

Comprehensive Plan

The Confederated Tribes of the Umatilla Indian Reservation



2010

TAMÁNWIT

There is so much to this word or this way, this Tamánwit. It's how we live. It's our lifestyle. There is so much that we as Indian people are governed by, through our traditions, our culture, our religion and most of all, by this land that we live on. We know through our oral histories, our religion, and our traditions how time began. We know the order of the food, when this world was created, and when those foods were created for us. We know of a time when the animals and foods could speak. Each of those foods spoke a promise. They spoke a law—how they would take care of the Indian people and the time of the year that they would come. All of those foods got themselves ready for us—our Indian people who lived by the land. It was the land that made our lifestyle. The foods first directed our life. Today, we all have these traditions and customs that recognize our food; our first kill, first fish, first digging, the first picking of berries. All of those things are dictated to us because it was shown and it directed our ancestors before us.

The songs we sing with our religion are derived from how we live on this land. Our cultural way of life and the land cannot be separated. Even though we recognize that our life is short, it all goes back to that promise that was made when this land was created for us Indian people, the promise that this land would take care of us from the day we are born until the day that we die.

When we recognize our foods, we recognize our ancestors, we recognize the language. It's all within the same context and teachings that we live day by day. The promise that this land made and the promise that we made as Indian people to take care of this land, to take care of the resources, and to live by those teachings is the grander principle of the bigger law that was put down on this land when this world was created. This is the law that we recognize on Sundays, that we recognize when we lose a family member, and that recognize when the seasons changes. When we can live by those traditions and customs, then we're fulfilling that law, we're living by that law.

These few thoughts I try and bring out to do a little bit of justice for this big word, this big way, this Tamánwit.

ARMAND MINTHORN, AS DAYS GO BY

ACKNOWLEDGEMENTS

The following individuals reviewed Chapter 2 assuring accuracy of language interpretation, spelling and names:

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**Confederated Tribes *of the*
Umatilla Indian Reservation**

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TO: All who read this 2010 CTUIR Comprehensive Plan
FROM: Elwood Patawa, 2010-2012 Chair,
Confederated Tribes of the Umatilla Indian Reservation (CTUIR) Board of Trustees

The Confederated Tribes of the Umatilla, Cayuse and Walla Walla has begun a journey toward restoring self-sufficiency and pride. We have learned that this journey requires courage and vision. To sustain our culture and our community for future generations, this 2010 Comprehensive Plan has been developed to provide the goals and objectives necessary to achieve the organizational and community visions. This Plan also includes a system of performance indicators and benchmarks to measure the success of our journey.

I would like to acknowledge all of the many individuals and groups that have made contributions toward the development of this Comprehensive Plan. The development of this plan took place over a period of several years and involved a complex coordinated effort by all who participated; too many to be listed individually:

Board of Trustees members
General Council members
Natural Resource Commission members
Department Directors
Program Managers and staff
Umatilla Reservation Housing Authority Director
Yellowhawk Tribal Health Center Interim Director and Director
Wildhorse Resort and Casino Chief Operating Officer
Tamastlikt Cultural Institute Director and staff
Consulting services of NW Tribal Networks
Consulting services of Rural Development Initiatives, University of Oregon

Elwood H. Patawa, Chair
Board of Trustees

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UMATILLA INDIAN RESERVATION (PHOTO BY RED ELK IMAGES)

1

INTRODUCTION

1.1 SUMMARY OF ACCOMPLISHMENTS

OVERVIEW

The Confederated Tribes of the Umatilla Indian Reservation (CTUIR) Comprehensive Plan (Plan) is based on the principle that decisions affecting the CTUIR community development, economy and social needs should be created and coordinated in a responsible way. Comprehensive planning aids the CTUIR in its efforts to preserve the unique character of the Tribal community and Reservation lands while taking advantage of the positive aspects of growth. This Plan articulates a vision for the future of the CTUIR community that sustains the values of the people and establishes a flexible policy framework to guide decision making over the next 20 years.

The Plan directs the creation of Tribal statutes and plans; the implementation of actions and services that support the vision. The Plan reflects the long-term values and aspirations of the CTUIR community as a whole and shows how various elements, such as economy, land base restoration, housing, transportation, community facilities, natural resources, health, education and culture can work together to achieve a desired vision.

This Plan provides the policy framework that directs day-to-day decision making. As the CTUIR is faced with increased population growth and its resulting complexities, the reservation community looks for ways to accommodate new development without sacrificing quality of life, traditional values, sovereignty or Treaty Rights. The broad goals and objectives contained in this Plan are carried out through various programs and statutes (codes) to achieve the CTUIR vision. The visioning processes are described in Appendix A.



NIXYÁAWII GOVERNANCE CENTER DEDICATION CEREMONY (CUJ PHOTO)

While the intent of this Comprehensive Plan is to provide a strong and constant vision of the future, it is also a living document that must be able to accommodate change such as new technology, an unforeseen impact, or an innovative method of achieving a piece of the vision. Planning itself is an ongoing attempt to guide future development or redevelopment, solve problems, address future needs, and create opportunities to enhance community life, the local economy, and environmental quality. As we look to the future, it is important to take the time, periodically, to monitor the successful implementation of the Plan and changing

conditions as the tribal organization continues to move forward with growth and development. The Plan monitoring process is described in Chapter 7.

History is often disregarded in today's fast-moving technological society, but for the remaining Indian Tribes of the United States, history greatly affects everyday lives. As stated in the 1979 CTUIR Comprehensive Plan, "there is a great need for Tribesmen to plan for their generation and generations to come." The planning process provides the CTUIR Tribal community with the vision of the future (Chapter 1), history (Chapter 2), long-term goals and

objectives (Chapter 5) and a description of the governmental structure (Chapter 6) to implement the goals and objectives to reach the vision with a firm foundation resting on history and culture.

This Comprehensive Plan recognizes that there a variety of people who live, work and visit the Umatilla Reservation that may have certain real interests and rights on the Reservation. It is further intended that those rights and interests be exercised consistent with CTUIR goals.

The first CTUIR Comprehensive Plan was adopted by the Board of Trustees (Resolution No. 80-4) on November 27, 1979. A subsequent Plan was adopted on May 15, 1996 (Resolution No. 96-38). These plans have provided a solid foundation on which this Plan will continue to build.

The 1996 Plan had a planning horizon of 2010 and was intended to serve as the Tribes' official long range comprehensive policy document during that period. The year 2010 was used as the planning horizon because it reflected a 20-year planning window for goal achievement.

The development of a Comprehensive Plan, historically and currently, involves staff research and input from CTUIR staff and General Council through a public process of meetings and work sessions, both formal and informal. The formal process also involves a public hearing before the Natural Resources Commission to allow final opportunities for comment on the final document.

This Comprehensive Plan was prepared by the Tribal Planning Office with the assistance of a program operated through the University of Oregon, Rural Development Initiatives, and Northwest Tribal Networks (Paula Wallis). The Plan was developed through consultation with Tribal members and others in the Mission community through a visioning process. Planning staff also reviewed all information available including previous CTUIR Comprehensive Plans, CTUIR organizational structure and individual program functional plans. Comments from the public review process, as well as other meetings and work sessions, both formal and informal, with the Board of Trustees and Natural Resources Commission and staff study formed the basis for the format and content of the Comprehensive Plan.

The CTUIR Board of Trustees reviewed and initiated the public review process for the Comprehensive Plan which included:

- A 2010 Comprehensive Plan Summary and Public Hearing Notice was mailed to all Tribal Members registered with the Tribal Enrollment Office (March 9, 2010)
- CTUIR internal review through the Tribal Staff Review Committee, Committees and Commissions (March and April 2010)
- General Council Meeting to present and discuss the Plan (March 25, 2010)
- Work Sessions with Board of Trustees to present and discuss the Plan (June and July 2010)
- Publication of the Public Hearing Notice in the Confederated Umatilla Journal and the East Oregonian

On April 13, 2010 and May 25, 2010, the Natural Resources Commission conducted a public hearing and made a recommendation of approval to the Board of Trustees. The Board of Trustees held Work Sessions on June 16, 2010, July 7, 2010 and August 8, 2010. This Comprehensive Plan was adopted on September 13, 2010 under Resolution No. 10-079 (Appendix C).

SUMMARY OF CTUIR ACCOMPLISHMENTS SINCE 1979 COMPREHENSIVE PLAN

1979*

- The first Comprehensive Plan is completed
- \$1.5 million dollar operating budget
- Tribal membership: 869; 120 CTUIR employees

1982

- Negotiations with irrigators to restore salmon to the Umatilla River begins
- First water and fisheries staff hired
- The CTUIR Land Development Code adopted
- Tribal membership: 923

1988

- The first Capital Improvement Program (CIP) list adopted
- Tribal membership: 1,008

1992

- CTUIR Departments reorganized with the establishment of the Executive Director form of management
- Tamástslikt Master Development Plan adopted
- \$7.5 million dollar operating budget
- Tribal membership: 1,456; 159 CTUIR employees

1994

- Departmental plan for Tribal Government implemented
- First CTUIR Annual Report was published
- Salmon return to the Umatilla River
- \$14.8 million dollar operating budget
- Tribal membership 1,492; 337 CTUIR employees

* Approximate time frames

1996

- The Tribe assumes management of Yellowhawk Clinic, Tamástslikt construction begins
- Wildhorse Resort; Casino, Hotel, RV and Golf Course are in full operation
- Comprehensive Plan update completed & adopted May 15, Resolution #96-38
- \$16.7 million dollar operating budget
- Tribal membership: 1,876; 676 CTUIR employees

1997

- 88 unit Mission Creek Neighborhood development completed
- 6,512 acres of land purchased
- \$43.2 million dollar operating budget
- Tribal membership: 1,975; 701 CTUIR employees

1998

- Tamástslikt Cultural Institute opens
- 11,009 acres of land purchased
- \$ 52.8 million dollar operating budget
- Tribal membership: 2,082; 705 CTUIR employees

2000

- Tribes purchase Arrowhead Truck Plaza
- 350 acres of land purchased
- \$73.5 million dollar operating budget
- Tribal membership: 2,198; 951 CTUIR employees

2001

- CTUIR begins Public Transit Operations
- Wildhorse Foundation established
- Wildhorse Foundation donated \$294,444 to 41 non-profit organizations
- 451 acres of land purchased
- \$81.5 million dollar operating budget
- Tribal membership: 2,262; 1,121 CTUIR employees

2002

- Wetlands Community Park Completed
- Construction of Mission Market completed
- \$12.6 million Casino Expansion completed, doubling its size
- Adult Lamprey successfully spawn in the Umatilla River
- First Indian elected to serve on the Happy Canyon Board
- 248 acres of land purchased
- Wildhorse Foundation donated \$230,087 to 38 non-profit organizations
- \$87.5 million dollar operating budget
- Tribal membership: 2,377; 1,105 CTUIR employees

2004

- Nixyáawii Community schools opens
- Celilo Village redevelopment legislation approved by Congress
- 20,000 Salmon return to the Umatilla River
- Salmon return to the Walla Walla River
- Wildhorse Foundation donated \$506,990 to 75 non-profit organizations
- 5,117 acres of land purchased
- \$108.7 million dollar operating budget
- Tribal membership 2,450; 1,048 CTUIR employees

2005

- The Sesquicentennial observance of the signing of the Treaty of 1855 was held at the Walla Walla Veteran's Hospital
- Construction of TERF-Recycling & Recovery completed
- Wildhorse Foundation donated \$507,188 to 73 non-profit organizations
- \$114 million dollar operating budget
- Tribal membership: 2,461; 1,078 CTUIR employees

2007

- 55 million dollars of the 1988 Capital Improvements Program list were completed
- Construction of Public Safety, Cayuse Technologies and DaVita Dialysis buildings completed
- Wildhorse Resort & Casino expansion to add restaurant and additional gaming
- Reconstruction of Mission Road
- Coyote North Business Park completed
- Wildhorse Foundation donated \$655,200 to 79 non-profit organizations
- 275 acres of land purchased
- \$145 million dollar operating budget
- Tribal membership: 2680; 1,135 CTUIR employees

2008

- Construction of new Arrowhead Plaza begins
- Construction of new Nixyáawii Governance Center begins
- Fish Accord Agreement with BPA was signed
- Wildhorse Foundation donated \$616,172 to 110 non-profit organizations
- 493 acres of land purchased
- \$152 Million dollar operating budget
- Tribal Membership: 2,743; 1,349 CTUIR employees

2009

- Government offices moved to new Nixyáawii Governance Center
- 4,446 acres of land purchased
- \$170.3 Million dollar operating budget
- Tribal Membership: 2,787; 1,349 CTUIR employees

"AS LONG AS WE ARE DILIGENT IN PROTECTING OUR TREATY RIGHTS AND INTERESTS, WE WILL SURVIVE & PROSPER." HIMÉEQ'IS KÁA-AWN, ANTONE MINTHORN

Before

After

Government Offices



Tamástslikt Cultural Institute



Mission Market



HOW TO USE THE PLAN

This Comprehensive Plan is a document that is intended to be used as a guide for CTUIR to achieve an orderly, harmonious, environmentally and economically stable community. This Plan will also ensure that the CTUIR Tribal Treaty Rights, land preservation and unique needs to preserve cultural and tribal traditions are also protected as defined by Tribal community members. Chapter 5, Plan Elements, contains the fundamental goals and objectives important to the CTUIR in achieving the organizational and community visions.

To ensure success, this Plan establishes a monitoring (benchmark) system that will measure how the CTUIR governing bodies are meeting the needs of the Tribal community and achieving its vision. The Plan identifies the vision Tribal members have of their community's future and defines organizational strategies for accomplishment. The monitoring process also includes periodic progress reports to and from the Tribal community to improve communication between the community and the governing body, the CTUIR Board of Trustees.

Future and existing plans developed by the CTUIR and its Departments, as well as decisions made by the Tribal governing bodies, should be compliant and consistent with the goals and objectives as identified in Chapter 5.



KATHLEEN GORDON (PHOTO BY RED ELK IMAGES)

"As we are looking forward to another year in our lives, in the history of our tribal people, our tribal government, we should all stop and take a good look at ourselves and ask our Great Spirit to enlighten our minds to do our very best for our people. We should ask for the strength, wisdom and courage to face and cope with our problems with open minds, open hearts and open eyes. Even though we do not agree on some issues which arise, we should try to solve the problem with respect for other people's views and not resort to hostility. We must bear in mind that our actions and decisions will affect our people for years to come, and therefore all of our thoughts and actions should be pondered over carefully, and the voices of the people heard and considered."

Kathleen Gordon, Tribal Elder (dec'd)

1.2 INTEGRATION WITH OTHER TRIBAL PLANS

OVERVIEW

The Comprehensive Plan of the Confederated Tribes of the Umatilla Indian Reservation sets forth the broad policy objectives from which more detailed plans and annual work plans are developed and coordinated within the Tribal government organizational structure. Refer to *Figure one* for an illustration of the relationship of the Comprehensive Plan to other organizational documents.

In addition to the Comprehensive Plan, Functional Plans are developed by individual governmental Departments to achieve the CTUIR goals expressed as core priorities and program policies. The Tribes' comprehensive planning approach links the Tribes' organizational and community vision to the goals that can be achieved through annual work programs and with priority policy benchmarks that are systematically monitored through performance indicators to measure achievement.

Ultimately this Comprehensive planning and decision making structure will provide the basis for developing specific codes, operating procedures and budgets used to make day to day decisions.

The delivery of CTUIR tribal services and the protection of our cultural and environmental resources require complex levels of functional and strategic planning. The following are examples of Functional Plans used to carry out the Comprehensive Plan Element Objectives:

LAND ACQUISITION SYSTEM AND STRATEGY (1997)

OVERALL ECONOMIC DEVELOPMENT PLAN (2010-2015)

LONG RANGE TRANSPORTATION SYSTEMS PLAN (2001)

WATER AND SEWER SYSTEM MASTER PLAN (2006)

1-5 YEAR INDIAN HOUSING PLAN (2008)

PRE-DISASTER HAZARD MITIGATION PLAN (2008)

CTUIR EDUCATION PLAN (2008)

MISSION COMMUNITY PLAN (1998)

EMERGENCY OPERATIONS PLAN (2009)

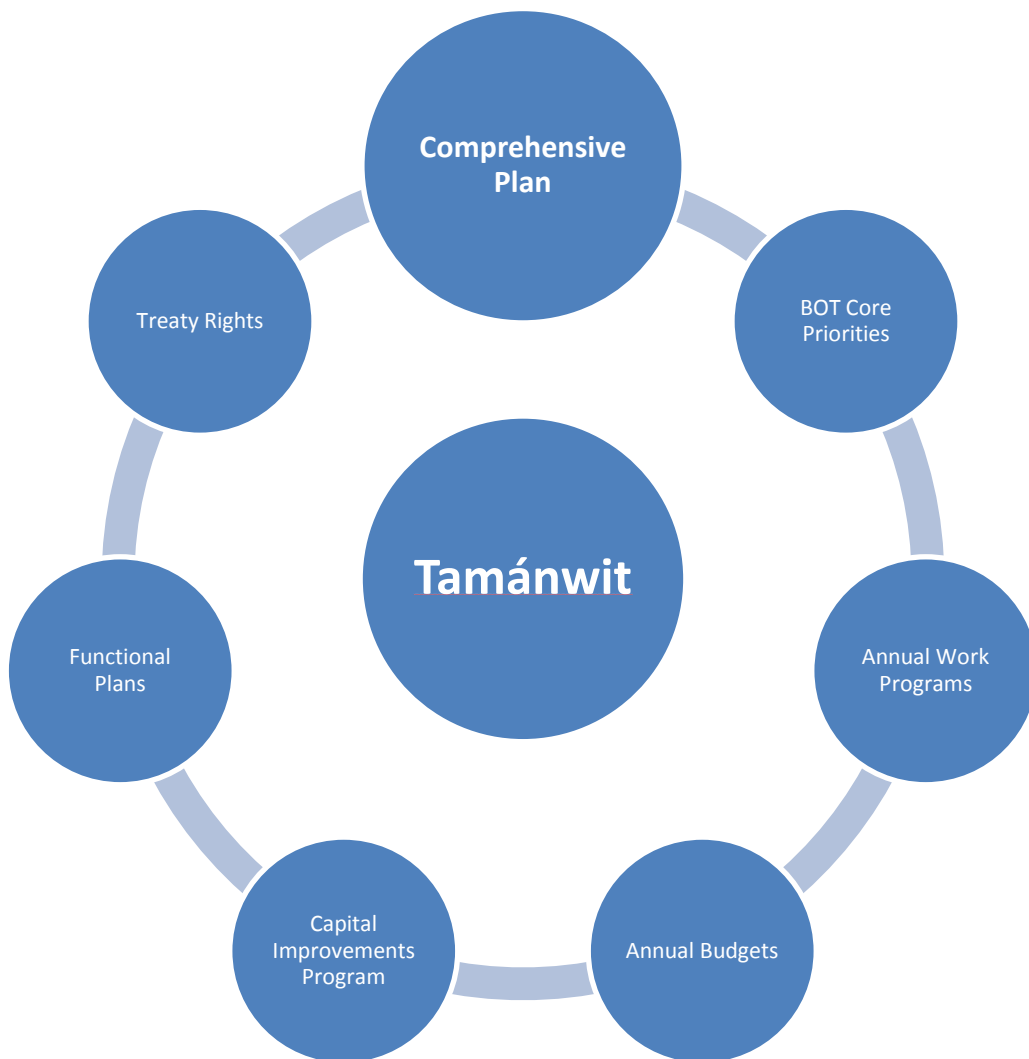
CAPITAL IMPROVEMENT PLAN

YELLOWHAWK TRIBAL HEALTH PLAN

CTUIR PLANNING & IMPLEMENTATION MODEL

Tamánwit (Columbia River Shahaptian) which is literally defined as “throw down” but which means Indian law, natural law, or divine law handed down by the Creator at the beginning of time. Tamánwit is essentially the “rules to live by” that come out of the Indian religion and that are espoused in song and ritual. Tamánwit emerged when life first began on earth. This was the time when Natiitayt, “the people” received spirit and law.

Historian, Clifford Trafzer, “AS DAYS GO BY”



1.3 CTUIR & COMMUNITY VISIONS

THE CTUIR VISION

This vision was developed in support of the Tribal community vision (following page) that was formulated through a series of community meetings and a visioning rally, Vision Quest 2020. The visioning processes are described in detail in Appendix A. Mission statement adopted by Board of Trustees Resolution No. 10-008 on February 1, 2010.

To incorporate the community vision into this Plan, Objectives and Performance Indicators that relate to the community vision principles and indicators are identified in red font in Chapter 5, Comprehensive Plan Elements.

“THE CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION GOVERNMENT SERVES OUR COMMUNITY THROUGH RESPONSIBLE LEADERSHIP AND ACCOUNTABILITY. WE RESPECT OURSELVES, CITIZENS, NEIGHBORS, ENVIRONMENT, CULTURE, RELIGION AND A HEALTHY LIFESTYLE. WE WILL UPHOLD AND EXERCISE OUR SOVEREIGNTY AND TREATY. WE STRIVE TO, ONCE AGAIN, BE A SUSTAINABLE, EMPOWERED AND PROSPEROUS NATION.”



AARON, LEFT, AND HIS FATHER, MARCUS LUKE (CUJ PHOTO)

CTUIR COMMUNITY VISION

RESPECT THE ENVIRONMENT

Umatilla, Walla Walla, Cayuse community will protect and strengthen our natural environments of water, air, land. Each one of these resources is an essential link to the preservation of our tribal natural & culturally sustainable practices as a healthy nation in survival from the past, to the present and into the future.

RESPECT FOR OUR TRIBAL PEOPLE

We support and protect the personal health and viability of all our members with a holistic, physical and spiritual approach. We will have respect and consideration of lifestyles, quality of life and community & cultural values including the unique needs and rights of our tribal elders and youth

CONNECT WITH THE CTUIR TRIBAL PEOPLE

Fair and open communication, with focus on improved sharing & interpretation of information through all venues (computers, CUJ, radio and city newspaper) enhancing community connection for all members living on, around or off the CTUIR reservation

BE SUSTAINABLE WITH COMMUNITY FOCUS ON GROWTH AND PROSPERITY

A sustainable community that focuses on the priorities and goals for jobs, economics and housing, with investment that can meet the needs of our people short and long-term, to create economic vitality to sustain our community labor force to develop and strengthen our tribal tourism. Continue growth as the largest employer to be able to sustain and support our people. “Managing their own affairs” including a way to help our people help each other—e.g. creation of jobs, organizing volunteer pools, tribal food bank and resources to enhance our elders health care and livability

A strong vision for our future business and cultural growth with the unique creation and thought for the young people to be trained, educated & self reliant in both business and tribal leadership for continued tribal sustainability into the future.



Nixyáawii Community School singers on big drum (CUJ Photo)



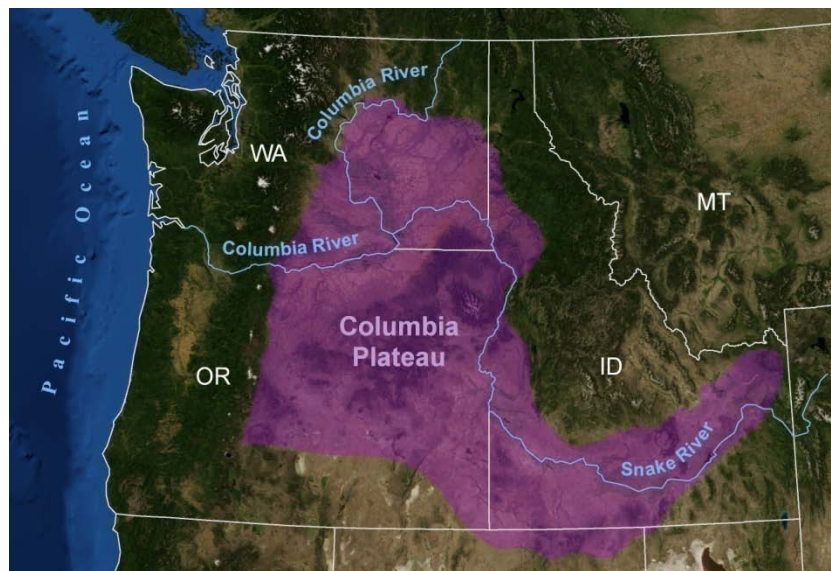
JAY MINTHORN AT THE COLUMBIA RIVER (PHOTO BY RED ELK IMAGES)

2 HISTORY

THE HISTORICAL SETTING

Water was created first, life and land were created next, the land promised to take care of all life, all life promised to take care of the land. A long time ago the Indian people also promised to protect the land and have the responsibility to care for her. Water represents an integral link in a world view where water is sacred and extremely important in preserving precious balance. Water is the origin of, and essential, for the survival of all life.

The Columbia River System contains hundreds of thousands of miles of streams with over a billion cubic feet of water passing per second along its shores into the Pacific Ocean. The system reaches deep into the interior of North America and drains over 259,000 square miles. The river flows from sources in the North American Rockies, from mountain sources along the Snake River including the middle Rocky Mountains, from both sides of the Cascade Mountains, and flows through estuaries to the Pacific Ocean. Due to the cool clean water from many different sources the environment of the Columbia Plateau region produced an abundance of diverse natural resources.



The numbers of salmon, lamprey, steelhead, fresh water mussel, trout and other fish were infinite. The fisheries were the staple of all life on the Columbia Plateau. Eagles, Bears, Coyotes, Cougars and Indians were amongst those who relied on the Salmon. Elk, Deer, Antelope, Big Horn Sheep, moose, bison and many other smaller mammals were abundant as well. The rivers and streams abounded with beaver and otters. Seals and sea lions were known to venture up the Columbia River to the great fisheries at Celilo. Several kinds of grouse, prairie chicken, sage hen, quail, and multitudes of geese and ducks as well as hawks, owls, badger, rabbits, and other wildlife shared the diverse wetland, steppe, desert, and upland.

Roots, spring greens, nuts, berries, mushrooms, medicine, food, and fiber plants were seasonally available during the year. The hillsides were covered with lush bunch grasses, the timbered mountains were healthy, natural wildfires and floods were part of the cycle, the river vegetation was lush, and the water was cool and clean. The conditions were pristine and wildlife was naturally abundant. Survival was not easy for Indian people but the tools and resources were available to support Tribal life since time immemorial.

THE WAY OF LIFE

Salmon, huckleberries, roots, spring greens and other resources were gathered seasonally. The berries, roots, onions, nuts, mushrooms, meat and fish would be dried and cached for later use. Foods would be dried individually or sometimes would be mixed and pounded to form cakes for storage. The hunting, gathering, and procurement of food and raw materials for tools were the order of the day. Living required a supply of raw material and food as well as an organizational strategy and an efficient disciplined skilled source of labor from each person within the camps to ensure survival throughout the year.



**WOMAN POUNDING ROOTS (PHOTO COURTESY TAMÁSTSIKT
CULTURAL INSTITUTE)**

Fish were dried and pounded into cakes and packed into baskets for winter subsistence or commerce. Tribal fishermen would harvest from several different salmon runs occurring during different times of the year. Many tribal members would move toward the Columbia and its main tributaries during the fishing seasons. Fishing was the primary means of livelihood and survival for Tribal members. The fishing conditions along the Columbia and Snake River systems were so good that all that was required for a fisherman was a dip net, gaff hook, small spear, or a hook and line depending on where and what season they were fishing.

Salmon ran during spring, summer, and again into the fall. Some Tribal members would stay at their usual and accustomed sites for the whole season, others for the entire year. The extensive and productive fishery allowed some Tribal people to live on the Columbia River year round. As seasons permitted, Tribal people went into the mountains to hunt and gather plants, medicines, and other resources and to fish in the tributary headwaters. Columbia River Tribal people accessed the region through the river system by canoe. Travel into the mountains was on foot, sometimes relying on dogs to help pack the load.

There were specific spiritual and practical preparations that were adhered to ensuring prosperity and subsistence. It required a diverse cultural system, with rules and a specialized division of labor to ensure survival. Without strict adherence to many of those cultural traditions, survival for over 13,000 years would not have been possible.

Spiritually, the Tribes do not separate themselves from the surrounding natural world. Individuals have a personal relationship with the Creator through the sweathouse and individual Weyekin. Larger groups reinforce this personal relationship with the land and the Creator in the long house. (The longhouse is the community center

where Indian people come together as a community to practice religion, to mourn, to socialize, and to celebrate the occasion.)

The entry of spring on the Columbia Plateau with the arrival of fresh plants and the dramatic return of the Salmon are reaffirmed annually, year after year. First food feasts gather the Tribe to celebrate the renewal of life cycles together with their community. Water is honored first at the feasts. Individual faith is also practiced on a personal level such as through the sweathouse. The sweathouse is utilized to communicate with the Creator, for medicinal purpose, as well as to build one's physical and spiritual strength.

The winter on the Columbia Plateau was often hard and severe. Careful preparation for winter was crucial for survival until the spring. Social discipline, responsibilities and roles of men, women, children and elders were maintained and reinforced through daily educational experiences such as ritual, relationships, food and resource procurement, and language. Youth learned from elders and were encouraged in the many skills required. Extended family relationships were known by all, as well as where one's people originated, their number, character, and abilities. Indian names were given based on individual attributes. Indian names also reflect the history and ancestry of the Tribes with names reflecting past leaders, special events, or even places.

Elders remind us that there did not use to be Tribes as we know them today, Indian people were identified as "so and so's people," and were recognized by their family, or by where they came from. Survival depended on working with each other; as one elder reminds us:

"INDIANS USED TO HELP EACH OTHER. IN THE OLD DAYS THERE WAS NO WELFARE OR AID. IF SOMEONE WAS DOWN, PEOPLE WOULD HELP THEM. NOWADAYS PEOPLE SAY GO SEE WELFARE OR SOCIAL SERVICES. THEY DON'T TAKE IT UPON THEMSELVES TO HELP SOMEONE ELSE. IT'S SAD. BUT WORKING TOGETHER IS WHY INDIANS WERE AROUND SO LONG." HAMMISH PIL, LAWRENCE (HAMM) PATRICK, ELDER (DEC'D)



**TAMA TOCHIHARA (LEFT) AND LAWRENCE PATRICK
(PHOTO BY RED ELK IMAGES)**

PEOPLE OF THE LOWER COLUMBIA

The Walla Walla and Umatilla are river peoples among many others who shared the Big River. The Cayuse lived along the tributary river valleys in the Blue Mountains. The Tribes lived around the confluence of the Yakama, Snake, and Walla Walla rivers with the Columbia River. The river system was the lifeblood of the people and it linked many different people by trade, marriage, conflict, and politics. The people fished, traded, and traveled along the river in canoes and over land by foot.

The Walla Walla were mentioned by Lewis and Clark in 1805 as living along the Columbia just below the mouth of the Snake River as well as along the Yakama, Walla Walla, and Snake Rivers. The Walla Walla included many

groups and bands that were often referred to by the village whence they originated from such as the Wallulapums and Chomnapums. The Umatilla occupied both sides of the Columbia River from above the junction of the Umatilla River downstream to the vicinity of Willow Creek on the Oregon side and to Rock Creek on the Washington side. The river people were tied with other Tribes along the river with close family, trade, and economic interests in the Columbia River Gorge and the northern Plateau. The Walla Walla and the Umatilla were a part of the larger culture of Shahaptian speaking river people of southeastern Washington, Northeastern Oregon, and Western Idaho.

The Cayuse, whose original language is known to linguists as Wailatpuan, lived south of and between the Nez Perce and Wallah-Wallahs, extending from the Des Chutes or Wawanui River to the eastern side of the Blue Mountains. Their country was almost entirely in Oregon, with a small part only, upon the upper Wallah-Wallah River, lying within Washington Territory. Prior to the horse the Cayuse were tributary fishermen. After the arrival of the horse and gun, mounted warriors protected their way of life. They lived throughout the lower Columbia Plateau from the Cascade to the Blue Mountains, and grazed horses on the abundant grasses of southeast Washington, the Deschutes-Umatilla Plateau. As horsemen, the Cayuse had close ties to the horsemen of the Palouse and Nimipu.

The area from Wallula to the mouth the Yakama River where many members of the Umatilla, Walla Walla and Cayuse people lived could be considered the cross roads of the Columbia River System. This area was shared by many related bands and was a central hub of Tribal life on the Columbia Plateau. Extended family relationships, social, and economic interests exists between many Tribal people from throughout the Columbia Plateau. The people on the Columbia Plateau were multi-lingual. Tribal members learned and spoke several trade jargons, other Indian dialects of Shahaptian, as well as, Salish, Chinookian, and Klamath. Later they adapted to French and English.

THE ECONOMY

Inter-Tribal relationships were based upon many needs key to the survival of life on the Columbia Plateau. Tribes throughout the region established relationships like any sovereignty, for military security and protection, trade and economic prosperity, education, religion, and family ties. The Umatilla, Walla Walla and the Cayuse were very influential within the region due to their key geographical setting, halfway between the Pacific Coast and the Great Plains.

The geographic setting also placed the Umatilla, Walla Walla, and Cayuse in the prime situation of being the middlemen of trade between the buffalo country of the Great Plains and rainforest and ocean resources of the Pacific Coast cultures. Tribal members relied on trade goods from the plains such as buffalo meat and hides, obsidian from the south as well as abundant seafood, plants, and medicines from the Pacific Northwest coast.

Gatherings were held at many places throughout the region. Very large gatherings were known to be held in the Wallula area near the confluence of the Snake River and at Wascopum, near the ancient fishing grounds of Celilo Falls and Nine Mile Rapids. Smaller gatherings were held in the many fertile river valleys in the region where people's paths crossed during their seasonal round. At such gatherings many traditions such as language, religion, ritual, music, dance, legends, stories, feasts, sport, gambling, and families values were continued and passed on.

Trade and barter was a significant aspect of Indian life on the Plateau and essential for the survival of Indian people. Indians relied on other Indians to provide goods they themselves were not able to obtain. Often, groups from a single village community would travel different directions as part of their seasonal round. Through years of trade relationships, elders knew exactly what other Indians needed in exchange for goods they needed.

The abundance of salmon in the Columbia River and its tributaries gave wealth to the tribes who fished there. They dried and processed the salmon for their own subsistence and for trade to the other tribes of the Plateau and surrounding regions. The vast grasslands and the mountains were populated with a wealth of game, roots and berries. To protect the region's abundant resources and their way of life, it became necessary for the tribes to develop and maintain strong warrior traditions to defend the people, resources, and territory from their enemies. A strong warrior tradition helped to provide a foundation for defense and survival.

Life on the Columbia Plateau was recorded by the people through traditions, art, songs, dances and stories. Stories embodied the history of the Indian people and were passed down generation to generation through oral transmission. Stories and symbols were also woven into the many baskets, hats, and bags utilized by the people. Basketry evolved as a crucial survival tool and an art form. Elaborate balls of long hand woven string kept track of the many events of the people's history. Rock art, cairns, and unique geological formations were present at many locations providing reference to the people's lives. Personal histories are reflected through the individual's preparation of personal regalia and dance. Wealth was personal strength, family, community, comfort and happiness.

INTERNAL AFFAIRS



TRIBAL LEADERS — LUCIAN WILLIAMS, RICHARD BURKE SR, JAMES BURKE, CLARENCE BURKE, CHARLEY JOHNSON, CIRCA 1930s (PHOTO COURTESY TCI)

Individual abilities were recognized by elders at an early age. Headmen and chiefs were selected based upon their experience, abilities and skills. Elders were well respected and often leaders would have council with elders. Individuals were recognized for their spiritual strength, medicinal abilities, warrior qualities, hunting and tracking abilities, fishing skills, art, weaving, education, discipline, healing, cooking or other skills.

Conflicts and issues were resolved by a council of elders and leaders. Leaders were decisive when they believed that their followers had arrived at a consensus. If there was not a consensus, powerful orations between the headmen and chiefs would swing the people on issues or problems of the day. If an individual disagreed with the decisions of the band, he did not, nor was he forced to comply with the decision. Decisions of the Tribe were arrived at

by consensus of the people. Planning and preparations were conducted in ways to prepare for future generations.

Today, Columbia Plateau social traditions have been maintained on the; Umatilla Indian Reservation, and the Warm Springs Reservation of Oregon, the Nez Perce Indian Reservation of Idaho, the Yakama and Colville Reservations of Washington and at gathering communities like Celilo Falls and Priest Rapids. Many Tribes from the Columbia Plateau are related to one another by blood and marriage, linguistics, traditions, history, and religion.

HORSES

Inter-Tribal Through early accounts of the Umatilla river country we know that the tribes owned a tremendous number of horses. The bunch grass covered hills of the Columbia Basin was the home of the Cayuse and Appaloosa, as well as Pintos, Paints, and Mustang horses. Due to the extraordinary numbers of horses owned by the Indians living at the headwaters of the Umatilla, the rugged Cayuse horse was identified with the people who have traditionally lived along the headwaters of the Umatilla River and on the foothills of the Blue Mountains.

Appaloosas were bred for speed and ceremony by the Cayuse, Palouse, and Nimipu. The Cayuse Tribe was known for their large horse herds that grazed in the foothills of the Blue Mountains. Cayuse ponies were stout and able to move quickly through the steep and timbered Blue Mountains. Prestige and wealth was partially reflected by the number of horses that a person owned. Tribal elders tell us that in those days the Indians had thousands and thousands of horses and that they needed areas for them to graze. There wasn't enough grazing area so they had to spread the horses out. The Cayuse used to graze horses all through the Umatilla Basin, across the Columbia River on the Horse Heaven Hills all the way to Hanford to the north, on the east side of the Blue Mountains from the Grande Ronde country all the way to Huntington, to the John Day River country in the South and all the way to the Cascades in the west.

The horse expanded Shahaptian and Cayuse culture, improved mobility and brought the Cayuse, Walla Walla, and Umatilla into contact with other Indian cultures in Montana, Wyoming, Canada, California, Nevada, and throughout the Pacific Northwest. Horses increased the Tribes' mobility allowing members to travel further faster. Horses allowed for new ideas to be introduced from new places as well as allowing other Indians to travel and trade along the Columbia River.

While on the extended seasonal round, Indians would hunt elk, deer, and gather plant foods. Instead of packing resources themselves or by dog, they would now dry meat and plants and pack them onto horses to move on to the next destination. They would go down to the river to trade and fish.

If there was a surplus of food supplies and/or horses procured during the seasonal round, the surplus would be used for trading to obtain desirable resources.

THE EXTERNAL FORCE

History is often disregarded in today's fast-moving, technological society, but for the remaining Indian Tribes living in the United States, history is a reality that still greatly affects the lives of the people on the reservations. The Treaty of 1855 and subsequent acts of Congress in the middle 1800's have directly impacted Indian economics, politics, social structure, and the individual lives of the Indian people.

The United States was a new nation during the late 18th century and early 19th century. Most of the world was being divided up amongst imperialistic European governments. By spouting right of religion, technology, and military might, these nations were beginning to systematically claim land and lock up the new worlds natural resources for their needs, a practice that continued into the 20th century.

Disease had already moved up the Columbia many times prior to the arrival of the Americans. By the time Lewis and Clark traveled the Columbia, it was estimated that two different outbreaks of western disease had decimated the people living along the Big River. The Spanish reached the northwest coast as early as 1775 and the English in 1796. European contacts at the coast spread disease rapidly inland and disease claimed whole villages.

Our tribes were faced with an invasion of white settlers by the thousands coming west to find a place to live in the new world. No government at the time doubted that resident Tribes had the superior military capability and controlled the region. Tribal peoples knew the land intimately and were considered as necessary and crucial allies by Euro-Americans. Without direct involvement with the Tribes, Euro-American interests could not compete with each other. French and Indian War alliances with Indian tribes were highly desirable on political and economic levels.

The resources that first drove Euro-Americans into the northwest were furs and salmon. Oregon was eventually nicknamed the Beaver State. Wealth in the fur trade caused much competition. Local native inhabitants were viewed either as necessary allies for exploiting a landscape foreign to the traders or as simply in the way.

Historically, we should not undervalue the influence of the beaver as an international commodity and the impacts that procurement of such a resource had on the environment. The economic factor driving the fur trade was the European and Chinese market demand for furs. The communities that were benefiting from the furs were far removed from the environmental impacts that their demands created.

The fur traders introduced new technological goods such as steel, knives, pots, pans, blankets, etc. to entice the Indians into the fur trade. The fur companies had already established a long tradition of working with Indians to exploit their knowledge of the environment. Iroquois Indians, employed by fur companies, came to live in the Pacific Northwest. Fur traders, however, had to make local connections. The Tribes eventually became involved in the Traders' competition for furs.

Early contacts between the Pacific Northwest Tribes and the white culture were initially economic in nature. The Tribes viewed the goods and supplies that foreign traders and trappers offered as a welcomed addition to their already thriving economy. Fort Nez Percé was established sometime around 1817-1818 as a trading outpost at the confluence of the Walla Walla and Columbia Rivers. In 1835, it was renamed Fort Walla Walla. The first explorers to the Columbia Basin were often amazed by the amount of natural resources that were present and were eager to exploit them.

Indian regulation of trade was enforced by the headmen and chiefs. The Northwest Fur employees eventually abided by the rules set down by the Indians simply because of the control the Indians exerted over their neighbors and for location and business purposes. Tariffs were levied against the trading post for incoming and outgoing goods by the leaders of the bands whose forts occupied their lands.

THE MISSIONARY ERA

Contacts with the trading posts had initially introduced the Indian Nations to Christianity. This was done through British Protestants and French-Canadian trappers who were for the most part of the Catholic faith. The trappers were much impressed by the native religion in the area and found no conflict between Christianity and Native religion. Fur companies often encouraged their men to take Indian wives and marry into the tribes to strengthen trade relationships.

Protestant Missionaries had been in contact with Indians and some of the headmen in the region. The American Board of Foreign Missions in 1835, promised to locate missions in Cayuse and Nez Perce territories. In 1836, Dr. Marcus Whitman and Henry Spalding arrived at Fort Walla Walla. Whitman founded his mission with the Cayuse at Waiilatpu near Walla Walla, Washington. Spalding was assigned to convert the Nez Perce people and founded a mission at Lapwai, Idaho.

In 1838, two Catholic priests, Fathers Blanchet and Modesta Demers of the Diocese of Quebec, arrived at Fort Walla Walla to estimate the possibilities of beginning a Catholic mission in the territory. Saint Rose of the Cayuse was established near Walla Walla. In 1847 Father John B. Brouillett established a mission called St. Anne along the Umatilla River in a cabin donated by Chief Taawitoy.

In 1847, Dr. Whitman and his followers were killed by a band of Cayuse, along with some of their Umatilla and Nez Perce allies. The reasons for this are many and varied but included nonpayment for property taken by the mission, increasing immigrations, Whitman's encroachment on Indian trade, fear of Whitman himself (whom the Indians believed had poisoned them) and the constant outbreaks of diseases introduced by Whitman and other non-Indians which had reduced the Tribe's population in half. Whitman claimed to be a doctor and preacher as well as being a missionary, merchant and trader. In the Tribe's tradition, the failure of a medicine man was sometimes death, especially when lives were believed to have been taken by that medicine man.

After the events at Whitman Mission, the slaying of Dr. Whitman, the cabin at St. Anne was burned. It was almost two decades before the Catholic Missionaries returned.

Differences in Indian and non-Indian values and attitudes set the stage for the Cayuse War of 1847-1850, although the war only consisted of minor skirmishes. After the events at the Whitman Mission, settlers in the area were demanding justice. The Oregon Territorial Militia retaliated harshly against the Indians, and Cayuse-led war parties fought back.

The war ended in 1850 when five Cayuses sacrificed themselves to stop the violence and injustice toward their people. The men were convicted of killing Dr. Whitman and were hanged in Oregon City. Their trial was short and there was no real evidence that those five men had been involved in the killings at the Whitman Mission. The Cayuse side of the case was not heard in the trial and there was no consideration given for the injustices committed against the Indian people by Dr. Whitman and the settlers that followed. The hangings were a political ploy to ease the fears of the white settlers in an attempt to bring peace to the region.

IMMIGRATIONS

The Oregon Territory and Columbia River Basin were enticing to those living in the overcrowded East coast. Economic conditions for were hard in the East. Most of the land was already owned and very expensive. Stories of the west, including the Columbia Basin, had made it into print on the East Coast romanticizing the west as a "Garden of Eden" with unlimited resources. This publicity encouraged people to immigrate to the Oregon Territory.

Early Euro-American occupation in the Pacific Northwest was extremely difficult and only fur traders and missionaries dared to make their way into the interior. The first wagon train into the Oregon Country was in 1843 and successive waves of emigrants were to follow. Reports from explorers and fur traders aroused interests in the new frontier and promised rich land and bounteous life. In 1843 nearly 900 immigrants crossed the Oregon Trail to the Pacific Northwest and an additional 1,200 settlers followed the in 1844. The number swelled to 3,000 in 1845. Boundary lines between Indian and American lands were approved by a treaty in 1846 and from that time on immigrants knew they were settling in American territory. "The great tide of migration in 1847-an estimated 4,700 settlers coming into Oregon". (Meacham 1923)

Pioneer journals from the Oregon Trail mentioned meeting Cayuse families returning from buffalo hunting in the mountain valleys of Idaho. Quite often, the Tribes traded their fine horses, and later their harvested vegetables, with the explorers and emigrants for cattle, clothing, blankets, and utility items. Their descriptions also alluded to the wealth of the land, as described in the journal of Absalom B. Harden in 1847, "...we are now traveling down the Umtilla river the Indians hear has a great many horses very fat and the best I Ever Saw in my life they are very Rich some Indians has from 50 to 100 horse and cattle in proportion they raise plenty of Corn and potatoes and peas pumpkins squashes cabeges &c. this Country is very fertile..."

The west at that time was very rough and hard on settlers from the east. The country was described as forlorn and formidable, a deep wild place. Two thousand miles and six months of hard overland travel or a long voyage by sea was required to get to the Oregon Territory. In 1848 all the territory west of the Rocky Mountains, south of Canada and north of Mexico was claimed by the United States. In that entire wilderness there were only 9,000 white souls. It was hard country with much to reckon with including; wild critters, cruel weather, hostile Indians, dark forests, but the biggest enemy was distance and loneliness.

Estimates from 1842 to 1849 indicate a total of 287 immigrants moved through tribal homelands. The Indian's view of the immigration was mixed. The tribesmen saw the travelers as poor people moving through the country. Their horses and cattle were as exhausted as were the immigrants themselves, who were often dirty and hungry. For the most part, both races viewed each other as inferior people.

TURMOIL & TREATIES

Indian tribes were willing to live with the newcomers until relations were strained by continual immigration into their land, which resulted in a loss of resources, disease and other problems for the Indians. Certainly there were cultural differences between Indians and non-Indians but in the beginning there was diplomacy, communication and consideration. After time, non-Indians began to take land the U.S. Government had offered but that it did not own.

Initially the Tribes welcomed the newcomers but as the steady stream of emigrants arrived, steady pressures on lands and resources began. The Tribes were faced with people encroaching on their lands and enforced their laws as dictated through their traditions and cultural practices. In some cases the Tribes actions were defensive and aggressive and non-Indians viewed this as hostile. The Tribes have always sought to live peacefully with their non-Indian neighbors only to be served a helping of injustice.

As immigrations began to increase, more land was needed for settlers, unfortunately this came at an expense to the Indians. The Donation Land Act of 1850 was enacted by the US Congress to promote homesteading by white settlers in the region. This act extinguished the Indians' claims to their lands and depriving them of their usual and accustomed means of livelihood.

The United States made purchases and claims for vast portions of western North America. This was intended to alleviate the economic pressures in the East. Consideration was never given to the Native Americans already living here. Treaties on the Plateau were an afterthought when the Tribes provided a military obstacle and hazard to settlers. Treaties became the tool used to move all Indians to Reservations.

The execution of the Whitmans caused many settlers to view the Indians as hostile. The region was considered unstable by many non-Indians wishing to settle in the area, and as more and more non-Indians entered the country the mood became more hostile between the natives and the settlers. Indian uprisings and wars erupted in protest of this invasion. This made the fur traders, missionaries, settlers and the United States government uneasy. Eastern Oregon was essentially closed to settlers for a period of twelve years.

In 1851, the Tribes negotiated with Anson Dart, the Commissioner of Indian Affairs, who wished to build a sawmill. Instead of a sawmill, the Umatilla Indian Agency was built on the banks of the Umatilla River near present-day Echo, Oregon. The agency was later burned down. With the increasing influx of settlers, miners, soldiers and cattlemen, the Tribes began planning to rid themselves of the intruders once again. In early 1853, plans were agreed upon by Kamiakin, of the more numerous Yakamas, as well as most of the interior tribes who had heard the rumors of efforts to displace them. Word was sent out by runners contacting other tribes in the northwest. Various tribes from around the area; northern California, the Shoshone and Bannocks in Southern Idaho, and Flatheads of Montana, held Councils.

Tribes on the Columbia Plateau were protective of their sovereignty and had elaborate warrior traditions and defended the people of the Plateau from their enemies. Due to the military strength of Tribes such as the Cayuse, Nez Perce, Palouse and certain bands of the Yakama, the United States began to meet with the Indian Tribes in the Northwest to negotiate and sign treaties in an attempt avoid further violence. The Treaty process with Indian Tribes, was to establish peace by moving the Indians to smaller areas of land and to make way for industry and settlers. The U.S. Government failed to understand the Indians way of life and that they needed a large area to hunt and gather, they simply assumed that the Indians would conform to their way of life. The unstable situation in Eastern Oregon was a direct result of the 1850 Oregon Donation Land Act. Emigrants were given land as an incentive to move out west but the political environment was not always safe.

By 1854, Governor Joel Palmer of Oregon had convinced the Indian Department that no further settlements were to be established east of the Cascades until Treaties could be established and the Indians there could be moved to reservations. By the end of July, Congress authorized the negotiation of treaties in order to purchase the Indian lands and to establish a reservation. Isaac Steven's then became Governor of the Washington Territories and had a program of action. Stevens' program of action included: settling Indian and foreign claims, conducting rapid

surveys, providing adequate transportation, educational opportunities and military protection for newly arriving emigrants.

On May 29, 1855, a Council was convened at the old Indian grounds on Mill Creek, six miles above Waiilatpu in the Walla Walla valley to discuss the situation in Eastern Oregon and to negotiate a treaties. Officiating were Isaac I. Steven's, Governor and Superintendent of Indian Affairs for the Washington Territory, and Joel Palmer, Superintendent of Indian Affairs for the Oregon Territory. They met with chiefs, delegates and headmen from the Nez Perces, Cayuse, Walla Walla, Yakamas, and Palouses, with representatives of other Tribes also present.

The events surrounding and the results of the Treaty Council of 1855 at Waiilatpu, had profound impacts on the Columbia Plateau. The Treaty of June 9, 1855 between the United States and members of the Walla, Cayuse, and Umatilla Tribes was signed. Other Tribes who were present and participated in the Treaty negotiations included the Nez Perce and Yakama Tribes.

The Umatilla Indian Reservation, the Yakama Indian Reservation and the Nez Perce Reservations were created during these negotiations. Originally, Stevens and Palmer had planned on putting all the Indians in the region on the Yakama Indian Reservation. The treaty negotiations determined otherwise. The Umatilla, Walla Walla, and Cayuse tribes agreed to live on the Umatilla Indian Reservation. The Reservation boundaries were outlined and agreed to on June 9, 1855. The Cayuse, Walla Walla, and Umatilla had ceded 6.4 million acres to the United States with fishing and other reserved rights and had reserved 510,000 acres on which to live. The Treaty was subsequently ratified by Congress on March 8, 1859.

In negotiating such treaties Stevens, was successful in his drive toward opening the Columbia River and the Washington Territory to the Unites States for westward expansion. The Indian people who traditionally lived along the rivers for a major part of the year were systematically removed, sometimes by military force, to the reservations. This was the actual beginning of non-Indian control of the land.

By 1858, the Americans had prevailed and most of the warring tribes were at peace. Because of the prolonged wars and conflicts with the United States, the Indians were impoverished and greatly reduced in number. To make matters worse, the Shoshoneans begin to take advantage of the war-weakened Shahaptians of the region by constantly raiding for slaves and stock.

GOING TO THE RESERVATION

The Federal Government forced the Indians onto the Umatilla Reservation and the ceded Indian territories were declared Public Domain and were auctioned at public sale, usually to land speculators and the railroads. G. H. Abbott was given orders by the Indian Department and forced by the settlers, to move the Cayuses, Umatilla's and Walla Walla's to their reservation. By this time, many settlers had moved into the Walla Walla Valley and conflicts between the Indians and non-Indians were common place.

As for the Indians on the reservation, there were problems with ever-increasing immigration both east and west. Whiskey peddling, horse stealing, and other depredations by the outsiders were beginning to cause the Superintendent of the Umatilla Agency many problems.

The transition to Reservation life was not easy but the Tribes had little choice. The Tribes and Bands at the Walla Walla Treaty Council were very close with family and traditional ties. Families and friends had to determine where

and what reservation to live on. It was not an easy decision. The decision also meant a change in lifestyle. Instead of relying on each other, Indians were taught the Christian work ethic and self sufficiency. Many of the people raised gardens along the Umatilla river in one-to five-acre lots. Trade continued with the non-Indians and the people still had many horses and were able to fish for salmon which were still the heart of their economy.

Leadership on the reservation was constantly challenged by the agents assigned in the early 1860's. The agents were charged with educating and civilizing the Indians. Conflicts arose when the agents did not use the chiefs and headmen, or when the agent directly supervised the people without the consent of the leaders. Some of the elders have stated that agents refused to recognize traditional leaders purposely because the treaty called for annual payments to the Chiefs of the Tribes that the government representatives did not want to pay. Children were educated by the Catholic or Protestant missionaries. Strict discipline had to be adhered to, hair was cut, uniforms were required to be worn and children were punished for speaking Indian.

Some Indians refused live on the reservations. Homli and Smohalla were amongst those who refused to go to the reservations. They were concerned about their traditional ways, the old ways. They were not interested in the new God, farming, or new ways of life. They only wished to live by the unwritten traditional law.

Father Brouillett was replaced by Father Adolph Vermeersh, a Belgian priest who rebuilt St. Anne's near the present Tribal Government Campus in 1865. There was a turnover in the resident clergy and in 1883, St. Annes was moved to a site below Emigrant Hill and included a boarding school. The school was rare in that it was run by the Catholics under the direction of the government Superintendent. A church was built in this location in 1884 and was named St. Joseph's. The sisters of Mercy operated the school until government officials began to interfere more and more. Finally, the sisters closed the school in 1888 and opened a new one in Pendleton.

The resident priest moved and was replaced. Father Urban Grassi, SJ. who arrived on July 8, 1888. He moved the St. Anne's mission to a more convenient location a quarter mile to the east and began the development of a school. Tutuilla Mission, a Protestant mission, was established in 1882 and introduced by a Nez Perce Missionary.

The black robed French Catholics and Protestants would have a lasting effect on the education of Indian children and ministering Catholicism. The Jesuits left in 1961, the Baker Diocese took over management and a new St. Andrew's was dedicated in 1964.

The Reservation Boundaries were under attack even before it was surveyed. Public meetings were held in La Grande, Pendleton, and Walla Walla in the late 1860's to remove the Indians from the Umatilla Reservation. The settlers had discovered that Indian lands were capable of producing wheat and the mountains were good for livestock grazing. Roads and trails were utilized by the whites who were constantly encroaching on reservation lands. The settlers attempted to push the Tribes into another war, the objective being to extinguish the reservation.

The U.S. Government had agreed in the Treaty to move the Oregon Trail south of the Reservation to prevent problems. The establishment of a Reservation caused problems for non-Indians as well. There were restrictions and rules on the Reservation that were not applied elsewhere in the state. For example, there could be no alcohol on the Reservation. The Reservation boundary became a big issue that still hampers the Tribes efforts today.

The Tribes had reserved 510,000 acres for the Reservation in 1855. The actual Reservation survey totaled approximately 245,000 acres, half of the Reservation reserved by Treaty. Much of the debate arises over the location of "Lee's Encampment". Whether its location was at Meacham, where the boundary was surveyed, a location where a Major Lee of the Oregon Militia once camped, or a place by Five Points Creek on the Grande

Ronde where Jason Lee, the Missionary, once wintered has never been resolved. It is known that the town of Meacham, near the summit of the Blue Mountains, was a rest area for Oregon Trail travelers and was to be along the future railroad. The tavern and brothel at Meacham made a good deal of money serving a wide variety of refreshments.

The constant pressure of non-Indians on Indian land was great. Non-Indian encroachment on Tribal lands caused many problems, especially if the Indian land had any value to the non-Indian. In 1877, the lower Nez Perce went to war over their homelands after their Treaty had been renegotiated and their size of their reservation was reduced because non-Indians had an interest in the land. Members of the Cayuse Tribe, frustrated at the changes and pressures brought by the United States, fought with Chief Joseph and his people in the Nez Perce War. Other Tribes such as the Yakama and Bannocks would also end up fighting against the injustice on non-Indians claiming their homelands.



UMATILLA INDIAN RESERVATION, CIRCA 1930s
(PHOTO COURTESY TCI)

Non-Indians desired to own lands on the Umatilla Indian Reservation that were seen as valuable agricultural lands. This was stated in the 1878 Annual Report from the Commissioner of Indian Affairs in a discussion about the Umatilla Indian Reservation. Non-Indians were quick to point out that horses were impacting the environment, by preventing them from farming wheat on the reservation.

The agent reported, "The rapid settling of that portion of the state has surrounded the reservation with white farming population, who has already run across it a telegraph-line and several roads. The route of the Blue Mountain and Columbia River Railroad line transverses the southern portion, and the junction of the road with a proposed branch line is to fall within reservation

boundaries. This valuable tract is occupied by only 1,000 Indians, who cultivate between two and three thousand acres and use of so much of the remainder of their lands as is required to furnish range for their 22,000 head of stock."

The agent went on to report, "For several years past the citizens of Oregon have made persistent effort to have these lands open to settlement, and several bills to that effect have been introduced in Congress. This desire, which gains strength yearly, is well known to the Indians, and begets a feeling of restlessness and uncertainty decidedly unfavorable to their progress in civilization."

This encroachment was devastating to tribal culture and economic well being. As tribal people, they were horsemen and fishermen, and wealth was determined in terms of livestock particularly horses. Horses allowed Tribal members the means to travel to usual and accustomed resource procurement areas. The Umatilla Reservation was prime for the grazing of horses and the natural resources were extraordinarily rich. In fact, early Indian agent's descriptions of the Umatilla Reservation described the grazing and grass resources as without limit. "The horses and cattle are always in splendid condition, and scarcely need any care in winter as grazing is good all year rendering it a very popular as well as profitable business to raise stock."

ASSIMILATING THE INDIANS

By the 1870's, many government and non-government policies had been developed to subdue and eradicate the power of Indian Nations. Treaties were entered into for the purpose of controlling the Nations and for limiting the claims of Indians on their territory. By the 1880's the 1855 Treaty and Reservation had been breached by non-Indians many times. The Walla Walla's were not paid for Peo Peo Mox Mox's land claim, the Oregon Trail was not moved south of the Reservation, the Reservation Boundary was miss-surveyed, the town of Pendleton was asking for 640 acres of the reservation, and the railroad was making plans to come through the Reservation. By direction of the Secretary of Interior, an Indian Agent arbitrarily drew a line and removed the southern part of the reservation.

In 1885 the Slater Allotment Act was introduced and it turned into a prototype as a model for the sale of surplus Indian allotments. By 1887 the Dawes Allotment Act was in full swing and approximately 100,000 acres of the Umatilla Indian Reservation were allotted to non-Indians. Approximately 30,000 acres were put up for sale. The goal was to acculturate tribal members by intermixing non-Indians amongst tribal members. By doing this, Indian culture, religion, tradition, leadership and government would be destroyed and the Indians would enter the American melting pot. Most of this allotted land was inevitably used for agriculture, specifically wheat and livestock.

Indian agents on the reservations were ordered to educate and "civilize" the Indians, which meant missionaries, schools, apprenticeships, farming, and the allotment of lands. By 1890, Indian Treaty Lands in the United States had been reduced by half. The Umatilla Reservation, through the Allotment, or Dawes Act of 1887, was reduced from 245,699 acres to 158,000 acres. Many forced fee patents were issued to individuals who were described as being competent by the agent and his committee from town. Much of the 87,699 acres that was not allotted, was purchased by land speculators, timber, or sheep industries.

With the influx of non-Indians came many new things and ideas that would affect the Columbia Basin. Along with the settlers came land ownership, fences, livestock, agriculture and new species of plants, some of which are now considered noxious weeds in the basin. As the Tribes began to take residence on the Umatilla Indian Reservation, the non-Indians were making the majority of decisions about the use and management of the land.

The Railroad came through the Reservation without meeting any of the Tribes concerns. They already had their plans and railroad designs and were paid in subsidy from the United States to construct their projects. The Tribes



RAILROAD, UMATILLA INDIAN RESERVATION
(PHOTO COURTESY TCI)

had asked the railroad company to tie its new rail line into the grade that went up Wildhorse Creek instead of coming out of Meacham Creek and heading down the Umatilla River. The Tribes were concerned about child safety, livestock, land, water, and root fields. The railroad was the biggest business of the time, and was only concerned with its own progress. The Umatilla River and Meacham Creek were irreparably damaged by the railroad construction efforts.

With the arrival of the settlers came the western Euro-American system of government, religion, politics, legislation and economics. Legislations, such as the railroad land grants

and the allotment acts, were enacted to support non-Indian interests.

During this historic period, CTUIR lands were reduced from over 6.4 million acres to 158,000 acres. Allotment acts, incentives for railroads, miners, ranchers and settlers led to increased pressure on lands significant to the Tribes and the Reservation. The Tribe's interests were mishandled by agents, congressmen, and agencies. The reflection is that the Tribe's wealth was reduced from a status of wealth to poverty as a direct consequence of actions and policies of the U.S. Government.

THE 20TH CENTURY

The treaty and the next century would be a harsh introduction for the Tribes to paper laws, politics, money and greed in the American capitalistic and democratic system. Four decades after establishment of the reservation, a number of Congressional Acts were passed. The Tribes started the Twentieth Century playing legislative catch-up trying to find out what had happened to their homelands. The Acts for the most part were land-based, punitive actions on the part of Congress to correct the failing Allotment Act of 1887. It was considered to be failing because the Indians were not integrating into American Society.

In 1891, the Leasing Act and subsequent amendments were implemented on the Umatilla Reservation. The passage of the Leasing Act promptly placed the non-Indians in a situation where they could approach Indians on a one-on-one basis for to gain control of their resources. In Umatilla County, political lobbies and groups were formed by local farmers and traders as early as 1900 to promote their interests on a legal avenue.

The Burke Act of May 1906 authorized the Secretary of Interior to issue fee patents to Indians that they deemed competent. This too, expanded the market for sale of Indian lands. Heir ship Acts from 1902 to 1916 further authorized the Secretary to sell the lands of Indians whether they were deemed competent or not. The money received was held for a 25-year period.

Congress passed an Act on July 1, 1902, for the sale of 70,000 acres of timber and range that was now considered surplus Treaty boundary lands. Transactions with public and semi-public agencies were conducted during the early 1900's. Many of these transactions were based upon Article 10 of the 1855 Treaty, which specified creation of roads, easements and rights-of-ways for public purposes.

During this time, questions were being raised about the management and status of the Indians and the reservations. There were discussions about the Wheeler Howard Act, the Indian Reorganization Act (IRA) and other legislation being passed by non-Indians that were supposedly in the best interests of the Tribes. In regards to the IRA, one elder commented; "It was discussed everywhere and was a serious topic that involved all Indians no matter what reservation you came from." Some Indians enrolled with adjoining reservations were living on the allotments they had inherited on the Umatilla Reservation.

Issues at that time were focused on how much of the Reservation was fractionated, hunting and fishing, horse roundups and legislative issues. Many older Indians still spoke French and Council was conducted in Nez Perce. Indians who attended meetings would contribute whatever they could, so that representatives attend local, state and national meetings.

Nationally the conditions on reservation were very noticeable. The Miriam Report of 1928 was a comprehensive study of post-Congressional Acts and their impact upon the Indian communities. The result of the study indicated

mismanagement of Indian affairs by Congress and recommended a change in policies. As a result of the 1928 Miriam Report, and the Indian Reorganization Act of 1934 were offered to the Umatilla Tribes as a reform of the Federal Government's Indian Policy.

At that time, the reservation dwellers were satisfied with how the BIA handled Indian affairs; relying on their Trust responsibility. This system also allowed for the continuing use of the traditional system of family leaders meeting in Council to discuss issues. Due to the efforts of Tribal members petitioning local officials and politicians in Washington D.C., any surplus lands were taken off the market and were set aside and managed by the Bureau of Indian Affairs.

The Tribal Council voted by a 2 to 1 margin not to accept the provisions of the Indian Reorganization Act.

After ten more years of discussion, the Tribes were able to have lands restored to the Reservation. The Johnson Creek Restoration Act of 1939 returned 14,140 acres of land to the Confederated Tribes. 14,000 acres of the 352,000 taken were returned to trust status through a series of Congressional actions aimed at improving the Reservation for Indians. World War II ended any appropriations to go through this act.

ORGANIZING THE TRIBES

Goals were not being attained under the current system and issues were made bigger and more complicated by the Great Depression and World Wars. The Tribes were no longer satisfied with those agents charged with upholding the Treaty of 1855. For years since the Treaty, Indians had to continually fight to exercise their rights on the reservation and on their usual and accustomed use of land the off reservation. The BIA had failed to uphold the Tribes treaty rights. Tribal members were arrested for exercising their rights, even after the courts reaffirmed their rights. Often, it was racism that prevented Tribal members from exercising treaty rights and cultural practices.

Fish wheels and canneries did extensive damage to the native fisheries and often inhibited or prevented the Tribe's ability to access the fish. Hydroelectric and reclamation dams were being developed on the Columbia River and tributaries were continually threatened by water withdrawal for irrigation. The Tribes usual and accustomed fishing locations along the river were becoming lost or rendered useless. In the case of the Umatilla River, the Salmon were made extinct by irrigation and reclamation efforts as early as 1914. Canneries tried to exclusively take fish from the Tribes fishing locations. Local communities were arresting Indians for fishing off the reservation or for out of season fishing. The CTUIR and other treaty Tribes had to spend resources reaffirming and educating non-Indians about their rights. These and other assaults on many of the treaty reserved resources crucial for Tribal survival necessitated the need for the Tribes to be more directly involved in managing their own affairs in a new way.

The BIA continued to manage the Reservation but by the 1940's, the Tribal Council found itself in a dilemma due to the lack of authority to control outside interests, especially regarding lands passing out of Indian ownership or other public and unclaimed lands where resources were being impacted. Another concern of the Council was the poor management and conservation practices of the non-Indian farmers and ranchers. Erosion of farm lands, poor logging.

Beginning in 1947, a committee of tribal members was authorized by the Tribal Council to begin researching ways in which the Tribes could attain more authority over their affairs. The committee sought the assistance of the

Bureau of Indian Affairs. At one Council, a BIA employee and Nez Perce enrollee had talked about writing a constitution so we could have a Tribal government that could handle our tribal affairs like a business. He was a well respected veteran and he helped to work out the details.

In 1949, a Constitution and By-Laws were adopted by a very close majority vote of the Council with 9 votes being the decisive factor. The establishment of the Constitution and By-Laws as the operating charter effectively brought an end the power of the headsmen and recognized chiefs in the Tribal Council. From that day on the Tribes have been the Confederated Tribes of the Umatilla Indian Reservation (CTUIR), a confederation in the homeland of the Cayuse.

The new leaders of the Tribes would be the Board of Trustees. Issues were pressing as usual. By-laws unheard of before had to be implemented, membership had to be determined, hunting and fishing rights and housing issues had to be addressed. It was very complicated and the new CTUIR Board of Trustees needed advice.

In 1950, the first Board of Trustees identified ways in which they could improve the reservation and attend to the needs of the people. Financing for most tribal projects were attained through timber sales and other small sources of income. The needs of the community increased with additional concerns being education, standard housing, and health care. The concept of economic development was established through tribal resolutions aimed at resource management in timber, range and farming.

In 1951, the Confederated Tribes directed its attorney to file a claim for lands ceded to the U.S. Government at the signing of the Treaty of June 9, 1855. The Tribes contended that thousands of acres had been excluded from the Reservation and damages from the loss of fish and eel runs in the Umatilla River were also to be addressed in the courts. The Indian Claims Commission issued its final judgment in favor of the Confederated Tribes for an out-of-court settlement. This however was just the beginning of a long judicial process to address problems with the Treaty negotiations of 1855.

In 1953, the Tribe received \$4,198,000 from the United States for the loss of fishing sites at Celilo, that Oregon inundated by The Dalles Dam. All enrollees realized approximately \$3,494.61 in per capita payments. At this time, approximately 47% of the Umatilla enrollees lived off of the reservation. In addition, the U.S. Army Corps of Engineers agreed to construct 400 acres of fishing access sites to replace the ones flooded by the dam. The Dalles Dam was completed in 1957 closing Celilo Falls one of the Tribes greatest resources. The last Salmon Feast at Celilo was held that year. Other dams like John Day and McNary as well as dam projects on the Snake River decimated the fisheries.

Unemployment on the reservation was very high at 60+%. The Tribes were looking for opportunities to get Tribal members work. The Tribes were able to have the McNary town site with all the trimmings of a golf course, trailer manufacturing factory, and post office turned over to the Tribes through the GSA process. The Tribes negotiated with S&S Steel to set up a factory there producing 55 foot house trailers. Homes were provided, Tribal members were hired and quality products were produced. The business went well until mismanagement and a subsequent dispute resolution process resulted in the steel company getting the town.

In 1954, Congress enacted House Concurrent Resolution 108, known as the Termination Bill. This new threat to tribal survival was vigorously opposed by the Confederated Tribes. Accompanying the Termination Bill was the notorious Public Law (PL) 83-280. PL 280's purpose was to place the Tribal people under the state government for criminal and civil jurisdiction. This included the maintenance of road systems.

The road system was turned over to the State and County Highway Departments, further alienating more trust land from the reservation. P.L. 280 was official policy until 1990.

Feasibility studies were being conducted but most of the ideas required more resources than the CTUIR had readily available. The State of Oregon was helping the Tribe by poisoning the Umatilla River for sport fishing interests. More and more dams were being developed on the Columbia. Celilo was gone. New fishing sites needed to be constructed to replace the sites inundated by the dams. There were more litigation and legal proceedings in the Indian Claims process. A watchdog group of Tribal members known as the Progressives started meeting and discussing Board of Trustee management issues such as the McNary debacle and concerns about the Board of Trustees' future plans. The Progressives wanted to know how the leaders were going to address unemployment, housing, and future investments of the Tribes.

Around this time the CTUIR, the BIA and the General Contractors Association began a training program on the south Reservation. The project was to create a dam on Jennings Creek on the lands restored to the Tribes. The intention was to create potential recreation development and an opportunity that would train Indian people and allow them to gain experience to go further in construction if they wanted.

The lake was successfully completed and was dedicated to the Cayuse leader Hum-ti-pin whose band had lived in Walla Walla, Washington. This was a small but needed success for the Reservation Community.

The turning points for the CTUIR were the final results and decisions of the CTUIR's claims heard before the Indian Claims Commission. The decisions addressed issues of aboriginal use and lands controlled, claimed, and compensated for by the Treaty negotiations. The CTUIR had only been compensated for approximately 4.5 million acres as part of the 1855 Treaty Negotiations. The CTUIR Claim maintained that they in fact ceded 6.4 million acres. The country included lands in the John Day River Valley and lands in the Powder River Drainage. The CTUIR settled on the Claim and were compensated.

The Board of Trustees Program Planning Committee adopted a preliminary plan for the development of the Reservation's human and natural resources in September 1967. At the same time, issue groups were meeting on and off the reservation. Some of them had intentions of lobbying against the Board of Trustees' plan in favor of full per capita payments. Some were meeting to support plans for the reservation development and partial per capita payments. On December 11, 1967, and March 30, 1968, Tribal members attended General Council meetings and overwhelmingly voted for the abandonment of the previous Board's programming plans and partial per capita payments. The votes were overwhelmingly for per capita payments. In August of 1968, a recall of the Board of Trustees occurred because the majority of the board members were in favor of programming the judgment funds. The majority of the new Board of Trustees proposed full per capita payments with the exception of \$200,000 reserved for scholarships.

On October 29, 1969, a hearing was held before the Sub-Committee on Indian Affairs. As a result of the hearing, in which both sides of the controversy were heard, the subcommittee requested a referendum vote on disbursement of the funds. November 29, 1969, one month after testimony was given to the Interior subcommittee, the General Council voted by referendum on the disbursement of the judgment funds.

On November 29, 1969, the General Council went to the polls to vote for the full per capita payments with \$200,000 set aside for scholarships. The 1970 per capita payments came in three separate payments. As for the Board of Trustees, their goal was finally realized, but they ended up with no tribal staff. The tribal operating

budget was completely exhausted. The General Council meetings, which at one time boasted 200 people per meeting, became inoperative for approximately one year due to a constant lack of quorum.

After 1970, the issues of claims and per capita payments had been settled. Tribal officials elected to office became heavily dependent upon non-elected members of the community for help and assistance since tribal coffers had been completely decimated during the 1968 and 1969 administrations. In short, the Tribe was broke and completely disorganized. Anti-per capita factions began to pick up the pieces of tribal government which were still left intact. They relied heavily on the Program Planning Committee and Board of Trustees and to program grants and contracts from the federal government.

Housing conditions were still poor, the community was swamped with alcoholism, and there were still no fish in the Umatilla River. Many Tribal members had moved as part of the Indian Relocation Program. Children were still being sent to boarding schools to learn trades. Members of the community quickly grasped onto the unfinished business of the 1967 Board of Trustees' Program Planning Committee. Eventually many of the Planning Committee projects were approved and funded with State and Federal grants.

Meanwhile, the Board of Trustees tended to other government functions with a small, dedicated and over-worked staff under direction of the tribal executive secretary. Much of the tribal staff's operating budgets were B.I.A. financed contracts.

The damage to the fisheries resources and the many issues that revolve around a competitive fishery industry on the Columbia River led CTUIR members to work with other lower Columbia River tribes. In 1972 the Confederated Tribes and Bands of the Warm springs of Oregon, the Confederated Bands of the Yakama Indian Reservation, and the Nez Perce Tribe of Idaho created the Columbia River Intertribal Fish Commission (CRITFC) to deal with major issues on the Columbia River as they affected treaty related fisheries.

The national mood toward the plight of the Indian nations was very receptive. The Johnson and Nixon administrations sought to assist the nations in their quest for human and economic self-sufficiency. Indian governments were qualified to receive a myriad of federal assistance largely due to the Indian self-determination and Education Assistance Act of 1974. Credibility and accountability was demanded by the General Council and by the federal bureaucracy. The impact of federal dollars had both a positive and a negative influence. In order to get the necessary dollars, the Tribe sometimes had to compromise its plans and priorities to become eligible.

At the tribal level, federal agencies have been known to support various issue groups on the reservations, causing further disorganization, creating autonomous tribal groups which become dependent upon the agency. Tribal affairs and leadership was carried out through the chiefs and headmen, they were truly leaders, and must be credited with negotiating for the survival of the people. Survival is different today but no less difficult.

As for the people of the Reservation, in the social sense, every Indian individual has a responsibility to uphold the values and attitudes of the Tribes. A strategy was initially developed through the 1979 Comprehensive Plan to guide growth and development and to exercise the sovereign powers of Tribal government.

The three tribes worked in alliance to regain and rebuild their self sufficiency from the government. The traditional leadership of chiefs and headmen at the head of table as key negotiators evolved into a new form of leadership. This leadership was intertwined with the negotiations not only for the tribal people and their well being, but also with decision making that would develop into the economic stimulus that would enable the tribes to acquire the financial sustainability that would give them a new found independence.

This new government, consisted of nine officials elected by the tribal people, who were entrusted to protect the Treaty Rights and sovereignty that the elders and past leaders had so strongly fought for. They would also embark on a new form of leadership that would take the tribes and the future generations into a new era of self determination.

SELF DETERMINATION AT WORK

The 1980's through the mid 1990's can be characterized as the visible beginnings and presence of self-determination efforts on the Umatilla Reservation. During this time, there had been a substantial growth in tribal programs, services, enterprises, building and capital improvements. Many of the planning initiatives and dreams of the 1960's and 1970's became a reality.

The number of HUD-assisted Indian housing units was almost doubled from 125 to 245. The number of tribal employees grew by about a third to 175. Tribal enrollment grew to 1600 by the end of 1994, and the tribal budget grew to \$11 million from a \$1.5 million budget in 1980. Land acquisition and restoration of the Reservation became a priority. The land base of the Tribes was increased with the purchase of the 2,400 acre Conforth Ranch in western Umatilla County, as well as other smaller tracks on the Reservation.

In 1992, the Board of Trustees accepted a broad-reaching Tribal-wide reorganization plan that established a departmental setting for tribal programs to be supervised by an Executive Director under the policy direction of the Board of Trustees. In 1994, the Plan was made effective with the strategic clustering of 15,000 square feet of new modular office and meeting space to house the Tribal departments.

The progress towards obtaining self-sufficiency occurred in the form of several successful economic development initiatives; including the \$7.5 million Tribal Gaming Center which initially employed 280 persons. In 1997, the Board of Trustees adopted a new Comprehensive Plan that provided long term goals and objectives for the CTUIR and specific program areas. In 1998, the Board of Trustees also adopted the Mission Community Plan which provided long term land use planning for the Mission Community area. These planning efforts combined with the economic developments provided a stimulus which significantly reduced Tribal unemployment rates.

An important success the CTUIR has had in establishing self sufficiency has been the contracting of a number of important economic, environmental, social and community programs that were once provided by the BIA or by other local, state and Federal agencies. For example, the CTUIR now has its own education program and its own Charter School (grades K-12) under the Pendleton School District. Indian traditions and values, including native languages that were once vanishing are now being taught in the school.

Today the Confederated Tribes is taking a more active role in directly managing health care and has assumed the health care responsibilities from the Indian Health Service. The Yellowhawk Health Clinic is now managed by the Confederated Tribes providing service to its own people. The health of the Indian people is the future and the CTUIR leaders recognized the need to care for our Tribal family using proper education of western medicine and traditional beliefs to heal ourselves.

With the Tribes successes there has also been many issues to attend to. The Columbia River fisheries are dwindling, the forests are sick, the water is polluted. Through our Country passes thousands of miles of roads, power lines, pipelines, extensive irrigated land, water issues, forest and mineral speculators, private industry,

developers, county, state, and Federal agencies and governments. Within the CTUIR aboriginal territories is the Hanford Nuclear Site the most polluted place in the Western Hemisphere.

These problems are not going away in the Near future. The Confederated Tribes are now in the 21st Century and are poised with the Organizational leadership and confidence, professional, technical, legal, and economic resources to achieve a sustainable economy and cultural identity through self-determination.

Now, more than any time in the history of the Confederated Tribes of the Umatilla Indian Reservation, there is a need to have a vision for our future and a plan for obtaining that vision. This Comprehensive Planning effort is intended to provide the means to achieve this vision.

(This Chapter, as written by the Tribal Cultural Resources Program in the 1996 Comprehensive Plan, has been updated and grammatically edited. The 1996 Comprehensive Plan history section was adapted from the 1979 Comprehensive Plan history section which included contributions from Phillip Guyer, Tribal member elder.)



UMATILLA INDIAN RESERVATION (PHOTO BY RED ELK IMAGES)

3

DECLARATION OF SOVEREIGNTY

INTRODUCTION

The Walla Walla, Umatilla, and Cayuse Tribes have always exercised their sovereignty. We have governed and protected ourselves as well as regulated our commerce.

The Tribes entered into the Treaty of 1855 with the United States of America, but not as a conquered people. Both parties negotiated the Treaty and recognized the sovereign authority of all parties to the Treaty. The Tribes ceded certain aspects of their aboriginal title to more than 6.4 million acres of land to the United States. Yet, we reserved an area as our homeland under full sovereign authority and retained extensive off-Reservation rights. The United States assumed certain trust responsibilities to protect the Reservation and all off-Reservation rights from outside forces. Both sovereigns agreed to honor the letter and intent of all obligations in the Treaty of 1855.

The Tribes declare our national and inherent sovereign authority. We have the absolute right to govern, determine our destiny, provide for tribal members, and manage our property, land, water, resources, rights, and activities throughout our homeland from all interference. We declare that the Treaty of 1855 only alters our sovereignty to the extent expressly stated in the Treaty and that all inherent sovereign rights and authority remains with the Tribes.

In 1949, the Tribes adopted a written Constitution and By-Laws. The Constitution created the Board of Trustees which is elected from the General Council membership. Since that time we have enacted tribal laws and ordinances which include codes for water and land use, judicial enforcement, and economic development. We have also entered into agreements with the United States, other Indian Tribes, the State of Oregon, local governments, private business organizations, and other entities and individuals.

The Tribes assert and exercise sovereign authority over the Reservation's current territory and any future territory that may come within tribal jurisdiction, protecting tribal rights and welfare in all areas. The Tribes complete sovereign power includes the following legislative authority: the power to define individual conduct, to regulate business enterprises, to tax, protect the environment, regulate natural resource uses, to provide for health, education, and welfare, protect religious freedom, and to make laws as any other nation.

The Tribes' sovereign powers also include judicial authority to enforce valid legislation and executive orders. Many progressive actions have occurred to preserve, protect, and strengthen our national sovereignty in line with our songs, dances, prayers, and longhouses. For the Creator and the land itself vests ultimate authority in The People.

The Tribes will always exercise our national sovereignty and preserve our traditional cultural ways in harmonious existence with our homeland. We will always provide for the well-being of our people in the future. We will live in balance with the land and use our natural resources only when traditional and cultural teachings dictate use. We will respect all persons; acknowledge the wisdom of our elders and religious leaders; sustain the hopes of our people; and accept responsibility for our actions realizing that we are accountable to the Creator. The Creator's spirit lives in our homeland and our national sovereignty protects the spirit with the land, waters, people, culture, religion and language.

The geographic reach of our sovereignty includes the area within the borders of the Reservation which the Tribes reserved in the Treaty of 1855. The Reservation is located on the northwest side of the Blue Mountains in Eastern Oregon and includes the Umatilla River, Isqúultpe Creek, Meacham Creek, Wildhorse Creek, McKay Creek, Johnson Creek and other tributaries. Water is the giver of life, food and the spirit. The Reservation is also an area

of sacred foods, salmon, deer, roots, berries, elk, and other plants, fish and game. (See figures 3 & 4 on the attached page)

Our sovereignty also extends to Tribal off-reservation rights in our prehistoric domain which is a vast region including the Columbia Basin, the Blue Mountains, and beyond. Off-reservation rights attach to our usual and accustomed fishing grounds and stations; burial sites; other sacred sites, to lands where tribal members hunt, gather roots and berries and pasture stock; to usual and accustomed trade routes and commerce; to acquired lands, and to areas the Tribes possess, or may later establish rights of any kind.

As the caretakers of our sovereignty, the Tribes praise all of the above and proclaim their protection forever. We do not waive any attributes of sovereignty not expressly stated in this document.

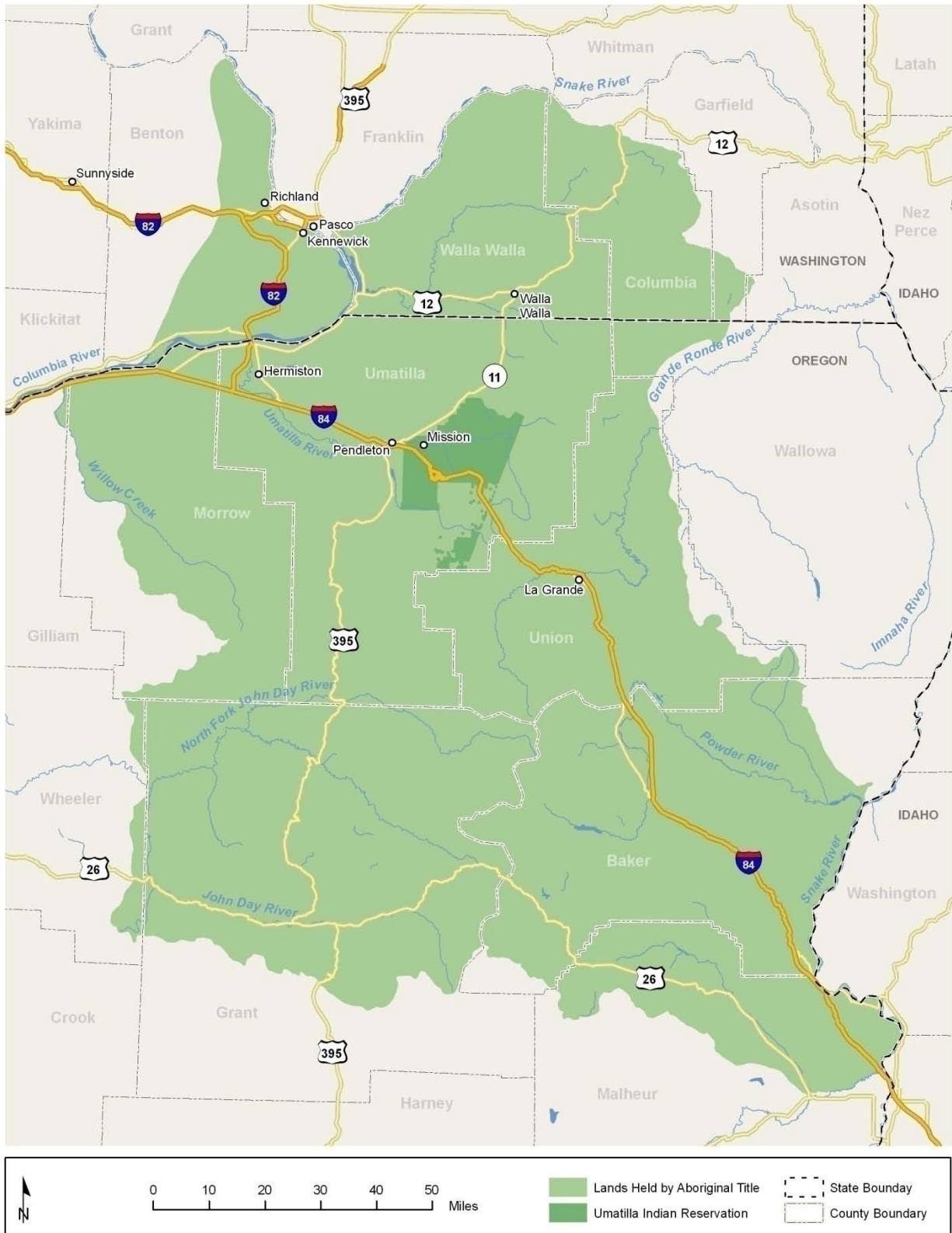
We understand that this declaration may not state the full extent of our sovereignty because our sovereignty is firmly based on the Creator's natural laws which are not limited by the laws of human beings. These natural laws are best expressed in our languages, customs, traditions and religion. We make this declaration of our national sovereignty to advise all who encounter us and for all future generations of Tribal members. Thus, with pride in our heritage and confidence in our future, we declare our sovereignty.

"LET US TURN TO THE PAGES OF THE PAST. BECAUSE WE SO OFTEN SPEAK OF THE PAST, WE ARE TOLD THAT WE DWELL TOO MUCH IN THE PAST, THAT WHAT HAS PASSED, AND NOTHING IS GAINED BY HARKING BACK TO IT. SOME SAY TO US CONSOLINGLY, WHAT HAS HAPPED TO THE INDIAN IN THIS COUNTRY IS TOO BAD, BUT IT IS OVER AND DONE WITH. DEEDS THAT I HEAR RELATED HAVE MADE HISTORY AND ARE THE FOUNDATIONS BOTH GOOD AND BAD UPON WHICH YOUR LIFE AND THE INDIANS HAVE BEEN BUILT." --MAUDIE C. ANTOINE, CHAIRWOMAN OF THE BOARD OF TRUSTEES AT THE 1855 TREATY CENTENNIAL OBSERVANCE ON JUNE 11, 1955

Figure 1: Umatilla Indian Reservation



Figure 2: Aboriginal Title Lands





UMATILLA INDIAN RESERVATION (PHOTO BY RED ELK IMAGES)

4

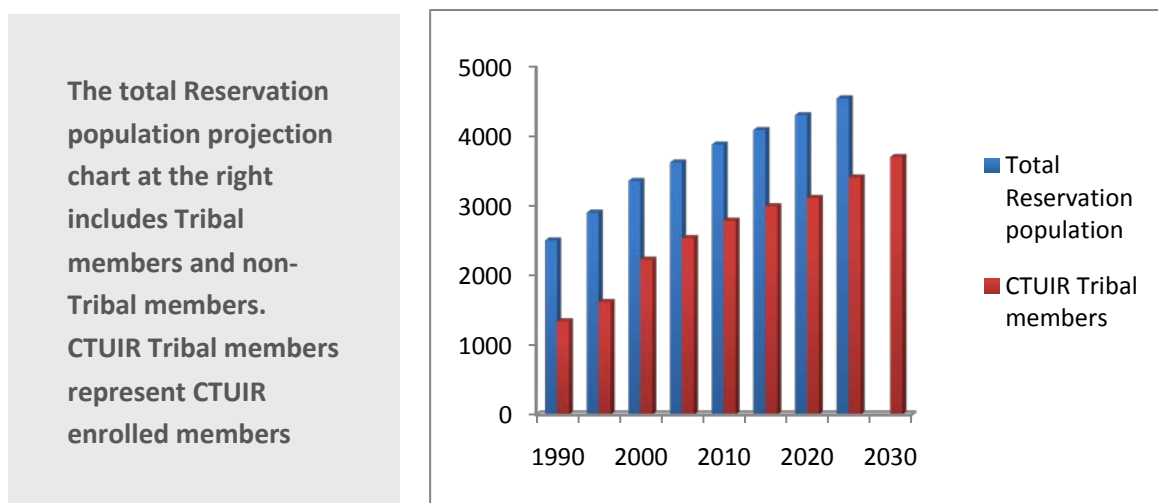
BACKGROUND DATA

INTRODUCTION

The data in this Chapter reveals historic trends that will assist decision makers in the development of theories and strategies to implement the Goals and Objectives of this Comprehensive Plan. It is basic to understanding the character of the Reservation community.

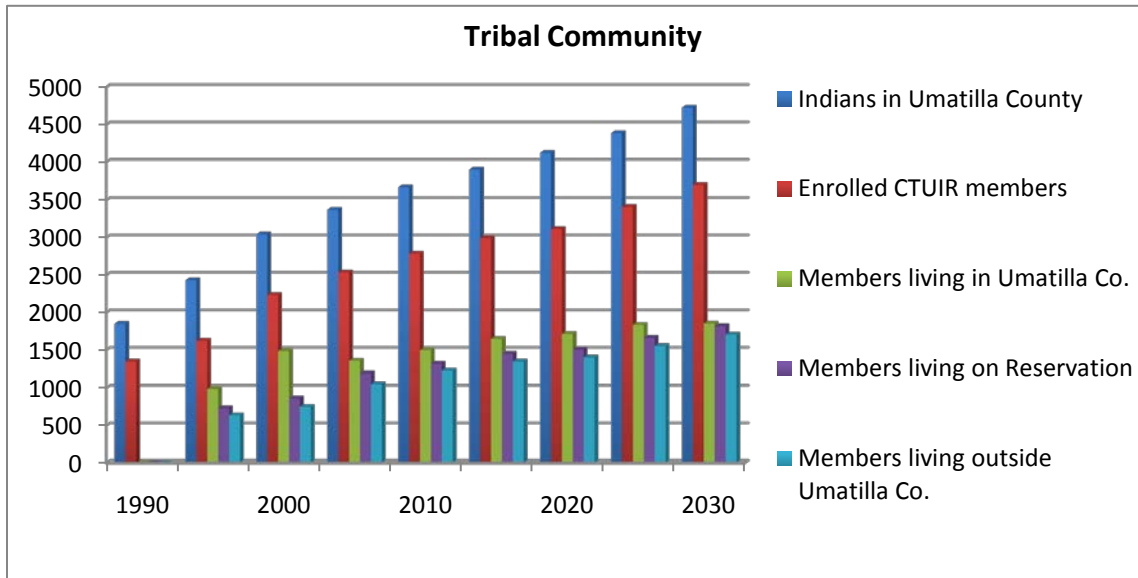
POPULATION

The population figures used on this page are based on a 1997 study by the Walker Research Group, Ltd. entitled; *A CTUIR Study of the Population of the Umatilla Reservation and Umatilla County*; which projected population to 2025. Since the planning horizon for this Plan is the year 2030, the 2030 population estimations were calculated using historical average annual increases since 1990. The 2010 Census is underway at the writing of this Chapter and more up to date population information will be available when this Plan is updated in 2015.



Population Projections	1990	1995	2000	2005	2010	2015	2020	2025	2030
Indians in Umatilla Co.	1850	2430	3044	3372	3673	3900	4124	4386	4728
Enrolled CTUIR Members	1347	1624	2235	2536	2787	2995	3115	3410	3705
Members living Umatilla Co.		987	1485	1357	1498	1648	1714	1834	1854
Members living on Reservation		732	862	1191	1318	1450	1508	1663	1818
Members living outside Umatilla Co.		637	750	1051	1226	1347	1401	1554	1707

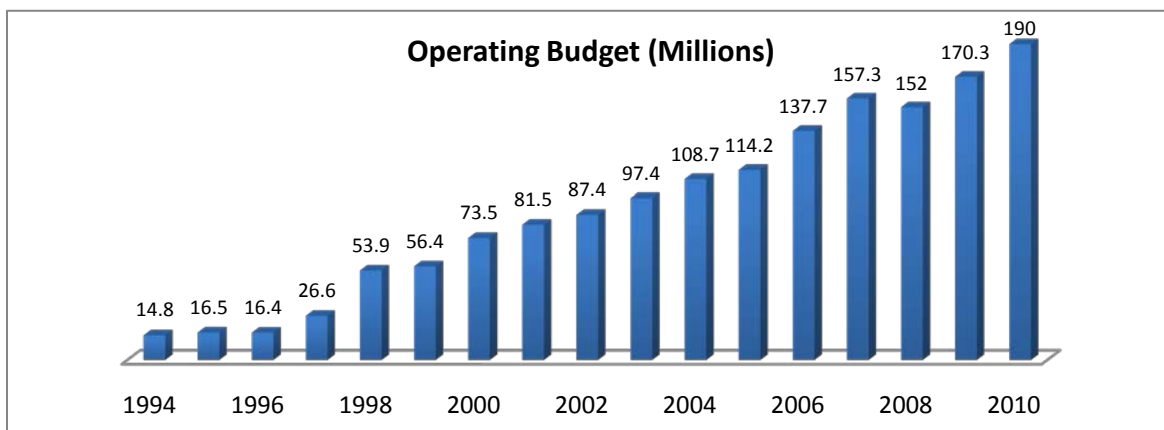
The following chart demonstrates characteristics of the CTUIR Tribal community with respect to residency. Many enrolled members reside both on and off of the Reservation. These figures have been provided by the Tribal Enrollment Office and 2000 US Census and were projected using historical average annual increases.



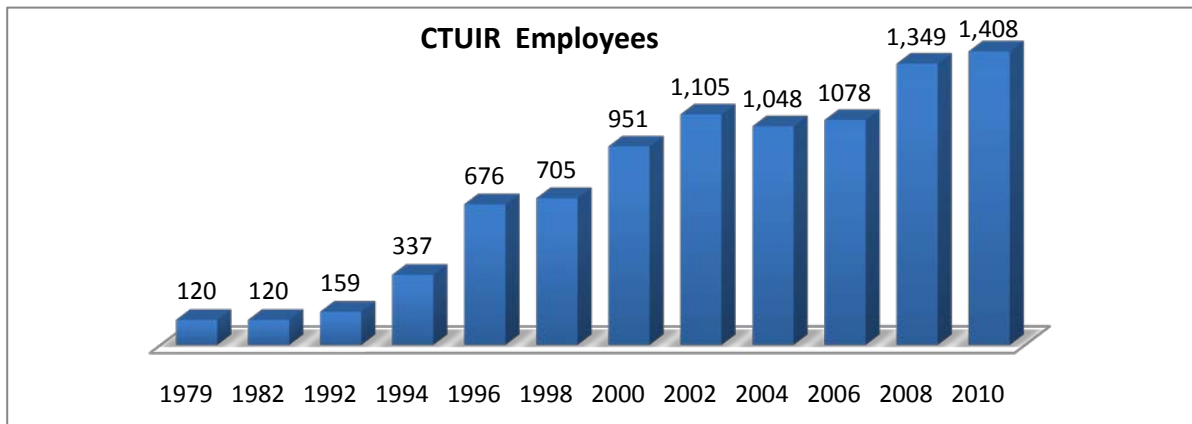
ECONOMY

Economy plays a vital role in community sustainability. The CTUIR governmental structure is unique in its relationship to the Tribal community. Municipal and county governments rely on public taxation and grant programs to sustain their functions. The CTUIR government is sustained by grant programs and profits from Tribal enterprises which are also funneled back into the community in the form of dividends and social services.

The CTUIR Operating Budget demonstrates how the CTUIR economy has grown over time and will continue to be monitored through the Comprehensive Plan monitoring process.



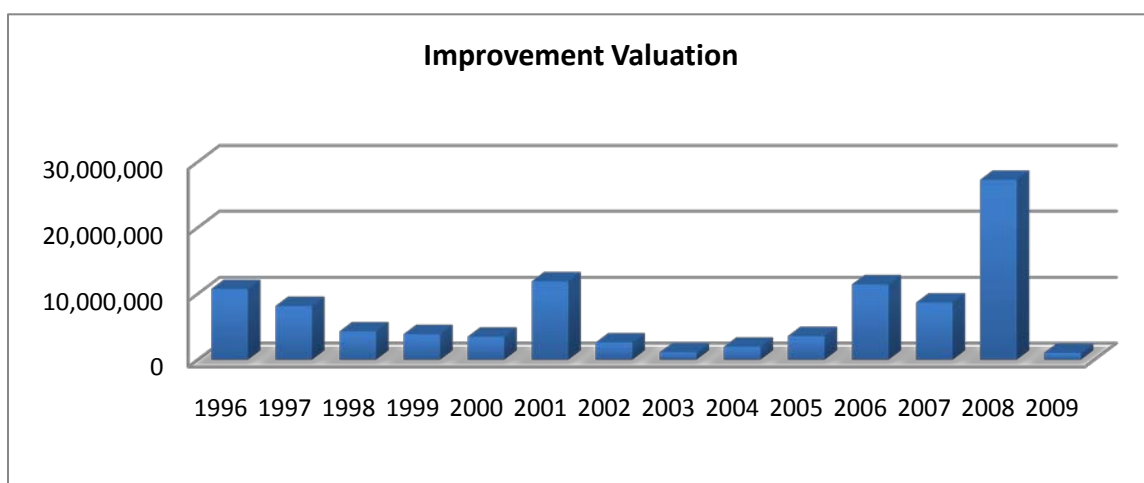
The following employment chart demonstrates how the CTUIR has grown contributing to the local economy and providing diverse employment options to Tribal members decreasing the Reservation unemployment rate. Employment figures include Tribal government and Tribal enterprises.



LAND

The Umatilla Indian Reservation contains 172,172 acres of land within its boundaries. According to the 1973 Initial Comprehensive Planning Investigation, a report developed by the consulting firm CH2M Hill, 49 percent (85,433 acres) of the land within the Reservation boundaries was in Indian ownership in the form of Tribal Trust, Tribal fee or individual allotments. The remaining 51 percent (86,739 acres) was in non-Indian ownership.

Since 1973, the Confederated Tribes has acquired additional acreage off-Reservation, within the aboriginal use area, bringing the total acreage owned in Tribal Trust, Tribal fee and individual allotments to a total of 185,602 acres. Today, of the 172,172 acres within Reservation boundaries, 62.5 percent (116,021 acres) is in Indian ownership in the form of Tribal Trust, Tribal fee or individual allotments. The remaining 36.5 percent (69,581 acres) is in non-Indian ownership. Figure Six on Page 9-17 identifies location and ownership distribution of lands associated with the Confederated Tribes.





UMATILLA INDIAN RESERVATION (RED ELK IMAGES)

5

PLAN ELEMENTS: GOALS & OBJECTIVES

INTRODUCTION

The Elements in this chapter contain the goals and objectives that provide the policy direction necessary to implement the CTUIR and community visions. To incorporate the community vision into this Plan, Objectives and Performance Indicators that relate to the community vision principles and indicators are identified in **red** font.

In the tribal ancestral communities, each Tribal member had a role to play; each had areas of expertise to contribute to the community. They were healers, spiritual leaders, hunters, gatherers, Elders, Teachers, and Headmen/Women. With the complexities of modern day living, the elements contained in this *Plan* are as essential to the continued success of the community just as the individuals that contributed to the ancestral community. Taman`wit, the rules to live by, that are taught and shared in our Indian religion continue to guide the modern tribal community.

5.1 ORGANIZATIONAL EXCELLENCE

CTUIR WILL ACHIEVE ORGANIZATIONAL EXCELLENCE BY PROVIDING EFFECTIVE
MANAGEMENT AND OPERATIONS FOR ALL ASPECTS OF CTUIR GOVERNMENT
SERVICES, PROGRAMS AND ENTERPRISES.

HISTORY

An elaborate and complex Indian organization that managed the internal affairs of the Tribes has always existed in the aboriginal territories. Individuals were recognized by elders at an early age and mentored for the particular skills and labor needed for the Tribes to survive. Decisions were arrived at by consensus and planning was conducted to prepare for future generations.

After the Treaty of 1855, CTUIR affairs were managed by the BIA. In 1934 the Tribes rejected an opportunity to reform its organizational structure by accepting the provisions of the Indian Reorganization Act. By the 1940's the Tribal Council found the BIA's failure to uphold treaty rights, its lack of authority to control outside interests especially regarding land and land management practices unacceptable.

In 1949, a Constitution and By-Laws were adopted by the Council and an operating charter for the organization was put into place. In the 1950's the Board of Trustees began passing resolutions aimed at addressing community needs and managing tribal assets.

The Federal Self Determination Policy of 1974 provided the greatest opportunity for the Tribes to create an effective organizational structure to provide for its Members. But it wasn't until the 1980's and 1990's that this structure began to show results.

In 1979, the Tribes adopted their first Comprehensive Plan and directed the Business Manager to assure the Tribes' goals and objectives were achieved. In 1992 the Board of Trustees accepted a broad-reaching Tribal –wide reorganization plan that established a departmental setting for tribal programs to be supervised by an Executive Director under the policy direction of the Board of Trustees.

OBJECTIVES

1. Demonstrate leadership excellence in all business and administrative affairs of the CTUIR;
2. Provide the highest quality in the delivery of government and business services;
3. Provide an atmosphere for managers to encourage employees to stretch to achieve their optimum performance;
4. **Create a sense of loyalty and respect from clients, customers and Tribal community for the CTUIR business and management culture;**
5. Practice the highest level of communication and public relations not only within the organization and community but with other businesses and government partners;
6. Develop a positive atmosphere where employees' creativity in achieving CTUIR's organizational expectations is fostered;
7. Facilitate the understanding of the CTUIR Vision and Mission and cultivate organized methods to achieve them;
8. Foster an environment where CTUIR employees feel appreciated and empowered with a sense of ownership in their work;
9. Integrate and support the CTUIR Community Vision by consideration in all decisions.

In the 1990s the Tribal Organization make impressive progress in achieving economic self-sufficiency, establishing aggressive natural and cultural resource protection programs and contracting for many social and community programs.

Today, the CTUIR has progressed to a sophisticated, progressive and effective management organization that provides a full range of essential governmental and human services while managing a diversified economic development portfolio.

TRADITIONAL AND CULTURAL INFLUENCES

Historically management has been influenced by a number of factors such as Indian preference in hiring, nepotism, conformance with the federal systems and approaches, cultural activities, family politics, the wisdom and respect for elders and the burden BIA paternalism. Because many employees are also Tribal Members there has been a strong relationship between management and the community. Programs and services were primarily provided by grants and contracts for a single purpose rather than a tax base, dedicated funds or enterprise revenues for overall organizational development. Longevity and sustainability of programs and services were subjected to changes in national politics and priorities. The preferred approach to decision-making was consensus-based.

MODERN MANAGEMENT APPROACHES

Funds for programs and services through Self – Governance have reduced the unnecessary oversight of the BIA. At the same time, revenues from tribal enterprises have provided a discretionary revenue source to more effectively meet the needs of Tribal Members. This has allowed management to carry out Board of Trustees' priorities using more integrated, holistic and

performance based approaches to solving interrelated and complex social and economic problems. Policies and procedures have been developed to make decisions independent of those implementing them. Electronic systems are being developed to monitor progress on goals and to measure achievement in quantifiable terms. Mentoring to develop successful managers is encouraged.

RESPONSIBLE PROGRAMS

All Departments and Programs within the CTUIR governmental structure are tasked with carrying out the Goals and Objectives of this Plan.

MANAGEMENT AND IMPLEMENTATION TOOLS

- Budgets
- Comprehensive Plan
- Executive Management Policy
- Annual Work Plans
- Fiscal Management Policy
- Personnel Policies & Procedures Manual
- Board of Trustees Priorities



RESPONSIBILITIES

It is the primary responsibility of all staff in all Departments and Programs to further Tribal sovereignty. Services and enterprises are operated using the best management practices considering the needs of tribal members, policy and budget parameters.

Management has a responsibility to advocate a shared vision and promote the organization's policies. Management will serve as a stable force providing continuity, collective knowledge and institutional memory.

Management has the responsibility to lead by example; demonstrating open communication, commitment, tribal loyalty, civic pride and accountability in promoting the excellence and integrity of the CTUIR organization.

These responsibilities also extend to relationships with others as we work with them.

SERVICE DELIVERY STRUCTURE

SEE ATTACHED ORGANIZATIONAL CHART (Figure 3)

EMERGING ISSUES AND CHALLENGES

One of the most challenging organizational issues in the future will be fostering a new generation of leaders. The process of inspiring, promoting responsibility, educating, training and mentoring and developing new leaders will need to be deliberate and consistent to sustain the stability that has contributed to CTUIR's enormous success.

As a relatively new and rapidly developing government, CTUIR will need to continue to diversify and expand its revenue base to maintain the substantial and growing amount of real property and programmatic assets.

One of the greatest challenges is the continued development of political power and economic influence to take on the external challenges of changes in water, environmental and energy policies, business regulation and the right to exercise sovereignty.

Fostering intergovernmental relationships through cooperation and education is critical to maintain and expand the Tribes' sphere of influence.



WILDHORSE POW-WOW (CUJ PHOTO)

PERFORMANCE INDICATORS & BENCHMARKS

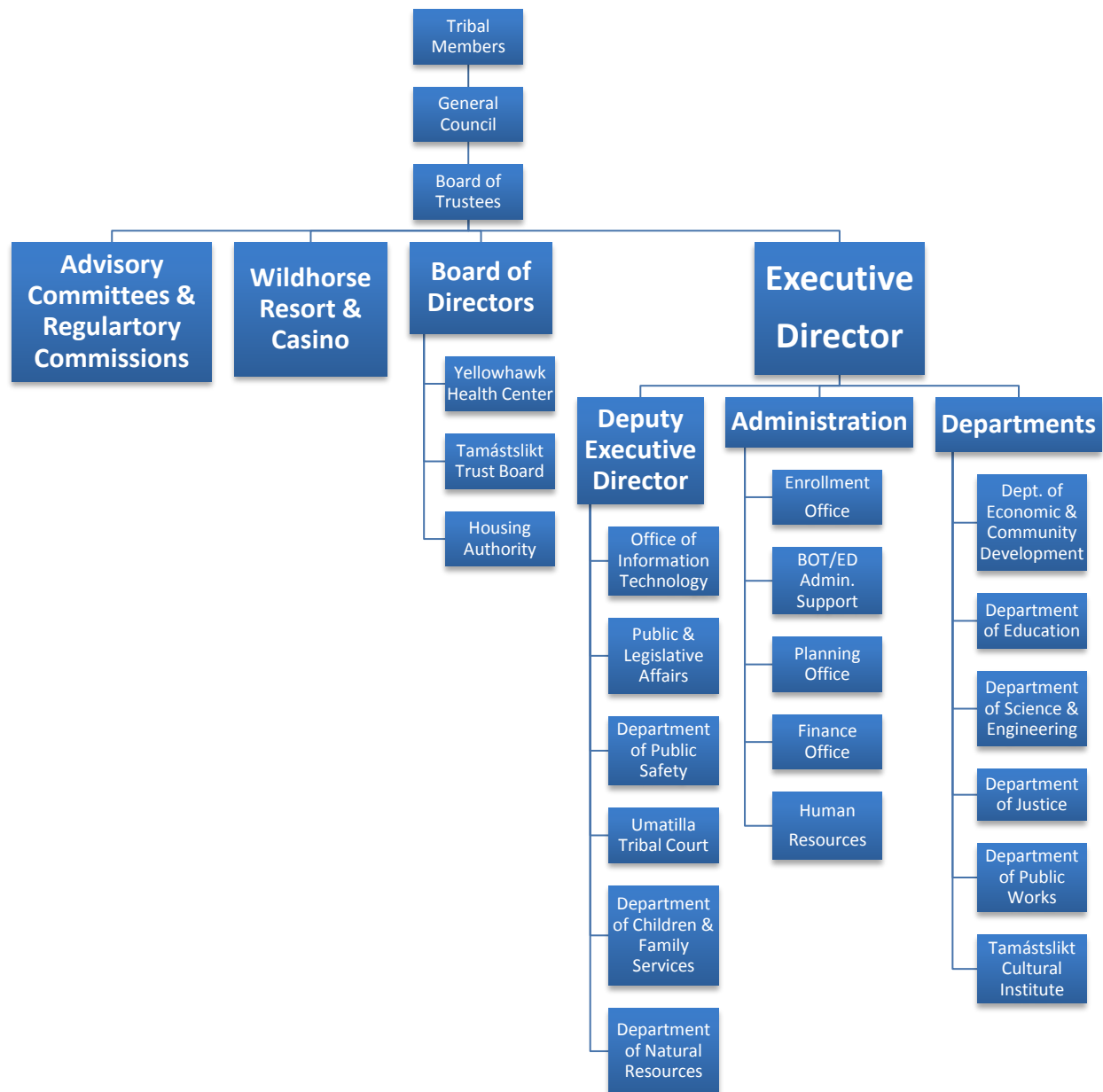
The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets (examples/ideas)

Achievement Year	2010	2015	2020	2025	2030
1. Tribal member satisfaction with CTUIR government	X				
a. Tribal member satisfaction level	Baseline				
b. Percent Target accomplished	100%				
2. Management satisfaction	X				
a. Management team satisfaction level	Baseline				
b. Percent Target accomplished	100%				
3. CTUIR employee satisfaction level	X				
a. Employee satisfaction level	Baseline				
b. Percent Target accomplished	100%				
4. Increase in CTUIR Revenue*	65M	75M	76M	101M	117M
a. Growth Services annual revenue	65M				
b. Percent Target accomplished	100%				
5. Increase in CTUIR Revenue*	19M	22M	26M	30M	34M
a. CTUIR Enterprises annual revenue	19M				
b. Percent Target accomplished	100%				

* 3% increase compounded annually

Figure 3: CTUIR Organizational Chart I



5.2 ECONOMY

TO BUILD A STRONG TRIBAL ECONOMY WITH DIVERSIFIED PUBLIC, PRIVATE, AND NOT FOR PROFIT ENTERPRISES THAT FUND ESSENTIAL GOVERNMENTAL SERVICES AND EXERCISE TREATY RIGHTS WHILE RESPECTING TRADITIONAL CULTURAL VALUES.

.....

HISTORY

Traditional tribal economic activities involved moving from one geographical area to another with the seasons to obtain and barter food, clothing, shelter and other necessities. In the traditional economy, clean water and natural landscapes are the foundation of wealth. Economic assets of the tribes include:

- Clean, cold, fast flowing water for healthy salmon, lamprey, mussels and other water life
- Healthy forests, good habitat for plentiful elk, deer, roots and berries
- A large enough land base so that families could move between the rivers, uplands and mountains
- Large herds of horses and cattle
- Relationships with other tribal peoples throughout the region for trading and accessing scarce resources
- Knowledge of natural resource management passed down through the generations
- Cultural values that honored the land, the water and the family and provided for good stewardship and sustainable resources harvesting over the long- term

The history of the CTUIR, Chapter 5, describes in detail how the Confederated Tribes were, at one time, dependent on U.S. government services. The Tribes have over time, become more self reliant by forming a government of its own and by maintaining its own workforce. The dependency on government services led to high unemployment rates and poverty for Tribal members. In establishing its own government and diversified economy, the Confederated Tribes have been successful in lowering unemployment rates and creating a more stable economy.

“MY IDEA OF COMPREHENSIVE PLANNING IS TO SEE HOW WE CAN CUT OUT WHAT MAKES US POOR...TO SEE IF WE CAN GET RID OF THE LOAD THAT WE CARRY WHICH MAKES US LOSE OUR ENERGY TO HELP OURSELVES.” PHILIP GUYER, ELDER (DEC'D)

OBJECTIVES

1. Diversify the tribes' public sector economy by creating and strengthening CTUIR-owned enterprises both on and off-Reservation.
2. Expand and diversify job opportunities for Tribal members on the Reservation.
3. Strengthen the tribes' private (small business) economy by creating suitable conditions for tribal members to start and expand businesses and social enterprises.
4. Exercise the Confederated Tribes' sovereign and inherit rights to levy and impose taxes.
5. Plan for long-term economic security in the face of changing global environmental and economic conditions.
6. Implement the CTUIR Overall Economic Development Plan goals, objectives and policies in economic and employment decision making.

MODERN VALUES

The traditional values of stewardship, moderation, and equality are guiding principles of tribal economic planning. We were taught to take what we need, and no more. The tribe needs economic growth to provide the kinds of income and job opportunities families need to survive in the cash economy, but that growth should be moderate and should be consistent with natural resource and cultural resource protection. Economic development is an opportunity to practice and assert sovereignty. There is a trend of increasing family resiliency in the community as more tribal families experiment with starting their own businesses, succeed on a career path, and become home owners.

The growth of tribal government has been propelled almost entirely by Wildhorse Resort and by the concurrent growth in federal contracts and funding. While this growth has benefitted the CTUIR, it has led to an economic structure that is highly dependent on two or three income sources.



UMATILLA INDIAN RESERVATION (RED ELK IMAGES)

RESPONSIBLE PROGRAMS

DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT:

Economic Development Program – Develops Tribal enterprises and recruits business and industrial leases.

ADMINISTRATION:

Human Resources Office - Workforce Development Program assists tribal community members to improve or establish job skills through education and training.

Tribal Employee Rights Office - Maximizes Tribal member employment.

Tribal Planning Office - Coordinates with DECD to assure economic development projects or enterprises are built consistent with zoning and safely to code.

Finance Office - Provides the financial and investment strategy to assure economic stability.

WILDHORSE RESORT AND CASINO:

Provides the primary economic and employment base for the CTUIR.

DEPARTMENT OF JUSTICE:

Legal services for contracts, leases, business enterprises and negotiations.

PUBLIC WORKS:

Provides potable water for CTUIR community facilities, housing and economic development projects. Coordinates sewage disposal through the City of Pendleton system and maintains and plans for the CTUIR transportation system.

MANAGEMENT AND IMPLEMENTATION TOOLS

- Overall Economic Development Plan
- TERO Code
- Land Acquisition System and Strategy
- Taxation Code
- Land Development Code
- Mission Community Plan
- Mission Community Water System Code
- Water and Wastewater System Master Plan
- Wildhorse Resort and Casino Master Plan
- Other- various enterprise Business Plans

EMERGING ISSUES AND CHALLENGES

Traditional Tribal economic growth has occurred rapidly, bringing new wealth into the community but not necessarily the tools to manage it with. There is now a greater need for financial education than ever before. There is a growing recognition that human capital is the most valuable element in any economy, and that sustained tribal economic growth will require significant investments in and improvements in tribal member education and productivity.

Economic diversification is a critical issue facing CTUIR. Currently, the Reservation is essentially a company town, highly dependent on a single employer, and very vulnerable if something happens to that employer.

Other emerging challenges include rapidly changing energy prices and availability, potential carbon regulation, and increasing uncertainty about water availability due to Climate changes (global warming).



PEYTON LAMERE, SKYLAR CROWE, TEHYA HALFMOON , AND KRISTI YUNKER, CTUIR WELLNESS COORDINATOR, WORK AT THE COMMUNITY GARDEN (CUJ PHOTO)

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. Increase job opportunities on UIR by companies that follow Tribal preference in hiring	1,400	1,500	1,600	1,700	1,800
a. Number of job opportunities on UIR by companies following preference in hiring	1,400				
b. Percent Target accomplished	100%				
2. Increase general fund revenue generated from non-Resort enterprises	\$83k	\$300k	\$1M	\$1.5M	\$2.5M
a. Profit from non-Resort Enterprise	\$83K				
b. Percent Target accomplished	100%				
3. Increase number of Tribal enterprises that generate a profit for General Fund	2	4	6	8	10
a. Number of Tribal enterprises	2				
b. Percent Target accomplished	100%				
4. Increase the Tribes Gross Domestic Product (GDP)/Tribal Member (TM)	\$61,000 /TM	\$65,000			
a. GDP/TM	\$61,000				
b. Percent Target accomplished	100%				
5. Increase Small Business development	20	25	27	30	35
a. Number of individual tribally owned businesses operating on or near the UIR	20				
b. Percent Target accomplished	100%				

5.3 LAND BASE RESTORATION

RESTORE UMATILLA INDIAN RESERVATION LANDS TO THE EXTENT FEASIBLE TO PRE-TREATY CONDITIONS TO OPTIMIZE CURRENT AND TRADITIONAL TRIBAL LAND USE VALUES AND OWNERSHIP.

HISTORY

The land is where members of the Cayuse, Walla Walla and Umatilla Tribes lived and with its seasons came the seasonal gathering, hunting, fishing for subsistence, the languages and the customs that are distinctly associated with the homeland. The homeland consisted of over six million acres along the Columbia and Snake Rivers and their tributaries, the upland prairies and the forests of the Blue Mountains.

This land base provided for numerous and prosperous well-populated villages. The lands were cared for by the laws of nature or Tamanwit that were passed down from generation to generation. The land base was cared for as a single interrelated unit of time and spaces to sustain all the plant, animal and human life the Creator had put there. Some may have kept a plot of ground for themselves but only as long as they needed it or used it.

The Treaty of 1855 immediately change all that by first reducing the original resource base by millions of acres that before provided the natural capacity to sustain all the land based functions. Then in 1885 and 1887 the Slater and Dawes Allotment Acts divided up the original Umatilla Indian Reservation into parcels ranging from 40 acres to 160 acres. Much of the land was allowed to be sold to non-Indian people or managed by the BIA with non- Indian values.

By the 2005 Treaty Sesquicentennial, the Reservation had been divided, subdivided and re-divided into 2655 parcels and only a little over half of the Reservation acreage is still in Indian ownership. That is why the UIR is referred to as a “checker board reservation”.

LAND OWNERSHIP STATUS DEFINED

TRIBAL TRUST: CTUIR-owned lands held in trust by the Federal Government for all Tribal Members;

TRUST ALLOTMENTS: Tribal member-owned lands held in trust by the Federal Government;

FEE LANDS: Lands owned by the CTUIR, individual Tribal members or non-Indians with title in the name of the owner.

OBJECTIVES

1. **Acquire lands that can be used to enhance the cultural, natural resource and economic development needs of the Tribes.**
2. Manage tribally owned lands to assure the highest and best use for tribal members consistent with their inherent capabilities.
3. Regulate lands to achieve long-term tribal land use goals consistent with Tribal member needs.
4. Encourage Tribal member land ownership.
5. Reduce fractionated interest land ownership.
6. Maintain and implement the Land Acquisition System and Strategy.

MODERN VALUES

It is important to restore the land base to preserve opportunities for Tribal Members to practice traditional cultural and life sustaining activities the lands naturally provide. It is also necessary to develop some of these lands to provide shelter and produce income and employment for the well being of Tribal members. To restore the land base will assure survival of the Tribal culture.



UMATILLA INDIAN RESERVATION (PHOTO BY SCOTT O'DANIEL)

MANAGEMENT AND IMPLEMENTATION TOOLS

The following functional plans and codes provide the detailed policies and standards that are used to accomplish the goal of restoring the land base.

ACQUISITION:

Land Acquisition System and Strategy
Inheritance Code

LAND MANAGEMENT:

Mission Community Plan
Other- various site specific resource management plans

IMPLEMENTATION:

The land management plans are implemented through the Land Development Code which applies to all lands within the diminished boundary of the UIR.

RESPONSIBLE PROGRAMS

REALTY

Provides leasing services and management of funds from earnings on Trust Lands and Allotments as required by Federal Law. The tribes intend to contract these services in January 2010.

DECD - LAND MANAGEMENT

Manages Tribally owned Trust, Allotment, Fee, forest, grazing and agricultural lands. This program also has responsibility for managing the Tribes commercial and industrial lands to be developed and leased to create jobs and produce income.

DECD - LAND ACQUISITION

The Tribe's Land Acquisition Program is responsible for implementing the Land Acquisition System and Strategy to buy back Indian lands both on and off the Reservation based upon the needs of the Confederated Tribes.

DNR

Manages programs for cultural and natural resources.

ADMINISTRATION

Tribal Planning Office - Administers Land Development Code, processes land use applications.

Finance Office - Assists with land purchases and financing.

Information Technology - Provides GIS data management.

Enrollment Office – Tribal member tracking and cemetery management.

DEPARTMENT OF JUSTICE

Contracts, purchase agreements and policy development.

EMERGING ISSUES AND CHALLENGES

Multiple ownership of trust allotments continues to hinder individual Tribal member efforts to use their lands to meet their individual needs. Exchanging interests in land to achieve consolidation or single owner control seldom occurs. Much of the land in multiple ownerships is in small interest or in lands of low value not suitable for making exchanges for useable lands. Many of the lands on the UIR are in interests held by members of other Tribes who may not want to improve their performance. CTUIR continues to purchase fee lands and interests in allotted trust in amounts that have out grown the Tribes' management capacity. In some cases the Tribes acquire houses on lands purchased for resource use that need improvements and tenant management services. High yield agricultural lands on the north Reservation are rarely available for purchase. Agricultural lands are dispersed throughout the Reservation making efficient management difficult.

The CTUIR has a substantial supply of land set aside for commercial and industrial development and resort expansion. These lands are supported by all required infrastructure with a varied amount of lot sizes available in planned commercial industrial parks and considered “shovel ready”. These lands are in both trust and fee status and available for development by long term lease agreements with the Tribes. The inability to purchase these lands may make them unattractive for some investors who want land ownership. Few Tribal members have the capital, financial resources or business experience to take advantage of this land base opportunity. The majority of the Reservation land base is being intensively used in large parcels. Large lot and resource protection zoning keeps parcels from being developed as rural home sites but also limits opportunity for tribal member building sites. Large lot zoning also protects the land base from non-Indian development until the Tribes can purchase the lands.

POLICY & PROGRAM ACTIVITY

LAND ACQUISITION: In 1996 the Tribes began aggressively acquiring lands on and off the Reservation. Over the last 12 years the Tribes have acquired interests in over 36,000 acres on the Reservation and 12,000 acres off the Reservation (include Wanapa). The Tribes Land Acquisition Program is responsible for purchasing land and has an annual budget for this purpose. DNR - Wildlife Program, Economic and Community Development and Tribal Farm Committee acquire lands for their respective purposes. Acres acquired include easements.

LAND MANAGEMENT: Lands on the UIR are managed by the BIA Tribal programs and land owners. The BIA manages individual trust allotments and tribal trust lands. The BIA manages agriculture, forest, grazing and mineral lands by leases and deposits payments into individual allottee accounts. Tribal programs manage agricultural, forest and grazing lands both trust and fee owned by the Tribes.

LAND USE REGULATIONS: The CTUIR retains sovereign authority to regulate all lands on the UIR through the Land Development Code. Tribal regulations provide for the use and protection for resource lands consistent with Tribal values. The Tribes have assigned zoning to lands to meet the current and long-term community needs.

“ONE OF THE WAYS IN WHICH WE CAN CONTROL WHAT HAPPENS TO OUR TRIBAL LANDS AS GENERAL COUNCIL PARTICIPANTS AND COMMUNITY MEMBERS IS TO DO UP A WILL. THIS WAY WE KNOW WHAT IS HAPPENING AND THE GOVERNMENT CANNOT TAKE AWAY OR TAKE IT FROM THE TRIBES. WE ARE ASSUMING RESPONSIBILITY FOR OUR LAND PRESERVE AS AN INDIVIDUAL, FAMILY AND TRIBAL CONTROL OVER LANDS ON THE UMATILLA INDIAN RESERVATION.” MICHAEL (JUGHEAD) FARROW (DEC'D), SPEAKING ON LAND CONSOLIDATION, CUJ 1975

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Element Benchmarks and Targets

Achievement Year	2010	2015	2020	2025	2030
1. Restoration of UIR land base	116,493 acres	128,142 acres	140,956 acres	155,051 acres	170,051 acres
a. Acres of land in Indian ownership	116,493				
b. Percent Target accomplished	100%				
2. Reduce fractionated interests on allotted lands (Inheritance Code)*	200	220	240	265	295
a. Number of allotments where fractionated interests have been purchased	40 Baseline (2009)				
b. Percent target accomplished	100%				
3. Reduce fractionated interests on allotted lands (offered to CTUIR by owners directly)	155	170	187	206	226
a. Number of allotments where fractionated interests have been purchased by CTUIR	31 Baseline (2009)				
b. Percent target accomplished	100%				

* Estimated sum of 5-year annual totals 2005-2010

Figure 4: Land Development Zones

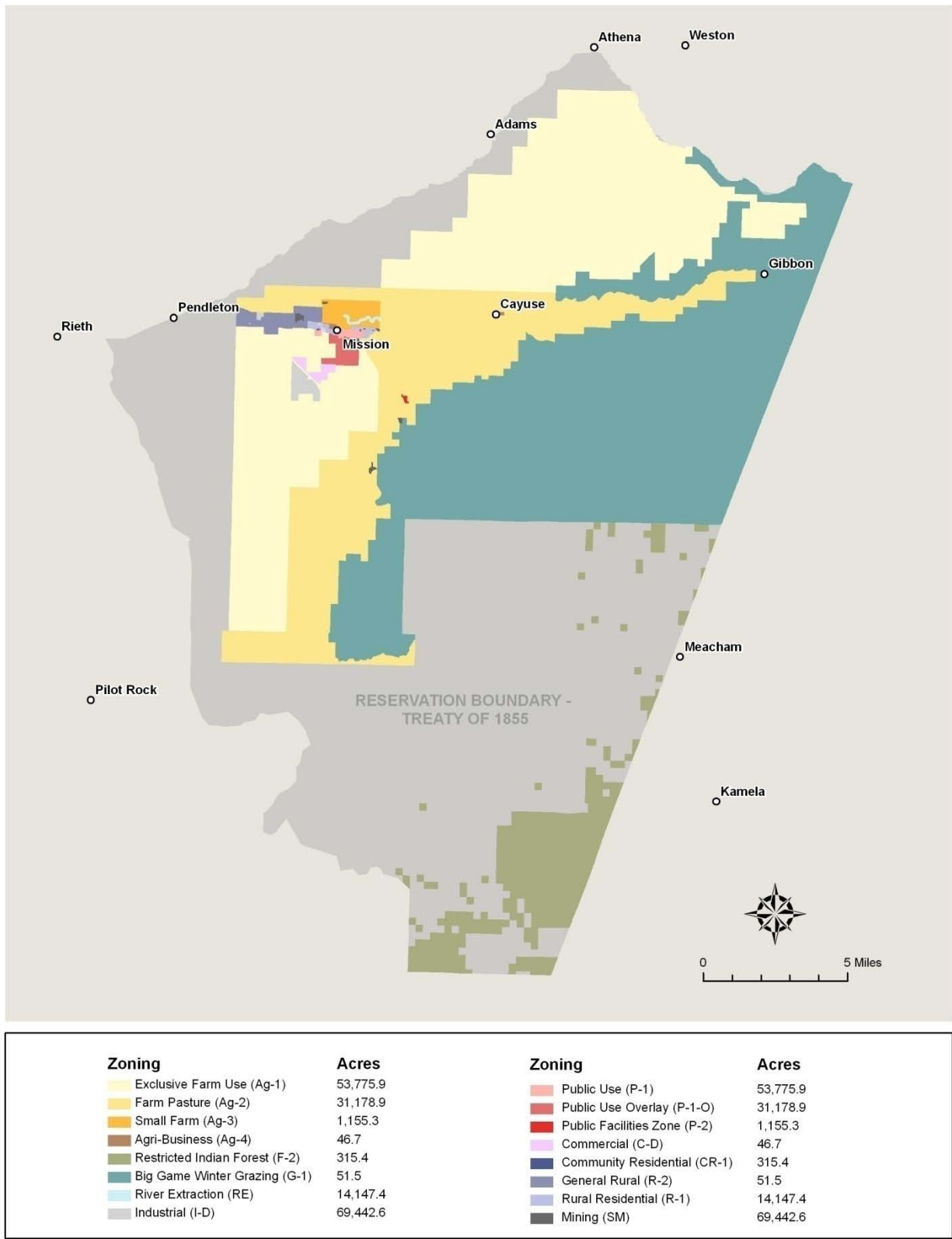


Figure 5: Land Ownership I

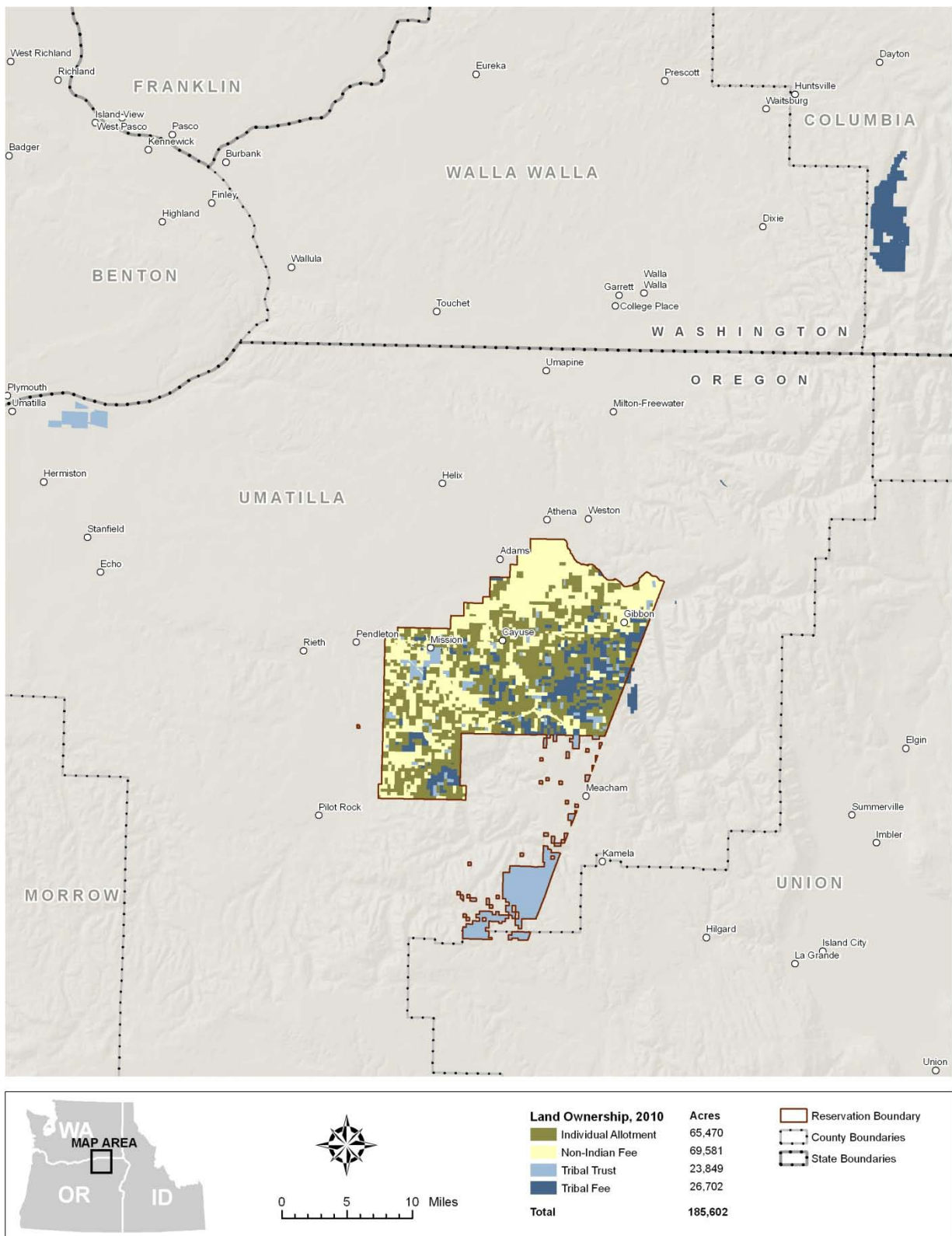
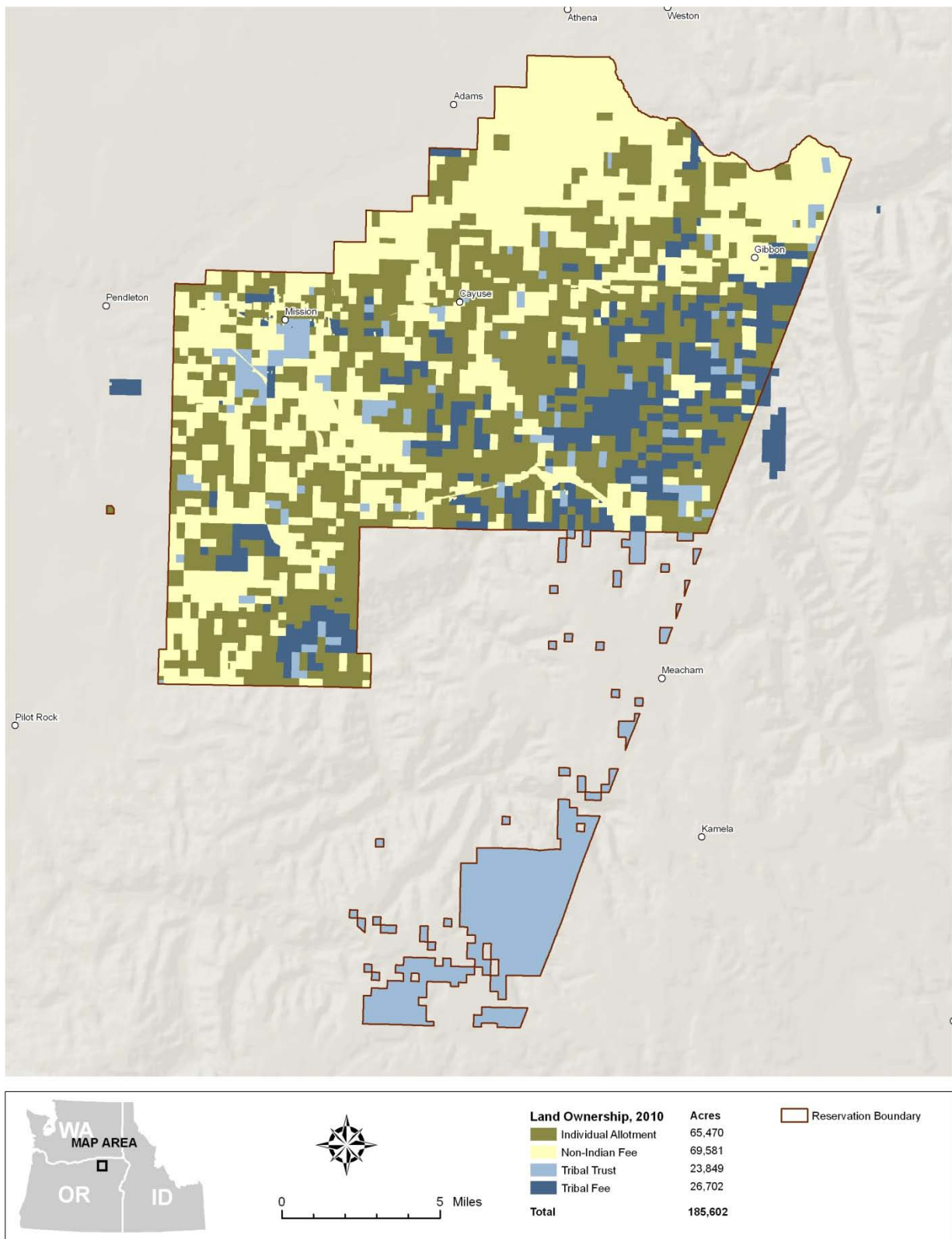


Figure 6: Land Ownership II



5.4 WORK FORCE DEVELOPMENT

TO PROVIDE A STRONG AND DIVERSIFIED TRIBAL MEMBER WORKFORCE THAT WILL SUPPORT THE LONG-TERM GOALS OF THE CTUIR WHILE PRESERVING CULTURAL COMMUNITY VALUES.

HISTORY

The history of the CTUIR, Chapter 5, describes in detail how the Confederated Tribes were, at one time dependent on United States government services. The Tribes have, over time, become more self reliant by forming a government of its own and by maintaining its own workforce. The dependency on government services lead to high unemployment rates and poverty for Tribal members. In establishing its own government and diversified economic development, the Confederated Tribes have been successful in lowering unemployment rates and creating a stable and growing economy.

The CTUIR has a long history of using all available resources, tribal, federal and other, to support the development of its people and their productive participation in the work force.

In October 2008, the Tribal Employee Rights Office implemented a workforce development concept to address the high unemployment rates for CTUIR. Under Public Law 102-477, a plan was developed that changed CTUIR's employment rights program into a "hand up" program instead of a "hand out" program. Through 477, there is an effort to identify why Tribal members are unemployed and to create employment and training opportunities to transition them into stable and rewarding employment.



EASTON POWAUKEE MEASURING TEE-PEE POLES AT THE TULE LODGE AT THE LIVING HISTORY VILLAGE AT TAMASTSLIKT CULTURAL INSTITUTE (CUJ PHOTO)

OBJECTIVES

1. Develop and implement policies and procedures for protecting employee rights and implement programs to satisfy CTUIR legal obligations.
2. Expand and diversify job opportunities for Tribal members on the Reservation.
3. Implement educational programs to increase employability of Tribal members.
4. Implement a Workforce Development Program for the CTUIR that includes employment, training, education and related services.
5. Promote long-term self-sufficiency through job retention.
6. Reduce joblessness among Native American people within the CTUIR service area.
7. Provide services for CTUIR youth from post secondary education into the work field by promoting education, training and occupational discovery training.
8. Support Tribal members to pursue and excel in education to become self-reliant and to contribute to the tribal community.

MODERN VALUES

Tribal government is now self reliant and has the ability to develop programs to assist Tribal members to gain employable skills and education. There is a trend of family self reliance in the community as more tribal families experiment with starting their own businesses, find employment and become homeowners. There are many kinds of Reservation employment opportunities for tribal members, from entry level to skilled labor in addition to professional and technical. The CTUIR governmental structure assists Tribal members by providing training assistance to meet employment requirements. Tribal members are also assisted in obtaining job placement and education requirements to ensure the continued success of the CTUIR community.



CUJ PHOTO

RESPONSIBLE PROGRAMS

DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

Land Management Program – Manages Tribally-owned forest, agricultural and grazing lands. Also manages Tribally-owned and leased enterprises to maximize tribal member employment potentials.

Economic Development Program – Develops Tribal enterprises and recruits business and industrial leases.

ADMINISTRATION

Human Resources Office - Tribal Employee Rights Office Maximizes tribal member employment. Workforce Development Program assists tribal community members to improve or establish job skills through education and training. Tribal Planning Office - Coordinates with DECD to assure economic development projects or enterprises are built consistent with zoning and built safely to code.

WILDHORSE RESORT AND CASINO

Provides the primary employment base for the CTUIR.

EDUCATION DEPARTMENT

Provides education coordination for Tribal members to obtain employable skills.

DEPARTMENT OF JUSTICE

Legal services for contracts, leases, business enterprises and negotiations.

DEPARTMENT OF CHILDREN AND FAMILY SERVICES

Manages the General Assistance Program and supports workforce development.

MANAGEMENT AND IMPLEMENTATION TOOLS

- The Plan for Growth, Overall Economic Development Strategy (OEDP)
- TERO Code
- CTUIR Personnel Policies and Procedures Manual
- Wildhorse Resort and Casino Master Plan
- Public Law 102-477

EMERGING ISSUES & CHALLENGES

With the onset of self reliance and an improved economy comes a need to provide the tools necessary to assist Tribal members in obtaining employable skills. A strong economy and work force are recognized as important assets to meet the modern challenges of living in today's world.

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. Reduce Unemployment Rate	17%	10%	Nat'l Avg.	Nat'l Avg.	Nat'l Avg.
a. Unemployment Rate (people looking for work)	17%				
b. Percent Target accomplished	100%				
2. A successful Workforce Development Program	X (new)	250	250	250	250
a. Tribal members in the program	35				
b. Percent Target accomplished	100%				
3. Reduce number of Tribal members on General Assistance (GA) by 10%/yr	460/yr	271/yr	160/yr	97/yr	57/yr
a. Tribal members on GA	460 (2009)				
b. Percent Target accomplished	100%				
4. Increase number of Tribal members on General Assistance (GA) into job placements by 10%/yr.	220	242	266	293	322
a. Number of Tribal members on General Assistance (GA) placed into jobs	44 (2009)				
b. Percent Target accomplished	100%				

5.5 COMMUNITY DEVELOPMENT

TO MAINTAIN A SUSTAINABLE TRIBAL COMMUNITY

HISTORY

Traditional The UIR is a community with strong internal support mechanisms and a Tribal membership that takes pride in the management of their own affairs. The way of life in the Tribal community is based on Tamánwit and First Foods; using and caring for the land and water so the land and water will continue to take care of us.

The following quotes from the 1979 CTUIR Comprehensive Plan provide confirmation:

“Social discipline, responsibilities and roles of men, women, children and elders were maintained through a sense of awareness of who one was.”

“The three tribes of the Umatilla were very influential within the region in economics and politics of the Shahaptian culture due to their geographical setting, which was between the Pacific Coast and Great Plains trade networks. The horse was believed to have come to the Shahaptian people via the Cayuse, who attained the horse through the Shoshoneans in the early 1700’s through visions of one of the tribesmen. By the time the Lewis and Clark expedition had contact the tribes in 1806, the Cayuse, Walla Walla and Umatilla were firmly entrenched within their region as a sovereign/military and political force providing wealth and security for their people.”



Round dance in the Nixyáawii Community Center gymnasium, Fred Hill Sr., front center (CUJ Photo)

OBJECTIVES

1. **Reserve adequate capacity in Tribal sewer and water systems for future Tribal use and development.**
2. Develop land use policies and Land Development Code regulations that assure the UIR is a sustainable community.
3. Provide adequate notice and opportunity for community review and comment on issues affecting the community and Tribal members.
4. Develop and maintain public relations tools for informing and involving Tribal members, residents of the Reservation and general public.
5. Develop programs for assisting Tribal members to become financially stable; such as maintaining good credit ratings and family resilience.
6. Provide effective community protection; life saving rescue, emergency medical, fire protection, emergency management and natural hazard mitigation.
7. **Enable Tribal members to pursue excellence in education, become self-reliant and to contribute to the Tribal Community.**
8. Provide opportunities for Tribal members to reside on the Reservation; employment, variety of housing options and social services.
9. **Promote wellness awareness and education toward the prevention of drug and alcohol abuse, diabetes and other preventable health issues as well as all forms of violence.**
10. Encourage Tribal community participation in Long House practices and promote freedom of religion on the UIR.

MODERN VALUES

CTUIR General Council is made up of all enrolled Cayuse, Umatilla and Walla Walla Tribal members that take pride in the community in which they live, work and play.

Since the 1996 Comprehensive Plan was adopted, the CTUIR has experienced a significant increase in the diversity of its economy and business enterprises and subsequently an increase in development and pressure to expand water and sewer infrastructure.

Tribal community members now have more opportunities for education, employment, Home ownership and business ownership.

The UIR has used land use planning as a means to establish an orderly process to ensure a strong sustainable community. Sustainable development implies that growth and development will occur in a manner that balances the preservation and management of the natural environment and resources, and is supported by physical infrastructure and financial resources. Sustainable communities function within physical and biological limits of the environment and support long-term use and reuse of natural resources. In the context of the CTUIR, sustainable also includes the sustainability of the Indian cultural values.

RESPONSIBLE PROGRAMS

ADMINISTRATION

Tribal Planning Office – Administers land use planning, Building Codes and Environmental Health

Human Resources Office – Tribal Employee Rights and Workforce Development assists Tribal members with job placement and training

Finance Office – Provides financial and investment strategy to assure economic stability

Enrollment Office – US Census and Tribal membership data

DEPT. OF PUBLIC WORKS

Water and sewer system infrastructure, transportation, community facilities maintenance

DEPT. OF EDUCATION

Fulfills Tribal member and work force educational needs

UMATILLA RESERVATION HOUSING AUTHORITY

Assists Tribal members with housing, financing and financial literacy needs

DEPARTMENT OF JUSTICE

Advise and review Land Development Code amendments, defense of adjudicatory decisions

PUBLIC SAFETY

Police, fire and emergency services, emergency management

DEPT. OF CHILDREN & FAMILY SERVICES

Social services to Tribal members and families

DEPT. OF ECONOMIC & COMMUNITY DEVELOPMENT

Provides community with income that supports social services, jobs, manages CTUIR owned lands for resources and cultural values

BUREAU OF INDIAN AFFAIRS

Trust responsibilities, land leasing regulations, probate and IM management

YELLOWHAWK TRIBAL HEALTH CENTER

Provides mental and physical health related services to the Tribal community

MANAGEMENT & IMPLEMENTATION TOOLS

- Comprehensive Plan
- Land Development Code
- Mission Community Plan
- Water and Wastewater System Master Plan
- Overall Economic Development Strategy
- Transportation System Plan
- Coordinated Public Transportation Plan
- Water and Wastewater System Master Plan
- Indian Housing Plan
- Education Plan
- Emergency Operations Plan
- Hazard Mitigation Plan
- Yellowhawk Health Plan
- Tribal Court

EMERGING ISSUES & CHALLENGES

The Tribal community has unique attributes that require the balancing of cultural values with an ever changing modern world. To achieve a sustainable community, the CTUIR decision makers must balance the need for economic development which provides the foundation for self governance and sufficiency with the needs of the Tribal community while protecting and preserving natural resources and cultural values.

THERE WERE LAWS HERE BEFORE THE IMMIGRATION OF EUROPEANS, AMERICANS, SPANISH, AND OTHER TO THIS PART OF THE COUNTRY. OUR OWN LAWS WERE ROOTED DEEP IN THE CULTURE. WHEN THE HEADMEN MADE DECISIONS, THEY WOULD FOLLOW THE GUIDANCE OF LAW THAT GOES WAY BACK. THERE ARE MANY FACETS OF OUR INDIAN LAW. NOT ONLY IS THERE RELIGIOUS LAW, THERE ARE CIVIL LAWS WHICH GOVERNED THE DAY-TO-DAY LIVING IN THE COMMUNITY. PEOPLE KNEW WHAT WAS COMMUNITY PROPERTY AND WHAT WAS PRIVATE PROPERTY. LAWS WERE IN EXISTENCE THAT GOVERNED THE CHILDREN; THE WHIPMAN WAS A PRIME EXAMPLE OF ONE OF THOSE LAWS. THE WHIPMAN WOULD KEEP ORDER AND DISCIPLINE THE CHILDREN WHEN IT WAS CALLED FOR. – THOMAS MORNING OWL, “AS DAYS GO BY”

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. Increase CTUIR water system capacity	100%	80%	80%	80%	80%
a. Water usage/capacity percentage	Baseline				
b. Percent target accomplished	100%				
2. Increase CTUIR sewer system capacity	25%	50%	50%	50%	50%
a. Sewer usage/capacity percentage	Baseline				
b. Percent target accomplished	100%				
3. Reduction of Part 1 Crimes (Major)	135	125	115	100	85
a. Number of Part 1 Crimes	135				
b. Percent Target accomplished	100%				
4. Increase number of CTUIR enrolled Tribal members graduating college with Associates or Bachelor degrees	12/34 (35%)	15/40 (37%)	25/50 (50%)	30/55 (55%)	40/57 (70%)
a. Number of college graduates	Baseline				
b. Percent Target accomplished	100%				

5.6 NATURAL RESOURCES

TO PROTECT, RESTORE, AND ENHANCE THE FIRST FOODS - WATER, SALMON, DEER, COUS, AND HUCKLEBERRY - FOR THE PERPETUAL CULTURAL, ECONOMIC, AND SOVEREIGN BENEFIT OF THE CTUIR. WE WILL ACCOMPLISH THIS UTILIZING TRADITIONAL ECOLOGICAL AND CULTURAL KNOWLEDGE AND SCIENCE TO INFORM: 1) POPULATION AND HABITAT MANAGEMENT GOALS AND ACTIONS; AND 2) NATURAL RESOURCE POLICIES AND REGULATORY MECHANISMS.”

HISTORY

The Natural Resources Department grew out of the Tribal Development Office. DNR was formally established in Board of Trustees Resolution No. 82-28 on April 7, 1982. The resolution provided: *There shall be established a body known as the Department of Natural Resources which shall have the responsibility of enforcing policy; planning, refining projects and providing technical assistance to appointed tribal bodies and federal affiliates, all of which are to be planned and reported according to administrative policy to the Board.*

Prior to the Tribal Development Office and later DNR, the sole manager of the Reservation natural resources was the Bureau of Indian Affairs.

Since 1982 DNR has assisted or undertaken a number of projects including adoption of the Interim Water Code, implementation of the CTUIR Columbia Basin Salmon Policy, development, construction and implementation of the Umatilla Basin Project, on and off-reservation fish and wildlife mitigation. Other significant developments include Tribal and multi-tribal repatriations of funerary objects and ancestral remains, which have successfully returned thousands of ancestors and cultural objects to their rightful places.

For 2007, the CTUIR Board of Trustees approved the adoption of the DNR First Foods mission. The mission acknowledges the serving ritual of a wild foods in a traditional Tribal meal and uses treaty rights, ecological and spatial knowledge contained within the serving order to organize DNR and its work priorities. Adoption of the mission explicitly expanded DNR’s work to include work efforts to responsibly address big game and “Women’s Foods” (roots, berries) within Ceded Lands of the CTUIR.

Subsequent to the adoption of the First Foods mission, the Board-of-Trustees in 2008 and 2009 approved the assumption of BIA Range/Agriculture and Forestry Programs respectively into DNR. Inclusion of the programs provides the DNR the full suite of programs and disciplines necessary to address the First Foods mission. Each DNR Program can be related to the First Foods order; Water/Water Resources Program, Fish/Fisheries Program, Deer/Wildlife Program, Cous (roots)/Range Program, and Huckleberry/Forestry Program. All of these natural resources are cultural resources, and the Cultural Resources Program uses the First Foods order to inform mitigation of cultural impacts, identify and protect historic properties of religious and cultural significance, and educate federal agencies about CTUIR culture.

OBJECTIVES

1. To ensure that ground and surface waters are available to satisfy CTUIR treaty rights, the needs of CTUIR members, and the citizens of the Umatilla Indian Reservation;
2. To develop sustainable fish harvest opportunities throughout the usual and accustomed fishing stations;
3. To Protect, enhance, and restore functional floodplain, channel, and watershed processes to provide sustainable and healthy habitat for aquatic species of the First Food order;
4. To provide sustainable harvest opportunities for big game species of the First Food order by protecting, conserving, and restoring big game populations and their habitats;
5. To assess the distribution and security of cultural foods plants (roots, berries) and protect and enhance them for CTUIR member use;
6. To protect, preserve, and perpetuate the CTUIR's culturally significant places and resources for the benefit of current and future generations.

MODERN VALUES

The right to sustainable natural resources and the use thereof is one of the most significant rights under the Treaty of 1855 and an important compliment to modern living. First Foods-associated activities, including accessing, harvesting, preparing, celebrating, preserving, and sharing First Foods - constitute a significant portion of the CTUIR's expressed cultural traditions and contribute greatly to the community's uniqueness as a people. Acknowledging the importance of First Foods to the community and ensuring their sustainability are critical to the Tribe's cultural continuity in an ever-changing world.



UMATILLA RIVER (PHOTO BY SCOTT O'DANIEL)

POLICY OVERSIGHT

The activities of the DNR are overseen by three policy oversight committees/commissions consisting of members of the Board of Trustees and Tribal members appointed by the Board of Trustees: Cultural Resources Committee; Water Commission; Fish and Wildlife Commission.

RESPONSIBLE PROGRAMS

ADMINISTRATION

Tribal Planning Office – Administers land use planning, Building Codes and Environmental Health

DEPARTMENT OF NATURAL RESOURCES

Protects, restores and enhances first foods. Protects Treaty rights and interests on and off Reservation.

DEPARTMENT OF JUSTICE

Policy development, contracts, litigation, MOUs, MOAs, code enforcement, prosecution

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

CTUIR-owned land management

ADMINISTRATION

Tribal Planning Office – Land Development Code Administration

Information Technology – Database management and GIS

DEPARTMENT OF SCIENCE & INDUSTRIES

Monitors off-Reservation impacts to natural resources

MANAGEMENT & IMPLEMENTATION TOOLS

- Water Code
- Fish and Wildlife Code and Harvest Regulations
- Cultural Resources Code
- National Historic Preservation Act
- 1993 Tribal Water Program Plan of Operations
- 1992 Tribal Water Program
- Salmon Accord (2008) – CTUIR, Bonneville Power Administration, US Bureau of Reclamation and US Army Corps of Engineers agreement to improve salmon habitat and strengthen fish stocks in the Columbia River Basin over next 10 years
- Water Quality Management Plan – implements Total Maximum Daily Load for temperature and turbidity of waters of the CTUIR
- Forest, Range and Agricultural Management Plans – associated with the assumption of the responsibility for the Range/Agriculture and Forest Programs formerly housed within the BIA
- The Umatilla River Vision – DNR-developed document identifying key characteristics required in the Umatilla River to provide quality water and aquatic First Foods for the Tribal community
- Other: applicable Federal laws

EMERGING ISSUES & CHALLENGES

Sustainable development (e.g. economic, housing, energy, and other) and the maintenance of natural resources and Tribal culture continually pose a challenge for the CTUIR. Historically, poor practices in dry-land and irrigated agriculture, logging, floodplain development, mining, and other extractive economies have jeopardized many natural resources.

Floodplains need to be protected and managed to provide for a functioning Umatilla River that will provide quality water and the First Foods upon which the community depends for cultural continuity. Securing and protecting through floodplains on the Umatilla Indian Reservation and in the Umatilla Basin will be critical to restoring stream temperatures that support self-sustaining populations of First Foods. Floodplain acquisitions can be supported by natural resource grants and potentially water rights settlement funding, but would also benefit from zoning designations to protect the floodplain and the groundwater beneath the floodplain.

The CTUIR has entered into a 10-year Memorandum of Agreement with the Bonneville Power Administration, the “Salmon Accords,” to restore fish habitat and fish populations in the CTUIR’s areas of rights and interests. As a signatory party, the CTUIR has assumed substantial responsibility in enhancing fisheries habitat and populations in the Umatilla, Grande Ronde, Walla Walla, and John Day basins. To improve tributary habitat effectiveness for fish, and therefore increase fish populations, the CTUIR and its co-managers must improve water quality, including temperature, by increasing the interaction of streams and their floodplains. Floodplain development, including housing, levies, mining, and dikes, are examples of floodplain impacts that need to be prevented or corrected where possible to improve fish habitat.

Restoring salmon and lamprey populations in the CTUIR’s areas of rights and interests is further complicated by factors in the marine environment that may be contributing to downward trends in populations of these species. CTUIR will need to collaborate with co-managers such as the Columbia River Inter-Tribal Fish Commission and National Oceanic and Atmospheric Administration to increase our understanding of marine ecology factors, and as best we can, differentiate those from factors in the Columbia and Snake River and their tributaries.

As the region seeks to diversify sources of energy production, we anticipate that impacts to First Foods have the potential to increase. While hydro-development impacted water quality, salmon and lamprey, and cultural resources, the rapid and extensive expansion of wind turbine farms has the potential to impact big game habitat, Women’s foods, including various roots and medicines. To address this issue on the Umatilla Indian Reservation, a systematic assessment of potential energy resources (for example wind) should be conducted to identify suitable areas for energy development. Such an assessment would inform CTUIR energy development goals, potentially new zoning designations, and provide the necessary context for evaluating trade-offs for energy development alternatives.

The assumption of responsibility by the CTUIR for the Range, Agriculture and Forestry Program creates a new and unique set of policy issues which no CTUIR committees/commissions possess the authority to address. Therefore, it is recommended that the CTUIR establish a Range and Forest Commission to address policy issues associated with the management of rangeland and forest environments and Tribal member uses thereof. Balancing development needs with natural resources protection would be informed and enriched with the systematic

development and implementation of Reservation resources and sustainability criteria to evaluate alternatives for land uses.

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. Secure Tribal water rights*	X		374,000		
a. In-stream, irrigated agriculture, domestic, commercial, industrial, municipal	X				
b. Percent Target accomplished	X				
2. Restore Umatilla River Fish populations (Spring Chinook, Coho, Fall Chinook, Summer Steelhead, Lamprey)	18,000	25,500	31,500		
a. Track population numbers	18,000				
b. Percent Target accomplished	100%				
3. Restore Mt. Emily and Ukiah Big Game Unit populations (elk, mule and white tail deer)	19,850	19,850	24,200		
a. Big game populations	19,850				
b. Percent Target accomplished	100%				
4. Restore Walla Walla River spring Chinook	750	1,500	5,000		
a. Number of spring Chinook					
b. Percent Target accomplished	100%				
5. Maintain # of range acres managed	66,484	66,484	66,484		
a. Number of range acres managed	66,484				
b. Percent Target accomplished	100%				

*These metrics represent water amounts for which CTUIR will negotiate- not develop, apply and use by 2020.

5.7 CULTURAL HERITAGE

TO PROTECT, RESTORE, INTERPRET AND FOSTER THE CTUIR'S CULTURAL AND HISTORICAL KNOWLEDGE, OBJECTS, INFORMATION, PLACES AND RESOURCES FOR THE BENEFIT OF CURRENT AND FUTURE GENERATIONS

HISTORY

Our tribal cultures began thousands of years ago. Our ancestors were sustained by hunting, fishing, gathering food and medicine, traveling, trading, and gambling. In the Treaty of 1855, our ancestors reserved in perpetuity our rights to hunt, fish, gather foods and medicines, pasture livestock, and govern ourselves. Further, to live and manage according to the traditional tribal covenants, we must care for the land, water, air, fish, wildlife, and plants, as part of our culture.

The Confederated Tribes of the Umatilla Indian Reservation (CTUIR) established a Department of Natural Resources in 1982 to manage tribal natural resources and to represent tribal interests on and off of the Reservation. Areas of responsibility grew to include fish and wildlife, water, cultural resources, environmental rights protection, and special sciences and resources protection.

In 1987, the CTUIR developed the **Cultural Resources Protection Program (CRPP)** to actively work with federal agencies on archaeological decision making processes on both tribal lands and lands ceded by the CTUIR to the U.S. in the Treaty of 1855. In the past, non-Indian archaeologists had control of how cultural resources were managed on tribal, federal, state, and private lands. Management decisions, often based on values other than protection of the resources, resulted in destruction of sites important to tribes.

The CRPP changed the archaeological community in the CTUIR's ceded lands from one in which there was no Native American involvement in the management of cultural resources to one which requires Native American involvement. The CRPP educated the agencies that they were out of compliance with cultural resource laws, especially the National Historic Preservation Act, and then outlined how the CRPP could assist them coming into compliance.

The CRPP was originally responsible for protecting resources on the Umatilla Indian Reservation, plus consulting and commenting on projects on the ceded and traditional cultural lands. In the early-1990s, the CRPP took on grants and contracts to conduct cultural resource assessments from federal, state, local, and private agencies for on and off-Reservation projects, growing to the point where most funding for the program came from the outside.

In 1996 the CTUIR Cultural Resources Protection Program assumed Tribal Historic Preservation Office (THPO) responsibilities. We were one of the first twelve tribes in the nation to do so. Under this agreement the tribe assumed the responsibility from the State to regulate the effects to cultural resources on the Umatilla Indian Reservation and Tribal lands.

OBJECTIVES

1. Protect and preserve culturally significant places and resources including the graves and sacred items of the CTUIR members and ancestors, on the Umatilla Indian Reservation and within the CTUIR's ceded lands and traditional use areas.
2. Maintain collaborative partnerships with other tribes, federal, state and local jurisdictions, agencies, institutions to manage cultural resources from a tribal perspective, including repatriating items or information belonging to ancestors of the CTUIR.
3. Manage Tamástslikt Cultural Institute for the long term cultural, historical, and economic advantage of future CTUIR generations and non-Indian publics.
4. Provide training and education to CTUIR employees, Tribal community and outside entities on the importance of the First Foods and the federal, state and Tribal laws which protect them. Coordinate with CTUIR Education and other programs on culturally related ceremonies, activities, foods and heritage.
5. Create, maintain and establish access protocols for an archival database for historically significant Tribal resources.
6. Protect and restore the First Foods and exercise associated rights reserved in the Treaty of 1855 for the perpetuation of tribal culture.
7. Maintain a Tribal Historic Preservation Office to enforce federal and tribal cultural resources laws and create a management plan for those resources on the UIR.
8. Maintain, safeguard, conserve, and insure cultural and historical assets of the CTUIR including facilities, objects, records, documents, photographs and recordings.
9. Improve the accuracy of external perceptions of the Tribes' cultures by creating opportunities for others to experience our world, our work, and our challenges through the eyes of tribal people.



**ARILEA JOHNSON, ROOT FEAST POW
Wow (CUJ PHOTO)**

Tamástslikt Cultural Institute was born of the Tribes long-standing desire to present an accurate history of the peoples of the CTUIR, to help carry on the cultures of the Cayuse, Umatilla and Walla Walla peoples, and to contribute to the developing tribal economy.

In 1989, the Oregon Trail Advisory committee recommended that the state develop plans for the 1993 Oregon Trail Sesquicentennial and encourage the development of four interpretive centers at Baker City, on the Umatilla Indian Reservation, at The Dalles and in Oregon City. The Tribes accepted the challenge as well as the opportunity to present the story of westward expansion from the local Tribes' perspective. The development of the Institute involved tribal officials, Tribal elders, and non-Indian citizens of Pendleton.

The CTUIR formally adopted the concept of an Oregon Trail center with the condition that the Tribes would have complete control of the facility and the interpretive messages contained therein. Approximately 80 people were

invited to serve on four committees, roughly half Indian and half non-Indian, to focus on finance, public relations, facility development, and research and resources. In 1992, the master plan for Tamástslikt was completed, construction began in 1995, and in July 1998, Tamástslikt opened. Since then more than ¼ of a million guests have visited the exhibits, Store, and Café.

The living culture village, Coyote Theater, circular basalt lobby, classroom, conference room, multipurpose theater, community trail and expansive outdoor areas provide ample space for educational and promotional activities.

The Museum Store, Kinship Café & Catering, meeting room rentals and interpretive services are added visitor amenities as well as revenue generating centers to help operate the Institute.

MODERN VALUES

The CTUIR takes the innovative approach of educating federal, state, and local agencies on cultural resource laws, executive orders, and tribal concerns in a variety of ways including but not limited to:

- **Providing services to agencies to maintain compliance with cultural resource laws**
- **Providing training on cultural sensitivity, tribal cultural resource management and tribal perspectives on natural resource management**
- **Assisting and training other Tribes to start their own cultural resources programs and develop cooperative agreements**



TAMÁSTSLIKT GROUND BREAKING CEREMONY (PHOTO COURTESY TCI)

The CTUIR's creative approach to cultural heritage and cultural resource management has influenced the archaeological community working in the ceded area. By incorporating traditional cultural knowledge of how cultural resources were managed in the past by our ancestors into modern archaeological methods, the archaeological community recognizes that Tribes have always managed archaeological sites, sacred sites and traditional use areas.

Today, agencies are beginning to have a better understanding of their responsibility to consult with the CTUIR and other Tribes. Through this process of reaching out and working with other agencies and Tribes, the CTUIR has succeeded in protecting hundreds of sites that would otherwise have been damaged.

Tamástslikt Cultural Institute will conduct work in a responsible and respectful manner, using the highest degree of objectivity, thoroughness and skill. The Institute welcomes diverse perspectives, values inquiry, and encourages active explorations and appreciation of knowledge.

The Confederated Tribes are a small population of people closely connected through kinship, life-ways, and customs that have sustained our people for more than 10,000 years. Contemporary Tribal people often live on two parallel tracks – one of ancient traditions and teachings, one of modern technology and mass information. Many elders and some adults and youth value these life-ways and associated methodologies.

To perpetuate such teachings to a broader segment of the Tribal community, the living culture village and public programming provide the opportunity to impart this knowledge. Using modern tools such as publishing and online access also increases the educational reach. Locals and visitors alike should witness the Cayuse, Umatilla and Walla Walla heritage and be able to learn more through take-home products.

Tamástslikt provides access to history that distinguishes these Tribes from any other peoples that is conveyed through documents, photographs, recordings and artifacts. Institute research continually evolves to further identify resources, illuminate alternate intra-tribal perspectives and bridge the past and the future. Scholars, students, and tribal community members can research issues stimulated by the exhibits or programs, locate information on family histories, or pursue new interests in the archives and library. The photo and artifact collection is cross-referenced to provide information on such things as families, clothing style and key events.



UMATILLA INDIAN RESERVATION (PHOTO BY WILLIE WOOD)

RESPONSIBLE PROGRAMS

THE DEPARTMENT OF NATURAL RESOURCES

Cultural Resources Protection Program (CRPP): Advocates for the protection of ancestral remains, consults with and regulates federal agencies under Federal, state and tribal codes/guidelines, and strives to protect all culturally significant places and resources.

Environmental Planning and Rights Protection Program (EPRP): protects Treaty-reserved resources on and off-Reservation.

TAMÁSTSLIKT CULTURAL INSTITUTE

Honor, respect, represent, and educate about the cultures of the people now known as the Cayuse, Umatilla, and Walla Walla Tribes. From the centuries- old seasonal lifestyle typical on the Columbia Plateau to the massive migration through the hospitable homeland, to the rise of modern tribal government, structures, artifacts, photos, videos, text, sounds and art tell the local story of decades of dramatic change.

EDUCATION DEPARTMENT

Provides education coordination incorporating cultural and heritage into school curriculums

BUREAU OF INDIAN AFFAIRS (BIA)

Trust responsibilities and manages historic data including allotment records.

DEPT. OF ECONOMIC AND COMMUNITY DEVELOPMENT

Land Acquisition Program – assists with CTUIR land acquisitions and property appraisals.

ADMINISTRATION

Enrollment Office – Cemetery management, Tribal member records management.

Tribal Planning Office – Coordinates to minimize impacts of new development on cultural resources through land use permitting processes.

Department of Justice – Contracts, policy making and litigation.

MANAGEMENT AND IMPLEMENTATION TOOLS

- National Historic Preservation Act (NHPA)
- National Environmental Policy Act (NEPA)
- Guidelines for CTUIR Projects in the Case of Inadvertent Discovery of Ancestral Remains
- Policies & Procedures Manual for the Repatriation of Ancestral Human Remains and Funerary Objects
- Native American Graves Protection & Repatriation Act (NAGPRA)
- American Indian Religious Freedom Act (AIRFA)
- Oregon Revised Statutes §182.162 – §182.168
- Washington Executive Order 05-05
- Archaeological Resources Protection Act (ARPA)
- Cemetery Code
- Land Development Code
- Fish & Wildlife Code
- Cultural Resources Code (when completed)
- Tamástslikt Trust Board of Directors
- Tamástslikt Trust Cultural Cabinet
- Tamástslikt Trust Fund & Treasures Fund
- Exhibition & Collection Policies (to be updated)
- Other applicable State and Federal laws

EMERGING ISSUES & CHALLENGES

Nationally, there has not been funding increases to meet the needs of the increasing number of Tribal Historic Preservation Offices (THPOs). As more Tribes become THPOs, the federal funding is further divided, decreasing the amount allocated to each THPO tribe. This funding does not necessarily cover the complexity and extent of a Tribe's work.

A significant challenge is balancing economic growth with traditional values. A strong economy and work force are important assets to meeting these challenges. However, individual work schedules and family and community commitments leave little time to devote to cultural education unless it is a shared imperative and priority within the family unit and community.

Public education (K-12) curricula development is a worthwhile endeavor; however, education benchmarking has resulted in difficulty implementing already developed Indian education modules.

Grant resources and foundation support frequently require the beneficiaries of the funding to be public and grants that focus activities on the tribal population are harder to fund. Lack of access to traditional harvest areas, competition from non-Indians for resources, a declining resource base, and fear of contaminants and pesticides can discourage devotion to traditional gathering practices.

Significant long-term debt hinders certain aspects of Tamástslikt Cultural Institute's performance and development. Education performance benchmarks have resulted in removing social studies from priority curriculum. School district budget cuts have reduced instruction days leaving little if any room for off-campus learning and diminished funding for busses for field trips. Two nearby federally-owned interpretive centers admit visitors free. Cultural non-profits in general are continually confronted with financial sustainability issues and rural ones even more so.

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this Element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Element Benchmarks and Targets

Achievement Year	2010	2015	2020	2025	2030
1. Receipt of artifacts, human remains, funerary and other objects and information from public and private sectors	Develop		Review Protocol		
a. Develop Protocol for receiving					
b. Inventory and assess future spacing needs					
c. Target accomplished (yes/no)					
2. Development of Cultural Resources Management Plan	Develop Plan		Plan Review		Plan Review
a. Plan development and review					
b. Target accomplished (yes/no)					
3. Develop Cultural Resources Code and enforce	Develop Code		Review Code		Review Code
a. Number of enforcement actions	X				
b. Target accomplished (yes/no)					
4. Increase participants in CTUIR Native Language Program classes	60, 30, 50 ES, MS, HS	65, 35, 60	70,35, 100	75,40, 150	80,45, 170
a. Number of participants	60, 30, 50				
b. Percent Target accomplished	100%				
5. Educate public/Tribal community about CTUIR's culture and history	50,000	60,000	70,000	75,000	80,000
a. Number of persons visiting Tamástslíkt	50,000				
b. Percent Target accomplished	100%				

5.8 TREATY RIGHTS PROTECTION

TO PROVIDE FIRST FOODS RESOURCES AND THE ECOLOGICAL CONDITIONS NECESSARY FOR THE LONG TERM, AND SUSTAINED EXERCISE OF RIGHTS RESERVED IN THE TREATY OF 1855 FOR FISHING, HUNTING, GATHERING AND LIVESTOCK PASTURING AND ASSOCIATED WATER RIGHTS FOR INSTREAM FLOW AND CONSUMPTIVE USE, AND TO PROTECT AND DEFEND THESE TREATY-RESERVED RIGHTS.

HISTORY

Rights reserved in the Treaty of 1855 by tribal leader negotiators represented the foundations of Tribal culture, economy, political boundaries and social fabric. Traditionally tribal bands moved from one geographic area to another with the seasons to gather and barter foods, medicines, and items for clothing, shelter and other necessities. In the traditional economy and lifestyle, natural resources are the foundation of wealth and the source of domestic necessities. Tribal First Foods, recognized and revered today in the Tribal Longhouse, provided much of the impetus for Treaty negotiators and are reflected today as the Treaty-reserved rights to fishing, hunting, gathering, livestock pasturing and associated water rights.

Treaty-reserved rights of the Confederated Tribes are interconnected to the Tribe's land base, to their culture, traditions and religion and to their languages. The rights reserved in the Treaty of 1855 and the land base identified capture both the geographic area critical to the economy and the life-ways learned over thousands of years of where and when to find salmon, elk, bighorn sheep, camas and berries. Treaty rights are not just statements or words. They are an expression and a definition of a people and their relationship to the land and rivers that is many thousands of years old. The Treaty rights of the Confederated Tribes represent the lives lost, the blood and tears shed, and all that has transpired in the complex history of a nation and its people.

Finally, tribal leaders who negotiated and signed the Treaty of 1855 were motivated to provide for the future and security of their children and of future generations – forever.

OBJECTIVES

1. Develop and implement policies and strategic plans to restore, protect and provide for the exercise of each 1855 Treaty-reserved right – fishing, hunting, gathering, livestock pasturing and associated water rights.
2. Quantify and adjudicate the CTUIR reserved rights to consumptive use of waters on the Umatilla Indian Reservation, to stream flows in the Umatilla River Basin, the Walla Walla River Basin, the Grande Ronde River Basin, the John Day River Basin, the Tucannon River Basin and to other areas with reserved water rights.
3. Integrate CTUIR 1855 Treaty-reserved rights protection with the development and exercise of the Confederated Tribes' sovereignty, economic development and employment, and political and legal affairs.
4. To the extent permitted by law, provide for and protect the exclusive exercise of CTUIR management authority over the Umatilla Indian Reservation, over Treaty-reserved rights related activities off-Reservation and for co-management of Treaty reserved resources off-Reservation.
5. Integrate the missions, goals and work plans of CTUIR to provide for the most proactive, effective and aggressive protection of 1855 Treaty-reserved rights.
6. Restore the Umatilla Indian Reservation land base to the 1855 Treaty Reservation boundary.

MODERN VALUES

The Tribal Government and Tribal membership have worked hard together to protect the integrity and extent of the Treaty-reserved rights of the Confederated Tribes. As the Tribal Government has exercised more authority in the management of resources and the protection and defense of the Treaty-reserved rights, the definition of the rights has become more precise and their power and authority better understood – especially off-Reservation.

Key federal court cases have defined the extent and authority of Treaty-reserved rights, and in some cases were necessary to establish or clarify the rights that were articulated or implicit in the Treaty of 1855. Examples include:

1908: WINTERS V. UNITED STATES

U.S. Supreme Court decision holding that United States/tribes reserved water rights sufficient to satisfy the purposes for which the Indian Reservation was established

1966: CONF. TRIBES V. MAISON

U.S. District Court case to establish the rights of Tribal members to hunt and fish on-Reservation during times when Oregon State seasons precluded such activities

1977: CONF. TRIBES V. ALEXANDER

U.S. District Court case to establish the rights of Tribal members to fish for salmon on Catherine Creek, exercising their clear Treaty-reserved right to fish at "...all usual and accustomed stations..." without being subject to Oregon State regulation

1969 – PRESENT

U.S. District Court cases, known as U.S. v. Oregon and U.S. v. Washington, with continuing jurisdiction, to clarify lack of state jurisdiction over Indian Treaty fishing in the Columbia River and to quantify the amount of the total salmon fishery Treaty tribes are entitled to and for which the states must manage for. 2008 – Settlement with United States of ESA BiOp litigation on federal Columbia River power system – the "Salmon Accords".

Today the exercise and protection of the Confederated Tribe's Treaty reserved rights are an important part in the everyday lives of Tribal members and form the core of the active work of Tribal Government.

RESPONSIBLE PROGRAMS

DEPARTMENT OF NATURAL RESOURCES

Provides fish and wildlife habitat and population management and co-management with states and assistance with Tribal member hunting and fishing regulations and enforcement; provides Treaty-reserved rights protection legal and political strategy and analysis, assistance with adjudications and assistance to Attorney General and Board of Trustees; provides water resources management and co-management with the state of Oregon and through delegation of the federal Clean Water Act; provides cultural resources management and enforcement assistance and training and co-management with the states.

DEPARTMENT OF JUSTICE

Provides legal representation in court and assistance with political and legal strategy

DEPARTMENT OF SCIENCE AND ENGINEERING

Provides technical and scientific analysis and reporting and engineering expertise for federal munitions and training facilities and repositories, and implementation of federal delegated authority under the Clean Air Act

DEPARTMENT OF PUBLIC SAFETY

Tribal Police enforcement of CTUIR Statutes including fish and game

DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

Land Acquisition Program, Taxation Program, Farm Enterprises and lease coordination with BIA.

MANAGEMENT & IMPLEMENTATION TOOLS

- Treaty of 1855
- Tribal Codes (Statutes)
- Treaty rights litigation and settlement negotiations
- Congressional actions, statutes, funding
- Oregon and Washington legislative actions, statutes and funding
- Active tribal member exercise of Treaty rights
- Watershed scale natural resource restoration work and protection
- Federal, state and local government agency agreements.

EMERGING ISSUES & CHALLENGES

The Confederated Tribes are actively working on the settlement and adjudication of its Treaty-reserved water rights in the Umatilla River Basin. An expert report quantifying the purposes for which water rights were reserved and their associated quantities is complete, a federal Indian Water Rights Assessment Team report and a Bureau of Reclamation study on water rights projects that can satisfy the Confederated Tribes' reserved water rights will be completed and submitted to the Secretary of the Interior in mid-2010. Umatilla Basin non-Indian partners and State of Oregon support is solid for moving rapidly forward to a negotiated settlement of the Umatilla Basin water rights. Achieving a water rights settlement will necessitate outreach to the Tribal membership to address balancing the need for consumptive water uses and protection and restoration of Umatilla River flows, and other settlement terms.

The Confederated Tribes is working with partners in the Walla Walla Basin and with the U.S. Army Corps of Engineers to restore salmon runs in the Walla Walla River. The Tribe's success in restoring salmon in the Umatilla Basin has provided the model for salmon restoration in the Walla Walla Basin. Project alternatives are being investigated to restore Walla Walla stream flows while preserving the agricultural economy in that Basin. A settlement of the Confederated Tribes' instream flow water rights in the Walla Walla Basin to support the Treaty reserved fishery in that Basin

may be required for federal government authorization and funding of the selected project.



(CTUIR Photo)

In 2008 the Tribal Government signed a settlement agreement with the United States, temporarily ending its involvement in federal district and circuit court challenges against the National Marine Fisheries Service. Known as the "Salmon Accords", the settlement provides BPA and federal funding directly to the Confederated Tribes to implement salmon, lamprey and other fish and watershed recovery and restoration work in Snake and Columbia river watersheds.

In 2009 the Tribal Government signed an agreement to exercise its grazing rights on one allotment with the U.S. Forest Service.

Oregon and Pacific Northwest population growth, predicted climate change effects, the occasion legal challenges to and political incursions on Tribal Treaty Rights, and economic dynamics will continue to challenge the Tribal Government to identify how to best protect and continue the exercise of the age-old practices of the Confederated Tribes of the Umatilla Indian Reservation. It is recognized that a strong Tribal economy and work force, healthy families, assertive Tribal Government and competent Tribal staff all contribute to effective protection of the Tribe's Treaty-reserved rights. The Tribal Government will continue to need the support and involvement of its membership in difficult decisions of how best to protect Treaty-reserved rights.

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. Restoration of UIR land base	116,493 acres	128,142 acres	140,956 acres	155,051 acres	170,051 acres
a. Acres of land in Indian ownership	116,493				
b. Percent Target accomplished	100%				
2. Settlement of UIR/Umatilla Basin water rights	Assessment	Negotiate	Congress Approval		
a. Assessment, Negotiation, Congressional approval	Baseline				
b. Percent Target accomplished	100%				
3. Settlement of Walla Walla River water rights	FEIS	WRDA	Construct		
a. FEIS, WRDA, Construction	Baseline				
b. Percent Target accomplished	100%				
4. Settlement of all other water rights		Settle	Implement	Implement	
a. Settlement; Implementation	Baseline				
b. Percent Target accomplished	100%				
5. Hunting Rights Protected/Exercised	BHS EIS Payette, Bison hunting	Acquire	Acquire		
a. Protection Actions – management, exercise, habitat restoration/ protection	Baseline				
b. Percent target accomplished	100%				
6. Gathering Rights Protected/ Exercised	Plan	Agreements	Agreements		
a. Development of Protection Plan/ Implementation Strategy	Baseline				
b. Negotiate Private and Public Land Agreements	Baseline				
c. Percent target accomplished	100%	50%	50%		

5.9 HOUSING

TO PROVIDE A VARIETY OF HOUSING OPPORTUNITIES FOR TRIBAL MEMBERS

HISTORY

The traditional housing in the CTUIR homelands consisted primarily of individual family teepees and tule mat lodges that were relocated seasonally. The creation and subsequent allotment of the Reservation resulted in a requirement that tribal families stay in a single residence throughout the year- often wooden homes built similar in style to the white settler's homes. In time, small family-based communities were established around St. Andrews Mission and Tutuilla Church. Tribal members also built homes along the Columbia River at tribal fishing sites.

The post-treaty era saw the clash of two completely different systems in land tenure: the traditional tribal pattern of seasonal residential travel and common land stewardship, and the American system of private land ownership and fee-simple title. The allotments were subject to years of division or "fractionalization" as interests were handed down to heirs. Fractionalization was further compounded by enrollment complications, inheritance restrictions, lack of documentation and poor record-keeping at the Bureau of Indian Affairs. The modern result is that many if not most Tribal members that have inherited land find that land to be either fractionalized to such a degree that no clear title is obtainable, or subject to title complications that make it unbuildable, or both.

In 1968, the CTUIR created the Umatilla Reservation Housing Authority to build homes funded by the U.S. Department of Housing and Urban Development (HUD). Since 1968, over 350 HUD assisted housing units have been constructed on the Reservation with HUD funding- at no cost to the homeowner. In 1997, HUD established a new block-grant funding mechanism for tribes that ended the availability of "free" housing and restricted HUD funding to families earning below the area-median income. As the CTUIR economy has grown, fewer tribal members qualify for this assistance. Since roughly half the Reservation is in fee-simple ownership and is owned by non-Indians, the private housing that is available on the Reservation is generally priced out of reach of many tribal families.



THE BARKLEY FAMILY'S NEW HOME (PHOTO BY URHA)

OBJECTIVES

1. **Expand the number of all types of housing units on the Reservation for tribal members at all income levels.**
2. Increase the number of buildable residential lots on the Reservation.
3. Develop the capacity of tribal members to manage their income, expenses, and debt positively and so qualify for home mortgages as well as to make home improvements.
4. Implement code and regulatory amendments as required to expand on-Reservation housing opportunities for Tribal members.
5. Support tribal members seeking to build a home on their allotment through integrated advocacy and assistance in navigating the multiple permits and approvals needed.
6. Expand opportunities for tribal members to exchange an allotment interest for a buildable home site elsewhere on the Reservation.
7. Seek to achieve carbon neutrality in all new housing construction by incorporating energy efficient design and construction in tribally funded housing and by extending technical assistance and incentives where possible to individual tribal member home construction.

MODERN VALUES

Tribal members value housing as an intergenerational asset- something to be preserved in the family over time. More and more tribal members are recognizing that the free housing of the past is no longer available and that individual investment is going to be required for home ownership in the future. Tribal members are seeking more flexibility in Reservation housing options than previously available. Tribal members want to be able to build on their own allotments, near family members, in order to participate more fully in tribal culture and also to access a variety of school options for children. Tribal members need different kinds of housing over the span of a lifetime and want to have the flexibility to choose from those kinds without leaving the Reservation.

RESPONSIBLE PROGRAMS

UMATILLA RESERVATION HOUSING AUTHORITY (URHA)

Development, acquisition and rehabilitation of housing to meet Tribal member needs

ECONOMIC & COMMUNITY DEVELOPMENT

Assists in the management and leasing of rental housing on and around the CTUIR reservation

PUBLIC WORKS

Provides potable water and sewer services for housing facilities within the water and sewer service area boundary; coordinates sewage disposal with the City of Pendleton system and maintains and plans for the CTUIR transportation system.

ADMINISTRATION

Tribal Planning Office – zoning administration, building and inspection program and environmental health

Department of Justice – advising code development and litigation as needed.

MANAGEMENT & IMPLEMENTATION TOOLS

- Indian Housing Plan
- Mission Community Plan
- Overall Economic Development Plan
- Land Development Code
- UIR Water and Wastewater System Master Plan

EMERGING ISSUES & CHALLENGES

Land ownership, credit worthiness and available financing are common barriers to tribal member housing on the UIR. Efforts to consolidate fractionated heirships to create home sites for individual tribal members continue to be a challenge. An effective process for exchanging fractionated interests of allotted lands for Tribal Trust lands has not been developed. A workable method to convey title Tribal Trust and Tribal Fee lands to individual tribal members for home site development has not been developed. Lands and existing parcels are not available in sizes that are affordable for tribal members to purchase for home sites. A coordinated effort to plan and zone properties suitable for residential development is imperative.



UMATILLA INDIAN RESERVATION (PHOTO BY RED ELK IMAGES)

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Element Benchmarks and Targets

Achievement Year	2010	2015	2020	2025	2030
1. Increase in Tribal member owned homes	122	152	182	212	242
a. # of homes on UIR owned by Tribal members	122				
b. Percent Target accomplished	100%				
2. Increase number of “low-income” housing units on the UIR	190	205	220	235	250
a. # of “low-income” housing units	190				
b. Percent Target accomplished	100%				
3. Develop Market Rate Housing opportunities for Tribal members	33	40	45	50	55
a. Number of housing units owned or developed by CTUIR and made available for rent or lease to Tribal members	33				
b. Percent Target accomplished	100%				
4. Increase # of buildable residential lots (R-1, R-2, C-R)	118	142	170	204	245
a. # of available residential lots	118				
b. Percent Target accomplished	100%				

5.10 EDUCATION

A LITERATE TRIBAL COMMUNITY WITH INDIVIDUAL MEMBERS SUBSTANTIALLY CONTRIBUTING THEIR SKILLS TO BENEFIT THE CULTURAL LONGEVITY OF THE CTUIR. **VISION:** REALISTIC, CREDIBLE, ATTRACTIVE FUTURE FOR THE CTUIR COMMUNITY OF LEARNERS.

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HISTORY

The Umatilla, Walla Walla, Cayuse have traditionally educated their youth naturally by example in day-to-day life experiences and storytelling. As families seasonally moved from fishing to hunting grounds, children learned skills and became adults with areas of expertise evolving to contribute to the benefit of the tribal community.

The Tribes grew and prospered until the western migration of emigrants and the Treaty of 1855. The US Government Indian Agency (Bureau of Indian Affairs) managed the education of tribal members for assimilation into the emerging United States. In 1950 the Federal Relocation Act relocated Indian youth to distant schools for assimilation into the white man's world. These students learned trades and other skills which were brought back to the Reservation. The Tribes struggled to maintain traditional ways during this period of time.

In the mid 1960's the CTUIR took over its own educational programs and in 1981 contracted all education programs from the Bureau of Indian Affairs. In 2004 the CTUIR started its own Charter School through the Pendleton School District and continues to expand incorporating cultural values and Indian languages into its curriculum.



LANGUAGE BOWL PARTICIPANTS - KRISTEN PARR, LANGUAGE APPRENTICE, AND STUDENTS RYAN MARSH, CHELSEY MINTHORN AND KRISTI MILLER (CUJ PHOTO)

OBJECTIVES

1. **Motivate Tribal members to pursue excellence in education, become self-reliant and to contribute to the Tribal community.**
2. A CTUIR education system that has a progressive delivery structure with a responsive adaptable administration.
3. Secure educational funding mechanisms through responsible grant management and identification of new funding sources.
4. Provide educational services to all tribal-member students within Umatilla and Morrow Counties.
5. Develop and coordinate educational services and partnerships with local school districts, CTUIR Human Resources and Tribal Court.
6. Assist and support students to meet or exceed state and local performance standards in an environment enriched with Native American culture and languages.
7. **Promote national and local civic responsibility while educating students on the meaning of CTUIR sovereignty.**

MODERN VALUES

Tribal heritage and its perpetuity is valued by the community and to this end, nurturing the child to full development is one of the driving forces of education.

Language and culture are intertwined and the hope of invigorating the Native languages: Cayuse/Nez Perce, Umatilla and Walla Walla is dear and close to the hearts of all.

The enhancement of one's cognitive abilities to meet the challenges of a modern society is valued as a tool for the thoughtful management of resources not only for sustainability but for enrichment as well.

The responsibility of guardianship, protection and implementation of CTUIR's sovereignty is deemed to be of utmost importance by its members who are committed in strengthening it.



NIXYÁAWII COMMUNITY SCHOOL COMMENCEMENT (FROM LEFT, ENOCH JACKSON, RYAN MARSH, ETHAN COLVARD, SHAWN SIMPSON, ISAIAH CASE, MIRIAH WITHERS, ARACELI ZAVALA, LEONA BENOIST, COURTNEY EDGMAND, KEVIN PURNELL, SUZETTE WHITEOWL-LAVADOUR, AND JOHN MARSH (CUJ PHOTO)

EMERGING ISSUES & CHALLENGES

As Federal and State dollars become more competitive, foundations are finding more and more applicants each year. Thus, it is critical for CTUIR to cultivate and build new relationships in both the corporate and philanthropic sectors, thus expanding its donor base.

CTUIR's high Indirect Rate is an ongoing challenge since most funding sources do not allow more than a 10% administrative fee.

The Umatilla Tribal Community Foundation, a 501c3 non-profit organization, was developed for the purpose of cultivating relationships with potential donors and givers. Calculated steps have been taken towards legislation to include CTUIR in the definition of Local Education Agency to open grant opportunities only available to schools and school districts.

RESPONSIBLE PROGRAMS

EDUCATION DEPARTMENT

Provides education programs for the tribal community. The Nixyáawii Community School Board and Head Start Policy Council provide policy direction to respective programs and the Education and Training Committee provides advisory assistance to the Education Department.

ADMINISTRATION DEPARTMENT

Human Resources: Provide career development and training for incumbent work force. Employee Rights Office Work Force Development Program; assists tribal community members to improve and establish job skills through education and training.

PUBLIC SAFETY DEPARTMENT

Prevention of alcohol and tobacco-use programs and domestic violence education

DEPT. OF CHILDREN AND FAMILY SERVICES

Child care and elders program collaboration with mentors instilling traditional family values, culture and language.

DEPARTMENT OF JUSTICE

Litigation, prosecution, contracts and school administration and operation legal issues

MANAGEMENT AND IMPLEMENTATION TOOLS

- Strategic Education Plan
- Board of Trustees Priorities
- Education and Training Committee Policies

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Element Benchmarks and Targets

Achievement Year	2010	2015	2020	2025	2030
1. Increase funding for Education Dept. Programs	425K	2.5 mil	3 mil	3.5 mil	4 mil
a. Amount of Education Dept. funding	Baseline				
b. Percent Target accomplished	100%				
2. Increase endowment for Tribal scholarships	\$430,000	\$600,000	\$600K	\$800K	\$900K
a. Scholarship endowment balance	Baseline				
b. Percent Target accomplished	100%				
3. Increase enrollment in Nixyáawii School system	50	60	100	150	170
a. Number of enrolled students	Baseline				
b. Percent Target accomplished	100%				
4. Increase participants in CTUIR Native Language Program classes	60,30, 50 ES, MS, HS	65, 35, 60	70,35,100	75,40,150	80,45,170
a. Number of participants	Baseline				
b. Percent Target accomplished	100%				
5. Increase percentage of students receiving a high school diploma	40/48= 83%	85%	95%	100%	100%
a. Percentage of students that entered high school that graduated	Baseline				
b. Percent Target accomplished	100%				

(Continued on next page)

Achievement Year	2010	2015	2020	2025	2030
6. Number of students meeting State Benchmarks in reading	44%	75%	95%	100%	100%
a. Students meet reading benchmarks	Baseline				
b. Percent Target accomplished	100%				
7. Increase number of students meeting State Benchmarks in math	15%	75%	95%	100%	100%
a. Students meeting math benchmarks	Baseline				
b. Percent Target accomplished	100%				
8. Increase number of Adult Vocational Training (AVT) Certificates obtained	5/7 (71%)	6/8 (75%)	10/12 (83%)	12/15 (87%)	20/20 100%
a. Number of AVT Certificates issued	Baseline				
b. Percent Target accomplished	100%				
9. Increase number of CTUIR enrolled Tribal members graduating college with Associates or Bachelor degrees	12/34 (35%)	15/40 (37%)	25/50 (50%)	30/55 (55%)	40/57 (70%)
a. Number of college graduates	Baseline				
b. Percent Target accomplished	100%				
10. Increase percentage of school-aged enrolled CTUIR members enrolled in Nixyáawii	55/165 33%	75/270 28% HS, MS	150/460 33% ES, MS, HS	200/500 40% ES, MS, HS	300/550 55% ES, MS, HS
a. Percentage of school-aged enrolled CTUIR members enrolled in Nixyáawii	Baseline				
b. Percentage of Target accomplished	100%				

5.11 HEALTH & HUMAN SERVICES

TO ACHIEVE A SPIRITUALLY, EMOTIONALLY AND PHYSICALLY HEALTHY TRIBAL COMMUNITY THROUGH QUALITY HEALTH CARE AND SUPPORT SERVICES.

HISTORY

In the traditional tribal setting, individuals were recognized for their spiritual strength, medicinal abilities, warrior qualities, hunting and tracking abilities, fishing skills, art, weaving, education, discipline, healing, cooking or other skills. All these skills, when combined, provided for all of the Tribal community needs and evolved into an elaborate and complex Indian culture. The onset of Euro-American occupation, westward emigration and the signing of treaties brought about the establishment of Indian Agencies and U.S. Government involvement providing medical care and social services.

Do to the resultant change in lifestyles from the physical activities once associated with day-to-day activities necessary for survival to more sedentary lifestyles associated with modern conveniences, health and wellness of Tribal members has been impacted.



LPN ANNETTE SAMPSON CHECKS THE BLOOD PRESSURE ON RENA COCHRAN, CERTIFIED NURSING ASSISTANT, AT YELLOWHAWK TRIBAL HEALTH CENTER, WHERE SAMPSON WORKS AS AN INTERN (CUJ PHOTO)

OBJECTIVES

1. Maintain compliance with standards as required by Federal, State and Tribal Codes.
2. Maintain effective electronic data recording systems and patient tracking software for transition to electronic health records.
3. **Aggressively promote chronic illness and diabetes prevention and early detection with focus on cardiac illness.**
4. Plan for and execute the CTUIR epidemiological study.
5. Proactively participate in alcohol and drug prevention activities in association with the CTUIR A & D Oversight Committee and develop a residential treatment program.
6. Expand Tribal and clinical services to address health, wellness, case management and quality of life services for CTUIR Elders.
7. **Promote awareness, education and prevention of domestic violence and sexual abuse.**
8. Actively participate in State, Federal and area Indian Health Board health care related policy and legislative activities to the best interest of all CTUIR members.
9. **Promote the well being of all Tribal members.**
10. Provide assistance to Tribal Veterans accessing benefits, healthcare, support for funerals, memorials, travel and personal needs.
11. Provide a positive educational learning experience for Tribal youth to enable them to be successful adults while promoting cultural learning experiences.

MODERN VALUES

Tribal members have historically valued and shared resources and are learning to value the investment in prevention to maintain health as well as the importance of healthy lifestyles.

Tribal members have embraced the Wellbriety Movement; trainings that reintroduce culturally based principles, values and teachings to support healthy community development and to support healing from alcohol, substance abuse, co-occurring disorders and intergenerational trauma.

RESPONSIBLE PROGRAMS

YELLOWHAWK TRIBAL HEALTH CENTER (YTHC)

Provides prevention and education in all areas of health, alcohol and drug, family planning, diabetes, chronic illness, dental, pharmacy and vision for tribal and Indian families

DEPARTMENT OF CHILDREN AND FAMILY SERVICES (DCFS)

Child welfare, foster care, elder care, Veteran services and family advocacy

DEPARTMENT OF JUSTICE

Advise YTHC, litigate, draft documents and represent Tribal members

PUBLIC SAFETY

Emergency medical treatment and transport, hazardous materials response and emergency management

MANAGEMENT & IMPLEMENTATION TOOLS

- ICTUIR Statutes
- Yellowhawk Tribal Health Center Business Plan
- Emergency Operations Plan
- Fire Prevention and Emergency Services Code
- Environmental Health Code
- Pre-disaster Hazard Mitigation Plan
- Juvenile Code
- Training Programs for the Wellbriety Movement



A GROUP OF PEOPLE PARTICIPATE IN A WELLNESS WALK (CUJ PHOTO)

EMERGING ISSUES & CHALLENGES

The provision of health and human services presents many issues and challenges in today's world of modern complexities. The primary challenge is to provide for the increasing needs of the Tribal community with decreasing means. The rising cost of providing health care with shrinking funding streams is a challenge.

Finding and maintaining qualified foster care families and the recruitment and retention of qualified staff to provide health care and social services are also emerging issues. These limitations make the promotion of healthy lifestyles by providing training and counseling opportunities for staff, families and children challenging.

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. AAAHC* and IHS IDERP* accreditation	Yes	Yes	Yes	Yes	Yes
a. AAAHC and HIS IDERP accreditation maintained	Yes				
b. Percent Target accomplished	100%				
2. Increase number of senior meals served and delivered	20%	23%	25%	28%	30%
a. % of Senior population served	20%				
b. Percent Target accomplished	100%				
3. Reduce obesity of children aged 2-5 yrs.	22%	20%	15%	10%	5%
a. % of children aged 2-5 yrs. with BMI \geq 95% (GPRA* Measure #16)	22%				
b. Percent Target accomplished	100%				
4. Increase the % of patients receiving tobacco cessation counseling	10%	75%	85%	90%	95%
a. % of patients receiving counseling (GPRA* 17)	10%				
b. Percent Target accomplished	100%				
5. Increase the % of women screened for domestic violence	8%	40%	65%	80%	95%
a. % of women screened for domestic violence (GPRA* #15)	8%				
b. percent target accomplished	100%				
6. Increase the % of patients screened for cholesterol	80%	85%	90%	95%	100%
a. % patients screened for cholesterol	80%				
b. Percent target accomplished	100%				

* AAHC: Accreditation Association for Ambulatory Health Care

IHS IDERP: Indian Health Service Integrated Diabetes Education Recognition Program

GPRA: Government Performance and Results Act

5.12 COMMUNITY FACILITIES

TO PROVIDE FOR THE DEVELOPMENT AND REPLACEMENT OF COMMUNITY FACILITIES THAT WILL SUPPORT THE SOCIAL, CULTURAL, EDUCATIONAL, HEALTH AND GOVERNANCE NEEDS OF THE CTUIR AND TRIBAL COMMUNITY.

HISTORY

The earliest tribal community facilities were sweat lodges and large tule mat structures that were used for communal gatherings. These structures were put up on a temporary basis and moved as the tribes seasonally relocated to follow the first foods.

The early churches such as St. Andrews and Tutuilla created a communal environment that became seasonal settlements. When the Tribes were confined to the reservation, the Bureau of Indian Affairs built community facilities for schools and places of government.

The first modern community facility built by the Tribes was the original longhouse at the site of the current longhouse that was built in the 1930s. In the 1970's, the Tribes began building facilities for the community building, the Cay-uma-wa and Yellowhawk Health Center and the Mission Community sewer and water systems were built that provided the infrastructure that could support these larger community structures.

Most all community facilities on the Umatilla Indian Reservation, historically, were funded through the federal grant programs. Recently, capital projects have been funded using the CTUIR's ability to obtain loans through traditional lending methods.



NIXYÁAWII GOVERNANCE CENTER LOBBY (CUJ PHOTO)

OBJECTIVES

1. **Assure that community facilities are designed and sized to meet the long-term needs of the CTUIR.**
2. Assure that community facilities are operated under the most efficient energy conservation measures.
3. Assure that community facilities are maintained in a safe and sanitary condition.
4. Provide adequate funding to cover debt service, operation and replacement of community facilities.
5. Locate community facilities where they will conveniently serve community needs and compatible with existing and planned land uses.
6. Adopt and maintain a Capital Improvement Program to prioritize and fund community facilities and capital projects.
7. 638 Contract ownership of all Bureau of Indian Affairs facilities.

consistent with zoning and built safely to code.

PUBLIC SAFETY

Umatilla Tribal Police, Umatilla Tribal Fire and Emergency Services, Emergency Management; facility security, fire safety, public safety.

DEPT. OF JUSTICE

negotiate and draft documents, policies and agreements for financing and acquisition of infrastructure, buildings and land.

MODERN VALUES

In 1988 the tribes developed their first Capital Improvement Program and to date, have completed over \$50 million dollars of community facility improvements. With Wildhorse Casino as a revenue source, the Tribes have been able to finance community facilities on their own. Today, the Tribes have been able to meet Tribal member's needs for community facilities by developing a substantial line of credit, maintain good financial ratings and scheduling improvements so they are within the Tribes long-term earning potential.

RESPONSIBLE PROGRAMS

DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT

Economic Development Program – Develops Tribal enterprises and recruits business and industrial leases.

PUBLIC WORKS DEPARTMENT

Provides potable water for CTUIR community facilities, housing and economic development projects. Coordinates sewage disposal through the City of Pendleton system and maintains and plans for the CTUIR transportation system.

ADMINISTRATION

Finance Office – Provides the financial and investment strategy to assure economic stability.

Tribal Planning Office – Coordinates with DECD to assure economic development projects or enterprises are built

MANAGEMENT & IMPLEMENTATION TOOLS

- Overall Economic Development Plan
- Land Acquisition System and Strategy
- Taxation Code
- Land Development Code
- Mission Community Plan
- Water and Wastewater System Master Plan
- Capital Improvement Plan
- Transportation System Plan

EMERGING ISSUES & CHALLENGES

With the increase in buildings and infrastructure, the Tribes also have taken on a greater operation and maintenance responsibility. As these maintenance and replacement responsibilities increase, the Tribes need to develop funds for capital reserves and replacement. Also, as the Tribes have grown, the current water and sewer system capacities need to be expanded to accommodate future development. Many of the buildings built in the 1970's are becoming substandard in terms of their size, energy efficiency and functional value.



UMATILLA INDIAN RESERVATION (PHOTO COURTESY TCI)

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030	Total
1. Completion of annual building inspections	X	5	5	5	5	20
a. Annual maintenance inspections	Baseline					20
b. Annual Fire Safety inspections	Baseline					20
c. Percent Target accomplished	100%					
2. Keep Capital Improvement Plan (CIP) current	X	5	5	5	5	20
a. Annual updates to CIP	Baseline					20
b. Percent Target accomplished	100%					

5.13 TRANSPORTATION

TO PROVIDE AN EFFECTIVE AND ECONOMICAL TRANSPORTATION SYSTEM ON THE
UMATILLA INDIAN RESERVATION.

HISTORY

The Tribes traveled seasonally from one geographical area to another to hunt, fish and gather food as well as to barter with other tribes for clothing and other necessities. Numerous transportation routes were utilized on and around the Umatilla Indian Reservation, its ceded area and its usual and accustomed areas. Many of those routes have become incorporated into today's modern transportation system and others have remained as traditional trails which continue to be of great importance.

When the U.S. Government established itself as trustee for the Umatilla Indian Reservation, it also assumed responsibility for constructing and maintaining the Reservation transportation system. As trustee, the BIA had no need to establish easements or rights-of-ways because the transportation systems created were for the public good and it was their responsibility to provide for that need. Prior to 1949, the BIA was not required to record the location and width of rights-of-ways on newly issued trust deeds or deeds issued in fee simple.

In the 1950's, at the beginning of the Termination Era (a time when it was official U.S. Government policy to eliminate Indian Reservations throughout the U.S.), the BIA began upgrading roads to standards necessary to have the county accept the roads as part of the county road system. Not all roads that were transferred to Umatilla County had Rights-of-ways transferred with them. As such, the underlying right-of-way remained with the BIA as an unrecorded right-of-way. By the mid 1970s the policy had reverted back to recognizing Indian Reservations and Indian governments. Unfortunately, there were very limited funds for road construction, reconstruction or maintenance.



INTERSTATE 84 (RED ELK IMAGES)

Serious accident and mortality rates for Reservation roads far exceed the country as a whole. At this time the Umatilla Indian Reservation has a mix of State, County, BIA and Tribal roads with most of the roads belonging to Umatilla County. In 2008 the Tribes contracted with the BIA Office of Self Governance to accept responsibility for BIA transportation responsibilities except, of course, for Inherent Federal Functions that cannot be transferred to the Tribes.

OBJECTIVES

1. **Develop and maintain a transportation system that is safe and promotes the public health.**
2. Ensure that Tribal citizens have access to traditional, gathering, and other traditional activities.
3. Develop economically and ecologically sound transportation opportunities.
4. **Develop transportation systems necessary for all forms of transportation in order to provide for economic development, employment, senior and disabled, health care, education, shopping, visiting family and friends, fitness and legal access.**
5. Provide transportation opportunities for Tribal citizens and other Reservation residents that do not drive.
6. Provide transportation facilities for non-motorized transportation, including pedestrians, bicycles, and horses.
7. Develop, maintain, and improve transportation systems to minimize or reverse environmental degradation from transportation systems.
8. Develop transportation opportunities that are aesthetically pleasing and help provide a sense of “Place” and a connection with the cultural values of the CTUIR.
9. Design, build, and maintain transportation systems with the future in mind.
10. Provide transportation opportunities that conserve energy and money, and reduce carbon emissions.

MODERN VALUES

Providing for the current and past cultural needs is the basic framework for a transportation system. As with traditional transportation methods, modern day transportation has many of the same needs. That is, to provide transportation to meet the need for food, clothing, entertainment, religion, health, and family. However, modern day transportation systems provide for faster transportation over far greater distances than traditional systems. As a result, transportation safety, safety education and law enforcement are critical elements in addition to opportunities in public transportation, new or reconstructed roads, and other transportation methods such as sidewalks, and multi-use paths.



SALMON WALK ON KANINE RIDGE (CTUIR PHOTO)

RESPONSIBLE PROGRAMS

DEPARTMENT OF PUBLIC WORKS

Transportation Program – Implements Long Range Transportation Plan, maintains, repairs and constructs transportation systems on the CTUIR Indian Reservation Road Inventory safely and to code. Coordinates with other governments and utility companies on transportation related projects and issues.

DEPT. OF ECONOMIC AND COMMUNITY DEVELOPMENT

Economic Development Program – Coordination when developing new Tribal enterprises to assure they can be served with adequate access.

ADMINISTRATION

Tribal Planning Office – Manages public transit system and implements road standards through the Land Development Code and Subdivision Manual to assure development projects or enterprises are built consistent with zoning and built safely to code.

DEPARTMENT OF JUSTICE

Contracts, policy development and legal matters associated with transportation.

DEPARTMENT OF PUBLIC SAFETY

Tribal Police enforcement of road safety (speed, parking, etc.) and coordination with other law enforcement agencies, ambulance, first responder, fire and hazmat services

DEPARTMENT OF SCIENCE AND ENGINEERING

Hazmat transport emergency response and provides consultations for clean up and monitoring.

BUREAU OF INDIAN AFFAIRS (BIA)

Performs inherent Federal functions and transportation systems expertise; Office of Self Governance provides funding

EMERGING ISSUES & CHALLENGES

With the onset of self reliance comes a responsibility for the CTUIR to provide the best possible public transit and road system for the Reservation community. This responsibility is challenging as the increasing demands on the public transit and road systems are addressed while balancing available funding with those needs. Coordination with other governments to leverage funds for transportation is essential to providing a quality functional transportation system in an era of decreasing revenues and increasing demands by the public. Additionally, the Reservation Road Inventory is the basis upon which the CTUIR receives funds from the Federal Highway Administration and as such is the most critical factor to having and maintaining a transportation system.

MANAGEMENT & IMPLEMENTATION TOOLS

- Land Acquisition System and Strategy
- CTUIR Transportation Systems Plan
- Coordinated Human Services Public Transportation Plan
- Land Development Code and Subdivision Manual
- Mission Community Plan
- Indian Reservation Road Inventory
- CTUIR Transportation Improvement Plan
- Wildhorse Resort and Casino Master Plan
- Federal Highway legislation Code of Federal Regulations
- BIA Transportation Manuals
- BIA Office of Self Governance Contract
- Numerous other transportation related documents and inter-jurisdictional MOUs
- Emergency Operations Plan
- CTUIR Para-transit Policy
- CTUIR Pre-disaster Hazard Mitigation Plan
- Umatilla Water Quality Management Plan
- CTUIR Right of Way Policy



INTERSTATE 84 (CTUIR PHOTO)

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

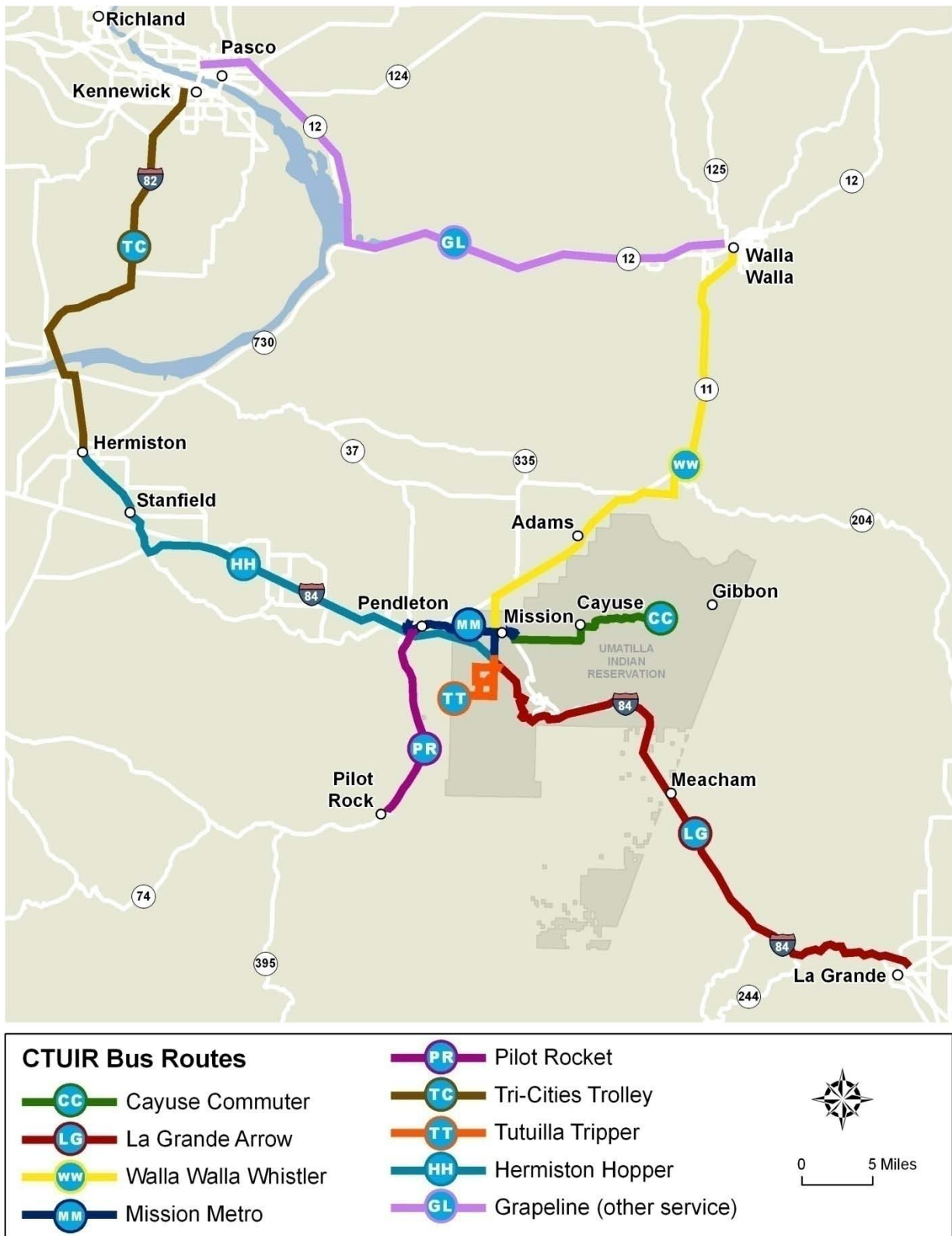
Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. Update Long Range Transportation Plan (LRTP)	1	2	3	4	5
a. LRTP update completed	Baseline				
b. Percent Target accomplished	100%				
2. Update Tribal Transportation Improvement Plan (TTIP)	5	10	15	20	25
a. TTIP updates completed	Baseline				
b. Percent Target accomplished	100%				
3. Update Coordinated Public Transportation Plan	1	2	4	5	7
a. Coordinated Plan updates completed	Baseline				
b. Percent Target accomplished	100%				
4. Increase road miles accepted into IRR Inventory	430	450	470	490	510
a. Road miles on IRR Inventory	Baseline				
b. Percent Target accomplished	100%				
5. Increase BIA/CTUIR right of way ownership miles to be improved and maintained by CTUIR Public Works	106	110	115	120	125
a. BIA/CTUIR ROW miles improved and maintained by Public Works	Baseline				
b. Percent Target accomplished	100%				

(Continued on next page)

Achievement Year	2010	2015	2020	2025	2030
6. Increase ridership on CTUIR Public Transit	40,000	44,000	48,000	52,000	56,000
a. # of rides provided by CTUIR Public Transit annually	Baseline				
b. Percent Target accomplished	100%				
7. Increase number of safety audit miles conducted	0	20	40	60	80
a. # safety audit miles	Baseline				
b. percent target accomplished	100%				
8. Increase hours of traffic safety education	0	50	100	150	200
a. # of hours of education provided	Baseline				
b. percent target accomplished	100%				

Figure 7: CTUIR Public Transit Service Routes



5.13 PUBLIC SAFETY

TO PROTECT LIVES AND PROPERTY OF THE CTUIR COMMUNITY THROUGH
PREVENTION, PREPAREDNESS, EDUCATION, AND RESPONSE WITH QUALITY.

HISTORY

Law enforcement on this Reservation has had a tumultuous history beginning in the 1940s when there was an uncertainty about which agency had jurisdictional responsibility; federal, state or county. In 1953, the United States ceded criminal jurisdiction over the Umatilla Indian Reservation to the state of Oregon. The Bureau of Indian Affairs enforced fish and game regulations. In 1981, the State of Oregon retro ceded criminal jurisdiction, with United States acceptance, returning criminal jurisdiction to the CTUIR. The CTUIR Department of Public Safety was established at this time.

The Department functioned with six officers until 1995 when additional funding was obtained for expansion to include the Chemical Stockpile Emergency Preparedness Program, Emergency Management and Fire Department. In 2008, Family Violence Services became the newest member of Public Safety. The Public Safety Department is currently funded through a combination of Federal, CTUIR and Wildhorse Resort & Casino sources.



PUBLIC SAFETY BUILDING (CTUIR PHOTO)

OBJECTIVES

1. Enforce provisions of all CTUIR statutes and codes as they relate to domestic violence, fire protection, law enforcement and emergency management
2. Provide culturally appropriate advocate service to victims of domestic and sexual violence, elder abuse and stalking
3. Enhance Awareness of family violence/sexual assault and collaboration by providing youth, adult and law enforcement education
4. Develop a comprehensive emergency management program through cooperative relations with other tribes, federal, state and local agencies
5. Provide effective emergency services to the CTUIR community including life saving rescue services, emergency medical service, fire protection services and HAZMAT response
- 6. Encourage fire safety through fire prevention and public education**
7. Ensure all commercial and institutional properties on the reservation comply with the international fire code through the annual inspection process
8. Ensure appropriate levels of fire equipment, fire flows and prevention programs consistent with the level of commercial and residential construction on the reservation
9. Maintain the advance life support services with pre-hospital care by certified paramedics
- 10. Develop and maintain effective and visible crime prevention and policing programs within the Public Safety Department**
11. Maintain mutual aid agreements in all areas of emergency response preparedness
12. Develop a traffic safety and education plan
13. Maintain the CTUIR Emergency Operations plan and update to maintain NIMS compliance
14. Implement projects and programs identified in the CTUIR Hazard Mitigation Plan

MODERN VALUES

This Element involves many forms of public safety including prevention, protection and enforcement, crime prevention and law enforcement, fire prevention, protection and enforcement, natural resources protection and enforcement as well as emergency response and preparedness.

Providing all of these forms of public safety must be accomplished by earning public confidence through performance, education and by fostering a spirit of cooperation between the citizens and programs.

RESPONSIBLE PROGRAMS

PUBLIC SAFETY DEPARTMENT

Emergency Management Program – provides emergency planning and preparedness and hazard mitigation.

Umatilla Tribal Fire and Emergency Services – Fire prevention and protection, ambulance and hazardous materials response

Tribal Police – community crime prevention and enforcement of Tribal laws.

Family Violence Services – advocates for victims of domestic violence and sexual assault and elder abuse

EDUCATION DEPARTMENT

Alcohol and drug prevention in the schools

PUBLIC WORKS DEPARTMENT

Coordination on emergency response planning, response to manmade and natural emergencies and pre-disaster mitigation projects

DEPARTMENT OF JUSTICE

Coordination on criminal cases, SORNA, code enforcement and domestic violence

DEPARTMENT OF CHILDREN & FAMILY SERVICES

Coordination on education, social services to adults and children, enforcement and protection of the public

DEPARTMENT OF SCIENCE AND ENGINEERING

Hazmat transport emergency response and provides consultations for clean up and monitoring

MANAGEMENT & IMPLEMENTATION TOOLS

- International Fire Code
- Pre-Disaster Hazard Mitigation Plan
- CTUIR Mental Health Code
- CTUIR Criminal Code
- CTUIR Fish and Wildlife Code
- Fire Prevention and Emergency Services Code
- Domestic Violence Handbook and Training
- Guide for Patrol Officers
- Emergency Operations Plan
- Environmental Health Safety Code
- International Building Codes
- Various Memorandum of Understandings, and Memorandum of Agreements

EMERGING ISSUES & CHALLENGES

The CTUIR is an active and rapidly growing community. This increased growth in economic development brings with it increased responsibilities ranging from protecting Tribal members from domestic violence to educating members on disaster preparedness.

With the CSEP program ending in 2010-2011, funding for personnel to implement the Emergency Management program will be challenging. Funding for personnel is difficult to obtain through federal sources to maintain a comprehensive program.

Along with other ambulance services in the area, the Tribal Emergency and Response service continues to experience financial challenges related to decreasing Medicare payments and increasing operating costs.

The Public Safety Department continues to pursue solutions for on-Reservation authority to arrest non-Tribal members for crimes involving assault on members.

The challenge is to maintain the balance between community needs and maintaining the programs to meet those needs with the funding available to recruit and train qualified staff.

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. Reduction of Part 1 Crimes (Major)	135	125	115	100	85
a. Number of Part 1 Crimes	135				
b. Percent Target accomplished	100%				
2. Reduction in Sex Offender offenses	20	18	15	13	10
a. Number of Sex Offender offenses	20				
b. Percent Target accomplished	100%				
3. Reduction in animal complaints	150	120	80	50	35
a. Number of animal complaints	150				
b. Percent Target accomplished	100%				
4. Increase emergency preparedness training	10	30	70	90	90
a. Percentage if CTUIR staff and community members that have received basic training in emergency preparedness, terrorism or natural disaster response	10				
b. Percent target accomplished	100%				

5.15 ENERGY

SUSTAINABLE ENERGY THAT CREATES INDEPENDENCE FOR THE TRIBAL COMMUNITY TO MEET ALL ENERGY NEEDS AND USES WHILE REDUCING IMPACTS TO TREATY RESERVED RIGHTS.

HISTORY

Energy, as an Element of the CTUIR Comprehensive Plan is new. However, since the adoption of its current Constitution in 1949, the CTUIR has worked to protect the Reservation environment, preserve its cultures and develop its own resources. Modern-day energy generation facilities on lands surrounding the Reservation and infrastructure components passing through the Reservation have had negative impacts to the Reservation environment and Treaty reserved rights.

In recent years, the CTUIR has watched the demand for electricity grow, struggled with the impacts of hydropower to Treaty reserved rights, invested in energy savings measures, partnered with others and invested in renewable energy projects (wind and solar) and developed its own energy policy.

Today, the CTUIR has become actively involved with efforts to help reduce global warming and reduce the impacts of hydropower on salmon as well as energy conservation in general.

MODERN VALUES

The CTUIR must actively pursue the reduction of greenhouse gases to sustainable levels by striving to conserve energy and developing energy independence for the sustainability of the Tribal community and its environment.

RESPONSIBLE PROGRAMS

DEPARTMENT OF SCIENCE AND ENGINEERING

Implements CTUIR Energy Policy and is lead program on climate change

ADMINISTRATION

Tribal Planning Office – Implements Land Development code to site projects and administers International Building Codes Inspection Program

DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

CTUIR business enterprise management and promotion of energy efficient and green buildings in business parks; land acquisition

OBJECTIVES

1. Enhance Tribal sovereignty through energy independence
2. Develop strategies to protect the CTUIR and its Tribal members from rising energy costs through conservation and development of reliable and affordable energy supplies
3. Diversify the CTUIR economy through energy investment in all feasible aspects of energy including power generation and bio fuels
4. Empower Tribal members to take advantage of opportunities in energy related job training
5. Promote energy sustainable business practices on the Reservation and assist local businesses with information and access to tax incentives and grants
6. Encourage energy efficient building practices
7. Diversify sources of energy and reduce overall energy use to reduce the CTUIR's consumption of fossil fuel
8. Utilize all available energy programs that provide incentives for energy efficiency and funding for renewable energy development
9. Incorporate the values of environmental responsibility into all CTUIR educational, workforce and community activities; reduce, reuse, recycle

DEPARTMENT OF JUSTICE

Policy development and implementation, contracts and general legal service

PUBLIC WORKS

CTUIR facilities maintenance, project management, utility infrastructure monitoring and maintenance

DEPARTMENT OF NATURAL RESOURCES

Reviews energy development and transmission for impacts to natural resources and Tribal community; Treaty Rights protection and cultural resources protection

MANAGEMENT & IMPLEMENTATION TOOLS

- Energy CTUIR Energy Policy
- Land Development Code
- Water and Wastewater System Master Plan
- International Building Codes
- Fish and Wildlife Code

EMERGING ISSUES & CHALLENGES

The monitoring of impacts to the Reservation from off-Reservation energy and infrastructure development is an on-going issue for the protection of Treaty rights. The energy developments producing power using nonrenewable fossil fuels also produce environmental effects including air and water pollution. These pollutants have negative Treaty rights impacts.

The challenge is to be actively involved and utilize Tribal sovereignty to protect the Treaty rights by monitoring and involvement with regional and national decision makers to minimize these negative impacts.

To rise to these challenges, the CTUIR must educate everyone about Tribal sovereignty and to develop plans to protect Treaty rights better.

PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. A baseline (a data point against which all data points will be compared) and Targets for each Indicator are tools for monitoring the success of the responsible programs toward reaching goals and objectives over time.

Matrix – Indicators and Benchmark Targets

Achievement Year	2010	2015	2020	2025	2030
1. Increased use of alternative fuel at Arrowhead Travel Plaza	X				
a. Gallons of alternative fuels sold	Baseline				
b. Percent Target accomplished	100%				
2. All new CTUIR buildings LEED Certified	X				
a. Number of LEED Certified buildings	Baseline				
b. Percent Target accomplished	100%				

Figure 8: Department/program responsibilities toward achievement of Comprehensive Plan Elements

Responsible Departments/ Programs	Organizational Excellence	Economy	Land Base Restoration	Workforce Development	Community Development	Natural Resources	Cultural Heritage	Treaty Rights Protection	Housing	Education	Health & Human Services	Community Facilities	Transportation	Public Safety	Energy
Administration:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Tribal Planning Office (TPO)	✓	✓	✓		✓	✓	✓		✓			✓	✓	✓	✓
Human Resources Office (HR)	✓	✓		✓	✓					✓					
Information Technology (IT)	✓		✓			✓									
Finance	✓		✓		✓										
Dept. of Justice (DOJ)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Public Safety	✓				✓			✓		✓	✓	✓	✓	✓	
Dept. of Children & Family Services (DCFS)	✓			✓	✓					✓	✓			✓	
Natural Resources (DNR)	✓		✓			✓	✓	✓							✓
Dept. of Economic & Community Development	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓		✓
Dept. of Education	✓			✓	✓		✓			✓					
Dept. of Science and Engineering (DOSE)	✓					✓		✓					✓	✓	✓
Dept. of Public Works	✓	✓			✓				✓			✓	✓		✓
Yellowhawk Tribal Health Center (YTHC)	✓				✓						✓			✓	
Tamástslikt Cultural Institute	✓						✓								
Umatilla Reservation Housing Authority (URHA)	✓				✓				✓						



NIXYÁAWII GOVERNANCE CENTER (CUJ PHOTO)

6

TRIBAL GOVERNMENT

6.1 TRIBAL GOVERNMENT

INTRODUCTION

The Confederated Tribes of the Umatilla Indian Reservation is governed by a written Constitution and By-laws. The nine-member Tribal governing body, known as the Board of Trustees, is elected by the General Council. The Board of Trustees has established committees and commission to advise the Board and assist staff in the specific areas of concern regarding the implementation of Tribal policy. The Board of Trustees has established the Umatilla Tribal Court to exercise the judicial power of the Confederated Tribes. This government extends over all persons, subjects and property within the jurisdiction of the Confederated Tribes of the Umatilla Reservation, except as limited by the constitution and laws of the United States.

CONSTITUTIONAL PURPOSE & POWERS

In 1949 the Tribes adopted the Constitution and By-Laws of the Confederated Tribes of the Umatilla Indian Reservation establishing a membership, the General Council and Board of Trustees to:

1. Exercise and protect all existing and future rights arising from any source whether treaty, Federal statute, State statute, common law, or otherwise;
2. Achieve a maximum degree of self-government in all tribal affairs;
3. Protect and promote the interests of the Indians of the Umatilla Indian Reservation.

CTUIR MEMBERSHIP

As of May 2010, the enrolled tribal membership of the Confederated Tribes of the Umatilla Indian Reservation is 2787 persons who are:

All persons of Indian blood whose names appear on the official census roll of the Confederated Tribes as of July 1, 1949; and persons who have at least one parent or grandparent enrolled in the Confederated Tribes and have at least one-fourth (1/4) degree of Indian Blood from any federally recognized Indian Tribes within the United States. (*Constitution and Bylaws of the Confederated Tribes of the Umatilla Indian Reservation 1949*)



LES MINTHORN

"THE ROLE OF A TRIBAL LEADER- HE OR SHE IS PART NEGOTIATOR AND PART A PUBLIC RELATIONS PERSON, BRINGING IDEAS TO THE FRONT, RESOLVING THEM AND IMPLEMENTING THEM." LESLIE MINTHORN, BOT CHAIRMAN, 1975 CUJ

GENERAL COUNCIL

The General Council consists of all enrolled members of the Confederated Tribes who are eighteen (18) years of age or older. The General Council has the following general powers:

1. The power to amend the Constitution and By-laws
2. The power to elect its own officers and the officers and members of the Board of Trustees
3. The power to call its own meetings
4. The power to demand reports from its officers and the Board of Trustees
5. The power to initiate proposals and make recommendations to the Board of Trustees
6. The power to recall its officers or the officers or members of the Board of Trustees
7. The power to ratify the Board of Trustees' removal of an officer or member of the Board of Trustees

BOARD OF TRUSTEES

MISSION

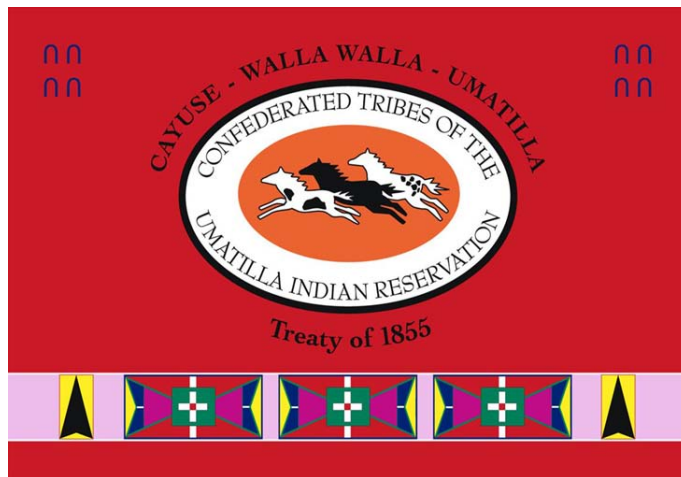
In the best interests of the Confederated Tribes of the Umatilla Indian Reservation, the Board of Trustees shall exert the Tribes' sovereign authority to protect the rights reserved by the Treaty of 1855 and to promote the interests of the members and residents of the Umatilla Indian Reservation. The Board of Trustees shall exercise the authority of the Confederated Tribes so as to promote, enhance, and achieve the maximum degree of self-government, self-sufficiency, and self-determination in all Tribal affairs. Doing so objectively and ably is the abiding mission of the Board of Trustees of the Umatilla Indian Reservation.

The Board of Trustees is the governing body of the Confederated Tribes. It exercises all powers not specifically reserved to the General Council, including:

1. The power to represent the Confederated Tribes in negotiations with Federal, State and local governments and to advise representatives of the US Department of the Interior on appropriations, projects and legislation that affect the Tribes.
2. The power to manage all affairs of the Confederated Tribes, including administration of tribal lands, funds, timber and other resources under appropriate contracts, leases, permits and loan or sale agreements.
3. The power to appoint General Council members to serve on committees and commissions and to delegate authority.
4. The power to promulgate and enforce statutes governing the conduct of all persons and activities within the boundaries of the Umatilla Indian Reservation, providing for the procedure of the Board of Trustees and carrying out any powers herein conferred upon the Board of Trustees.

UMATILLA TRIBAL COURT

The Umatilla Tribal Court was established by the Board of Trustees and consists of the Chief Judge, Tribal Prosecutor, Public Defender, Court Administrator and Clerk. The Board appoints the Chief Judge. The Tribal Prosecutor and Public Defender and Chief Judge operate under an annual contract for services, while the Court Administrator and Clerk are Tribal employees. The Court is vested with jurisdiction to enforce all provisions of the Umatilla Criminal Code against Indians violating the Code within the boundaries of the Reservation and against any Tribal member exercising treaty hunting and fishing rights beyond the boundaries of the Reservation. Tribal Court also has civil jurisdiction over laws, codes and policies governing the Confederated Tribes of the Umatilla Indian Reservation adopted by the Board of Trustees. The Umatilla Tribal Court exercises tribal sovereign powers in accordance with principles of due process and equal protection of the laws required by the Indian Civil Rights Act and Tribal laws.



CTUIR FLAG

6.2 TRIBAL ORGANIZATIONAL STRUCTURE

INTRODUCTION

The organizational structure of the CTUIR and its relationship to Tribal Membership, the General Council and Board of Trustees is diagrammed in Figure 9, CTUIR Organizational Chart. CTUIR Administration includes an Executive Director, Deputy Executive Director, Enrollment Office, Human Resources Office, Finance Office and Tribal Planning Office.

COMMITTEES, COMMISSIONS & BOARDS

The Board of Trustees appoints General Council members to committees, commissions and boards. These committees, commissions and boards assist the Board of Trustees with many government functions and decisions. The appointments provide an opportunity for tribal members to become involved in their government. Many of the committees, commissions and boards include an appointed member of the Board of Trustees.

There are three different types of committees and commissions: Advisory Committees, Regulatory Commissions and Boards of Directors. Advisory committees advise Tribal staff and the Board of Trustees on the development and implementation of Tribal policy. They also advise staff on the implementation of existing policy and promote that policy. Regulatory Commissions exercise delegated governmental authority in a variety of forms: by issuing regulations that implement Tribal laws, by deciding who is eligible to receive permits to conduct regulated activity, by issuing fines for violation of laws, regulations or permits, or by hearing appeals of administrative actions. The Board of Trustees establishes Boards of Directors to govern independent or quasi-independent entities to perform governmental functions. Boards govern quasi-independent entities created by the Board of Trustees to perform governmental functions. They vary widely in their powers, but some can hire and supervise their own staff, enter into contracts, or even sue other entities without having to get the permission of the Board of Trustees.

Advisory committees are governed by the Advisory Committee Code and by specific resolutions that establish their subject matter and the branches of the Tribal government that they advise. Regulatory Commissions are governed by the specific Tribal statutes they implement and/or by unique bylaws enacted by the Board of Trustees. Boards are governed by charters issued by the Board of Trustees and/or by specific tribal statutes.

ADVISORY COMMITTEES

THE CULTURAL RESOURCES COMMITTEE

Subject Matter: the protection of ancestral human remains and cultural resources and the promotion of the cultural practices of the Confederated Tribes.

Advises: Department of Natural Resources Cultural Resources Protection Program

ECONOMIC & COMMUNITY DEVELOPMENT COMMITTEE

Subject Matter: the development, support and enhancement of a self-sustaining economy for the tribes and its members.

Advises: Dept. of Economic & Community Development Performance Indicators & Benchmarks

EDUCATION & TRAINING COMMITTEE

Subject Matter: the provision of a quality education and vocational training for all enrolled members wherever they live and all Indians residing on the reservation

Advises: Dept. of Education

LAND ACQUISITION COMMITTEE

Subject Matter: the restoration and expansion of the land base of the Confederated Tribes

Advises: Dept. of Economic & Community Development Land Acquisition Program

LAW & ORDER COMMITTEE

Subject Matter: the provision of a crime-free community for all residents of the reservation

Advises: Dept. of Public Safety, Umatilla Tribal Police, and other staff who work in the area of crime prevention, investigation, corrections or rehabilitation of criminals

SCIENCE AND TECHNOLOGY COMMITTEE

Subject Matter: scientific research related to the impacts of pollution and technology on the rights, resources and health of members of the Confederated Tribes and residents of the reservation

Advises: Department of Science and Engineering

REGULATORY COMMISSIONS

ELECTION COMMISSION

- Conducts Elections
- Governed by the Election Code

FISH & WILDLIFE COMMISSION

- Regulates hunting, fishing, trapping and plant gathering
- Governed by the Fish and Wildlife Code and Bylaws issued by the Board of Trustees
- Principally works with Dept. of Natural Resources Fisheries and Wildlife Programs and the Department of Justice Office of Legal Counsel and Office of the Prosecutor

GAMING COMMISSION

- Regulates the gaming on the reservation
- Governed by the Gaming Code and Bylaws issued by the Board of Trustees
- Executive Director oversees the management of all Resort facilities

NATURAL RESOURCES COMMISSION

- Regulates planning and zoning on the reservation
- Governed by the Land Development Code and by Bylaws issued by the Board of Trustees
- Principally works with staff of the Dept. of Administration, Planning Office

TAX COMMISSION

- Regulates taxation on the reservation
- Governed by the Taxation Code
- Principally works with the Dept. of Economic & Community Development, Tax Administrator

TRIBAL EMPLOYMENT RIGHTS OFFICE COMMISSION

- Regulates hiring of tribal members by contractors on or near the reservation
- Governed by the TERO Code and by Bylaws issued by the Board of Trustees
- Principally works with Dept. of Administration, Human Resources Office

WATER COMMISSION

- Regulates surface and ground water withdrawals, stream zone alterations and water quality on the reservation
- Governed by the Water Code and Bylaws issued by the Board of Trustees
- Principally works with the Dept. of Natural Resources, Water Resources Program

BOARDS OF INDEPENDENT OR QUASI-INDEPENDENT ENTITIES PERFORMING GOVERNMENTAL FUNCTIONS

CREDIT BOARD OF DIRECTORS

- Issues loans to Tribal members
- Governed by the Credit Program Code
- Principally works with the Department of Administration, Finance Office
-

FARM COMMITTEE

- Operates the Tribal Farm Enterprise
- Governed by Bylaws issued by the Board of Trustees
- Principally works with the Department of Economic & Community Development, Tribal Farm Program

HEAD START POLICY COUNCIL

- Determines policy for the Head Start Program
- Governed by Bylaws mandated by federal law and established by the Board of Trustees
- Principally works with the Department of Education, Head Start Program

HEALTH COMMISSION

- Oversees the operation of the Yellowhawk Tribal Health Center
- Governed by Bylaws issued by the Board of Trustees
- Principally works with the Executive Director and other senior staff of the Yellowhawk Tribal Health Center

TIICHUM CONSERVATION DISTRICT BOARD OF DIRECTORS

- Operates the Tiichum Conservation District, which promotes integrated natural resource management, tribal rights, and the health and welfare of tribal members and reservation residents
- Established under a Charter and Bylaws established by the Board of Trustees
- Principally works with the staff of the Tiichum Conservation District

UMATILLA RESERVATION HOUSING AUTHORITY BOARD OF COMMISSIONERS

- Operates the Umatilla Reservation Housing Authority
- Established by the Housing Code and operating under self-adopted Bylaws
- Principally works with the Director and senior staff of the Umatilla Reservation Housing Authority

FOR-PROFIT & NON-PROFIT ENTITIES

The Board of Trustees creates or joins businesses to pursue profit-making activities in order to increase the Tribes' general fund to help pay for services to Tribal members. These businesses may be incorporated under Tribal jurisdiction or in any other state. The Board of Trustees also establishes non-profits under either Tribal or State law in order to facilitate specific types of charitable work.

These businesses and non-profits are usually overseen by a board of directors. The Board of Trustees may appoint all or just some of the members of such boards of directors. Such appointees may be Tribal members or non-members and usually have some sort of experience relevant to the business or non-profit. Some non-profits elect their directors from the public. Most such businesses and non-profits operate independently on a daily basis and report annually or quarterly to the Board of Trustees. Such entities existing in 2010 include:

Business Enterprises	Non-Profit Charities & Foundations
<ul style="list-style-type: none"> • Arrowhead Travel Plaza • Ataw Consulting, LLC • Cayuse Technologies, LLC • Indian Country Livestock, LLC • Mission Market • Timíne Development Corporation • Wildhorse Resort and Casino 	<ul style="list-style-type: none"> • Nicht-Yow-Way Elders' Advisory Group • Nixyáawii Community School Booster Club • Nixyáawii Celebration Committee • Tamástslíkt Trust • Umatilla Tribal Community Foundation • Wildhorse Foundation

ENTITIES GOVERNED BY A REGULATORY COMMISSION OR BOARD

UMATILLA RESERVATION HOUSING AUTHORITY (URHA)

The URHA is governed by a five person Board of Commissioners appointed by the Board of Trustees. The Umatilla Reservation Housing Authority was established in 1967 by order of the Board of Trustees. The URHA services the Reservation and Umatilla County through a partnership with the CTUIR to provide the best affordable, client preferred housing units possible for Tribal members of all income levels. This is accomplished by supplementing and leveraging Federal Housing and Urban Development (HUD) and other programs and by providing additional housing services and financial loan options designed to serve the greatest need and number of Tribal clients. Also, the URHA provides a Reservation wide housing program of development acquisition and rehabilitation based on the Tribal values of self determination, for Tribal members and Tribal housing; and provides Tribal members with opportunities for housing ownership, residency, investment, and wealth and up-ward mobility.

Element Interface

URHA has a direct and/or collateral responsibility for goal achievement in the following Comprehensive Plan Element areas: Organizational Excellence, Community Development and Housing. The following benchmarking data will be maintained to measure success:: Number of “low-income” housing units on the UIR.

YELLOWHAWK TRIBAL HEALTH CENTER (YTHC)

In April of 1996, the Board of Trustees approved and implemented the new Charter and by laws through resolution 95-88. The Tribal Health Commission consists of a seven member body. The Commission oversees the clinical, health, and human services at the Yellowhawk Tribal Health Center and promulgates rules and regulations subject to Board of Trustees approval. The Health Commission’s oversight includes nearly all programs 638 contracted from Indian Health Services. These services include Outpatient Clinical Care, Dental Health Program, Mental Health/Social Services, Public Health Nursing, Contract Health Services, Medical Lab, Pharmacy Services, Health Education, Alcohol and Drug, Rehabilitation and Aftercare, Community Health Representatives. Other programs overseen by the Health Commission are senior programs, CHR services, Senior meals & caregiver services, Women, Infants and Children (WIC) and Nutrition.

Element Interface

YTHC has a direct and/or collateral responsibility for goal achievement in the following Comprehensive Plan Element areas: Organizational Excellence, Community Development, Health and Human Services and Public Safety. The following Benchmarking data will be maintained to measure success: AAAHC and HIS IDERP accreditation, % of Senior population served senior meals, % of children aged 2-5 yrs. with BMI ≥ 95%, % of patients receiving tobacco cessation counseling, % of women screened for domestic violence and % of patients screened for cholesterol.

WILDHORSE RESORT & CASINO

The Resort consists of a hotel and casino, a recreational vehicle park and an 18-hole golf course. The Gaming Commission Executive Director oversees the management of all Resort facilities. Development of the Resort began in 1994 with the construction of a temporary casino which was replaced with a permanent building in 1995. By 1996, the Casino, hotel, RV Park and Golf course were in full operation. The Casino expanded and doubled in size in 2002 and a conference center was also added. Another expansion is planned with construction to begin in 2010. This expansion will double the size of the hotel, increase the size of the Casino and add a Theater.

Revenues generated by the Wildhorse Resort and Casino has provided a solid economic base enabling the CTUIR to improve its governmental functions, provide job opportunities for Tribal members and contribute back to the Tribal community and neighboring cities through the Wildhorse Foundation. The Casino operates under the CTUIR Gaming Commission, the regulatory body that implements the Gaming Code.

The Casino also houses the CTUIR Business Service Center which supports Tribal members with small business development. The Center provides technical assistance and counseling for every transition point in the business lifecycle.

TAMÁSTLIKT CULTURAL INSTITUTE (TCI)

More than just a museum, the Institute celebrates the traditions of Cayuse, Umatilla and Walla Walla Tribes with dramatic exhibits, renowned art work and events year-round. Open since 1998, the 45,000 square foot facility provides world-class exhibits, a Museum Store, the Kinship Café and meeting facilities.

Element Interface

Tamástslikt has a direct and/or collateral responsibility for goal achievement in the following Comprehensive Plan Element areas: Organizational Excellence, Cultural Heritage. The following benchmarking data will be maintained to measure success: Number of persons visiting Tamástslikt Cultural Institute.

6.3 ADMINISTRATION DEPARTMENT

TO PROVIDE EFFECTIVE MANAGEMENT AND OPERATIONS FOR ALL ASPECTS OF
THE CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION
GOVERNMENT SERVICES, PROGRAMS AND ENTERPRISES

SERVICES PROVIDED

EXECUTIVE DIRECTOR

CTUIR Administration is carried out under the direction of the Executive Director and the Deputy Executive Director. The Executive Directors are responsible for providing administrative support to all aspects of Tribal Government and the Board of Trustees, programs and enterprises. They provide the effective delivery of programs and services to Tribal members. These responsibilities are divided and shared by both Directors.

The Executive Director oversees the Deputy Director, the Enrollment Office, Human Resources Office, Finance Office and Tribal Planning Office as well as all Department managers.

DEPUTY EXECUTIVE DIRECTOR

The Deputy Executive Director oversees the Office of Public and Legislative Affairs, Office of Information Technology, Umatilla Tribal Court, Public Defender, Department of Public Safety and Department of Children and Family Services. In the absence of the Executive Director, the Deputy Executive Director is delegated authority as Acting Executive Director.

ENROLLMENT OFFICE

The Enrollment Office, under the direction of the Executive Director, is in charge of services that will maintain a complete and accurate roll of CTUIR Tribal members and their benefits. The Enrollment Office also serves as a data center to provide current and accurate information to the Tribal departments and programs regarding Tribal Enrollment and Umatilla Indian Reservation population demographics.

FINANCE OFFICE

The Finance Department is responsible for maintaining accurate and timely financial data in a useable form for use by the Board and Staff. The Department maintains internal controls, audits and reporting systems which adhere to Generally Accepted Accounting Practices (GAAP) using a computerized integrated accounting system. These systems and practices are necessary to report to funding agencies and other governmental agencies that provide financial resources to the Tribes. The Department is responsible for maintaining an efficient purchasing and receiving system. Grants and contracts are also administered through the Finance Department. Federal legislative and budget activity is also monitored by the Finance Department for its potential impact on Tribal Government and Tribal members. The Office also monitors all grants and contracts that Tribal Government enters into to assure products and services derived there from meet contract and accounting provisions.

OFFICE OF HUMAN RESOURCES

Human Resources is primarily responsible for the recruitment of Tribal employees, Tribal employee rights protection and training programs. This office assists in writing job descriptions, announces all job openings, screens employment applications and participates in job interviews.

The Human Resources Office maintains employment records and the Tribal Personnel Policies and Procedures Manual.

THE TRIBAL EMPLOYEE RIGHTS OFFICE (TERO)

This office enforces the Tribes Employment Rights Ordinance, which demonstrates the operating guidelines for ensuring that employers fulfill their Indian preference obligations, on or adjacent to the Reservation. On-going activities of TERO staff include assistants with resume development, informal employment counseling, and sponsorship of various workshops.

It is the policy of the Tribes to provide preference in hiring to qualified individuals within Tribal government first to Tribal members, second to other Indians enrolled in federally recognized Tribes and third to non-Indian applicants.

OFFICE OF INFORMATION TECHNOLOGY (OIT)

OIT services are charged with ensuring that information technology (IT) policies, systems, infrastructure, and capacity meet the needs of the core business functions of the CTUIR government and their programs. OIT also houses Records Management in which the Data Manager is responsible for maintaining all computers and software in Tribal Offices and information linkages between offices and the integrity of that information. The Data Manager determines the Tribes' computer needs then designs and implements systems to meet those needs and provides user assistance and training.

The Tribal Geographic Information Systems (GIS) program is under OIT and is managed by the GIS Manager. The GIS office provides service to the governmental departments by maintaining a computerized data system and assisting with the generation of computerized maps.

PUBLIC AFFAIRS AND LEGISLATIVE AFFAIRS OFFICE

The Public Affairs Office is coordinated through the Deputy Executive Director and is in charge of the dissemination of information about CTUIR issues, programs and activities. The Public Affairs Office provides leadership in working with the news media at the local, regional, and national levels and is responsible for producing the Confederated Umatilla Journal; the monthly Tribal newspaper. The Office also provides public understanding of CTUIR Treaty Rights, culture, programs and activities, and helps promote CTUIR interests through strategic public relations. The office also provides public relations and communications advice to the Board of Trustees and Tribal Staff.

TRIBAL PLANNING OFFICE (TPO)

The Tribal Planning Office provides long range comprehensive planning, land use and resource permitting, environmental health and building inspection services to the Tribes and Reservation community. The TPO also provides staff support for the Tribes' Natural Resource Commission and manages the Tribal public transportation system.

ELEMENT INTERFACE

The Administration Department has oversight responsibilities that interface with all Elements of this Comprehensive Plan. The Administration Department and its offices have a direct and/or collateral responsibility for goal achievement as identified below, benchmarking data will be maintained to measure success:

ELEMENT INTERFACE	RESPONSIBLE PROGRAMS
1. Organizational Excellence a. Assure all programs, services and enterprises are legally operational b. Maintain relevant benchmarking data: <ul style="list-style-type: none"> - Tribal member satisfaction with CTUIR government; Human Resources - Employee satisfaction; Human Resources - Management satisfaction; Human Resources - Increase in CTUIR revenue, Growth Services annual revenue; Finance - Increase in CTUIR revenue, CTUIR Enterprises annual revenue; Finance 	All Departments
2. Economy a. Plan for long-term economic security b. Make decisions utilizing Comprehensive Plan Goals and Objectives for guidance c. Maintain relevant benchmarking data: <ul style="list-style-type: none"> - Increase Gross Domestic Product/Tribal Member; Finance - Number of Tribal members employed by companies on the UIR following preference in hiring; Human Resources 	Administration, DOJ, DECD, TPO, Public Works
3. Land Base Restoration a. Restore Reservation land base to Tribal ownership b. Restore and preserve land for sustainable natural resources for future Tribal generations c. Maintain relevant benchmarking data: <ul style="list-style-type: none"> - Acres of Land in Indian ownership; Information Technology-GIS 	Administration, DOJ, Dept. of Natural Resources (DNR), DECD
4. Workforce Development a. Human Resources Workforce Development and Tribal Employee Rights Office (TERO); Tribal member training and education for job skills, job placement and job retention. b. Maintain relevant benchmarking data: <ul style="list-style-type: none"> -Unemployment Rate (Tribal members looking for work); Human Resources -Number of Tribal members in the Workforce Development Program; Human Resources 	Administration, DOJ, Education, DECD, Wildhorse Resort and Casino (Small Business Development)
5. Community Development a. Community sustainability utilizing land use management to balance economic vitality and cultural longevity	Administration, DOJ, Public Safety, DECD, Education, Umatilla Reservation Housing Authority (URHA)
6. Natural Resources a. Preserve and protect natural resources	Administration, DOJ, DNR, DECD, Dept. of Science and Industry (DOSE)

ELEMENT INTERFACE	RESPONSIBLE PROGRAMS
7. Cultural heritage a. Retrieve, educate, share, preserve and pass on to future generations, the history, Culture, heritage and Treaty protection of Umatilla, Cayuse and Walla Walla Tribes	Administration, DOJ, DNR, Education, Tamástslikt
8. Treaty Rights Protection a. Monitor and adjudicate as necessary to preserve the rights reserved in the 1855 Treaty	Administration, DOJ, Public Safety, DNR, DOSE
9. Housing a. Provide for Tribal member housing needs b. Maintain relevant benchmarking data: - Number of homes on UIR owned by Tribal members; Tribal Planning Office - Number of available residential lots; Tribal Planning Office	Administration, DOJ, DECD, Public Works, URHA
10. Education a. Provide educational programs to assure Tribal member, family and community success	Administration, DOJ, Education, Public Safety, DCFS
11. Health & Human Services a. Provide for the health and well being of Tribal Members	Administration, DOJ, DCFS, Yellowhawk Tribal Health Center
12. Community Facilities a. Provide and maintain community facilities that will support the social, cultural, educational, health and governance needs of the CTUIR and Tribal community	Administration, DOJ, Public Safety, Public Works, DOSE, DECD
12. Transportation a. Provide an effective and economical transportation system for the Umatilla Indian Reservation b. Provide a public transit system c. Maintain relevant benchmarking data: - Update Coordinated Public Transportation Plan; Tribal Planning Office - Increase ridership on CTUIR Public Transit; Tribal Planning Office	Administration, DOJ, Public Safety, Public Works, DECD, DOSE
14. Public Safety a. Protect lives and property of the CTUIR community	Administration, DOJ, Public Safety, DCFS, DOSE, Yellowhawk Tribal Health Center
15. Energy a. Encourage energy efficiency b. Implement the CTUIR energy policy c. Maintain relevant benchmarking data: - All new CTUIR buildings LEED Certified; Tribal Planning Office Inspection Program	Administration, DOJ, DECD, DOSE, Public Works

6.4 DEPARTMENT OF JUSTICE

THE MISSION OF THE DEPARTMENT OF JUSTICE IS TO PROMOTE AND DEFEND THE LEGAL RIGHTS AND INTERESTS OF THE TRIBAL GOVERNMENT, ITS MEMBERS AND THE RESERVATION COMMUNITY. THE DEPARTMENT OF JUSTICE CONSISTS OF FOUR PROGRAMS: THE OFFICE OF LEGAL COUNSEL, THE OFFICE OF THE PROSECUTOR, THE OFFICE OF CHILD SUPPORT ENFORCEMENT AND THE TRIBAL MEMBER LEGAL AID PROGRAM.

SERVICES PROVIDED

OFFICE OF LEGAL COUNSEL

Promotes and defends the legal rights and interests of the tribal government by providing legal services to all divisions of the tribal government and tribal government entities. These services include drafting and reviewing agreements; litigating disputes in tribal, state and federal courts and before administrative agencies; drafting statutes and regulations; advocating on behalf of tribal interests before legislatures, government agencies and the public; and providing general legal advice. All attorneys representing the tribal government, whether staff or contract attorneys, are managed through this office.

OFFICE OF THE PROSECUTOR

Protects the reservation community from crime and violations of tribal civil regulations by prosecuting offenders in the Umatilla Tribal Court. The Prosecutor works closely with the reservation community, the Umatilla Tribal Police Department, the Domestic Violence Program, the Child Welfare Program, the Juvenile Program, the Probation Program, the Umatilla Tribal Court and outside law enforcement agencies.

OFFICE OF CHILD SUPPORT ENFORCEMENT

This program assures that non-custodial parents live up to their financial obligations to their children. This protects the community at large and individual children and families by assuring that children receive the benefit of all of the financial support to which they are entitled. This program works with individual community members as well as the Umatilla Tribal Court, the Finance Office, the Domestic Violence Program, the Department of Children and Families, and outside child support enforcement agencies.

TRIBAL MEMBER LEGAL AID PROGRAM

Promotes and defends the legal rights and interests of low-income tribal members involved in civil legal disputes. Most of the work of this program is performed by Legal Aid Services of Oregon, under contract with to tribe. Such work includes: helping tribal members to get or keep social security benefits, veterans' benefits, welfare benefits, Medicare or Medicaid benefits, and unemployment benefits. It also includes representing tribal members in a variety of domestic violence and family law matters, representing tribal members in disputes with landlords, retailers, lenders, employers and others, and drafting wills.

ELEMENT INTERFACE

Because the Department of Justice, and especially its Office of Legal Counsel, provides legal services to the entire tribal government the DOJ has professional responsibilities in all Elements of this Comprehensive Plan.

ELEMENT INTERFACE

1. Organizational Excellence

- a. Advise and assist in the development of enhanced organizational management tools such as amendments to personnel policies and other tribal policies
- b. Represent the tribal government in employment disputes
- c. Review all contracts and agreements
- d. Maintain and update tribal statutes, the constitution and related legal resources

2. Economy & Employment

- a. Draft, review and negotiate legal documents in support of major financial transactions such as bond agreements and financing for major capital improvements.
- b. Draft, review and negotiate construction contracts for major capital improvements.
- c. Draft, review and negotiate charters and other documents for the formation of tribal business entities and partnerships.
- d. Provide full range of legal services to tribal business entities.
- e. Work on team including representatives of tribal law enforcement, mental health, family services, the court and human resources on transitioning chronically unemployed people back to employment.
- f. Represent tribe in negotiations with Umatilla River users and the state and federal governments over the quantification and restoration of the Confederated Tribes' reserved water right.

3. Land Base Restoration

- a. Draft, review and negotiate contracts and other legal documents for the acquisition of land by the tribal government.
- b. Represent the tribe in the probate process, acquiring land through the Inheritance Code.
- c. Draft and revise the Inheritance Code and negotiate its approval by the Interior Department as needed.
- d. Advise in development of the Land Acquisition Program and the Land Acquisition Strategy.

4. Workforce Development

- a. Draft, review and process amendments to the TERO Code as needed.

5. Community Development

- a. Advise the Planning Office, Natural Resources Commission, Board of Trustees, tribal Administration, and tribal departments that are proposing development projects about the law of tribal jurisdiction, land use planning and takings.
- b. Assist with drafting and revising amendments to the Land Development Code and related regulations and policies.
- c. Defend the adjudicatory decisions of the Natural Resources Commission and Board of Trustees when judicial review of them is sought in the Umatilla Tribal Court or foreign courts.
- d. Represent tribe in negotiations with Umatilla River users and the state and federal governments over the quantification and restoration of the Confederated Tribes' reserved water right.

ELEMENT INTERFACE**6. Department of Natural Resources**

- a. Represent tribe in U.S. v. Oregon, a multi-decade long federal court litigation to protect tribal members' right to fish at usual and accustomed stations.
- b. Represent the tribe in the hydropower system biological opinion case, NWF v. NMFS (and in ongoing implementation of the 10 year MOA that the tribe entered into in 2008), to reverse the impacts of the hydropower system on treaty-harvested fish.
- c. Represent the tribe (by litigation, negotiation, lobbying, etc) to in various other efforts to prevent and reverse other threats to the exercise of the fishing right and the availability of healthy fish to harvest.
- d. Negotiate, draft and review agreements, and engage in litigation in support of the exercise of the tribal grazing right.
- e. Assist in the defense of tribal members charged with state fishing or hunting violations who have properly exercised a treaty-reserved right.
- f. Represent tribe in negotiations with Umatilla River users and the state and federal governments over the quantification and restoration of the Confederated Tribes' reserved water right.
- g. Lobby state legislatures to prevent legislation from being passed that reduces the availability of water for the exercise of the tribal water right or for the health and use of fish and other aquatic resources.
- h. Represent the tribe in litigation, negotiation, etc. in efforts to assure that the Hanford Nuclear Reservation managed in such a way that it releases no more pollutants, its wastes are properly cleaned up and disposed of, and the natural resources of the region are restored to tribal use.
- i. Represent the tribe in litigation, negotiation, etc. in efforts to clean up toxic pollution and restore natural uses to tribal use at the Portland Harbor site and such other hazardous substance release sites as are found or occur.
- j. Draft, review and negotiate riparian conservation easements for DNR staff.
- k. Draft, revise and advise regarding periodic amendments to the Fish and Wildlife Code, Land Development Code, Environmental Health and Safety Code, Cultural Resources and Water Code and related regulations and policies.
- l. Advise tribal government departments and entities regarding environmental compliance and liability issues.
- m. Draft and review comment letters to state and federal natural resource management agencies with the goal of improving protection and restoration of natural resources and first foods upon which community health, tribal culture and the exercise of treaty rights depend. Litigate such matters as necessary.
- n. Litigate on behalf of the tribe for the protection and restoration of natural resources and first foods upon which community health, tribal culture and the exercise of treaty rights depend.
- o. Prosecute in tribal court persons who commit criminal or civil violations of the Fish and Wildlife Code, Environmental Health and Safety Code, Water Code, etc.
- p. Review, revise and negotiate contracts by which the federal government funds natural resource restoration efforts by the Confederated Tribes.
- q. Review professional services contracts through which the Confederated Tribes hires subcontractors to assist in natural resource restoration efforts.

7. Cultural Heritage

- a. Draft, revise and advise tribal staff and policy makers regarding the development and implementation of the Cultural Resource Code and related regulations and policies.
- b. Review, revise and negotiate contracts between the federal government and the DNR CRPP, and contracts between DNR CRPP and subcontractors.
- c. Advise tribal staff and policy makers, draft and review correspondence, and litigate issues arising under NAGPRA and other state and federal cultural resource laws.

ELEMENT INTERFACE**8. Treaty Rights Protection**

- a. Advise tribal staff and policy makers, draft correspondence, engage in public advocacy, lobbying and private negotiations, draft agreements, statutes, regulations and policies, and litigate in defense of tribal sovereignty and self-determination.
- b. Represent tribe in U.S. v. Oregon, a multi-decade long federal court litigation to protect tribal members' right to fish at usual and accustomed stations.
- c. Represent the tribe in the hydropower system biological opinion case, NWF v. NMFS (and in ongoing implementation of the 10 year MOA that the tribe entered into in 2008), to reverse the impacts of the hydropower system on treaty-harvested fish.
- d. Represent the tribe (by litigation, negotiation, lobbying, etc) to in various other efforts to prevent and reverse other threats to the exercise of the fishing right and the availability of healthy fish to harvest.
- e. Negotiate, draft and review agreements, and engage in litigation in support of the exercise of the tribal grazing right.
- f. Assist in the defense of tribal members charged with state fishing or hunting violations who have properly exercised a treaty-reserved right.
- g. Represent tribe in negotiations with Umatilla River users and the state and federal governments over the quantification and restoration of the Confederated Tribes' reserved water right.
- h. Lobby state legislatures to prevent legislation from being passed that reduces the availability of water for the exercise of the tribal water right or for the health and use of fish and other aquatic resources.
- i. Represent the tribe in litigation, negotiation, etc. in efforts to assure that the Hanford Nuclear Reservation managed in such a way that it releases no more pollutants, its wastes are properly cleaned up and disposed of, and the natural resources of the region are restored to tribal use.
- j. Represent the tribe in litigation, negotiation, etc. in efforts to clean up toxic pollution and restore natural uses to tribal use at the Portland Harbor site and such other hazardous substance release sites as are found or occur.
- k. Draft and review comment letters to state and federal natural resource management agencies with the goal of improving protection and restoration of natural resources and first foods upon which community health, tribal culture and the exercise of treaty rights depend. Litigate such matters as necessary.
- l. Litigate on behalf of the tribe for the protection and restoration of natural resources and first foods upon which community health, tribal culture and the exercise of treaty rights depend.
- m. Prosecute in tribal court persons who commit criminal or civil violations of the Fish and Wildlife Code, Environmental Health and Safety Code, Water Code, etc.

9. Housing

- a. Advise Umatilla Reservation Housing Authority Staff and the Board of Commissioners regarding law governing administration and operation of the housing authority, such as AHASDA, the Land Development Code, the law of trust land management, employment law, etc.
- b. Litigate and negotiate personnel matters.
- c. Review planning, financing, construction and governance documents and advise URHA, BOC and the Board of Trustees concerning developing new housing units.

10. Education

- a. Advise Nixyáawii Community School administration regarding law governing administration and operation of the school.
- b. Litigate and negotiate personnel matters for the Education Department, NCS, etc.
- c. Draft administrative policies for NCS.
- d. Assist with NCS licensure and chartering and renewal.
- e. Prosecute truants and other juvenile offenders.
- f. Draft and review contracts, banking arrangements and governance documents for the Education Foundation and advise its administrators.

ELEMENT INTERFACE**11. Health & Human Services**

- a. Advise Yellowhawk Tribal Health Center administration regarding law governing administration and operation of the clinic, such as employment law, HIPPA, etc.
- b. Draft, review and negotiate contracts.
- c. Litigate employment law matters.
- d. Advise, draft correspondence, engage in public advocacy and lobbying, and negotiate concerning the future of the VA hospital site in Walla Walla (for the Veterans Services program).
- e. Review Indian Child Welfare Act notices and intervene in legal proceedings in state court for protection of off reservation tribal children from abuse and neglect and to maintain the tribe's connection to these children.
- f. Litigate Minor in Need of Care actions in tribal court for the protection of tribal children from abuse and neglect.
- g. Advise Child Welfare Program staff re child dependency cases.
- h. Assist tribal staff and YTHC staff in responding to mental health crises that threaten the safety of individuals and community members.
- i. Represent tribal members who are seeking to obtain or retain public benefits such as welfare, veterans' benefits, Social Security (Tribal Member Legal Aid Program)
- j. Litigate, negotiate and draft documents to obtain child support payments for children (Office of Child Support Enforcement).
- k. Represent tribal members who have legal disputes with landlords, retailers, employers, etc. (Legal Aid)
- l. Represent tribal members in family law matters. (Legal Aid)
- m. Draft wills for tribal members.
- n. Advise staff and policy makers regarding amendments to the Juvenile Code, Family Law Code, and related statutes, regulations and policies.

12. Community Facilities

- a. Negotiate, draft and revise documents for the transfer of the spring lands to from the City of Pendleton to the tribe. Advise policy makers.
- b. Draft, revise and negotiate agreements for financing and acquisition of real property in support of tribal infrastructure development.
- c. Assist the Tribal Environmental Recovery Facility and other tribal utilities with a variety of legal matters, including drafting agreements, amendments to tribal statutes, policies and forms.
- d. Draft, review and negotiate contracts for financing and construction of major new infrastructure projects.
 - e. Develop right-of-way policy and strategy and resolve specific right-of-way disputes through research, public advocacy, lobbying, negotiation, acquisition and litigation.

13. Transportation

- a. Draft, review and negotiate contracts for transportation services.
- b. Advise staff and policy makers on legal matters associated with transportation development and operation.

14. Public Safety

- a. Prosecute persons who commit crimes or violations of civil regulations on the reservation.
- b. Advise the tribal police regarding the law of investigations and arrest.
- c. Coordinate with and advise Domestic Violence Program staff, Family Services and Emergency Planning staff.
- d. Communicate and negotiate with outside law enforcement entities such as the U.S. Attorney's Office for Oregon and the Umatilla County District Attorney.
- e. draft, review and negotiate contracts for public safety support services.
- f. Advise administrators on employment law and other legal matters associate with administration.
- g. Litigate employment law matters.
- h. Draft, revise and advise staff and policy makers regarding amendments to the Criminal Code, Juvenile Code and related statutes, regulations and policies.
- j. Lobby Congress regarding major federal statutes affecting law enforcement in Indian country, such as the Sex Offender Registration and Notification Act, the Indian Country Law and Order Act, and so forth.

ELEMENT INTERFACE

15. Energy

- a. Draft, revise and advise staff and policy makers regarding the Energy Policy.
 - b. Perform a broad array of legal services associated with developing and operating tribal energy projects and companies.
 - c. Advise staff and policy makers concerning climate change, and assist in developing tribal responses to it.
-

6.5 DEPARTMENT OF ECONOMIC & COMMUNITY DEVELOPMENT

IMPROVE AND DIVERSIFY THE OVERALL ECONOMY OF THE CTUIR WHILE RESPECTING THE TRADITIONAL CULTURAL VALUES.

DESCRIPTION

The Department of Economic and Community Development provides planning for economic development, business acquisition and recruitment, management of CTUIR-owned lands and businesses, and implementation of the Tribal Tax Program and Land Acquisition Program. The Land Acquisition Committee, Tribal Farm Committee, Tribal Tax Committee and Economic Community Development Committee are established to review department business and to make decision recommendations to the Board of Trustees.

ELEMENT INTERFACE

ADMINISTRATION AND PLANNING

This section is responsible for the supervision of the Department, developing new tribal enterprises, staffing the Tribe's Economic Community Development Committee, and developing and administering the Overall Economic Development Plan.

LAND AND ENTERPRISE MANAGEMENT

This section manages many of the Tribe's enterprises (housing and businesses), monitors leases, and researches and develops new business proposals.

This program also implements the Tribes' policies for land acquisition, land consolidation and land database development. The Land Management staff identifies opportunities, negotiates, and acquires lands for restoration of the Reservation.

FARMING

This program oversees the maintenance and farming practices of the CTUIR-owned farm land and assists Tribal members with maintenance and farming practices.

ARROWHEAD TRAVEL PLAZA AND MISSION MARKET

These tribally owned businesses provide services for tribal members and travelers. The Travel Plaza provides truck and automobile fueling stations, a full service truck facility with parking areas and showers, as well as a McDonald's restaurant. The Mission Market contains a variety of grocery products as well as a deli-style eating establishment. Both businesses are managed under DECD.

TRIBAL ENVIRONMENTAL RECOVERY FACILITY (TERF)

TERF maintains and operates a transfer station and household hazardous waste facility. TERF also operates a solid waste collection service for the Reservation and promotes recycling. Both Tribal and non-tribal members on the Reservation are served.

TAXATION

The Taxation office works with Tribal Departments and the Board of Trustees in the management of all taxable or non-taxable properties and assets. This office also administers the Tribal Tax Code.

ELEMENT INTERFACE

This section identifies the Comprehensive Plan Elements for which DECD has a direct and collateral responsibility for goal achievement. Benchmarking data will be maintained to measure success:

ELEMENT INTERFACE**1. Organizational Excellence**

- a. Demonstrate leadership excellence in all CTUIR business enterprises.
- b. Practice highest level of communication and public relations in economic and community development.

2. Economy

- a. Recruit industrial and commercial businesses to provide general fund revenue
- b. Manage CTUIR enterprises to diversify economy and provide general fund revenue
- c. Maintain relevant benchmarking data:
 - Number of job opportunities on UIR by companies following Tribal preference in hiring
 - Revenue from non-Resort enterprises
 - Number of Tribal enterprises contributing to General Fund
 - Number of individual tribally owned businesses operating on or near the UIR

3. Land Base Restoration

- a. Land acquisition and strategy
- b. Maintain relevant benchmarking data:
 - # of allotments where fractionated interests have been purchased by CTUIR – Inheritance Code
 - # of allotments where fractionated interests have been purchased by CTUIR – offered to CTUIR by owners directly
 - Acres of land in Indian ownership

4. Community Development

- a. Administers programs to strengthen the economy
- b. CTUIR business management

5. Natural Resources

- a. Manage lands for preservation and sustainability.
- b. Forest management compliant with CTUIR Forest Management Plan

6. Cultural Heritage

- a. Manage Tribal enterprises; Tamástslikt Cultural Institute

7. Housing

- a. Rentals/leasing
- b. Maintain relevant benchmarking data:
 - # of housing units owned or developed by CTUIR and made available for rent or lease to Tribal members

8. Energy

- a. Encourage energy efficiency
- b. Maintain relevant benchmarking data:
 - Gallons of alternative fuels sold at Arrowhead Travel Plaza

6.6 DEPARTMENT OF NATURAL RESOURCES

THE DEPARTMENT OF NATURAL RESOURCES PROVIDES A WIDE RANGE OF PROGRAMS AIMED AT PROTECTING TREATY RIGHTS AND INTERESTS ON AND OFF THE RESERVATION. TO PROTECT, RESTORE, AND ENHANCE THE FIRST FOODS – WATER, SALMON, DEER, COUS AND HUCKLEBERRY FOR THE PERPETUAL CULTURAL, ECONOMIC AND SOVEREIGN BENEFIT OF THE CTUIR.

SERVICES PROVIDED

ADMINISTRATION

Manages the DNR programs to achieve program goals and objectives

FISHERIES

This program is responsible for co-managing, with state and federal agencies, fisheries resources on the mainstream Columbia and Snake Rivers as well as 10 tributaries for use by Tribal members. Activities include fish and habitat research, protection, harvesting, transportation and artificial production for the anadromous fisheries in these waters. The Fisheries Program provides staff assistance to the Fish and Wildlife Committee. Also, the Fisheries Program staffs field offices in LaGrande, Ukiah and Walla Walla that perform habitat enhancement, operate hatchery satellite facilities (Grande Ronde Basin) and fish population/habitat monitoring.

WATER RESOURCES

This program is responsible for protecting and managing water resources on the Umatilla Reservation including both water quality and quantity. Their activities include developing and implementing policies and regulations (Water Code) for ground and surface water use, issuing permits and monitoring. Staff provides assistance to the Tribal Water Commission, Fish and Wildlife Commission and other committees as necessary.

ENVIRONMENTAL PLANNING AND RIGHTS PROTECTION

This program is responsible for protecting and restoring aboriginal and Treaty-reserved resources on the Reservation and Ceded Lands.

CULTURAL RESOURCES PROTECTION

This program promotes the protection, preservation and perpetuation of the CTUIR's culturally significant places and resources for the benefit of current and future generations both on and off the Umatilla Indian Reservation. This program provides cultural resource assessments on a contractual basis, including but not limited to literature reviews, archaeological surveys, oral history assessments and ground penetrating radar studies. The Tribal Historic Preservation Office, housed within the CRPP, regulates the on-reservation implementation of the National Historic Preservation Act.

WILDLIFE

This program is responsible for providing sustainable harvest opportunities for big game by protecting, conserving and restoring big game populations and their habitats. Activities include wildlife and habitat research and protection, determining acceptable game harvesting levels, wildlife mitigation and wetlands protection. Habitat

management project activities are coordinated with state, federal and non-governmental organizations. Staff provides assistance to the Fish and Wildlife Commission.

RANGE, AGRICULTURE AND FORESTRY

Manages and enhances agronomic resources, range lands and forest lands on allotted trust and Tribal trust lands to provide cultural subsistence values and landowner income. This program works closely with the US Department of Agriculture and Natural Resource Conservation Service (NRCS) to integrate farm programs into agricultural management actions on the Umatilla Indian Reservation.

ELEMENT INTERFACE

This section identifies the Comprehensive Plan Elements for which DNR has a direct and collateral responsibility for goal achievement. Benchmarking data will be maintained to measure success:

ELEMENT INTERFACE
1. Natural Resources <ul style="list-style-type: none"> a. First Foods b. Treaty Rights c. Cultural resources d. Maintain relevant benchmarking data: <ul style="list-style-type: none"> - Secure CTUIR water rights (In-stream, irrigated agriculture, domestic, commercial, industrial, municipal) - Restore Umatilla River fish populations - Restore Mt. Emily and Ukiah Big Game Unit populations - Maintain range acres managed
2. Cultural Heritage <ul style="list-style-type: none"> a. Protect, restore, interpret and foster the CTUIR's cultural and historical knowledge b. Maintain objects, information, places and resources for the benefit of current and future generations c. Maintain relevant benchmarking data: <ul style="list-style-type: none"> -Develop protocol for receipt of artifacts, human remains, funerary and other objects and information from public and private sectors -Develop Cultural Resources Code -Develop Cultural Resources Management Plan
3. Land Base Restoration <ul style="list-style-type: none"> a. Land acquisition for natural resource restoration
4. Treaty Rights Protection <ul style="list-style-type: none"> a. Assure Tribal rights on and off Reservation are protected b. Maintain relevant benchmarking data: <ul style="list-style-type: none"> - Settlement of UIR/Umatilla Basin water rights - Settlement of Walla Walla River water rights - Settlement of all other water rights - Hunting Rights protected/exercised - Gathering Rights protected/exercised

THE FIRST FOODS GUIDING PRINCIPLES

The Confederated Tribes of the Umatilla Indian Reservation's (CTUIR) Department of Natural Resources (DNR) has adopted a mission based on "First Foods" ritualistically served in a tribal meal. We seek to utilize the First Foods to bring attention to ecological processes that may be devalued outside of tribal culture and to prioritize efforts to re-naturalize those processes that sustain First Foods. Further, we suggest First Foods provide a direct and culturally appropriate means to monitor and report restoration progress to the Tribal community. The serving ritual acknowledges spatial and temporal relationships between First Foods and the landscape that we anticipate will focus future management direction.

Management of natural resources needs to be responsive to the unique values placed on the resources by tribal culture. The CTUIR Department of Natural Resources has adopted a mission based on indigenous foods served at tribal meals. These foods are served at ritual meals and are known to the CTUIR as "First Foods." Listed in the order in which they are served, they are; Water, Salmon, Deer, Cous and Huckleberry. These gender categories reflect the harvest, preparation, and serving roles associated with First Foods. Much emphasis has deservedly been placed on water and salmon in response to water quality impacts and aquatic endangered species listings. However, there remains a management gap between Men's & Women's Foods. A goal of the first Foods management strategy is to close the knowledge gap between the plant and animal sides of the First Foods. The CTUIR anticipates the need to call attention to ecological processes that sustain and produce the remaining First Foods in order to be responsible and responsive to the CTUIR Community. The CTUIR DNR has adopted the First Foods paradigm as a framework to direct natural resources management.

6.7 DEPARTMENT OF EDUCATION

THE DEPARTMENT OF EDUCATION AND CULTURAL RESOURCES IS RESPONSIBLE FOR PROVIDING EDUCATION SERVICES AND OPPORTUNITIES TO ALL INDIANS LIVING OR NEAR THE UMATILLA RESERVATION. THE DEPARTMENT CONSISTS OF FIVE PROGRAMS THAT HOUSE AND PROVIDE A VARIETY OF EDUCATIONAL SERVICES WITHIN.

SERVICES PROVIDED

GRANT DEVELOPMENT

This program seeks funding sources to support the Department.

EARLY CHILD DEVELOPMENT SERVICES

Cay-Uma-Wa prepares eligible children ages 3 through 5 for school. Átaw Miyánašma Learning Center supports tribal families and CTUIR employees by providing a learning environment in a day care setting for children ages 6 weeks through pre-K.

YOUTH SERVICES AND RECREATION PROGRAMS

This program provides support to tribal students within Umatilla and Morrow Counties for them to achieve academic excellence in local public schools and tribal educational programs. The program also sponsors and organizes youth activities that promote healthy life styles.

AFTER SCHOOL EDUCATION

Provides educational services to students from Kindergarten to 2nd grade after school hours to promote Native American culture and languages in a safe, healthy and fun environment.

SUMMER SCHOOL

Assists students with meeting school performance standards during the summer session.

ADULT BASIC EDUCATION

This program provides services to any client 16 years or older to complete a General Educational Development to earn the equivalent of a high school diploma, the GED certificate or credential. This program also provides life solving problems skills, pre-employment classes and history classes. The continuing Education Program through Eastern Oregon State College provides assistance to receive a degree.

HIGHER EDUCATION

This program provides assistance to Tribal members to enter higher education or adult vocation training programs. Career counseling as well as enrollment and financial aid assistance is also provided.

LANGUAGE

This program preserves and revitalizes the native languages spoken by Tribal members on the Umatilla Reservation: Cayuse/Nez Perce, Walla Walla and Umatilla. The three Native languages are taught at the Nixyáawii Community School. The languages are preserved through recording, analysis and archiving as well as being incorporated into school curriculums.

CHARTER SCHOOL

The Nixyáawii Community School, established in 2004, is a public Charter School sponsored by Pendleton School District 16 and supported by CTUIR for students in grades 9-12. The school's curriculum is in alignment with state standards and incorporates native culture and language.

ELEMENT INTERFACE

This section identifies the Comprehensive Plan Elements for which the Education Department has a direct and collateral responsibility for goal achievement. Benchmarking data will be maintained to measure success:

ELEMENT INTERFACE**1. Organizational Excellence**

- a. Teach leadership skills
- b. Create loyalty and respect

2. Workforce Development

- a. Provide education that will allow Tribal members to obtain employable skills
- b. Promote good work ethics
- c. Maintain relevant benchmarking data:
 - Increase number of Adult Vocational Training (AVT) Certificates obtained
 - Increase number of CTUIR enrolled Tribal members graduating college

3. Community Development

- a. Education to sustain the community for future generations
- b. Maintain relevant benchmarking data:
 - Increase number of CTUIR enrolled Tribal members graduating college

4. Cultural Heritage

- a. Native Language Program
- b. Incorporate culturally related ceremonies, activities, foods and heritage into curriculums
- c. Maintain relevant benchmarking data:
 - Increase number of participants in Native Language Program

5. Education

- a. Promote cultural awareness
- b. Provide educational support services for all Tribal members
- c. Maintain Relevant Benchmarking Data:
 - Number of students meeting State Benchmarks in reading and math
 - Number of Tribal members graduating college
 - Number of Tribal members enrolled in Nixyáawii Community School
 - Scholarship endowment balance
 - Amount of Education Dept. funding
 - Percentage of students entering high school that graduated with diploma
 - Number of participants in Native Language Program classes
 - Number of Adult Vocational Training Certificates obtained

6.8 PUBLIC WORKS DEPARTMENT

PROVIDE, IMPROVE AND MAINTAIN CTUIR FACILITIES AND ROADS FOR PRESENT
AND FUTURE GENERATIONS OF TRIBAL MEMBERS.

DESCRIPTION

This Department contains three programs charged with the maintenance, management and safety of all buildings and transportation facilities of the CTUIR and has the responsibility to plan for future growth needs and public safety.

SERVICES PROVIDED

FACILITIES MAINTENANCE

This program maintains CTUIR-owned facilities including government buildings, the Wetlands Park, day use areas and cemeteries. The Housing Improvement Program (HIP) provides repair services to homes owned by Tribal members. Maintenance staff provides repairs to buildings, grounds keeping, general custodial service and solid waste management.

UTILITIES

This program is responsible for the development, operation, and maintenance of water, sanitary sewer, and storm sewer systems. These systems serve the developed areas of the Mission Community. The utilities program implements the Water and Waste Water System Master Plan. This includes planning to provide for the future needs of the community as well as monitoring and billing services.

ENGINEERING SUPPORT

Provides project management and administrative support for the Design Development Team for CTUIR development projects and assistance to other Tribal programs as needed. Coordinates with Tribal programs to address needs for expansion and participates in site determination and development and provides architect and engineering services for building planning.

TRANSPORTATION

The Public Works Department has recently assumed the Bureau of Indian Affairs road maintenance responsibilities. The Transportation Program maintains the Indian Reservation Road Inventory, the Tribal Transportation Improvement Program, implements the Long Term Transportation Systems Plan and manages grants, cost share and other funding programs that provide for the improvement of Tribal Transportation facilities. Transportation staff also coordinates with county, state and federal agencies for facility and land use planning and improvement projects.

ELEMENT INTERFACE

This section identifies the Comprehensive Plan Elements for which the Public Works Department has a direct and collateral responsibility for goal achievement. Benchmarking data will be maintained to measure success:

ELEMENT INTERFACE

1. Organizational Excellence

- a. Provide highest quality delivery of services
- b. Create a sense of loyalty and respect from clients and customers

2. Economy & Employment

- a. Assure adequate infrastructure to meet economic development needs.

3. Community Development

- a. Assure adequate infrastructure to meet community needs.
- b. Maintain relevant benchmarking data:
 - Water usage/capacity percentage
 - Sewer usage/capacity percentage

4. Housing

- a. Assure adequate infrastructure to meet housing needs.

5. Community Facilities

- a. Assure adequate maintenance, operation and replacement of facilities to meet community needs.
- b. Maintain relevant benchmarking data:
 - Annual updates to Capital Improvement Plan (CIP)
 - Annual building maintenance inspections

6. Transportation

- a. Road maintenance
- b. Provide multi-modal transportation systems
- c. Long Range Transportation Plan (LRTP)
- d. Ensure Tribal members have access to traditional activities
- e. Maintain relevant benchmarking data:
 - LRTP updates every 5 years
 - Annual updates to Tribal Transportation Improvement Plan (TTIP)
 - Road miles on Indian Reservation Roads (IRR) Inventory
 - BIA/CTUIR right-of-way miles improved and maintained
 - Number of safety audit miles conducted
 - Number of hours of traffic safety education

7. Energy

- a. Provide transportation opportunities that conserve energy and money, and reduce carbon emissions
- b. Maintain relevant benchmarking data:
 - All new CTUIR buildings LEED Certified

6.9 DEPARTMENT OF SCIENCE & ENGINEERING

TO MONITOR AND ADDRESS SCIENTIFIC AND ENGINEERING ISSUES THAT IMPACT CTUIR TREATY RIGHTS, TRUST RESOURCES, ENVIRONMENT, NATURAL RESOURCES, HEALTH, OR CULTURE OF THE CTUIR, PROVIDE SCIENTIFIC AND ENGINEERING SUPPORT TO OTHER CTUIR PROGRAM AREAS.

DESCRIPTION

DOSE is charged to objectively address scientific and engineering issues that impact the tribes Treaty Rights, health, Trust resources, environment & natural resources. DOSE staff also provides science and engineering services to other tribal departments & programs.

SERVICES PROVIDED

EARTH & ATMOSPHERIC SCIENCES

air quality monitoring on Hanford site and Umatilla Chemical Weapons Army Depot and surrounding areas. This program implements the US Environmental Protection Agency Clean Air Act Federal Air Rules for Indian Reservations under partial delegation of authority. This DOSE program also coordinates groundwater and Columbia River water quality monitoring affected by Hanford.

BIOLOGICAL AND LABORATORY RESOURCES SERVICES

Provides ecological support for the protection and restoration of biological resources on and around Hanford.

ENVIRONMENTAL HEALTH

Evaluation of health and eco-cultural risks from toxics in air, water, soil and food from Hanford and other facilities. This program also provides support in environmental and public health, biomedical research and general science.

ENGINEERING AND MODELING

Monitors operations of the Umatilla Chemical Weapons Army Depot and incinerator.

PROFESSIONAL SERVICES

Provides internal policy analysis through implementation of the CTUIR Hanford Policy. Provides coordination and communication between the CTUIR and other state and federal agencies regarding Hanford issues and priorities.

ELEMENT INTERFACE

This section identifies the Comprehensive Plan Elements for which DOSE has a direct and collateral responsibility for goal achievement.

ELEMENT INTERFACE

1. Organizational Excellence

- a. Practice the highest level of communication and public relations
- b. Monitor impacts to Tribal sovereignty and Treaty Rights

2. Natural Resources

- a. Monitor and address off-reservation impacts to natural resources

3. Treaty Rights Protection

- a. Apply a systematic and comprehensive scientific approach to objectively address scientific and engineering issues that impact the Treaty Rights, Trust resources, environment, natural resources, health, or culture of the CTUIR
- b. Monitor impacts of development off-reservation on Treaty Rights

4. Public Safety

- a. Evaluate health and eco-cultural risks from toxics in air, water, soil and food from Hanford and other facilities

5. Transportation

- a. Hazmat transport emergency response; provides consultations for clean up and monitoring

Energy

- a. Implement CTUIR Energy Policy goals and objectives
-

6.10 DEPARTMENT OF CHILDREN & FAMILY SERVICES

PROMOTE TRIBAL FAMILY PRESERVATION AS A MEANS OF CONTRIBUTING THE LONG-TERM POSITIVE DEVELOPMENT OF THE CTUIR AND RESERVATION COMMUNITY WHILE PROTECTING THE HEALTH AND WELFARE OF OUR CHILDREN, PARENTS AND ELDERS.

DESCRIPTION

The purpose of DCFS is to protect the health and welfare of CTUIR children, parents and elders while promoting tribal family preservation. This is accomplished through Child Protective Services, Family counseling, foster care, adult financial assistance, domestic violence, Veteran's Services and Social Services programs.

SERVICES PROVIDED

CHILD WELFARE SERVICES

Recruits and monitors foster homes for children in Child Protective Services (CPS) or Minor in Need of Care (MINOC) Custody. Foster homes provide the nurturing, stability, and safety each child needs until he/she can be restored to his/her family or until a permanent placement is established.

VETERAN' SERVICES

Assists Tribal Veterans and eligible dependents/survivors with the identification of benefit services and programs.

GENERAL ASSISTANCE

Assists Native Americans with employment, training, disability benefits using established case management practices. Administers the child care grant that provides financial assistance to child care and elders. DCFS staff assists elders to improve their quality of life through a variety of means, such as social activity program, energy assistance, employment and in-home health care.

ELEMENT INTERFACE

This section identifies the Comprehensive Plan Elements for which DCFS has a direct and collateral responsibility for goal achievement. Benchmarking data will be maintained to measure success:

ELEMENT INTERFACE

1. Organizational Excellence

- a. Creates a sense of loyalty and respect from clients
- b. Integrates and supports the CTUIR Community Vision

2. Economy & Employment

- a. Assists families with obtaining self sufficiency
- b. Coordinates with Workforce Development Program

3. Workforce Development

- a. Assists Tribal members on General Assistance to find employment
- b. Maintain relevant benchmarking data:
 - Number of Tribal members on General Assistance
 - Number of Tribal members on General Assistance placed into jobs

4. Community Development

- a. Coordinates and assists Tribal members to obtain support services
- b. Social services to Tribal members and families

5. Education

- a. Child care and elders program collaboration with mentors instilling traditional family values, culture and language.

6. Health & Human Services

- a. Child welfare, foster care, elder care, Veteran services and family advocacy

7. Public Safety

- a. Coordination on education, social services to adults and children, enforcement and protection of the public

6.11 DEPARTMENT OF PUBLIC SAFETY

COORDINATE QUALITY SERVICE TO THE COMMUNITY BY PROTECTING LIVES AND PROPERTY THROUGH PREVENTION, PREPAREDNESS AND RESPONSE.

DESCRIPTION/PURPOSE

The Department of Public Safety contains a full service department containing law enforcement, Fire & Emergency Medical Service and Emergency planning programs. Teamwork and community education and involvement are used to decrease and prevent criminal activity upon the CTUIR reservation.

SERVICES PROVIDED

FIRE & EMS PROTECTION

The Tribal Fire Department is responsible for fire prevention and suppression, public education, emergency medical services and hazardous materials emergency response on the Umatilla Reservation. The Department implements its programs under the Fire Prevention, and Emergency Services Code. The Fire and Emergency Services program volunteers for and sponsors several youth activities throughout the year such as; an Easter egg hunt, Halloween haunted house, and Christmas activities. All youth activities are funded by the annual raffle held during the Easter Season.



MEDIC UNIT (PHOTO BY NW TRADITIONAL NETWORKS)

TRIBAL POLICE

The Tribal Police Department is responsible for enforcing the Tribal Criminal Code and CTUIR Statutes. Activities include crime prevention, law enforcement, patrolling, building checks, investigations and serving legal papers. The Department maintains 24 hour dispatch services.

EMERGENCY PLANNING

The Tribal Emergency Response program has prepared a Hazard Mitigation Plan identifies natural and man-made hazards that could impact the tribal community. The Plan also identifies activities or projects that will prevent or reduce damage to make the Reservation more disaster resistant. Once completed, the Hazard Mitigation Plan will make the tribe eligible for federal grants through the US Department of Homeland Security Federal Emergency Management Agency (FEMA).

ELEMENT INTERFACE

This section identifies the Comprehensive Plan Elements for which the Public Safety Department has a direct and collateral responsibility for goal achievement. Benchmarking data will be maintained to measure success:

ELEMENT INTERFACE

1. Organizational Excellence

- a. Maintains highest level of communication and public relations
- b. Demonstrates leadership excellence in all affairs

2. Community Development

- a. Police, fire and emergency preparedness for safe communities.
- b. Maintain relevant benchmarking data:
 - Number of Part 1 (Major) crimes

3. Treaty Rights Protection

- a. Enforcement of CTUIR Statutes

4. Education

- a. Alcohol and drug prevention in CTUIR and area schools.
- b. Crime and domestic violence awareness

5. Community Facilities

- a. Hazard mitigation
- b. Emergency Management
- c. Maintain relevant benchmarking data:
 - Annual Fire Safety inspections

6. Transportation

- a. Hazardous materials cleanup and safety
- b. Roadway policing
- c. Emergency response

7. Public Safety

- a. Hazard Mitigation and preparedness
- b. Crime prevention
- c. Emergency response
- d. Maintain relevant benchmarking data:
 - Percentage of CTUIR staff and community members that have received basic training in emergency preparedness, terrorism or natural disaster response.
 - Number of animal complaints
 - Number of Sex Offender offenses
 - Number of Part 1 Crimes (Major)

6.12 THE FEDERAL TRUSTEE

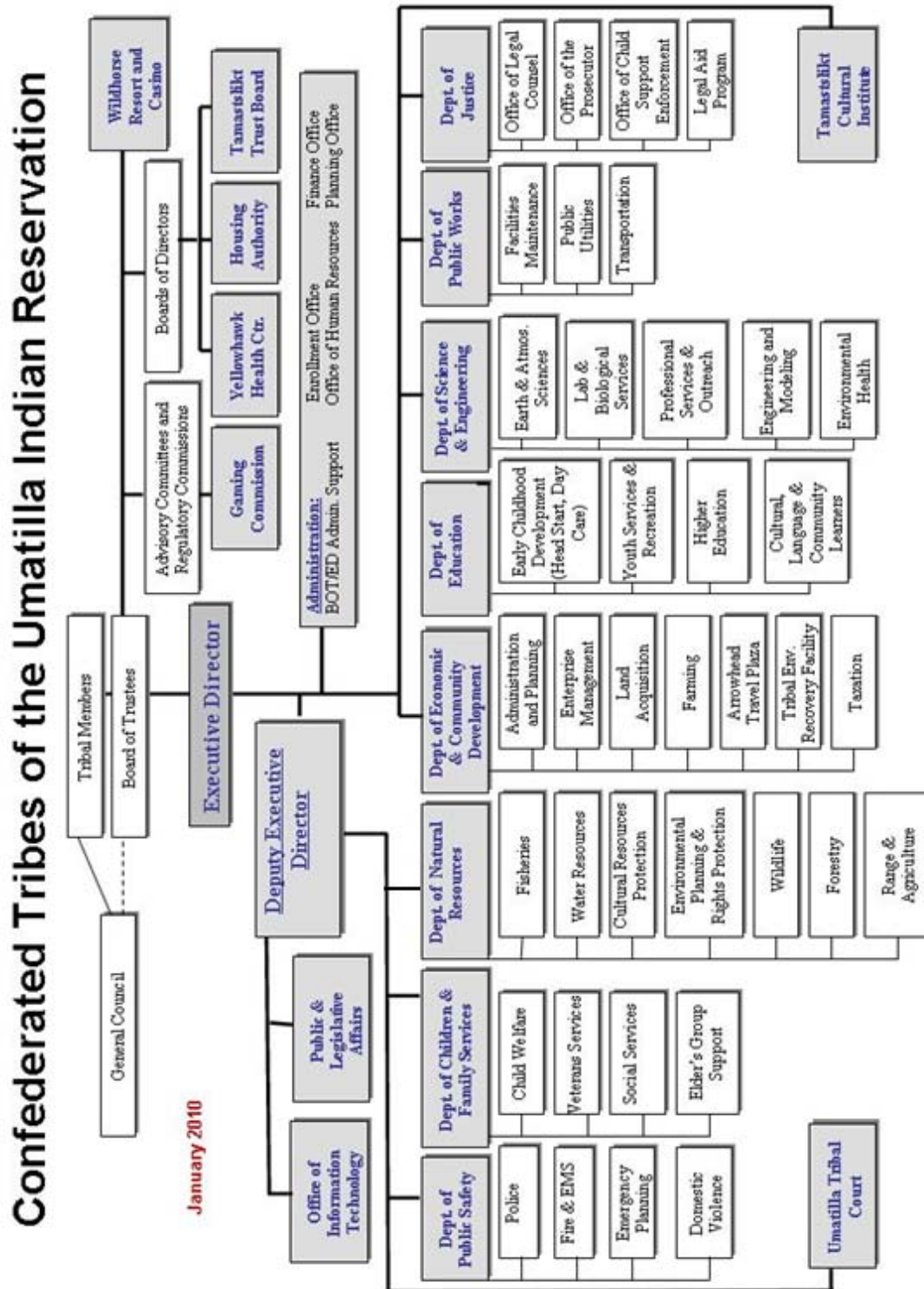
INTRODUCTION

Other Tribal Entities have been created by the Board of Trustees with appointed Boards or Commissions that have been given explicit authority over certain activities on the Umatilla Reservation. The Board of Trustees establishes their power and duties by ordinance or code and appoints their membership. In some cases they may have their own funding sources and budgets, management and personnel systems

BUREAU OF INDIAN AFFAIRS UMATILLA AGENCY

The Bureau of Indian Affairs through the Superintendent serves as an agent of the U.S. Government in discharging the fiduciary responsibilities of the Secretary of the Interior. The Bureau protects the interests of Individual Indians and Tribes by serving as the Trustee exercising the authorities vested in the Secretary of the Interior through public laws and regulatory requirements concerning trust property. The agency directs a coordinated continuous analysis of the economic, social and related needs, and in cooperation with Tribal government plans, directs and recommends measures deemed appropriate for the conservation and full utilization of Indian owned resources. The Bureau maintains a close working relationship and communicates with Tribal Governing Body on all matters involving the government to government relationship which exists between Federal, State, local governments and Indian Tribes. Also, the agency confers with and advises Tribal Council concerning Tribal budgets, resolutions, community action programs, development programs, natural resources, contracts, leases, and/or similar or related matters. The Bureau serves as the principal advocate for the Tribe in setting forth the Tribal governments position on major issues. Finally, the agency is responsible for, in cooperation with Tribal leaders, the overall long range planning, assuring that programs, goals, and objectives are carried out in accordance with applicable public laws, regulatory, administrative, and budgetary constraints.

Figure 10: CTUIR Organizational Chart II





UMATILLA INDIAN RESERVATION (PHOTO BY RED ELK IMAGES)

7

PLAN MONITORING, ADOPTION & AMENDMENT

COMPREHENSIVE PLAN MONITORING

When a comprehensive plan is adopted, there must be a way to evaluate how the goals and objectives are being met. There must also be a way to amend the plan when necessary to reflect changes to economic conditions, resources, demographic and other trends in the community. Failure to monitor plan implementation leads to plan obsolescence and to abandonment of the plan as a policy document for decision-making.

The performance measures and benchmarks established for this Comprehensive Plan in Chapter 7 will be the method utilized to evaluate how the goals and objectives of each Element are being met. This process incorporates specific measurable Department, Program and Community performance indicators and corresponding benchmarks into the organizational structure that reflect the progress in goal achievement over time. This benchmarking process will serve the Tribal community by:

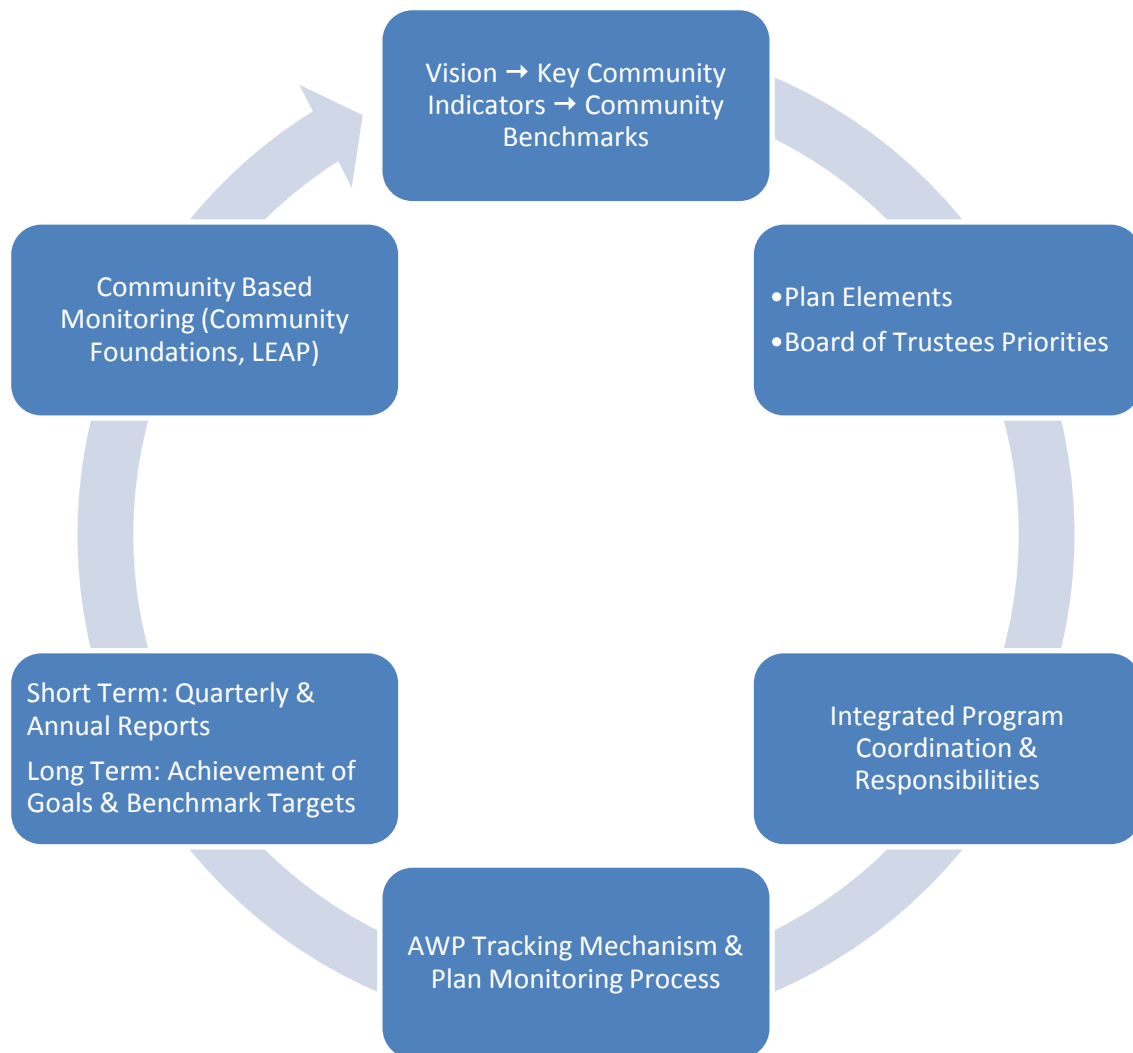
- Measuring progress in achieving goals and policy objectives
- Identifying plan updates and changes necessary to respond to changing community conditions
- Providing guidance for making specific policy and project decisions

A monitoring system provides the information with which progress towards plan objectives can be assessed and also supports specific recommendations for plan changes. The benchmarking system involves the collection and analysis of pertinent data in light of Plan implementation needs.

With regard to monitoring, CTUIR decision makers strive to interpret the plan implementation process and make detailed and well documented policy and project approval recommendations. It is towards this end that a benchmarking indicator data collection and analysis system has been incorporated into this plan.

The following figure describes how the benchmarking process is incorporated into the existing organizational structure and provides community interaction with Comprehensive Planning.

Figure 10: Comprehensive Plan Goal Achievement & Monitoring Process



BENCHMARK MONITORING PROCESS

The monitoring system established for the CTUIR Comprehensive Plan is a community-based benchmark monitoring process. Specific and measurable department, program and community indicators have been incorporated into the organizational structure of the CTUIR that will track progress toward goal achievement over time. The status of these indicators will be systematically assessed and updated by tribal departments, tribal government and community members on a prescribed schedule.

A monitoring system is important because it can provide information at regular intervals about successes and challenges in meeting plan objectives and can act as a vehicle to support specific recommendations for plan changes and improvements.

OUTREACH

Gathering Community Input

Community Forums: Gathering and incorporating input from community members, stake holders and governing bodies on a regular basis is an integral way in which progress toward plan objectives can be monitored and new insights can be incorporated.

Input will be gathered on an annual basis during which progress performance indicators will be reported and community input will be gathered. Talking circles, a process of facilitated dialogue encouraging full participation of members and guided discussion of issues will be utilized where appropriate to gather more involved and detailed data on particular benchmarks of priority or concern. (See www.studyircles.org for a more detailed view of the process and sample guides.)

For example, if significant challenge occurs within a specific set of benchmarks, the responsible department, commission or committee may wish to gather additional insight by utilizing the talking circle format with community members or other groups to address progress and/or barriers to progress, tribal housing for example, to generate community-based solutions. Written surveys may also be utilized as recommended by individual departments to gather more widespread input where appropriate.

Annual Forums shall take place at least once yearly inclusive of the following audiences:

- Tribal General Council
- Community Members
- Advisory Committees and Commissions, as appropriate

Comments received during Annual forums shall be assembled by the Tribal Planning Office and disseminated to appropriate departments through the annual progress reporting process. Updates to benchmarks or implementation plans shall be solicited and incorporated at that time as necessary.

Gathering Tribal Manager Input

On an annual basis, meetings to discuss progress on Plan goals and objectives will be conducted by tribal managers from all departments. Managers will be asked to consider community input gathered and contribute any ideas and methods for implementing objectives. These yearly meetings may also surface the need for additional or specialized input (e.g. talking circles) during Community Forums described above.

IMPLEMENTATION MONITORING

PERFORMANCE INDICATOR IMPLEMENTATION MONITORING

Upon completion of the Comprehensive Plan, performance indicator benchmarks were assigned for implementation by appropriate departments. Department managers were then charged with the assignment of determining what tasks would need to be accomplished in order to achieve success in each benchmark area. As a part of this process, departments were assigned performance Indicators to measure progress in each area. See Chapter 7 Page 9-51 Department Performance Indicators & Targets as an example from the Housing Element. Performance Indicator number two is assigned to the Umatilla Reservation Housing Authority (URHA) as described in Chapter 8 Page 10-44.

These departmental performance indicators, are a set of measurable items (e.g. increased number of housing units on reservation), set by department managers and used to measure success toward achieving the department's goal and objectives. A baseline describing the current state of affairs (e.g. existing number of Tribal member owned homes) is used against which all future data points will be compared. Targets (e.g. increasing number of Tribal member owned homes) developed for each Indicator are tools for monitoring success toward reaching the goals and objectives of the Housing Element over time.

Each indicator shall be monitored for progress by department heads each year as a part of the management team's annual progress reporting process. Indicator data submitted in this way will be disseminated to the Tribal General Council describing progress and incorporating public comment on benchmarking progress from prior year.

This tribal departmental data reported through the annual work planning process, will be accumulated by the Tribal Planning Office toward creation of a monitoring progress report that shall be delivered by the Board of Trustees and General Council by 2015 inclusive of community, stakeholder and tribal feedback.

The CTUIR Board of Trustees identifies core priority policies for its governmental departments biannually. Taking these core priorities into perspective, the individual governmental departments establish an annual work plan to align their priority policies and projects to implement the Board's core priorities while being consistent with this Plan.

COMPREHENSIVE PLAN ADOPTION

When adopted by the CTUIR Board of Trustees, this Comprehensive Plan will become the official long range comprehensive policy of the Confederated Tribes of the Umatilla Indian Reservation. Adoption occurs after at least one public hearing by the Natural Resources Commission which provides a recommendation to the Board of Trustees. Public hearings are conducted according to the provisions of Chapter 13 of the Land Development Code which includes a 10-day public notice published in newspapers and posted in at least three places on the Reservation.

After the adoption process, the Comprehensive Plan will be utilized by the CTUIR government as a guide for decision making and in the development of future policies, programs and actions of the Board of Trustees, it's Commissions, Committees, Departments and Programs.

COMPREHENSIVE PLAN AMENDMENTS

Amendments to this Plan will follow the same procedures as described above for adoption. Amendments may range from changes to incorrect wording to major changes resulting from new studies or changes in circumstances, needs or desires of Tribal members.

DECISION CRITERIA

When adopting or amending this Comprehensive Plan, the Board of Trustees and Natural Resources Commission shall consider the following:

- **Is the proposed change consistent with the overall goals and objectives of the comprehensive Plan?**
- **Does the amendment benefit the social, cultural and economic interests and welfare of the Confederated Tribes?**
- **Is there a change in circumstance since adoption of the Comprehensive Plan that justifies the amendment?**
- **Is there a clearly stated need or desire for the proposed amendment?**
- **Has the proposed change been given adequate public review considering its significance to Tribal members?**

Key Terms & Definitions

Aboriginal Lands: Lands where the Tribes exercised “exclusive control” over for a long period of time immediately prior to the signing of the treaty. Lands on which Tribal members have treaty-reserved hunting, plant gathering and livestock pasturing rights.

Achieve: To accomplish something successfully.

Accessibility: A measure of the ability or ease of all people to travel among various origins and destinations.

Annual Budget: An itemized summary of expenditures and income for a given calendar year;

Annual Work Plan: A department or program plan to accomplish organizational priorities for a given calendar year.

Benchmark: A performance-monitoring standard that allows an organization to periodically measure the extent to which the goals and policies of the organization are being achieved-a measurable objective.

Capital Improvement Program: A proposed schedule of all future building or infrastructure projects in order of construction priority together with cost estimates and the anticipated means of financing each project.

Ceded Lands: Lands that the Tribes surrendered their rights to, in exchange for the promises made by the United States in the treaty.

Clustering: A development design technique that concentrates buildings in specific areas on a site to allow remaining land to be used for recreation, common open space, or the preservation of historically or environmentally sensitive features.

Code: A systematic collection of regulations to implement established policies.

Community: Also referred to as Tribal Community in this plan; consists of enrolled members of the Confederated Tribes of the Umatilla Indian Reservation that reside on or off - Reservation.

Comprehensive: All inclusive.

Comprehensive Plan: The adopted official statement of a legislative body of government that sets forth goals, policies and guidelines intended to direct the present and future physical, social and economic development that occurs within its planning jurisdiction.

Core Priority: A central or essential part; order of preference based on urgency or importance.

Draft: A preliminary version of a document.

Functional Plan: A program-specific plan adopted by an agency that contains a method of proceeding, based on analysis and the application of foresight, to guide, direct, or constrain functions of a program in order to achieve goals. A functional plan may contain goals, policies, guidelines and standards.

Goal: The objective toward which an endeavor is directed.

Impact: The effect of any manmade actions or indirect repercussions of manmade action on any physical, social or economic conditions.

Implement: To put into action.

Implementation Plan: A document of steps or a scheme of action that provides the means to obtain an end result within a specific time period.

Key Community Indicators: Principle attributes that describe the intended long-term condition of a community.

Master Plan: A land-use plan focused on one or more sites within an area that identifies site access and general improvements and is intended to guide growth and development over a number of years, or in several phases.

Objective: Something worked toward or aspired to.

Performance Indicator: The set of evidence that shows progress toward, movement away from, or static state in policy implementation or benchmark achievement.

Performance monitoring: A process of comparing actual performance against policies set by the planning process. It includes conducting the data collection and calculation procedures, and reporting the results on a specified regular and ongoing basis.

Policy: A specific statement of principle or of guiding actions that implies clear commitment but is not mandatory. A general direction that a governmental agency sets to follow in order to meet its goals and objectives before undertaking an action.

Priority: Order of preference based on urgency or preference.

Strategy: A careful plan or method.

Strategic Plan: A formal plan prepared for a specific service which examines the current state of the service, future needs for the service, and recommended means of meeting identified future needs.

Sustainability: Capability to equitably meet the vital human needs of the present without compromising the ability of future generations to meet their own needs.

Sustainable Development (Sustainable Community): Growth and development that occurs in a manner that does not degrade and is balanced with the preservation and management of the natural environment and resources. Sustainable communities function within physical and biological limits of the environment, and support long-term use and reuse of natural resources.

Tamánwit: Indian law, natural law, or divine law which is the foundation of a physical and spiritual way of life handed down by the Creator at the beginning of time.

“Usual and Accustomed”: Term referencing lands associated with the treaty-reserved fishing right. See also Aboriginal Lands.

Vision: A thought, concept, or object formed by the imagination.

Vision Statement: A statement giving a broad, inspirational image of the future that an organization is aiming to achieve.

Appendix A

CTUIR COMPREHENSIVE PLAN VISIONING PROCESSES

Overview of Community Visioning Process

In May of 2006 the Tribal Planning Department engaged Northwest Traditional Networks to facilitate an action plan, Vision Quest 2020, for the development of a community Vision Statement. This action plan involved several community meetings to engage CTUIR Committees, Commissions, and Tribal members. Several meetings were held with the various groups with notes taken at each meeting as ideas were shared concerning visions for economic growth and for CTUIR by 2020. The finale was a Vision Rally with community members, facilitated by David Beurle, Rural Development Initiatives, and the Listen, Envision and Take Action Against Poverty (LEAP) program. This Rally captured the community's priorities to be used in creating the Vision Statement. The community also developed Key Community Benchmarks and Indicators that describe their vision of a successful community and will be used to monitor the achievement of that success (Figure Seven). The Vision Quest 2020 project was completed in March of 2007 and was supported by Innovative Leadership Australia, The Study Circles Resources Center and The Northwest Areas Foundation.

The addition of the community vision statement into the Comprehensive Plan comes at an Optimal Time for both Tribal members and Tribal governmental agencies. With the continued growth and Development of tribal health, society, tourism and economics, Tribal members have identified the need to be able to track the goals and priorities of the Board of Trustees and the tribal organization on a periodic basis. The community vision statement and Comprehensive Plan benchmark monitoring process is used by the Tribal Government to connect the CTUIR governmental organizational mission, goals and objectives with the community vision to measure success. The community vision statement presents a clear picture of the desirable future of the CTUIR community.

To incorporate the community vision into this Plan, Objectives and Performance Indicators that relate to the community vision principles and indicators are identified in red font in Chapter 7, Comprehensive Plan Elements.

The CTUIR community identified five principles through the visioning process:

- Respect for the environment;
- Respect for our Tribal members;
- Connection with the CTUIR Tribal community;
- Be sustainable;
- Community focus on growth and prosperity that will guide future planning and decision making with proper timelines and accountability.

All of equal importance, these principles support the development of a healthy economy and provide assurance that the CTUIR Tribal community will grow in a manner consistent with their desired unique community vision, values and priorities.

Key Community Indicators

Through the LEAP and Vision Quest 2020 process, the community was asked to assess the 10 Attributes of Successful Rural Communities. These 10 Attributes are used by Rural Development Initiatives to gain a perspective about how a community measures its current performance.

These attributes, as listed in Figure Four, were rated by over forty (40) community members of the CTUIR on March 13, 2007. In an effort to coordinate community participation with the development of this Comprehensive Plan, the Tribal Planning Office and Northwest Traditional Networks partnered with the LEAP program.

10 Attributes of Successful Rural Communities	Does Well	Needs Improvement
1. Evidence of strong community pride and inclusive culture	20	8
2. Invest in the future-build to last!	10	12
3. Participatory approach to community decision making	5	18
4. Creatively build new economic opportunities	24	3
5. Support local businesses	11	5
6. Deliberate transition of power to new leaders	1	25
7. Strong belief in and support for education	24	9
8. Strong presence of institutions integral to community life	6	20
9. Stewards of the natural environment	26	4
10. Communities are self-reliant	3	26

Attribute/Goal	Benchmarks	Indicators
Strong Community Pride/culture	Establish Community family Leadership Mentoring Program Revitalize LEAP Community Program	Percentage of Family members completing program and keeping community family book Number of Community members attending LEAP action meetings
Healthy Community	Build Wellness Center White Bison Project with Alcohol and Drug use	Decline in Health care costs on diabetes, heart disease Drop in A & D related deaths, arrests and house calls
Clean Air, water and environment	Clean up polluted streams Create policies to maintain air and noxious weed control	Level of pollution levels in the river Decreased/increased habitat Decrease in air pollutants/ asthma Increase in Land use
Educated Youth	Create a youth mentoring program	Percentage of Youth completing High School
Community Self Reliant	Create Job training programs on-site	Number of clients completing programs and going from welfare to work
Transition of new leaders and management positions	Create a mentoring programs combined with education and college students with emphasis on transition into tribal government	Number of Students completing college transition programs
Good Infrastructure with strong emphasis on economy	Build More affordable housing Build more Water/Sewer lines	Number of houses tribally owned Number of new businesses connected to water/sewer

Overview of CTUIR Visioning Process

INTRODUCTION:

The purpose of this effort is to develop a vision statement for CTUIR Government that will guide our work over the next few decades. Following several meetings of the CTUIR Vision Statement Team in 2008, a series of visioning meetings was scheduled with various elements of the CTUIR government staff and Board of Trustees and committee members in 2009 and a facilitator was hired to conduct the meetings.

The draft vision statement will be reviewed by CTUIR management and then discussed with the Board of Trustees for formal adoption. During the meetings, great care was given to capturing all of the ideas, concerns and suggestions of the participants in the process.

THE GOAL OF THIS PROCESS:

To provide an opportunity for select members of CTUIR government to participate in the creation of a vision statement for CTUIR government. The final adopted vision statement will be created in harmony with the interests of the community and the community vision statement as developed in the 2020 visioning effort.

THE PROCESS:

The CTUIR Vision Statement Team selected different groups of individuals from within CTUIR government. Selected group members were invited to participate in the open-ended facilitated process. At each meeting, the participants were given a review of the CTUIR values list developed by the Vision Statement Team, and then asked to brainstorm their vision of CTUIR government twenty years from now. Each group was asked to think bold and think of the ideal. All of the vision ideas were captured on large pieces of newsprint as well as on tape and in recorded minutes.

CTUIR VALUES STATEMENTS:

In preparation for the visioning meetings, values statements were taken from various CTUIR documents and shared with each group before they started building vision elements or concepts. Following are the values that were shared with each group:

Sovereignty
Empowering Community Members
Self-Determination
Self-Sufficiency
Empowering the Community
Strengthening cultural Identity
Sustainability
Being Hospitable and Respectful
Serving the Community
Pursuit of Traditional Activities
Encouraging Family, Private Sector and Faith Based Activity
Respect for the Environment
Respect for People

VISION ELEMENTS:

The following section of this report documents the vision ideas as expressed by the members of the various groups participating in the process. The vision ideas (elements) are listed just as the group stated them, with only minor editing. As much as possible the thoughts as expressed are Documented here. Duplications are included because the statement has been mentioned by more than one person.

GROUP 1: Technical Staff

Has a good working relationship with other levels of government

We have grown economically while retaining our Tribal traditions and heritage
We have protected our lands
We have protected our treaty rights
We are responsive to our people/members
The BOT and Council share:
Common vision
Collaborate
Have open communications and a working relationship

Share respect
Technology and communications
We add value
We are open and transparent
We are accountable to the people
We are unique
We avoid duplication
We have an organizational structure of collaboration

GROUP 2: Support Staff

We are a government that owns our own bank, library
We have our own utilities, telephone, computer and electricity
We are our own township/city
We provide our own on reservation facility for people with special needs
Have experienced and educated leadership
We have criteria one must meet before running for office
A government whose leaders have retained our heritage
We have tribal members in management positions (includes other tribes)
Have created more jobs and lowered unemployment
We are financially solvent
We have created our own water system and trained our own people to operate it
We have created children who think ahead
We are a government that hears the word of our people
We are a government where the General Council makes the decisions
The BOT ensures that the priorities are completed
The BOT monitors staff achievement of priorities
Where management carries out policy and direction
Provide vocational training to members
A government where leaders do not have their own agenda
A government with an ethics policy
A government that operates within our heritage
We are a government that has changed our “mind-set” from entitlement to self sufficiency
We have been able to get everyone to think ahead
Our government is visibly seen by all
We have transparent decision making and we see who is making the decisions
We are a government that is very aggressive in communicating with citizens
A government that has regained all ceded land
Are fully sovereign
Our government has us where we take no money from the federal government
We are not dependent
We are a government that has paid off all loans
We are a government that focuses on people
We build our own schools
We provide our own assisted housing for seniors

We have a government that has created more jurisdiction and authority so as to be able to try and convict non-tribal members

We keep the fine money here

Our government leadership has engendered pride and helped us beautify and clean up the community

GROUP 3: Committees/Commissions

We are a government that listens well

Have an updated comprehensive land use plan and use for all land

Have created an agriculture department

A government that has repurchased 6.4 million acres

Has created our own tax base

A government that has set the stage for future generations

Has ensured cold, pure water

That is aggressive in getting the word out and educating people

Has helped return the balance of nature and return to indigenous plants

Where the BOT has six year staggered terms in office

That has controlled and manages horses

That ensures respect for elders

That encourages cultural awareness

That ensures that the BOT and all managers are well trained to be more effective

A government that has a staff person who interviews enrolled and non-enrolled members to determine where we want to be in 5-10-20 years

A government that makes people think about the future

That has established health and fitness standards for all employees

Has created a fenced compound to hold government vehicles and an effective motor pool

We are a government that values personal growth through education, training and career development

A government that has nurtured and developed leadership in our youth

Prepared future generations for leadership roles

Have heeded the wisdom of our elders and we follow in their footsteps

That listens and is more responsive

A government that enforces rights and treaties

That has reclaimed our land

Have sustained our cultural practices and values

That carefully weighs the values

A government that protects our veterans, children and elders

Housing

Education

Care Facilities

Training

That engenders pride and discipline

Create a climate that ensures a high school diploma, college degrees and industrial training

That holds our youth accountable

That requires all members to live here to vote

Heeds the voice of those of us who live here

A government that pays less attention to the attorneys

That takes appropriate action

Executive sessions

That is driven by ethics

True & trustworthy

Honest with integrity

Behaves

We have solved our ethical problems

Have clarified the roles and responsibilities between General Council and BOT

Have fostered the development of our own bank, carwash, and store with tribal management

That has kept us from being a suburb of Pendleton

Has established a balance between the past and our economic development future

Have developed employment codes and laws for the tribe

Has encouraged health

Mental Health

A healthy community

Prevents disease

That holds our students to a higher standard of accountability

Has developed law enforcement and courts that work together and prosecute all cases for Indian and non-Indian

Our own court system

That has the ethics code listed on the wall in meeting rooms

That has required non-resident members to live and work here

GROUP 4: Management

A government that has created competent, capable, well educated tribal members in leadership roles or preparing for leadership

That has maintained our sovereignty and a strong economy

That has engendered self-sufficiency

That is flexible enough to find a place for citizens

That has developed integrity for all and through-out

Doing the right thing for the people

Created a consistency of value

Established an integration and harmony with departments

All working for the same goals

Work together

All focused

That holds us all accountable for what we say

That is focused on the youth

That has effective measures of success in place

A government that ensures youth opportunities

Assists young families

Provides child care

That has a focus on employment and jobs

That inspires youth and everyone to be employed
That created a hospitable and respectful job culture
That has fostered a positive relationship amongst members and others
That is a leader
That communicates more effectively with the community
 More transparent
 Let the people know why something is being done
Has regained the trust of the General Council
Works well together between the BOT and the General Council
 Share common vision, focus and priorities
 Have clarified roles and responsibilities
Takes full advantage of technology
 Has a technology support group
 Trains others
Has developed a way to control rumors
That makes decisions that are environmentally friendly
Makes sure that we are all prepared for the future
Has a formal training/orientation program for non-native employees
Has a streamlined bureaucratic structure
 Eliminated unnecessary steps
 Encourage and assist members to start a business
 Created a youth shop at school
Works with city and county governments and educates them
 Fosters tribal art and sharing

Group 5: Board of Trustees

A government that has strengthened, defined and enforced our sovereignty
Has created a healthy community
Fosters working together
Has strengthened our economic development
Is ethical from top to bottom
Has created a professional BOT with experience and education
Has created professional jobs for members
Enforces our tradition and culture
A government that gets things done
That makes sure we are secure in our choices
One that is strong and confident
A government that is conservative and deliberate
That respects families and children
Government that is accountable to the people
One that is there when needed
That has created proud and self reliant families
That has ensured that the tribe owns all the land
A government that practices self-government

Driven by fairness, equality and justice for all
Have people with lots of energy
A government that has created our own city (town) and neighborhoods
Created a town with a population of from 1,000 to 2,000
Delivered and encouraged a stronger exercise of our rights
Has created opportunity for all
Built and implemented a safe community
Built for tomorrow
Achieved cold-clean water
Created the adaptability to remain the same
 Language
 Traditions
 Music
That spreads morals by living example
Has provided basic education for all
Makes sure everyone has a chance
 Resolves the intergenerational trauma
Makes changes creating a strong and happy and loving community
Has preserved our culture
Accountable and evaluated
That has accomplished what we set out to achieve
Created a recycling and green community
Brought about reconciliation
Created a generation of problem solvers

Appendix B

CTUIR COMPREHENSIVE PLAN DEVELOPMENT PROCESS

Overview of Community Visioning Process

The Comprehensive Plan was prepared by the Tribal Planning Office with the assistance of a program operated through the University of Oregon, Rural development Initiatives (RDI) and Northwest Tribal Networks (NTN, Paula Wallis). The Tribal Planning Office contracted with RDI to assist with the development of a monitoring process (Chapter 11). NTN, under Tribal Planning Office contract, assisted throughout the development process; community visioning, outreach and Plan formatting.

The process began in 2006 with the recognition that the existing 1996 Comprehensive Plan Planning window was 2010. In conjunction with the Vision 2020 Community visioning (see Appendix A), the Comprehensive Planning Manager developed a scope of work to produce a new CTUIR Comprehensive Plan which was presented to the Board of Trustees and Management Team.

In 2007, Planning staff worked with RDI personnel to develop the Plan monitoring process. Planning staff and NTN personnel met individually with Department Directors and Program Managers to inform them of their role in the development of the Plan. Planning staff and NTN conducted community outreach by presenting the results of the Vision 2020 meetings to the Tribal community. The presentations also included a description of how the Vision 2020 results would be incorporated into the new Comprehensive Plan. Presentations and were made at General Council and an informational booth was provided at the Community Picnic (August 2007).

In March 2008 Planning Staff and contractors held an organizing retreat, finalized the Plan formatting and structure and developed a completion schedule. Completion of the draft Plan moved slowly during 2008 partly due to Planning staff and Department/Program staff work obligations. However, Planning staff and NTN continued to write the text portions, formatted a master document and developed the core Elements and Department Chapters 9 and 10.

In 2009 Planning Staff focused on a coordinated effort to complete Chapters 9 and 10 by holding 15 focus group meetings, one for each of the 15 Elements. The principle and collateral Department Directors/Program Managers involved with each Element participated. In these focus group meetings, the Goals and Objectives for each Element were drafted and Department sections in Chapter 8 reviewed and finalized.

In January 2010, the Board of Trustees reviewed the draft, finalized the CTUIR Vision statement and provided comments on the draft Comprehensive Plan. The draft document was then printed for community review prior to adoption.

Appendix C

RESOLUTION NO. 10-079

TOPIC: 2010 Comprehensive Plan

Department: Administration, Tribal Planning Office

Exhibit 1

Page 1 of 3

CERTIFICATE

The undersigned, Elwood H. Patawa and N. Kathryn Brigham, hereby certify that they are the Chairman and Secretary, respectively, of the Board of Trustees of the Confederated Tribes of the Umatilla Indian Reservation, and at a regular meeting of said Board of Trustees at the Board Chambers of the Nixyáawii Governance Center, Mission, Oregon, on the 13th day of September, 2010, a quorum of said Board was present and the following Resolution was regularly moved, seconded, and adopted by a vote of 8 for, 0 against, and 0 abstaining.

RESOLUTION

- WHEREAS,** the Board of Trustees is the governing body of the Confederated Tribes of the Umatilla Indian Reservation (Confederated Tribes) by the authority of Article VI, Section 1 of the Constitution and Bylaws of the Confederated Tribes, adopted on November 4, 1949 and approved on December 7, 1949, as amended; **AND**
- WHEREAS,** the Board of Trustees by its sovereign powers has the authority and responsibility to plan for the people, lands and resources of the Umatilla Indian Reservation; **AND**
- WHEREAS,** the peace, health, safety, morals and general welfare of the Confederated Tribes will be affected by the future development of the Umatilla Indian Reservation and activities within its sphere of influence; **AND**
- WHEREAS,** the Confederated Tribes' governmental structure has grown extensively in organizational complexity by taking on greater management of its own affairs through self governance since the 1996 Comprehensive Plan was adopted; **AND**
- WHEREAS,** the Board of Trustees recognizes the need for long-term comprehensive planning to assure the sustainability and viability of the Tribal community; **AND**
- WHEREAS,** the Tribal Planning Office has developed the 2010 Comprehensive Plan to replace the 1996 Comprehensive Plan through a coordinated effort involving tribal staff and the tribal community; **AND**

RESOLUTION NO. 10-079
TOPIC: 2010 Comprehensive Plan
Department: Administration, Tribal Planning Office
Exhibit 1
Page 2 of 3

WHEREAS, the 2010 Comprehensive Plan has been presented and reviewed by tribal staff, committees, commissions, the General Council and Community Forums:

Land Acquisition Committee (LAC)	March 2, 2010
Tribal Staff Review Committee (TSRC)	March 11, 2010
Cultural Resources Committee (CRC)	March 16, 2010
Economic & Community Dev. Committee (ECDC)	March 17, 2010
General Council	March 18, 2010
Science and Technology Committee (STC)	March 24, 2010
Community Forum	March 29, 2010
Water Resources Commission (WRC)	April 6, 2010; AND

WHEREAS, pursuant to Chapter 10 of the 1996 Comprehensive Plan, Decision Criteria for Comprehensive Plan Amendments, and Land Development Code Chapter 13, Hearings, the Natural Resources Commission conducted public hearings on Comprehensive Plan Amendment file number CP-10-001 on April 13, 2010 and May 25, 2010, and issued a Notice of Decision recommending that the Board of Trustees approve CP-10-001; **AND**

WHEREAS, at work sessions on June 16, 2010, July 7, 2010 and September 8, 2010 the Board of Trustees reviewed the recommendation of the Natural Resources Commission and the public hearing record on Comprehensive Plan Amendment CP-10-001; **NOW, THEREFORE, BE IT**

RESOLVED, that the Board of Trustees has determined that the 2010 Comprehensive Plan shall be the basis for all functional plans developed to carry out Confederated Tribes' governmental affairs; **AND BE IT FURTHER**

RESOLVED, that the Board of Trustees finds that Comprehensive Plan Amendment CP-10-001, attached as Exhibit 1, satisfies the 1996 Comprehensive Plan Chapter 10 Amendment Decision Criteria and that the public hearing process required by Land Development Code Chapter 13 has been satisfied; **AND BE IT**

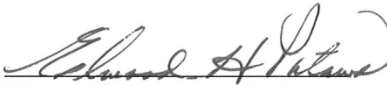
RESOLVED, that the Board of Trustees hereby adopts the 2010 Confederated Tribes of the Umatilla Indian Reservation Comprehensive Plan attached as Exhibit 1, replacing the 1996 Comprehensive Plan in its entirety and directs all CTUIR departments, programs and other entities to maintain relevant benchmarking data as prescribed in Chapter 6; **AND BE IT FINALLY**

RESOLUTION NO. 10-079
TOPIC: 2010 Comprehensive Plan
Department: Administration, Tribal Planning Office
Exhibit 1
Page 3 of 3

RESOLVED, that the 2010 Confederated Tribes of the Umatilla Indian Reservation Comprehensive Plan shall be in effect immediately.

AND, that said Resolution has not been modified amended or repealed and is still in full force and effect.

DATED this 13th day of September, 2010.


Elwood H. Patawa, Chairman
Board of Trustees

A T T E S T:

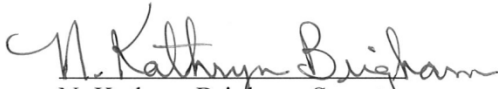

N. Kathryn Brigham, Secretary
Board of Trustees

Exhibit 1: 2010 Comprehensive Plan