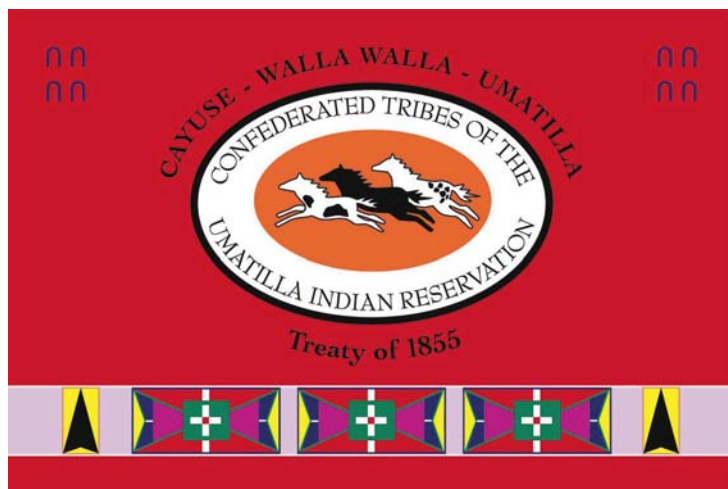


# 2008 Annual Report

Confederated Tribes of the  
Umatilla Indian Reservation



**Mission**

To provide effective management and operations for all aspects of the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) government services, programs, and enterprises. To carry out the day-to-day business and administrative affairs of the CTUIR consistent with the policies, laws and budgets adopted by the Board of Trustees. In carrying out these delegated duties, the Executive Director shall use appropriate CTUIR programs and staff. This general authority, as stated in the Executive Management Policy, shall include, but is not limited to the following:

**1 Oversee Administrative functions.**

- 1.1 *Provide oversight and supervision of individual Tribal departments and programs to ensure that they are developing appropriate work plans and carrying out their assigned tasks, complying with relevant contract provisions, regulations and law, and following the policy and long-term planning directives of the Board of Trustees.***

**Successes**

- Administration staff – finance, grants & contracts, and Executive Director also meet regularly with various programs to address and help clarify policy issues – Discussed issues in 179 meetings with departments and programs.
- Management Team meets every two weeks to review issues
- Reviewed and signed over 365 grants/contracts and 45 new proposals for funding
- Scheduled monthly & bi-monthly meetings with Department Directors and Program Managers

**Obstacles:****Recommendations**

- Continue to conduct biannual reviews with BOT
- The Planning Office has revised the schedule and tasks to update the Comprehensive Plan and correlate with BOT priorities and annual work plans – proposed to complete by the May. 2009.

- 1.2 *Establish the organizational structure of CTUIR governmental departments and enterprises and make any necessary changes in the organizational structure to ensure effective delivery of services, in accordance with adopted policies, laws and budgets of the CTUIR. Develop an effective team approach with all departments and improve customer service and operational efficiency by incorporating state of the art management, including Disney's Key to Excellence.***

**Successes**

- Recruited, interviewed, and hired new Public Safety Director.
- BOT funded ED Office \$5,000 for CTUIR overall organizational analysis.
- HR completed operational review.

Obstacles:Recommendations

- 1.3 Carry out administrative functions in support of CTUIR commissions and committees, such as the provision of administrative support services for such advisory bodies, or other duties as assigned, as expressly directed by the Board of Trustees in a Tribal policy, law or budget.**

Successes

A tracking database has been created for recording Commission / Committee appointments. This system will be used for tracking member appointments/positions, oaths of office, terms of office, meeting schedules and attendance, minute submissions, stipend request process, etc.

Obstacles:

Encountering delays in completion of the Commission / Committee database. Should have full implemented by end of January 2009.

Recommendations

Load prior year information into database for Commission / Committee membership and terms of office for historical records.

- 1.4 Provide effective and efficient Administrative support including, but not limited to, filing, copying, logging in and distributing correspondence, monitoring leave, tracking BOT and ED travel requests, etc. Develop an annual travel plan for the Board of Trustees. Improve public communications protocol.**

Successes

- The MIS Database System, which links the BOT Priorities, the Comprehensive Plan, the Annual Work Plans, and the bi-annual Progress Reports is fully implemented and appears to be working very well, reducing staff time in formatting and compiling data.
- A new travel tracking process has been created. This process allows the Travel Coordinator and staff to scan travel advance and expense reports, lodging information, confirmation numbers, etc., as well as inserting notes that are easily accessible through Outlook by the BOT and the Executive Director.
- All BOT GSA vehicles are maintained by the Public Works Department, leaving only the administrative side to BOT staff.
- Will be implementing a new staff Performance Plan in January 2009 that is designed to improve efficiency, staff coverage, absenteeism, attitude, and service to the BOT and the community. Implementation of the Performance Plan will quickly show supervisors where staff weaknesses lie. With this knowledge the supervisor can pinpoint training needs for improvement.
- Continue to hold monthly staff meetings as well as one-on-one meetings between staff and supervisors at a minimum of once a month. As a result, relationships and communication has improved.
- ED Executive Assistant and General Council Secretary working together to develop standard

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locked forms for the BOT Agenda and BOT Minutes in order to maintain consistency from week to week.

- BOT Secretary, ED Executive Assistant, and BOT Executive Assistant progressing with the development of a Reference Manual that will be available online to all staff.
- Scanning and electronic storage of incoming BOT mail appears to be successful and has reduced unnecessary waste of paper. Items are also being sent electronically to staff for a faster and more efficient process of information.

Obstacles:

- Cross training staff is an ongoing task. Goal is to provide full BOT and Executive Director support without interruption regardless of staff absenteeisms. A Responsibility List has been developed which instructs staff who is next in line (pecking order) of responsibility to cover daily duties when someone is absent, including Monday BOT meetings and Work Sessions.
- The BOT Chairman Signature Review process has worked successfully in the past, however, we are noticing that a select few staff members are once again trying to avoid the proper steps and go straight to the BOT Chairman rather than following the process in place.
- The BOT GSA Vehicle Checkout Form is not being used consistently. Striving to emphasize importance to BOT/staff using and managing vehicle use.
- Attempting to reduce absenteeism and tardiness by staff to improve quality of services to the BOT, the general public, and to all CTUIR staff.
- On-going training is needed on the operation of the SMARTBoard.
- Holding monthly staff meetings continues to be a challenge due to absenteeism. All future meetings will be held regardless of staff in attendance. Those absent will receive copies of meeting notes.
- Maintaining consistency with BOT office filing, front desk and phone coverage.

Recommendations

- ED Executive Assistant and BOT Executive Assistant to work one-on-one with support staff to maintain individual Performance Plans and to encourage goal setting for improved work performance.
- Develop a BOT Resolution / Exhibit and Work Session / Attachment database that will provide staff the information necessary to follow up with the gathering of information and signatures.
- Maintain a positive workforce and develop a team attitude amongst support staff.
- Continue to take advantage of Neal Otto trainings at TCI. Off-site comprehensive training on Tribal Executive Assistant roles/duties, customer service, roles in the organization, note taking, minutes, travel, etc. Provide and encourage support staff to develop their skills and improve their weaknesses through college courses or training and to provide on-the-job training sessions to improve skills whenever possible.
- BOT Chairman or designee should refuse to sign any letter/document without the BOT Signature Review processing form completed and attached.

**1.5 Assist the Board of Trustees in planning and goal setting. Ensure implementation of such plans and goals as directed by the Board of Trustees. Regularly report to the Board of Trustees on progress made towards achieving goals.**

Successes

- Completed drafts sections of the Comprehensive Plan and preparing for community input strategy for June-August, 2008
- Completed the BOT 2008-09 Strategic Plan for the BOT priorities
- Scheduled first biannual report to the BOT in June, 2008 on AWP progress reports.
- Second progress report to be scheduled in Jan. 2009. Moving to biannual reports.

Obstacles:

Recommendations

Review and fund BOT 2008/09 Priorities from 2008 carryover funds.

**2 Oversee Tribal Operations.**

**2.1 Ensure accurate projections of revenue and expenditures, and recommend budgets for all operations, investments and reserves, taking into consideration short- and long-term Tribal goals and economic self-sufficiency as directed by the Board. Implement and authorize expenditures in accordance with Fiscal Management Policies and approved budgets.**

Successes

- All programs expenditures are within their annual budget amount through end of Dec. 2008 except Fire Dept.
- WRC and Administration developed realistic revenue projections for 2008. As of Dec., 31, 2008 WRC year to date net profits are slightly behind budget by 1.52%. Year to date

distribution to the tribe was \$1,049,355 over the budgeted amount. We increased the 2007 distribution to the tribe to \$18,860,116 and by the end of the year ADDED another \$270,350 in additional revenues above projections. These additional gaming monies will be added to a carryover balance of \$1,014,542 for a TOTAL CARRYOVER OF \$1,285,892 for 2008. Projected revenues for 2009 are \$19.6M a 2% increase over 2008.

- Monitor expenditures daily and monthly for compliance with the Fiscal Management Policies and BOT approved budgets. Reviewed and approved 537 purchase requisitions, this amount is significantly reduced over last year. ED now only reviews and approves amounts over \$10,000.
- Tribal Development Officer assisted in applying for 29 grants totaling over \$3.40M leveraging \$365K of matching funds/in-kind. Nearly ½ were funded todate for \$1.863M and matching funds of \$85K. 19 out of 29 grants supported BOT priorities for 2008/09. Remaining grants are pending review and approval. Major grants applied for include Workforce Development (\$50K), Strengthening Indian Families (\$50K)DOJ – Sex Offender and family violence enforcement (\$674K), Funded the Child Support Enforcement (\$219K).
- Education Grant Writer applied for 27 grants totaling \$6.5M in grants for a variety of education related programs. 10 grants were funded todate totaling over \$1.8M. Nearly all supported BOT 2008/09 priorities in Education & Language. We have \$3.1M in grants pending decisions and will be notified on awards between May, 2008-Dec. 2009. Major grants received & applied for include: Awarded: HeadStart, Language, Title VII, UTCF, Youth and Recreation Services, After School, Scholarships, Nixyaawii Community School. Funded the Title III – English Program (\$600K), Did not fund the Education Program – Grades 9-12 Demo grant (\$1.2M), Physical Education grant (\$500K), ANA –Language (\$300K).
- Completed the General Investment Policy and Individual Investment Policy Statements amended Nov. 2007 and currently implementing previous amendments including 2 new investment options (hedge funds and index funds). Continuously monitoring our investments and 401K.
- The Umatilla Tribal Community Foundation Board of Directors is continuing to develop their internal policies and procedures and build capacity on their Board, while Education Dept. secures external scholarship funds.
- Finalized the 2008 budget carryover and develop recommendations to the BOT for expenditure of the \$1.2M in carryover requests and funded all of the BOT 2008/09 priorities including A&D treatment beds, transition house study, epidemiological study, and White Bison project as well as other BOT priorities.

Monitor WRC expenditures, so far all program expenditures are within year to date budgets except fire department overtime .

Obstacles:

Recommendations

**2.2 Ensure procurement of necessary goods and services to carry out the policy and planning directives of the Board, in accordance with the Fiscal Management Policies, budgetary limits and directives established by the Board.**

Successes

No major accomplishments to report. Procurement process is working well.

Obstacles:

Recommendations

Currently reviewing the WRC procurement process for internal controls requirements, specifically for non-gaming contracts under \$25,000. Now developing a procurement procedure manual and property manual.

**2.3 Ensure that proper hiring, supervising, and disciplining of personnel is conducted pursuant to the policies and procedures approved by the Board of Trustees in the Tribal Personnel Policies and Procedures Manual (TPPPM).**

Successes

One evaluation (Wildhorse Resort COO) need to be finalized by ED, waiting on completion of evaluation form by COO. No personnel appeals have been made to the ED level.

The Employee Benefits Committee have developed recommendations on employee benefits, workman's benefit code, and 401(k) and make sure we keep sufficient revenues, control benefits, and maximize reserves for covering the CTUIR self insured health plan. Made adjustments to premiums to cover costs of benefits and build reserves from deficit 3 years ago, current reserves now exceed \$2.0M. Interim reserve loan paid back to tribe last year. Benefits and insurance costs are being controlled and closely monitored. May be able to slightly reduce premiums in the future.

Conducted RFP for CTUIR benefits package to get competitive bids.

Completed RFP and selected consultant to conduct operational review of Human Resources program. Draft report completed, will meet to review with Admin and BOT.

Obstacles:

Recommendations

**2.4 Delegate responsibilities and authorities to subordinates as appropriate to carry out Tribal business.**

Successes

- Specific responsibilities to each Department Director and review issues with them on a monthly basis.
- Meet every two weeks with the Management Team
- Review weekly activities of departments with the BOT every Monday.
- Established interdepartmental teams to work on various projects including: Hwy 331 Master Planning; Employee Benefits; Umatilla Tribal Community Foundation; Tribal Water Rights

Settlements; A&D Oversight Committee; CTUIR Tribal Services Center planning; Capital Facilities Master Planning; Wellness Center planning; Eastbench Development team; Elders Advisory Task Force, Gaming Compact Negotiating Team; Round Up Centennial Planning Team; Cemetary Planning Team, Management Team Retreat planners, Tribal Member Mentoring Program Development Team, Tribal Vision Statement Team, and Personnel Orientation Team, etc.

Obstacles:

Recommendations

Schedule once a month one-hour meeting with each Department Director and staff

**2.5 Negotiate, execute, sign and modify grant and contract documents which implement programs, activities and functions that have been approved by the Board of Trustees. This delegation includes signature authority for all agreements that are necessary for the successful implementation of the program (e.g. riparian agreements, sub-contracts, etc.).**

Successes

- Negotiated and signed over 365 grants and contracts
- Coordinated internal reviews to ensure consistency of grant applications with program work plans.

Obstacles:

Recommendations

**2.6 In coordination with the Board of Trustees Executive Assistant and through the office of Records Management, ensure that minutes, resolutions, codes and all other associated records of the Board of Trustees and the CTUIR are properly maintained.**

Successes

- The electronic filing system currently used for BOT Minutes, Resolutions / Exhibits, Work Sessions summaries, BOT Secretary Report, ED Report, and Legislative Report appear to be working very well. This system allows access to the BOT and select staff to review electronic records by accessing the BOT Shared "S" Drive at their convenience.
- Signed copies of BOT Minutes and Resolutions/Exhibits are scanned and electronically submitted to the Records Manager on a weekly basis for historical documentation and recording.

Obstacles:

Maintaining consistency in format and thorough proofing of minutes from week to week.

Recommendations

Continue to request BOT and Administrative Support Staff to review minutes and submit corrections prior to approval and historical recording.

**2.7 Ensure that the required reviews of enacted Tribal laws and policies are conducted on a regular basis and to recommend additions and changes to the Board of Trustees for their approval**

Successes

See Task 4.1.

Obstacles:Recommendations**3 Respond to BOT initiatives.****3.1 Serve as a liaison between the Board of Trustees and individual CTUIR departments/ programs.**Successes

- Coordinated with Management Team, Dept Directors, Program Managers, and various Admin staff and regularly communicate BOT issues and concerns via e-mail, phone, one-on-one, weekly BOT/staff meetings, and Management Team meetings.
- Follow up with CTUIR members on a regular basis when issues are referred to the ED by BOT members.
- Present updates to BOT during ED Report on various issues as requested by BOT or staff and external communications.
- BOT Worksession summaries provide direction to ED and staff for follow up actions.

Obstacles:Recommendations**3.2 Report regularly and frequently to the Board of Trustees on the status of Tribal projects, departments, programs, and any issues, concerns, and accomplishments of the CTUIR staff.**Successes

- Report to the BOT on issues and projects via BOT worksession, weekly BOT/staff meetings, BOT meeting agendas under the ED Report and Communication agenda items, via regular e-mails, phone conversations, and one-on-one discussions. Some of the major projects we have reviewed with the BOT include:
  - A&D Oversight Committee – developed recommendations to implement Task Force recommendations, held regular meetings of committee and currently implementing the White Bison model and strategic plan for treatment; funded 2008 carry over funding for treatment beds (\$120K), transition house feasibility & plan (\$30K), and epidemiological study (\$75K). Completed analysis for after-school prevention program. Arrowhead Travel Plaza – Review and finalize design, guaranteed max price, subleases with McDonalds, secured BIA guaranteed and Bof A loan for construction, construction now underway, scheduled to be completed by January 2009
  - BPA Fish MOA - negotiating team developed interim 10 year agreement on hydrooperations and a mitigation plan and funding commitment. CTUIR, Warm Springs, YIN, and Colville agreed

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, currently implementing that plan and have develop first ever monitoring and tribal reporting strategy.

- Tribal Court Operational Review – Reapplied for grant -drug court (\$175K) (did not fund) & implementing the child support enforcement grant (\$220K), hired program manager, currently interview for 3 new positions.
- Coyote Business Park – Completed the construction of infrastructure (roads, water, sewer, landscape, etc) and developed business park tax code. Construction of S. Park is now underway for water, sewer, roads.
- Cayuse Technology – Hired additional staff for software development and call center and training, conducted grand opening ceremonies, reviewed financial, personnel, and business operations with Board of Directors and BOT. Regularly coordinate with Cayuse Technology on HR support from the Tribe.
- Davita Dialysis – Completed construction and grand opening, currently operating as planned.
- Umatilla Tribal Community Foundation – Board of Directors have developed draft gift guidelines, personnel manual, ED job description, develop proposals for funding, 501©3 paperwork, conflict of interest policy, etc to establish internal policies and procedures. Investigated funding from Ford Foundation and Kellogg Foundation. Assist in 2009 budgeting and work plan for foundation, they plan to hire an Executive Director in the spring of 2009 and focus on Education grants and endowment.
- DCFS Operational Review – Currently implementing the operational review recommendations for the DCFS program. Hiring key 5 DCFS staff and proposing additional staff, in a phased in approach, beginning with the 2008 carryover budget. Revised 2008 budget to identify additional revenues from from Title IV E (state foster care), eliminating the need for 2008 carryover funds.
- Capital Improvements plan & Facilities Development plan – Finalized the draft Capital Improvement plan and Facilities Transition plan for years 2006-2014. Reviewed with BOT and presented to General Council in Oct, 2008.
- Tribal Services Center – Developed program planning, conceptual design, and 100% schematic designs for the new TSC. Develop cost estimates for construction, FFE, etc for facility, developed construction documents and subcontracts, broke ground with BOT and GC, under construction. Funded and established escrow accounts (\$2M) to begin project and finalized tax exempt bond financing thru BofA.
- Public Safety Building – Moved into completed PSB, reinitiated the KCUW radio station, and fine tuning operations. Held first CSEPP exercise there this spring, made final construction changes and operations.
- Wellness Center Project – Completed RFP, review, and selection, and hired architect (Buffalo Design) to start program planning and conceptual design, will review conceptual designs, operational costs, and construction costs with Health Commission and BOT prior to moving to schematic design. Appointed joint Design Development Team with

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Yellowhawk. Completed schematic design, and reviewed with GC and BOT and in two public forums – Community Forum and Nixyaawii Basketball tournament.

- Tribal Housing Team – Duff property - cultural surveys completed, issue about trust vs fee development initially presented & needs further analysis. URHA hired Housing Development specialist to lead housing development at Duff and other locations. URHA developed revised and reduced development cost for Duff property to be considered for 2008 budget carryover. Developed plan to purchase and resell 8 Celilo modular units to CTUIR and tribal members, purchased and relocated homes to CTUIR. Developed financing options for tribal members.
- Comprehensive Plan Update \_ Reviewed the schedule and update for the Comprehensive Plan revision with BOT & staff, proposed draft Comp Plan for review with General Council and community input from June-Aug, 2008, plan to complete in May 2009.
- Fish Consumption Rate – State of Oregon (DEQ) implemented workshops on rates, CTUIR developed proposed rates, and now entering rule making phase to consider increasing rates from 17.5g/day to 175g/day. DEQ has agreed to proceed with 175g/day for formal rulemaking and analysis.
- Forest Management Plan – Reviewed status of FMP with BIA and DNR, developed strategy to complete the forest modeling with BIA funds (\$25k from Stan), drafting the EA, Forest History completed, once modeling is completed using USFS model, FMP can be completed. Final plan is being reviewed by commissions & committees for comment and scheduled to be completed in March 2009.
- Tribal Language – Youth and Community – Implementing the youth component at local schools (Washington), headstart, and daycare. Funded 3 of 6 language apprentices to teach at Nixyaawii, need to fund remaining 3 apprentices for youth component in 2009. Temporary funding provided.
- Highway 331/BIA roads project – Final design was completed and now implementing engineering of Highway 331 Gateway project, scheduled for 2008/09. Also construction of S. Market Rd to S. Coyote, and internal roads for Arrowhead to WRC employee entrance is underway a scheduled for completion in December, 2008. Revise BIA TIP funding and budgets accordingly. Implementing Coyote Park development standards to provide uniform and professional commercial development. Initiated a design charette for the entry ways to the Umatilla Indian Reservation and tribal community, public meetings held in Dec. 2008 and conceptual designs being developed.
- WR Casino F&B Expansion/Litigation Renovation – Refining operation of new fine dining restaurant, buffet restaurant, sports bar & cabaret. Finalized the casino renovation improvements (floor, HVAC, Events center, etc) with BOT and scheduling A&E design and completed construction in September 2008.
- WRC Master Planning – WRC master plan and hotel expansion feasibility reviewed with BOT. Developed scope of work for more in-depth, detailed feasibility study on hotel, expanded gaming, multi-event center, fitness/spa, outdoor pool, retail, bowling and cinemaplex theater. Completed feasibility study and developing recommendations to present to BOT for review. Coordinating WRC master planning with Coyote, Hwy 331, and Arrowhead planning team.

- Willow Creek Barge Dock project – COE withdrew permit for site development after consultation with Tribes. CTUIR supported Port of Arlington, and Gilliam County requests for financial mitigation, COE must develop mitigation for impacts to tribal fishing and cultural sites. COE upheld tribal decision, and we are undergoing potential litigation strategies while assisting the Port with alternative site locations and seek tribal mitigation from COE.
- Equine Project – Developed a funding strategy and legislative concept paper for joint venture between CTUIR and BMCC, however due to legislative constraints and other priorities, did not submit for 2009 funding. Reassess strategy for 2010 and beyond.
- DOE Hanford/Wallula Enterprise – Developed joint proposal with CSC and CTUIR to compete for DOE Hanford Mission contract, developed Wallula Enterprise as joint venture entity to take advantage of small/minority business mentor-protégé contract and non-nuclear facilities operations and maintenance. Joint venture did not secure Hanford award in Oct. 2008, CSC appealed decision, DOE denied appeal, assessing other opportunities with Wallula.

Obstacles:

Recommendations

**3.3 Issue rules and regulations governing tribal operations as authorized by the Board of Trustees**

Successes

Amended the rules and regulations for the following codes and operations:

- Board Procedures Code
- Land Development Code
- Environmental Health and Safety Code
- Inheritance Code
- Criminal Code
- Financial Responsibility Code

Obstacles:

Recommendations

Finalize review of the above code revisions with BOT and appropriate commissions/committees.

**3.4 Assist the Board of Trustees in planning and goal setting. Ensure implementation of such plans and goals as directed by the Board of Trustees. Regularly report to the Board of Trustees on progress made towards achieving goals.**

Successes

- Completed drafts sections of the Comprehensive Plan and preparing for community input strategy for June-August, 2008
- Completed the BOT 2008-09 Strategic Plan for the BOT priorities
- Scheduled first biannual report to the BOT in June, 2008 on AWP progress reports.

- Second progress report to be scheduled in Jan. 2009. Moving to biannual reports.

Obstacles:

Recommendations

Review and fund BOT 2008/09 Priorities from 2008 carryover funds.

**4 Oversee the provision of services to the Tribal public.**

**4.1 *Ensure codification of all legislative acts of the Board of Trustees within the Tribal Codes.***

Successes

Via BOT resolution, the following codes were modified:

Codes with substantial amendments:

Board Procedures Code

Land Development Code

Environmental Health and Safety Code

Codes with minor amendments:

Inheritance Code

Criminal Code

Financial Responsibility Code

Developing draft MOU for records transfer with OTA & transferred documents.

Obstacles:

Prioritize and assign staff to work on F& W code amendments

Recommendations

Assigned DOJ staff to review F&W code amendments.

Direct DOJ Attorney General to develop regular code review schedule.

Develop public relations and education campaign to Tribal Members for Inheritance Code implementation

**4.2 *In order to protect life and property, exercise the emergency authorities delegated by the Board of Trustees through enacted laws and policies.***

Successes

Annual CSEPP exercise was coordinated and held at new Tribal Public Safety Building with the Tribe, County, and State.

Obstacles:

Current acting PS Director has been on SL.

Recommendations

**5 Liaison with other governments.**

**5.1 Ensure that legislation, regulations, initiatives, and other matters that may impact CTUIR interests and operations are monitored and reported to the Board of Trustees. Ensure that appropriate plans, strategies and actions are developed and implemented to address such matters and that appropriate CTUIR staff and lobbyists are consulted in these matters.**

Successes

- Hired new Washington State lobbyist (Mike Moran) worked with CTUIR in Olympia & communicated numerous issues. Increased fee for Oregon lobbyist & tracked numerous issues in Salem. Sen RFP and hired WA lobbyist.
- Scheduled regular legislative reports to the BOT to review and update federal and state legislative issues.
- Monitored a number of relevant federal and state legislative issues and legal issues and submitted written and oral testimony. Key federal legislation included appropriations for Umatilla , WW Basin feasibility study, Celilo Redevelopment , Accelerated Depreciation & Tax Credits, Indian Health Care Improvement Act. Attended State of Oregon-CTUIR govt.-govt. meetings. Prepare for WA State Centennial Accord meeting in June, 2008.
- Organized 2008 voter registration strategy with Wellstone Institute
- Prepared for 2008 Tribal-State summit in Nov.

Obstacles:

Recommendations

Continue to track state and federal legislation. Consider increasing the amount of funding for WA DC lobbyist for 2009.

Finalize internal legislative review team and implement in Jan. 2009

In 2008 the Enrollment Office accomplished the following:

- Enrolled 79 new Tribal Members
- Provided funeral assistance for 15 Tribal Member funerals spending a total of \$55,924.52 With the first year of the headstone allowance, we assisted with the purchase of 8 headstones for Tribal Members who passed away in 2008.
- Provided a monthly Elders Pension or SSI payment to an average of 202 Elders per month in 2008 for a total of \$244,730.00
- Paid a total of \$3,642,578.24 in gaming distributions to tribal members
- Managed 842 trust accounts for Tribal member minors including the distribution of \$360,705.04 to 592 parents/guardians who withdrew funds from their children's trust accounts.
- Distributed 39 Rabbi Trust payments a total of \$204,822.25 to tribal members turning 18 years of age.
- Coordinated with Human Resources to complete the second tribal member employment survey of those living in the 978 zip codes.
- Began early preparations for the 2010 US Census.
- Continued the collaborations with Blue Mountain Community College to develop a plan to put a joint venture equestrian facility on the reservation that would house both college and tribal horse programs and activities.
- Provided statistical information on tribal members to numerous internal and external entities as well as made it available for posting on the CTUIR's employee website.
- Updated our tribal identification cards so that we meet the requirements for the State of Oregon to accept them as proof of identification.

The highlight of the Finance Office for 2008 was the planning, budgeting and successful financing of the Tribal Services Center, a 90,000 square foot facility intended to replace the temporary modular office buildings used by the Tribal government. CTUIR financed the \$24 million dollar project during the year of construction at approximately 2%. The remaining 19 years of debt service was locked in at a rate of 4.09%. The project cost is expected to be paid over the 19 year period primarily with grant funding.

The Finance Office was also successful in the financial planning, budgeting and financing of the new, \$8 million Arrowhead Truck Plaza. The business plan demonstrated the ability for the project to pay for its own debt service. Financing will be repaid over 20 years and it is estimated that the construction financing was under 2% and the long term rate will be fixed at approximately 4.4%

Led the development of a \$170 million dollar budget for the 2009 year which maintains existing staff levels from the prior year. Growth in the budget is primarily due to enterprise sales growth from prior years.

The audit of CTUIR was clean with no findings.

Finance represented Tribal governments across the nation as part of a nation wide Tribal Advisory Committee for the Bureau of Indian Affairs.

CTUIR negotiated the contracting of forestry function from the Bureau of Indian Affairs to Tribal Government to provide these services which should better integrate the program into Department of Natural Resource programs of the Tribal Government.

The Credit Program processed approximately 1,000 loans during the year totaling \$3.5 million dollars and lower the "at-risk" loans during the same period. This is a substantial increase over 2006 level where we processed approximately 200 loans to Tribal members.

## **Human Resources**

2008 brought the introduction of the concept of Workforce Development to the Confederated Tribes of the Umatilla Indian Reservation. Through this program the Office of Human Resources was tasked with creating opportunities for the unemployed to become employed. To achieve this goal the Tribes looked to Public Law 102-477, also known as the Workforce Development authorization. To implement this program the Office of Human Resources has been working with other partner programs throughout the Tribal government, specifically with Government Assistance and the Department of Children and Family Services as well as the Department of Education to develop a transition of services process as the Workforce Development program is developed to assist those in the community who are unemployed, become employed. Further, in an effort to identify potential opportunities for training and educational needs, Human Resources coordinated meetings with Economic Development to forecast future employment needs. The TERO Program has been designated as the lead program for Workforce Development.

The Office of Human Resources is the principle office for coordinating the Internship Program. This is a program that normally runs a total of 11 weeks, from about Mid June to late August each year. In support of this program our Youth and Intern Coordinator held a first ever workshop for eighth graders to discuss cover letters, resume, job interview skills, how to dress for an interview. This workshop was the first effort towards reaching beyond the high school age student and was held during the last week of April.

The Intern program was expanded in 2008 to be a full year program, vice a summer program. For the first time, college students were able to program their internship to take advantage of their schedules to maximize their learning experience. The number of interns who took advantage of the program included four (4) juniors, four (4) sophomores, and five (5) freshmen. These interns were able to experience working opportunities at the Tamastlikt Cultural Institute, Department of Education, Tribal Public Defender's Office, Office of Human Resources, Department of Justice, and the Department of Natural Resources in Cultural Resources, Fisheries, and Water Resources. Off Reservation opportunities included the U.S. Department of Agriculture, Portland State University, and the engineering firm of Anderson Perry, & Associates.

In addition to the Intern program, Human Resources is also responsible for the coordination of the Summer Youth Program. In 2008 this program was modified to be a year around program, similar to that of the Intern program. Through the Youth Program SPARKS training was provided to those who would be working with children, and food handlers, first aid, and CPR training was also provided. Forty-two students, 27 female and 15 male, participated in the Youth Program with 14 in the Recreation Program, 6 at Tamastlikt Cultural Institute, 5 supported the Day Care program, 4 were in Language, 5 at Fisheries, 2 at the Department of Economic and Community Development, 2 at Public Works, 2 at the Yellowhawk Tribal Health Clinic, 2 at the Umatilla Reservation Housing Authority, and 1 with Native Plants.

Through regular meetings with the Tribal Employee Benefits Committee the overall self funded insurance plan is discussed regularly with open discussion on way to both improve benefits and

reduce costs. Based on conversations throughout the Tribes, from Government to the Enterprises, there has been growing concern regarding the costs and services of the employee benefits as provided by the Tribes. In order to attempt to determine whether the program is effective and efficient in the delivery of services, and is cost effective for both the Tribes and its employees, the Tribal Employee Benefits Committee created a Request For Proposals for and outside review of the entire Tribal benefits package. At the end of 2008 the review was in process with results of the assessment due in March 2009.

2008 also brought about an informal communications group referred to as the HR Consortium. This group is comprised of various human resources practitioners from government and the various enterprises as well managers from the Arrowhead Truck Plaza/Mission Market, Tamastlikt Cultural Institute, Cayuse Technologies, and the Department of Community and Economic Development. The purpose of this group is to discuss human resources and other management issues involving the Tribes. The most significant success of this group in 2008 was the development of the Tribes Right to Work Code, authorized by the Board of Trustee's in December 2008.

Initiated in 2008 with results to be published in 2009, was a comprehensive review of the overall Tribal government human resources organization. This effort was launched in an effort to identify the needs of the Office of Human Resources in order to meet the challenges of a growing workforce.

### **TERO Program**

The Tribal Employment Rights Office filled an important gap by hiring a full-time Program Manager in June 2008 after the departure of the programs incumbent in late 2007. A refocus on the goals of the TERO program, which meant a rewrite of the TERO Code and implementation of the Workforce Development program, required a reassessment of the talents needed in the Program Manager.

In addition to carry over from 2007, TERO completed compliance agreements for the Perry Arch Bridge and Bridge Bundle 414. As other projects are released we will work on those, such as the 331 expansion and the Barnhart expansion projects. The TERO Compliance Officer conducts regular compliance visits to projects on a regular basis with no major issues at this time. Overall, TERO was responsible for the placement of nearly 180 Tribal/community members in construction positions throughout the region. TERO also sent members to various training schools in order to enhance the individual with greater opportunity for employment and increased wages.

TERO was responsible for the coordinated efforts with the Yakama and Warm Springs TERO programs regarding compliance issues at Celillo housing project. Situation was corrected without major fines or fees and without shutting the project down allowing Tribal members continued employment and getting at least one additional Umatilla Tribal member on the project.

The Tribes has a unique agreement with the Oregon Department of Transportation (ODOT) through a memorandum of understanding (MOU). The MOU is an agreement between ODOT

and the Tribes requiring ODOT to negotiate with the Tribes on major highway construction efforts on the reservation and within 60 miles of the ceded territory. This MOU is unique in the United States. Because of the unique relationship between ODOT and the Tribes, ODOT selected the Tribes as the budget administrator for the OTIA Construction project, which will develop a lead into the apprenticeship programs and professional programs to create a greater opportunity for increased employment base.

In the first few months in developing the Workforce Development Program, the main accomplishment has been working to identify community resources that are providing many of these services for free and what classes are available through BMCC at no cost, or reduced cost.

The TERO Program Manager and the TERO program were modified to add the Workforce Development Program authorized through Public Law 102-477. A Workforce Development Case Manager was hired to take on the responsibility of developing the program and creating the inter and intra organizational associations necessary to make the program work. Since the Case Manager position was only filled in October 2008, only the initial ground work has thus far been accomplished. Coordination with various tribal departments and enterprises have had initial success as have several informational sessions with various tribal committees and commissions.

Another significant accomplishment for TERO was a major rewrite of the TERO Code to bring the Code into conformance with the actual functioning of the TERO Program. The rewriting of the TERO Code was a major work involving the Department of Justice, the Human Resources Director, the TERO Program Manager and TERO Staff, the TERO Commission, and sessions with the General Council and other important commissions and committees. The rewrite has met with acceptance and should be formally adopted by the Board of Trustees in early 2009.

### **Wellness Program**

The Wellness Program is an important element of Human Resources and the Tribal Employee Benefits Program. The focus of wellness is to promote the overall wellness of Tribal employees, especially those who are covered by the Tribal Employee Benefits Program. Events sponsored by the Wellness Coordinator include:

**Lookin'Good Contest** boasted 70 finishers, over three times more than previous years, and 33 of the finishers lost at least 10 pounds. 22 of the finishers opted into the **Still Lookin Good Contest** to keep the weight off.

The semi-annual **Quit Tobacco** classes were also available to all employees. Four employees claimed their \$100 for the accomplishment of quitting tobacco for at least six months.

The **Nutrition Break** program involved over 50 employees per week, many coming to get healthy breakfast, lunch and snack foods on a daily basis. Employees love this program, it helps them keep away from fast food at Mission Market and vending machines.

The **Health Screens** offered in April involved over 30 employees, many with test results that screened them for high cholesterol and blood sugar. Employees were counseled individually and referred to appropriate medical care.

The **Oregon Family Nutrition Education Program (OFNEP)** began in mid-2008, bringing a Full-Time OSU extension staff member to the Tribes to teach nutrition classes.

The Community Garden received help from over 100 community volunteers to prepare, plant and harvest the produce from the garden. Programs involved in support the community garden included the Public Works Department, TERO Program, and Housing. Nixyaawii Community School, After School Program, and Head Start provided support through their students who assisted in planting the garden.

The Wildhorse Foundation provided a grant that funded a two-day SPARK (Sports, Play, and Active Recreation for Kids) training for the community. More than 40 people participated in this training. The grant also provided over \$5,000.00 worth of play equipment and curriculum for the program.

Wellness also sponsored the Portland to Coast Walk-Relay Race which was held in August 2008. Twelve employees from the Tribes, Yellowhawk Tribal Health Clinic and the Wildhorse Resort and Casino participated.

The Tobacco Prevention and Education Program (TPEP) grant was expanded in 2008 allowing for a part-time employee to be brought onboard as a Tobacco Prevention Coordinator. Goals of the program are oriented toward community awareness of the dangers of tobacco use, policy change, and tobacco prevention.

In addition to the multitude of programs, the Wellness Coordinator also holds CPR and first-aid training classes for various staff. In 2008 more than a dozen such classes were held and included staff from the Tribal Police, Youth and Intern Programs, Head Start Program, Day Care, Departments of Natural Resources and Public Safety and others.

January through April our Wellness Gathering Planning Committee has been preparing the event. Our team includes an employee from Wildhorse, Yellowhawk and Housing. We are organizing over 100 people to help put the event together.

HR Statistics for 2008:

	Number of Applications Received	Percentage
Tribal Members	130	31%
Other Indians	61	15%
Non-Indian	222	54%

	Individuals Hired	Percentage
Tribal Members	50	61
Other Indians	11	13
Non-Indian	22	26

Introduction and Implementation of Flexible Spending Account:

CTUIR:	79 employees
Wildhorse Resort and Casino:	57 employees
Yellowhawk Tribal Health Clinic:	21 employees
Umatilla Reservation Housing Authority:	3 employees
Total:	160 employees signed up for this new benefit equating to 12 percent of the employee base.

Worker's Compensation Rates

Total Paid and Incurred Claims:	\$161,272.00
Total Number of Claims:	15
Average Cost Per Claim:	\$11,527.00
Major Claims:	2

Support Services (Employee Assistance Program)

Self Referrals:	16 employees and 2 dependents
Chemical Dependency:	6
Chemical Dependency (family):	1
Family Problems/Issues:	3
Financial Difficulty:	1
Marital/Relationship Issues:	5
Psychological:	1
Legal:	1

Intern Program

Total of 13 College Students participated in the 2008 Internship Program:

4 Junior                      4 Sophomore                      5 Freshmen

Departments that took advantage of the program included: Tamastslitk Cultural Institute, Department of Education, Department of Justice, Human Resources, Department of Natural Resources and off reservations agencies such as the U.S. Department of Agriculture, Portland State University, and Anderson Petty & Associates.

Youth Program

A total of 42 youth participated in the 2008 Youth Program.

4 High School Graduates; 1 GED Candidate; 29 High School Students; 8 Middle School Students

Programs participating with the Youth Program: 14 in Recreation; 6 at Tamastslitk Cultural Institute; 5 at Day Care; 4 in the Language Program; 4 at Fisheries; 2 at the Department of Economic and Community Development; 2 at Public Works; 2 at Yellowhawk; 2 in Housing, and 1 at the Native Plants nursery.

## **Information Technology Systems**

Implemented a new helpdesk tracking system.

Coordinated excess computer sales for the community.

Created additional network shares for departments/programs.

Assisted in designing and planning the new Tribal Service Center

Assisted Nixyaawii Community School and Public Works with better security system design for cameras.

Assisted with upgrading CTUIR phone services to save over \$5,000 a month

Assisted with many road projects near Wildhorse and Arrowhead to get conduit for future fiber connectivity.

Transferred and consolidated the location of several CTUIR websites and domains for more efficient management and control. Established a new leased web server to save the CTUIR money on web hosting and provide more control over the domain.

## **Geographic Information Systems**

Generated a digital map of original allotment boundaries with ownership information.

Implemented an intranet site to allow CTUIR staff to view building addresses.

## **Records Management**

Completed pilot implementation of an automated records retention system.

Facilitated the transfer of CTUIR records to a secure archival site.

## **Planning**

Staff completed its work on the draft update on the 1996 Comprehensive Plan. The community visioning and monitoring chapters were completed and the 14 policy elements ready for polishing by the multi program focus groups. The updated plan structure establishes a format for the community, Board of Trustees, and tribal programs to identify their performance indicators and benchmark targets for measuring their accomplishments toward achieving the tribes goals over the next 20 years.

During 2008 the Tribal Planning Office staff provided administrative services, with the assistance of the Department of Justice, to the Celilo Wy-Am Board. The primary accomplishment was facilitating community meetings that led to the signing of occupancy permits by all 15 new residents. Staff also orchestrated the purchase of eight of the temporary manufactured homes at the village that were relocated to the Umatilla Indian reservation for resale to CTUIR tribal members.

Staff completed a study of zoning options for 1,000 acres of land in the Tutuilla area. To increase tribal member housing opportunities that were presented to the General Council that resulted in a recommendation to the Board of Trustees by the Natural Resources Commission for zoning changes to be considered in the area.

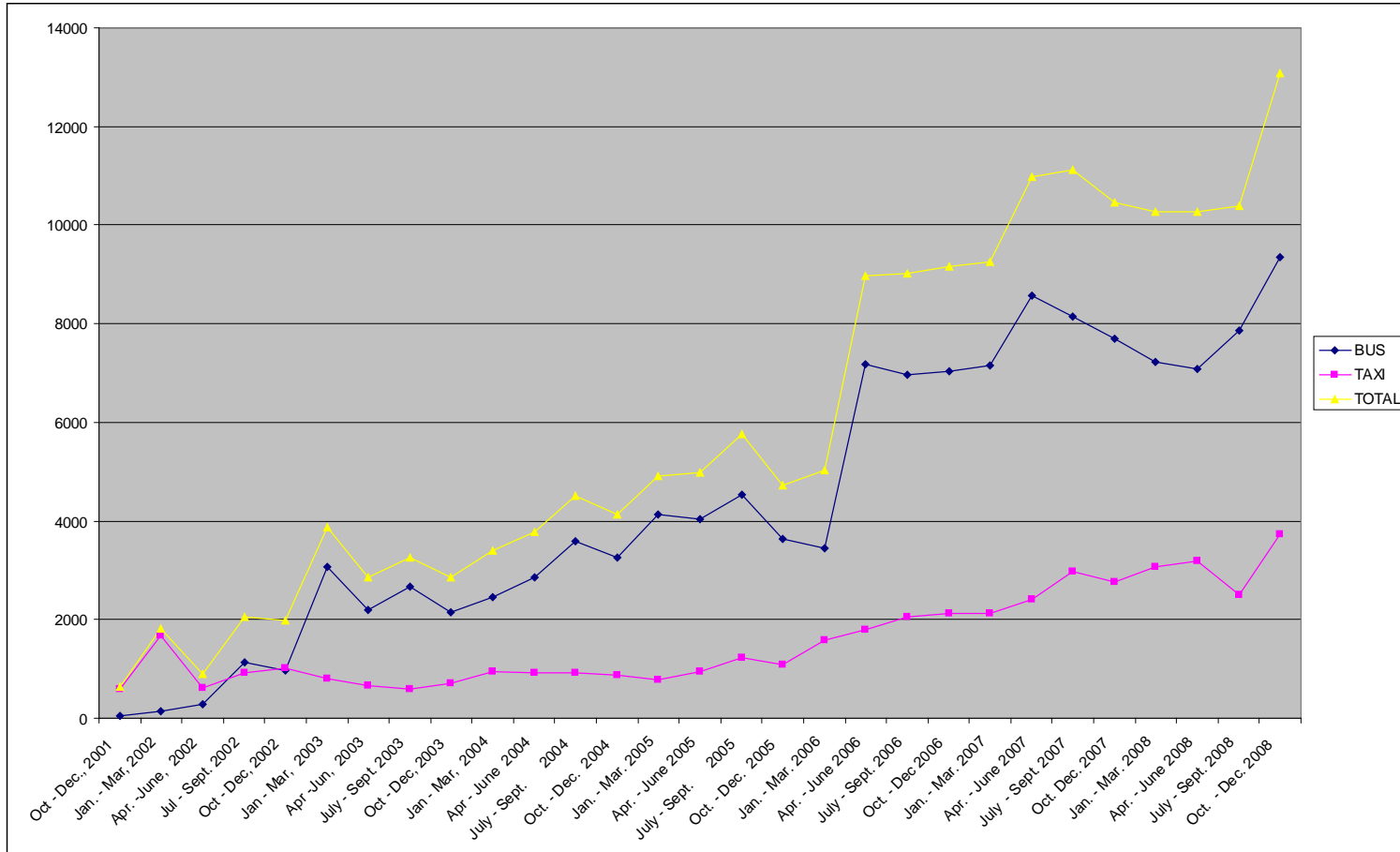
The Tribal Planning Office wrote a land development code amendment that allows a home site to be segregated from farm land in the agricultural zone on a parcel of a land that was less than the required minimum lot size. The intent is to make houses and home sites available to tribal members for purchase when the tribe buys large agricultural parcels of land for the farmland.

Staff worked on code amendments to adopt new International Building Code, National Electric Code, Oregon Energy Code, Manufactured Home Standards, International Fire code and Tribal Fire Life Safety Code to apply to all new development and land uses on the Umatilla Indian Reservation.

Staff worked with the CTUIR Department of Justice, Umatilla Reservation Housing Authority and Department of Public Safety to develop amendments to the environmental health code that established dog control zones in the Mission community requiring dog licenses, prohibiting vicious breeds of dogs and to establish programs to limit unwanted reproduction of animals.

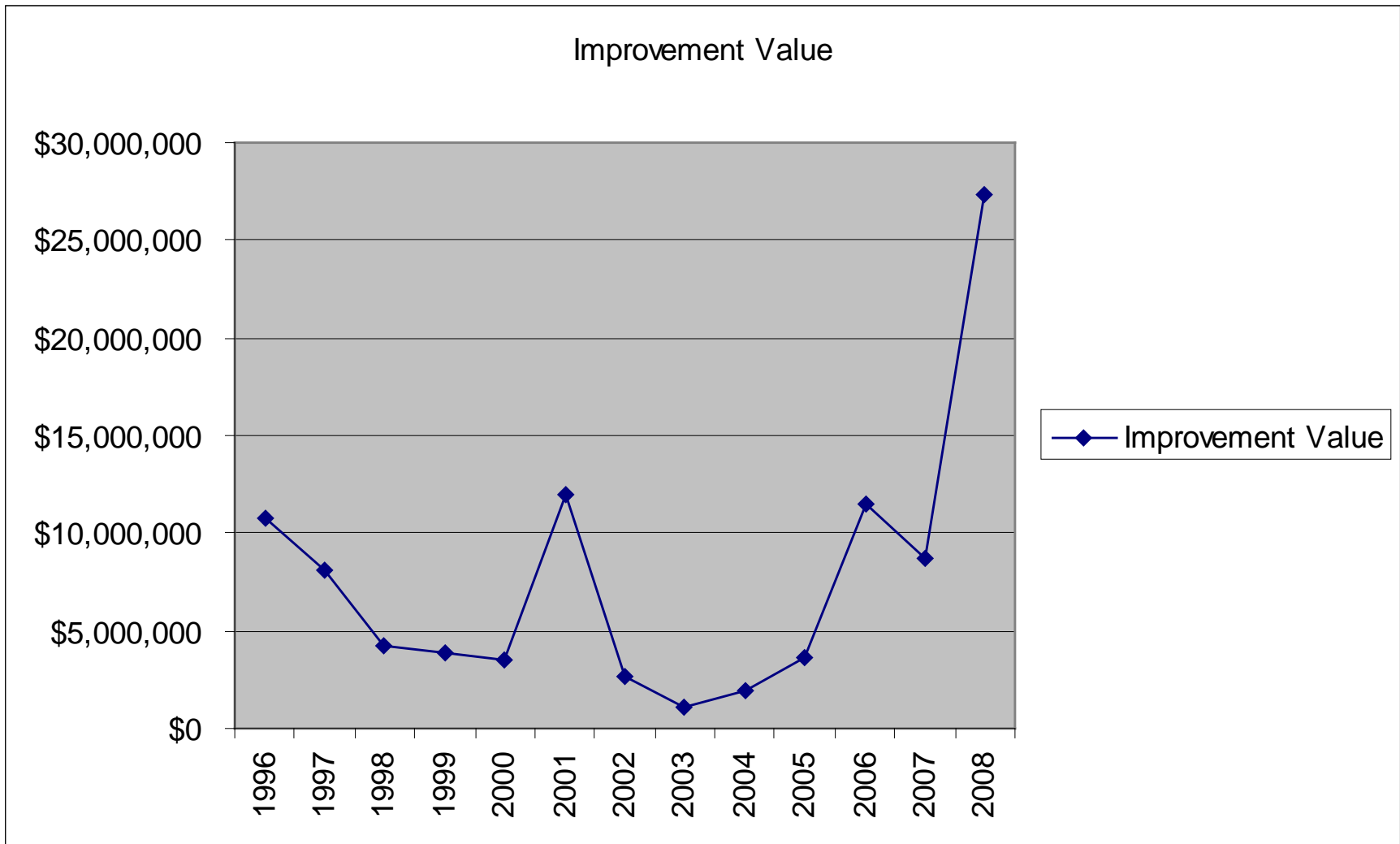
CTUIR Transit Program -- In July of 2008 CTUIR expanded its bus service to several outlying communities with the La Grande Arrow, Pilot Rocket and Cayuse Commuter to Athena / Weston routes. These new services operate 5 days a week and 3 times a day and are generally scheduled to serve commuters to Tribal employment centers. Connections with the Mission Metro line provide service throughout the Mission / Pendleton Area. The increase in ridership to over 52, 000 annual one way rides represents about 27% expansion of CTUIR Transit services in 2008.

## GROWTH IN CTUIR TRANSIT RIDERSHIP SINCE 2001



The graph above shows growth in the number of rides provided by the CTUIT Transit Program since its start in 2001. The significant increase in 2006 rides was a result of adding mid-morning and mid afternoon bus times during the days of operation. In July of 2008 the tribes expanded bus services to the Cities of LaGrande, Pilot Rock, Weston, Adams and Athena. During the Oct. – Dec. 2008 reporting period the number of people receiving taxi tickets increased.

# Value of Building Improvements on Umatilla Indian Reservation by Year



## Tribal Court

### **Administration**

Held court for the following cases: Arraignments 1007, Child Support 24, Sentencing 353, Probation check-in 664, Conditional Release check-in 62, Show Cause check in 13, Show Cause hearing 8, Status Conferences 102, Judge Trial 112, Preliminary hearing 664, Juvenile 132, Appeal 1, Civil 22, Jury Trials 11, and Warrants issued 79

Opened 602 new cases (13% increase above 2007) for: Traffic 187, Fish & Game 6, Criminal 307, Civil 12, Child Support 25, Juvenile 65.

Assisted in establishing and opening the CTUIR Office of Child Support Enforcement.

Exercised jurisdiction over 30 Tribal codes, ordinances, Treaty, Constitution and By-Laws.

Participated in the Career Showcase for 1,222 Umatilla-Morrow County eighth graders at Pendleton Convention Center

### **Adult Probation**

Handled 45 cases

Provided electronic surveillance for home detention for 11 clients for 447 days

108 community service workers completed 2,788 hours

2,788 hours valued at \$7.50 per hour for a total value of \$20,910

### **Juvenile**

Community Accountability Board reviewed 30 cases, 15 given truancy orders, 5 MIP's, and 10 minor offences, 1 referred to court for disposition.

Presented "Baby Think It Over" Program to students at Nixyaawii Community School.

Worked with Healing Lodge, Christi Care, Sundown M Ranch, and Elk Horn residential treatment centers to provide services to youth in the court system.

Participated in Mental Health Crisis Staff Committee Meeting suicide meetings.

Monitored 50-60 students weekly for truancy issues including home visits and telephone contacts with parents.

Provided electronic surveillance for home detention for four youth for 51 days

Monitored 35 youth on probation from court

Assisted 55 youth in completing their community service hours

Assisted Nixyaawii Community School students with community service for detention

## STATE OF THE COURT 2008

The Umatilla Tribes have exercised sovereign powers and authorities since before Columbus was lost. Since the early 1970's we established a tribal court system to provide for the health, safety, and welfare of the reservation community. In providing for our community we have taken exclusive criminal jurisdiction, expanded civil jurisdiction, and provided major fiscal and legal support to all tribal court services. We have also enacted 28 codes, ordinances, Treaty, and Constitution and By-Laws.

The mission of the Umatilla Tribal Court is to serve the community as an independent separate branch of our government, to provide fair and equitable settlement of disputes, and protect the general welfare of the community while preserving individual rights. Our job is to provide an opportunity for justice.

The Umatilla Tribal Court has always maintained its judicial independence, free from political interference on a practical basis but still needs to establish that independence by statute or constitutional amendment. Ideally this should be done by constitutional amendment which institutionalizes a separation of powers for tribal government. It can also be accomplished by statute.

The court administers all duly enacted tribal laws and abides basic principles of due process, equal protection and fairness mandated by tribal law and federal law. It also strives to maintain and improve the professional expertise of court staff, and improve resources and facilities for court services which improves accessibility of justice for the community.

In 2006 an evaluation and review of court operations recommended improvements in court services including new facilities, staff training, drug court, computerized recording and video systems, additional staff and improved institutional independence of the court as a branch of government.

We have made some improvements as recommended and which did not cost fiscally. We have sought grants to make other improvements but have not secured funding for drug court or additional staff including judges. We are continuing to implement these recommendations and explore ways to fund them.

In closing, the job is not done and we can do better. It is an honor to serve as Tribal Judge for the past 28 years. The vision we have for our sovereignty is practiced in our court system.. Community support is important and is fostered by trust in our professional staff and procedures. With this continued support we can make our services even better.

Following are some highlights of court activity for 2008 which demonstrate this effort.

Ka lo.

Sincerely,

William D. Johnson

Chief Judge, Umatilla Tribal Court

## Department of Children and Family Services

The Department implemented many of the recommendations put forth by the Child Welfare League of America in its operational review completed in 2007.

Nine staff members were hired in 2008, many of them were recommended by CWLA to address the workload specifically in the areas of child welfare.

The Foster Care Program has worked with the State of Oregon to get six tribal foster homes certified. DCFS also certified three relative placement homes. These certifications ensure that federal, state and tribal standards for all children under the jurisdiction of the Umatilla Tribal Court and Department of Children and Family Services.

DCFS policies and procedures are being reviewed by the CTUIR's Temporary Child Welfare Committee (TCWC) which was appointed by the Board of Trustees to assist with the task. In 2008, the committee held three community forums to inform and involve the tribal community.

The department responded to more than 120 referrals for potential child abuse and neglect cases.

Seven off-reservation Indian Child Welfare Act (ICWA) cases were handled through the Department of Justice with DCFS consultation.

The Elders Coordinator position was increased from ¼ time to ½ time. The Elders Coordinator provides technical and clerical support to the Elders Advisory Committee.

The DCFS Child Care Grant provides childcare funding to eligible tribal families. In 2008 the grant helped fund child care for 36 children.

The DCFS General Assistance Program (GA) provided cash benefits to more than 200 clients who were referred to various programs with the goal of employability.

The Veterans Program provided direct services to 30 tribal veterans.

Completed 154 BIA appraisal and 11 fee property appraisals with no backlog going into 2009.

Fire salvage logging was completed on 80 acres of fee lands.

Participated in cemetery management team that continues to work at phased approach to management of the CTUIR cemeteries.

Land Acquisition Program purchased 27 undivided interests equal to 447.73 acres of trust property for a total cost of \$159,529.76.

Purchased 39.22 acres of fee property for a total cost of \$153,205.81.

Through the inheritance code purchased 144.86 acres of trust property in 30 parcels for a cost of \$103,399.48.

Tribal Farming acres were 6,180 acres, 2,253 acres wheat/barley, 1,122 acres CRP 271 hat, 1,753 acres summer fallow, 781 acres leased out to other farmers. Of these acres, 831 are BIA leases.

Lucky 7 and DECD Housing have purchased five trailers and removed one trailer in Lucky 7 Trailer Court. DECD helped secure and move eight modular homes from Celilo to Mission, placing a single wide at both Lucky 7 and Duff Property and a double wide at the Duffy Property.

Tribal Environmental Recovery Facility (TERF) was awarded a USDA grant to purchase a new Automated Arm Garbage Truck and six 20 yard dumpsters for construction projects.

TERF exceeded budget expectations and was profitable for the first time since the construction of the Transfer Station.

Entered into intergovernmental agreements with Oregon Department of Transportation and coordinated the design and rights of way processes with Wildhorse, Arrowhead Travel Plaza, and Coyote Business Park for the Highway 331 widening project.

Coyote South Business Park infrastructure near completion within budget (\$1.42 million), providing full services to 120 acres of industrial development lands.

Completed agreement with ShorePower and installation of services to provide eco-friendly terminals in the Arrowhead Travel Plaza expanded truck parking area that allows truckers to turn off their engines and plug into electricity, high-speed internet, and cable TV and reduce idling emissions.

Completed purchase of Bonbright Facility near Arrowhead.

Completed 1.5 miles of roads, 3.6 miles of water lines, 4 miles of sewer lines, 1.3 miles of storm sewer lines, 3.3 miles of utility conduits and 12 acres of parking lots in coordination with Wildhorse and CTUIR Public Works.

Arrowhead had a drop from last year's record sales of 7.82 million gallons down 1.13 million gallons or a 12% decrease because of the high fuel prices. Profits increased to \$1.07 million doubling profits from 2007 of \$455k.

Began construction of new 19,600 square foot Arrowhead Travel Plaza. Leased portion of Arrowhead Travel Plaza to McDonald's Corporation.

Mission Market had record sales of \$678,000 an increase of \$7k or 1%.

The dedication ceremony for the Rattlesnake Road 103 megawatt wind farm (near Arlington, Oregon) was held in October and then in December the facility was designated as commercially operational. The CTUIR is an investor in the project.

Yaka Energy continues to see its revenues grow increasing from \$100 million in 2007 to \$167 million in 2008. In addition, Yaka has designed an internship training program for Marketing and Contract Support position that is anticipated to be filled in 2009.

Indian Lake cleared out campground downed timber in conjunction with the Bureau of Indian Affairs; the annual Fathers Day Fish Derby was a success with revenues and participants both up; Indian Lake won the 2008 Chamber of Commerce Award for "Most Creative" table decorated at the First Citizens Banquet. The Indian Lake caretaker was hired back for the second years and is a Tribal Member.

## **The Department of Natural Resources Mission**

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.

### **Administration**

The DNR developed a “Umatilla River Vision” by combining the Department’s Mission with state-of-the-science knowledge to identify river conditions necessary to support First Foods. The River Vision will not only inform the development of water-related work in the Department, but will also be utilized to guide the CTUIR Fisheries monitoring and evaluation approach for monitoring salmon and habitat restoration over the next 10 years. We anticipate developing a similar “vision” for Women’s Foods in the Range and Forest lands in the coming years by incorporating community input, oral history data, and newly incorporated DNR Range and Forestry programs.

DNR increased its capacity to fulfill the First Foods mission by assuming responsibility for the Range/Agriculture on January 1 of 2008, and also secured from the Board-of-Trustees a decision to assume responsibility for the Forestry Program functions in 2009. The addition of these programs will compliment the DNR’s existing resource management capacity and increase our ability to manage First Foods consistent with the Department Mission. For example the Range/Agriculture program will develop management objectives and livestock permit conditions that protect and enhance First Foods on Umatilla Indian Reservation rangelands.

To increase our understanding of the distribution and availability of First Foods in the CTUIR’s Ceded Lands, DNR developed assessment projects with the USDA Forest Service and Department of Interior Bureau of Land Management’s Baker District to assess the distribution of Women’s Foods within their areas of jurisdiction and trust responsibility. To address community concerns and reduce resource exploitation, the agreements also protect the assessment results as sensitive cultural knowledge. Assessment results are expected to inform our ability to protect and restore First Foods and identify access opportunities and needs for CTUIR members on these important Ceded Lands. Collaborating CTUIR departments/programs include the Geographic Information Systems Program and the Department of Justice.

DNR Administration and Fisheries staff are collaborating with the Walla Walla Community College in the development of a \$5.8 million dollar proposal for the addition of a water lab to the WWCC’s Center for Water and the Environment. The Center provides office space for CTUIR Fisheries Program employees, and the lab is expected to offer additional services for Fisheries research and monitoring. Administration and WWCC are also developing a two-year Watershed Ecology degree that will provide an excellent opportunity for CTUIR DNR employees to earn college credits that relate

directly to their professional development, earning potential, and ability to transfer credits to a four-year institution for a Bachelor's degree in natural resources-related degrees.

Together with the Department of Justice, Cultural Resources Protection Program, and other DNR and tribal staff, the CTUIR halted construction of a barge dock downstream of the confluence of Willow Creek and the Columbia River that had been erroneously permitted by the Army Corps of Engineers. Construction of the barge dock would have resulted in the loss of an active Treaty Reserved fishing site. Because the Port of Arlington has appealed the revocation of their permit, the CTUIR will continue to be actively involved in this project and push for restoration of the site to fishable conditions while helping to assist the Port of Arlington and Gilliam County in obtaining funds lost in the construction of the site to date.

Administration also welcomed Wenix Red Elk as the new Public Outreach and Education Coordinator. Ms. Red Elk will be responsible for developing Outreach and Education programs and materials related to the Department's First Foods mission. She is off to a great start; her planning efforts for her first "Salmon Walk" event in August of 2008 resulted in great turnout and expectations for increased sponsorships and participation in future years.

### **Cultural Resources Protection Program**

In support of the goals for returning CTUIR ancestral remains to their homelands, CRPP worked with six colleges, two museums, the US Army Corps of Engineers, and five collaborating tribes to return an estimated 49 ancestral remains and 376 funerary objects for reburial on the Umatilla Indian Reservation and/or in the CTUIR Ceded Lands.

The CRPP was also responsible for reburying 20 ancestral remains & numerous funerary objects and artifacts associated with 1 burial site from inadvertent discoveries that occurred in 2008.

The Program led the development of a draft Cemeteries Code that will be reviewed with General Council in 2009. The Homily Cemetery expansion is also nearly complete.

In spring of 2008, approximately 13 tribal members returned to the Telecaset area to dig bitterroot on Bureau of Land Management land. Access to the parcel for cultural uses was secured by CRPP through a mitigation agreement the program developed with a wind energy developer in 2007. Annual use of the area by CTUIR members for root digging is now again possible.

The program also developed the Ataw small business company to in order to compete for federal agency cultural resource survey and monitoring contracts. The small business status will allow the CTUIR to compete for federal contracts reserved for small businesses, protect cultural resources, and provide additional employment opportunities for Tribal members.

### **Water Resources Program**

The Water Resources Program completed a two-year groundwater study with the US Geologic Survey for the upper Umatilla Basin. The study was funded by EPA, Indian Health Service, and CTUIR. Knowledge gained from the study will allow Tribal water managers and policy makers to better manage ground-water and surface-water resources for use by the UIR community as the population increases and economy of the Reservation grows.

### **Fisheries Program**

The CTUIR signed a 10-year Memorandum of Agreement with Bonneville Power Administration to set conditions for Columbia River Hydrosystem flow and spill regimes and actions for the next 10 years. The agreement, identified as the Salmon Accords, approximately doubles funding for CTUIR Fisheries projects and will be used to improve habitat, operate hatcheries and monitor progress throughout CTUIR ceded river basins. The DNR Fisheries Program will report Salmon Accord to the General Council on an annual basis. The CTUIR's Department of Justice was integral to the development of an agreement to which the CTUIR could sign.

The CTUIR Fisheries Program also collaborated with the Department of Justice to assist in the development of a 10-year mainstem Columbia River harvest plan that was agreed to and signed by Tribal, State, and Federal parties as a part of the new United States v. Oregon Management Plan agreement.

In their continuing efforts to restore "eels" (Pacific Lamprey), the Fisheries Program helped to develop a four-tribe Columbia Basin Lamprey Restoration Plan and led the development of lamprey translocation guidelines within the Columbia River Basin as part of our overall lamprey recovery plan. The program also out-planted 70 adult lamprey in the Umatilla River Basin, and is currently working to improve lamprey passage at Three Mile Dam on the Umatilla. Funding provided in the previously mentioned Salmon Accord will also provide for expanded research and monitoring in support of lamprey restoration.

The Fisheries Program provided the following data on fish production and returns (information for all species in all basins was not available at press time):

Table 1. Supplemental Fish Releases by Basin.

Basin or Tributary	Spring Chinook	Fall Chinook	Coho	Summer Steelhead	Lamprey
Umatilla	987,000	839,000	1,514,000	152,000	70 adults
Grande Ronde	260,000				
Catherine Crk	117,000				
Lookingglass Crk	151,000				
Walla Walla	239,000				

Table 2. Adult Fish Returns by Basin.

Basin or Tributary	Spring Chinook	Fall Chinook	Coho	Summer Steelhead	Lamprey
Umatilla	2,620	2,300	10,152	3,150	
Grande Ronde	154				
Catherine Crk	345				
Lookingglass	372				
Lostine	954				
John Day	3,162				
Walla Walla	546			459	
Tucannon	261				
Imnaha	1,987				

Gene Shippentower earned his Master’s Degree in Fisheries Science from Oregon State University, was named supervisor of Fisheries Research, Monitoring, and Evaluation, and was also awarded the Native American Fish and Wildlife Society’s “Biologist-of-the-Year” award.

### **Wildlife Program**

In its continuing efforts to expand the amount and diversity of big game and big game harvest opportunities in the CTUIR’s Ceded Lands, the Wildlife Program coordinated with the US Forest Service and Oregon Department of Fish and Wildlife in an effort to increase bighorn sheep populations. The Program is also collaborating with the ODFW to monitor what appears to be an expanding population of moose in Northeastern Oregon and hope to develop sustainable moose harvest opportunities for CTUIR members. Finally, the Program and the CTUIR entered into an agreement with ODFW and Oregon State University to research big game predation rates by cougars, to determine how cougar might be affecting big game populations.

The program is also investigating opportunities to reintroduce native gamebirds to the Umatilla Indian Reservation, including mountain quail and sharp-tailed grouse. These

native species were once common here, but changes to habitat and over-harvest contributed to their extirpation in much of Northeastern Oregon.

The Program has developed and maintains a report on the “Status and Health of Big Game Populations in the Aboriginal Use Area of the CTUIR,” which contains data on big game populations and is available for Tribal members on request at the Wildlife Program office.

### **Range & Agriculture Program**

The Range and Agriculture Program, new to DNR in 2008 after being compacted from the Bureau of Indian Affairs, Umatilla Agency, coordinated with the CTUIR’s Department of Justice and the Wallowa-Whitman National Forest to develop a Memorandum of Agreement for CTUIR Treaty grazing on the La Grande Ranger District’s “Dark Ensign” grazing allotment. The agreement is considered the first of its kind in the US Forest System to recognize and provide for Treaty reserved grazing rights. Indian Country Livestock has expressed interest in using the grazing allotment in the future.

Cheryl Shippentower, formerly a Botanist in the Environmental Planning Program, was transferred to the Range Program as a Plant Ecologist, and began taking graduate level course work in Range ecology and restoration from the University of Idaho as part of her professional and career development.

### **Environmental Planning and Rights Protection Program**

The EPRP completed a Water Quality Management that was adopted by the CTUIR Water Commission on March 18, 2008. The plan is thought to be the first Tribal water quality management plan adopted in the nation.

The Program also completed a fish consumption rate standard for on-reservation Water Quality Standards. The rate, which regulates the amount of pollutants that can be discharged into waters of the UIR, was increased from 6.5 grams/day to 389 grams/day to significantly increase protection for CTUIR member health. The new rate was approved and adopted by the Tribal Water Commission after public hearings.

The Program also succeeded in getting the Oregon Environmental Quality Council to direct the Oregon Department of Environmental Quality to increase its fish consumption rate from 17.5 grams per day to 175 grams per day and to commit to the development of a statewide toxics reduction strategy.

## **Office of Legal Counsel**

Arrowhead expansion – DOJ negotiated, reviewed and drafted documents for \$8 million loan for expansion, and for modification of 2003 and 2006 loan agreements. Negotiated and drafted construction contracts and McDonald’s lease.

Wildhorse Construction Defects Case - Settled the case, clearing the way for final repair of the defects from the 2002 expansion.

Coyote Business Park infrastructure development - Drafted and reviewed numerous contracts for construction of infrastructure in Coyote North and South.

Land acquisition - Negotiated and drafted agreement for purchase of Bowman property.

US v. Oregon court case - Negotiated new 10 year Management Plan setting harvest rates for tribal and non-Indian fisheries.

Hydropower system Biological Opinion case - Negotiated new Memorandum of Agreement that provides dedicated funding for tribal fisheries restoration projects for 10 years, locks in most of the critical improvements made to the hydro system operations over the past ten years, and vastly improves the quality of data on which decisions are made.

Protecting Tribal water rights – Served on the team that defeated the flawed “oasis” bill in the Oregon Legislature. Obtained \$2.5 million of state funding for the Umatilla Basin. Assisted with formation of a Umatilla County water rights coalition.

Walla Walla Feasibility Study - Obtained passage of legislation in Washington forming the Walla Walla Basin Partnership and establishing the CTUIR as a member.

Port of Arlington proposed barge dock - Stopped construction of dock. Convinced Corps of Engineers to revoke and deny permits for the project. Intervened as defendant in Port’s suit against the Corps.

Livestock grazing agreement - Negotiated first-of-its-kind agreement between the tribe and the U.S. Forest Service to facilitate treaty grazing on the Wallowa-Whitman National Forest.

Federal sex offender registration statute - CTUIR documents were adopted by the federal government as national models for the tribal statute and tribal policy and procedure manual tribes must adopt to implement the statute.

Indian Child Welfare Act - Responded to 67 ICWA notices. Resolved several cases. Seven cases are currently open.

Contracts - Reviewed more than 237 contracts for the tribal government.

Tribal Services Center construction - Reviewed and negotiated the construction contracts for the project. Negotiated various bond and loan documents for the project.

1999 bonds - Worked with Finance to wrap up final payment on the 1999 bonds.

### **Office of Child Support Enforcement**

The new program locates parents who owe child support, determines the paternity of children, obtains child support orders for children, and garnishes the wages and other assets of parents who owe child support. In 2008, the program was funded, equipped, staffed and opened for business. It had 13 active cases and had responded to 14 inquiries by the end of the year. Caseload is expanding.

### **Office of the Prosecutor**

Reviewed 202 police reports for adult crimes and 45 for juvenile offenses.

Filed 278 criminal charges against 85 defendants.

Filed 176 traffic charges against 111 defendants.

Filed 56 juvenile charges against 16 juvenile offenders.

Successfully referred four major cases for federal prosecution.

### **Legal Aid Program**

Averaged 52 open cases over the course of the year.

59 new cases were begun during the year, including:

Social Security Benefits: 8 cases

Veteran's Benefits: 1 case

Minor in Need of Care (representing parents): 3 cases

Welfare Benefits: 4 cases

Medicare / Medicaid: 5 cases

Child Support Enforcement: 2 cases

Domestic Violence: 4 cases

Housing: 8 cases

Employment Disputes: 1 case

Child Custody: 5 cases

Consumer Protection: 13 cases

Contract disputes: 1 case

Wills / Probate: 5 cases

Education Rights: 1 case

Civil Rights: 1 case

Other Family law: 3 cases

Tort claims: 1 case.

## **Department of Science and Engineering**

Hosted a 2-day regional workshop on “Adaptive Governance and Climate Change” for regional Tribal, state, local governmental leaders, universities, grassroots organizations, and staff from several Tribes. It was attended by 150 people and identified future collaborative projects, identified areas for inter-governmental relations, and evoked interest from other Tribes in hosting the next workshop.

Conducted a pilot revegetation project at the Umatilla Army Depot. Ten Depot native species were propagated from seed collected from the Depot, and planted in experimental plots to compare restoration potential of native species directly seeded into the ground or planted as tubelings.

An unsolicited proposal to DOE received funding to conduct a seismic survey to help determine groundwater flow directions in Hanford’s central plateau

The Reservation’s air quality was monitored and reported by the CTUIR Office of Air Quality 24 hours per day, 7 days per week, 365 days of 2008. The Office of Air Quality processed over 324 burn permit applications and made daily decisions on suitable days to burn, and worked cooperatively with Oregon Department of Environmental Quality to operate and maintain the ambient air quality monitoring station in Pendleton.

Captured a year of wind energy data for assessing wind energy resource on the Reservation. The annual monthly average for the year was 12 mph with an annual monthly range of 9.0 – 17.3 mph.

Collected seed from 70 Hanford native shrub-steppe plants, to conduct propagation research. Several of these are uncommon or rare species. Participated in several revegetation and restoration projects at Hanford using locally grown plants.

Analyzed many sets of sampling, well logging, modeling, and other data gathered for Hanford and the Columbia River on air, groundwater, surface water, plants, and animals for the purpose of determining amounts of injury stemming from nuclear activities.

Promoted two tribal member interns to full time employees. They make biodiesel, perform demonstrations from used cooking oil, which is being used in three CTUIR vehicles. Hosted a summer intern (Navajo) through the Institute for Tribal Environmental Professionals (ITEP) to work on air quality issues.

Performed human health risk assessments for Umatilla Army Depot incinerator emissions during the destruction of chemical warfare agents, including an application of the CTUIR Traditional Subsistence Lifeways scenario. Completed a Transportation Risk Assessment report for one of the Depot incineration waste streams.

Reviewed dozens of Hanford technical documents and participated in many working groups to implement the goals of the Hanford Policy (to work toward a clean and restored Hanford so it

can provide clean fresh air, clean cold water to support fish, a clean vibrant ecology, clean wholesome foods, and clean healthful medicines).

## Education

The grant writing team of the Education Department successfully submitted 20 proposals that were funded for a total of \$1,662,094.00, including multi-year grants.

### **Ataw Miyanasma Learning Center** (formerly Tribal Child Care)

41 children, aged 6 weeks to pre-kindergarten, and their families were served.

The center staff participated in Early Childhood Observations training. The assessment showed that 59% to 92% of the children were observed to be average or above in the following areas of development: Communication, Gross Motor, Fine Motor, Problem Solving, and Personal/ Social performance.

Early Childhood Sign Language Class was offered at CTUIR for 2 college credits from Blue Mountain Community College (BMCC) in collaboration with Umatilla-Morrow Education Service District (UMESD). Parents and community members were invited to participate in this class.

### **Head Start**

40 eligible children, 3 to 5 years-old were provided with comprehensive child development services including preschool education. All children demonstrated increased knowledge in print and number awareness and recognition. They also showed growth in their language skills.

Children participated in cultural activities that are integrated in the curriculum including drumming, dancing, singing and root digging and native language instruction in Wallulapum (Walla Walla) were provided in collaboration with the Language Program.

### **After School Program**

The After School program provided instruction in dental care, nutrition and exercise to create lifelong care of the body for the prevention of diabetes and obesity, in collaboration with Yellowhawk Tribal Health Center

300 participants attended the Childrens Feast. Different programs collaborated in organizing the event including Language, Cay-Uma-Wa Head Start, and Nixyáawii Community School. Parents and community members modeled the tradition of root digging. The first roots gathered were dedicated to the elders during the feast.

Seventy-six (76) students participated in the After-School Native Language Classes (Cayuse/Nez Perce, Umatilla and Walla Walla) at Washington Elementary School for 22 weeks. Parents, grandparents, friends, members of the Board of Trustees, community members and school staff delighted in the accomplishment of the children as they spoke and introduced themselves and their families in Native Languages during a presentation to the entire school.

### **Youth Services and Recreation Program**

The Youth Services and Recreation Program provided five hundred seventy-seven (577) students (grades K through 12) with supplementary educational support service including tutoring,

monitoring of attendance, and assistance in other educational needs through Title VII, JOM grants and CTUIR funds.

34 Tribal members earned their high school diplomas. Assemblies and cultural presentations were also held in Washington Elementary School and Weston Mc-Ewen High School.

Ten middle school students attended the "Reach for Success" program in Eugene, Oregon. The program introduces students to college life. They attended actual college classes, met faculty members and students. They also toured the campus.

Eight students from Sunridge Middle School attended the Native Youth Conference at Washington State University. This conference promoted higher education and provided information on needed skills to reach goals.

24 young native girls, grades 3 through 5, participated in the Daughters of Tradition Program at Washington Elementary School. The 22 week program is designed to help young native women to appreciate their cultural values and Tribal Traditions as an alcohol and drug prevention activity.

A Cultural School-wide assembly was led by 45 students at Pendleton High School in November to mark the Native American Heritage month. They were joined by three Nixyáawii Community School student drummers and one Sunridge Middle School dancer.

A monthly average of 29 students in grades Kindergarten to 12 received after-school tutoring. In collaboration with the Pendleton School District, the tutorial services were provided by licensed teachers to assist students with their homework and eventually meet the State of Oregon Benchmarks.

122 students, in first through twelfth grade, attended summer school. 24 students had perfect attendance and 14 students missed 1 day or less.

12 students participated in the Read Naturally Program in coordination with Washington Elementary School. The students read a total of 1,967 minutes. Six students improved their reading by one level.

16 Students, grades 9 through 12, from Nixyáawii, Pendleton, and Athena-Weston enrolled for credit retrieval in language arts, math, science, health, and history.

Twenty two students, age eight to thirteen, participated in the four day Camp Miyanishma at Indian Lake. Forty community members participated in the culture camp by sharing their expertise and provided opportunities for the students to learn tribal customs, heritage and culture. Sixty two teams from four states competed in the 22<sup>nd</sup> Annual Basketball Against Alcohol and Drugs (BAAD) tournament in more than a hundred games in ten days. All registered players attended classes on prevention of drug and alcohol abuse.

### **Adult Basic Education Program (ABE)**

14 students earned their General Educational Development (GED) equivalent to a high school diploma.

Adult Basic Ed program assisted 140 students in collaboration with BMCC. General Educational Development Orientation and Basic Skills classes were offered two evenings a week throughout the 2008 winter, spring, summer and fall terms.

71 students attended GED orientation and basic skills classes at the Cay-Uma-Wa Education Center. 23 of these students re-enrolled after signing up for the program 8 years ago.

### **Higher Education**

Seven Tribal members completed their higher education including 3 graduate degrees, (Master's), 1 bachelor's degree, 1 juris degree and 2 adult vocational certificates.

104 tribal members received CTUIR higher education scholarships for a total of \$325, 949.

A database has been established to facilitate the dissemination of information to higher-ed and AVT students regarding other scholarships, internships, training and employment openings.

13 college interns were placed in 10 CTUIR Departments and 3 agencies outside of CTUIR.

### **Language Program**

53 students attended the Cayuse/Nez Perce, Umatilla, and Walla Walla Native Language classes at Nixyáawii Community School. 96 students attended the After School Language Native Classes at Washington Elementary School on Wednesdays. 40 children attended the two Walla Walla classes at the Head Start Program in Sept and October 2008.

The three Cayuse/Nez Perce, two Walla Walla and two Umatilla master speakers, six language apprentices, and two linguists collaborated to provide the services and opportunities to perpetuate and invigorate the CTUIR Native Languages.

Linguistic classes were held weekly at Tamastslíkt Cultural Institute.

Nixyáawii students led the invocation and did language presentations at the Affiliated Tribes of Northwest Indians conference hosted at Wildhorse Resort and Casino. The Language students from the Washington Elementary and Sunridge Middle School schools also shared their language skills at the conference.

Students sang native language songs in their school Christmas programs and at the annual CTUIR Employee Banquet.

The accomplishment of Nixyaawii Community School students in learning the Native Languages was celebrated in the National Indian Education Association Conference in Seattle, Washington. The Nixyáawii Community School was nominated and received the 2008 NIEA Culture

Freedom Award. The Language Staff all attended to support the students and NCS staff. Education Committee Chair Kat Brigham received 2008 NIEA Community Service Award.

A workshop: “Multi-generational Approach in Revitalizing and Preserving the Native languages” was presented by the Language Program during the 2008 NIEA Convention. Part of the presentation was a video of the Master Language Speakers.

## **Public Safety Department**

### **Family Violence Services Program**

The program assists the victim and perpetrators with the legal, social and tribal issues related to domestic violence.

Staff provided services to 56 victims of domestic violence and answered 411 domestic violence calls, 25 victims of sexual assault/rape and answered 230 calls regarding sexual assault/rape.

Members of Department of Justice, Tribal Courts, Family Violence and Police continue to work toward the CTUIR becoming compliant with the federal Sex Offender Registration & Notification Act. Nationally, CTUIR has led in developing policy, code and team activities for registration of sex offenders living within the reservation.

The department sponsored several trainings and workshops including some for staff, students, community members and state and federal representatives.

### **Fire and Emergency Medical Program**

Tribal Fire and Ambulance services provides 24 hour emergency medical, fire protection and rescue service. The department has 5 Paramedics, 2 Intermediate Emergency Medical Technicians (EMT) and 4 Basic EMTs. All staff is certified to respond to structural and wild land fires. Currently, the department has 9 volunteer firefighters.

The staff responded to 529 emergency calls in 2008, including 338 ambulance runs and 85 motor vehicle accidents. Tribal ambulance provided 8 medical assists to Pendleton Fire Emergency Services.

Fire service responded to 2 house fires, 11 smoke investigations and 73 wildland fires on the reservation. Tribal Fire responded to mutual aid requests from neighboring fire districts to assist with two wild land fires, including the Pine Creek fire near Weston.

The fire department held its annual holiday events including the Easter egg hunt, Halloween maze and the Christmas candy delivery. The department held the October Hunter's Breakfast as a fund raising event.

### **Emergency Management Program**

The Emergency Management program provides emergency planning and programs to prepare, respond, recover and mitigate to natural and manmade disasters.

Emergency Management participated in the Chemical Stockpile Emergency Preparedness Program annual exercise. The exercise lasted for three days and was part a national level exercise. Tribal Fire supported and practiced decontaminating victims that were sent to St. Anthony Hospital for care. Emergency Management operated the Emergency Operations Center (EOC) at the Tribal Public Safety building. Several CTUIR departments participated including Wildlife, Cultural Resources, Department of Science and Engineering, and Public Affairs; this was the first year of EOC operation in a federally evaluated exercise. Both operations met the requirements of the exercise and received positive comments from the FEMA evaluators.

The Tribes Pre-Disaster Hazard Mitigation plan was completed in the fall. This was a significant accomplishment for the Tribal Emergency Response Commission. Completion of the plan, adoption by the Board of Trustees and approval by the Federal Emergency Management Agency clears the way for the Tribe to begin planning projects that will make the reservation community more disaster resistant and resilient.

The Tribes first Community Emergency Response Team (CERT) was formed and began training in 2008. The CERT is part of the U S Homeland Security program and is working to make residents of the Tribal community ready in the event of a disaster. The CERT team is made up of volunteers from the community.

### **Police Services Program**

The Police Services Program provides 24 hour law enforcement and emergency dispatch service to the CTUIR community. Police Service has 17 certified/sworn officers, 6 communication officers and 5 reserve police officers.

Police responded to 5,630 calls for service and 40 motor vehicle accidents. They made 2,178 traffic stops, issued 556 citations for various crimes and made 221 arrests for various crimes.

Several crime rates were down in 2008 including burglary down 35%, larceny and theft down 21% and stolen vehicles down 75%. Assault incidents remained the same as the previous year.

Tribal Police staff participated in the State of Oregon/Federal Homeland Security Intelligence Network which strives to improve communications among law enforcement agencies.

The department received grant funding to complete the 2007 Narcotics/Gang threat assessment for the CTUIR.

The BIA Office of Law Enforcement conducted a department compliance audit and the department received positive remarks.

## **Public Works Department**

Completed 629 work orders throughout the year.

Installed meter registers and transmitters for the water system.

Installed a permanent sewer flow meter

Participated in the design team and served as the project lead for construction of the CTUIR's new Tribal Services Center, which began construction in September, 2008.

Participated in the team that interviewed and selected the architectural and engineering firm to design the CTUIR's new wellness center and clinic, and worked with the team on design issues.

Installed light poles in Wetlands Park.

Remove sod in front of Administration building in preparation for Native Plant Nursery to re-do the landscaping.

Installed an alarm system and new roof at the Longhouse.

Wind storm repairs and clean up.

Renovated the old Police Station so the Department of Children and Family Services could move into it.

Built a fence around the Homily Cemetery expansion.

Prepared the community garden for planting.

Installed new building identification signs and a new directory sign for campus.

Provided labor and vehicles to haul junk on the community "clean up day."

Helped with the community picnic, including hauling tables and chairs, setting up generators for the booths, and disposing of the garbage.

Built a bike path and installed grass for the Cay-Uma-Wa Head Start playground.

Installed a new roof on Cay Uma Wa education building.

## **Umatilla Reservation Housing Authority**

### **Homeownership Program**

Award Grant Fund for Program: \$ 278,000

- HUD ROSS Homeownership Support Services \$250,000
- First Nation/ Rural Community Development Project: \$23,000
- Washington Mutual Community Reinvestment Act grant: \$5,000
- Awarded 43,871.32 in CITGO energy assistance dollars to 198 households.
- Staff and board attended a two-day Quad meeting with Economic Development Commission, Farming and Land Acquisition.
- Attended HUD summit.
- Held 4 tenant meetings with nearly 75 attendees who participated and encouraged ongoing meetings and community involvement.
- Developed homeowner maintenance curriculum on basic repairs and homeowner responsibilities
- Maintenance completed 21 emergency housing repair assistance (EHRA) applications for 2008; maximum allowed under funds. Worked to complete a total of 12 using NAHASDA 55+ funds
- RHED-HO grant approved by HUD for \$250,000; funding starts in 2009 for 3-years
- USDA 504 Grant/Loan Program: first-time grant of \$7,500 awarded to tribal elder for new roof. First time this program as be accessed by Umatilla Reservation with assistants from URHA Homeownership Program
- Provided \$19,000 for CTUIR Tribal Members as part of the Umatilla Saves & Umatilla Builds IDA Program
- Mortgage Specialist received Housing Counseling Certification from NCHCEC (NeighborWorks Center for Homeownership Education Center)
- Attended the Oweesta / First Nations Development Institute 2008 National LEAD conference
- Attended Land Acquisition Committee meetings
- First Nations RCDI grant provide technical assistant to program
- Met with CTUIR Planning Dept. to update Trust Land Development Manual
- Created lender matrix showing lender & loan costs
- New lender in the market: Bank 2 offering HUD Section 184 loans
- Assisted CTUIR Credit Board on Celilo Home Loan Program
- Site visit of HiLine Home Builders in Kennewick, Washington for additional building options for tribal members and URHA; researched operations and cost
- Celilo Homes: send Homebuyer participants information on purchasing
- Visited Celilo Village to inspect homes on site before transport
- Met with DECD Tami Rochelle on Celilo homes
- Attended Walking Shield Conference: to learn about programs and options for homes available through relocation of US Military Airforce base.
- Pulled 10 Credit Reports for Tribal Members and Employees
- Assisted and monitored IDA savings/Umatilla Saves Program for 10 tribal members; 6 with Washington Mutual and 4 at their own financial institution.
- Provided monthly articles toward financial literacy and homeownership

- Provided on going Homeownership assistance to 13 community members
- Leveraged over \$3.7 million mortgages into the economy since 2001
- Completed 4 Financial / Homebuyer Education Series of classes
- Community Partner Support: Wheatland Insurance, Pioneer escrow/title officers, local appraisers, CTUIR Planning, Banner Bank, Oregon First Community Credit Union, Community Credit Counseling Services, Office of Legal Aid.
- Partnered with Pet's of Milton-Freewater; received 2 grants for financial assistance to reduce cost of spay & neutering cats and dogs on reservation.
- Provided location for 2 cat spay/neuter clinics on reservation coordinated by Pet's of Milton-Freewater; with 76 feral cats were trapped. Over 250 total cats for 2008.

## Development Program

- **Brought “Community Energy Project” Train the Trainer Consortium training to Pendleton partnered with URHA for Native network opportunities & URHA training (March 18, 2009)**
- Web site urhousing.org up and running & updatable, with forms downloads
- Development Manager on board January 2008
- Hands on training on GIS Web site and imaging improvements
- Multiple Tri and Quad Committee Meetings, Work Sessions on Land Policy Direction (Duff et al)
- **CITGO Energy monies distributed to needy families (multi departmental)**
- **Updated office/move toward e-government, new computers and software**
- Jan. 2008 Two employees attended HAC training “Native American CHDOs” in Seattle (one sent on scholarship)
- **Met with Oregon St. Housing (Loren Schultz and Bruce Buchanan) on locking Tribes out of HOME funds—legislation solution started by CTUIR**
- Removed all Mutual Help homes from URHA/CTUIR responsibility (first time in 16 years Conover Insurance had correct information to work with, according to Conover)
- **Sponsored an 811/202 Native American Development Consultant presentation on the Rez**
- Reviewed multiple LAPs for Land Acquisition program
- **Attended 2008 HUD ONAP Greener Homes: Creating Energy Efficient, Comfortable & Healthy Tribal Homes March 18**
- Career Fair March 21, 2008
- **Effectively collected on “dead accounts” through efforts of Development Officer, bringing in approximately \$7,000 “extra” per month**
- **By BOC-approved conveyance process, have freed monies for development schedules**
- Continued energy audits and bulb/faucet installations to save energy in individual homes
- Closed out remaining MH Work orders
- Community Forums regularly scheduled
- Neighborhood Circuits regularly scheduled (dogs, trash, crime abatement)
- **Assisted five+ families with legal issues on PUDs and TSRs**
- **Hired Development Officer 7/16/2008**
- **Conveyed remaining 31 Mutual Help Homes (148 total conveyed homes)**
- **Completed recertification and inspection on Mutual Help Homes per HUD audit**
- **Completed ERRs on all projects and proposed projects to close HUD audit findings**

- **Started a “Do It Yourself” course modules for tenants and homeowners**
- Annual Earth Clean Up Day 4 22 2008
- Regular attendance at Land Acquisition meetings
- Regular attendance at Planning Zoning meetings
- Adult CPR/First Aid for entire staff
- Developed 12-project book & explored grants and income opportunities for same
- Continued work on site control and East Bench development collaboration
- **Passed a unique green/LEED building URHA resolution**
- Research on Williams and TransCanada/Proposed Natural Gas Pipeline
- Celilo trailer research and travel
- Whiteshield relocatable homes research and calls to U.S. Tribal Housing Authorities
- **Receipt of \$160,000 RHED grant for infrastructure**
- Successful collaboration on East Bench development
- Viewed multiple properties with LAC staff for possible homesite developments
- Produced THPO letters, Analysis of Impediments, Business Plans, Marketing Plans for HUD Projects & ICDBG projected grant request
- **Certified two staff for HUD Environmental Review Records creation**
- Annual Picnic participation
- **Successfully addressed HUD audit findings**
- Created new URHA Vision statement, slogan, purpose
- Worked on collaborative agreement for developing market rate housing
- **Interacted with Tribal legislative liason (Lisa Ganuelas), resulting in introduction of senate bill that will include tribes in more funding opportunities**
- Monthly statements to mutual help clients with balances
- **Obtained support for Disabled Housing from Sen. Walden, Wyden and Nelson**
- Provided IHS with development information for their budget projections
- **Interacted with veterans and received input for development and grants**
- **Successful collection of delinquent accounts through dividend collections**
- One-stop shop concept drafted
- Provided Personal Counseling for Mutual Help to Ownership Transitions
- Work on CHILD (nonprofit building) partnership
- Work with DECD on land opportunities

## **Resident Services**

- Staffed with DCFS to form housing solutions for tribal clientele
- Worked with tenants and maintenance to find housing solutions for water damaged units
- Housing Advocate/Program Manager attended ROSS Family Self-Sufficiency workshop to better understand grant requirements
- Formed effective response to HUD finding regarding non-low income households and rent designations
- Housing Advocate/Program Manager attended annual Oregon Housing & Community Services conference to workshop and learn the latest in housing topics, including responses to homelessness, poverty and resident services programs
- Provided solutions to 127 collections questions, issues and payback concerns

- 38 payback agreements in place
- Assisted 20 household with specific leasing/household composition issues
- Collaborated with tenants on issues of eviction, utilities, health concerns, maintenance letters, human services collaboration, recertification and policy implications (359 total, not counting routine recertification/rent increase letters)
- Collaborated with CTUIR Credit program on active and inactive collections
- Ongoing tenant and applicant follow-up
- Strengthened partnership with CAPECO to bring Weatherization/Energy Efficiency, Carbon Monoxide Detection, Energy Assistance, Tribal Commodities/Shuttle brainstorming and Emergency Services to 190 rental households.
- Continue to publish monthly newsletter of useful information for tenants on housing issues, budgeting and saving tips, energy efficiency/conservation, local events, etc.
- Completed written payback agreements/case plans and monthly verbal agreements for collections
- Continue to connect tenants with local resources for utility assistance, rent assistance, other low-income housing options, homeownership, budgeting and saving, discounted phone service, tribal lifeline, etc.
- Continuing with scheduled rent increases as per Board of Commissioner approval
- Providing case management to over 25 families as a family self-sufficiency coordinator
- Provided volunteer labor for community garden
- April —Tenants’ Tuesday Meetings
- Awarded \$43,871.32 in CITGO energy dollars to 198 households

## **Maintenance**

- Completed 1,023 Work Orders
- 36 Metal Roofs
- Rehab. 12 Move Out Units
- Completed 23 Emergency Housing Applications/NAHASDA 55+
- Changed out Furnace Filters 380 – Minor Maintenance on Furnaces at time of Filter Change
- Chimney Sweep of URHA Rental Units
- Established a working partnership with CAPECO – Weatherization of 12-6 Units (50 Rental Units – still in progress)

## **Yellowhawk Tribal Health Center**

Working with Nixya'awii Community School in becoming a part of the school's curriculum. Topics include physical, psychological, social and legal effects of alcohol and drug abuse, suicide prevention, reporting sexual harassment, bullying, etc.

Prepared for and underwent an Accreditation Association for Ambulatory Health Care (AAAHC) audit. This external organizational audit reviews the entire YTHC care delivery system including governance, administration, finance and education. YTHC received a full three-year accreditation which will expire March 30, 2011.

Renewed focus on chronic illness prevention and early detection with an emphasis on cardiac illness, cancer, diabetes, and lung disease.

Reviewed, revised, and approved the Yellowhawk Business Plan for 2008.

YTHC staff joined forces with CTUIR and Wildhorse Casino & Resort to conduct the annual Wellness Gathering providing all day tracts for social wellness, wellbriety, community healing and healthy diets. 85% of the participants indicated that they felt motivated to make lifestyle changes following the gathering.

Aggressive diabetes prevention activities to increase in partnership with the Certified Diabetic Educator (CDE) and implementation of a Diabetic Education Program. This Program provides group and one-on-one guidance education. Serious participants complete the program and are recognized with a Certificate of Accomplishment.

Created the Tobacco Coalition with membership from Yellowhawk and CTUIR staff. Regular meetings are held to organize and strategize initiatives to encourage tobacco use prevention and cessation. Hosted tobacco cessation courses.

Approved and implemented the PTOTS Breastfeeding Policy. CTUIR is the first tribe in the northwest to officially have a Breastfeed Policy in place.

The Accounting/Business Departments continue to work together in establishing and maintaining Medicare-Like-Rates, collect monies from third party billing resources, receive additional monies of CHEF funds, and continue with efforts to close funding gaps with multiple grant applications.

The Senior Meals Program provides to elders 7,000 meals per year at the senior center and 4,500 home delivery meals.

The CTUIR Health Commission established a Scholarship Application process for award(s) for continuing education.

While working closely with the CTUIR we have established the White Bison Community Prevention and Wellness Project with a strong representation and attendance from all sectors of the tribal community.

The Behavioral Health Program has been recognized by the State of Oregon as delivering cutting edge outpatient treatment by our dual diagnosis approach that combines substance abuse counselors with mental health counselors.

Providing an exceptional DUII education and treatment program that has attracted attention of City and County judges requesting to send others to it. Increased numbers of successful graduates who are maintaining recovery.

The Dental Department extended their work hours to make an effort to promote and ensure successful patient care. In addition, Dental is providing a higher level of care for diabetic patients, made possible with the diabetic grant. The Dental Department is actively involved with the outreach programs for diabetics.

In an effort to address cancer issues we have continued the cancer support group and hosted the second annual Cancer Awareness Day.

Yellowhawk celebrated a 30 year anniversary for the annual Fun Run with 106 entries.

Implemented and continued to strengthen the Families of Tradition, Sons of Tradition, and Daughters of Tradition programs.

## Gaming Commission, Inspectors and Surveillance

The Commission acted on 581 background investigations and license actions.  
Gaming Commission/staff hosted one Oregon Association of Indian Gaming Commissions meeting and attended five OAIGC meetings.  
Inspectors completed two compliance audits.  
The surveillance department generated 229 procedural violations, 44 incident reports and participated in 26 investigations.  
Over the course of the year, the Commission and its staff researched and reviewed proposed amendments to vital documents, including: CTUIR Tribal/State Compact, Tribal/State Minimum Internal Controls, CTUIR Gaming Code, CTUIR/WGR Minimum Internal Control Standards, WGR Check Cashing Procedures, WGR Slot Coupon Procedures and the National Indian Gaming Commission Facility License Standards.  
Received the official National Indian Gaming Commission Survey of Tribal Compliance on Key Requirements for 2007 (reports run 1 year behind), and CTUIR achieved compliance in all eight categories: DOI Approved Compact, Gaming Code, Background Investigations, and Submission of Fees, Fingerprints, Facility License, Year End Audits and Compliance Reports.  
Gaming Inspectors participated in 364 machine events, including random kobetrans, ram clears, game conversions, machine installs and removals and verification on all jackpots over \$10,000.  
Worked extensively with casino security staff on the review and revision of the Wildhorse Emergency Response Plan.  
Staff reviewed and the Commission approved the addition of a new tablegame, "Ultimate Texas Hold'em".

Tamastlikt celebrated its tenth anniversary with reception, traditional games, silent auction, and photo montage of a decade of public programs, events and exhibits.

Successfully championed adoption of place name Iskuulktpa by the Oregon and US Geographic Names Boards.

Hosted Celebration of Life dinner for Atway Charles Luce, centennial meeting of Oregon Geographic Names Board, film crews from The Discovery Channel and Travel Channel Europe, the annual corporate sales meeting for the Pendleton Woolen Mills, and the regional conference of the Costume Society of America.

Assisted with curation and opening ceremonies of Willamette University's "The Art of Ceremony: Regalia of Native Oregon."