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Exhibit Schedule

File No.: CP-26-001

To: Land Protection Planning Commission

Public Hearing: November 24, 2026 (rescheduled from November 10, 2026)

Subject: 2010 Comprehensive Plan Amendment

Applicant: The CTUIR Tribal Planning Office
46411 Timine Way, Pendleton, OR 97801

Exhibits

Exhibit	*Nature of Exhibit*
1	Six (6) page Staff Report
2	Seventeen (17) page Proposed Benchmark Updates Summary
3	One hundred seventy-four (174) page Draft Updated Comprehensive Plan
4	Six (6) page Dissemination Record

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STAFF REPORT
TRIBAL PLANNING OFFICE

File No.: CP-26-001

To: Land Protection Planning Commission

Public Hearing: November 24, 2026 (rescheduled from November 10, 2026)

Subject: 2010 Comprehensive Plan Amendment

Applicant: The CTUIR Tribal Planning Office
46411 Timine Way, Pendleton, OR 97801

Nature of the Request:

The Tribal Planning Department seeks a recommendation of approval from the Land Protection Planning Commission (LPPC) to the Board of Trustees for amendments to the 2010 CTUIR Comprehensive Plan. The proposed amendments update the performance indicator and benchmark metrics in Chapter 5 to incorporate 2020 and 2025 data as part of the Plan's established five-year review process.

Pursuant to Chapter 7 of the Comprehensive Plan, amendments are a legislative decision and subject to the Public Hearing provisions of Chapter 13 of the CTUIR Land Development Code. If adopted by the Board of Trustees, the amendments will be incorporated into the Comprehensive Plan, and the Plan will be reprinted for distribution.

Basic Facts:

1. Chapter 7 of the adopted 2010 Comprehensive Plan (updated 2018) establishes a process for monitoring progress toward the Plan's goals and objectives through performance indicators and benchmarks. The Plan provides for these metrics to be updated at five-year intervals. The five-year update was coordinated by Tribal Planning Office staff beginning in March 2026:

Phase 1	2020 Benchmark Metrics: The LPPC held a public hearing on October 12, 2021 to consider the benchmark information collected for 2020. The LPPC recommended BOT approval of the 2020 benchmark information amendment by a vote of 4-0-0. The Tribal Planning Office presented the proposed update to the BOT in November of 2021. The Board of Trustees did not approve the resolution adopting the proposed updates for a lack of public outreach. 2025 Benchmark Metrics: Staff solicited updates of metrics for Performance Indicators and Benchmarks from Departments/Programs as part of the July-December 2025 Progress Reports. Three Departments/Programs provided some of the requested 2025 metrics as part of their Progress Report, and staff sought the remaining information from the Department/Programs as needed. Not all benchmark metrics were reported.
Phase 2	Public hearing in front of the LPPC requesting a recommendation of Board of Trustees approval for the 2020 and 2025 benchmark metrics. Tribal Planning Office staff will also present to the CTUIR General Council and other committees/commissions as requested. The public is welcome to provide feedback during the public hearing and any other presentations. Following outreach to General Council and any committees/commissions, Tribal Planning Office staff will present the proposed Comprehensive Plan updates to the Board of Trustees with a resolution for approval.
Phase 3	Following Board of Trustees' adoption, the Comprehensive Plan will be reprinted and made available to the public.

2. Summary of Proposed Amendments:

The proposed amendments are limited to updates to the performance indicator and benchmark metrics in Chapter 5. No changes are proposed to the Plan's goals, objectives, or other chapters.

Chapter 1 Introduction	No change
Chapter 2 History	No change
Chapter 3 Declaration of Sovereignty	No change
Chapter 4 Background Data	No change

Chapter 5 Plan Element Goals & Objectives	Plan Element Goals & Objectives: Metric tables updated with 2020 and 2025 data. Specific amendments are detailed in Exhibit 2.
Chapter 6 Tribal Government	No change
Chapter 7 Plan Monitoring, Adoption & Amendment	No change
Appendix	To be updated with the Board of Trustees resolution, upon adoption.

Applicable Statutes, Policies and Approval Criteria:

I. CTUIR Comprehensive Plan

Adopted by CTUIR Board of Trustees Resolution No. 18-098 approved November 26, 2018.

A. Chapter 5; Plan Elements: Goals & Objectives
B. Chapter 7; Plan Monitoring, Adoption & Amendment

II. CTUIR Land Development Code

Adopted by CTUIR Board of Trustees Resolution No. 83-74 approved August 24, 1983; and as amended through Resolution No. 25-040 approved June 2, 2025.

A. Chapter 1, Section 1.020 – Purpose;
B. Chapter 13, Hearings;

Staff Findings:

Review of 2010 CTUIR Comprehensive Plan Amendment Approval Criteria

The CTUIR Comprehensive Plan, chapter 7 lists five decision criteria for Comprehensive Plan Amendments.

Criteria 1

CTUIR Comprehensive Plan, chapter 7 (pg. 154): *Is the proposed change consistent with the overall goals and objectives of the Comprehensive Plan?*

Discussion:
The Comprehensive Plan establishes the CTUIR's long-term goals and objectives and provides a framework for monitoring progress toward achieving them. Chapter 7 provides

for periodic review of the Plan, including updates to the performance indicators and benchmarks used to measure progress.

The proposed amendments update Chapter 5 of the Comprehensive Plan as shown in Exhibit 2. The amendments do not change the Plan's goals or objectives and are consistent with the Plan's purpose of guiding the CTUIR toward its established governmental and community visions.

Finding:
The proposed amendments are consistent with the overall goals and objectives of the Comprehensive Plan since they fulfill the benchmark performance indicator monitoring requirements outlined in Chapter 7.

Criteria 2

CTUIR Comprehensive Plan, chapter 7 (pg. 154): D*oes the amendment benefit the social, cultural and economic interests and welfare of the Confederated Tribes?*

Discussion:
The Comprehensive Plan establishes long-term goals and objectives that guide the Tribal government and support the social, cultural, and economic interests and welfare of the Tribal community.
Updating the performance indicators and benchmarks provides current information for evaluating progress toward these goals and objectives. The proposed amendments maintain the Plan's monitoring framework and support continued assessment of progress toward the CTUIR's governmental and community visions.

Finding:
The proposed amendments benefit the interests of the Confederated Tribes by providing information on the progress towards goals outlined in the Comprehensive Plan, which support the CTUIR and its members.

Criteria 3

CTUIR Comprehensive Plan, chapter 7 (pg. 154): *Is there a change in circumstances since adoption of the Comprehensive Plan that justifies the amendment?*

Discussion:
The proposed amendment reflects the need to update the performance indicator and benchmark metrics at the five-year intervals prescribed by the Comprehensive Plan. Incorporating 2025 data updates the information used to monitor progress toward the Plan's goals and objectives.

Finding:
Incorporating 2025 data into Chapter 5 of the Comprehensive Plan fulfills a requirement prescribed by the 2010 CTUIR Comprehensive Plan.

Criteria 4

CTUIR Comprehensive Plan, chapter 7 (pg. 154): *Is there a clearly stated need or desire for the proposed amendment?*

Discussion:
Chapter 7 of the Comprehensive Plan establishes a process for periodic review and updating of the Plan's performance indicators and benchmarks. Updating the Chapter 5 metric tables with 2025 data fulfills this established monitoring function and provides updated information for evaluating progress toward the Plan's goals and objectives.

Finding:
Chapter 7 of the 2010 Comprehensive Plan prescribes the periodic update of performance benchmarks throughout Chapter 5 of the plan, supporting the need for the proposed amendments.

Criteria 5

CTUIR Comprehensive Plan, chapter 7 (pg. 154): *Has the proposal been given adequate public exposure and review considering its significance to Tribal members?*

Discussion:
The proposed amendments to the 2010 Comprehensive Plan (Updated 2018) gathered information internally with multiple opportunities for Departments and Programs to provide updated Benchmark and Program Indicator metrics for each Element in Chapter 5.

This amendment is being processed in accordance with Chapter 7 of the Comprehensive Plan and the public hearing provisions in Chapter 13 of the Land Development Code. The public is invited to give input to the benchmark reporting through the public hearing process. The public notice and dissemination are described in Exhibit 4.

Finding:
All departments within the CTUIR participated to provide updated benchmark information for the proposed amendments.

Conclusions:

The criteria for the proposed Comprehensive Plan Amendment could be met including:

1. Consistency with the overall goals and objectives of the Comprehensive Plan;
2. The benefit to the social, cultural, and economic interests and welfare of the Confederated Tribes of having updated benchmark information;
3. The prescribed timeline for periodic updates to monitor benchmark indicators in 2025;
4. Conformance with the Comprehensive Plan, Land Development Code and other applicable Statutes.

Decision Options:

In acting on this request, the Land Protection Planning Commission must choose one of the following decision options:

1. **Recommend Approve** the Comprehensive Plan amendment without **conditions**;
2. **Recommend Approve** the Comprehensive Plan amendment **with conditions**;
3. **Deny** the recommendation to amend the Comprehensive Plan request;
4. **Recess the hearing** until a specified time, date, and place; pending further testimony or information;
5. **Table** the decision until a subsequent Land Protection Planning Commission meeting.

Staff Recommendations:

Based on the preceding facts, findings, and conclusion, staff recommends that the Land Protection Planning Commission recommend approval of the proposed amendments to the CTUIR Board of Trustees without conditions, incorporating the updated performance indicator and benchmark metrics into the 2010 CTUIR Comprehensive Plan (Updated 2018).

Benchmark Summary

For the 2010 Comprehensive Plan
Update 2025

Compiled by the Confederated Tribes of the Umatilla Indian Reservation from the 2010 Comprehensive Plan: 2025 Update

The Confederated Tribes of the Umatilla Indian Reservation (CTUIR) adopted its Comprehensive Plan in 2010 to guide the principles and actions of the Tribal government. The plan also established targets and success metrics seen throughout Chapter 5, with each metric corresponding to one or more of the CTUIR's core objectives. These benchmarks were reported on - and in some cases adjusted - in 2018 when the first benchmark update was published.

This 2025 report is the second update to the Comprehensive Plan benchmarks and reflects progress reported by CTUIR departments for both the 2020 and the 2025 reporting period. From March through October 2026, the Tribal Planning Office worked with departments across the organization to compile and update the available metrics. This document brings the benchmarks and reported results together in one place, providing a convenient reference for tracking progress toward CTUIR's Comprehensive Plan objectives without having to consult the full plan.

5.1: Tribal Satisfaction with CTUIR Government

Achievement Year		2010	2015	2020	2025	2030
1. Tribal member satisfaction with CTUIR government	**Objective # 1, 3 and 4**	X	Not Completed	Not Completed*	Planned**	
a. Tribal member satisfaction level		Baseline	-	-		
b. Percent Target accomplished		100%	0	0		
2. CTUIR Employee Satisfaction	**Objective # 2**	X	Completed 2016	Not Completed	75%	75%
a. Employee satisfaction level		X	73%	-		
b. Percent Target accomplished		X	Baseline	-		

*Due to the COVID-19 pandemic that began in early 2020, employee satisfaction assessments were not completed. Many of CTUIR's employees worked from home throughout most of 2020 and 2021, and regular activities were more difficult to complete. The Human Resources Department is planning to survey employee satisfaction in November 2026.

5.2: Economy

CTUIR's economic indicators show mixed progress toward the 2025 targets. General Fund revenue from non-Resort enterprises reached $2.07 million, exceeding the $1.5 million target, while the number of tribally owned businesses operating within the Umatilla Indian Reservation increased to 62, more than double the target of 30. The CTUIR operating budget reached $597.6 million, substantially exceeding the established benchmark. However, the number of Tribal enterprises generating a profit for the General Fund remained at three, below the target of eight. The Comprehensive Economic Development Strategy was updated in 2024.

Achievement Year		2010	2016	2020	2025	2030
1. Increase general fund revenue generated from non-Resort enterprises	Objective # 1	**$83K**	**$300K**	**$1M**	**$1.5M**	**$2.5M**
a. Profit from non-Resort		$83K	$330K	$2.86M	$2.07M	
b. Percent Target accomplished		100%	110%	286%	138%	
2. Increase number of Tribal enterprises that generate a profit for General Fund	Objective #1, 2	2	4	6	8	10
a. Number of Tribal enterprises		2	4	3	3	
b. Percent Target		100%	100%	50%	38%	
3. Maintain or increase CTUIR operating budget	Objective # 5	$170M	$170M	$170M	$170M	$170M
a. Operating Budget		$170M	$227M	$320M	$597.6M	
b. Percent Target accomplished		100%	133%	188%	352%	
4. Increase Small Business development	Objective #2, 3	20	25	27	30	35
a. Number of individual tribally owned businesses operating on or near the		20	15	32	62	
b. Percent Target accomplished		100%	60%	119%	207%	
5. Update and Monitor Comprehensive Economic Development Strategy	Objective #6	Updated 2017			Updated 2024	

5.3: Land Base Restoration

The CTUIR continued to pursue land base restoration and the reduction of fractionated interests in allotted lands. The 2025 table reports 198,690 acres of land in Indian ownership, approximately 89.5% of the established target of 155,051 acres. Through the Inheritance Code, 616 allotments have had fractionated interests purchased, exceeding the target of 265. These efforts support the restoration of the Umatilla Indian Reservation land base and the consolidation of land ownership.

Achievement Year		2010	2016	2020	2025	2030
1. Restoration of UIR land base	**Objective #1, 2 and 3**	**116,493 acres**	**128,142 acres**	**140,956 acres**	**155,051 acres**	**170,051 acres**
a. Acres of land in Indian ownership		116,493	128,338	137,168	138,740	
b. Percent Target accomplished		100%	100%	97%	90%	
2. Reduce fractionated interests on allotted lands (Inheritance	**Objective #4 and 5**	**Baseline**	**220**	**240**	**265**	**295**
a. Number of allotments where fractionated interests have been purchased		40	365	406	616	
b. Percent target accomplished		-	165%	169%	233%	
3. Reduce fractionated interests on allotted lands (offered to CTUIR	**Objective #2, 4, and 5**	**Baseline**	**170**	**187**	**206**	**226**
a. Number of allotments where fractionated interests have been purchased by CTUIR		31	194	216	277	
b. Percent target accomplished		-	114%	116%	135%	

5.4: Work Force Development

Workforce Development Program outcomes and youth job training show continued progress, while the reduction of Tribal members receiving General Assistance remains a challenge. The Workforce Development Program reported a 67% employment rate among participating Tribal members in the latest available results, exceeding its established target. The youth job training program reported 36 placements, substantially exceeding the target of 10. However, the table reports 170 Tribal members receiving General Assistance, compared with a reduction target of 70. Updated unemployment data for 2025 were not provided, limiting assessment of progress toward the reservation unemployment reduction objective.

Achievement Year		2010	2016	2020	2025	2030
1. Reduce Unemployment Rate (Reservation)	Objective #6 and 7	**17%**	**10%**	**3.86%**	**4.3%**	**National Average**
a. Unemployment Rate (people looking for work)		17%	5.4%	2.5%	6.4%*	
b. Percent Target accomplished		-	-	-	-	
2. A successful Workforce Development Program	Objective #1, 3, 4 and 7	**New**	**38%**	**40%**	**45%**	**50%**
a. % of Tribal Members in program obtaining employment		X	38%	67%	30%	
b. Percent Target accomplished		X	100%	145%	31%	
3. Reduce number of Tribal members on General Assistance (GA) by 10%/yr	Objectives #2, 3, 5 and 6	**-**	**86**	**77**	**70**	**63**
a. Tribal members on GA		-	86	91	170	
b. Percent Target accomplished		-	100%	-	-	
4. Promote CTUIR TM youth job training	Objectives #2, 5 and 6	**New**	**7**	**10**	**10**	**10**
a. # youth (14-24) placed in job trainings		X	7	5	36**	
b. Percent Target accomplished		X	100%	50%	360%	

* Information taken from the 2020-2024 American Community Survey (ACS) for the Umatilla Indian Reservation and Off-Reservation Trust Lands. This figure has a margin of error ±2.9%.

** Includes youth aged 14 through 18 who participated in the Summer Youth Program

5.5 Community Development

The number of CTUIR enrolled Tribal Members with Associate or Bachelor degrees continued to increase, with 21 additional degree holders graduating in 2025. Progress fell 70% below the identified benchmark.

Achievement Year		2010	2016	2020	2025	2030
1. Increase CTUIR water system capacity	**Objectives # 1 and 2**	**X**	**870**	**1,115**	**1,155**	
a. Water usage/capacity (acre/ft annual)			870*	1,335*	1,479*	
b. Percent target accomplished			100%	120%	128%	
2. Maintain sewer system capacity (1 M)	**Objectives #1 and 2**	**<1M**	**<1M**	**<1M**	**<1M**	
a. Sewer usage/capacity percentage		Baseline	75%		800,000	
b. Percent target accomplished		100%	75%		80%	
3. Reduction of Part 1 Crimes (Major)	**Objectives #2, 3, 5 and 6**	**135**	**125**	**115**	**100**	**85**
a. Number of Part 1 Crimes		135	69			
b. Percent Target accomplished		100%	155%			
4. Increase number of CTUIR enrolled Tribal members graduating college with Associate or Bachelor degrees	**Objective # 4**	**12/34 (35%)**	**15/40 (37%)**	**25/50 (50%)**	**30/55 (55%)**	**40/57 (70%)**
a. Number of college graduates		Baseline	14	18	21	
b. Percent Target accomplished		100%	35%	36%	38%	

* Appendix C of the Capital Improvements Plan adopted in 2026 lists 1,360 acre/feet of water used in 2016, which exceeded the 955 acre/feet of water that was permitted for use. In 2020, 1,335 acre/feet of water was used, also exceeding the 1,115 acre/feet permitted for that year. In 2024, 1,479 acre/feet of water was used, which also exceeded the 1,15 acre/feet permitted for the year.

5.6 Natural Resources

Natural resource indicators show improvements in fish populations since 2020, continued management of rangelands, and ongoing work to secure Tribal water rights. Umatilla River fish populations increased from 5,374 in 2020 to 10,747 in the latest reported results, while Walla Walla River Spring Chinook increased from 78 to 1,223. Despite these increases, both populations remain below their established restoration targets. The acreage of rangeland managed increased to 72,000 acres, exceeding the target of 66,484 acres. Efforts to secure Tribal water rights continue, and development of a First Foods quality monitoring program remains in progress pending authorization and funding.

Achievement Year		2010	2016	2020	2025	2030
1. Secure Tribal water rights*	Objective #1, and 9	X	-			
a. In-stream, irrigated ag., domestic, commercial, industrial, municipal		X	Slowly progressing			
b. Percent Target accomplished		X				
2. Restore Umatilla River fish populations (Spring Chinook, Coho, Fall Chinook, Summer Steelhead, Lamprey)	Objectives #2, 6, 7 and 9	18,000	25,500	31,500		
a. Track population numbers		18,000	16,424	5,374	10,747	
b. Percent Target accomplished		100%	64%	17%		
3. Restore Walla Walla River Spring Chinook	Objectives #2, 3, 6 and 7	750	1,500	5,000		
a. Number of spring Chinook		1,193	241	78	1,223	
b. Percent Target accomplished		100%	16%	1.6%		
4. Maintain # of range acres managed	Objective #5, 6, and 9	66,484	66,484	66,48		
a. Number of range acres managed		66,484	60,781	72,000	72,000	
b. Percent Target accomplished		100%	91%	108%		
5. Establish a First Foods quality monitoring program	Objective #8 and 9			50%		100%
a. Progress to completion and implementation		X			In development	
b. Percent Target accomplished		X	Seeking authority and funding.			

* These metrics represent in-stream water amounts for which CTUIR is currently negotiating.

5.7: Cultural Heritage

The CTUIR continues to advance its cultural heritage objectives through language education, cultural resource management, and public engagement. Participation in CTUIR Native Language Program classes increased to 115 participants, exceeding the target of 75. Tamástslikt Cultural Institute recorded 12,120 visitors, an improvement from the 2020 pandemic-affected total of 2,642, but well below the target of 75,000. Development of the Cultural Resources Management Plan remains in progress, while the Historic Preservation Code and associated enforcement efforts continue to support the protection of cultural resources. Additional work remains to complete the identified cultural resource objectives, including reviewing protocols and assessing future storage and space needs.

Achievement Year		2010	2016	2020	2025	2030
1. Receipt of artifacts, human remains, funerary and other objects and information from public and private sectors	**Objectives #1, 2, 5 and 8**	**Develop Protocol**		**Review Protocol**		
a. Develop Protocol for receiving		X	Yes*		No	
b. Inventory and assess future spacing needs						
c. Target accomplished (yes/no)					No	
2. Development of Cultural Resources Management Plan	**Objectives #2, 5, 7 and 8**	**Develop Plan**		**Plan Review**		
a. Plan development and review		Not completed		Not Complete	In Progress	
b. Target accomplished (yes/no)		X	No	No	Yes	
3. Develop Cultural Resources Code and enforce**	**Objectives #2, 1 and 6**	**Develop Code**		**Review Code**		
a. Number of enforcement actions		X	2	0	In progress	
b. Target accomplished (yes/no)		X	Yes	No	Yes	
4. Increase participants in CTUIR Native Language Program classes	**Objective #4**	**47**	**65**	**70**	**75**	**80**
a. Number of participants		47	77	88	115	
b. Percent Target accomplished		100%	118%	126%	153%	
5. Educate public/Tribal community about CTUIR's culture and history	**Objectives #2, 3, 4, 8 and 9**	**50,000**	**60,000**	**70,000**	**75,000**	**80,000**
a. Number of persons visiting Tamástslikt		50,000	32,933	2,642***	12,120	
b. Percent Target accomplished		100%	55%	4%	16%	

* Resolution 04-071, Guidelines for CTUIR Projects in the Case of Inadvertent Discovery of Ancestral Remains
** Adopted January 25, 2016, Code title is Historic Preservation Code
*** Number of visitors to Tamástslikt Cultural Institute was strongly impacted by closures during the COVID-19 pandemic in 2020

5.8: Treaty Rights Protection

The CTUIR continues to pursue treaty rights protection through land restoration, water rights negotiations, and efforts to protect and exercise hunting, fishing, and gathering rights. The latest reported land restoration figure is 198,396 acres in Indian ownership, exceeding the 2025 target of 155,051 acres. Negotiations concerning Umatilla Basin water rights and other water rights remain ongoing. Work to protect and exercise hunting, fishing, and gathering rights also continues, with the table documenting progress on land agreements and related protection efforts. Continued negotiations, implementation, and agreement development remain important to achieving the objectives established for treaty rights protection.

Achievement Year		2010	2016	2020	2025	2030
1. Restoration of UIR land base	**Objectives #1, 4 and 6**	**116,493 acres**	**128,142 acres**	**140,956 acres**	**155,051 acres**	**170,051 acres**
a. Acres of land in Indian ownership		116,493	128,338	137,168	138,740	
b. Percent of Target accomplished		100%	100.15%	97%	90%	
2. Settlement of UIR/Umatilla Basin water rights	**Objectives #1 and 2**	**Assessment**	**Negotiate**	**Congress Approval**		
a. Assessment, Negotiation, Congressional Approval		Baseline	In Negotiations			
b. Percent Target accomplished		100%				
3. Settlement of all other water rights	**Objectives #1 and 2**		**Settle**	**Implement**	**Implement**	
a. Settlement; Implementation		Baseline	In Negotiations			
b. Percent Target accomplished		100%				
4. Hunting & Fishing Rights Protected/Exercised	**Objectives #1, 3, 4 and 5**	**BHS EIS Payette, Bison hunting**	**Acquire**	**Acquire**		
a. Protection Action s-management, exercise, habitat, restoration		Baseline	1			
b. Percent Target accomplished		100%				
5. Gathering Rights Protected/Exercised	**Objectives #1, 3, 4, and 5**	**Plan**	**Agreements**	**Agreements**		
a. Development of Protection Plan/Implementation		Baseline				
b. Negotiate Private and Public Land Agreements		Baseline	1		1	
c. Percent Target accomplished		100%	50%			

5.9: Housing

Housing indicators show progress in market-rate housing development and residential lot availability, while the number of low-income housing units remains unchanged. The number of homes on the Umatilla Indian Reservation owned by Tribal members reached 308, approaching the target of 321. Low-income housing inventory remained at 198 units, below the target of 235. CTUIR-owned or developed market-rate housing available for rent or lease increased to 71 units, exceeding the target of 50. This included 30 units of rental housing in the Timíne North Apartments which opened in 2023. Available residential lots increased to 187, compared with the target of 204. This included the Nixyáawii neighborhood lots available for lease starting in 2023.

Achievement Year		2010	2016	2020	2025	2030
1. Increase in Tribal member owned homes	Objectives #1, 2, 3, 5 and 6	-	292	306	321	382
a. # of homes on UIR owned by Tribal members		199	204	301	308	
b. Percent Target Achieved		100%	70%	95%	96%	
2. Increase number of "low-income" housing units on the UIR	Objective #1	-	205	220	235	250
a. # of "low-income" housing units		190	198	198	198	
b. Percent Target Achieved		100%	97%	90%	84%	
3. Develop Market Rate Housing opportunities for Tribal members	Objective #1, 3, and 5	-	40	45	50	55
a. Number of housing units owned or developed by CTUIR and made available for rent or		33	33	41	71	
b. Percent Target Achieved		100%	83%	91%	142%	
4. Increase # of buildable residential lots (R-1, R-2, C-R)	Objectives #2 and #4	-	142	170	204	245
a. # of available residential lots		118	118	124	187	
b. Percent Target Achieved		100%	83%	75%	92%	

5.10: Education

Education indicators show strong participation in Native language classes and continued progress in high school graduation, while several student achievement and enrollment measures remain below their targets. CTUIR Native Language Program participation reached 115, exceeding the target of 75. High school diploma attainment reached 91%, approaching the 100% target. Reading and mathematics benchmark attainment were reported at 43% and 31.5%, respectively. Adult Vocational Training resulted in three certifications, while 21 CTUIR-enrolled citizens graduated with college degrees in the latest reported results. The proportion of school-aged CTUIR members enrolled at Nixyáawii Community School was reported at 34%, below the 40% target.

Achievement Year		2010	2016	2020	2025	2030
1. Increase funding for Education Dept. Programs	Objective #3	**$425K**	**$2.5M**	**$3M**	**$3.5M**	**$**
a. Amount of Education Dept. funding		$425K	$3.4M	$5.3M		
b. Percent Target accomplished		100%	136%	177%		
2. Increase endowment for Tribal scholarships	Objective #1	**$430K**	**$600K**	**$600K**	**$800K**	**$900K**
a. Scholarship endowment balance		$430K	$7.8M*	$7.9M		
b. Percent Target accomplished		100%	1,300%	1,317%		
3. Increase enrollment in Nixyáawii Community School	Objectives #1, 2 and 4	**50**	**60**	**100**	**150**	**170**
a. Number of enrolled students		50	52	93	77	
b. Percent Target accomplished		100%	87%	93%	51%	
4. Increase participants in CTUIR Native Language Program classes	Objective #6	**47**	**65**	**70**	**75**	**80**
a. Number of participants		47	77	88	115	
b. Percent Target accomplished		100%	118%	126%	153%	
5. Increase percentage of students receiving a high school diploma	Objectives #1 and 6	**83%**	**85%**	**95%**	**100%**	**100%**
a. Percentage of students that entered high school that graduated		83%	54%	81%	91%	
b. Percent Target accomplished		100%	63%	85%	91%	

6. Increase number of students meeting State Benchmarks in reading	**Objective #6**	**44%**	**75%**	**95%**	**100%**	**100%**
a. % students meet reading benchmarks		44%	48%	-**	43%	
b. Percent Target accomplished		100%	64%		43%	
7. Increase number of students meeting State	**Objective #6**	**15%**	**75%**	**95%**	**100%**	**100%**
a. Students meeting math benchmarks		15%	40%	-**	31.5%	
b. Percent Target accomplished		100%	53%		31.5%	
8. Increase number of Adult Vocational Training	**Objectives #1 and 5**	**5/7 (71%)**	**6/8 (75%)**	**10/12 (83%)**	**12/15 (87%)**	**20/20 (100%)**
a. Number of AVT Certs. issued		Baseline	1	1	3	
b. Percent Target accomplished		100%	-	-	-	
9. Increase number of CTUIR enrolled citizens graduating college with AS or MS degrees	**Objectives #1, and 3**	**12/34 (35%)**	**15/40 (37%)**	**25/50 (50%)**	**30/55 (55%)**	**40/57 (70%)**
a. Number of college graduates		Baseline	19	18	21	
b. Percent Target accomplished		100%	-	-	-	
10. Increase % of school-aged enrolled CTUIR members enrolled in Nixyáawii Community School	**Objectives #5 and 7**	**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. % of school-aged CTUIR members enrolled in NCS		33%	59%	93%	34%***	
b. Percent Target accomplished		100%	211%	282%	85%	

* Dramatic change from 2010 due to Board of Trustees fully funding the Scholarship Fund to increase the scholarship amount available to Tribal Members.

** Information not collected in 2020 due to lack of testing during the COVID-19 pandemic.

*** Calculation is limited to CTUIR-enrolled tribal members ages 14 to 18, as Nixyáawii Community School is currently open to students 9 through 12th grade.

5.11: Health & Human Services

Health and Human Services indicators show mixed progress across preventive care, chronic disease management, and health screening measures. Adult obesity, childhood and adolescent obesity, tobacco cessation counseling, depression screening, and domestic violence screening remain important areas for continued monitoring. The tables report 42.3% of Yellowhawk Tribal Health Center patients receiving tobacco cessation counseling, 39.6% of adults screened for depression, and 30.5% of women screened for intimate partner violence in the latest reported results. The 2025 cancer screening figures also indicate that 35.6% of eligible patients received Pap smears, 40.5% received mammograms, and 24.6% received colonoscopies. Chronic disease indicators and accreditation status require continued monitoring, and some measures remain pending or contain incomplete reporting. These results underscore the importance of continued preventive care, screening, and chronic disease management efforts.

Achievement Year		2010	2016	2020	2025	2030
1. AAAHC* and AADE*	**Objective #5**	**Yes**	**Yes**	**10%**	**68.6%**	**75%**
a. AAAHC and AADE accreditation maintained		Yes	Yes	Yes	Pending	
b. Percent Target accomplished		100%	100%	100%	-	
2. Decrease proportion of adults who self-report fair or poor health	**Objective #3**	**-**	**New**			
a. % self-report fair or poor health		-	27.1%		Pending***	
b. % self-report good or better mental		-	67.3%		-	
3. Decrease proportion of adults who are	**Objective #1**	**-**	**32.2%**	**30.5%**	**28.9%**	**27.5%**
a. % of persons aged ≥ 20 that are obese			56.6%	35.8%	57%	
b. Percent Target accomplished			176%	117%	197%	
4. Reduce the proportion of children and adolescents who are obese (EHR/GPRA)	**Objective #3**	**22%**	**19.8%**	**14.5%**	**13.8%**	**13%**
a. % of children and adolescents aged 2-19 that are obese		22%	27.4%	12.4%	16%	
b. Percent Target accomplished		100%	138%	-	-	
5. Increase % of YTHC patients receiving tobacco cessation counseling (EHR/GPRA)	**Objective #1**	**10%**	**43.6%**	**68.6%**	**72%**	**75%**
a. % of patients receiving counseling		10%	49.8%	22.3%	42.3%	
b. Percent Target accomplished		100%	114%	32%	59%	

6. Increase the % of persons aged >18 screened for depression (EHR/GPRA)	**Objective #2**	**-**	**64.3%**	**67.5%**	**70.7%**	**74.2%**
a. % of adults screened for			74.6%	48.2%	39.6%	
b. Percent Target accomplished			116%	72%	56%	
7. Increase % of women screened for domestic violence (EHR/GPRA)	**Objective #4**	**8%**	**61.6%**	**72%**	**79%**	**87%**
a. % of women screened for IPV			70.1%	38.1%	30.5%	
b. percent target accomplished			113.8%	53%	39%	
8. Increase proportion of YTHC patients	**Objective #3**	**-**	**70%**	**80%**	**90%**	**100%**
a. % patients current on screenings			47%	**	**	
b. Percent target accomplished			67%			
9. Increase the proportion of patients with chronic disease that have blood pressure in control	**Objectives #1,3**		**65%**			
a. % blood pressure in control			60.9%	45.7%	48.2%	
b. Percent target accomplished			93.6%			
10. Increase the proportion of patients with chronic disease that have	**Objectives #1,3**		**49.5%**			
a. % A1c in control			54.1%	83%	12%	
b. Percent target accomplished			109.7%			

*AAAHC: Accreditation Association for Ambulatory Health Care; AADE: American Academy of Diabetes Educators; GPRA: Government Performance and Results Act; EHR: Electronic Health Records; CHA: Community Health Assessment; YTHC: Yellowhawk Tribal Health Center

** Yellowhawk Patients received the following cancer screenings in 2020: Pap Smear: 46.6%; Mammogram: 42.1%; Colonoscopy: 52.9%. In 2025, those numbers were: Pap Smear: 35.6%; Mammogram: 40.5%; Colonoscopy: 24.6%.

*** Information was not yet available at the time of collection

5.12: Community Facilities

Achievement Year		2010	2016	2020	2025	2030
1. Completion of quarterly building inspections*	Objective #1	**X**	**20**	**40**	**60**	**80**
a. # of quarterly maintenance inspections		Baseline	14	16		
c. Percent Target accomplished		Baseline	100%	40%		
2. Keep Capital Improvement Plan (CIP) current	Objectives #2 and 3	**X**	**5**	**5**	**5**	**5**
a. Review and update CIP annually**		Baseline	5	5	5	
b. Percent Target accomplished		Baseline	CIP	CIP	CIP	
3. Reduce consumptive electric use in community facilities	Objective #1	**X**	**X**		**2%**	**2%**
a. # of kilowatt hours used		**X**	**2,899,957**	**2,742,688**		
b. Percent Target accomplished			5%			

*Assumes inspection of all buildings under the responsibility of CTUIR Public Works Department as of March 1, 2017.

**Addendum A of the Comprehensive Plan, Project List, is updated once every 3 years. The plan was updated in 2020, 2023 and 2026. Addendums B and C of the Comprehensive Plan--water availability and capital financial plan are intended to be updated annually. The budget and associated capital plan have been updated annually; water availability is tracked annually but the infrastructure for measuring water usage is in the process of being updated to allow for easier and more reliable reporting.

5.13: Transportation

Transportation indicators show progress in transit ridership and safety planning, while the Long Range Transportation Plan and Tribal Transportation Improvement Plan metrics reflect their respective reporting schedules. The CTUIR Long Range Transportation Plan was adopted in 2023 and was not due for an update in 2025. Five Tribal Transportation Improvement Plan (TTIP) updates are reported against the 2025 target of 15. Annual CTUIR public transit ridership reached 87,682 rides, compared with the target of 200,000. Continued capacity for transportation planning, transit service development, and safety auditing will be important to achieving the established targets.

Achievement Year		2010	2016	2020	2025	2030
1. Update Long Range Transport Plan (LRTP)	**Objective #1 and 2**	**Complete**			**Updated**	
a. LRTP update completed		Baseline	No	No	Yes**	
b. Percent Target accomplished		0%	0%	0%	0%	
2. Update Tribal Transportation Improvement Plan (TTIP)	**Objective #3**		**5**	**10**	**15**	**20**
a. TTIP updates completed		Baseline	4	5	5	
b. Percent Target accomplished		100%	80%	50%	33%	
3. Increase ridership on CTUIR Public Transit	**Objective #2 and 4**	**40,000**	**80,000**	**150,000**	**200,000**	**250,000**
a. # of rides provided by CTUIR Public Transit annually		40,000	95,159	35,587*	87,682	
b. Percent Target accomplished		100%	106%	24%	44%	
4. Increase number of safety audit miles conducted	**Objective #1 and 2**	**0**	**20**	**40**	**60**	**80**
a. # safety audit miles		Baseline	83.9	50		
b. percent target accomplished		100%	420%	125%		

* Kayak ridership was drastically reduced by closures in 2020 during the COVID-19 pandemic.

** The CTUIR Long Range Transportation Plan was adopted in 2023 and was not due for an update in 2025 based on the date of adoption

5.14: Public Safety

Achievement Year		2010	2016	2020	2025	2030
1. Reduction of Part 1 Crimes (Major)	**Objective #5**	**135**	**125**	**115**	**100**	**85**
a. Number of Part 1 Crimes		135	69			
b. Percent Target accomplished		100%	135%			
2. Reduction in Sex Offender offenses	**Objectives #1 and 2**	**20**	**18**	**15**	**13**	**10**
a. Number of Sex Offender offenses		20	19	2		
b. Percent Target accomplished		100%	106%	13%		
3. Increase Tribal Court support to families	**Objective #6**	**60%**	**60%**	**60%**	**60%**	**60%**
a. Maintain collection rate %		X	62%	65%		
b. Percent Target accomplished		X	103%	108%		
4. Increase emergency preparedness training	**Objective #3 and 4**	**10**	**30**	**70**	**90**	**90**
a. Percentage of CTUIR staff and community members that have received basic training in emergency preparedness, terrorism or natural disaster response		10	30		*	
b. Percent target accomplished		100%	100%			

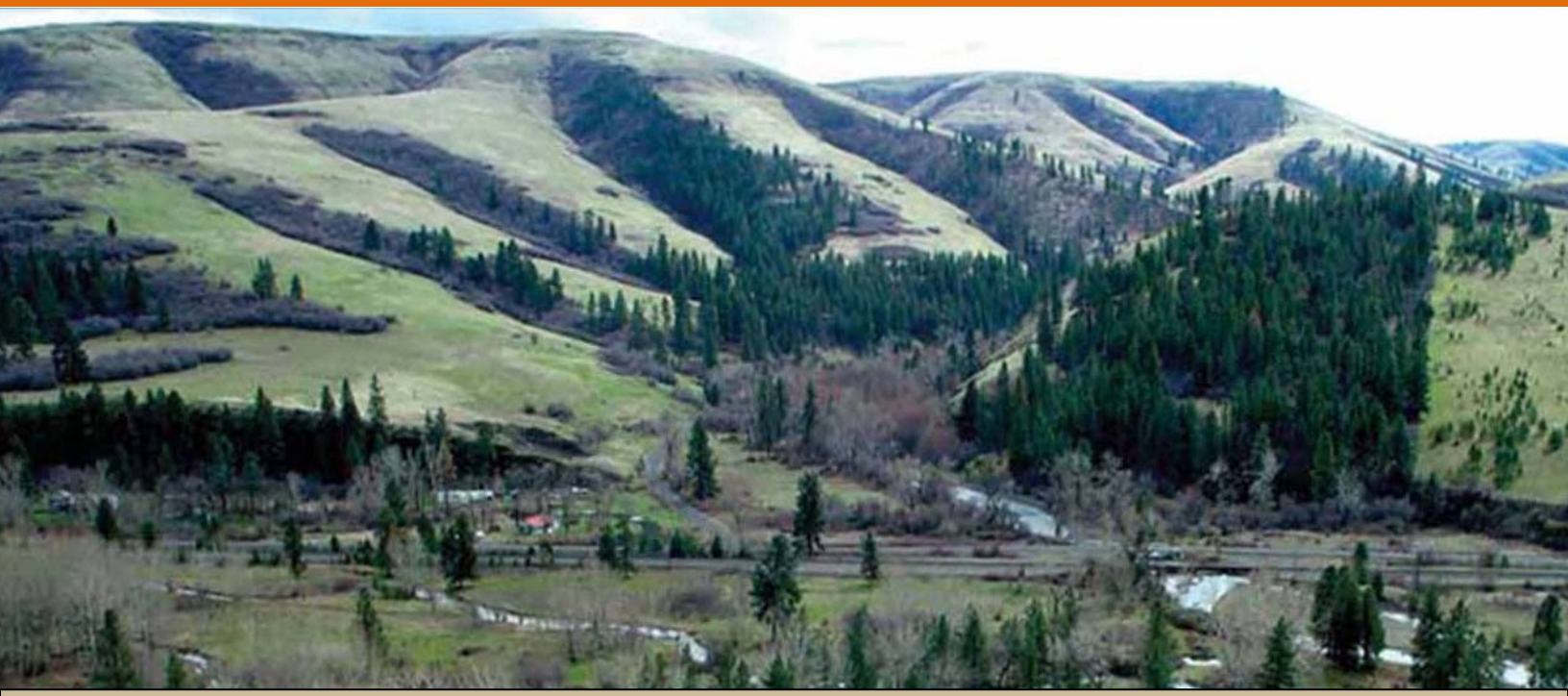
* The Public Safety Department provided educational resources for CTUIR staff on emergency preparedness topics, though the training completed by each staff member was not tracked.

5:15: Energy

Achievement Year		2010	2016	2020	2025	2030
1. Reduce consumptive electric use in community facilities	**Objective #1, 2, 6, 8 and 9**	X		15% (2,464,965)		
a. # of kilowatt hours used		X	2,899,957	2,742,688		
b. Percent Target accomplished		X	-			

Comprehensive Plan

The Confederated Tribes of the Umatilla Indian Reservation



2010

Updated 2018

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:

Mildred Quaempts, Language Coordinator/Manager, Umatilla Language Speaker

Modesta Minthorn, Linguist

Joan Watlamet, Umatilla Language Speaker

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Inez Spino Reeves, Umatilla Master Language Speaker

Fred Hill, Sr., Umatilla Language Speaker

Lillian Hoptowit (dec'd), Walla Walla Language Speaker

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Cecelia Bearchum, Walla Walla Language Speaker

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Eugene John (dec'd), Cayuse & Nez Perce Languages Speaker

Thomas Morning Owl, Umatilla Language Speaker

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
Tamastslikt 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 decisions on a continuing basis.

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 2010Comprehensive 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) and updated by Resolution No. 18-090 on November 26, 2018 (Appendix D).

The 2018 update included staff meetings to update benchmarks and Objectives of the 15 elements, presentations and input collection with CTUIR commissions and committees, the Board of Trustees, General Council, and the general

public with open houses in 2015 to 2016. The most substantial changes made during this update were to Chapter 5: Plan Elements; Goals & Objectives. The goals and objectives were reviewed for their relevance to the Tribal Government's work as the organization has changed in the years between the original 2010 plan and the update. Benchmarks set in 2010 were evaluated and progress was documented. Some benchmarks were rewritten in clearer language, and others were updated to reflect each department's ability to document progress toward Objective achievement.

SUMMARY OF CTUIR ACCOMPLISHMENTS SINCE 1979 COMPREHENSIVE PLAN

1979*
- The first Comprehensive Plan is completed
- $1.5 million dollar operating budget
- Tribal members: 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 members: 923

1988
- The first Capital Improvement Program (CIP) list adopted
- Tribal members: 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 members:1,456
- 159 CTUIR employees

1994
- Implemented Tribal Government Depts.
- First CTUIR Annual Report was published
- Salmon return to the Umatilla River
- $14.8 million dollar operating budget
- Tribal members: 1,492
- 337 CTUIR employees

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 members: 1,876
- 676 CTUIR employees

1997
- 88 unit Mission Creek Neighborhood development completed
- $43.2 million dollar operating budget
- Tribal members: 1,975
- 701 CTUIR employees

1998
- Tamástslikt Cultural Institute opens
- $ 52.8 million dollar operating budget
- Tribal members: 2,082
- 705 CTUIR employees

2000
- Tribes purchase Arrowhead Truck Plaza
- $73.5 million dollar operating budget
- Tribal members: 2,198
- 951 CTUIR employees

2001
- CTUIR begins Public Transit Operations
- Wildhorse Foundation established
- Wildhorse Foundation donated $294,444 to 41 non-profit organizations
- $81.5 million dollar operating budget
- Tribal members: 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
- Wildhorse Foundation donated $230,087 to 38 non-profit organizations
- $87.5 million dollar operating budget
- Tribal members: 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
- $108.7 million dollar operating budget

2005
- The Sesquicentennial signing of the Treaty of 1855 held at Walla Walla Veteran's Hospital
- Construction of Tribal Environmental Recovery Facility
- Tribal members: 2,461; 1,078 CTUIR employees

2007
- Construction of Public Safety, Cayuse Technologies and DaVita Dialysis buildings completed
- Wildhorse Resort & Casino expansion- restaurant and additional gaming
- Reconstruction of Mission Road
- Wildhorse Foundation donated $655,200 to 79 non-profit organizations
- $145 million dollar operating budget
- Tribal members: 2680
- 1,135 CTUIR employees

2009
- Government offices moved to new Nixyáawii Governance Center
- Arrowhead Travel Plaza completed
- BPA Fish Accord Agreement signed
- $170.3 Million dollar operating budget
- Tribal members: 2,787
- 1,349 CTUIR employees

2011
- Wildhorse Resort expansion- Hotel tower, Cineplex and more gaming
- Umatilla Reservation in National Flood Insurance Program
- $220 Million dollar operating budget
- Tribal members: 2,860
- 1,734 CTUIR employees

2013
- CTUIR Science Field Station completed
- Public Transit Fleet & Maintenance facility completed
- CTUIR Transit name change to Kayak Public Transit, drivers become CTUIR employees
- $228 Million dollar operating budget
- Tribal Members: 2,880
- 1,612 CTUIR employees

2018
- New Yellowhawk Tribal Health Clinic completed
- $233 Million dollar operating budget
- Tribal members: 3,076
- 1,648 CTUIR employees

"AS LONG AS WE ARE DILIGENT IN PROTECTING OUR TREATY RIGHTS AND INTERESTS, WE WILLSURVIVE & 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.

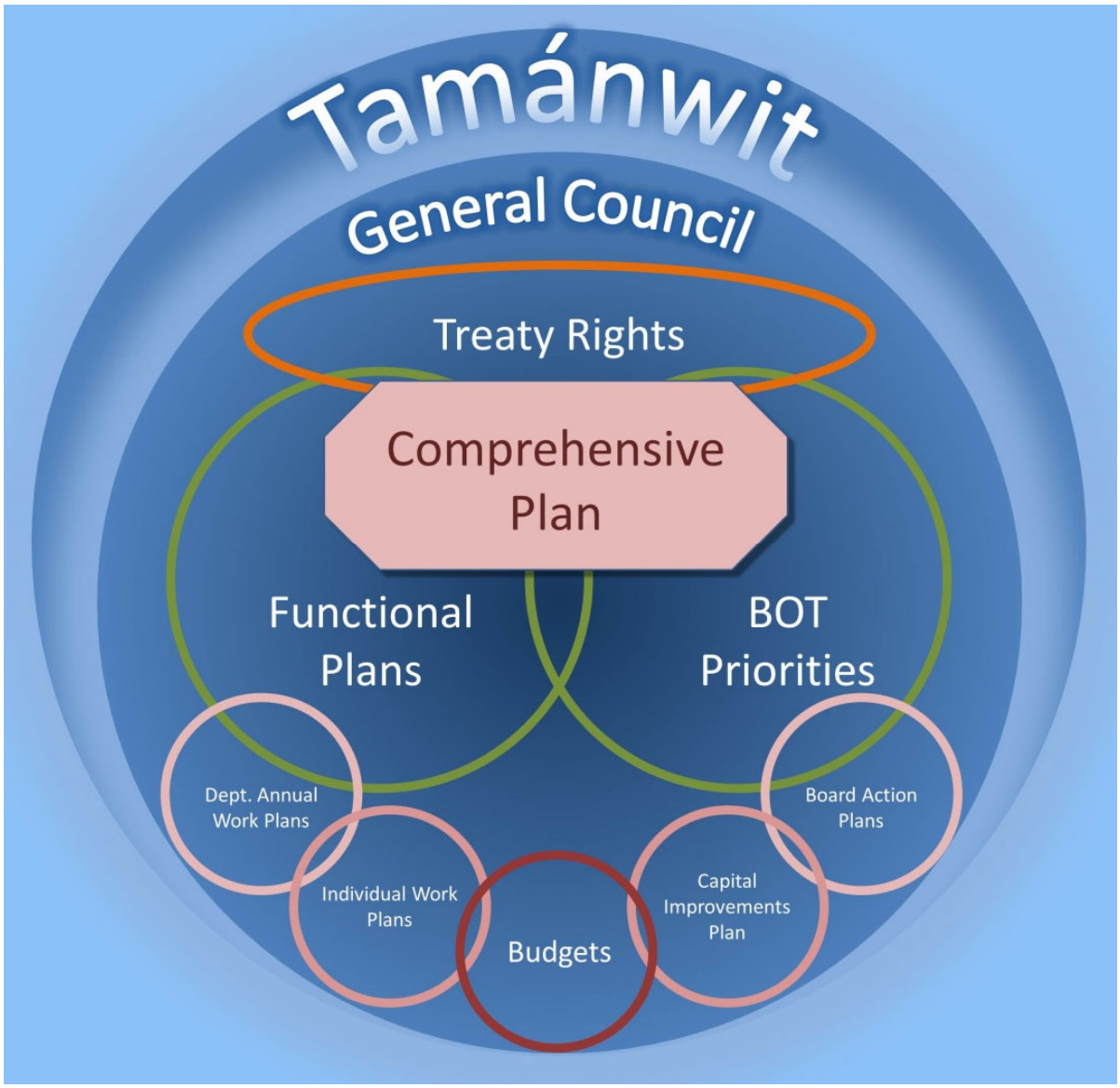
The delivery of CTUIR tribal services and the protection of our cultural and environmental resources require complex levels of functional and strategic planning. The following are some examples of Functional Plans used to carry out Comprehensive Plan Element Objectives:

- LAND ACQUISITION STRATEGY PLAN
- OVER ALL ECONOMIC DEVELOPMENT PLAN
- LONG RANGE TRANSPORTATION SYSTEMS PLAN
- WATER AND WASTEWATER SYSTEM MASTER PLAN
- HOUSING STRATEGY PLAN
- CTUIR HAZARD MITIGATION PLAN
- CTUIREDUCATION PLAN
- MISSION COMMUNITY PLAN
- EMERGENCY OPERATIONS PLAN
- 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

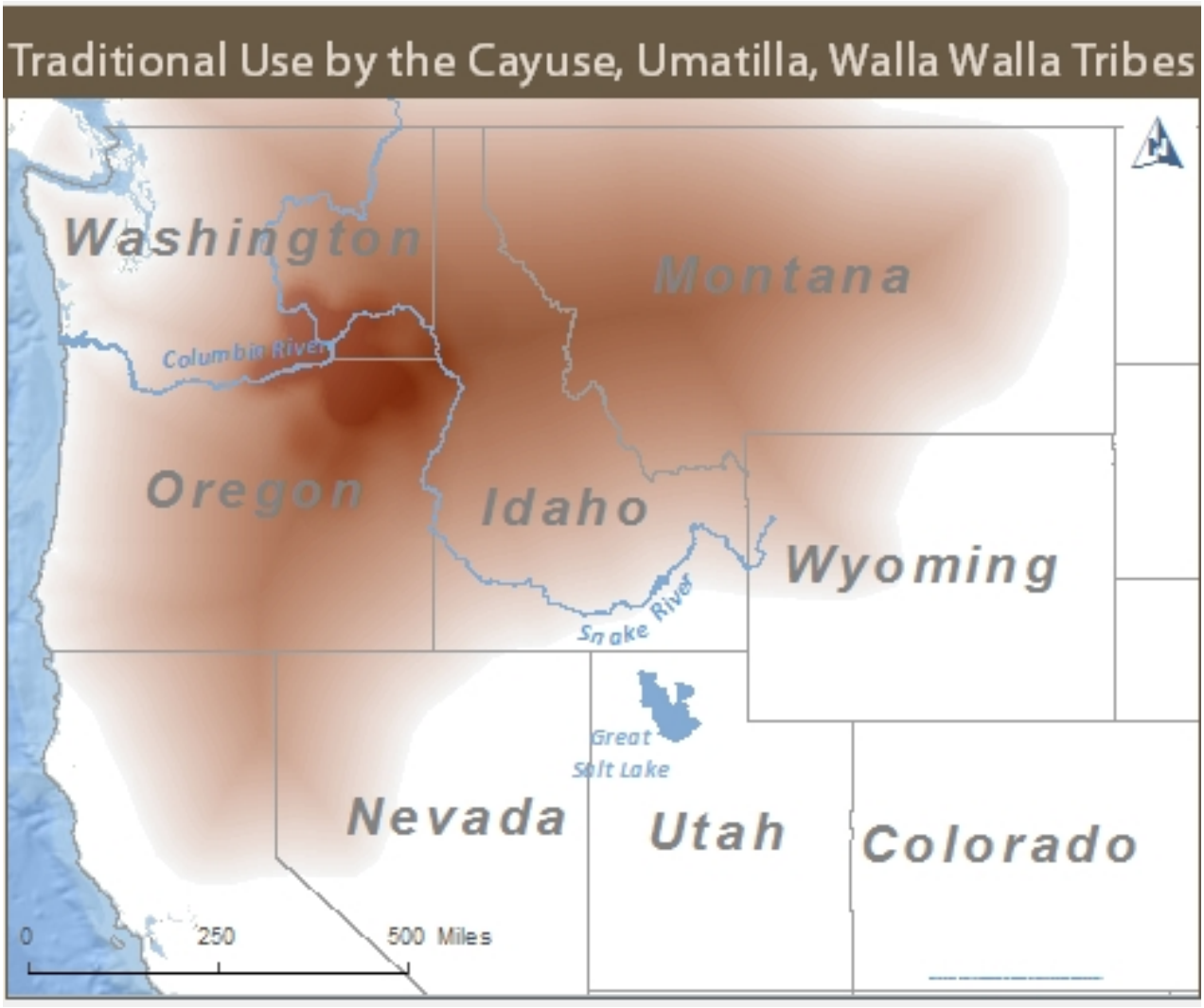
Water was created first, life and land were created next, the land promised to take care of all life, all life promised to take care of the land. A long time ago the Indian people also promised to protect the land and have the responsibility to care for her. Water represents an integral link in a world 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.

Figure 1: Traditional Use by the Cayuse, Umatilla, Walla Walla Tribes Map



This map reflects traditional and customary areas used by the Cayuse, Umatilla and Walla Walla people over different seasons at or before treaty negotiations. Areas of heavier use are identified with darker color saturation. Data and information used to create this map includes the 1855 Treaty negotiation minutes, adjudicated use areas, oral histories information and documentation from literature.

This map reflects non-exclusive traditional uses beyond current reservation boundaries, aboriginal lands and ceded lands defined by the Indian claims Commission findings – all of which are judicially established as inadequate to reflect the total extent of CTUIR uses, interests and rights under the Treaty. In many instances, the CTUIR Member used those areas in common with other tribes.

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 TAMÁSTSLIKT 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, PEOPLEW OULD HELP THEM. NOWADAYS PEOPLESA Y GO SEE WELFARE OR SOCIAL SERVICES.TH EY DON'T TAKE IT UPON THEMSELVESTO HELP SOMEONE ELSE. IT'S SAD. BUTWOR KING TOGETHER IS WHY INDIANSWERE AROUND SO LONG." HAMMISH PIL, LAWR ENCE (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 Waiilatpuan, 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 weaved 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

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 bread 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 Louis 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, pot, 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 Perce 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 Absolom B. Harden in 1847, "...we are now traveling down the Umatilla 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 cabbages &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 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.



RAILROAD, UMATILLA INDIAN RESERVATION (PHOTO COURTESY TCI)

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 administration's 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 wellbeing, 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 and expanding services to tribal citizens. The health of the Indian people is the future and CTUIR leaders recognize the need to care for our Tribal family using both western medicine and traditional beliefs to heal ourselves.

With the Tribes successes there have also been many issues to attend to. The preservation of river and stream fisheries, water quality, forest restoration and management and vigilance to protect treaty rights.

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, łsqúulktpe 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 2 on page 46. For a copy of the most up-to-date Aboriginal Title Lands map, please contact the Tribal Planning Office.)

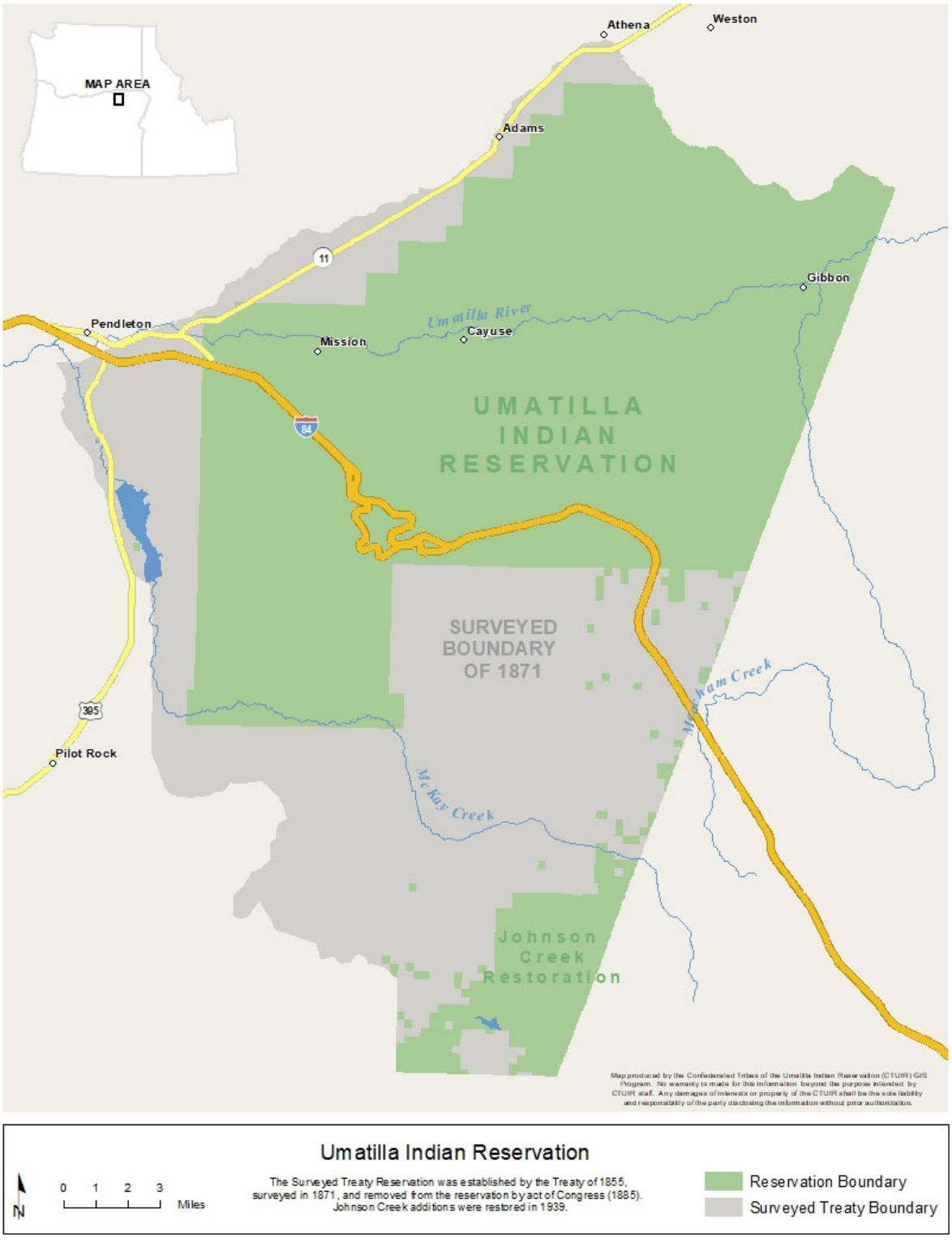
Our sovereignty also extends to Tribal off-reservation rights in our prehistoric domain which is a vast region including the Columbia Basin, the Blue Mountains, and beyond. Off-reservation rights attach to our usual and accustomed fishing grounds and stations; burial sites; other sacred sites, to lands 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 2: Umatilla Indian Reservation





UMATILLA INDIAN RESERVATION (PHOTO BY RED ELK IMAGES)

4

BACKGROUND DATA

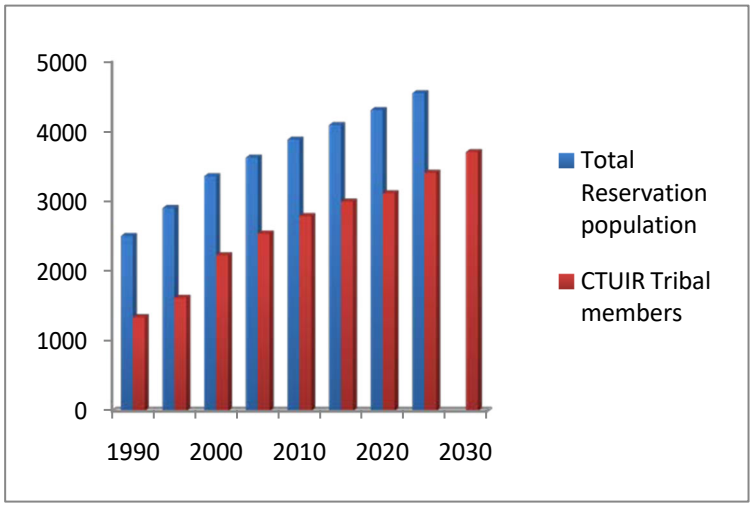
INTRODUCTION

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

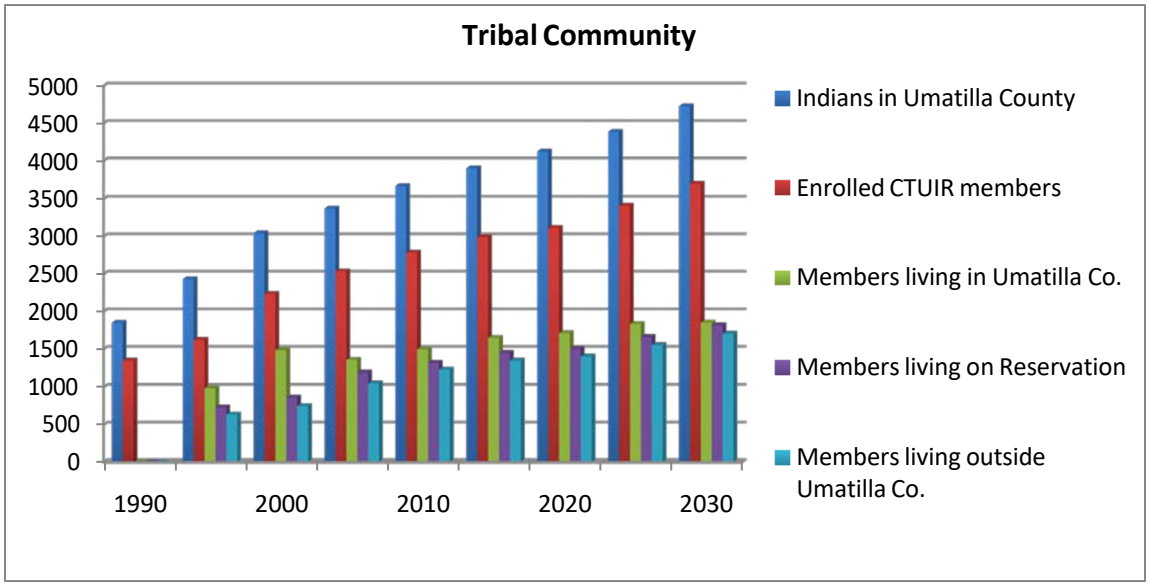
The population figures used on this page are based on a 1997 study by the Walker Research Group, Ltd. entitled; *A CTUIR Study of the Population of the Umatilla Reservation and Umatilla County*; which projected population to 2025. Since the planning horizon for this Plan is the year 2030, the 2030 population estimations were calculated using historical average annual increases since 1990.

The total Reservation population projection chart at the right includes Tribal members and non-Tribal members. CTUIR Tribal members represent CTUIR enrolled members



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

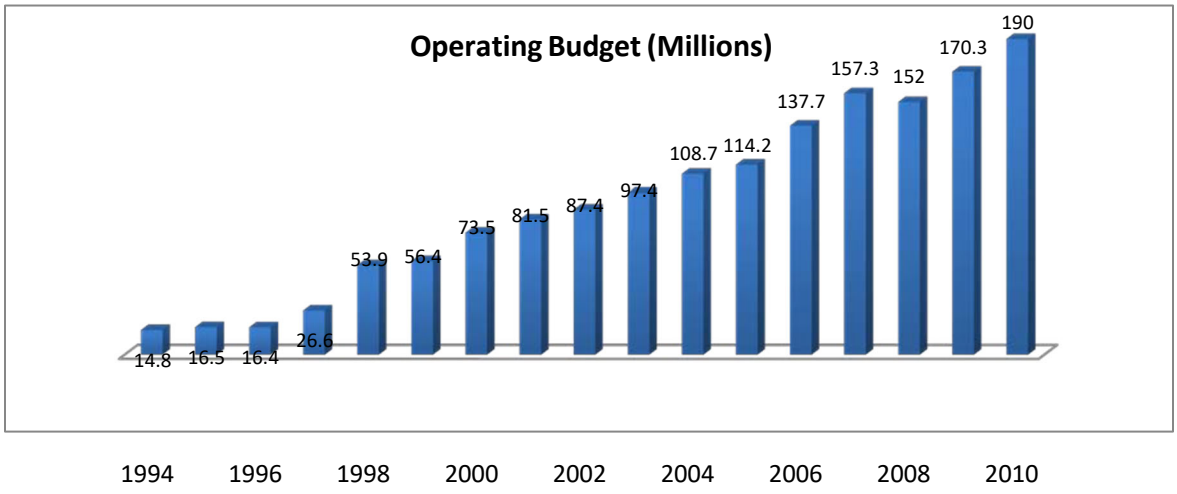
The following chart demonstrates characteristics of the CTUIR Tribal community with respect to residency. Many enrolled members reside both on and off of the Reservation. These figures have been provided by the Tribal Enrollment Office and 2000 US Census and were projected using historical average annual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



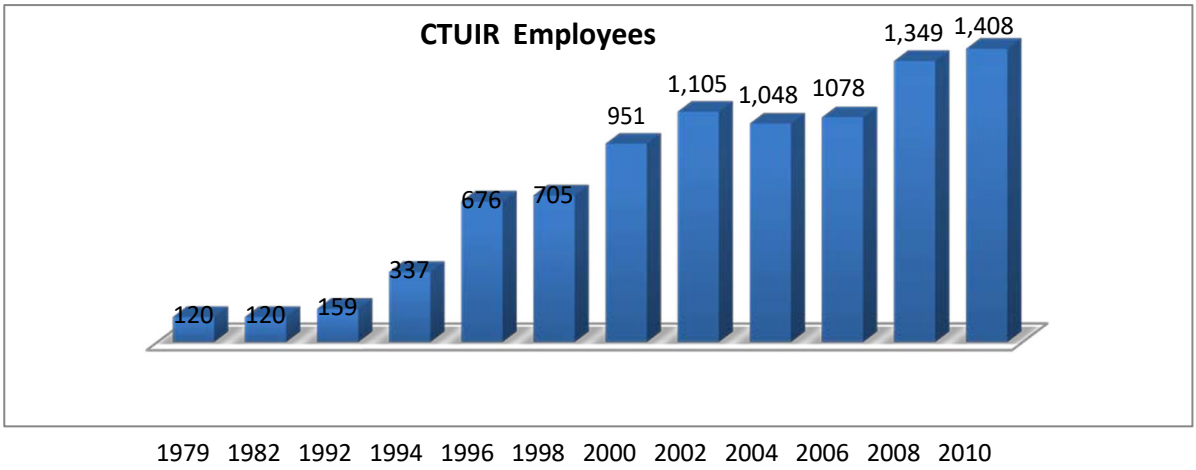
ECONOMY

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.



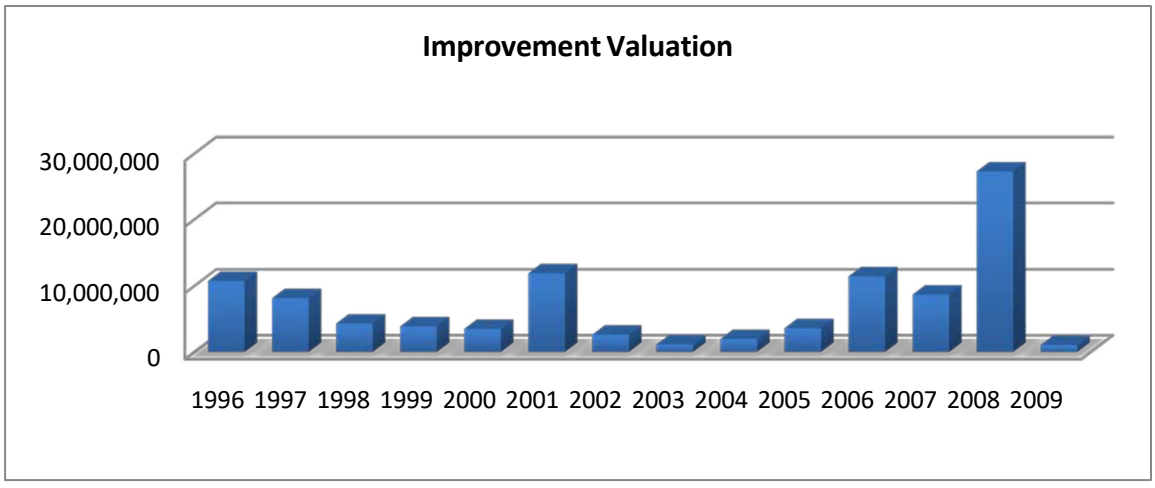
The following employment chart demonstrates how the CTUIR has grown contributing to the local economy and providing diverse employment options to Tribal members decreasing the Reservation unemployment rate. Employment figures include Tribal government and Tribal enterprises.



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. 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 the 1990s the CTUIR made impressive progress in achieving economic self-sufficiency, establishing natural and cultural resource protection programs and contracting for many social and community programs.

In 2011 the Board of Trustees reorganized to establish a Deputy Executive Director position to jointly manage the growing number of tribal programs compacted from the Bureau of Indian Affairs. The Tribal government's organizational structure of departments, programs, committees and commissions adjusts periodically to enable it to provide the best services to the growing Tribal community. In 2017 the Board of Trustees again reorganized returning to the single Executive Director structure.

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.

OBJECTIVES

1. **Demonstrate leadership excellence in the delivery of government, administrative and business services;**
2. **Foster an environment for managers and employees to feel appreciated, have a sense of ownership in their work, and to feel empowered to achieve their optimum performance;**
3. **Practice the highest level of communication and public relations not only within the organization and community but also with other businesses and government partners to create a sense of loyalty and respect;**
4. **Facilitate the understanding of the CTUIR and Community Visions and cultivate organized methods to achieve them so they are integrated and considered in all decisions.**



CTUIR Committee meeting

TRADITIONAL AND CULTURAL INFLUENCES

Historically, management has been influenced by a number of factors such as Indian preference in hiring, nepotism, conformance with federal systems and approaches, cultural activities, family politics, wisdom and respect for elders and the burden of Bureau of Indian Affairs paternalism. Since many employees are also Tribal Members there has been a strong relationship between the CTUIR government and the community. Programs and services were primarily provided by grants and contracts for a single purpose rather than a tax base.

Dedicated funds and enterprise revenues provide 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 guide decision making. Electronic systems are being developed to monitor progress on goals and to measure achievement in quantifiable terms. A mentoring program now develops successful managers.

RESPONSIBLE GOVERNMENT PROGRAMS

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

MANAGEMENT AND IMPLEMENTATION TOOLS

- Budgets
- Comprehensive Plan
- Executive Management Policy
- Annual Work Plans
- Fiscal Management Policy
- Tribal Personnel Policy 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, ethical conduct, commitment, tribal loyalty, civic pride and accountability in promoting the excellence and integrity of the CTUIR organization.

These responsibilities also extend to CTUIR relationships with other governmental jurisdictions as we work with them.

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.



WILDHORSE POW-WOW (CUJ photo)

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.

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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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 the objectives over time.

Organizational Excellence Matrix –Indicators and Benchmark Targets

Achievement Year		2010	2015	2020	2025	2030
1. Tribal member satisfaction with CTUIR government	**Objective # 1, 3 and 4**	**X**	Not Completed	Not Completed*		
a. Tribal member satisfaction level		Baseline	-	-	Planned	
b. Percent Target accomplished		100%	0	0		
2. CTUIR Employee Satisfaction	**Objective # 2**	**X**	Completed 2016	Not Completed	75%	75%
a. Employee satisfaction level		X	73%	-		
b. Percent Target accomplished		X	Baseline	-		

*Due to the COVID-19 pandemic that began in early 2020, employee satisfaction assessments were not completed. Many of CTUIR's employees worked from home throughout most of 2020 and 2021, and regular activities were more difficult to complete.

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 25, 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)

Economy 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 INHERENT rights to levy, impose taxes and prevent outside taxation.
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 tribes need 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 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, succeeding on a career path, and becoming home owners.

The growth of tribal government has been propelled almost entirely by Wildhorse Resort and by the concurrent growth in federal contracts and grant 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.

Human Resources Office:

Pamáwaluukt Program assists tribal community members to improve or establish job skills through education and training;

Tribal Employee Rights Office - Maximizes Tribal member employment on covered activities.

Tribal Vocational Rehabilitation – Employment assistance for disabled Native Americans.

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

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

Office of Legal Counsel - Legal services for contracts, leases, CTUIR Statutes, taxation, development, business enterprises and negotiations.

Education Department:

Providing Youth employment and college Intern work experience.

Department of Children and Family Services:

Work Force Development Program assists tribal community members to improve or establish job skills through education and training.

Wildhorse Resort and Casino:

Provides the primary economic and employment base for the CTUIR and assists the community with Small Business Development

Public Works Department:

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

MANAGEMENT AND IMPLEMENTATION TOOLS

- Overall Economic Development Plan
- TERO Code and TERO Business Plan
- Land Acquisition Strategy Plan
- Taxation Code
- Land Development Code
- Mission Community Plan
- Mission Community Water System Code
- Water and Wastewater System Master Plan
- Long-Range Tribal Transportation Systems Plan
- Wildhorse Resort and Casino Master Plan
- Hazard Mitigation Plan
- Other- various enterprise Business Plans

EMERGING ISSUES AND CHALLENGES

Traditional tribal economic growth has occurred rapidly, restoring wealth to 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. Sustained tribal economic growth will require significant investments in and improvements in tribal member education, health and productivity.

Economic diversification is a critical issue facing CTUIR. Currently, the Reservation community 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, increasing uncertainty about water availability due to climate change (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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Economy Matrix –Indicators and Benchmark Targets

Achievement Year		2010	2016	2020	2025	2030
1. Increase general fund revenue generated from non-Resort enterprises	Objective # 1	$83K	$300K	$1M	$1.5M	$2.5M
a. Profit from non-Resort		$83K	$330K	$2.86M	$2.07M	
b. Percent Target accomplished		100%	110%	286%	138%	
2. Increase number of Tribal enterprises that generate a profit for General Fund	Objective #1, 2	2	4	6	8	10
a. Number of Tribal enterprises		2	4	3	3	
b. Percent Target accomplished		100%	100%	50%	38%	
3. Maintain or increase CTUIR operating budget	Objective # 5	$170M	$170M	$170M	$170M	$170M
a. Operating Budget		$170M	$227M	$320M	$597.6M	
b. Percent Target accomplished		100%	133%	188%	352%	
4. Increase Small Business development	Objective #2, 3	20	25	27	30	35
a. Number of individual tribally owned businesses operating on or near the UIR		20	15	32	62	
b. Percent Target accomplished		100%	60%	119%	207%	
5. Update and Monitor Comprehensive Economic Development Strategy	Objective #6	Updated 2017			Updated 2024	

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 provided for numerous and prosperous well-populated villages. The lands were cared for by the laws of nature or Tamánwit that were passed down from generation to generation. The land 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.

In the Treaty of 1855, Pursuant to Article I of our Treaty, the CTUIR ceded 6.4 million acres of its aboriginal lands in exchange for the Umatilla Indian Reservation, which was set aside for the "exclusive use" for the Cayuse, Umatilla and Walla Walla tribes. However, due to failed federal policies of the past, we lost over two-thirds of our Reservation land base. The CTUIR has long prioritized the restoration of the Reservation land base set aside in our Treaty. Including adopting an inheritance code in1998 which prohibited a non-Umatilla from inheriting land on the UIR, land acquisition began in the early 1970's, continued with the formation of the land acquisition program in 1998 with 5% of gaming capital set aside to fund the program, and then in 2013 the Department of Interior Land Buy-Back Program played a critical role in accomplishing that important goal by providing $12.3 Million to purchase fractionated shares.

The loss of our Reservation land base occurred shortly after our Treaty was ratified in 1859. In 1882, Congress severed 640 acres from the western end of the Reservation to facilitate the growth of the City of Pendleton. In 1885, two years before the General Allotment Act became law, Congress passed the Umatilla Allotment Act which allotted and diminished the Reservation established under our Treaty. The 1885 law diminished the Reservation by opening up some 90,000 acres of Reservation land for sale to settlers. The allotment of our Reservation under the 1885 law resulted in the loss of approximately one-half of Tribal lands within the diminished Reservation to non-Indian ownership due to probate, sale and tax foreclosure. When we celebrated the 100th anniversary of our Treaty in 1955, the Reservation established by our Treaty had been largely lost to non-Indian ownership. Of the original Treaty Reservation of 250,000 acres, we had lost one-third of our Reservation due to diminishment and another third to non-Indian acquisition of allotments issued to Tribal members.

The allotment of our Reservation has also resulted in fractionated ownership of the individual allotments issued to Tribal members. According to the Updated Implementation Plan for the Land Buy-Back Program, the Umatilla Indian Reservation is the 28th most fractionated Reservation, with 1,015 fractionated allotments totaling 66,945 acres which contain 18,828 purchasable fractional interests. Fractionated ownership of these lands makes use and management

of these lands difficult, and in many cases impossible, because of the large number of landowners and the difficulty in contacting and securing the consent of those landowners for a particular use. We have also learned a large percentage of the owners of these fractionated interests are Indians that are not enrolled with CTUIR. For example, when we renegotiated a pipeline right-of-way (ROW) that traversed some 13 miles through our Reservation in the late 1990s, approximately two-thirds of the owners of the allotments burdened by the ROW were Indians enrolled in Tribes other than the CTUIR.

For the past three decades, the CTUIR has dedicated considerable resources to the restoration of our Reservation land base. We have enacted legislation, dedicated CTUIR revenues and developed Tribal programs to reacquire Reservation lands within our Treaty Reservation boundary and to prevent the loss of Tribal trust lands upon the death of Indian landowners.

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. **Encourage Tribal member land ownership.**
4. **Reduce fractionated interest land ownership.**
5. **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 Strategy Plan
Inheritance Code

LAND MANAGEMENT:
Mission Community Plan
Land Development Code
Other- various site specific resource management plans

RESPONSIBLE PROGRAMS

DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT:

Realty Program – CTUIR compacted the following areas from the Bureau of Indian Affairs: appraisals, acquisition and disposal (which includes rights-of-way), probates and leasing.

Land Program – Includes compacted BIA functions of leasing, acquisition, disposal and probate.

Economic Development - Managing the CTUIR commercial and industrial lands to be developed and leased to create jobs and produce income.

Land Acquisition – Purchase negotiations, contracts and implementation of Land Acquisition Strategy Plan.

Tribal Planning Office - Administers Land Development Code, processes land use and development applications and long-range Comprehensive Planning.

Finance Office - Assists with land purchases, grants and financing.

Office of Information Technology - Provides GIS data management, maintains the Master Land Use Map.

Enrollment Office – Tribal member tracking, statistics and cemetery management.

Office of Legal Counsel – Contracts, leases and purchase agreements.

Department of Natural Resources:

Resource programs in this Department support and manage CTUIR lands for First Foods including; Cultural Resources Protection; Fisheries; Wildlife; Range, Agriculture and Forestry; Water Resources; Energy and Environmental Services.

EMERGING ISSUES AND CHALLENGES

Ownership fractionation of individual trust allotments continues to hinder 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 allotted land ownership interests are small or of low value not suitable for making exchanges for useable lands. Also, many of these ownership interests are held by members of other Tribes who may not have concerns about what happens to the lands or are "whereabouts unknown." CTUIR continues to purchase fee lands and interests in allotted trust. High yield agricultural fee lands on the north Reservation are rarely available for purchase. Agricultural lands owned by the CTUIR and farmed by the CTUIR Farming Enterprise are interspersed among the non-Indian farm lands throughout the Reservation making efficient management difficult.

The CTUIR has a substantial supply of land set aside for residential, commercial and industrial development. These lands are located within the Mission Community Planning area supported with community water and sewer infrastructure with varied lot sizes available. These lands are in trust status in planned commercial and industrial parks considered "shovel ready" and available for development by long term lease agreements with the CTUIR. 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 held in large parcels. Large lot and resource protection zoning keeps agricultural and forested parcels from being developed as rural home sites, preserving agricultural land and natural resources (First Foods).

POLICY & PROGRAM ACTIVITY UPDATE

LAND ACQUISITION: In 1996 the CTUIR began aggressively acquiring lands on the Reservation and within its aboriginal use area surrounding the UIR boundaries. Over the past 12 years the CTUIR has acquired interest in allotted lands and purchased non-Indian fee land as it has come available. During the period between August 2014 and March 2015 the CTUIR participated in the federal Land Buy Back Program which provided funds for the purchase of allotment interests from willing sellers. This Program resulted in the CTUIR's purchasing the equivalent of 7,860.35 acres of allotment interests and 2,403.96 acres of mineral interest.

LAND MANAGEMENT:

CTUIR-owned lands on the Reservation are predominantly managed by the Department of Economic and Community Development for natural resources, farming, housing and economic development. Lands held in trust for CTUIR by the BIA are also managed by CTUIR as the former BIA Programs have been compacted by the CTUIR.

LAND USE REGULATIONS: The CTUIR retains sovereign authority to regulate all land use on the UIR through the Land Development Code. Land use regulations provide for the use and protection of all reservation lands consistent with Tribal values. The CTUIR has assigned zoning to lands to meet 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

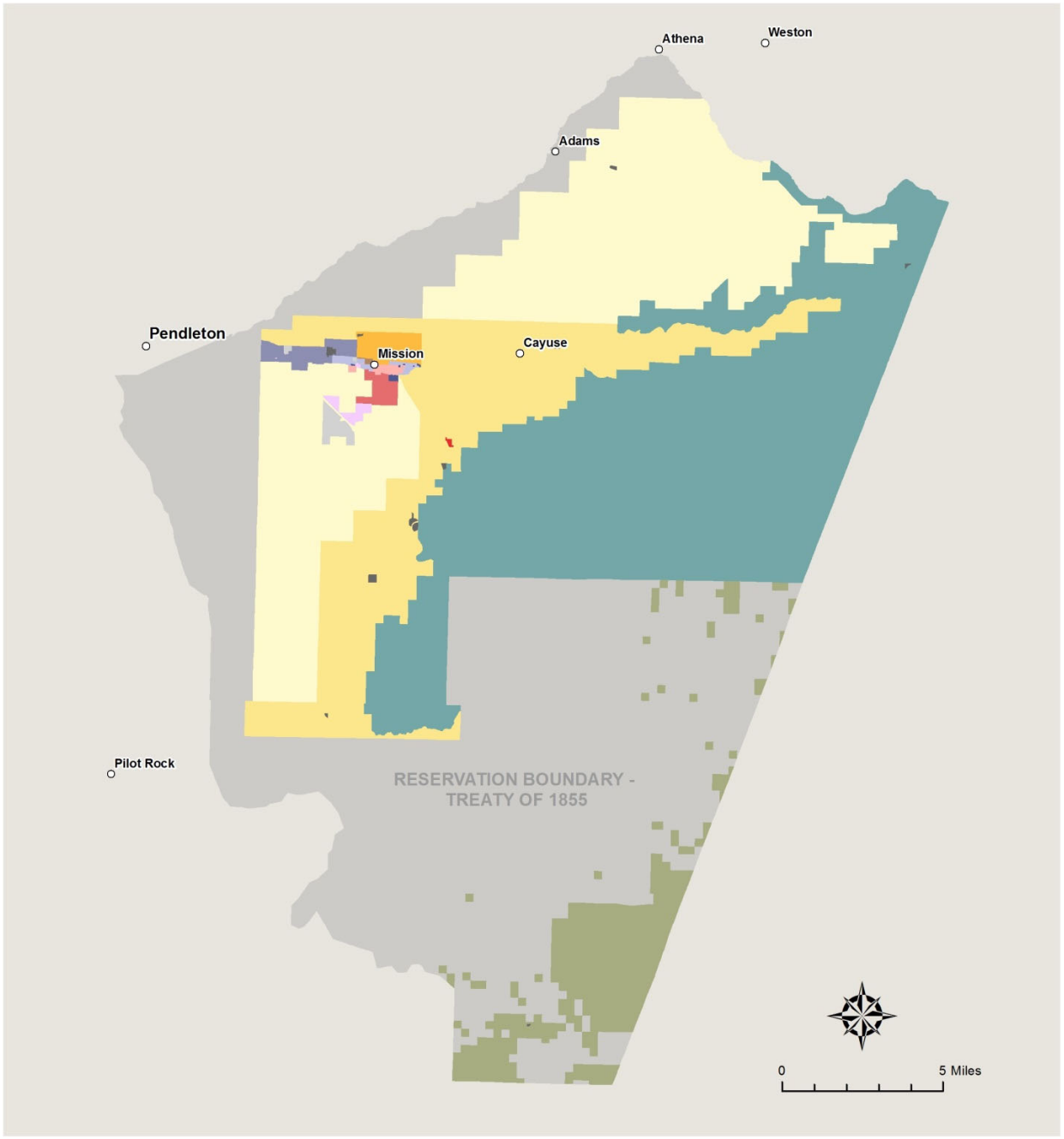
PERFORMANCE INDICATORS & BENCHMARKS

The following matrix sets forth the performance indicators that will be used to measure the success toward achieving this element's benchmarks. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Land Based Restoration Matrix –Element Benchmarks and Targets

Achievement Year		2010	2016	2020	2025	2030
1. Restoration of UIR land base	**Objective #1, 2 and 3**	116,493 acres	128,142 acres	140,956 acres	155,051 acres	170,051 acres
a. Acres of land in Indian ownership		116,493	128,338	137,168	138,740	
b. Percent Target accomplished		100%	100%	97%	90%	
2. Reduce fractionated interests on allotted lands (Inheritance Code)	**Objective #4 and 5**	Baseline	220	240	265	295
a. Number of allotments where fractionated interests have been purchased		40	365	406	616	
b. Percent target accomplished		-	165%	169%	233%	
3. Reduce fractionated interests on allotted lands (offered to CTUIR by owners directly)	**Objective #2, 4, and 5**	Baseline	170	187	206	226
a. Number of allotments where fractionated interests have been purchased by CTUIR		31	194	216	277	
b. Percent target accomplished		-	114%	116%	135%	

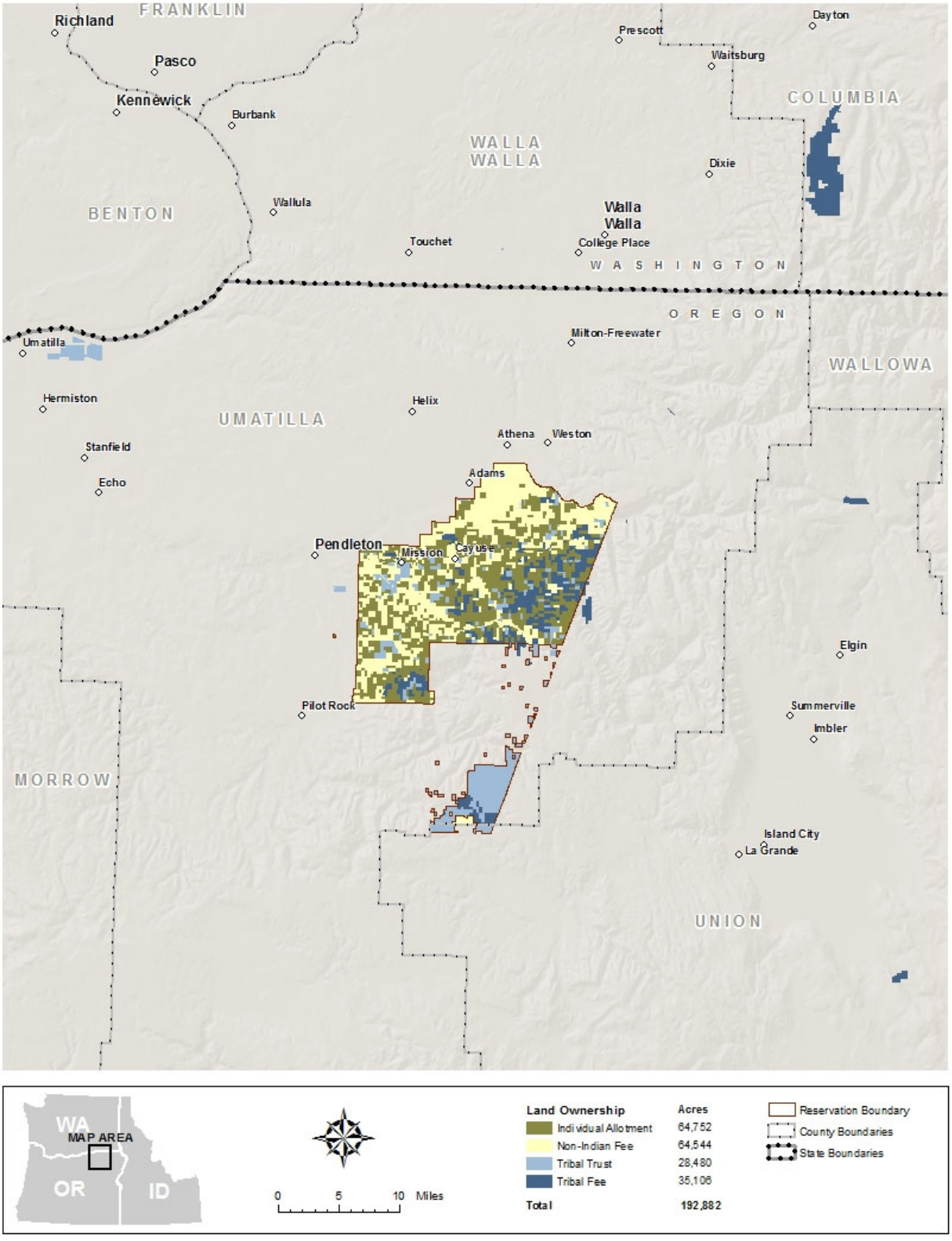
Figure 3: Land Development Zones



Zoning	Acres
Exclusive Farm Use (Ag-1)	53,762
Farm Pasture (Ag-2)	31,107
Small Farm (Ag-3)	1,171
Agri-Business (Ag-4)	47
Restricted Indian Forest (F-2)	14,202
Big Game Winter Grazing (G-1)	69,434
Industrial (I-D)	560
Mining (SM)	200

Zoning	Acres
Public Use (P-1)	246
Public Use Overlay (P-1-O)	576
Public Facilities Zone (P-2)	25
Commercial (C-D)	315
Community Residential (CR-1)	52
General Rural (R-2)	1057
Rural Residential (R-1)	285

Figure 4: Land Ownership



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.

In October 2010, CTUIR was awarded the 121 Vocational Rehabilitation Grant. After working with our community to address employment, gaps in services related to disabilities were found. Since 2010, we have been able to provide direct linkages and services to help disabled Native Americans overcome barriers that keep them from employment goals.

In January 2015, the Public Law 477 Program moved from Human Resources Office to the Department of Children and Family Services. The Intern and Tribal Youth Employment Programs were also moved from Human Resources to the Education Department to meet the needs of Tribal students working year round with staff on education attainment and career development.



Easton Powaukee measuring tee pee poles at the tule lodge Living History Village at Tamastslikt Cultural Institute (CUP 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. Support Tribal members to pursue and excel in education by implementing educational programs that increase employability.
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.

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 CTUIR-owned lands. Also manages CTUIR-owned lands leased for farming and commercial and industrial leases to maximize tribal member employment potentials and economy.

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

Human Resources Office - Tribal Employee Rights Office maximizes Tribal member employment. Tribal Vocational rehabilitation works with disabled Native Americans to overcome barriers to employment.

Wildhorse Resort and Casino (Mission Market, Arrowhead Travel Plaza)

Provides the primary employment base for the CTUIR

Education Department

Provides education coordination for Tribal members to obtain employable skills

Office of Legal Counsel

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

Department of Children and Family Services

Manages the General Assistance Program and Workforce Development Program which assists Tribal members to improve or establish job skills through education and training.

MANAGEMENT AND IMPLEMENTATION TOOLS

- The Plan for Growth, Overall Economic Development Strategy (OEDP)
- TERO Code
- Tribal 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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Work Force Development Matrix – Indicators and Benchmark Targets

Achievement Year		2010	2016	2020	2025	2030
1. Reduce Unemployment Rate (Reservation)	**Objective #6 and 7**	17%	10%	3.86%	4.3%	National Average
a. Unemployment Rate (people looking for work)		17%	5.4%	2.5%	6.4%*	
b. Percent Target accomplished		-	-	-	-	
2. A successful Workforce Development Program	**Objective #1, 3, 4 and 7**	New	38%	40%	45%	50%
a. % of Tribal Members in program obtaining employment		X	38%	67%	30%	
b. Percent Target accomplished		X	100%	145%	67%	
3. Reduce number of Tribal members on General Assistance (GA) by 10%/yr	**Objectives #2, 3, 5 and 6**	-	86	77	70	63
a. Tribal members on GA		-	86	91	170	
b. Percent Target accomplished		-	100%	-	-	
4. Promote CTUIR TM youth job training	**Objectives #2, 5 and 6**	New	7	10	10	10
a. # youth (14-24) placed in job trainings		X	7	5	36**	
b. Percent Target accomplished		X	100%	50%	360%	

* Information taken from the 2020-2024 American Community Survey (ACS) for the Umatilla Indian Reservation and Off-Reservation Trust Lands. This figure has a margin of error ±2.9%.
** Includes youth aged 14 through 18 who participated in the Summer Youth Program

5.5 COMMUNITY DEVELOPMENT

TO MAINTAIN A SUSTAINABLE TRIBAL COMMUNITY

HISTORY

The Indian Tribes of the Umatilla Indian Reservation have a history of resiliency and adaptability. We are a close community with membership that takes pride in the management of our own affairs as an independent nation. The way of life in the Tribal community continues to be 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.

We have evolved and adapted this way of life to modern times while maintaining the traditions and culture that define who we are. We have changed from the seasonal movement around our aboriginal use areas for subsistence living to permanent residences within the Mission Community Area. We have adapted to this change by creating a constitution and governing body for self-sufficiency with less Federal oversight. Since the constitution was adopted the Confederated Tribes of the Umatilla Indian Reservation has established its own school, a Tribal health clinic, a strong economy and a wide range of governmental services (as described in Chapter 6) supporting the community.



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

OBJECTIVES

1. **Reserve adequate capacity in Tribal utilities for future Tribal use and development.**
2. **Utilize adopted Tribal Statutes, functional plans and policies to ensure the UIR is a sustainable community that provides for the health, safety and wellbeing of UIR residents.**
3. **Develop a public relations process for informing and involving Tribal members, residents and the general public on issues affecting the Reservation community.**
4. **Develop and foster support services that empower Tribal members to become self and family resilient through education, employment, good credit and a variety of housing options that fit a broad spectrum of income levels.**
5. **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.**
6. **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 18 years of age and older that take pride in the community in which they live, work and play.

The CTUIR's economy and business enterprises are continually growing and diversifying with corresponding increases in development and the necessity to expand utility infrastructure.

The CTUIR continually seeks to improve Tribal community members' opportunities for education, employment, homeownership and business ownership.

The CTUIR has used planning to establish an orderly development process to ensure a strong, sustainable community. In order to ensure sustainable development on the UIR growth and development must occur in a balance with the preservation and management of the natural environment and resources, with the support of physical infrastructure and financial resources. The CTUIR intends to maintain a sustainable community that functions within the physical and biological limits of the environment and supports the long-term availability of natural resources to meet the community's needs. Sustainability of the CTUIR community also requires the protection and perpetuation of Indian cultural values and resources.

RESPONSIBLE PROGRAMS

Tribal Planning Office – Administers the land use planning process, building codes and environmental health and safety standards

Human Resources Office – Tribal Employee Rights assist Tribal members with job placement and training. The Vocational Rehabilitation Program works with people with disabilities to overcome barriers to employment

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

Enrollment Office – US Census and CTUIR enrolled membership data

Department of Public Works

Water and sewer system infrastructure, transportation, community facilities maintenance

Department of Education

Fulfills Tribal member and work force educational needs

Housing Department

Manages the CTUIR-owned housing rental units and assists Tribal members with financing and financial literacy needs

Office of Legal Counsel

Advises tribal programs and policy bodies regarding all aspects of community development, including land use planning and development.

Public Safety

Police, Fire, Family Violence Services, Emergency Services and Emergency Management

Department of Children and Family Services

Social services to Tribal members and families including 477 Workforce Development Program.

Department of Economic and Community Development

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

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
- Housing Strategy 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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Community Development Matrix – Indicators and Benchmark Targets

Achievement Year		2010	2016	2020	2025	2030
1. Increase CTUIR water system capacity	**Objectives # 1 and 2**	**X**	**870**	**1,115**	**1,155**	
a. Water usage/capacity (acre/ft annual)			870*	1,335*	1,479*	
b. Percent target accomplished			100%	-	-	
2. Maintain sewer system capacity (1 M)	**Objectives #1 and 2**	**<1M**	**<1M**	**<1M**	**<1M**	
a. Sewer usage/capacity percentage		Baseline	75%		800,000	
b. Percent target accomplished		100%	75%		80%	
3. Reduction of Part 1 Crimes (Major)	**Objectives #2, 3, 5 and 6**	**135**	**125**	**115**	**100**	**85**
a. Number of Part 1 Crimes		135	69			
b. Percent Target accomplished		100%	155%			
4. Increase number of CTUIR enrolled Tribal members graduating college with Associate or Bachelor degrees	**Objective # 4**	**12/34 (35%)**	**15/40 (37%)**	**25/50 (50%)**	**30/55 (55%)**	**40/57 (70%)**
a. Number of college graduates		Baseline	14	18	21	
b. Percent Target accomplished		100%	35%	36%	38%	

* Appendix C of the Capital Improvements Plan adopted in 2026 lists 1,360 acre/feet of water used in 2016, which exceeded the 955 acre/feet of water that was permitted for use. In 2020, 1,335 acre/feet of water was used, also exceeding the 1,115 acre/feet permitted for that year.

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

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. 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.

Spiritually, the Indian people do not separate themselves from the surrounding natural world. This is demonstrated by the Treaty signers who recognized that a legal Reservation boundary is meaningless when it comes to the importance of the land and its resources to the Indian people.

As time progressed to modern day, the Indian people have once again had to adapt to be able to protect the land and care for her. Through self-determination, the CTUIR governing body has developed an internal organizational structure that has the ability to protect and care for the land that is in need of healing. Now, the Department of Natural Resources (DNR) is primarily responsible for oversight of that healing process that was once under the direction of the Bureau of Indian Affairs.

In 2007, the CTUIR Board of Trustees approved the adoption of the DNR First Foods mission. The mission acknowledges the serving ritual of 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) both on the Reservation and within the Aboriginal Titled lands of the CTUIR.

Although DNR and its many programs, which are all related to the First Foods order, manage for cultural and natural resources other CTUIR governmental programs also manage land for other purposes such as; economics, farming, housing, infrastructure necessary for modern living (water, sewer, utilities), roads. All CTUIR programs are charged with comprehensively protecting the natural resources for future generations. The CTUIR also works closely with off-Reservation jurisdictions in government-to-government relationships for the free exchange of best practices management criteria. The natural resource protection must be guided by CTUIR sovereign rights to sustain use guided by our traditional knowledge and cultural values.

OBJECTIVES

1. **To ensure that quality 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 plant species on the First Food order and to provide sustainable harvest opportunities by protecting, conserving and restoring plant species and their habitats;

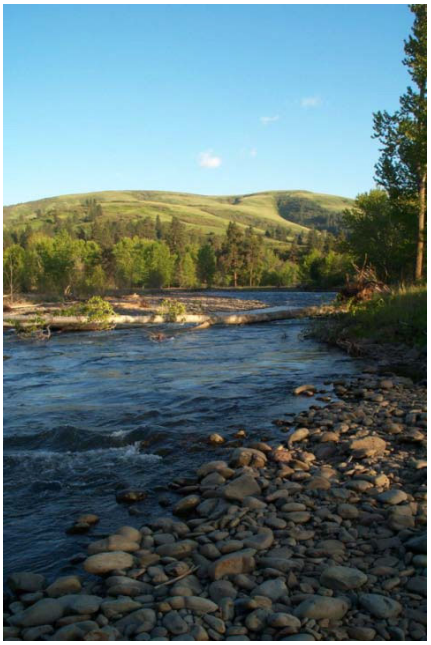
6. **To protect, preserve, and perpetuate the CTUIR's culturally significant places and resources for the benefit of current and future generations.**

7. **To provide sustainable harvest opportunities to aquatic species of the First Food order by protecting, conserving and restoring aquatic species populations and their habitats, including floodplain, channel and watershed processes.**

8. **To develop and implement a First Foods policy to inform natural resource management decisions impacting the conservation, enhancement and harvest of First Foods and their habitats;**

9. **To identify, anticipate and develop plans and strategies to counteract likely and possible future threats to the existence, health and integrity of tribal First Foods and their habitats.**

UMATILLA RIVER (PHOTO BY SCOTT O'DANIEL)



MODERN VALUES

The right to sustainable, pristine 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.

POLICY OVERSIGHT

The activities of the DNR are overseen by four 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; Natural Resources Commission. The activities of DNR should also at times be reviewed by the other Departments involved with land management.

RESPONSIBLE Programs

Tribal Planning Office – Administers Land Development Code, building codes, Comprehensive Plan and Environmental Health & Safety Code

Office of Legal Counsel - Policy development, contracts, litigation, MOUs, MOAs, code enforcement

Office of Information Technology – Database management and GIS

Department of Natural Resources

Provides policy analysis and development to protect and restore the First Foods. Protects Treaty rights and interests on and off Reservation, monitors and assesses the impacts of human activities on natural resources including climate change.

Department of Economic and Community Development

Land Management Program – Manages CTUIR-owned lands. Also manages CTUIR-owned lands leased for farming and commercial and industrial uses to maximize tribal member employment potentials and economy.

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
- Land Development Code
- 2007 CTUIR Hanford Policy
- 2006 EPA Delegation of Authorities
- Other: Various site-specific resource management plans

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. Furthermore, off-Reservation industrial and urban development has compromised the quality of the remaining natural resources both on Reservation and within the Aboriginal Titled area affecting Treaty reserved rights.

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 floodplains on and around the Umatilla Indian Reservation 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, Land Development Code amendments restrict wind energy development to net metering facilities.

The stress of a changing climate on the natural resources of the Umatilla Indian Reservation may jeopardize the gains made in the last two decades to restore salmon, improve water quality, and enhance the quantity of water in critical spawning tributaries. For example, in recent years the volume of flow in the Columbia River in July has declined by 16%. The median runoff volume has also moved back almost six days earlier in the year and spring flow onset date has shifted earlier by 5.7 days[1] (Dittmer, 2013). At present, climate scientists are predicting a continuation of these hydrological trends, and the seasonal weather changes that are creating them. Work is needed by the CTUIR government to plan ways to protect the availability of natural resources. These efforts should include assessing likely future climate scenarios, identifying and ranking the risks to tribal resources, and planning ways to mitigate the risks. Adaption actions might include planning and building infrastructure to manage local and regional water flows; zoning lands in a manner compatible with future grazing and gathering needs; and evaluating alternative sources of power generation that are local and have lower impacts on the environment.[2]

Additional challenges facing natural resources include: water rights and mitigation planning of water rights; fish, wildlife and gathering of First Foods and medicines (and rights to do so); assessment and mitigation for endangered or limited species; protecting critical fish and wildlife habitat.

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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

[1] Dittmer, Kyle (2013). "Changing streamflow on Columbia basin tribal lands – climate change and salmon." Climatic Change 120:627-641.

[2] Ibid

Natural Resources Matrix –Indicators and Benchmark Targets

Achievement Year		2010	2016	2020	2025	2030
1. Secure Tribal water rights*	**Objective #1, and 9**	X	-			
a. In-stream, irrigated ag., domestic, commercial, industrial, municipal		X	Slowly progressing			
b. Percent Target accomplished		X				
2. Restore Umatilla River fish populations (Spring Chinook, Coho, Fall Chinook, Summer Steelhead, Lamprey)	**Objectives #2, 6, 7 and 9**	18,000	25,500	31,500		
a. Track population numbers		18,000	16,424	5,374	10,747	
b. Percent Target accomplished		100%	64%	17%		
3. Restore Walla Walla River Spring Chinook	**Objectives #2, 3, 6 and 7**	750	1,500	5,000		
a. Number of spring Chinook		1,193	241	78	1,223	
b. Percent Target accomplished		100%	16%	1.6%		
4. Maintain # of range acres managed	**Objective #5, 6, and 9**	66,484	66,484	66,484		
a. Number of range acres managed		66,484	60,781	72,000	72,000	
b. Percent Target accomplished		100%	91%	108%		
5. Establish a First Foods quality monitoring program	**Objective #8 and 9**			50%		100%
a. Progress to completion and implementation		X			In development	
b. Percent Target accomplished		X	Seeking authority and funding.			

* These metrics represent in-stream water amounts for which CTUIR is currently negotiating.

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, treaty signers reserved in perpetuity our rights to hunt, fish, gather foods and medicines, pasture livestock, and govern ourselves. We continue striving to manage and care for the natural resources and Treaty-reserved rights as part of our traditional tribal covenants and means of survival. To help the Tribes with this responsibility, two missions or task were undertaken:

1. The Confederated Tribes of the Umatilla Indian Reservation (CTUIR) established a Department of Natural Resources in 1982 to better manage tribal natural resources and to represent the Tribes' interests on and off the Reservation. Areas of responsibility grew and now include water, wildlife, fisheries, range, agriculture, forestry, First Foods policy, special sciences, environmental rights and cultural resources.

2. As part of the Tribes' growth, in 1987, the CTUIR developed the **Cultural Resources Protection Program (CRPP)** to actively work with federal agencies on archaeological decision making processes on Reservation lands and lands that the CTUIR ceded to the United States in the Treaty. Earlier practices had been such that archaeologists from outside agencies unilaterally managed cultural resources on tribal, federal, state and private lands. Thus, management decisions, often based on values other than protection of the resources, resulted in the destruction of sacred sites important to the CTUIR.

At first, the CRPP was responsible for protecting resources on the Umatilla Indian Reservation and consulting and commenting on projects on the ceded and traditional use lands. In the early 1900's, the CRPP received most of its funding from federal, state and local governments and through private grants and contracts to conduct cultural resource assessments on all such projects.

In 1996, the CTUIR was one of the first twelve tribes in the nation to assume Tribal Historic Preservation Office (THPO) responsibilities. Under the THPO agreement the CTUIR began regulating all the effects to cultural resources on the Umatilla Indian reservation and Tribal lands.

Thus, the CRPP greatly changed the archaeological community in the CTUIR's ceded lands from one in which there was very limited CTUIR involvement in the management of cultural resources to one which required CTUIR involvement. The CRPP educated and assisted the agencies on how to comply with cultural resources laws such as the National Historic Preservation act.

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, and 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, educational and economic advantage of future CTUIR generations and the general public.

4. Provide training and education to CTUIR employees, the 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 to create a management plan for those resources on the UIR.

8. Maintain, safeguard, conserve, and insure cultural and historical assets of the CTUIR are preserved 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, our growth and our challenges through the eyes of the Umatilla, Walla Walla and Cayuse people.



ARILEA JOHNSON, ROOT FEAST POW WOW (CUJ PHOTO)

Tamástslikt Cultural Institute originated from 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 the state develop plans for the 1993 Oregon Trail Sesquicentennial and encouraged the development of four interpretive centers to be located in: Baker City, the Umatilla Indian Reservation, The Dalles and 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 Tamástslikt opened in 1998. Since then more than a quarter of a million guests have visited the exhibits, Store, and Café.

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. In addition, 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.

MODERN VALUES

The CTUIR is 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.

As already noted, the CTUIR has taken the innovative and practical 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 Tribes' ceded area. By incorporating traditional and ancestral cultural knowledge of how our ancestors managed cultural resources in the past into modern archaeological methods; today, the archaeological community better understands and recognizes the Tribes have always managed archaeological sites, sacred sites and traditional use areas.

Also, today, agencies have a better understanding of what it means to consult and work with the CTUIR and other Tribes on managing cultural resources. Thus, the CTUIR has succeeded in protecting hundreds of sites that would otherwise have been damaged by coordinating and educating other agencies and Tribes.

Tamástslikt Cultural Institute conducts their 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.

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

Department of Natural Resources

Cultural Resources Protection Program (CRPP): Promotes the protection, preservation and perpetuation of the CTUIR's culturally significant places and resources for the benefits of current and future generations.

First Foods Policy Program (FFPP): Provides policy analysis and development to protect and restore the First Foods and the exercise of associated rights reserved in the Treaty of 1855.

Tamastslikt 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 and includes the Language Program

Department of Economic and Community Development

Land Acquisition Program – assists with CTUIR land acquisitions and property appraisals.
Land Management Program – Manages CTUIR-owned lands.

Enrollment Office – Cemetery inventory, Tribal member records inventory.

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

Office of Legal Counsel – Contracts, policy making and litigation.

Office of Information Technology – GIS and data base management.

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 Repatriation of Ancestral Human Remains and Funerary Objects
- Historic Preservation Code
- 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
- Cultural Resources Management Plan (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 have been limited funding increases to help meet the needs of the increasing number of Tribal Historic Preservation Offices (THPOs). The funding provided also does not truly cover the complexity and extent of the work that Tribes must complete as time progresses. Then as more Tribes become THPOs, the federal funding is further divided, decreasing the amount allocated to each THPO tribe.

A significant challenge is balancing economic challenges with traditional values. A strong economy and functioning work force are important assets to meeting these challenges. However, individual work schedules, health issues, and family and community commitments leave less time for cultural education unless it is a 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 often require the beneficiaries of their funding to be public agencies thereby making it difficult for Tribes to obtain such funds. Additionally, the lack of access to traditional harvest areas, competition from non-Indians for limited resources and fear of toxins can discourage 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 less time for off-campus learning and field trip costs. Two nearby federally-owned interpretive centers are able to admit visitors free whereas we must charge visitors. 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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Cultural Heritage Matrix – Element Benchmarks and Targets

Achievement Year		2010	2016	2020	2025	2030
1. Receipt of artifacts, human remains, funerary and other objects and information from public and private sectors	Objectives #1, 2, 5 and 8	**Develop Protocol**		**Review Protocol**		
a. Develop Protocol for receiving		X	Yes*		No	
b. Inventory and assess future spacing needs						
c. Target accomplished (yes/no)					No	
2. Development of Cultural Resources Management Plan	Objectives #2, 5, 7 and 8	**Develop Plan**		**Plan Review**		
a. Plan development and review		Not completed		Not Completed	In Progress	
b. Target accomplished (yes/no)		X	No	No	Yes	
3. Develop Cultural Resources Code and enforce**	Objectives #2, 1 and 6	**Develop Code**		**Review Code**		
a. Number of enforcement actions		X	2	0	In progress	
b. Target accomplished (yes/no)		X	Yes	No	Yes	
4. Increase participants in CTUIR Native Language Program classes	Objective #4	**47**	**65**	**70**	**75**	**80**
a. Number of participants		47	77	88	115	
b. Percent Target accomplished		100%	118%	126%	153%	
5. Educate public/Tribal community about CTUIR's culture and history	Objectives #2 3, 4, 8 and 9	**50,000**	**60,000**	**70,000**	**75,000**	**80,000**
a. Number of persons visiting Tamástslikt		50,000	32,933	2,642***	12,120	
b. Percent Target accomplished		100%	55%	4%	16%	

* Resolution 04-071, Guidelines for CTUIR Projects in the Case of Inadvertent Discovery of Ancestral Remains

** Adopted January 25, 2016, Code title is Historic Preservation Code

*** Number of visitors to Tamástslikt Cultural Institute was strongly impacted by closures during the COVID-19 pandemic in 2020.

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

Tribal leaders and Treaty of 1855 signers reserved Rights that represent the foundation 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; reflected today as 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 our culture, traditions, religion and to our 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. The life-ways of where and when to find the First Foods which include: water, salmon, elk, bighorn sheep, mountain goat, mule deer and other big and small game as well as plants such as cous, camas and berries just to name a few. Treaty rights are not just statements or words. The First Foods 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. The Treaty rights also represent hope, sovereignty and the realization that we are succeeding in our own way, in our own traditions, and in our own processes.

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.**

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 Unites 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 were, and continue to be an important part in the everyday lives of Tribal members. They 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 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; provides policy analysis and development to protect and restore the First Foods; monitors and assesses impacts of human activities and climate change on natural resources and First Foods.

Office of Legal Counsel

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

Tribal Planning Office

Enforces land development regulations and assists with development of management plans on Tribal and trust properties on and off Reservation. Utilizes zoning and other performance criteria to protect and enhance first foods habitat.

Department of Public Safety

Tribal Police enforcement of CTUIR Statutes including fish and game

Department of Economic and Community Development

Land Acquisition, Taxation, 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
- All CTUIR Functional Plans, Policies and Area Management Plans.

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 Tribes' success in restoring salmon in the Umatilla Basin has provided the model for salmon restoration in the Walla Walla Basin

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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Treaty Rights Protection Matrix – Indicators and Benchmark Targets

Achievement Year		2010	2016	2020	2025	2030
1. Restoration of UIR land base	Objectives #1, 4 and 6	**116,493 acres**	**128,142 acres**	**140,956 acres**	**155,051 acres**	**170,051 acres**
a. Acres of land in Indian ownership		116,493	128,338	137,168	138,740	
b. Percent of Target accomplished		100%	100.15%	97%	90%	
2. Settlement of UIR/Umatilla Basin water rights	Objectives #1 and 2	**Assessment**	**Negotiate**	**Congress Approval**		
a. Assessment, Negotiation, Congressional Approval		Baseline	In Negotiations			
b. Percent Target accomplished		100%				
3. Settlement of all other water rights	Objectives #1 and 2		**Settle**	**Implement**	**Implement**	
a. Settlement; Implementation		Baseline	In Negotiations			
b. Percent Target accomplished		100%				
4. Hunting & Fishing Rights Protected/Exercised	Objectives #1, 3, 4 and 5	**BHS EIS Payette, Bison hunting**	**Acquire**	**Acquire**		
a. Protection Action s-management, exercise, habitat, restoration		Baseline	1			
b. Percent Target accomplished		100%			Protection measures*	
5. Gathering Rights Protected/Exercised	Objectives #1, 3, 4, and 5	**Plan**	**Agreements**	**Agreements**		
a. Development of Protection Plan/Implementation		Baseline				
b. Negotiate Private and Public Land Agreements		Baseline	1		1**	
c. Percent Target accomplished		100%	50%			

*Drafted and published non-member hunting and harvest regulations.
**Completed 55 first foods gathering trips and 33 first foods processing classes in 2020-25.

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 have inherited land that land is 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 (URHA) to build homes funded by the U.S. Department of Housing and Urban Development (HUD). Since that time 340 rental units and homes have been constructed on the Reservation with financial assistance from HUD. This includes 35 Self-help & Leased homes; 115 homes under the Mutual Help Program; and 190 rental units of income-based and tax-credit programs. In 1996, the U.S. Congress enacted the Native American Housing Assistance and Self-Determination Act (NAHASDA) to put Tribes in control of meeting their community housing needs. The reorganization of the system through HUD combined several previously used programs into one block grant program; the Indian Housing Block Grant (IHBG).

January 2012, URHA was converted from a quasi-independent Tribal Designated Housing Authority (TDHA), which operated under the URHA Board of Commissioners, to a Department within the CTUIR Government with the Housing Commission serving regulatory role. The role of the Housing Department changed slightly to focus on management and maintenance of existing rental units, with oversight by the Board of Trustees rather than a Board of Commissioners. With this reorganization, the responsibility for the development of new housing was transferred to the Department of Economic and Community Development (DECD) and a new Housing Strategy Plan developed.

In 2015 the construction of four duplex units was completed on the former White Eagle Grange property within the Mission Community Planning Area. These rental units will be managed under the income-based program under HUD.

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 to qualify for home mortgages as well as to make home improvements by continuing the Homeownership Program.**
4. **Implement code and regulatory amendments as required to change 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. **Change opportunities for tribal members to exchange an allotment interest for a buildable home site elsewhere on the Reservation.**



Mission Creek neighborhood (Photo by Dani Schulte, TPO)

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 individual investment is going to be required for home ownership in the future. Tribal members are seeking more flexibility in Reservation housing options than are currently available. Tribal members want to be able to build on their own allotments or to purchase land, 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

Housing Department

Manage and maintain CTUIR-owned housing rental units, both HUD-funded and market rate. Provide financial and homebuyer education.

Department of Economic and Community Development

Housing development and land acquisition.

Public Works Department

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.

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

Office of Legal Counsel – advising code development and litigation as needed.

Finance Office – Advise and assists on the operation and management of grants.



Umatilla Indian Reservation (Photo by Red Elk Images)

MANAGEMENT & IMPLEMENTATION TOOLS

- Indian Housing Plan
- Mission Community Plan
- Comprehensive Economic Development Strategy Plan
- Land Development Code
- UIR Water and Wastewater System Master Plan
- Housing Strategy Plan
- CTUIR Landlord Tenant Code

EMERGING ISSUES & CHALLENGES

Land ownership, credit worthiness and the availability/existence of affordable homes on the Reservation are common barriers to Tribal members wanting to transition to homeownership. 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.

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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Housing Matrix – Element Benchmarks and Targets

Achievement Year		2010	2016	2020	2025	2030
1. Increase in Tribal member owned homes	Objectives #1, 2, 3, 5 and 6	-	**292**	**306**	**321**	**382**
a. # of homes on UIR owned by Tribal members		199	204	301	308	
b. Percent Target Achieved		100%	70%	95%	96%	
2. Increase number of "low-income" housing units on the UIR	Objective #1	-	**205**	**220**	**235**	**250**
a. # of "low-income" housing units		190	198	198	198	
b. Percent Target Achieved		100%	97%	90%	84%	
3. Develop Market Rate Housing opportunities for Tribal members	Objective #1, 3, and 5	-	**40**	**45**	**50**	**55**
a. Number of housing units owned or developed by CTUIR and made available for rent or lease to Tribal		33	33	41	71	
b. Percent Target Achieved		100%	83%	91%	142%	
4. Increase # of buildable residential lots (R-1, R-2, C-R)	Objectives #2 and #4	-	**142**	**170**	**204**	**245**
a. # of available residential lots		118	118	124	187	
b. Percent Target Achieved		100%	83%	75%	92%	

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.

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.

Public Safety Department

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

Department of Children and Family Services

Provides child care and elders collaboration with mentors to instill traditional family values, culture and language and provides career development and training for the incumbent workforce. Workforce Development Program assists tribal community members to improve and establish job skills through education and training. Collaboration between DDCFS and Education 477 Programs occurs.

Office of Legal Counsel: 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
- Public Law 477

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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Education Matrix – Element Benchmarks and Targets

Achievement Year		2010	2017	2020	2025	2030
1. Increase funding for Education Dept. Programs	Objective #3	**$425K**	**$2.5M**	**$3M**	**$3.5M**	**$**
a. Amount of Education Dept. funding		$425K	$3.4M	$5.3M	$8.2M	
b. Percent Target accomplished		100%	136%	177%	234%	
2. Increase endowment for Tribal scholarships	Objective #1	**$430K**	**$600K**	**$600K**	**$800K**	**$900K**
a. Scholarship endowment balance		$430K	$7.8M*	$7.9M	$324.7K	
b. Percent Target accomplished		100%	1,300%	1,317%	41%	
3. Increase enrollment in Nixyáawii Community School	Objectives #1, 2 and 4	**50**	**60**	**100**	**150**	**170**
a. Number of enrolled students		50	52	93	77	
b. Percent Target accomplished		100%	87%	93%	51%	
4. Increase participants in CTUIR Native Language Program classes	Objective #6	**47**	**65**	**70**	**75**	**80**
a. Number of participants		47	77	88	115	
b. Percent Target accomplished		100%	118%	126%	153%	
5. Increase percentage of students receiving a high school diploma	Objectives #1 and 6	**83%**	**85%**	**95%**	**100%**	**100%**
a. Percentage of students that entered high school that graduated		83%	54%	81%	91%	
b. Percent Target accomplished		100%	63%	85%	91%	

Achievement Year		2010	2017	2020	2025	2030
6. Increase number of students meeting State Benchmarks in reading	Objective #6	**44%**	**75%**	**95%**	**100%**	**100%**
a. % students meet reading benchmarks		44%	48%	-**	43%	
b. Percent Target accomplished		100%	64%		43%	
7. Increase number of students meeting State Benchmarks in math	Objective #6	**15%**	**75%**	**95%**	**100%**	**100%**
a. Students meeting math benchmarks		15%	40%	-**	31.5%	
b. Percent Target accomplished		100%	53%		31.5%	
8. Increase number of Adult Vocational Training Certs. Obtained	Objectives #1 and 5	**5/7(71%)**	**6/8(75%)**	**10/12 (83%)**	**12/15 (87%)**	**20/20 (100%)**
a. Number of AVT Certs. issued		Baseline	1	1	3	
b. Percent Target accomplished		100%	-	-	-	
9. Increase number of CTUIR enrolled citizens graduating college with AS or MS degrees	Objectives #1, and 3	**12/34 (35%)**	**15/40 (37%)**	**25/50 (50%)**	**30/55 (55%)**	**40/57 (70%)**
a. Number of college graduates		Baseline	19	18	21	
b. Percent Target accomplished		100%	-	-	-	
10. Increase % of school-aged enrolled CTUIR members enrolled in Nixyáawii Community School	Objectives #5 and 7	**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. % of school-aged CTUIR members enrolled in NCS		33%	59%	93%	34%***	
b. Percent Target accomplished		100%	211%	-	-	

* Dramatic change from 2010 due to Board of Trustees fully funding the Scholarship Fund in order to increase the scholarship amount available to Tribal Members.
** Information not collected in 2020 due to lack of testing during the COVID-19 pandemic.
*** Calculation is limited to CTUIR-enrolled tribal members ages 14 to 18, as Nixyáawii Community School is currently open to students 9 through 12th grade.

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. **Provide supportive environments that encompass all entities of the CTUIR (collaboration of health and human services departments, tribal leadership and non-health related departments) to enhance healthy lifestyles for every community member.**

2. **Develop and implement a Health-In-All policy addressing obesity, the community's top health priority.**

3. **Improve health, function and quality of life of enrolled CTUIR members through Prevention; addressing modifiable risk factors; unhealthy diet, physical inactivity, tobacco use.**

4. **Implement recommendations and findings from studies, needs assessments and work groups; such as development of a Transitional Residential Treatment Program and interdepartmental collaboration strengthening Behavior Health Prevention, Interventions and trainings to address substance abuse, interpersonal violence and sexual abuse.**

5. **Maintain compliance with health industry standards, accreditation and technology as required by federal, State and Tribal Statutes; actively participate in State, Federal and area Indian Health Boards to promote health, safety and welfare of enrolled CTUIR citizens.**

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.

RESPONSIBLE Programs

Yellowhawk Tribal Health Center

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

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

Office of Legal Counsel: Advise, litigate, review and draft documents

Public Safety Department

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

MANAGEMENT & IMPLEMENTATION TOOLS

- CTUIR Statutes
- Yellowhawk Tribal Health Center Business Plan
- Community Health Assessment
- Community Health Improvement Plan
- Yellowhawk Tribal Health Plan
- Emergency Operations Plan
- Fire Prevention and Emergency Services Code
- Environmental Health Code
- CTUIR Hazard Mitigation Plan
- Juvenile Code



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 Objectives (center column). 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.

Health & Human Services Matrix – Indicators and Benchmark *Targets*

Achievement Year		2010	2015	2020	2025	2030
1. AAAHC* and AADE* accreditation	**Objective #5**	**Yes**	**Yes**	**10%**	**68.6%**	**75%**
a. AAAHC and AADE accreditation maintained		Yes	Yes	Yes	Pending	
b. Percent Target accomplished		100%	100%	100%	-	
2. Decrease proportion of adults who self-report fair or poor health (CHA)*	**Objective #3**	**-**	**New**			
a. % self-report fair or poor health		-	27.1%		Pending***	
b. % self-report good or better mental health		-	67.3%		-	
3. Decrease proportion of adults who are obese – EHR/GPRA	**Objective #1**	**-**	**32.2%**	**30.5%**	**28.9%**	**27.5%**
a. % of persons aged ≥ 20 that are obese			56.6%	35.8%	57%	
b. Percent Target accomplished			176%	117%	197%	
4. Reduce the proportion of children and adolescents who are obese (EHR/GPRA)	**Objective #3**	**22%**	**19.8%**	**14.5%**	**13.8%**	**13%**
a. % of children and adolescents aged 2-19 that are obese		22%	27.4%	12.4%	16%	
b. Percent Target accomplished		100%	138%	-	-	
5. Increase % of YTHC patients receiving tobacco cessation counseling (EHR/GPRA)	**Objective #1**	**10%**	**43.6%**	**68.6%**	**72%**	**75%**
a. % of patients receiving counseling		10%	49.8%	22.3%	42.3%	
b. Percent Target accomplished		100%	114%	32%	59%	

*information was not yet available at the time of collection

Achievement Year		2010	2015	2020	2025	2030
6. Increase the % of persons aged >18 screened for depression (EHR/GPRA)	**Objective #2**	**-**	**64.3%**	**67.5%**	**70.7%**	**74.2%**
a. % of adults screened for depression			74.6%	48.2%	39.6%	
b. Percent Target accomplished			116%	72%	56%	
7. Increase % of women screened for domestic violence (EHR/GPRA)	**Objective #4**	**8%**	**61.6%**	**72%**	**79%**	**87%**
a. % of women screened for IPV			70.1%	38.1%	30.5%	
b. percent target accomplished			113.8%	53%	39%	
8. Increase proportion of YTHC patients current on cancer screening	**Objective #3**	**-**	**70%**	**80%**	**90%**	**100%**
a. % patients current on screenings			47%	**	**	
b. Percent target accomplished			67%			
9. Increase the proportion of patients with chronic disease that have blood pressure in control	**Objectives #1,3**		**65%**			
a. % blood pressure in control			60.9%	45.7%	48.2%	
b. Percent target accomplished			93.6%			
10. Increase the proportion of patients with chronic disease that have A1c in control	**Objectives #1,3**		**49.5%**			
a. % A1c in control			54.1%	83%	12%	
b. Percent target accomplished			109.7%			

*AAAHC: Accreditation Association for Ambulatory Health Care; AADE: American Academy of Diabetes Educators; GPRA: Government Performance and Results Act; EHR: Electronic Health Records; CHA: Community Health Assessment; YTHC: Yellowhawk Tribal Health Center

** Yellowhawk Patients received the following cancer screenings in 2020: Pap Smear: 46.6%; Mammogram: 42.1%; Colonoscopy: 52.9%. In 2025, those numbers were: Pap Smear: 35.6%; Mammogram: 40.5%; Colonoscopy: 24.6%.

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 villages, Pit homes, sweat lodges and large tule mat structures that were used for communal gatherings. These structures were both permanent and some 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 CTUIR was the original longhouse at the site of the current longhouse that was built in the 1930s. In the 1970's, the CTUIR began building facilities for the community; 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 federal grant programs. Recently, capital projects have been funded using the CTUIR's ability to obtain loans through traditional lending methods and a Capital Improvement Committee oversees new projects in coordination with the CTUIR Finance Department.



NIXYÁAWII GOVERNANCE CENTER LOBBY (CUJ PHOTO)

OBJECTIVES

1. **Assure that community facilities, both the structure and its location, are designed and maintained to meet the long-term needs of the community in a safe, sanitary and resource-efficient manner.**
2. **Provide adequate funding to cover debt service, operation and replacement of community facilities.**
3. **Adopt and maintain a Capital Improvement Program to prioritize and fund community facilities and capital projects with a five-year update schedule in the year following Comprehensive Plan updates.**

MODERN VALUES

In 1988 the tribes developed their first Capital Improvement Program and by 2010 had completed over $50 million dollars of community facility improvements. With Wildhorse Casino as a revenue source, the CTUIR has been able to finance community facilities on their own. Today, the CTUIR has been able to meet Tribal member's needs for community facilities by developing a substantial line of credit, maintaining good financial ratings and scheduling improvements so they are within the CTUIR long-term earning potential.

RESPONSIBLE Programs

Department of Economic and Community Development

Economic Development Program – Develops CTUIR enterprises and housing, manages CTUIR-owned properties 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, maintains the CTUIR transportation system and community facilities.

Finance Office – Provides the financial and investment strategy for replacement, removal and development of new community facilities.

Tribal Planning Office – Coordinates with DECD to assure economic development projects or enterprises are built consistent with zoning and built safely to code. Long-range transportation systems planning.

Office of Legal Counsel – Negotiates and drafts documents, policies and agreements for financing and acquisition of land and buildings.

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

MANAGEMENT & IMPLEMENTATION TOOLS

- Comprehensive 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 Systems Plan
- Hazard Mitigation Plan



UMATILLA INDIAN RESERVATION (PHOTO COURTESY TCI)

EMERGING ISSUES & CHALLENGES

With the increase in buildings and infrastructure, the CTUIR has taken on greater operation and maintenance responsibilities requiring the need to develop a funding system of capital reserves for repairs and replacement costs. Planning for future infrastructure needs has become a challenge as the current water and sewer system capacities need to be expanded and increased to accommodate future development.

Additionally, many of the buildings built in the 1970's were not located in an orderly fashion with respect to infrastructure. A result of this poor planning creates conflicts when new buildings are proposed. Either the new structures have to be designed to fit the existing infrastructure pattern or some of the infrastructure will have to be replaced.

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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

Community Facilities Matrix – Indicators and Benchmark Targets

Achievement Year		2010	2015	2020	2025	2030
1. Completion of quarterly building inspections*	**Objective #1**	**X**	**20**	**40**	**60**	**80**
a. # of quarterly maintenance inspections		Baseline	14	16	Not Reported	
c. Percent Target accomplished		Baseline	100%	40%		
2. Keep Capital Improvement Plan (CIP) current	**Objectives #2 and 3**	**X**	**5**	**5**	**5**	**5**
a. Review and update CIP annually		Baseline	5	5	5	
b. Percent Target accomplished		Baseline	CIP	CIP	CIP	
3. Reduce consumptive electric use in community facilities	**Objective #1**	**X**	**X**		**2%**	**2%**
a. # of kilowatt hours used		**X**	**2,899,957**	**2,742,688**	Not Reported	
b. Percent Target accomplished			5%			

*Assumes inspection of all buildings under the responsibility of CTUIR Public Works Department as of March 1, 2017.

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 did not regularly record easements or rights-of-ways because prior to 1949, the BIA was not required to obtain owner consent or record the rights-of-ways.

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 included recorded rights-of-ways. Regardless, if those rights-of-ways were created and maintained with federal dollars and open to the public they presumptively constitute public rights-of-way. 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 asset system that is safe, environmentally sensitive and economically sound and promotes the public health with future transportation in mind.

2. Ensure public or personal transportation to meet cultural, economic, personal employment, health and other needs for all residents, particularly at-risk populations.

3. Ensure required road transportation and transit planning documents are completed accurately in a timely manner and implemented as appropriate.

4. Work toward providing access throughout the ceded and traditional use areas through transportation infrastructure and transit options.



SALMON WALK ON KANINE RIDGE (CTUIR PHOTO)

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.

RESPONSIBLE PROGRAMS

Public Works Department

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.

Department of Economic and Community Development

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

Tribal Planning Office – Manages Kayak Public Transit (regional bus system), coordinates the development of new access and utility easements and to assures development projects or enterprises are built consistent with zoning and safely to code.

Office of Legal Counsel - Contracts, policy development and legal matters associated with transportation.

Public Safety Department

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 Natural Resources

Energy and Environmental Services Program - Hazmat transport, emergency response and provides consultations for clean-up and monitoring.

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 Long-Range Transportation Systems Plan
- Coordinated Human Services Public Transportation Plan
- Land Development Code
- Mission Community Plan
- Indian Reservation Road Inventory
- Tribal 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 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. The numbered Indicators are associated with and will measure the achievement success of specific Element Objectives as identified in the center column. 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.

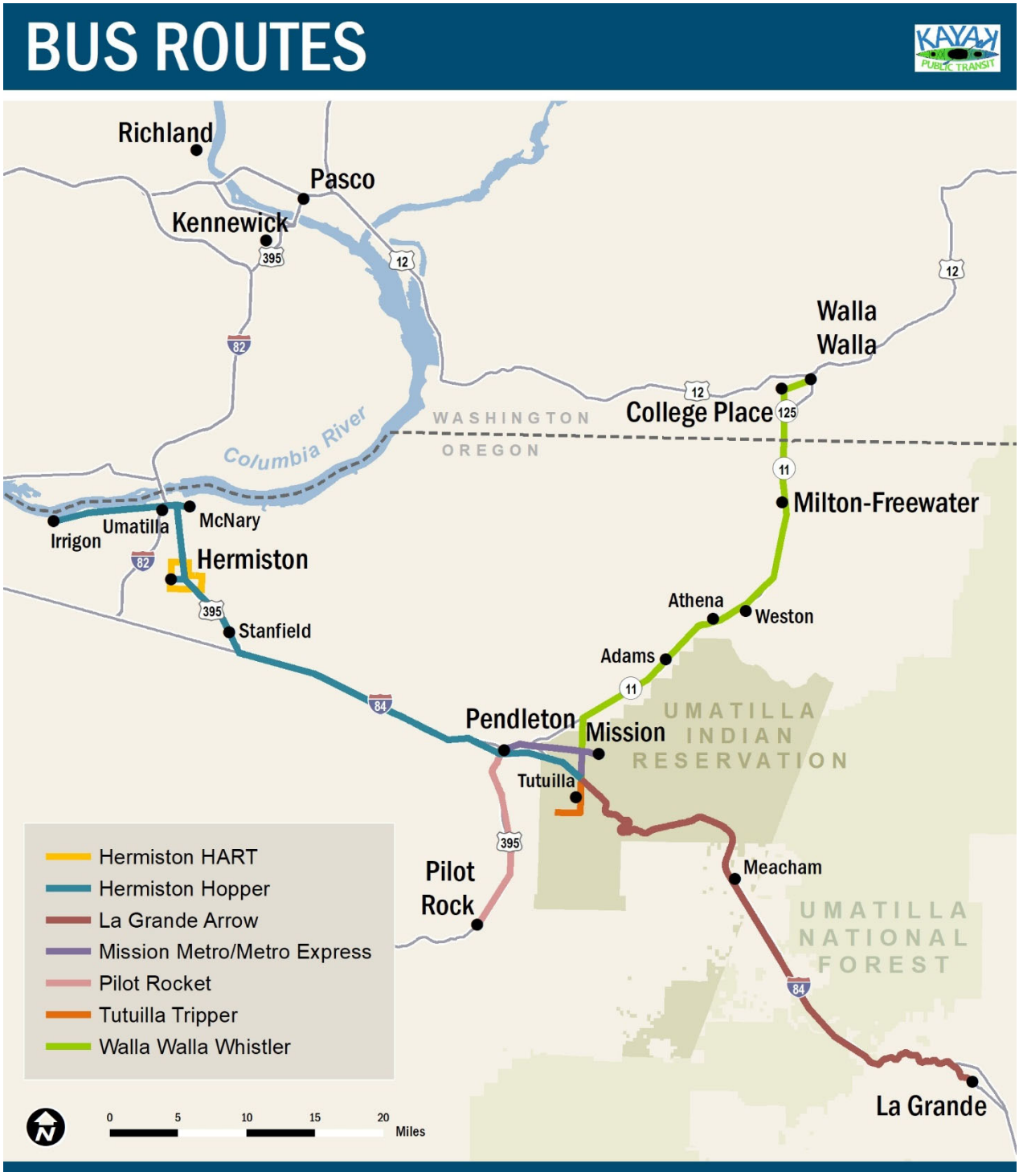
Transportation Matrix – Indicators and Benchmark Targets

Achievement Year		2010	2016	2020	2025	2030
1. Update Long Range Transportation Plan (LRTP)	**Objective #1 and 2**	**Complete**			**Updated**	
a. LRTP update completed		Baseline	No	No	Yes*	
b. Percent Target accomplished		0%	0%	0%	0%	
2. Update Tribal Transportation Improvement Plan (TTIP)	**Objective #3**		**5**	**10**	**15**	**20**
a. TTIP updates completed		Baseline	4	5	5	
b. Percent Target accomplished		100%	80%	50%	33%	
3. Increase ridership on CTUIR Public Transit	**Objective #2 and 4**	**40,000**	**80,000**	**150,000**	**200,000**	**250,000**
a. # of rides provided by CTUIR Public Transit annually		40,000	95,159	35,587**	87,682	
b. Percent Target accomplished		100%	106%	24%	44%	
4. Increase number of safety audit miles conducted	**Objective #1 and 2**	**0**	**20**	**40**	**60**	**80**
a. # safety audit miles		Baseline	83.9	50		
b. percent target accomplished		100%	420%	125%		

* The CTUIR Long Range Transportation Plan was adopted in 2023 and was not due for an update in 2025 based on the date of adoption

** Kayak ridership was drastically reduced by closures in 2020 during the COVID-19 pandemic.

Figure 5: Kayak Public Transit 2019 Bus Routes



5.14 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.

In 2011, the Oregon Legislative Assembly passed Senate Bill 412 which provides tribal law enforcement officers in Oregon the same arrest and police powers as other state, local and special police officers. At the time Senate Bill 412 was passed, a sunset provision taking effect on June 30, 2015 was included. In 2015, the Oregon Legislative Assembly removed the sunset provision giving tribal law enforcement officers permanent status as Oregon Law Enforcement.

In July 2013, the CTUIR amended its statutes to meet the requirements of Violence Against Women Act 2013 (VAWA) to exercise criminal jurisdiction over non-Indians early. On February 20, 2014, United States Attorney General, Eric Holder, authorized the CTUIR, Tulalip and Pascua Yaqui Tribal Nations to begin exercising inherent criminal jurisdiction over non-Indians.



PUBLIC SAFETY BUILDING (CTUIR PHOTO)

OBJECTIVES

1. Provide culturally appropriate advocate service to victims of domestic and sexual violence, elder abuse and stalking.

2. Enhance Awareness of family violence/ sexual assault and collaboration by providing youth, adult and law enforcement education about dating violence.

3. Maintain all hazard emergency management programs through emergency planning preparation and hazard mitigation.

4. Provide effective emergency services to the CTUIR community including life-saving rescue services, emergency medical service, fire protection services and HAZMAT response

5. Develop and maintain effective and visible crime prevention and policing programs within the Public Safety Department

6. Increase access to tribal court to support families, maintain a collection rate of at least 60%

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.

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 Chemical Stockpile Emergency Preparedness (CSEP) Program ending in 2011, funding for the Emergency Management Coordinator position also ended. Duties performed by that position were assumed by the Public Safety Director. As of 2016 funding to reinstate the Emergency Management Coordinator position has not been obtained.

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

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.

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

Office of Child Support Enforcement – assures that non-custodial parents support their financial obligations to their children

Office of Tribal Prosecutor – Protects the Reservation community from crime and violations of tribal civil regulations by prosecuting offenders in the Umatilla Tribal Court

Tribal Court

Coordination of criminal cases from arrest to prosecution, restraining orders, warrants, transport and case records

Public Works Department

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

Office of Legal Counsel

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

Department of Children and Family Services

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

Department of Natural Resources

Energy and Environmental Services Program - climate change planning and mitigation, hazmat transport and provides consultations for clean-up and monitoring, air quality and smoke management.

MANAGEMENT & IMPLEMENTATION TOOLS

- International Fire Code
- CTUIR 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
- CTUIR Family Law Code
- SLEC – Special Law Enforcement Commission
- Oregon SB412 – Recognizes tribal officers as Peace Officers
- International Building Codes
- Various Memorandum of Understandings, Memorandum of Agreements and Mutual Aide Agreements

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.

Public Safety Matrix – Indicators and Benchmark Targets

Achievement Year	Objective	2010	2016	2020	2025	2030
1. Reduction of Part 1 Crimes (Major)	**Objective #5**	**135**	**125**	**115**	**100**	**85**
a. Number of Part 1 Crimes		135	69			
b. Percent Target accomplished		100%	135%			
2. Reduction in Sex Offender offenses	**Objectives #1 and 2**	**20**	**18**	**15**	**13**	**10**
a. Number of Sex Offender offenses		20	19	2		
b. Percent Target accomplished		100%	106%	13%		
3. Increase Tribal Court support to families	**Objective #6**	**60%**	**60%**	**60%**	**60%**	**60%**
a. Maintain collection rate %		X	62%	65%	Not Reported	
b. Percent Target accomplished		X	103%	108%		
4. Increase emergency preparedness training	**Objective #3 and 4**	**10**	**30**	**70**	**90**	**90**
a. Percentage of CTUIR staff and community members that have received basic training in emergency preparedness, terrorism or natural disaster response		10	30		*	
b. Percent target accomplished		100%	100%			

* The Public Safety Department provided educational resources for CTUIR staff on emergency preparedness topics, though the training completed by each staff member was not tracked.

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

Since the adoption of the 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 mitigate and reduce climate change and reduce impacts of hydropower on salmon as well as energy conservation in general.

MODERN VALUES

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

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.

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**

RESPONSIBLE PROGRAMS

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

Department of Economic and Community Development

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

OFFICE OF LEGAL COUNSEL

Policy development and implementation, contracts and general legal service

Public Works Department

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 Trial community; Treaty Rights protection, climate change mitigation 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

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.

Energy Matrix – Indicators and Benchmark Targets

Achievement Year		2010	2016	2020	2025	2030
1. Reduce consumptive electric use in community facilities	**Objective #1, 2, 6, 8 and 9**	X		15% (2,464,965)		
a. # of kilowatt hours used		X	2,899,957	2,742,688	Not Reported	
b. Percent Target accomplished		X	-			

Figure 6: 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
Tribal Planning Office (TPO)	√	√	√		√	√	√	√	√			√	√		√
Human Resources Office (HR)	√	√		√	√										
Enrollment Office	√		√		√		√								
Information Technology (IT)	√		√			√	√								
Finance	√	√	√		√				√			√			
Office of Legal Counsel (OLC)	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Public Safety	√				√			√		√	√	√	√	√	
Dept. of Children & Family Services (DCFS)	√	√		√	√					√	√			√	
Natural Resources (DNR)	√		√			√	√	√					√	√	√
Dept. of Economic & Community Development	√	√	√	√	√	√	√	√	√			√	√		√
Dept. of Education	√	√		√	√		√			√					
Dept. of Public Works	√	√			√				√			√	√	√	√
Yellowhawk Tribal Health Center (YTHC)	√				√						√				
Tamástslikt Cultural Institute	√						√								
Housing Department	√				√				√						
Office of Communications	√														
Wildhorse Resort & Casino		√		√											



NIXYÁAWII GOVERNANCE CENTER (CUJ PHOTO)

6

TRIBAL GOVERNMENT

INTRODUCTION

The Confederated Tribes of the Umatilla Indian Reservation was created by Treaty with the U.S. Government. The Tribe's modern day government 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.

6.1 FOUNDATIONAL DOCUMENTS

TREATY OF 1855

Along the banks of Mill Creek, near what is now the City of Walla Walla, the Confederated Tribes entered into the Treaty of 1855. See the United States *Treaty between the Walla Walla, Cayuses and Umatilla Tribes and Bands of Indians in Washington and Oregon Territories*, June 9, 1855, 12 Stat. 945, ratified March 8, 1859. Under the Treaty, the Confederated Tribes provided cession of certain lands to the United States and reserved a permanent homeland. The Tribes further reserved in perpetuity access to off-reservation traditional resources and trade. Those resources included, but were not limited to hunting, gathering and pasturing animals on open and unclaimed lands as well as fishing at usual and accustomed fishing stations. Under this treaty the Confederated Tribes retain their sovereignty and rights to self-determination. The United States Supreme Court recognizes tribes as distinct political community, to which the United States has a trust relationship to protect and uphold the sovereign tribal status and the obligations under the Treaty. This trust relationship is the basis of government-to-government relations between the United States and the Confederated Tribes.

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.

CODES AND STATUTES

The Confederated Tribes enacted its first statute in 1953 and since that time, the number and complexity of tribal

statutes has steadily increased. The Confederated Tribes now administers nearly 40 statutes covering a wide range of subject matter. (Updated 2018).

ADVISORY COMMITTEE CODE

Purpose: To govern the operating procedures of the all advisory committees created by the Board of Trustees.

BOARD OF TRUSTEES PROCEDURES CODE

Purpose: To define certain procedures employed by the Board of Trustees in conducting its affairs.

CEMETARIES CODE

Purpose: To protect and preserve all cemeteries on the Reservation and to promote orderly development of cemeteries, while being sensitive to the sacred cultural values and traditions of the Tribes.

COURT CODE

Purpose: The judicial power of the Confederated Tribes is constitutionally vested in the Tribal Court, which has general authority to adjudicate disputes and enunciate principles of law. Given this power, the Court is the most appropriate entity to establish civil and criminal rules of procedure, rules of evidence, rules of conduct for attorneys and court employees, and other matters of concern to the proper administration of the court system. This Code acknowledges and otherwise grants such powers to the Court, provided the rules adopted by the Court are not in conflict with the Constitution, codes, BOT resolutions, or Indian Civil Rights Act. The Code also addresses judicial appointment and qualifications as well as standards of judicial conduct.

CREDIT CODE

Purpose: To establish and authorize the Credit Program, which shall be administered by the Credit Board of Directors, (Credit Board), and to set forth the governing procedures for the ongoing operation of the Credit Program and Credit Board.

CRIMINAL CODE

Purpose: To defined and establish the enforcement, jurisdiction, and sentencing authorities inherent to a sovereign government; to define the criminal procedures including summons, warrants, arraignments, trials and sentencing, and appeals; to define crimes and their penalties; and establishing crime victim rights.

ELECTION CODE

Purpose: To define procedures that will produce a Tribal election process that is fair, efficient and maximizes Tribal member participation in Tribal elections.

ENROLLMENT CODE

Purpose: To preserve the viability and integrity of the Confederated Tribes; strengthen the independence and sovereignty of the Confederated Tribes; provide for an efficient and fair determination of enrollment eligibility of any person; and to ensure that the Confederated Tribes preserves and protects the rights of the past, present, and future members.

ENVIRONMENTAL HEALTH & SAFETY CODE

Purpose: To set forth the administrative procedures, regulations, standards and protocols to assure the highest quality of environmental, public, and personal health and safety on the Umatilla Indian Reservation.

FAMILY LAW CODE

Purpose: To set forth the definitions, obligations, and rights of familial relationships for the use by the Court in deciding family matters including marriage, domestic partnership, dissolution of marriage, child custody and support.

FINANCIAL RESPONSIBILITY CODE

Purpose: To set forth the administrative procedures, standards and protocols for Tribal Court to hear civil action involving the ownership, debt or contractual obligations of those brought before the Court as well as to recognize and enforce or refuse to recognize and enforce foreign judgements against any person who resides, is domiciled on or who is employed on the Umatilla Indian Reservation and who is properly within the jurisdiction of the Court.

FIRE PREVENTION & EMERGENCY SERVICES CODE

Purpose: To protect the human and physical resources of the Reservation from injury or damage due to fire or related hazards, while conserving the Reservations' human and financial resources by placing adequate emphasis on fire prevention and by requiring that the Tribal Fire Department be financially self-sufficient. To regulate building and construction activities to ensure that standards are developed and enforced so as to protect the public health, safety, and welfare of the residents of the Umatilla Indian Reservation.

FISH & WILDLIFE CODE

Purpose: To establish jurisdiction over all wildlife and subsistence gathering resources now and in the future found upon the lands and waters of the Reservation, including fee lands, to the exclusion of state jurisdiction, for the management and enhancement of those resources.

FUNERAL ASSISTANCE CODE

Purpose: To specify the criteria and procedures for providing funeral assistance to the families of deceased tribal members including dinner assistance and need based travel.

GAMING CODE

Purpose: To provide standards and regulations governing the conduct of gaming activities on Umatilla Indian lands within the Umatilla Indian Reservation; promote economic development; enhance employment opportunities for Tribal members, strengthen the economy of the Confederated Tribes of the Umatilla Indian Reservation; and to generate revenue for the use in improving the health, education, and general welfare of enrolled members of the Confederated Tribes of the Umatilla Indian Reservation.

GENERAL WELFARE CODE

Purpose: To memorialize the procedures used by the Confederated Tribes of the Umatilla Indian Reservation in establishing programs for the promotion of the general welfare of the Tribe and in developing program guidelines for compliance with the general welfare doctrine and Internal Revenue Code Section 139E.

HISTORIC PRESERVATION CODE

Purpose: To provide a framework to preserve, protect, and perpetuate the cultural resources of the Confederated Tribes.

INHERITANCE CODE

Purpose: To encourage and consolidate Tribal member ownership of trust lands on the Umatilla Indian Reservation.

JUVENILE CODE

Purpose: To provide for a means of safeguarding the health, safety, welfare, and culture of the Confederated Tribes for all future generations by establishing procedures and laws to protect the best interest of children and the Confederated Tribes.

LAND DEVELOPMENT CODE

Purpose: To protect the physical character of the reservation; to insure conserve and enhance vegetation, soils, air, water, fish, wildlife, and other natural and cultural resources of the Reservation. Further, is the purpose of this code to regulate building and construction activities to insure that standards are met to protect above enumerated resources, as well as the public health, safety and welfare of the residents of the Umatilla Indian Reservation, to promote orderly development on the Umatilla Indian Reservation, and to implement the provisions of the Comprehensive Plan.

LANDLORD TENANT CODE

Purpose: To simplify the law governing the occupation of dwelling units, and to protect the rights of landlords and tenants; to preserve the peace, harmony, safety, health and general welfare of the members of the Tribe and those permitted to enter or reside on the Reservation; to provide eviction procedures; to encourage the improvement of dwellings; to simplify the law governing the rights, obligations, and remedies of the owners, sellers, buyers, lessors, and the lessees of buildings; etc.

LIMITED LIABILITY COMPANY CODE

Purpose: To allow for the establishment and formation of limited liability companies under tribal law.

LIQUOR CODE

Purpose: To govern liquor sales and service on the Umatilla Indian Reservation; to control Reservation liquor distribution, sales, service, and possession.

MISSION COMMUNITY WATER SYSTEM CODE

Purpose: To prescribe the rules and regulations for water service of the Mission Community Water System; to prescribe the conduct and operation of the water system; to regulate and govern the use of water from the system; to provide penalties for nonpayment and other violations.

NON PROFIT CORPORATION CODE

Purpose: To enable the CTUIR to form a nonprofit corporation and/or nonprofit corporations for the purpose of performing certain exclusive functions for the benefit of CTUIR members, and other residents of the Umatilla Indian Reservation, and enabling such nonprofit corporations to achieve tax-exempt status pursuant to the Internal Revenue Code, 26 U.S.C. § 501(c).

RIGHT TO WORK CODE

Purpose: To establish the public policy of the CTUIR that the right to work shall not be subject to undue restraint or

coercion; and that no employee within the Umatilla Indian Reservation shall be forced to join, or be penalized for not joining, a union or other collective bargaining organization, and should be able to make that choice freely and voluntarily.

SB412 IMPLEMENTATION CODE

Purpose: To ensure tribal law enforcement can exercise the powers of law enforcement officers for the State of Oregon, as permitted in Chapter 644, Oregon Laws 2011 (SB412).

SEX OFFENDER REGISTRATION CODE

Purpose: To implement the federal Sex Offender Registration and Notification Act (SORNA).

TAXATION CODE

Purpose: To establish the power of taxation, enumeration of taxes and their purposes, associated rules, and procedures for administering those taxes.

TORT CLAIM CODE

Purpose: To establish the right of individuals access to a forum to address damages to property or injury to their persons; and to impose liability caps for claims against the Confederated Tribes for said damages or injuries.

TRIBAL EMPLOYMENT RIGHTS OFFICE CODE

Purpose: To prevent employment related discrimination against American Indians; to ensure preference in employment, contracting, and sub-contracting and training American Indians; to maximize utilization of Indian workers in all employment opportunities on an near TERO jurisdiction lands; and to ensure the Indian workforce on TERO jurisdiction lands are trained and equipped to enter the workforce and maintain employment of their choosing.

WATER CODE

Purpose: To provide an orderly system for the sustainable use and development of the water resources of the Umatilla Indian Reservation; to insure that all residents of the Reservation have an adequate quantity of clean water for domestic purposes; to protect the water resources of the Reservation from over appropriation, pollution, contamination, degradation, or other acts injurious to the quantity or quality of the waters of the Reservation; to protect and conserve the quantity and quality of the natural and cultural resources in the stream zones of the Reservation; and to insure that the water rights reserved pursuant to the Treaty of 1855 receive the highest priority in the use and appropriation.

WORKERS BENEFIT CODE

Purpose: To establish the rights and benefits of employees of the Confederated Tribes of the Umatilla Indian Reservation for on-the-job bodily injuries due to accidents or occupational disease.

6.2 THE PEOPLE

CTUIR MEMBERSHIP

As of May 2010 the enrolled tribal membership of the Confederated Tribes of the Umatilla Indian Reservation was 2787 persons. As of 2016, the enrolled tribal membership is 3,076 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

6.3 GENERAL COUNCIL

CTUIR MEMBERSHIP
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

6.4 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.

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

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: Department 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: Department of Education

LAND ACQUISITION COMMITTEE

Subject Matter: the restoration and expansion of the land base of the Confederated Tribes
Advises: Department 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: Department 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 Natural Resources and its Energy and Environmental Services Program

REGULATORY COMMISSIONS

ELECTION COMMISSION

- Conducts Elections
- Governed by the Election Code

ENROLLMENT COMMISSION

- Regulates CTUIR Tribal membership enrollment applications and disenrollment
- Governed by the Enrollment Code and bylaws issued by the Board of Trustees
- Principally works with the Enrollment Office

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 Department of Natural Resources Fisheries and Wildlife Programs, and Office of Legal Counsel

GAMING COMMISSION

- Regulates 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

HOUSING COMMISSION

- Regulates CTUIR housing rental properties; housing-related policies, housing maintenance, hears grievances and provides dispute resolution
- Governed by the Landlord Tenant Code and Bylaws issued by the Board of Trustees
- Principally works with Housing Department

LAND PROTECTION PLANNING COMMISSION

- Regulates planning, zoning and environmental health on the reservation
- Governed by the Land Development Code, Environmental Health and Safety Code and Bylaws issued by the Board of Trustees
- Principally works with staff of the Department of Administration, Tribal Planning Office

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 Human Resources Office

TRIBAL 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 Department of Natural Resources, Water Resources Program

BOARDS OF INDEPENDENT OR QUASI-INDEPENDENT ENTITIES PERFORMING GOVERNMENTAL FUNCTIONS

CREDIT BOARD OF COMMISSION

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

FARM COMMITTEE

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

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

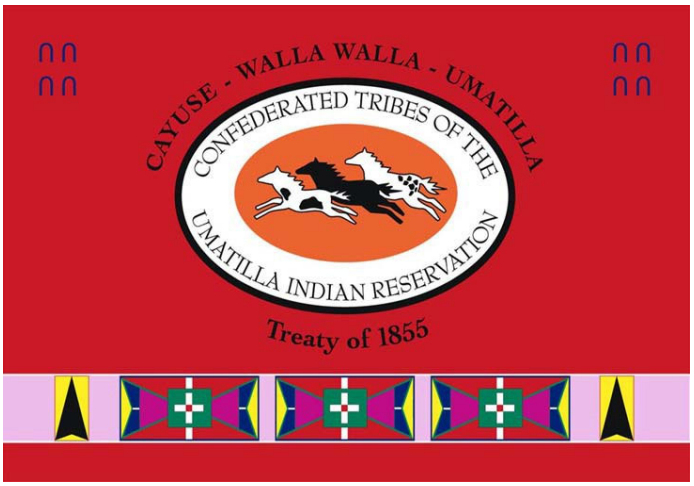
TIICHUM CONSERVATION DISTRICT BOARD OF DIRECTORS

- 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

6.5 TRIBAL COURT

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

6.6 TRIBAL ORGANIZATIONAL STRUCTURE

INTRODUCTION

The governmental organizational structure of the CTUIR includes the Tribal General Council (all CTUIR enrolled members 18 years and older) who elect a nine-member Board of Trustees every two years. The Board of Trustees sets policy, makes final decisions on CTUIR affairs and takes a lead role in determining priority projects and issues.

OFFICE OF THE EXECUTIVE DIRECTOR

As directed by the Board of Trustees, the Executive Director has the authority and responsibility to implement the legislative actions of the Board and to provide for the delivery of programs and services to Tribal Members and Reservation residents. The Executive Director provides management oversight and supervision for all aspects of Tribal government and administration. The Office of the Executive Director includes the Executive Assistant to the Executive Director who manages the day to day operations of the executive office staff such as coordinating the meetings, processing paperwork, and arranging travel for the Executive Director and the Board of Trustees.

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.

Element	Benchmark Responsibility
Economy	Operating Budget
Economy	Profit from non-Resort enterprises
Economy	Number of Tribal enterprises

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. It is the policy of the CTUIR to provide preference in hiring to qualified individuals within Tribal government first to Tribal members and second to other Indians enrolled in federally recognized Tribes. The Human Resources Office maintains employment records and the Tribal Personnel Policies and Procedures Manual.

TRIBAL EMPLOYMENT RIGHTS OFFICE (TERO)

TERO has the regulatory authority to enforce compliance, provide opportunities, coordinate with contractors, and empower Native Americans towards personal responsibility.

Element	Benchmarks
Organizational Excellence	Tribal member satisfaction level
Organizational Excellence	Employee satisfaction level

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.

GEOGRAPHIC INFORMATION SYSTEMS (GIS)

The CTUIR Geographic Information Systems (GIS) program utilizes computing environments and the web to provide data management and mapping services to governmental departments.

INFORMATION & TECHNOLOGY SYSTEM

The Information Technology Services (ITS) program provide services and support to governmental departments in the use of computing devices and promotes good computing practices to ensure security of devices, software, and data.

RECORDS MANAGMENT

The Records Program provides support in file naming conventions, taxonomy, and electronic records management. Guidance for the life cycle of documents retention with the utilization of a Retention Schedule and destruction procedure is provided to CTUIR departments and programs.

Element	Benchmark Responsibility
Land Based Restoration & Treaty Rights	Acres of land in Indian ownership (GIS)

COMMUNICATIONS OFFICE

The Communications Office is in charge of the dissemination of public information about CTUIR issues, programs and activities. It 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 CTUIR newspaper. This Office provides the public with an understanding of CTUIR Treaty Rights, culture, programs and activities, and helps promote CTUIR interests through strategic public relations. The Communications Office provides advice to the Board of Trustees and Tribal Staff regarding federal, state and local legislative measures by monitoring and coordinating with CTUIR contracted lobbyists.

TRIBAL PLANNING OFFICE (TPO)

The Planning Office provides quality assurance ensuring all development proposals (including those initiated by CTUIR) are in compliance with all applicable CTUIR Statutes. The TPO also provides staff support for the CTUIR Land Protection Planning Commission (LPPC). The core function of the Tribal Planning Office is to coordinate the reporting within the Comprehensive Plan, facilitate an on-going comprehensive planning process with community outreach and coordinate the land and natural resources development and protection process.

INSPECTIONS

Inspection Services includes Building Inspection services, and Environmental Health & Safety. The CTUIR has adopted the International Code Council (ICC) Building Codes with local amendments for all construction on the Reservation. The Environmental Health & Safety division enforces the Environmental Health & Safety Code which covers solid waste, food inspections, federal OSHA regulations, as well as other local amendments.

KAYAK PUBLIC TRANSIT

Kayak Public Transit is the primary transit service for the region, currently serving 5 counties in Oregon and Washington, and 17 communities, towns, and cities. Kayak provides transportation options for access to work, medical appointments, governmental services, shopping, and visiting friends and family. Kayak also connects to surrounding transit services to increase mobility to the region and beyond.

Element	Benchmark Responsibility
Housing	Number of homes on UIR owned by Tribal members
Housing	Number of available residential lots
Transportation	Number of rides provided by CTUIR Public Transit
Community Facilities	Annual updates to Capital Improvement Plan (CIP)
Transportation	Long Range Transportation Plan (LRTP) update

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.

ENROLLMENT OFFICE

The Enrollment Office maintains 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.

DEPARTMENT OF ECONOMIC DEVELOPMENT & COMMUNITY DEVELOPMENT

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

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	Benchmark Responsibility
Land Restoration	Number of allotments where fractionated interests have been purchased (Inheritance Code)
Land Restoration	Number of allotments where fractionated interests have been purchased by CTUIR (offered to CTUIR by owners directly)
Housing	Number of housing units owned or developed by CTUIR and made available for rent or lease to Tribal members
Housing	Number of "low-income" housing units on UIR

DEPARTMENT OF NATURAL RESOURCES

The Department of Natural Resources provides a wide range of programs aimed at protecting Treaty Rights and interests on an 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. 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.

FIRST FOOD POLICY

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

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	Benchmark Responsibility
Natural Resources	In-stream, irrigated agriculture, domestic, commercial, industrial, and municipal water rights
Natural Resources	Track Umatilla River fish populations
Natural Resources	Track number of spring Chinook Walla Walla River
Natural Resources	Number of range acres managed

Element	Benchmark Responsibility
Natural Resources	Progress to complete and implement of First Foods quality monitoring program
Treaty Rights	Settlement of UIR/Umatilla Basin water rights progress (assessment, negotiation, congressional approval)
Treaty Rights	Settlement of all other water rights progress (settlement, implementation)
Treaty Rights	Hunting & Fishing rights protection actions (management, exercise, habitat restoration)
Treaty Rights	Gathering Rights protection actions (plan development & implementation, private/public land agreements)
Cultural Heritage	Develop Protocol for receiving artifacts, human remains, funerary and other objects and information from public and private sectors
Cultural Heritage	Cultural Resources Management Plan development and review
Cultural Heritage	Cultural Resources Code developed and enforced; number of enforcement actions

DEPARTMENT OF EDUCATION

The Department of Education is responsible for providing educational services and opportunities to all Indians living on or near the Umatilla Indian Reservation, and tribal members throughout the world. The Department consists of five programs that house and provide a variety of educational services within.

EARLY CHILD EDUCATION PROGRAM

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.

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. 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.

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	Benchmark Responsibility
Education	Number of AVT Certs. issued
Education & Community Development	Number of CTUIR enrolled college graduates
Education	% of students meeting reading benchmarks
Education	% of students meeting math benchmarks
Education	% of students graduating high school
Education	Number of tribal members enrolled in Nixyáawii Community School
Education	Scholarship endowment balance
Education	Amount of Education Dept. funding
Education	Number of participants in Native Language Program classes
Education	% of school-aged CTUIR members enrolled in Nixyáawii

DEPARTMENT OF PUBLIC WORKS

This department contains three programs charged with the maintenance, management and safety of the CTUIR buildings, roadways, and other infrastructure.

Element	Benchmark Responsibility
Community Development	Water usage/capacity (acre/ft annual)
Community Development	Sewer usage/capacity percentage
Community Facilities	# quarterly maintenance inspections
Community Facilities & Energy	# of kilowatt hours used
Transportation	Annual updates to Tribal Transportation Improvement Plan (TTIP)
Transportation	Number of safety audit miles conducted

DEPARTMENT OF CHILD & FAMILY SERVICES

Promotes tribal family preservation as a means of contributing to the long-term positive development of the CTUIR and the reservation community while protecting the health and welfare of our children, parents and elders.

Element	Benchmark Responsibility
Work Force Development	Number of Tribal members on General Assistance (GA)
Work Force Development	Unemployment Rate (people looking for work)
Work Force Development	% of Tribal members in Workforce Development Program obtaining employment

DEPARTMENT OF PUBLIC SAFETY

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 activing up on the CTUIR Reservation.

Element	Benchmark Responsibility
Community Development & Public Safety	Number of Part 1 Crimes
Public Safety	% of CTUIR staff and community members that have received basic training in emergency preparedness, terrorism or natural disaster response
Public Safety	Number of Sex Offender offenses
Public Safety	Maintain collection rate % for Tribal Court support to families

6.7 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 statute 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.



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 an 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:

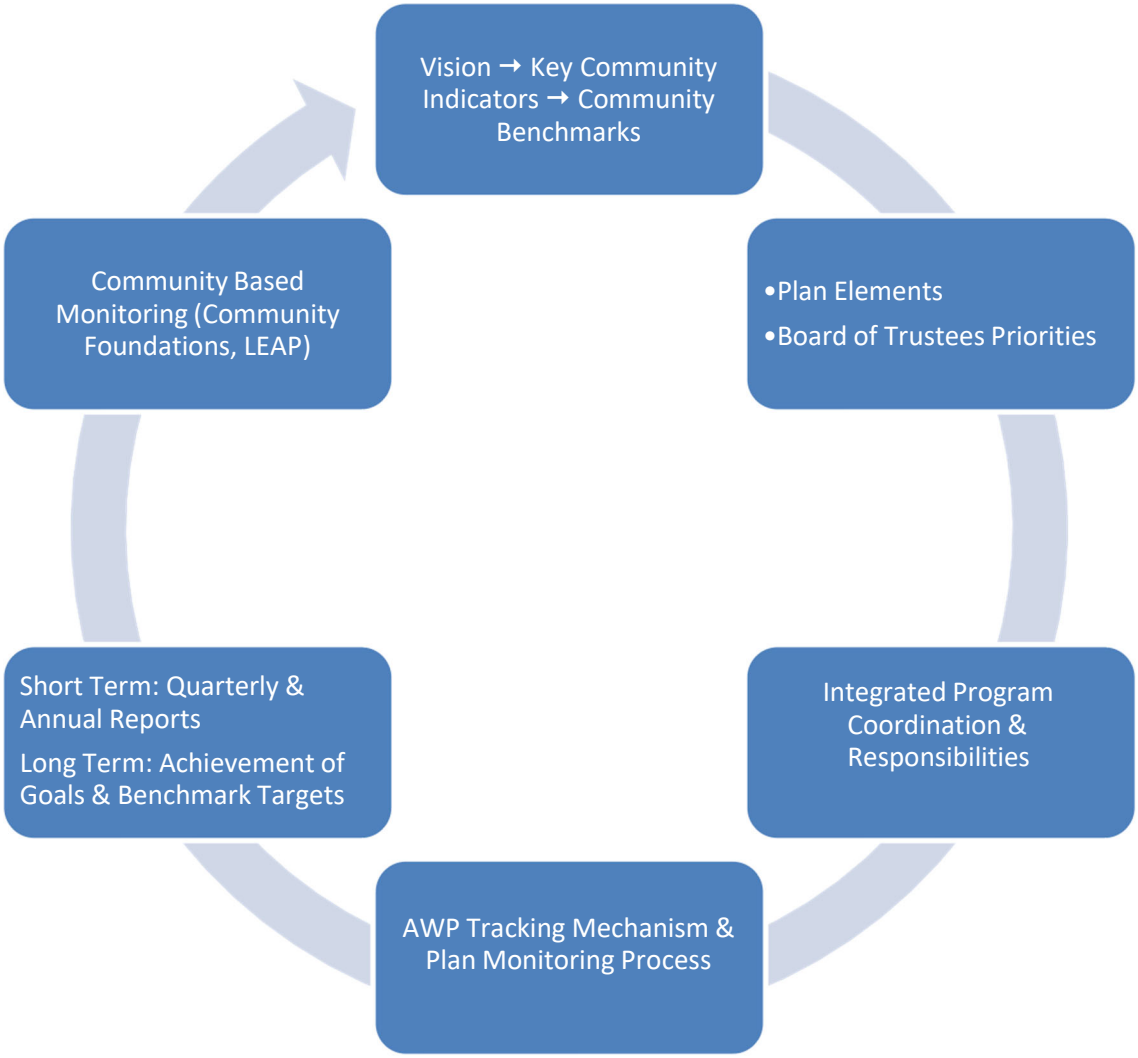
- Measuring progress in achieving goals and policy objectives
- Identifying plan updates and changes necessary to respond to changing community conditions
- Providing guidance for making specific policy and project decisions

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 7: 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.studycircles.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	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 out 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**

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**

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

Appendix D

RESOLUTION NO. 18-090
TOPIC: 2010 Comprehensive Plan updates
Department: Tribal Planning Office
Exhibits: 1

CERTIFICATE

The undersigned, Gary Burke 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 29th day of October, 2018, a quorum of said Board was present and the following Resolution was regularly moved, seconded, and adopted by a vote of 7 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, pursuant to Article VI, Section 1(d) of the Constitution and Bylaws, the powers of the Board of Trustees include the authority "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"; **AND**

WHEREAS, pursuant to Article VI, Section 1(e) of the Constitution and Bylaws, the powers of the Board of Trustees include the authority "to exercise any rights and powers heretofore vested in the Confederated Tribes, but not expressly referred to in this Constitution, or any powers that may in the future be delegated by an agency of local, state or Federal government"; AND

WHEREAS, the Board of Trustees, in carrying out its sovereign powers and duties pursuant to the Constitution and Bylaws, has the authority and responsibility to plan for the people, lands and resources of the Umatilla Indian Reservation; **AND**

WHEREAS, the Confederated Tribes' government structure has grown in organizational complexity by taking on greater management of its own affairs through self-governance since the 2010 Comprehensive Plan was adopted on September 13, 2010 in Resolution No. 10-079; **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 adopted the 2010 Comprehensive Plan as the basis for all functional plans developed to carry out Confederated Tribes governmental affairs; **AND**

WHEREAS, the Tribal Planning Office, recognizing the need for administrative edits to make the Comprehensive Plan more manageable and responsive to current conditions of the Confederated Tribes, prepared and coordinated an Updated Comprehensive Plan, attached hereto as Exhibit 1; **AND**

WHEREAS, the coordination of these edits involved the participation of 54+ staff from all Departments, and more than 40 meetings and presentations to the following Committees and Commissions: Cultural Resources Committee, Economic & Community Development Committee; Education & Training Committee, Land Acquisition Committee, Law & Order Committee, Fish & Wildlife Commission, Gaming Commission, Housing Commission, Land Protection Planning Commission, Tribal Employment Rights Office Commission, Tribal Water Commission, Health Commission, and Tiicham Conservation District Board of Directors, between the dates of March 10, 2015 and September 1, 2015; **AND**

WHEREAS, coordination efforts included public forums on August 17, 2015 and August 19, 2015 in the Tribal Governance Center, and on February 10, 2016 at the Yellowhawk Conference Room; **AND**

WHEREAS, periodic updates were made to the Board of Trustees in work sessions November 4, 2015, during the Board of Trustees retreat January 12, 2016, and August 3, 2018; **AND**

WHEREAS, pursuant to Chapter 7 of the 2010 Comprehensive Plan, Decision Criteria for Comprehensive Plan Amendments, and the Land Development Code Chapter 13, Hearings, the Land Protection Planning Commission conducted public hearings on Comprehensive Plan Amendment file number CP18-001 on October 9, 2018 and issued a Notice of Decision recommending that the Board of Trustees approve CP 18-001; **NOW, THEREFORE, BE IT**

RESOLVED, that the Board of Trustees reviewed the Land Protection Planning Commission Hearing Record during work sessions held on October 24, 2018, and November 21, 2018 and finds Comprehensive Plan Amendment CP18-001, attached as Exhibit 1 satisfies the 2010 Comprehensive Plan Chapter 7 Amendment Decision Criteria and that the public hearing process required by the Land Development Code Chapter 13 has been satisfied; **AND BE IT FURTHER**

RESOLVED, that the Board of Trustees hereby adopts the proposed amendments to the 2010 Comprehensive Plan outlined in Exhibit 1, and directs all Tribal departments, programs and other entities to maintain relevant benchmarking data as prescribed in Chapter 6 of the Comprehensive Plan; **AND BE IT FINALLY**

RESOLVED, that the "2010 Comprehensive Plan updated 2018" of the Confederated Tribes shall be in effect immediately upon adoption.

AND, that said Resolution has not been modified amended or repealed and is still in full force and effect.

DATED this 26th day of November, 2018.

Gary Burke, Chairman
Board of Trustees

ATTEST:

N. Kathryn Brigham, Secretary
Board of Trustees

Exhibit 1: Updated 2010 Comprehensive Plan

NAME	YES	NO	ABSTAIN	LEAVE
Gary Burke, BOT Chairman				Personal
Jeremy Wolf, BOT Vice Chairman				
Doris Wheeler, BOT Treasurer	X			
N. Kathryn Brigham, BOT Secretary	X			
Rosenda Shippentower, BOT Member	X			
Aaron Ashley, BOT Member	X			
Sally Kosey, BOT Member	X			
Woodrow Star, BOT Member	X			
William Sigo IV, General Council Chairman	X			

Confederated Tribes *of the*
Umatilla Indian Reservation

Natural Resources Commission

46411 Timíne Way
Pendleton, OR 97801

www.ctuir.org
Phone 541-276-3099

email: info@ctuir.org
Fax: 541-276-3099

PUBLIC HEARING NOTICE DISSEMINATION RECORD

File #: CP-26-001; Comprehensive Plan amendment filed by CTUIR Tribal Planning Office, 46411 Timíne Way, Pendleton, OR 97801

Land Protection Planning Commission Public Hearing Date: November 24, 2026 (rescheduled from November 10, 2026)

Newspaper and Date Published;	East Oregonian:	November 4 and 18, 2026
	CUJ:	November 5, 2026

Posted in six public Places;

1.	Mission Market:	October 30 and November 13, 2026
2.	Yellowhawk Tribal Health Clinic:	October 30 and November 13, 2026
3.	BIA Umatilla Agency:	October 30 and November 13, 2026
4.	CTUIR Housing Department:	October 30 and November 13, 2026
5.	Nixyáawii Governance Center	October 30 and November 13, 2026
6.	CTUIR web site: https://ctuir.org/	

Attached are copies of the public hearing notices that were posted, published and mailed to all interested parties, subject property owners and adjacent property owners, as required by Land Development Code Section 13.020.

Umatilla County
Robet Waldher, Planning
416 SE 4th Street
Pendleton, OR 97801

City Manager
Pendleton City Hall
500 SW Dorion Ave.
Pendleton, OR 97801

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Page 1

Public Hearing Notice

NOTICE IS HEREBY GIVEN that the Land Protection Planning Commission (LPPC) of the Confederated Tribes of the Umatilla Indian Reservation will hold the following public hearing:

Comprehensive Plan Amendment #CP-26-001 – Applicant, CTUIR – Tribal Planning Office, 46411 Timíne Way, Pendleton, OR 97801. The application proposes to amend text of the CTUIR 2018 Comprehensive Plan to update 2025 benchmarks identified in Chapter 5, Plan Elements and Chapter 6, Tribal Government. Amendments to the Comprehensive Plan are legislative in nature, requiring a recommendation from the Land Protection Planning Commission to the CTUIR Board of Trustees, which are the final decision makers. Amendments to the Comprehensive Plan may be adopted if found to satisfy the decision criteria listed in Chapter 7 of the CTUIR Comprehensive Plan.

The hearing will be held on Tuesday, November 10, 2026 at 9:00 a.m. Individuals may attend the meeting in the Walúula and Wanaqit conference rooms at the Nixyáawii Governance Center, virtually, or by phone. Information on joining the meeting online is available at https://www.ctuir.org. Participation in the hearing will also be available by phone at 872-242-7793 starting at 9:00 a.m. on the day of the hearing. The meeting ID will be 399 309 222#.

Staff reports and other materials related to the hearing will be available at least ten days in advance. They will be posted online at the link above or may be requested from the Tribal Planning Office by calling 541-276-3099.

The public is entitled and encouraged to participate in the hearing and submit testimony regarding the request. Written comments may be sent to tpo@ctuir.org or to the Tribal Planning Office at 46411 Timíne Way Pendleton, OR 97801 for receipt by 4:00 p.m. October 26, 2026.

Notice in the *East Oregonian*

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This hearing has been rescheduled from its original date. The hearing will be held on Tuesday, November 24, 2026 at 9:00 a.m. Individuals may attend the meeting in the Walúula and Wanaqit conference rooms at the Nixyáawii Governance Center, virtually, or by phone. Information on joining the meeting online is available at https://www.ctuir.org. Participation in the hearing will also be available by phone at 872-242-7793 starting at 9:00 a.m. on the day of the hearing. The meeting ID will be 447 606 598#.

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(541) 276-3099
tpo@ctuir.org
https://ctuir.org
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The hearing will be held on Tuesday, October 27, 2026 at 9:00 a.m. Individuals may attend the meeting in the Walúula and Wanaqit conference rooms at the Nixyáawii Governance Center, virtually, or by phone. Information on joining the meeting online is available at https://www.ctuir.org. Participation in the hearing will also be available by phone at 872-242-7793 starting at 9:00 a.m. on the day of the hearing. The meeting ID will be 447 606 598#.

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This hearing has been rescheduled from its original date, and will now be held on **Tuesday, November 24, 2026 at 9:00 a.m.** Individuals may attend the meeting in the Walla Walla/Nciwana conference rooms at the Nixyáawii Governance Center, virtually, or by phone. Information on joining the meeting online is available at https://www.ctuir.org. Participation in the hearing will also be available by phone at 872-242-7793 starting at 9:00 a.m. on the day of the hearing. The meeting ID will be 447 606 598#.

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