10-6904-8>. Kiddle, Rebecca, Luugigyoo Patrick Stewart, and Kevin O'Brien, eds. *Our Voices: Indigeneity and Architecture*. ORO Editions, 2018. Malnar, Joy Monice, and Frank Vodvarka. *New Architecture on Indigenous Lands*. University of Minnesota Press, 2013. Page, Alison, and Paul Memmott. *Design: Building on Country*. First Knowledges series, edited by Margo Neale. Thames & Hudson Australia, 2021. Nabokov, Peter, and Robert Easton. *Native American Architecture*. Oxford University Press, 1989. Read these practices in their own cultural contexts; Pit River cultural authority guides local design.

Planning and post-occupancy methods. Preiser, Wolfgang F. E., Harvey Z. Rabinowitz, and Edward T. White. *Post-Occupancy Evaluation*. Van Nostrand Reinhold, 1988. National Research Council. *Investments in Federal Facilities: Asset Management Strategies for the 21st Century*. National Academies Press, 2004. Additional methods: AIA's Framework for Design Excellence, Whole Building Design Guide, APPA facilities-management resources, and IFMA's FMJ. Project profiles offer precedents; operating records are needed to assess lifetime performance.

Tribal transportation. Bureau of Indian Affairs and Federal Highway Administration: Tribal Transportation Program, National Tribal Transportation Facility Inventory, and Tribal Technical Assistance Program. Legal reference: 25 C.F.R. Part 170, subject to current qualified review. Local records needed: LRTP (Long-Range Transportation Plan), TTIP (Tribal Transportation Improvement Program), and NTTFI (National Tribal Transportation Facility Inventory), with their dates and coverage.

Geospatial and hazard layers. USGS National Map, topography, elevation, and hydrography; FEMA National Flood Hazard Layer and effective local flood studies; CAL FIRE Fire Hazard Severity Zones; county road and parcel records; and Caltrans route, traffic, and closure data. Record dates, coverage, accuracy, and limitations before using layers for site decisions.

Utilities and communications. California Energy Commission service-territory data; utility new-service and interconnection information; public water-system and district records; CPUC California Interactive Broadband Map; and FCC National Broadband Map. Provider leads include PG&E, Burney Water District, City of Alturas, and Surprise Valley Electrification Corporation. Confirm each project's capacity with the provider and protect security-sensitive details.

Building performance and approvals. EPA Tribal Green Building Codes and Guidance; adopted Tribal codes; California Building Standards Code where applicable; ICC building and existing-building codes; ASCE/SEI 7 where applicable; Enterprise Green Communities Criteria; and USGBC rating systems. Qualified reviewers should identify applicable editions, adoption, legal basis, funding conditions, and inspection responsibilities.

Funding and implementation. HUD Office of Native American Programs housing and community-development programs; USDA Rural Development; EDA public-works and economic-adjustment resources; DOE Office of Indian Energy; NTIA Tribal broadband resources; IMLS Native American Library Services; Cal OES; and California water, energy, workforce, and cultural-preservation programs. Check current opportunities, eligible costs, and continuing operating expenses for each project.

Indigenous data governance and institutional capacity. First Nations Information Governance Centre's OCAP® principles are a Canadian First Nations framework, not Pit River law. Further resources: U.S. Indigenous Data Sovereignty Network, First Nations Development Institute, National Congress of American Indians, and Harvard Project on Indigenous Governance and Development. Local authority determines the arrangements used.