A COMPREHENSIVE GUIDE TO THE INFORMATION FIRST NATIONS NEED TO GATHER, MANAGE AND PROTECT IN THE 21ST CENTURY
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FIRST NATIONS INFORMATION MAP
VITAL STATISTICS RECORDS

DEFINITION

Vital statistics (sometimes referred to as vital rates) are the information maintained by a government, recording the birth and death of individuals within that government’s jurisdiction, as well as changes in identity that occur when people are adopted, get married or change their legal name.

A useful by-product of birth and death registration are official certificates of those events. These certificates serve as prima facie evidence of that event. (wikipedia.org)

PURPOSE

This series contains the information which defines one citizen of the nation. If complete, this information will allow the Nation to identify the citizen, contact the citizen and contact the citizen’s next of kin should the need arise.

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DEATHS

<table>
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<td>1.6.5. Attendant</td>
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</tr>
</tbody>
</table>

NOTE
The tables beneath each of these headings contain the list of fields for each record. These are considered ‘standard’ fields for each record type and can be modified to suit the specific needs of each organization.
CITIZEN (PERSONAL) INFORMATION

DEFINITION

Citizenship is the state of being a citizen of a particular social, political, national, or human resource community. Generally citizenship is seen as the relationship between an individual and a particular nation. In modern times, citizenship policy is divided between jus sanguinis ("right of blood") and jus soli ("right of soil") nations. A jus sanguinis policy grants citizenship based on ancestry or ethnicity. Citizenship can also commonly be obtained through marriage to a person holding the citizenship (jure matrimonii), or through naturalization.

PURPOSE

This series contains the information which defines one citizen of the nation. If complete, this information will allow the Nation to identify the citizen, contact the citizen and contact the citizen’s next of kin should the need arise. Certain elements of this information can be used for statistical purposes such as population distribution and genealogy.

CITIZEN RECORD

Citizen Identity

Personal Identifiers

Citizen Contact

Next of Kin

1. Identity
   1.0.1. Last (family) Name
   1.0.2. First name
   1.0.3. Middle Name(s)
   1.0.4. Birthdate
   1.0.5. Birthplace
   1.0.6. Birth Mother’s Name
   1.0.7. Birth father’s Name
   1.0.8. Birth Certificate Number

1. Personal Identifiers
   1.1.1. Nation Number (Citizen Number)
   1.1.2. Health (PHN)
   1.1.3. Social Insurance Number (Canada)
   1.1.4. Youth Indian Registration Number (up to age 18)
   1.1.5. Adult Indian Registration Number (after age 18)
   1.1.6. Legal Name
   1.1.7. Traditional Name
   1.1.8. Alias(es)

1.8. Contact Information
   1.8.1. Address 1
   1.8.2. Address 2
   1.8.3. City
   1.8.4. Province/State
   1.8.5. Country
   1.8.6. Postal Code
   1.8.7. Phone-Home
   1.8.8. Phone-Work
   1.8.9. E-mail Address

1.1. Next of Kin
   1.1.1. Address 1
   1.1.2. Address 2
   1.1.3. City
   1.1.4. Province/State
   1.1.5. Country
   1.1.6. Postal Code
   1.1.7. Phone-Home
   1.1.8. Phone-Work
   1.1.9. E-mail Address

The tables beneath each of these headings contain the list of fields for each record. These are considered ‘standard’ fields for each record type and can be modified to suit the specific needs of each organization.
HEALTH (PERSONAL) INFORMATION

DEFINITION

Health is the level of functional or metabolic efficiency of a living being. In humans, it is the general condition of a person's mind, body and spirit, usually meaning to be free from illness, injury or pain (as in "good health" or "healthy").

PURPOSE

This series contains information which records the health or disease of a particular person. This information has two purposes. Firstly it provides health care providers with information about the medical, dental, optical and lifestyle history of the person. Secondly, when combined with the same information from a large number of people it provides statistical data that may be used to track community health issues, trends and the effectiveness of therapeutic and preventative health programs.

NOTE

The handling of personal medical and health records is governed in BC by the College of Physicians and Surgeons and by Provincial statute. It is absolutely essential that Personal Health Records be collected, kept and accessed in the strictest of confidence and that the regulations governing their handling are observed to the letter.

Aside from the identification of a suitable data dictionary for personal health records, an appropriate security protocol MUST be devised which will ensure the security of individual's information.

With the advent of a number of large projects to collect and manage personal health information, such as the Government of Canada 'Health InfoWay' Health Records system, individual communities may choose not to maintain their own Health Records system.

It should be noted, however, that the ability to identify trends and to profile the results of community health initiatives may be impaired by lack of access to data.

NOTE

The fields indicated for these records are placeholders only and have not been identified by qualified Health Care Professionals. These data lists should be reviewed by qualified HCPs and modified to suit the needs of both the individual and Public and Community Health administrators to ensure that adequate information is being captured.
EDUCATION & EMPLOYMENT (PERSONAL) INFORMATION

DEFINITION

Education in its broadest, general sense is the means through which the aims and habits of a group of people lives on from one generation to the next. Generally, it occurs through any experience that has a formative effect on the way one thinks, feels, or acts. In its narrow, technical sense, education is the formal process by which society deliberately transmits its accumulated knowledge, skills, customs and values from one generation to another, e.g., instruction in schools.

PURPOSE

This series contains the information which identifies the Education and Employment history for each citizen of the nation. This information has two purposes. Firstly it records information about the educational and employment history of the person. Secondly, when combined with information from a large number of people it provides statistical data that may be used to track education issues, trends and the effectiveness of education and employment programs throughout the community or nation.

The tables beneath each of these headings contain the list of fields for each record. These are considered 'standard' fields for each record type and can be modified to suit the specific needs of each organization.
CULTURAL (PERSONAL) INFORMATION

DEFINITION
Culture [Latin: cultura, lit. “cultivation”][1] is a term that has many different inter-related meanings. However, the word "culture", in the context of First nations, is most commonly used to mean the set of shared attitudes, values, goals, and practices that characterizes an institution, organization, or group.

PURPOSE
This series contain information on the cultural engagement or involvement of one citizen of the nation. By producing statistical reports from this information, the Nation will be able to see the strength or weakness of its citizens in various areas of culture relevant to the Nation’s goals and identity.

The tables beneath each of these headings contain the list of fields for each record. These may be considered 'standard' fields for each record type and can be modified to suit the specific needs of each organization.
**Justice (Personal) Information**

**Definition**

*Justice* is a concept of moral rightness based on ethics, rationality, law, natural law, religion, or equity, along with the punishment of the breach of said ethics; *justice* is the act of being just and/or fair.

**Purpose**

This series contain information on the judicial history of one citizen of the nation. By producing statistical reports from this information, the Nation will be able to see the strength or weakness of its citizens in various areas of justice, crime and family law, thereby enabling social and educational programs which are targeted at specific issues.

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**Justice - Personal**

- **Criminal Records**
  - Charge
  - Date
  - Jurisdiction
  - Conviction
  - Penalty

- **Misdemeanours**
  - Charge
  - Date
  - Jurisdiction
  - Conviction
  - Penalty

- **Family Law**
  - Matter
  - Date
  - Jurisdiction
  - Court Order

- **Civil Lawsuits**
  - Matter
  - Date
  - Jurisdiction
  - Court Order

- **Victim Records**
  - Incident
  - Date
  - Perpetrator (if known)
  - Support Services rendered

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**Note**

The tables beneath each of these headings contain the list of fields for each record. These may be considered 'standard' fields for each record type and can be modified to suit the specific needs of each organization.
Administration, broadly speaking, is engaged in a common set of functions to meet the organization’s goals. These “functions” of administration were described by Henri Fayol as “the 5 elements of administration” (in bold below).

**Planning** - is deciding in advance what to do, how to do it, when to do it, and who should do it. It maps the path from where the organization is to where it wants to be. The planning function involves establishing goals and arranging them in a logical order. Administrators engage in both short-range and long-range planning.

**Organizing** - involves identifying responsibilities to be performed, grouping responsibilities into departments or divisions, and specifying organizational relationships. The purpose is to achieve coordinated effort among all the elements in the organization (Coordinating). Organizing must take into account delegation of authority and responsibility and span of control within supervisory units.

**Staffing** - means filling job positions with the right people at the right time. It involves determining staffing needs, writing job descriptions, recruiting and screening people to fill the positions.

**Directing (Commanding)** - is leading people in a manner that achieves the goals of the organization. This involves proper allocation of resources and providing an effective support system. Directing requires exceptional interpersonal skills and the ability to motivate people.

**Controlling** - is a function that evaluates quality in all areas and detects potential or actual deviations from the organization’s plan. This ensures high-quality performance and satisfactory results while maintaining an orderly and problem-free environment. Controlling includes information management, measurement of performance, and institution of corrective actions.

This group of information contains records of the administrative activities of the Nation with respect to the day-to-day operations which must be carried out to provide government services to the citizens.

Administration records include Policies which define the Nation’s way of going about most activities, short-term and long-term Plans, directive memoranda and evaluations of programs, people and procedures, as well as corrective prescriptions and other documents directed at maintaining and or improving the delivery of service to the citizens.

Administration may be on a wide variety of scales from the small, single community Nation with less than 100 members to the large, multi-community Nations with thousands of citizens. Regardless of size, every self-governing nation will have to deal with the same issues and provide, or arrange for the provision of, a similar set of services to their citizens.

Administration record-keeping is critical to the continuous, efficient operation of the Nation.
OFFICE OF THE ADMINISTRATOR

RESPONSIBILITIES

**Planning**
- Overall Strategic Plan
- Economic Development Plan
- Annual Department Plans
- Information management Plan

**Organization**
- Assign Department Heads
- Re-organize Departments
- Allocate resources

**Evaluation**
- Evaluate Department performance
- Evaluate Program Performance
- Evaluate Plan progress
- Evaluate Information Technology

**Control**
- Direct Policy manual changes
- Adjust activities to suit Plans
- Re-direct resources
- Adjust staffing

**Direction**
- Direct Department Heads
- Direct Program Administrators
- Direct Information Technology

ACTIVITIES

- Overall Strategic Plan
- Economic Development Plan
- Annual Department Plans
- Information management Plan

- Assign Department Heads
- Review Department performance
- Review Program performance
- Review plan progress
- Review IT performance / relevance

- Review Policy manual
- Draft new Policy
- Re-assign resources at need
- Authorize staffing changes

- Meet with Dept Heads to resolve issues
- Review process to ensure effectiveness
- Instruct Dept Heads on changes as required

RECORDS

Records of activity of the Office of the Administrator (Band Manager, CEO, etc.) are, by nature, free form and are not easily formatted into structured data tables. For this reason, a Content Management System will be the most likely container for these records. Much of the information that the Administrator will deal with will be publicly available throughout the organizations (Policy Manuals, Strategic Plans, etc.) but some will be strictly confidential. Appropriate security should be designed and applied to all sensitive content. It should be noted that every effort should be made to ensure that the contents of these records are indexed and searchable to ensure that the accumulated knowledge is accessible to Chief and Council as well as any successive administrators.
Preparation and maintenance of clear, useable Policies and Regulations are extremely helpful in ensuring that the business of the First Nation is carried out in an efficient, manageable way. Policies and regulations help to ensure that Nation activities are safe, effective and compliant with provincial and federal statutes.

Where the task of developing policies and regulations falls to the Administrator, it should be the responsibility of every employee to identify when policy or regulation no longer suits the evolving needs of the Nation and to bring needed changes to the attention of superiors.
**RESPONSIBILITIES**

**Hiring**
- Maintain Job Descriptions
- Manage new hires
- Manage lateral staff movement

**Time and Attendance**
- Track employee time
- Track employee attendance
- Track employee leaves

**Performance Evaluation**
- Review employee performance
- Recommend pay scale changes

**Disciplinary**
- Manage disciplinary incidents
- Recommend disciplinary action
- Ensure policy and regulatory compliance

**Termination**
- Evaluate terminations
- Manage termination procedure
- Ensure regulatory compliance

**Retirement**
- Manage retirements
- Ensure retirement benefits
- Manage knowledge retention and transmission

**ACTIVITIES**

**Update and revise Job Descriptions as required**
- Select candidates and manage interviews
- Manage hiring process and / or staff relocation

**Manage time cards**
- Manage employee leaves / vacations
- Notify department and admin of employee attendance issues

**Manage periodic performance evaluations**
- Manage pay changes resulting from evaluations

**Review disciplinary incidents**
- Issue disciplinary notices
- Maintain disciplinary records

**Review terminations and recommend process**
- Ensure policy and regulatory compliance
- Document terminations for liability protection

**Identify imminent retirements**
- Progression planning to prevent knowledge loss
- Manage retirement benefits for retirees

\* **RECORDS**

**Job Descriptions**
- 1. Job Title
- 2. Duties
- 3. Responsibilities
- 4. Pay Scale
- 5. Employee No.

**Job Postings**
- 1. Job Title
- 2. Qualifications
- 3. Details
- 4. Date Posted
- 5. Closing Date

**Job Applications**
- 1. Applicant
- 2. Qualifications
- 3. Suitability
- 4. Selected (y/n)

**Hiring**
- 1. Job Title
- 2. Name
- 3. Hire Date
- 4. Start Date
- 5. Pay Scale
- 6. Probation
- 7. Tax Forms
- 8. Benefits Forms

**Time Cards**
- 1. Employee No.
- 2. Date
- 3. Hrs. worked
- 4. Time Off
- 5. Approval

**Leaves**
- 1. Employee No.
- 2. Date
- 3. Time missed
- 4. Reason
- 5. Approval

**Performance Eval.**
- 1. Employee No.
- 2. Date
- 3. Strengths
- 3. Weaknesses
- 4. Remedial Plan

**Disciplinary**
- 1. Employee No.
- 2. Date
- 3. Cause
- 4. Notification
- 5. Approval (y/n)

**Recommendation**
- 1. Employee No.
- 2. Date
- 3. Issue
- 4. Recommendation
- 5. Approval

**Termination**
- 1. Employee No.
- 2. Cause
- 3. Rec. Process
- 4. Compliance
- 5. Rec. Term. Date
- 6. Approval

**Retirement**
- 1. Employee No.
- 2. Retire date
- 5. Succession Plan
- 5. Approval

**Retirement Benefits**
- 1. Employee No.
- 2. Retire date
- 4. Benefits
- 5. Notification

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Many First Nations will invest in a Human Resources management software package. Some will implement a unified management system such as Unification™. Others with a small number of staff will maintain a paper-based system of files in a locked file cabinet. All of these methods work to achieve the same goal: keeping an accurate record of each employee's tenure with the organization, from hire to departure. With the exception of Performance Evaluation, which may be unnecessary for very small administrations, the records identified here are essential for compliance with federal and Provincial statutes.
Of all of the records that should be kept by a First Nation, one of the most important, and often overlooked, is the proper documentation of the Information and Communication Technology (ICT) on which the organizations depends to conduct its day-to-day affairs. The absence of a technology plan usually means that technology purchases are made ad-hoc, with no thought to future requirements. The lack of computing policies can be the cause of many technical issues arising from unmanaged use of software and internet services. Missing network configuration records, lack of an up-to-date technical inventory and poor communications services records can all lead to chaos in the event of the loss of technical staff or a disaster requiring major systems recovery.
Accounting and Financial Management are well known and understood and are mentioned here merely for completeness. All First nations receive transfer payments from the Government of Canada and have reporting requirements forced upon them as a result. Any First Nation who feels that their Finance and Accounting practices are not serving the nation adequately should seek immediate assistance.
Social Assistance record keeping and reporting are mandated by the Federal Government and almost every First Nation will have some system in place to manage the process of benefits distribution. Most, however, will fail to generate and review internal reports to evaluate the rate of growth or reduction of SA benefits, the effectiveness of Economic Development or employment incentive programs or to correlate aspects of public health with SA recipients. Effective reporting and proactive evaluation can provide powerful insights into community health and future directions of service delivery.
**ADMINISTRATION – HOUSING**

### New Housing Program

1. **New Housing Construction**
   - Applications
   - Application criteria and forms
   - Application Review
   - Application decision

2. **Applications**
   - Housing fund allocation
   - Housing design and specification
   - Construction contract
   - Construction Inspections
   - Construction completion report

3. **Waiting List Management**
   - Waiting List

4. **Construction Management**
   - Housing fund allocation
   - Housing design and specification
   - Construction contract
   - Construction Inspections
   - Construction completion report

5. **Tenure (housing assignment)**
   - Occupant selection and notification
   - Occupant transfer contract
   - Occupancy release
   - Payment schedule and payments

### Housing Maintenance

1. **Minor Repair Programs**
   - Applications
   - Cost Estimates
   - Review and Approval
   - Work Orders
   - Completion Reports

2. **Major Repair Programs**
   - Applications
   - Cost Estimates
   - Review and Approval
   - Contract Award
   - Progress Reports
   - Completion Reports

3. **Scheduled and Preventative Maintenance**
   - Applications
   - Review and Approval
   - Work Orders
   - Completion Reports

4. **Housing Demolition**
   - Housing inspection report
   - Review and Approval
   - Unfit Housing Designation
   - Demolition Order
   - Demolition completion report

### Rental Accommodation Management

1. **Band-owned rental accommodation**
   - Applications
   - Current Tenants
   - Rental Payments
   - Past Tenants
   - Maintenance and repairs
   - Disciplinary and Eviction procedures

2. **Privately-owned rental accommodation - Band Managed**
   - Applications
   - Current Tenants
   - Rental Payments
   - Past Tenants
   - Maintenance and repairs
   - Disciplinary and Eviction procedures

3. **Off-reserve Rental Accommodation - Band managed**
   - Applications
   - Current Tenants
   - Rental Payments
   - Past Tenants
   - Maintenance and repairs
   - Disciplinary and Eviction procedures

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- **CMHC Mortgage Management**
  - Applications
  - Application criteria and forms
  - Application Review
  - Application decision

- **CMHC Payment Monitoring**
  - monthly review of arrears
  - Notification of delinquents
  - Arrears Collection measures

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Due to the detail and relative complexity of Housing Management, it is recommended that First Nations who are required to manage more than 30 – 40 dwellings should invest in some type of housing management software such as Unification or similar, which has the capacity to track all of the information items listed on this page.
ADMINISTRATION – PUBLIC WORKS

PUBLIC WORKS

Policies and Guidelines

1. Public Works Responsibilities
   a. Water
      i. Water supply policies
      ii. Water system regulations
   b. Sewage
      i. Sewer system policies
      ii. Sewer system regulations
   c. Waste collection
      i. Garbage collection regulations
   d. Public transit
      i. Public Transit Policies
      ii. Public Transit Regulations
   e. Housing Repair and Maintenance
      i. Minor Repair Policies & Procedures
      ii. Major Repair Policies & Procedures
      iii. Demolition Policies and Procedures
   f. Worker’s Compensation Board Regulations
   g. WHMIS Policy and Regulations

2. Public Works Operations Manuals
   a. Safety Manuals
   b. WHMIS Records and Manuals
   a. Maintenance Procedures Manuals
   b. Capital Equipment Purchase & Disposal
   c. Staffing, Casual and SA Incentive Workers

Operations

1. Equipment and Asset Management
   a. Equipment and Asset Inventory
   b. Equipment Purchase and Warranty
   c. Scheduled Maintenance
   d. Asset Disposal Procedures

2. Activities Management
   a. Work Orders
   b. Completion Reports
   c. Incident Reports

3. Minor Projects Management
   a. Project Planning and Approval
   b. Project Scheduling
   c. Project Completion Report

4. Major Projects Management
   a. Project Planning and Approval
   b. Bids and Contracts Management
   b. Project Oversight
   c. Project Reports
      i. Project Progress Reports
      ii. Inspection and Compliance
   d. Final Inspection
      i. Contractor’s Completion Report
      ii. Project Completion Report

NOTE
Public Works responsibilities, size and complexity will depend greatly on factors such as the Community’s proximity to an urban center, terrain, size of First Nations and physical age and condition of the community. Some First Nations will contract all public works services from a surrounding or nearby urban center while some will be isolated and will have a requirement to maintain a fully staffed and equipped public works department. Each First Nations should evaluate the applicability of these information items to their own community needs.
Public Safety and Emergency Preparedness are crucial community infrastructure and deserve comprehensive planning and information management. The basic categories have been mentioned here from material provided by the First Nations Emergency Services Society (FNESS). It is recommended that your community(s) undergo a complete Emergency Preparedness planning procedure with the assistance of FNESS if you have not already done so. Also, it is prudent to review and update the plan and all associated records at least every five (5) years.
Land and Resource Management is one of the most critical issues facing First Nations today. Where most, if not all First Nations have some sort of Land and Resource Plan in place, many are addressing only those aspects that there is adequate staff and funds to manage. The FNTC wholeheartedly recommends that First Nations who have incomplete or inadequate Land & Resource Management programs address the whole spectrum of issues within this topic by requesting assistance to meet these issues. Implementation of a comprehensive Land and Resource management Program, supported by GIS and field monitoring activities will help to ensure the future of your people and communities.