CTUIR Comprehensive Plan
2015 Update Progress Report

Comprehensive Plan Schedule

<table>
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<tr>
<th>Phase</th>
<th>Description</th>
<th>Timeline</th>
<th>Completed?</th>
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<tr>
<td>Phase I:</td>
<td>Staff meetings on the 15 Elements</td>
<td>March-June</td>
<td>Yes</td>
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<td>Phase II:</td>
<td>Committee &amp; Commission, BOT, GC, Public Input</td>
<td>July-August</td>
<td>On going</td>
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<td>Phase III:</td>
<td>Drafting and updating editing other areas of the Comprehensive Plan such as Ch. 4. Background Data and Ch. 6. Department Profiles</td>
<td>September-October</td>
<td>Not</td>
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<tr>
<td>Phase IV:</td>
<td>Final Draft, Committee &amp; Commission Review, BOT, GC, Public Input ending with adoption by BOT and GC.</td>
<td>November-December</td>
<td>No</td>
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Introduction

As you may know, the CTUIR Comprehensive Plan was adopted in 2010. The Comp Plan is a document that strives to set goals and direction to the Tribal organization for 20 years. The Comp Plan includes a schedule requiring that it be reviewed every 5 years to check in on the organization’s progress. 2015 is the first review year for the Comp Plan. Because this was the first review we are also checking to see how the process works. At this time we are reviewing the Elements. Other portions of the Comp Plan will be updated but they are cover demographic or department profiles and are more fact based and does not need to go through public review at this time, but will be reviewed in Phase IV of the Comp Plan Update process.

The edits provided in the following pages are suggested edits at this point. These suggested edits are a result of 60 staff volunteers from every department in the organization and over 45 meetings during the months of March, April, May, and June. These 60 volunteers are professionals in their field that are striving to fulfill the intents and purposes of the CTUIR and Comprehensive Plan Mission and Goals. These edits are intended to make their job more clear and help enable them for success in achieving those goals.

During the month of August we will be asking Committees & Commissions, the BOT, General Council, and the general public for input on these suggested edits. Your input will help the organization become clearer in their path to achieving the Mission and Goals of the CTUIR and the Comprehensive Plan. Comments can be written directly on this document and submitted to the Tribal Planning Office, or can be emailed to either JDtovey@ctuir.org or to RosendaShippentower@ctuir.org.

The Public Forums for the Comprehensive Plan will be on August 18th from 1-4, and August 19th from 4-7pm in the Nixyaawii Governance Center.

Thank you!

J.D. Tovey
Planning Director
CTUIR Tribal Planning Office
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Element #1 Organizational Excellence:

Administrative Updates Suggestions:

History

Modern Values

Responsible Programs
1- Clarifications on rules and regulations
2- Addition of the Deputy Executive Director to the Office of the Office of the Executive Director
3- Utilization of CRM in monitoring information
4- Including BFAT and/or BAP as the vehicle of the Board of Trustees Priorities.

Management and Implementation Tools

Emerging Issues and Challenges

Substantive Updates Suggestions

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

**Benchmarks and Performance Indicators**

5- Merge Performance Indicator 2 and 3:
   a. **Original 2:** Management Satisfaction
   b. **Original 3:** CTUIR employee Satisfaction
   c. **Proposed:** CTUIR Employee Satisfaction

6- Remove of move Performance Indicator 4 and 5 to Economy?

7- Addition of new section that explains each performance indicator and links them to specific objectives in the Element
Element #2 Economy:

Administrative Updates Suggestions

History

Modern Values

Responsible Programs
1- Change Dept of Justice to OLC
2- Change “Workforce Development Program” to “Pamaawaluukt Program”
3- Add Tribal Vocational Rehabilitation program
4- Add Education Department
5- Add TERO Business Plan
6- OLC Current: Legal services for contacts, leases, business enterprises and negotiations. Include language for regulations, taxation and development.

Management and Implementation Tools

Emerging Issues and Challenges
1- 1st para, 1st sentence: “Traditional Tribal economic growth has occurred rapidly, bringing new wealth into …” Change “bringing new wealth” to “restore wealth.”
2- 1st para, last sentence: “….improvements in tribal member education and productivity.” Add health.
3- Additional emerging issues and challenges:
   a. Creating space for small businesses
   b. Guarding against double taxation from other governments.

Substantive Updates Suggestions

Objectives
1- Modify objective #4.
   a. Current: “Exercise the Confederated Tribes’ sovereign and inherit rights to levy and impose taxes.”
   b. Proposed: “Exercise the Confederated Tribes’ sovereign and INHERENT rights to levy and impose taxes, and prevent outside taxation.”

Benchmarks and Performance Indicators
Element #3 Land Base Restoration:

Administrative Updates Suggestions

History

1- Strike the 2nd, 3rd, 4th paragraph add.

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 in 1998 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 that a large percentage of the owners of these fractionated interests are Indians that are not enrolled in our Tribe. 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 laws, dedicated Tribal 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.

**Modern Values**

**Responsible Programs**

1. Add DECD - Reality: CTUIR compacted the following areas from the BIA: Appraisals, acquisition and disposal (which includes ROW); probates and leasing. DNR is responsible for forestry, grazing, and pasture including compliance issues.
2. Add DECD - Land: Includes the Tribe’s land acquisition, land management; inheritance code and fee to trust applications.
3. Strike DNR: manages programs for cultural and natural resources

**Management and Implementation Tools**

1. Add Land Development Code
2. Add Four Corners Plan
3. Add site specific resource management plans
   a. Forest management plan
   b. Iskuupla Management Plan
   c. Rainwater Land Management Plan
   d. Umatilla Agency Fire Management Plan
   e. U.S. Dept of Interior-Environmental Assessment
   f. Traditional Fisheries of Walla Walla, Cayuse and Umatilla
   g. Meacham Creek Watershed Assessment and Action Plan
   h. CTUIR Total Maximum Daily Load
   i. CTUIR The Umatilla River Vision
   j. Flood Plain Overlay

**Emerging Issues and Challenges**

**Policy & Program Activity**

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

**Substantive Updates Suggestions**

**Objectives**

1. Clarification on #2
   a. Original: Manage tribally owned lands to assure the highest and best use for tribal members consistent with their inherent capabilities
   b. Add notion about: managing the lands to generate enough money to support their own programs and management.

2. Strike Objective 3:
a. Regulate lands to achieve long term tribal land use goals consistent with Tribal member needs.

3- Add additional Objective:
   a. Language unsettled, but dealing with: Consolidation of and reduction of fractionation.

Benchmarks and Performance Indicators
Element #4 Workforce Development:

Administrative Updates Suggestions

History
1- Add:

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

In January 2015, the Public Law 477 Program moved from Human Resources under Tribal Employment Rights Office to the Department of Children and Family Services

January 2015, intern and Tribal Youth Employment Programs were moved to the Education Department for implementation meeting the needs of the Tribal students working year round with staff on education attainment and their future career development.

Modern Values

Responsible Programs
1- Human Resources office: Add
   a. Vocational Rehabilitation works with disabled Native Americans on overcoming their barrier(s) to employment
2- Add Department of Children and Family Services – Workforce development program assists tribal community members to improve or establish job skills through education and training.

Management and Implementation Tools
1- Add: Public Law 102-477

Emerging Issues and Challenges

Substantive Updates Suggestions

Objectives
1- Merge 3 and 8:
   a. Original #3: “Implement educational programs to increase employability of Tribal Members.”
   b. Original #8: “Support Tribal members to pursue and excel in education to become self-reliant and to contribute to the tribal community.”
   c. Proposed: “Support tribal members to pursue and excel in education by implementing educational programs that increase employability.”

Benchmarks and Performance Indicators
Element #5 Community Development:

Administrative Updates Suggestions

History
1- Edit of History:
   a. There is a feeling that the history listed does not reflect the history of community development specifically. It references long broad cultural history but no specific modern history. Suggestions appreciated.

Modern Values
1- Edit of first paragraph:
   a. Current: “CTUIR General Council is made up of all enrolled Cayuse, Umatilla, and Walla Walla Tribal members ....”
   b. Proposed: “CTUIR General Council is made up of all enrolled Cayuse, Umatilla, and Walla Walla Tribal members 18 years of age and older.....”
2- Edit Second paragraph
   a. Current: Since the 1996 Comprehensive Plan was adopted the CTUIR has experienced significant increase in the diversity of its economy and business enterprises and subsequently an increase in the development pressure to expand water and sewer infrastructure.
   b. Proposed: The CTUIR’s economy and business enterprises are continually growing and diversifying with corresponding increases in development and the necessity to expand utility infrastructure.
3- Edit 3rd Paragraph:
   a. Current: Tribal community members now have more opportunities for education employment homeownership and business ownership.
   b. Proposed: The CTUIR continually seeks to improve Tribal community members’ opportunities for education, employment, homeownership and business ownership.
4- Edit 4th Paragraph
   a. Current: The UIR has used land use planning as a means to establish an orderly process to ensure a strong, sustainable community. Sustainable development implies that growth and development will occur in a manner that balances the preservation and management of the natural environment and resources, and is supported by physical infrastructure and financial resources. Sustainable communities function within physical and biological limits of the environment and support long-term use and reuse of natural resources in the context of the CTUIR, sustainable also includes the sustainability of the Indian cultural values.
   b. Proposed: The CTUIR has used planning to establish and 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**

1- Edit Tribal Planning Office:
   a. Original: Administers land use planning, Building Codes, and Environmental Health
   b. Proposed: Administers the land use planning process, building codes, and environmental health and safety standards.

2- Edit H.R.
   a. Add Pamáwaluukt and strike Workforce Development
   b. Add Tribal Vocational Rehabilitation Program working with people with disabilities to overcome barriers to employment.

3- Edit Dept of Justice
   a. Change DOJ to Office of Legal Counsel and add: Advises tribal programs and policy bodies regarding all aspects of community development, including land use planning, and development.

4- Edit DCFS
   a. Add: 477 Workforce Development Program

**Management and Implementation Tools**

**Emerging Issues and Challenges**

**Substantive Updates Suggestions**

**Objectives**

1- Edit #1
   a. Current: Reserve adequate capacity in the Tribal sewer and water systems for future Tribal use and development
   b. Proposed: Reserve adequate capacity in Tribal utilities for future Tribal use and development.

2- Combine #2 and 6.
   a. Current #2: Develop land use policies and Land Development Code regulations that assure the UIR is a sustainable community
   b. Current #6: Provide Effective community protection; lifesaving rescue, emergency medical, fire protection, emergency management and natural hazard mitigation.
   c. Proposed: Utilize land use policies and regulations (such as Land development code, hazard mitigation plan, emergency management plan, etc.) that assure the UIR is a sustainable community that provides for the health, safety and wellbeing to the residents of the UIR.

3- Combine #3 and 4
   a. Current #3: Provide adequate notice and opportunity for community review and comment on issues affecting the community and tribal members.
   b. Current #4: Develop and maintain a public relations tool for informing and involving tribal members and residents of the Reservation and general public.
c. Proposed: Develop a public relations process for informing and involving tribal members, residents and the general public on issues affecting the Reservation community.

4- Combine #5, 7, 8
   a. Current #5 Develop programs for assisting tribal members to become financially stable; such as maintaining good credit and family resilience.
   b. Current #7: Enable Tribal members to pursue excellence in education, become self-reliant and to contribute to the Tribal Community.
   c. Current #8: Provide opportunities for Tribal members to reside on the Reservation by providing employment opportunities as well as a variety of housing options and social services.
   d. Proposed: 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.

Benchmarks and Performance Indicators
Element #6 Natural Resources:

Administrative Updates Suggestions

History
1- Edit intro, Add: CTUIR has to partner with our internal land users who have direct oversite of our lands. Tribal Farming, Housing and Economic Development groups to comprehensively protect the natural resources for future generations. CTUIR shall work with outside entities with a government to government relationship for the free exchange of best practices management criteria. The natural resource protection must be guided by CTUIR sovereign rights to sustain use and guided by our traditional knowledge and cultural values.

2- Suggestion: Currently the history section is written primarily as a history of the Department of Natural Resources. There is a suggestion that it be rewritten as a history of natural resources for the tribe with the Department being part of that history.

Modern Values
1- Minor edit:
   a. Current: “The right to sustainable natural resources and the use thereof…..”
   b. Proposed: “The right to sustainable, pristine natural resources and the use thereof…..”

Policy Oversight
1- Add at end of paragraph: “The activities of DNR should also at times be reviewed by: NRC, LAC, ECDC, housing, public works and Tribal Farming.

Responsible Programs
1- Suggested edit:
   a. Current Title: “Responsible Programs”
   b. Proposed Title: “Responsible Government Entities”
   c. Response: I’m not opposed, but if it is changed then all elements should be changed to reflect this title change.

2- Edit DOSE section
   a. Current: Department of Science & Industries – Monitors off reservation natural resources.
   b. Proposed: Department of Science and Engineering – Monitors and assesses the impacts of human activities on natural resources. Analyses the impacts of climate change on CTUIR built and natural resources.

Management and Implementation Tools
1- Add: Land Development Code

2- Add: All other management plans, i.e. Meacham Creek MP, Iskuulpa Creek MP, Rainwater MP, Wanaket MP, Umatilla Basin MP, etc.

3- Add: 2007 CTUIR Hanford Policy

4- Add: 2006 EPA Delegation of Authority to implement Federal Air Rules for Reservations Section 49.123, 49.131, 49.132, 49.134, and 49.137.
Emerging Issues and Challenges

1- Add: Water Rights and mitigation planning of water rights
2- Add: Climate Change
3- Add: Fish, wildlife and gathering of first foods and medicines (and rights to do so)
4- Add: Assessment and mitigation for endangered or limited species? What if we declare species endangered or protected?
5- Add: Protecting critical fish and wildlife habitat.
6- Add to end of 1st para: Furthermore, off-reservation industrial and urban development has compromised the quality of the remaining natural resources.
7- Clarification, 2nd paragraph: “through floodplains” clarify meaning. Appears to a typo and should be just “floodplains.”
8- Add paragraph after para 5: The stress of a changing climate on the natural resources of the CTUIR 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 is July has declined by 16%. The median runoff volume has also moved back almost 6 days earlier in the year and spring flow onset date has shifted earlier by 5.7 days (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 for the 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. [Dittmeer, Kyle (2013). “Changing streamflow on Columbia basin tribal lands – climate change and salmon.” Climatic Change 120:627-641.]

Substantive Updates Suggestions

Objectives

1- Add: “to Assess and protect the quality of First Foods from human derived toxin.
   a. Commentary: may be too specific. Might be more general to “human impacts”? 

Benchmarks and Performance Indicators

1- Add benchmark: Establish a first foods quality monitoring program,
   a. Need to define and establish what will be measured for a benchmark.
Element #7  Cultural Heritage:

Administrative Updates Suggestions

History
1-  Edit 2nd para, last sentence:
   a.  Current: “Areas of responsibility grew to include fish and wildlife, water, cultural resources, environmental rights protection, and special sciences and resource protection. ”
   b.  Proposed: “Areas of responsibility grew to include water, fisheries, wildlife, range, agriculture, forestry, first foods policy, and cultural resources.

2-  Edit 5th para, 1st sentence:
   a.  Current: “…commenting on projects on the ceded and traditional cultural lands.”
   b.  Proposed: “…commenting on projects on the ceded and traditional use lands.”

Modern Values

Responsible Programs
1-  Title change?: suggested the title be changed to include Staff Teams and Committee/Commissions that do a lot of work in these areas as well.
2-  Edit Cultural Resources Protection Program:
   a.  Current: “Advocates for the protection of ancestral remains, consults with and regulates federal agencies under Federal, state and tribal codes/guidelines, and strives to protect all culturally significant places and resources.
   b.  Proposed: “Promotes the protection, preservation, and perpetuation of the CTUIR’s culturally significant places and resources for the benefits of current and future generations.”

3-  Edit Environmental Planning and Rights Protection Program (EPRP):
   a.  Current: “Environmental Planning and Rights Protection Program (EPRP): protects Treaty reserved resources on and off reservation.”
   b.  Proposed: “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.”

4-  Edit Education:
   a.  Add: Language Program

5-  Edit Administration:
   a.  Enrollment: Current: “Cemetery management”
   b.  Proposed: “Cemetery inventory”

6-  Add Office of Information Technology (OIT)
   a.  Records management

7-  Add Cemeteries Management Team:
   a.  This team consists of employees from various Tribal programs and departments, including Cultural Resources Protection Program, Tribal Planning Office, Land Acquisition Program, Enrollment Office, Public Works Department, and ex-officio member from the Realty Program,
and any interested volunteer Tribal members. Who will meet on a monthly basis, or as needed, to address and resolve issues concerning cemeteries managed by the CTUIR, and others.

8. Add Tribal Historic Records Team:
   a. The Team consists of representatives from CRPP, Language Program, Tamástlikt Cultural Institute and OIT Records Management Program to address the CTUIR’s archiving issues related to tribal historic records and need for a Tribal Archivist.

Management and Implementation Tools
1. Cultural Resources Code: Strike "(when completed)” reasoning: it will be completed in 2015.
2. Add: Cultural Resources Management Plan (when completed)

Emerging Issues and Challenges
1. Add language about Records management issues, including Tribal archivist/historic record keeping needs.
2. Add language about funding for Language Program funding and master speaker info.

Substantive Updates Suggestions

Objectives

Benchmarks and Performance Indicators
1. Benchmark 4. Increase participants in CTUIR Native Language Program classes.
   a. Current benchmark is “number of participants” may consider changing it to “Number of proficient students” to demonstrate people successfully engaging with the program rather than just initially enrolling.
Element #8 Treaty Rights Protection:

Administrative Updates Suggestions

History
1. General: There may be some minor rewriting. The document is littered with the word “and” forming many run-on sentences. The content probably won’t change, just the sentence structure.
2. 2nd para, last sentence: “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.”
   a. Suggestion: There is a feeling that this sentence tries to boil down history and culture into a single document. There is also a feeling that this could be more well-rounded to demonstrate that we are not a dying race, there is hope, sovereignty and we are succeeding our own way, in our own traditions, and in our own processes.

Modern Values

Responsible Programs
1. Add under DNR: Add First Foods Policy Program
2. Edit: Department of Justice to Office of Legal Counsel
3. Add: Tribal Planning Office: to enforce land development regulations and assist with development of management plans on reservation and trust owned properties off reservation. Coordination with First Foods Policy on protection and enhancement of first foods habitat through zoning and other performance criteria.

Management and Implementation Tools
1. Area Management plans
2. Tribal Land Development Code.

Emerging Issues and Challenges

Substantive Updates Suggestions

Objectives

Benchmarks and Performance Indicators
Element #9 Housing:

Administrative Updates Suggestions

History

1- 2nd para, last sentence:
   a. Current: "The modern result is that many if not all Tribal members that have inherited land find that land to be either fractionalized…"
   b. Proposed: “The modern result is that many if not most Tribal members have inherited land that is either factionalized…..”

2- 3rd para edit:
   a. Current: “In 1968, the CTUIR created the Umatilla Reservation Housing Authority to build homes funded by the U.S. Department of Housing and Urban Development (HUD). Since 1968, over 350 HUD assisted units have been constructed on the Reservation with HUD funding – at no cost to the homeowner. In 1997, HUD established a new block-grant funding mechanism for tribes that ended the availability of “free” housing and restricted HUD funding to families earning below the area median income.”
   b. Proposed: “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 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 (HAHASDA) to put Tribes in control of meeting their communities’ 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). “

3- 4th para edit:
   a. Current: “As the CTUIR economy has grown, fewer tribal members qualify for this assistance. Since roughly half the Reservation is in fee-simple ownership and is owned by non-Indians, the private housing that is available on the Reservation is priced out of reach of many Tribal families.”
   b. Proposed: “As the CTUIR economy has grown, fewer tribal members qualify for housing assistance. In 2001, the BOT approved the Mortgage Code and One Stop Leasing documents giving access to mortgage loan products on the reservation for trust land creating the opportunity for Tribal members to move toward mortgage-based housing from HUD assisted housing. The Homeownership: Consumer, Credit and Financial Protection Program was then developed to promote financial wellness and asset-building by providing long-term financial sustainable tools that would prepare tribal members for their goal of owning a home. An Individual Development Account (IDA) program was incorporated for additional assistance to tribal members wanting to achieve homeownership. An IDA is a match-saving concept to help with down payment assistance known as the Umatilla Saves Program. Since roughly half the Reservation is in fee-simple ownership and is owned by non-Indians, the private housing that is available on the Reservation is priced out of reach of many Tribal families.”
Add Para 5:

a. January 2012, URHA was converted from a Tribal Designated Housing Authority (TDHA) to a CTUIR department. The role of Housing Department remains the same with oversight by BOT rather than the BOC. The management of all CTUIR market-rate rental was transferred to housing with the responsibility of housing development to the Department of Economic and Community Development (DECD).

Add Para 6:

a. Planning for a new rental development at the Grange site was started in early 2014 with the groundbreaking a year later in 2015. The construction of four duplexes is estimated to be completed by Sept 2015. The rental units will be managed under the income-based program under HUD.

Modern Values

1- 2nd sentence edit.

a. Current: "More and more tribal members are recognizing that the free housing of the past is no longer available...."

b. Proposed: “More and more tribal members are recognizing that subsidized housing of the past is no longer available...”

2- 3rd Sentence edit

a. Current: “Tribal members are seeking more flexibility in Reservation housing options that previously available.”

b. Proposed: “Tribal Members are seeking more flexibility with housing options on the Reservation that previously available.”

3- 4th sentence edit

a. Current: “Tribal members want to be able to build on their own allotments near family members, ....”

b. Proposed: “Tribal members want to be able to building on their own allotments or have the ability to purchase land on the reservation for homeownership near family members,.....”

Responsible Programs

1- Strike Umatilla Reservation Housing Authority (URHA), replace with Housing Department.

a. Current: “Development, acquisition and rehabilitation of housing to meet Tribal member needs.”

b. Proposed: "Manage both HUD funded and market rate rental units, rehabilitation of housing to meet Tribal member needs and provide financial and homebuyer education classes.”

2- DECD edit:

a. Current: “Assists in the management and leasing of rental housing on and around the CTUIR reservation.”

b. Proposed: “Housing development and acquisition of land.”

3- Strike Department of Justice, replace with Office of Legal Counsel.

4- Add: Finance Office: Advise and assists on the operation and management of HAHASDA, HUD Block Grants.
Management and Implementation Tools
1- Add: Housing Strategy Plan.

Emerging Issues and Challenges
1- 1st para 1st sentence:
   a. Current: “Landownership, credit worthiness and available financing are common barriers to tribal member housing on the UIR.”
   b. Proposed: “Landownership, credit worthiness and the availability/existence of affordable homes on the reservation are common barriers to Tribal members wanting to transition into homeownership on the UIR.”

Substantive Updates Suggestions

Objectives
1- Edit #3:
   a. Current: “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.”
   b. Proposed: Add “by continuing the Homeownership Program” to the end of the objective.
2- Edit #6:
   a. Change “Expand” to “Change”
3- Strike #7
   a. Justification: thought to be a great option, but difficult to measure and true carbon neutrality is extremely cost prohibitive.

Benchmarks and Performance Indicators
1- Considering adding a benchmark connected to the financial and homebuyer classes? Issues: We can hold a number of classes each year but can’t control the number of participants.

Explanation of Benchmarks:
1- Origins on the 2010 benchmark calculations are unknown. 2015 was determined by TPO using Umatilla County Assessor's Office inventory of non-assessed homes on the reservation and updating with home development permits issued for the year. Inventory includes homes developed under the HUD Mutual Help Home Program and those on Whirlwind Drive. CTUIR Tribal members qualify for exemption of property taxes for homes on the reservation. The benchmark is drive by individual CTUIR Tribal members working to gain homeownership with limited options on the UIR.  
2- Construction of new rental units started in 2015 consisting of four duplexes, 2 elder units and 6 income based units. The last rental units developed were at Mission Creek in 1998. The community's need for moderate and market rate rents will impact future development of low income rentals.
3- The management of market rate rentals was transferred to the Housing Department from Public Works and DECD in 2013 with 40 units.
4- Growth is generated from CTUIR Tribal members developing their own allotted trust property; CTUIR is not developing buildable lots for home sites.
Element #10 Education:

Administrative Updates Suggestions

History

Modern Values

Responsible Programs

1- Strike Human resources section
2- Edit DCFS section
   a. Current: “Dept. of Children and Family Services: Child care and elders program collaboration with mentors instilling traditional family values, culture and language.”

3- Change DOJ to OLC.

Management and Implementation Tools

1- Add Public Law 477

Emerging Issues and Challenges

Substantive Updates Suggestions

Objectives

Benchmarks and Performance Indicators
Element #11 Health & Human Services:

Administrative Updates Suggestions

Objectives
Reworking of all the Objectives to better align with Yellowhawk community health program mission, goals and reporting requirements:

1- Improve health, function, and quality of life of CTUIR members through Prevention; addressing modifiable risk factors of unhealthy diet, physical inactivity, and tobacco use, Detection; cancer screenings and routine health care, and Treatment of chronic disease; cardiovascular diseases, mainly heart disease and stroke, cancer, chronic respiratory diseases, diabetes and others such as mental disorders, vision and hearing impairment, oral disease, bone and joint disorders and genetic disorders.

2- Implement recommendations and findings from CTUIR studies, needs assessments and workgroups, such as development of a Transitional Residential Treatment Program and establishment of interdepartmental collaboration strengthening Behavioral Health Prevention, Interventions and trainings to address substance abuse, interpersonal violence and sexual abuse.

3- Encourage CTUIR member self-sufficiency and sovereignty through education, school retention and community engagement by establishing policy, system and environmental changes that support and nurture community youth, tribal elders and veterans.

4- Maintain compliance with health industry standards, accreditation, and technology as required by federal, State and Tribal Codes; actively participate in State, Federal and area Indian Health Boards to promote health, safety and welfare of CTUIR members. Examples of Performance Standards may be found at: National Public Health Performance Standards (NPHPS) and Accreditation Association for Ambulatory Health Care (AAHC)

Benchmark and Performance Indicators
Modification of Benchmarks to align with Yellowhawk Community Health Program mission, goals, and reporting requirements.
<table>
<thead>
<tr>
<th>Achievement year</th>
<th>2010</th>
<th>2015</th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. AAAHC* and AADE* accreditation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• a. AAAHC and AADE accreditation maintained</td>
<td>yes</td>
<td>yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• b. Percent Target accomplished</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Decrease the proportion of adults who self-report fair or poor health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• A. self-report fair or poor health</td>
<td>33%</td>
<td></td>
<td>19%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>• B. self-report good or better mental health</td>
<td>44%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Reduce the proportion of adults who are obese</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Persons aged 20 and older who are obese</td>
<td>33.9</td>
<td>32.2%</td>
<td>30.5%</td>
<td>28.9%</td>
<td>27.5%</td>
</tr>
<tr>
<td>• Percent Target accomplished</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• a. Reduce the proportion of children and adolescents who are considered obese</td>
<td>22%</td>
<td>19.8%</td>
<td>14.5%</td>
<td>13.8%</td>
<td>13%</td>
</tr>
<tr>
<td>• Children and adolescent 2-19 years of age who are obese</td>
<td>22%</td>
<td>27.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• b. Percent Target accomplished</td>
<td>100%</td>
<td>62%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Increase the % of patients receiving tobacco cessation counseling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• a. % of patients receiving counseling (GPRA* 17)</td>
<td>10%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• b. Percent Target accomplished</td>
<td>100%</td>
<td>62%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Increase the % of women screened for domestic violence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Percentage of women screened for IPV</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>65%</td>
</tr>
<tr>
<td>• b. Percent target accomplished</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Increase the % of individuals age 18 and older screened for depression GPRA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Percentage of individuals age 18 and older screened for depression</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>69%</td>
</tr>
<tr>
<td>• Percent target accomplished</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>8. Increase the proportion of eligible patients current on cancer screening</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Percentage of patients current on cancer screening</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>47%</td>
</tr>
<tr>
<td>• b. Percent target accomplished</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>67%</td>
</tr>
<tr>
<td>9. Increase the proportion of patients with chronic disease that have blood pressure, lipids and HgA1c in control (outcome bundle)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Percentage of patients with chronic disease that have blood pressure, lipids, and HgA1c in control</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>31%</td>
</tr>
<tr>
<td>• Percentage of target accomplished</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>44%</td>
</tr>
</tbody>
</table>
Element #12 Community Facilities:

Administrative Updates Suggestions

History

Modern Values

Responsible Programs
1- Change DOJ to OLC

Management and Implementation Tools

Emerging Issues and Challenges
1- Add: “Additionally, many of the buildings built in the 1970’s and their associated infrastructure such as water and sewer were not always laid out in an orderly fashion that now results in a few conflicts, the new structures will have to either be accommodated with the infrastructure pattern, or some of the infrastructure will have to be replaced.

Substantive Updates Suggestions

Objectives
1- Modification of #6
   a. Current: “Adopt and maintain a Capital Improvement Program to prioritize and fund community facilities and capital projects.”
   b. Proposed: Adopt and maintain a Capital Improvement Program to prioritize and fund community facilities and capital projects with a 5 year update schedule in the year following the Comprehensive Plan updates.
2- Merge #1, 2, 3, 5:
   a. Current #1: Assure that community facilities are designed and sized to meet the long-term needs of the CTUIR.
   b. Current #2: Assure that community facilities are operated under the most efficient energy conservation measures.
   c. Current #3: Assure that community facilities are maintained in a safe and sanitary condition.
   d. Current #5: Locate community facilities where they will conveniently serve community needs and compatible with existing and planned land uses.
   e. Proposed: 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.
3- Retain#4: Provide adequate funding to cover debt services, operation and replacement of community facilities.
4- Strike #7: Successfully 638 Contract ownership of all Bureau of Indian Affairs facilities.
   a. Justification: to what end? And is this really needed or desirable?
**Benchmarks and Performance Indicators**
Modification of Benchmarks to reflect the new objectives.

2. Ensure all new community facilities are located within the Mission Community Plan utility boundary.
3. Encourage development within the Mission Community utility boundary.
4. Building replacement fund? Contingency fund?
Element #13 Transportation:

Administrative Updates Suggestions

History
1- 2nd para, Edit start 2nd sent.
   a. Current: "As trustee, the BIA had no need to establish easements or rights-of-ways because the transportation systems created were for the public good and it was their responsibility to provide for that need. Prior to 1949, the BIA was not required to record the location and width of rights-of-ways on newly issued trust deeds or deeds issued in fee simple."
   b. Proposed: "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."

2- 3rd para, Edit start 2nd sent.
   a. Current: "Not all roads that were transferred to Umatilla County had rights-of-ways transferred with them. As such, the underlying right-of-way remained with the BIA as an unrecorded right-of-way."
   b. Proposed: "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."

Modern Values

Responsible Programs
1- Change DOJ to OLC.

Management and Implementation Tools
1- Add local roads safety plan

Emerging Issues and Challenges

Substantive Updates Suggestions

Objectives
1- Merge #1, 3, 5, 6, 7, 8, 9:
   a. Current#1: “Develop and maintain a transportation system that is safe and promotes the public health.”
   b. Current #3: “Develop economically and ecologically sound transportation opportunities.”
   c. Current #5: “Provide transportation opportunities for Tribal citizens and other Reservation residents that do not drive.”
   d. Current: #6: “Provide transportation facilities for non-motorized transportation, including pedestrians, bicycles, and horse.”
   e. Current #7: “Develop, maintain, and improve transportation systems to minimize or reverse environmental degradation from transportation systems.”
f. Current #8: “Develop transportation opportunities that are aesthetically pleasing and help provide a sense of “Place” and a connection with the cultural values of the CTUIR.”

g. Current #9: “Design, build and maintain transportation systems with the future in mind.”

h. Current #10: “Provide transportation opportunities that conserve energy and money, and reduce carbon emissions”

i. Proposed: “Develop and maintain transportation asset system that is safe, environmentally sensitive, economically sound, and promotes the public health with future transportation in mind.”

2- Merge #2 and 4:

a. Current #2: “Ensure that Tribal citizens have access to traditional gathering, and other traditional activities.”

b. Current #4: “Develop transportation systems necessary for all forms of transportation in order to provide for economic development, employment, senior and disabled, health care, education, shopping, visiting family and friends, fitness and legal access.”

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

3- Add new objective:

a. Proposed: “Ensure required road transportation and transit planning documents are completed accurately in a timely manner and implemented as appropriate.”

4- Add new objective:

a. Proposed: “Work toward providing access throughout the ceded and traditional use areas through transportation infrastructure and transit options.”

Benchmarks and Performance Indicators
Element #14 Public Safety:

Administrative Updates Suggestions

History
1- Add Para 3 and 4:
   a. 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.
   b. In July 2013, the CTUIR amended its laws to meet the requirements of Violence Against
      Women Act 2013 (VAWA) to begin exercising 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.

Modern Values

Responsible Programs
1- Add: Office of Tribal Prosecutor – Protects the reservation community from crime and violations of
   tribal civil regulations by prosecuting offenders in the Umatilla Tribal Court.
2- Add: Office of Child Support Enforcement – This program assures that non-custodial parents
   support their financial obligations to their children.
3- Strike Education Department
4- Add: CTUIR Tribal Court – Coordination of criminal cases from arrest to prosecution, restraining
   orders, warrants, transport and case records.
5- Modify DOSE to include: Climate change mitigation, hazmat transportation, air quality, and smoke
   management.
6- Add: Road Safety Program

Management and Implementation Tools
1- Add: CTUIR Family Law Code
2- Add: SB412 – recognizes tribal officers as Peace Officers
3- Add: Police and Fire Mutual Aid Agreements
4- Add: SLEC – Special Law Enforcement Commission

Emerging Issues and Challenges
1- Strike 2nd para: “With the CSEP program ending in 2010-2011, funding for personnel to implement
   the Emergency Management program will be challenging. Funding for personnel is difficult to
   obtain through federal sources to maintain a comprehensive program.”
   a. Justification: program ended
2- Strike 4th para: “The Public Safety Department continues to pursue solutions for on Reservation
   authority to arrest non-Tribal members for crimes involving assault on members.”
Substantive Updates Suggestions

Objectives
Reorder, restructure, consolidate all Objectives:

Currently:

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

Proposed:

1. Provide culturally appropriate advocate services to victims of domestic and sexual violence, elder abuse and stalking. (combination of #2 and 3)
2. Enhance awareness of family violence/sexual assault 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 lifesaving rescue services, emergency medical service, fire protection services and hazmat response.
5. Develop and maintain effective and visible crime prevention and policing programs with the Public Safety Department.
6. Increase access to tribal court to support families, maintain a collection rate of at least 60%.

Note: Civil violation board docket to increase intertribal referrals or non-Indian civilian infractions.
**Benchmarks and Performance Indicators**

1- Edit #2:
   b. Proposed: Sex offenders are compliant with SORNA code offenses.

2- Strike #3: Reduction in animal complaints.
   a. Justification: better served somewhere else?

3- Add: Prosecutor
   a. Downward trend in the number of cases declined
   b. Increase trend in successful convictions.
   c. Increase in intertribal referral and non-Indian infractions.

4- Child Support
   a. Maintain trend in collection of funds due to custodial parents delinquency.

5- Family Violence:
   a. Assistance to victims
   b. Education – effectiveness which increases reporting, convictions and support.
Element #15 Energy:

Administrative Updates Suggestions

History
1. Include a CTUIR approved definition of sustainability.

Modern Values
1. Clarification: "sustainable levels” need to be defined.

Responsible Programs
1. Edit DOSE:
   a. Current: “Implements CTUIR Energy Policy and is lead program on climate change.”
   b. Proposed: “Implements CTUIR Energy Policy and is lead program on climate change and energy related technologies.”

Management and Implementation Tools
1. Clarification on inclusion of the Forest Management Plan. All subarea plans, specifically resource management plans should address energy conservation and or generation.

Emerging Issues and Challenges

Substantive Updates Suggestions

Objectives
Current 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 biofuels
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.

Proposed:
1. Enhance tribal sovereignty through energy independence by reducing energy consumption and
increasing responsible energy production consistent with the protection of the CTUIR homeland including treaty reserved rights and resources.

2- Protect the CTUIR and its Tribal members from rising energy costs through conservation and development of reliable and affordable energy supplies through energy programs.

3- Provide incentives for energy efficiency and funding for renewable energy development.

4- Diversify the CTUIR economy through investment in alternative energy sources in order to reduce the CTUIR’s consumption of fossil fuels.

5- Conduct public outreach to empower Tribal members to take advantage of opportunities.

6- Reduce energy consumption and promote energy independence including workforce development in employment fields related to energy.

7- Promote energy efficient building practices in public, private and commercial development on the Reservation and assist individuals and businesses with access to opportunities and information such as tax incentives and grants for energy conservation.

**Benchmarks and Performance Indicators**