

March 2008

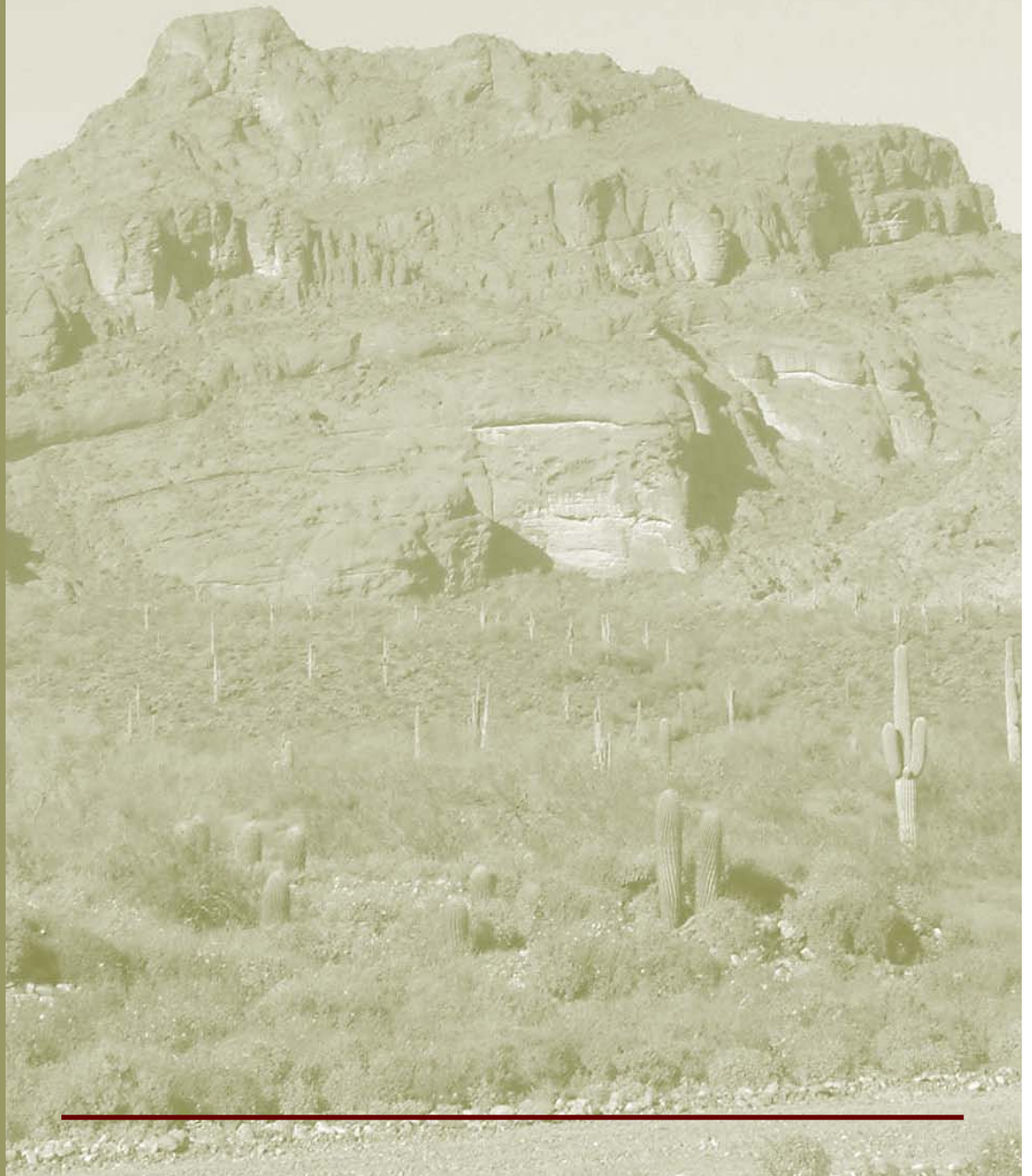


# Integrated Natural Resources Management Plan Summary

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SALT RIVER PIMA-MARICOPA INDIAN COMMUNITY

Environmental Protection  
& Natural Resources Division



ENVIRONMENTAL PROTECTION &  
NATURAL RESOURCES DIVISION

# Integrated Natural Resources Management Plan

## SUMMARY

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March 2008

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# SRPMIC

## Environmental Protection & Natural Resources Division

The Environmental Protection & Natural Resources (EPNR) Division is one of the four (4) divisions that make-up the Community Development Department (CDD). EPNR, Economic Development (EDD), Membership & Real Property Management (MRPM), and Planning Services (PS) comprise the CDD which is one of the largest departments in the Salt River Pima-Maricopa Indian Community (SRPMIC) government. EPNR is charged with protecting and managing the Community's precious environmental, archeological, and natural resources.

The Community is in a dynamic period of development (2008), as is much of Maricopa County, Arizona. However, the environmental thread occurring throughout the Community sets SRPMIC apart from much of the regional development. One of the main goals of EPNR during this time of unprecedented Community development is to continue to provide a balance between Community growth and the protection and preservation of the land, ecosystems, wildlife, history, and natural resources of the Community.

It is the policy of the SRPMIC that the health and welfare of the Community and its members are enhanced by compliance with Community and federal environmental laws in order to:

- ◆ Protect the health and safety of persons residing and working within the SRPMIC.
- ◆ Protect and preserve the environment for future generations.

EPNR is the Community's designee as the primary responsible party for ensuring compliance with all tribal and federal environmental laws. In addition to several tribal ordinances to assist in the protection of the Community's environment, the SRPMIC enforces several federal environmental statutes enacted by the United States Congress. As the Community continues to strive for achieving delegated authority over federal programs, EPNR is constantly developing and expanding its capacity to monitor and enforce environmental compliance.

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EPNR is organized around the following five (5) programs, each of which is responsible for overseeing specific environmental and natural resource areas:

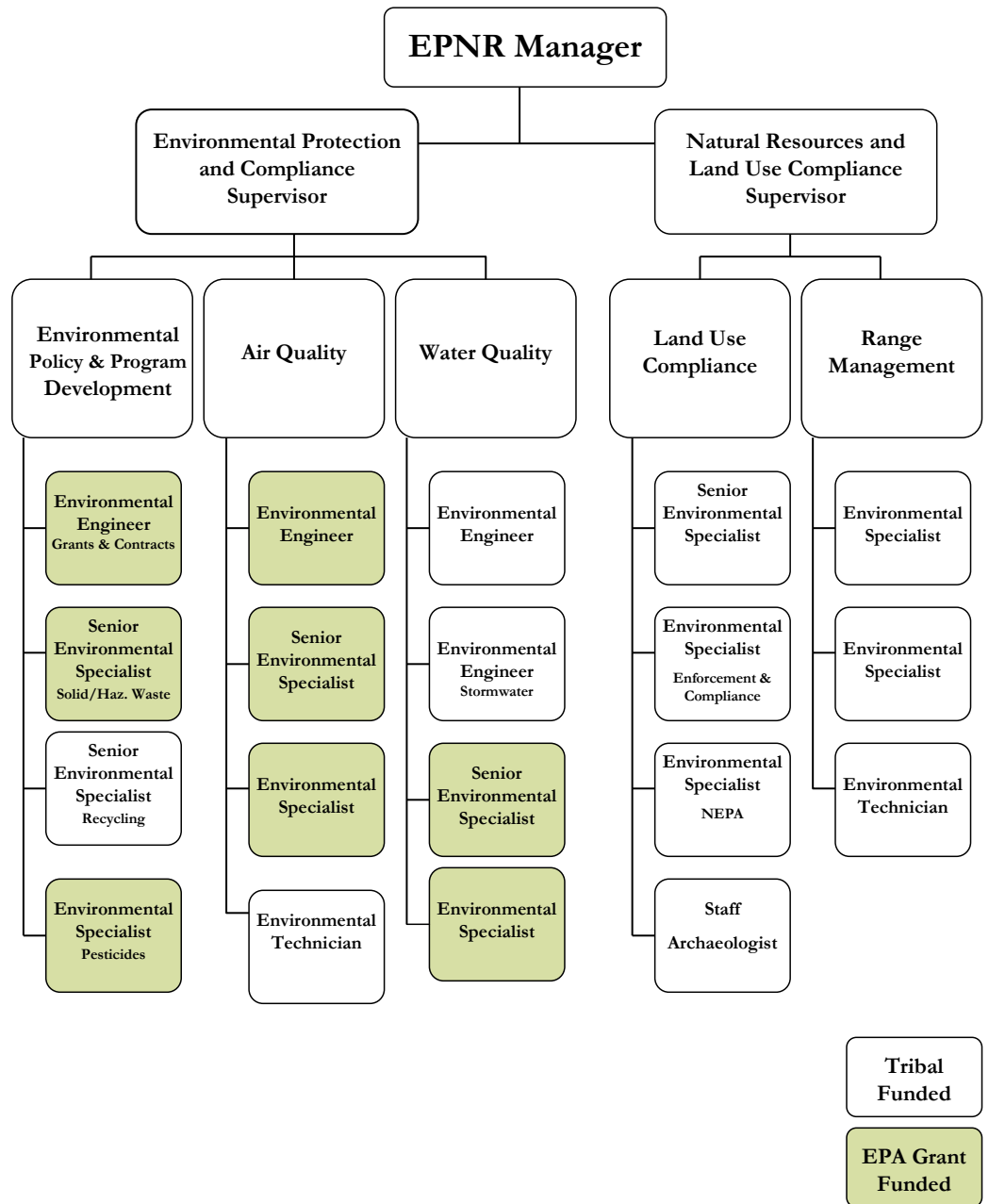
1. **Air Quality** – Monitors, assesses, and addresses air quality issues.
2. **Environmental Policy and Program Development** – oversees the following sub-programs:
  1. Grants and Contracts Management Program
  2. Environmental Policy and Administrative Development
  3. Pesticide Program
  4. Solid Waste Program
3. **Land Use Compliance** – Ensures all projects comply with the National Environmental Policy Act, the National Historic Preservation Act, and Salt River Antiquities Ordinance.
4. **Range Management** – Protects and manages the Community's wild horse population and oversees the bison herd in Clarkdale, Arizona.
5. **Water Quality** – Monitors, assesses, and reports on the quality of the Community's surface water and groundwater.

EPNR also oversees the following special projects:

- ◆ Brownsfields Assessment and Cleanup – Cypress Landfill and Feedlot Site
- ◆ Va Shly'ay Akimel Ecosystem Restoration Project
- ◆ National Environmental Information Exchange Network (NEIEN)
- ◆ Arizona Bald Eagle Nestwatch Program

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The following diagram, **Figure 1.1**, illustrates how EPNR is currently organized. EPNR is directed by a Division Manager and two (2) supporting supervisors. These individuals oversee the five (5) EPNR Programs. The organizational diagram also indicates which positions are tribally funded and which are grant funded.



**FIGURE 1.1** illustrates EPNR’s current (as of FY2008) departmental organization.

## Purpose of Document

The Integrated Natural Resources Management Plan (INRMP) was developed in order to:

- ◆ Capture each EPNR Program's objectives, projects, implementation plans, as well as day-to-day tasks.
- ◆ Illustrate how the EPNR Programs are connected to each other and present a holistic view of EPNR activities.
- ◆ Serve as a guide for EPNR resource allocation (both funding and personnel).
- ◆ Help target efforts for outside funding and multi-agency collaboration.
- ◆ Illustrate the strengths and weaknesses of EPNR and its Programs.
- ◆ Exemplify the extensive collaboration EPNR has with other SRPMIC departments, other agencies (local and national), as well as internally within EPNR Programs.
- ◆ Demonstrate EPNR's accomplishments over the past ten years.
- ◆ Provide a road map for where EPNR will go in the next five years and how it will get there.

The next five (5) chapters of the INRMP are dedicated to each of the five (5) EPNR programs, providing background information, regulations, scientific reasoning, when appropriate, the various sub-programs (if applicable), programmatic activities, standard qualifications, and each program's next steps. The last four (4) chapters of the INRMP describe EPNR's Special Projects, Community Outreach, Strategic Plan, and EPNR's Outlook over the next five (5) years.

## Collaboration



The icon to the left, the two people holding puzzle pieces, is used throughout the INRMP and this Executive Summary to highlight EPNR's collaborative effort. Collaboration is the key to success for any environmental protection group, as the environment is comprised of several elements; land, air, water, people, wildlife, vegetation, and regulations. Numerous opportunities exist which require EPNR to collaborate with other SRPMIC departments and divisions, such as Public Works, Engineering and Construction Services, and Planning Services. There are internal EPNR projects that require the collaboration of multiple programs working together to ensure project success. Some projects involve multi-agency collaboration where EPNR participates on behalf of SRPMIC to protect the health and welfare of the Community as a whole.

Over the last ten years, EPNR has made significant strides for the protection and preservation of the land, ecosystems, wildlife, history, and natural resources of the Community.



## Environmental Policy & Program Development

The Environmental Policy & Program Development (EPPD) Program was formerly known as the General Assistance Program (GAP). Over the past several years, GAP funding has served as the foundation for the development of the Community's environmental program infrastructure. These GAP funds have been supplemented by a strong financial commitment from the Community that has allowed EPNR to leverage its resources to enhance the development of environmental programs and promote staff capacity to manage complex environmental initiatives.

EPPD is charged with developing the multitude of environmental protection policies and ordinances. The EPPD is comprised of four individual programs, most of which are federally funded and in the capacity-building stages. These programs include:

1. Grants and Contracts Management Program
2. Environmental Policy and Administrative Development
3. Pesticide Program
4. Solid Waste Program

### Grants & Contracts Management Program

The Grants and Contracts Management Program (G&C) was officially created in 2006 out of the need to ensure that contractual and project requirements are fulfilled, and that managers and supervisors are aware of such requirements. The G&C manages each federal grant obtained by EPNR to ensure compliance with all federal and Community regulations. G&C ensures that each grant is developed properly, is executed in adherence to policies and guidelines, and remains a positive asset to EPNR and the Community.

The effective management of all contracts is important to guarantee a fair and ethical process from start to finish for all parties. G&C improves program reporting, advances the accountability of the programs to the funding agencies and to the Community, and provides solid documentation through the tracking of products and deliverables. G&C provides a comprehensive internal structure to effectively maintain oversight of grants, organize contract management, and monitor all grant program budgets.

## Environmental Policy & Administrative Development



The continual and rapid Community development along with the complexities of an evolving tribal government structure, compounded by the demands for compliance and regulatory accountability, require continual review and modifications of EPNR's responsibilities. The Environmental Policy and Administrative Development (EPAD) Program, in concert with EPNR management, serves this function. Through continual collaboration with other divisions in the CDD and other tribal departments, EPAD attempts to keep up-to-date on the issues and challenges of the rapid development within the Community. EPAD and EPNR management review the current EPNR operations and Community Ordinances to ensure the protection of the Community's environment and natural resources.

As the Community continues to strive for achieving delegated authority over federal programs, EPAD is tasked with developing the framework and foundation of environmental enforcement that includes the following:

- ◆ Strategically addressing environmental protection initiatives.
- ◆ Commencing and executing a strategy for the development of regulatory implementation plans with applicable tribal ordinances and enforceable provisions.
- ◆ Ensuring that the enforcement of tribal environmental ordinances are consistent with the intent of the regulations and are effective for enforcement in tribal and federal jurisdictions.
- ◆ Coordinating comprehensive evaluation and public review of the EPAD drafted enforcement protocols and implementation policies with Tribal Council, tribal department and Community members.
- ◆ Developing a compliance assistance program to facilitate industry compliance with all applicable regulatory requirements.

## Pesticide Program

In 1986, the SRPMIC Pesticide Program (PP) was developed to enforce the regulatory requirements of the tribally-adopted Pesticide Ordinance, Salt River Ordinance (SRO)-60-79, and Federal Insecticide, Fungicide and Rodenticide Act (FIFRA). The original Pesticide Ordinance addressed monitoring pesticide application throughout the Community. In 2006, the Pesticide Ordinance was updated to include structural and pre-treatment applications, such as preventative measures for termite control. The updated Pesticide Ordinance is pending approval and adoption by Council. The PP has developed an Integrated Pest Management (IPM) Plan that expands pest control beyond chemical application to proactive management activities.

The PP is responsible for agricultural inspections, ensuring all agricultural operations are in compliance with the federal Worker Protection Standards (WPS), oversees all

pest control activities including pre-treatment and structural inspections, implements the Integrated Pest Management Plan (IPM), responds to Community pest control concerns, and participates in many additional outreach tasks.

## Solid Waste Program

The EPNR Solid Waste Program (SWP) compliments the Public Works Department (PW) Waste Program by providing the waste removal services that PW does not provide. These services include the removal of hazardous materials and household hazardous wastes, the clean-up of illegal dump sites, and the removal of inoperable vehicles and waste tires, free of charge.

In accordance with the draft Community Waste Ordinance, PW is responsible for the collection and haulage of solid waste from commercial enterprises and residential areas within the Community. PW collaborates with the landfill to ensure final and proper disposal of that solid waste. EPNR's SWP monitors the regulatory compliance activities of the Community's active landfills and administers Title V Permit compliance requirements for the Community's closed landfills.

The draft Community Waste Ordinance currently does not provide guidance on the disposal of hazardous material which results in the need for additional waste programs. EPNR is striving to fulfill that need through the development of the Solid Waste Program and two critical management plans (to be completed in 2008) that will strategically address the solid and hazardous waste programs. These plans are:

1. Integrated Solid Waste Management Plan (ISWMP)
2. Integrated Hazardous Waste Management Plan (IHWMP) - which will include an Emergency Response Plan to respond to hazardous waste clean-up

In addition to managing the collection and removal of household hazardous wastes, the SWP has three distinct programs that comprise the current solid and hazardous waste efforts:

1. Fuel Tanks Inspection Program
2. Community Clean-Up Program
3. Inoperable Vehicle Removal Program

The SWP is further developing a recycling program that will increase recycling efforts Community-wide and in collaboration with the Recycling Center at the Salt River Landfill.

## EPPD Program's Next Steps

The EPPD Program continues to develop programmatic tasks that are in line with achieving EPA's goals of tribes developing the capacity to manage their own environmental protection programs, and to develop and implement solid and hazardous waste programs in accordance with individual tribal needs and applicable federal laws and regulations.

EPPD's next steps will include filling the gaps in the hazardous waste and recycling programs. These gaps will be addressed in the Integrated Solid Waste Management Plan and the Integrated Hazardous Waste Management Plan, both of which will be completed in 2008.

Additionally, EPPD will be working to bridge the similar efforts performed under the Hazardous Waste Program and the Pesticide Program. Currently the Pesticide Program carries out inspections for fuel storage tanks in tandem with pesticide inspections. The PP also assists the LUC with environmental assessments of properties. Performing pesticide and hazardous material inspections require similar training, certification, and often similar field inspections. Developing a program that encompasses both areas would improve EPNR's efficiency and abilities to protect the health and safety of the Community and its environment.

Currently EPNR and EPA are Regulatory Partners, such that if violations occur, EPNR addresses those violations internally. If the rare incidence occurs that EPNR can not address the violation or it is not under SRPMIC's authority, EPNR will notify EPA and will request enforcement assistance. As the SRPMIC receives delegated authority over these programs, EPNR will be responsible for investigations, enforcement, and compliance with all laws regarding solid and hazardous wastes. This increase in capacity will require designated field officers to perform the pesticide investigations, the storage tank investigations (both above- and under-ground), as well as respond to other field concerns such as hazardous wastes throughout the Community, including Emergency Response, while maintaining all administrative and enforcement records.

As the Community develops and grows, EPPD will focus on expanding personnel number and structure so that it can effectively respond to the Community's needs while ensuring the laws and regulations are enforced and the environment is protected.

## Air Quality Program

Since 1997, the Air Quality Program (AQP) has progressed to assess the Community's airshed and to develop a program that addresses air quality issues throughout the Community. With the assistance of federal funding from the Environmental Protection Agency (EPA), the AQP has worked to develop a comprehensive air quality program that consists of the following components:

1. Ambient air quality monitoring at five (5) monitoring stations.
2. Emission inventories.
3. Education and outreach.
4. Regulatory development.
5. Participation in regional and national initiatives.

The AQP addresses challenging air quality issues such as the non-attainment designation under the National Ambient Air Quality Standards (NAAQS) for particulate matter and ozone. Additionally, the AQP uses five (5) ambient air monitoring sites to assess various sources of air pollution impacting the Community. The AQP collects extensive air quality data at the monitoring sites and shares a sub-set of the data (the air toxics data) in a multi-agency collaboration in the greater Phoenix metropolitan area, the Joint Air Toxics Assessment Project (JATAP). By participating in the JATAP, the SRPMIC recognizes that air pollution is not contained by geographical boundaries and the Community's welfare is dependent on understanding the air pollution concerns throughout the Phoenix metropolitan area.



The AQP has begun to develop a regulatory component whereby the Community can establish jurisdictional authority and enforcement for sources of air pollution within the exterior boundaries of the reservation.

### Ambient Air Quality Monitoring

The AQP manages five (5) fully functional monitoring sites within the Community that measure concentrations of particulate matter (PM), ozone, air toxics, and associated meteorological conditions which enable the calculation of atmospheric stability and wind profiles for the prediction of air pollutant behavior through the use of computer modeling.

There are four (4) main objectives for the Ambient Air Quality Stations:

1. Determine the highest air pollutant concentrations in the Community.
2. Determine representative pollutant concentrations in areas of high population density.
3. Determine the impact from significant sources or source categories (such as automobiles) on ambient pollution levels.
4. Determine general background pollution concentration levels.

### Joint Air Toxics Assessment Project



In addition to monitoring ambient air quality, the AQP participates in the Joint Air Toxics Assessment Project (JATAP) which fulfills regional and national initiatives to monitor the air toxics. The JATAP of the greater Phoenix metropolitan area is an effort that has been jointly planned by the EPA Region 9, EPA-Office of Air Quality Planning and Standards (OAQPS), the Arizona Department of Environmental Quality (ADEQ), the Maricopa County Environmental Services Division (MCESD), the Pinal County Air Quality Control District (PCAQCD), the Inter Tribal Council of Arizona (ITCA), the Gila River Indian Community (GRIC), the Salt River Pima-Maricopa Indian Community (SRPMIC), the Fort McDowell Yavapai Nation (FMYN), and the Institute for Tribal Environmental Professionals (ITEP).

For JATAP, the SRPMIC AQP participates in extensive sampling for twenty (20) species of volatile organic compounds (VOCs). There are four (4) main objectives for the JATAP Station:

1. Determine the presence and concentrations of air toxics within the Community's airshed.
2. Provide further information on the diurnal variation in air pollutant concentrations and to gain better knowledge of the selected element concentration levels in the local environment.
3. Provide additional insight on the east-west transport of air toxics throughout the greater Phoenix metropolitan area.
4. Determine which air toxics are of most concern to the Phoenix area and tribal communities.

### Additional Air Toxics Assessments

In addition to the on-going ambient air quality monitoring and the JATAP VOC sampling, the AQP has participated in two lengthy monitoring events at the Senior Center site. These two events occurred over the two year period of 2005 – 2006. The findings from the 2006 speciation collection showed that air pollutants associated with land sources and soil content, such as sulfur, aluminum, calcium, silicon and iron are the prevalent pollutants in the fall. This corresponds to the increase in agricultural activity and dust storms.

## Data Management

Data is validated on the AQP Data Network System and then submitted to the EPA Air Quality System (AQS) database each quarter. AQS is EPA's repository of the ambient air quality data. All air quality programs that are funded by the EPA are required to report the data each quarter to EPA AQS. The parameters reported include the criteria pollutants along with precision and accuracy data. Data certification of annual data from the AQP in the AQS Database is reported to EPA Region 9 each year.



The AQP participates in posting air quality monitoring results on the AIRNow.gov website, which is a cross-agency U.S. Government website. The EPA, National Oceanic and Atmospheric Administration (NOAA), National Park Services (NPS), tribal, state, and local agencies developed the AIRNow.gov website to provide the public with easy access to national air quality information. The website offers daily Air Quality Index (AQI) forecasts as well as real-time AQI conditions.

The AQP has also provided air quality data in the past to the Tribal Environmental Exchange Network (TRES). TRES is a web-based, automated system for collecting, validating, and reporting air quality data from several participating Tribes.

## Air Quality Program's Next Steps

The AQP is working on developing a Community-specific website for public access that will provide the Community with real time measurements, forecasts, real time visibility photography, and most importantly, health alerts such as High Pollution Advisory System.

The AQP is also actively working on an Eligibility Determination and has begun to develop a regulatory component whereby the Community can establish jurisdictional and enforcement authority for sources of air pollution within the exterior boundaries of the Community.

## Land Use Compliance Program

The Land Use Compliance (LUC) Program is distinctly different from the other EPNR programs in that it currently has an enforcement and compliance program in place. Many of EPNR programs (Air Quality, Water Quality, and Range Management for example) are in the monitoring and capacity-building process and are not staffed for enforcement and compliance yet. LUC proactively protects the Community's natural and archaeological resources by performing critical environmental and archaeological inspections prior to development projects.

By following guidance set by many federal laws and adhering to the SRPMIC Antiquities Ordinance (SRO-102-86), the LUC Program ensures that Community development is conducted responsibly and that natural and archaeological resources are protected. Any land use activity that requires ground-disturbance of any kind (such as residential, commercial, right-of-way, restoration, or industrial construction and/or development) must be reviewed prior to lease approval, construction activity, or development to ensure that there will be no adverse effect to the natural environment, endangered species, or important archaeological sites.



LUC works closely with several SRPMIC entities, such as Engineering and Construction Services, Membership and Real Property Management, Economic Development Division, and the Cultural Preservation Program of the Cultural Resources Department, in order to assist in many Community developmental projects. LUC must collaborate with external agencies as well, such as the Bureau of Indian Affairs and the Arizona State Historic Preservation Office.

Since its creation, the Land Use Compliance Program has two sections, each enforcing its own set of federal and SRPMIC laws and guidance. These two sections, when combined, provide a two-tiered level of protection for the Community:

1. National Environmental Policy Act (NEPA) Compliance
2. Archaeological Protection

### National Environmental Policy Act (NEPA) Compliance

The LUC Program uses the National Environmental Policy Act (NEPA) process to integrate environmental values into the decision making processes by considering the environmental impacts of the proposed land use activities, as well



as alternatives to those activities. LUC also upholds the Endangered Species Act (ESA) when considering environmental impacts. Using guidance set forth by these acts ensures ground-disturbing activities do not adversely impact the Community's natural resources. The NEPA process consists of an investigation of the proposed activity/project followed by an evaluation of the environmental effects of the proposed activity. There are three levels of analysis depending on whether or not an activity could significantly affect the environment. These three levels include:

- ◆ Categorical Exclusion (CE) determination
- ◆ Preparation of an Environmental Assessment/Finding of No Significant Impact (EA/FONSI)
- ◆ Preparation of an Environmental Impact Statement (EIS)

## Archaeological Protection

The second area of protection that the LUC Program provides is for the Community's precious and unique archaeological resources. LUC provides compliance assistance for the Archaeological Resources Protection Act (ARPA) and the National Historic Preservation Act (NHPA) related to the protection of archaeological sites and artifacts and enforces the Salt River Antiquities Ordinance (SRO-102-86) which states, "It is the policy of the Salt River Pima-Maricopa Indian Community that sites within the external boundaries of the community reflecting historic or prehistoric evidence of human activity shall be preserved so that members of this community and others may gain greater knowledge concerning the historic and prehistoric habitation of this community."

## LUC Activities



There are many steps a proposed ground-disturbing activity undergoes in order to obtain Clearance Status. LUC communicates closely with ECS, MRPM, and EDD throughout each of these steps. LUC relies on the assistance and coordination from CPP on many archaeological activities associated with providing cultural and archaeological clearance. Once a proposed project proves there will be no adverse effect to the natural environment, endangered species, or important archaeological sites, it receives Clearance Status and activity can begin.

In addition to carrying out the tasks associated with clearing a proposed project, the LUC Program is involved in many other activities that support the Community's preservation efforts of both the environment and culturally important areas. These are some examples of the activities the LUC perform:

1. Provides assistance (both physical surveys and documentation preparation) with professional review of proposed home sites, rights-of-way, commercial



- development, and other ground-disturbing construction within the exterior boundaries of the Community.
2. Maintains an extensive data base and record system in fulfillment of NEPA compliance and all other archaeological preservation requirements.
  3. Conducts environmental and cultural resource surveys prior to lease approval to ensure the protection of the Community's natural and cultural resources.
  4. Coordinates with the Solid Waste and Hazardous Waste Programs and provides environmental review and inspections of proposed structures for demolition and illegal dump sites for clean-up.
  5. Assists MRPM and the SRPMIC Housing Division to ensure lease and deed records are up-to-date and appropriate changes are recorded.
  6. Assists the CPP and CRD with identification of archaeologically sensitive areas outside of the Community.
  7. Assists CPP with the Native American Graves Protection and Repatriation Act (NAGPRA) Program.
  8. Interprets archaeological reports submitted to various SRPMIC departments by outside agencies.
  9. Provides electronic mapping of the Community including current and historic conditions in order to improve historic preservation planning.
  10. Provide archaeological impact review of Special Projects, such as Brownfield clean-up and restoration projects.

## Land Use Compliance Program's Next Steps

There are four (4) main areas that LUC intends to work on in the future in order to improve program efficiency and increase archaeological preservation activities.

1. Implement the use of new technology and resources, including the Electronic Document Management System (EDMS), to improve tracking and management of LUC activities.
2. Continue to improve and streamline the communication and administrative steps between ECS, LUC, and CPP in order to make the clearance process more efficient for all entities involved.
3. Work to streamline and expand the existing clearance process to include more extensive review from other EPNR programs, where applicable. An example might be having the Water Quality Program review a plan for water conservation opportunities or streamline the stormwater requirements under the compliance section.
4. Develop a Cultural Resource Management Plan (CRMP) that contains proactive components, such as evaluating and identifying archaeologically significant areas that require protection and preservation, and reactive components, such as procedures to minimize damage to the cultural resources.

## Range Management Program

Wild, free-roaming horses are living symbols of the historic and cultural spirit of the Community. The wild horses not only contribute to the diversity of life in the rangelands, but also enrich the lives of the Community Members. After mounting concern about the state of herds, well-being of the horses, and the capture and selling of animals, the Range Management Program (RMP) was created in 1995 as a response to the passing of SRO-187-95, which placed all of the wild horses and burros within the Community boundaries under protection from sale and slaughter. The Community wild horse population is flourishing due in part to the efforts of the RMP and the impacts of SRO-187-95.

The Range Management Program recognizes all components of the rangeland to be valuable and in need of protection, management, and improvement when necessary. These components include the following:

- ◆ Fish and wildlife, as well as their habitat
- ◆ Livestock
- ◆ Riparian areas
- ◆ Vegetation
- ◆ Cultural and recreational areas

## Wild Horse Management

In accordance with SRO-187-95, the RMP manages and protects the SRPMIC wild horses and burros. The ordinance also addresses the overpopulation of the animals and required management to reduce and stabilize the herd. Through the ordinance, the RMP has authority to conduct regular roundups of the horses in order to provide veterinary care, adoption activities, donations to other tribes, and other management practices.

In 1995 when RMP was created, an inventory showed that there were 58 horses in the original herd. Since that time, herd protection and enforcement of SRO-187-95 has resulted in drastic population growth. It was estimated that in 2007, the population was just over 300. In a desert environment, one horse requires about 180 acres to live on. Based on this stocking rate, 300 horses would require 54,000 acres, which is slightly larger than the entire Community. There is currently an overpopulation of horses that require control for not only the health of the horses, but also for protection of the rangeland ecosystems. EPNR has set a goal to reduce the wild horse population by at least 25% in 2008.

The four main management practices for the wild horse herds include:

1. Breeding Management (Sterilization and Contraception)
2. Horse Adoption Programs
3. Horse Donations to Other Tribes
4. Introduction of New Breeding Lines

The RMP has adopted an approach of total range management for the protection and preservation of the Community's natural resources. In addition to management of the wild horse population, RMP has already begun taking steps towards total range management by participating in the following two, well-established projects:

1. Management of the Community's bison herd in Clarkdale, Arizona.
2. Coordination with the Arizona Game & Fish Bald Eagle Nestwatch Program.



## Bison Herd Management

The Community received the original bison herd in 1995 from the Crow Nation of Montana. The original herd of five (5) animals has grown substantially over the years, such that the Community and other Tribes are able to use the bison for feasts and certain ceremonial purposes when available. The bison herd resides on Community-owned land in Clarkdale, Arizona (Yavapai County). The RMP has developed a management plan for the bison and is awaiting input and approval from Community Council on the future of the herd. The herd has become a unique natural resource for the Community and is a valuable asset, which could provide cultural, economic, and recreational benefits to the Community.

## Arizona Bald Eagle Nestwatch Program



The Arizona Bald Eagle Nestwatch Program (Nestwatch) began as a weekend volunteer effort by the U.S. Forest Service and Maricopa Audubon Society in 1978, at a time when the eagles were experiencing a population decline with an uncertain future. The Nestwatch program, now run by the Arizona Game and Fish Department, monitors breeding bald eagles in areas with high recreational pressures such as the nesting areas within the Community. SRPMIC's cooperation with and collaboration on the Nestwatch program has resulted in over twenty (20) years of eagle data, education and conservation, and is a successful intergovernmental project.

The RMP has developed two documents, pending approval, for other management activities:

1. Wood Harvesting Permit System
2. Proposed Native Plant Ordinance

In addition to these, the RMP has many programmatic gaps that need management plans and personnel to ensure that the Community's natural resources are protected and preserved for future generations. The following list contains some additional management activities the Community needs to pursue under the Range Management Program in order to maintain and protect the many natural resources under its jurisdiction:

1. Cattle grazing monitoring and control
2. Hunting and fishing permitting
3. Invasive species monitoring and control
4. Wetland delineation and monitoring
5. Species surveys
6. Habitat and ecosystem restoration
7. Recreational vehicular traffic controlling
8. Planning for future development of the open rangelands

## Range Management Program's Next Steps

As one of the newer programs within EPNR, the Range Management Program includes many potential and needed natural resource protection activities. Like the Community, EPNR is developing at a rapid pace and does, at times, face challenges trying to keep up with development. It is crucial to the protection of the Community and its natural resources that the Range Management Program increases its monitoring to all plants and animals within the rangeland, just as it did for the wild horses in 1995. The wild horse population is an inspiring example of what the Community can do; growing from a herd of 58 to over 300 in twelve years under the management, protection, and preservation of the RMP and SRPD Rangers. Now that the RMP has established its ability to protect the horses, it can focus on finding the proper balance between the population and the ability of the land to support them.

If the RMP applies lessons learned and performed similar activities for other plant and animal species throughout the Community, the results in another twelve years could be unprecedented. The RMP needs to establish accurate current plant and animal counts as well as current environmental conditions. That information is necessary to determine how the land can sustainably support the wildlife present, what management activities RMP needs to implement, and when more drastic means of protection or preservation may be necessary.

The RMP will need substantial increases in resources to perform these surveys and develop the monitoring and permitting systems. There are several federal funds available for developing these activities that EPNR's RMP should pursue. The Community needs these activities and skills in-house to ensure the preservation of the rangelands and their natural resources for future generations.

## Water Quality Program

The Water Quality Program (WQP), created in 1997, focuses on monitoring, assessing, and reporting on the quality of surface and ground water in the Community. The Program is responsible for developing standards for the protection of these water sources. Because water quality monitoring is critical to the health and welfare of Community residents, the WQP has developed a comprehensive program that addresses water quality issues throughout the Community. Over the past ten years, with the assistance of federal funding from the EPA, the WQP has established a holistic monitoring plan of the Community's water that includes:

1. The Salt River
2. The Verde River
3. Irrigation tail waters (non-point sources (NPS))
4. A NPS treatment wetland (the Cottonwood Wetland)
5. Groundwater

Using direction set forth by the Clean Water Act and SRO-180-95, the WQP has established water quality guidelines, from management plans to Standards, and has laid the foundation towards achieving Treatment-as-a-State (TAS) status. The WQP enforces these guidelines for surface water, point source pollution control, non-point source pollution control, sole source aquifer designation, and wellhead protection. The WQP continues to expand the monitoring program and develop enforcement plans and strategies in preparation for when TAS status is designated, at which time the Community will have program authority to administer and enforce the water quality standards, a role currently filled by the EPA.

## Salt & Verde Rivers

The Community's surface waters are comprised of the portions of flowing, but regulated, Salt and Verde Rivers upstream of the Granite Reef Dam and the dry, altered Salt River downstream of the dam. The majority of the Community's federal funding has been applied towards the development of the surface water program for the prevention, reduction, and elimination of pollution to these water resources, as well as drafting the Surface Water Quality Standards for these rivers and other surface water resources.



There are three sampling locations along the river system where monitoring has occurred regularly since 2003. Current and future monitoring is planned for annual winter and summer monitoring at a minimum per the Quality Assurance Project Plan (QAPP). Additional monitoring activities are planned for 2008 to investigate possible bacterial contamination due to human recreational activities and/or cattle grazing, especially during the summer months. These may be coordinated with the Environmental Health Program (EHP) in Health and Human Services Department (HHS) or with EPNR's Range Management Program.

## Cottonwood Wetland

The Cottonwood Wetland is located in the southwestern corner of the SRPMIC at an agricultural tail water outfall to the Salt River. In 2003, Clean Water Act Non-Point Source (NPS) Section 319 funds were used to construct a wetland to provide water quality treatment to the agricultural tail water. This project is the first NPS 319 on-the-ground project for the SRPMIC and has been a successful pilot project, so much so, that the Community was awarded funds in 2006 for a second on-the-ground NPS 319 project to be completed in the spring of 2008 in the Lehi District.

The Cottonwood Wetland is monitored monthly for water quality and remains an opportunity for environmental education and outreach, as well as an opportunity for hands-on research and learning for Community members, children, and school classes. In addition to the environmental aspect, the Cottonwood Wetland also continues to be a platform for cultural preservation and education. This wetland is a 319(h) success story for EPA Region 9, and documents and experiences from this project continue to be a resource for other tribes wishing to implement wetlands on their lands.

## Groundwater Program



Since the groundwater is the primary drinking water supply, the WQP has proactively developed a groundwater monitoring program to ensure the health and safety of the Community. The Clean Water Act (CWA) does not require water quality standards for groundwater; however the Community can use its own authority to set targets for groundwater. The WQP has developed a Procedures Manual for Sampling Groundwater (2000), drafted Aquifer Water Quality Standards, and focuses on the assessment of groundwater well data. Along with data obtained from ECS (Water Resources), the WQP has compiled, developed and continues to maintain a Groundwater Quality Database that is a master repository for all this groundwater data.

In addition, the WQP has developed Draft Soil Remediation Standards and has developed a similar database, a Soil Contamination Database, to compile soil contamination data as a means of providing an additional level of protection to the Community's precious groundwater.

## Stormwater Program

The Stormwater Program is currently responsible for building program capacity to ensure compliance with CWA Section 402, National Pollutant Discharge Elimination System (NPDES), which establishes a framework for regulating municipal, industrial, and construction stormwater discharges. Similar to the Floodplain and Drainage Ordinance (SRO-185-95), as a first step in program-building, the WQP has drafted a Stormwater Ordinance. Pending approval and adoption of the drafted Stormwater Ordinance, the WQP will be responsible for the implementation and management of stormwater discharges associated with development, construction, excavation, industrial, and mining sites, including improved and unimproved real estate. This task will require designated inspectors. The program will also have authority under tribal law to enforce compliance.

## Riparian Restoration

The Water Quality Program has, out of consequence to water quality improvements, included restoration activities of the Community's riparian areas and habitats in its Program activities. The WQP considers healthy riparian and river systems, along with the wildlife habitat they provide, to contribute to improved water quality in such systems. This is also a recognized objective of the U.S. Environmental Protection Agency.

The WQP has initiated the practice of removing salt cedar trees and replacing them with native vegetation (cottonwood, goodings willow, coyote willow and wetland plants such as rushes and reeds) in order to improve water quality. The WQP received federal grant monies in 2006 for a salt cedar removal pilot project along the Verde River. The lengthy regulatory process, which requires environmental-impact assessments and permit applications, have delayed the project significantly.

The WQP developed a Native Plant Nursery Feasibility Study with a major focus on growing riparian vegetation. The WQP completed this study under the NPS 319 program, as riparian plants would enhance many of the Community's NPS outfalls to the Salt River. This study investigated available resources, such as Community property, water, and native plant expertise. It also provided some guidance on nursery start-up needs, possible funding sources, as well as contacts at other Tribes that have successfully begun such enterprises. Such a nursery could supply much of the vegetation needed for the Va Shly'ay Akimel Ecosystem Restoration Project.



## Water Quality Program's Next Steps



As part of the CWA NPS Section 319 funding requirements, grants recipients must have a watershed based plan in place by 2008. In anticipation of this requirement, the WQP has been actively developing a NPS Management Watershed Plan since October 2006. In June 2007, the first stakeholders meeting took place. Community President Enos and Vice-President Harvier were in attendance, as well as participants from Engineering and Construction Services, Health and Human Services, Public Works, Community Development Department, EPNR WQP and Range Management. External participants from Salt River Materials Group and leased farms attended the event. Through this collaborative meeting, many watershed issues were discussed and several were determined to be programmatic needs. As an outcome of the stakeholders meeting, the WQP will be pursuing several collaborative opportunities to fill the following gaps:

- ◆ Septic System Task Force and Management Plan
- ◆ Watershed Mapping
- ◆ Complete Target Well Closure Plan and Protocols
- ◆ Inventory Irrigation Canal Systems
- ◆ Data Manager

In addition to tackling programmatic gaps and needs, the WQP will be focusing its future efforts on increasing their work force to include data management, field inspectors, data analyst, and compliance and enforcement capacity. In support of this additional effort, the WQP will be developing the required protocols for each of these new facets, from personnel training and record keeping to enforcement procedures and protocol.

## Special Projects

EPNR manages several projects that are funded through unique opportunities and span a specific timeframe. These projects are referred to internally as Special Projects. Special Projects require extensive coordination within EPNR, CDD, and other departments, as well as the coordination and partnering with external agencies.



In addition to the numerous relationships EPNR develops for each of the Special Projects, EPNR maintains Community outreach and interaction as one of its top priorities. These Special Projects are pursued solely for the well-being of the Community and its environment. Thus, EPNR continues to engage the Community with public review and meetings. The Community's concerns and input are thoughtfully considered and addressed in every process. The results from the Special Projects include restored land, strengthened relationships, and future opportunities.

Here are three (3) examples of the EPNR's Special Projects:

1. Brownfields Assessment and Cleanup – of which the Community has two (2).
2. The Va Shly'ay Akimal Ecosystem Restoration Project
3. National Environmental Information Exchange Network Program

## Brownfields Assessment & Cleanup

Brownfield sites are real property where the reuse, expansion, or redevelopment may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. In 1995, EPA officially created their Brownfields Program with its foundation built on providing grants for assessment and clean-up. The objectives of the brownfield assessment and cleanup cooperative agreements are to provide funding:

1. To inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites.
2. To capitalize a revolving loan fund and provide sub-grants to carry out cleanup activities at brownfield sites.
3. To carry out cleanup activities at brownfield sites owned by the grant recipient.

The Community has had the unique opportunity to tap into three federal funding programs to address the Community's two (2) brownfield sites, the closed Cypress Landfill and the Feedlot Site.

#### Cypress Landfill

The Cypress Landfill, located north of the Salt River, just south of the Cypress Golf Course, was approximately 200 acres with close to 120 acres (60%) of environmentally impaired land. The Community was awarded CERCLA 104(k) funds to assess and clean-up the landfill. The clean-up effort began in 2003 and was completed in 2005. The clean-up of the Cypress Landfill resulted in the following outcomes/benefits:

1. 2,200 old tires were removed and properly disposed.
2. 7.75 tons of metals were removed and recycled.
3. 580 tons of waste was removed and properly disposed.
4. An underground fire was extinguished.
5. The landfill was capped with clean soil and is now suitable for redevelopment.
6. This clean-up project contributed to the Community receiving the 2005 EPA Award for Environmental Excellence.
7. The successful and timely completion of this project resulted in a positive performance evaluation for the Community and contributed to the second award of federal funding for the assessment and clean-up of the Former Feedlot Project.

#### Feedlot Site

The Feedlot Site is approximately 160 acres formerly operated by Texzona Cattle Feeders from 1963 to 1990. At peak capacity, the feedlot held up to 60,000 head of cattle in more than 200 fenced lots. It was estimated to have generated and accumulated 129,000 cubic yards of cow manure bio-waste. The feedlot closed in 1990 and most of the facility was dismantled in 1991. In 2006, the Community was awarded grant funds through the EPA Brownfields Program to assess, characterize, and clean-up and remediate the site. Project effort began in 2007 and is planned for completion in 2009. Upon completion of the Feedlot clean-up, the following long-term benefits are anticipated:

1. Reduced health risks for the Community.
2. Improved and protected groundwater quality.
3. Rectified environmental justice issues.
4. Created green-space.
5. Increased revenue to the Community from lease arrangements.
6. Created spill-over economic effects of improved quality of life and increased commercial opportunities.

## Va Shly'ay Akimel Ecosystem Restoration Project



The Va Shly'ay Akimel Ecosystem Restoration Project is a collaborative ecosystem restoration project along the Salt River between the SRPMIC, the U.S. Army Corps of Engineers (USACE), and the City of Mesa. The project includes restoring wetland and riparian habitat along approximately 14 river miles; from the Granite Reef Dam to the 101/202 interchange. The Project is approximately two (2) miles wide and consists of approximately 17,435 acres. The restoration project will address environmental degradation, areas of possible flooding, and related land and water resource issues. The Project is currently in the Design Phase and is expecting completion in 2009. EPNR anticipates significant Community involvement throughout the design process. This is the first USACE ecosystem restoration project undertaken with a sovereign Indian community.

## National Environmental Information Exchange Network



The U.S. EPA and states, tribes, and territories are working together to develop a National Environmental Information Exchange Network (NEIEN). This Exchange Network is an Internet- and standards-based, secure information network that facilitates the electronic reporting, sharing, integration, analysis, and use of environmental data from many different sources. The Exchange Network not only allows partners to submit the required data to EPA and gather data to make informed decisions, but it also reduces partner costs, time, and effort, while overcoming delay's in data transmission. This system ultimately allows real-time data exchange and consequently rapid response and action if any possible human health or environmental concerns are present.

2003 marked the first year of the Exchange Network active data exchange. Since that time, the Exchange Network has grown to its current size of 55 interacting partners, including six (6) tribes. In keeping with the SRPMIC's environmental achievements, it was the fourth tribe to exchange data through the Exchange Network.

EPNR's participation in the NEIEN Project will assist EPNR's media specific programs to organize, store, and transmit environmental data as needed. EPNR will utilize the system for data collected from air quality, water quality, solid waste inventories, underground and above-ground storage tank inventories, pesticide use and inventory, as well as other environmental information.

## Community Outreach

EPNR knows that Community participation is essential to the success of environmental protection, and is doing its best to promote educational opportunities to the Community and encourage awareness and participation.

There are two main goals of EPNR's Community outreach. The first is to make the Community aware of the intent of each program within EPNR and why it is important to the entire Community and to each individual. The second goal is to determine the Community's values and needs, and if such needs are not met, EPNR can develop the programs to meet them.

EPNR's target audience is the entire Salt River Pima-Maricopa Indian Community, with an approximate population of almost 9,000 members. EPNR receives input from all levels of Community; including every department and component of the tribal government to individual Community Members. EPNR incorporates all this Community input into the development of environmental programs that are beneficial to the environment, the Community and indirectly to the neighboring communities that benefit from the protection of the environment and natural resources. These programs are further designed to address and incorporate regulatory compliance.

EPNR is energetic in its positions as environmental stewards. EPNR utilizes the following opportunities to educate the Community at all levels about the environment, and how protecting the environment and their health go hand in hand:



- ◆ Articles in the Au-Authum Action News
- ◆ Distribution of an Annual EPNR Calendar
- ◆ Annual Earth Week Celebrations and Activities
- ◆ The Cottonwood Wetland
- ◆ Additional Mailings
- ◆ Participates in School Science Fairs
- ◆ Participates in Community Career Fairs
- ◆ Hosts Poster Contests
- ◆ Participates in Multiple Levels of Meeting, from Public to Council Meetings
- ◆ Developed Watershed Protection Booklet
- ◆ Juvenile Inmate Horsemanship Program

Although the Community and EPA fund EPNR and its programs, outreach funds are rarely a specific budget or line item. Most outreach that EPNR conducts is above and beyond the programmatic tasks necessary to protect the Community's natural and

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historic resources. This is typical of the EPNR's ability to perform multiple tasks and create a reliable team to achieve their goals.

The main result of EPNR's efforts is an overall increase in the Community's awareness on the importance of environmental protection. The number of participants in the annual Community-wide clean-up has increased each year and continues to exceed expectations. The number of visitors requesting a tour of the wetland is on the rise. EPNR continues to have a higher level of presence in the Community. Not only is there increased participants associated with Earth Week, but there has been increased yearly attendance in the Earth Week Celebrations and other EPNR events held throughout the year. EPNR's efforts have inspired teacher-initiated projects in the schools throughout the year, such as decorating recycled 55-gallon drums and turning them into garbage cans.

In addition to the improved Community environmental awareness, EPNR has a direct effect on the Community Council. The Council is aware of the benefits and the subsequent effects a healthy environment has on the Community. There are numerous benefits of health, welfare, water quality, and air quality occurring as a result of EPNR's efforts. The greatest benefit is that attitudes and behaviors are changing on every level, from farmers becoming more aware of their NPS impacts and taking steps to minimize them to Council's approval of funds for environmental programs and projects. EPNR knows that changing behavior takes a long time and EPNR is committed to addressing the challenges that lie ahead.

The Salt River Pima-Maricopa Indian Community's Environmental Protection & Natural Resources Division is committed to doing the best job possible for the Community Members, land, water, air, plants, animals, and ecosystems. By acting as environmental stewards and through its extensive outreach programs, EPNR is not only protecting the environment but improving the health of the Community, while subsequently benefiting everyone in the Phoenix valley. EPNR strives to work openly with anyone, to ensure no person or component within the Community is left out.

## Strategic Plan

Even though the SRPMIC environmental program began in the late 1980s and early 1990s, it wasn't until the late 1990s that the individual programs and internal structure were developed. Since that structuring, EPNR has made significant strides to developing environmental programs dedicated to protecting, preserving, and restoring the Community's natural resources and archeological heritage.

EPNR has proactively planned for the protection of the Community's environment and natural resources. As the Community continues to develop and grow, EPNR develops and evolves to meet the growing demands. One tool that EPNR uses to map its growth and progress is a Strategic Plan (Plan). The current Plan has been developed for the three year period, 2008 – 2011. It will be reviewed annually, and revised as needed. It outlines the major EPNR goals for that specified timeframe and lists the specific task required to track, report, and monitor the success in achieving those goals.

### What are the Plan Goals?



- Goal 1. Provide timely, high-quality service to Community Members and Departments.
- Goal 2. Promote and encourage awareness and involvement in environmental programs and projects.
- Goal 3. Develop, review, and revise the Community's regulatory framework as it applies to environmental protection and natural and archeological resources.
- Goal 4. Recruit and retain a highly motivated and innovative team of professionals committed to excellence and service.
- Goal 5. Conduct comprehensive and inclusive long-term planning to enhance service to the Community and provide clear direction to EPNR staff.

### How will EPNR achieve its Goals?

Many of steps EPNR intends to take to achieve its goals are inclusive of EPNR as a whole and those are the following:

#### Timely, High-Quality Service

- ◆ Standardized file management, naming, and retention systems for all electronic and paper files.

- ◆ Develop an Internal Communications Plan.
- ◆ Enhance reporting format and procedures.
- ◆ Implement new technologies to improve productivity, including expanding the use of the NEIEN, Electronic Document Management System, Microsoft Project and SharePoint.
- ◆ Enhance Internet and Intranet systems.

#### Promote Environmental Awareness

- ◆ Promote effective reporting, including accomplishments reporting.
- ◆ Establish environmental hotline.
- ◆ Conduct outreach events throughout the year.
- ◆ Develop appropriate outreach material.
- ◆ Develop Frequently Asked Questions (FAQ) sheets for various EPNR programs, projects, and functions.
- ◆ Explore opportunities to create a Community Board or Committee to oversee environmental issues.

#### Regulatory Framework

- ◆ Update and implement the revision of current ordinances and/or develop new regulations.
- ◆ Develop a stronger regulatory framework by identifying gaps in the current regulations.
- ◆ Standardize regulatory procedures for enforcement and compliance.

#### Team of Professionals

- ◆ Develop and expand employee training programs.
- ◆ Create Career Development Plans to include mentoring, position-specific training, and advancement opportunities.
- ◆ Recognize employees and accomplishments.
- ◆ Define and communicate professional standards and expectations.

#### Long-Term Planning

- ◆ Review, revise, and update Strategic Plan annually.
- ◆ Communicate the Strategic Plan.
- ◆ Measure and report progress on goal achievement.

## Program Specific Tasks

In addition to the inclusive EPNR tactical steps, EPNR has discerned specific goals for the individual programs that will improve operational efficiency of some programmatic tasks.



- ◆ Environmental Programs and Policy Development will be developing, reviewing, and revising EPNR's regulatory framework to ensure it can meet the demands for environmental enforcement and compliance.
- ◆ The Air Quality Program will be enhancing its remote technology by developing Community access to real-time data, visibility cameras, current air quality conditions, and other pertinent information.
- ◆ Land Use Compliance will be working to streamline and expand the existing clearance process to include more extensive review from other EPNR programs where applicable.
- ◆ Range Management Program will be developing innovative methods of tracking, managing, and reducing the herd size of the Community's wild horse and bison populations.
- ◆ Water Quality Program will be focusing on achieving Treatment-as-a-State status and increasing its enforcement and compliance capabilities.

## Communication—the Key to Success



EPNR maintains communication at the top of its priorities in order to effectively achieve its goals. There are several key activities that EPNR will pursue in the future to improve communication, both internally and externally. Some activities will enhance both internal and external communication simultaneously.

- ◆ Develop EPNR Website
- ◆ Create Environmental Hotline and Concern Tracking System
- ◆ Develop Opportunities to Inform the Community on Water Quality Conditions
- ◆ Develop Opportunities to Inform the Community on Air Quality Conditions

## Outlook

Within the past few years, the Community has experienced unprecedented development. When considering this growth, combined with the increased drought conditions that have occurred, as well as the predicted climate changes, the SRPMIC will continue to face increasing challenges to protect and preserve the environmental, natural, and cultural resources of the Community. The efforts of EPNR have created a solid foundation and framework for future expansions to address these challenges. EPNR has determined its resource limitations, developed a strategic plan based on those limitations, and will respond with appropriate expansions in the future.

### What are the resource limitations?

#### Number of Personnel

The main resource limitation is the number of personnel. When considering the extensive tasks, effort, and projects that each of the 20-some EPNR personnel are charged with, it is evident that this resource is strained. Many personnel have roles in multiple EPNR programs, such as Land Use Compliance and Range Management Program. This multiple-program effort has been necessary over these ‘departmental-building’ years and the cross-training is encouraged and valuable. But now, as EPNR has matured and each program has extensive obligations to the Community, this multiple-program effort is becoming a strain on the personnel and is no longer feasible. Each program is able to fully utilize its personnel. Additionally, an increase in media-specific expertise is needed in all EPNR programs and will be critical to the continued success of EPNR.

This is an important time for EPNR to increase its internal capacity. In general, when agencies find themselves short-staffed, they merely become project managers that outsource the science and technology work to external parties because it no longer has the time to do such work internally. This can result in a lack of internal expertise and a dependence on external assistance, as well as overall personnel dissatisfaction, as they tend to become less challenged by the project work and more taxed with the mundane administrative details. Additionally, using tribal and grant funds to hire and support internal capacity further sustains the Community’s economy and human resources.

#### Record System

The second resource limitation is the current record system. Each program in EPNR has developed appropriate record-keeping systems that have met each programs goal.

Now, in the advent of mass technological advances and expedient electronic data systems, is the time for EPNR to evaluate and update its record systems into a single repository, which can efficiently and easily provide up-to-date information to EPNR and the Community. This resource limitation was addressed in the Strategic Plan Goal #1. EPNR is actively working towards overhauling its record-keeping system through initiatives such as the NEIEN and the EDMS utilizing both Community and federal funds.

## What are the resource recommendations?

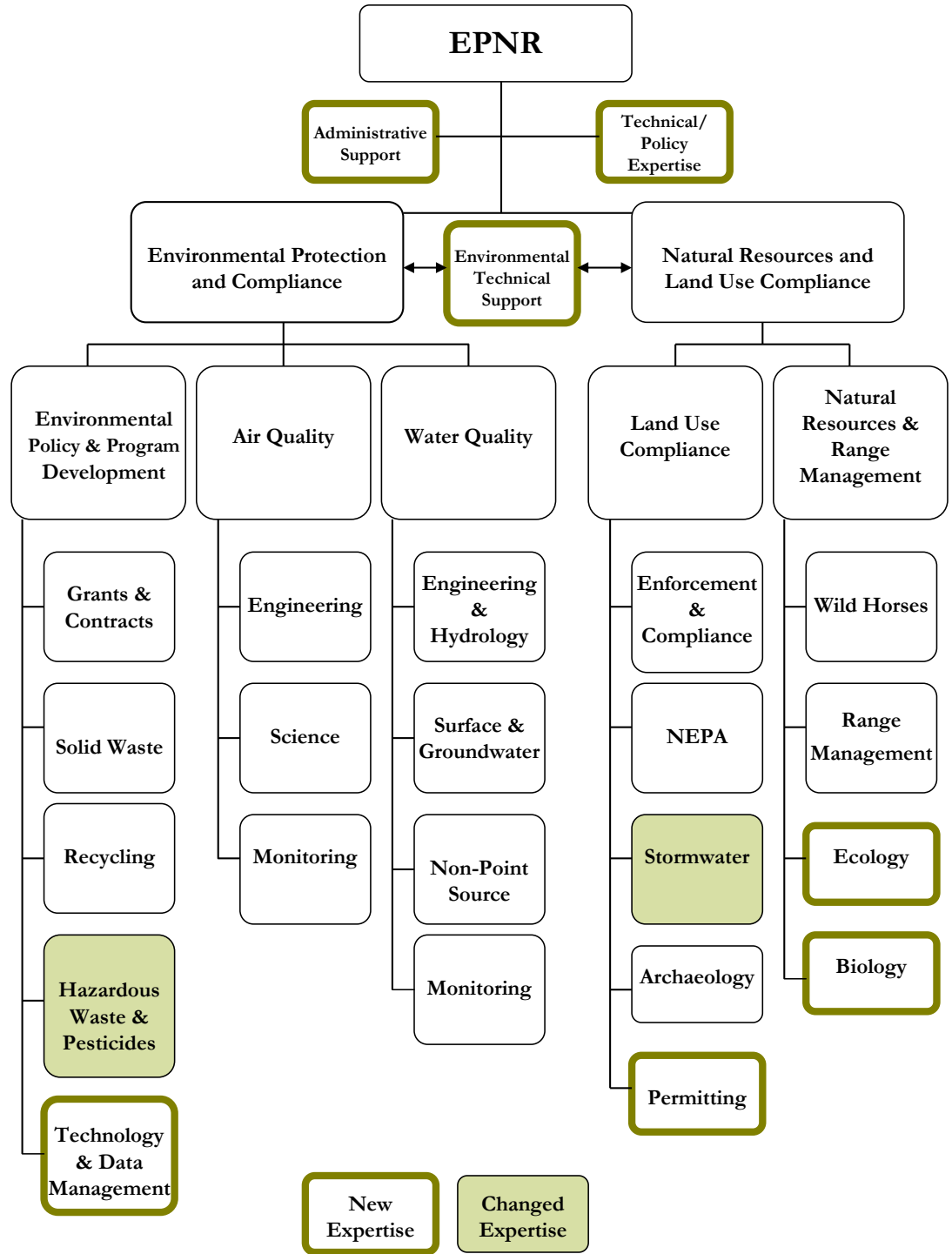
EPNR must address these two resource needs, personnel and record system, prior to being able to adequately enforce compliance of federal laws and the Community's environmental laws and ordinances. The Community is striving for delegated authority over federal programs and treatment-as-a-state status. In order for the Community to be prepared for such responsibilities, EPNR needs full financial and administrative support.

There are four (4) major recommendations that EPNR should consider in the short-term (1 - 4 years) that will improve EPNR efficiency, enforcement capabilities, and preparedness for delegated authority over environmental laws. These recommendations include:

1. Restructuring some of EPNR's internal programs.
2. Expanding EPNR's Range Management Program.
3. Creating key support positions, consisting of Technology and Policy Advisor, Administrative Staff, Technology and Data Manager, and Permitting Specialist.
4. Changing the funding source of two key EPNR positions from EPA grant-funded to Community-funded positions.

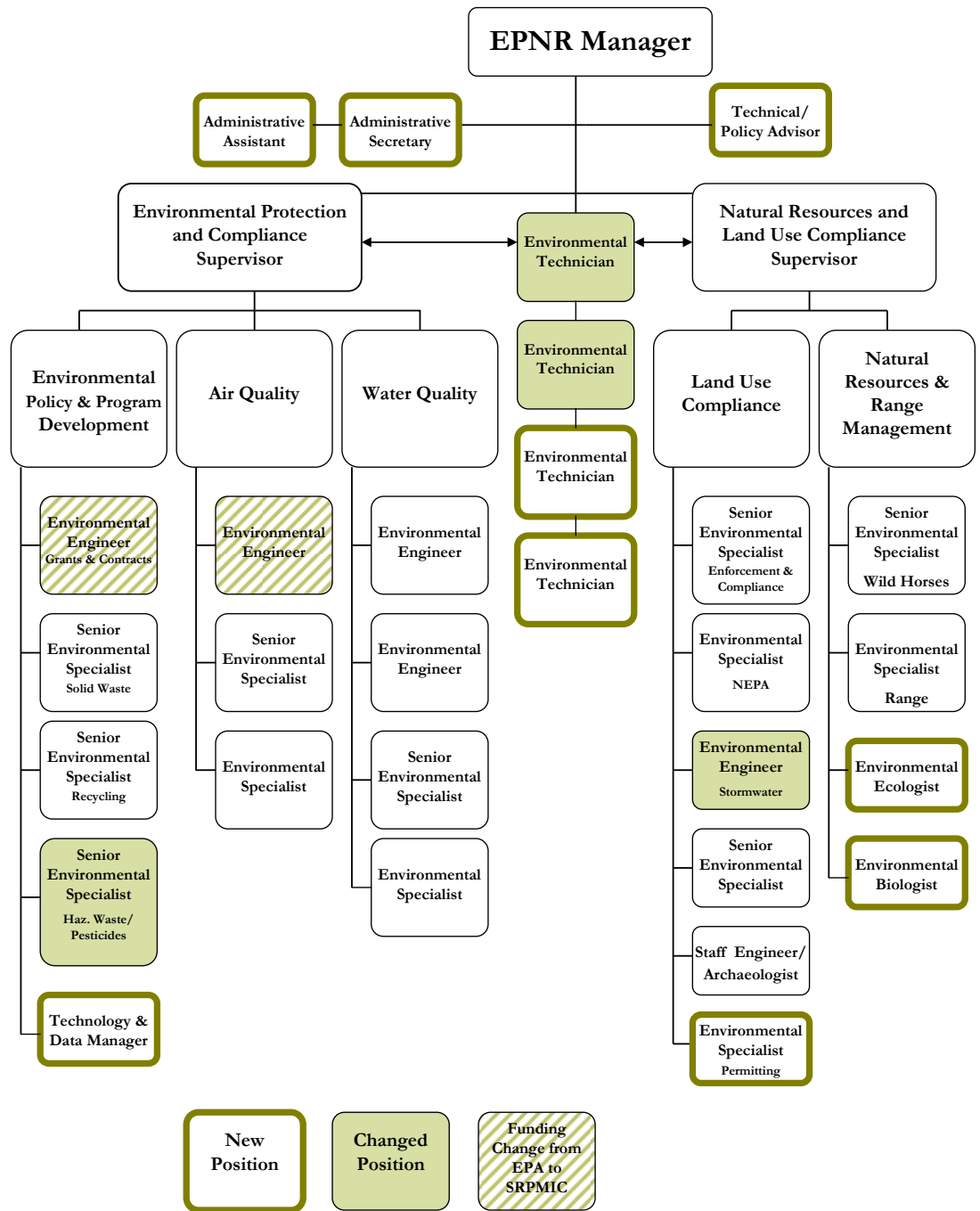
**Figures 10.1 and 10.2**, on the following pages, are departmental and positional organization charts that take the resource recommendations into consideration. These charts are merely examples and are subject to change due to unforeseen circumstances such as funding opportunities or required responses to the Community's needs.

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**FIGURE 10.1** illustrates the recommended EPNR’s departmental organization which includes increased support to enhance the performance of the current programs. The new areas of expertise are outlined in green. The shaded areas are current positions but are recommended to be changed within EPNR’s internal structure.

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**FIGURE 10.2** illustrates the recommended EPNR’s departmental organization which includes position classification and title or area of expertise. The new positions are outlined in green. The shaded expertise are current to EPNR but are recommended to be changed within EPNR’s internal structure. The two patterned positions are recommended to change from EPA funded-positions to Community-funded positions.

## Resource Recommendations

### Restructure Internal Programs

There are four (4) main recommendations regarding restructuring internal programs. They are associated with the “Changed Positions” in **Figure 10.2**, the recommended positional organization chart.

1. **Converting EPPD’s Pesticide Program into a Hazardous Waste Program.** Currently there is a designated Pesticide Program and hazardous wastes fall under the Solid Waste Program. The Pesticide Program carries out inspections for fuel storage tanks in tandem with pesticide inspections. The PP also assists the LUC with environmental assessments of properties. Performing pesticide and hazardous material inspections require similar training, certification, and often similar field inspections. Developing a program that encompasses both areas would improve EPNR’s abilities to protect the health and safety of the Community and its environment.
2. **Transferring the Stormwater Program to the LUC Program.** The Stormwater Program was created through EPA funding because it fell under the Clean Water Act goals to address the reduction and elimination of pollutants due to stormwater runoff. Now, it is a tribally funded program and requires extensive coordination to ensure that construction and development projects are in compliance with proper drainage and flood control measures. Basically, a construction project requires clearance for a Stormwater Pollution Prevention Plan (SWPPP) similar to the environmental and archeological clearances required. By incorporating the Stormwater Program into the LUC Program, the requirements can be streamlined, communication will improve, and EPNR can provide ‘one-stop-shop’ requirement clearances to its applicants.
3. **Increasing the number of Environmental Technicians.** EPNR has two Environmental Technicians; one supports the Air Quality and Water Quality Programs, and the second supports the Range Management Program and Land Use Compliance and often crosses-over to support the Pesticide Program. These technicians mainly provide essential field assistance. Every EPNR program has project sites and duties throughout the Community, which continue to increase over time. Due to the rise in field effort required, EPNR needs to, at the very least, double the number of Environmental Technicians from two (2) to four (4) in the next year. This increase would allow EPNR to develop an Environmental Technician Program.
4. **Developing an Environmental Technician Program.** The Environmental Technician Program (ETP) is a unique environmental mentoring and training program being developed by EPNR. This program is in-line with the Strategic Plan Goal #4 – EPNR is committed to developing and retaining a highly motivated and innovative team of professionals. Since the Environmental

Technician is an entry-level environmental position, EPNR considers the ETP to be an outreach and training component for EPNR personnel.

The ETP would consist of assigning Environmental Technicians to support the Air Quality and Water Quality Programs for a period between six months to a year. A second set of Technicians would be assigned to support the Range Management, Land Use Compliance, and Pesticide Programs for the same time period. At the end of that period, the teams would be rotated or switched to support the other set of programs for the next 6 to 12 months. At the end of one to two years, each technician will have experience in each of EPNR's programs. This would allow the technicians to determine if they would want to pursue advanced positions in one program or go on to pursue media-specific educational opportunities. EPNR would like to fill the positions with Community Members who would benefit from this type of experience and exposure to the numerous environmental programs.

#### Expand Range Management Program

Due to the extensive programmatic gaps in the Range Management Program, it needs to be expanded. There are two (2) recommendations for the RMP.

1. **Changing focus from Wild Horse Management to Natural Resource Management.** The RMP is successfully achieving its intended goals and objectives. But it is time that the Community and EPNR expand its environmental protection to the other plants and wildlife that comprise the rangelands. The Verde River corridor and the open rangelands are precious and unique natural ecosystems. In order to ensure that these areas are sustained, RMP should modify its internal structure so Wild Horse Management is a section of the program and no longer the main focus. Natural Resource Management should include wildlife, restoration, native vegetation, and monitoring and survey. These additional sections would benefit the Community in preserving and protecting the Community's culture, unique wildlife, native vegetation, and recreational opportunities.
2. **Increasing scientific expertise in the Program.** As the Program shifts from Wild Horse Management to Natural Resource and Range Management, a shift in expertise needs to occur as well. Enhancing the Program with staff ecologists and/or biologists will allow EPNR to make more-informed scientific and programmatic decisions.

### Create Support Positions

There are several support positions that, if added to the EPNR Division, would enhance the efficiency of all EPNR programs. These positions would work together and with the EPNR program personnel to insure that all program components are addressed. The following support positions are recommended:

1. **Technical and Policy Advisor** – EPNR is striving for delegated authority over many federal environmental programs. An environmental expert needs to be in place before that can happen. The Advisor must be knowledgeable on all environmental mediums, laws, and regulatory policies in order to assist EPNR on all scientific and regulatory issues.
2. **Administrative Staff** – The EPNR Division is comprised of over 20 positions and continues to increase along with the number of projects and duties. EPNR needs an administrative staff, consisting of an Administrative Assistant and Administrative Secretary, to assist all EPNR staff on administrative effort so EPNR can improve its technical efficiency and continue to provide high-quality services to the Community.
3. **Technology and Data Manager** – This position would assist each EPNR program with monitoring equipment, mapping systems (GIS), data sets, intranet and internet sites, and any electronic peripheral equipment. This position would provide the much needed technological support to EPNR, so that the EPNR program personnel can focus their efforts on the science, policies, and technology of the corresponding program. Computer technology changes and advances so quickly, that a designated manager is able to keep up-to-date on the current technologies ensuring that the EPNR program remains technologically current.

This position would also fill an important gap that currently exists in the timely presentation of data. Currently, due to personnel resource limitations, environmental data may be collected and/or sent out for laboratory analysis, which have lag-times for returning results. That data is then entered into a database and finally made available for interpretation and analysis. This process could take up to two weeks, by which time may be too late if there was an environmental concern at the time of sampling. The Technology and Data Manager would be able to generate reports within a day (during typical circumstances) of receiving data from the field or laboratory, thereby, significantly reducing the response time. This may be a single-person position at the on-set and develop into a multiple person program as it matures.

4. **Permitting Specialist** - In addition to the current Land Use Compliance activities that require appropriate permits, there are several types of activities that the Community may want and need to permit in the future. A permitting system should be developed with a designated specialist in order to efficiently work with the individual EPNR programs and address the numerous types of environmental permits that may be required, such as:



- ◆ **Individual Burn Permits** would limit entities from burning wastes during high air pollution days, improving the Community's air quality.
- ◆ **Hunting and Fishing Permits** would provide the Community a mechanism to manage wildlife in times of need for population control.
- ◆ **Wood Harvesting Permits** would enhance the Community's management of wildfire fuel, sustainable resources, restoration, reforestation, and native vegetation protection.
- ◆ Other required environmental quality permits that protect the Community's health and natural resources such as **Dust Control Permits** and **Stormwater Permits**.

#### Community Funded Positions

There are two (2) fundamental positions in EPNR that are EPA grant funded that the Community should financially support. Those positions are the Grants and Contracts Manager in EPPD and the Environmental Engineer in AQP.

1. **Grants & Contract Manager** – This position is a key position within EPNR and supports every EPNR Program and not just EPPD. If the Community would show its commitment to EPNR by financially supporting this position, it could leverage the grant funds more appropriately in expanding and developing the Pesticide and Hazardous Waste Program.
2. **Air Quality Program Environmental Engineer** – The AQP has been supported by the CAA Section 103 funds which are for program development. The AQP is no longer in the development phase but is ready for active Air Pollution Control activities. In order for the AQP do continue to progress, the Community needs to increase its financial support of AQP personnel. By showing its financial support, the Community can apply for CAA Section 105 funds to become a compliance and enforcement program.

### Where is EPNR going?



EPNR is strategically working towards achieving delegated authority over certain federal programs and treatment-as-a-state status. This is a hefty goal which will take extensive time, coordination, and collaboration to achieve. EPNR can only achieve this with a significant increase in personnel resources. EPNR has made significant strides over the last ten years for the protection and preservation of the land, ecosystems, wildlife, history, and natural resources of the Community. With the proper support and resources, EPNR will continue to provide exemplary service to the Community.