



## Request For Quotes -- Due Nov. 3, 2017

### Scope of Work – 2018 Board of Trustees Retreat Facilitator

#### **Purpose:**

The Confederated Tribes of the Umatilla Indian Reservation Executive Director is seeking cost quotes from vendors for facilitation services related to the Board of Trustees (BOT) strategic planning retreat. In November of odd years, the Board of Trustees is elected and takes office by early December for a 2-year term. The incoming BOT usually holds a 2-3 day retreat in its first few weeks in office to lay out their collective goals and priorities for the coming two years. The 9-member board typically has had 2-4 new members with the balance being returning members from the previous term (although all nine positions are up for election).

#### **Tentative Location is to be determined, but might be one of the following:**

1. Portland, Oregon
2. Stevenson, Washington (Columbia Gorge)
3. Kennewick or Richland, Washington (Tri-Cities)
4. Warm Springs, Oregon

#### **Tentative Dates are to be determined, but might be one of the following sets:**

1. Jan. 3-5
2. Jan. 10-12
3. Jan. 17-19

#### **Scope / Requirements:**

1. Research to familiarize contractor with current issues, priorities, and CTUIR planning documents; conversations with participants in advance of Retreat as determined necessary by Executive Director or Board;
2. Consult with Executive Director to design format and content for Retreat;
3. Prepare Retreat exercises and documents as needed;
4. Facilitate the Retreat on site (to be determined);
5. Provide post retreat written summary, as determined appropriate by Executive Director, to aid staff in refining the priorities and work towards a document to be formally adopted by the BOT.

#### **Estimated time commitment:**

1. Research and prep including conversations with key participants: 1 day
2. Facilitate retreat - 2 days
3. Post Retreat summaries and follow-up: 1 day

#### **Proposed Rate:**

Please submit a total cost to accomplish the above scope of work. In addition to the total cost quoted, CTUIR will reimburse vendor for travel and materials expenses.

*A sample agenda from a past retreat and an adopted priority document are attached as reference.*

**PLEASE SUBMIT QUOTES NO LATER THAN NOV. 3, 2017 BY EMAIL TO: [DanaQuaempts@ctuir.org](mailto:DanaQuaempts@ctuir.org)**

# 2016 Board of Trustees Retreat Agenda

Doubletree by Hilton, 1000 NE Multnomah, Portland, OR

January 12-14, 2016

## Day One – Setting the Framework (Tuesday, Jan. 12)

- Morning BOT and Staff travel to Portland (breakfast/lunch on your own)
- 1:00 p.m. Welcome, Anticipated Outcomes, Rules, Roles
- 1:15 p.m. What is a Priority, Focus Area, or Action Plan?
- 1:30 p.m. Comprehensive Plan – Approval, use, Milestones/Benchmarks
- 2:15 p.m. Review of 2016 Budget
- 2:45 p.m. Break
- 3:00 p.m. Financial Forecast
- 3:30 p.m. Capital Improvements Plan and Housing Strategy documents
- 4:00 p.m. Review of 2013-15 Board Action Plans and progress made toward those goals
- 5 p.m. Adjourn – Dinner on your own

## Day Two – Developing the BOT Priorities (Wednesday, Jan. 13)

- 7:30 a.m. CTUIR hosted breakfast
- 8:00 am Develop 2016-17 BOT priorities
- 9:15 am Break
- 9:30 am Develop 2016-17 BOT priorities
- Noon CTUIR hosted lunch
- 1:30 pm Develop and Refine 2016-17 BOT priorities
- 2:45 pm Break
- 3:00 pm Develop and Refine 2016-17 BOT priorities
- 4:30 p.m. Adjourn
- 7:00 p.m. Blazers Game at Moda Center, hosted by Wildhorse  
(Suite will be open at 5:30 to enjoy complimentary food and beverages.)

## Day Three – Finalizing the Priorities (Thursday, Jan. 14)

- 7:30 a.m. CTUIR hosted breakfast
- 8:00 a.m. Finalize 2016-17 BOT Priorities
- 9:45 a.m. Break – Check out of hotel
- 10:15 a.m. Follow-Up Steps and Conclusions
- Noon Adjourn and Return to Pendleton (Lunch on Your Own)

**CERTIFICATE**

The undersigned, Gary Burke and David Close, hereby certify that they are the Chairman and Secretary, respectively, of the Board of Trustees of the Confederated Tribes of the Umatilla Indian Reservation, and at a regular meeting of said Board of Trustees at the Board Chambers of the Nixyáawii Governance Center, Mission, Oregon, on the day of March 14, 2016, a quorum of said Board was present and the following Resolution was regularly moved, seconded, and adopted by a vote of for 7, 0 against, and 0 abstaining.

**RESOLUTION**

- WHEREAS,** the Board of Trustees is the governing body of the Confederated Tribes of the Umatilla Indian Reservation (Confederated Tribes) by the authority of Article VI, Section 1 of the Constitution and Bylaws of the Confederated Tribes, adopted on November 4, 1949 and approved on December 7, 1949, as amended; **AND**
- WHEREAS,** pursuant to Article VI, Section 1(b) of the Constitution and Bylaws, the powers of the Board of Trustees include the authority “to manage all affairs of the Confederated Tribes”; **AND**
- WHEREAS,** at the beginning of each biennial term of the Board of Trustees, the Board develops a list of priorities and goals to focus on during that term; **AND**
- WHEREAS,** the Board conducted a strategic planning session on January 12-14, 2016; **AND**
- WHEREAS,** the Board reviewed the CTUIR’s Comprehensive Plan adopted in 2010 and used the Comprehensive Plan as the framework for their discussions at the planning session; **AND**
- WHEREAS,** at the planning session, the Board identified a list of priorities to emphasize for the 2016-17 Board term and directed staff to develop specific action plans to address these goals; **AND**
- WHEREAS,** the Board acknowledges that there are numerous issues, needs, programs, and activities within the Tribal government and community that require their attention, but in order to make significant progress in certain areas over their term of office, they developed a short list of focus areas and will work on these first and foremost; **AND**
- WHEREAS,** the Board’s priorities for the 2016-17 term are: 1) Language; 2) Health and Human Services; 3) Education; 4) Housing; 5) Treaty Rights Protection; and 6) Organizational Excellence; **AND**

**RESOLUTION NO. 16-020**  
**TOPIC: Board Priorities and Action Plans for 2016-17**  
**Department: Office of Executive Director**  
**Exhibits: 1**  
**Page 2 of 3**

**WHEREAS**, the Board discussed the need for extra effort by staff, committees and commissions in the areas of coordination and communication; **AND**

**WHEREAS**, the Executive Director and Deputy Executive Director appointed members of the CTUIR Management Team to teams which have developed action plans to address each of the goals identified by the Board; **AND**

**WHEREAS**, at Board work sessions held on February 17-18 and March 14, the Executive Director and Deputy Executive Director presented the draft action plans for review by the Board; **NOW, THEREFORE, BE IT**

**RESOLVED**, that the Board of Trustees hereby adopts the attached Board Action Plans for the 2016-17 Board Term; **AND BE IT FURTHER**

**RESOLVED**, that the Board directs the Executive Director and Deputy Executive Director to implement the goals and tasks laid out in the action plans, and to provide regular briefings to the Board concerning progress in achieving these priorities; **AND BE IT FINALLY**

**RESOLVED**, the Board has determined that Board focus areas should be distinguished from other ongoing work by receiving the following preferences:

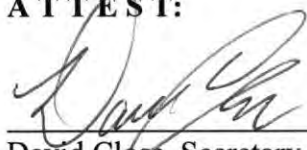
- 1) the Board, staff, committees and commissions will adjust their use of time to give particular attention to these topics;
- 2) the Board, staff, committees and commissions will place emphasis on these focus areas when communicating with each other, with the General Council, and with the Tribal community;
- 3) these focus areas will receive preference for receipt of discretionary funding as those opportunities arise (although no budget appropriations are made with enactment of this resolution);
- 4) departments will collaborate closely on these focus areas; and
- 5) department work plans and budgets may be adjusted when feasible to reflect the importance of these projects;

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

**DATED** this 14th day of March , 2016.

  
 Gary Burke, Chairman  
 Board of Trustees

**ATTEST:**

  
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 David Close, Secretary  
 Board of Trustees

**Exhibit 1: 2016-17 Board Priority Action Plans**

Name	Yes	No	Abstain	Leave
Gary Burke , BOT Chairman				
Jeremy Wolf, BOT Vice Chairman	X			
Rosenda Shippentower, BOT Treasurer	X			
David Close, BOT Secretary	X			
Justin Quaempts, BOT Member	X			
Aaron Ashley, BOT Member	X			
Armand Minthorn, BOT Member	X			
Woodrow Star, BOT Member				Travel
Alan Crawford, General Council Chairman	X			

# 2016-17 Board of Trustees Priorities

## Language

1. Identify resources to more effectively use technology to preserve and teach our native languages.
2. Examine current and long-term staffing needs to assure our native languages are preserved, taught and learned.
3. Explore short and long-term options for a space/facility for the Language Program.

## Health and Human Services

4. Optimize and organize resources to address Behavioral Health (Mental Health and Alcohol & Drug) disparities in our community.
5. Enhance efforts to help our community prevent chronic disease (heart, diabetes, cancer) by looking at creative options for food growth and consumption, exercise and creating community gathering places and opportunities.
6. Enhance the care and services we provide to Veterans (outreach, family support, seeking Veteran Service Office status, dedicated facility or location for the Veterans to gather).

## Education

7. Continue the planning process and identify funding sources for an education facility.
8. Reduce the absenteeism level of our students.
9. Examine child care opportunities.

## Housing

10. Prioritize and secure funding for housing at one of the properties identified in the 2013 Housing Strategy.
11. Diversify on-Reservation housing options by exploring middle-income housing opportunities (code amendments, 99-year lease model, HUD 184 loan program, etc.).

## Treaty Rights Protection

12. Enhance efforts in building and maintaining relationships with federal and state agencies.
13. Explore strategies for educating the mainstream community about Treaty Rights.

## Organizational Excellence

14. Grow and enrich our Reservation work force by focusing on workforce and career development, job and apprenticeship opportunities, training and skills enhancement.
15. Examine job duties, evaluations, and wage scales to achieve consistency across the organization.

## Goal 1 -- LANGUAGE

Identify resources to more effectively use technology to preserve and teach our native languages.

### Status / Background

1. The challenge with this Priority is limited staff expertise in any technology applications that are geared towards language. Currently, staff is making use of ready-made applications that recordings are inserted to and games are made for language learning.
2. Currently we do have someone on board (temporarily) that is able to really discuss with outside entities our options. They are able to advocate for the Language Program and create useable programs for us to use.

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Identify technology needs for language	4 <sup>th</sup> quarter 2016	Language staff	Language, OIT, NCS (others?)	
2. Identify useable technology for Apple and Android, including website/portal development	4 <sup>th</sup> quarter 2016	Website development, hosting, and domain purchase etc.	Language, OIT, Communications, (others?)	
3. Determine if separate portal for language program a possibility	4 <sup>th</sup> quarter 2016	Money to make this happen.	Language tech staff, OIT, Communications	
4. Contract with Cayuse Technology for support	2 <sup>nd</sup> quarter 2016	Potential contract for working with Cayuse Technologies funding needed.	Cayuse Technologies, Language, OIT	
5. Complete the scanning of the Dr. Noel Rude's files into a searchable data base.	1 <sup>st</sup> quarter 2017	\$30,000 contract would cover a single staff resource at Cayuse Technologies.	Language Staff, OIT	
6. Complete inventory of various recordings and formats of Tribal language. Work to: a. Estimate costs to digitize the recordings; b. Ensure the recordings are safe and in a controlled environment.	4 <sup>th</sup> quarter 2017	Contract with a studio entity that can professionally digitize, and assignment for new Archivist dedicated to this effort.	CRPP (they have worked with someone to do their recordings), Language Staff; TCI, new Archivist	
7. Supply already gathered data for use.	4 <sup>th</sup> quarter 2017	Would need a staff person to compile already existing materials from all language staff. 30,000	No staff currently available to do this, it would be a 1-2 year task for someone (additional staff person)	

## Goal 2 -- LANGUAGE

Examine current and long-term staffing needs to assure our native languages are preserved, taught and learned.

### Status / Background

1. We currently have a language crisis with having master speakers in the languages of-Cayuse/Nez Perce, Walla Walla and Umatilla. Our staff consists of two Cayuse/Nez Perce apprentice, three master speakers of Nez Perce language, one language immersion teacher of Umatilla, one Title III language instructor- Walla Walla, one Language instructor of Umatilla as well as a Language program coordinator. We are losing our master speakers and are in a crisis stage of survival of our languages. Desire to increase capacity for future building of new language speakers and new teachers to meet the demands of our tribal membership to learn our languages.
2. Increase language apprentices in all languages
3. Needing the technology and software, hardware and IT to increase language curriculum and development specific to our language
4. Our children's future prosperity of sovereignty in retaining our languages
5. We are partnering with the Pendleton School district early learning center school in providing the Umatilla Language to the kindergarten students.
6. **Policy direction SB 690** According to the Northwest Indian Language Institute, 25 to 35 native languages have been spoken in Oregon and only nine are spoken today.
7. Native Americans consider the loss of languages to be an urgent problem and have been taking steps to record, catalog, and develop teaching curriculum and teacher training for native languages. In several schools, cooperative agreements with tribal educators have brought native speakers into the classroom. Tribal elders and other native language speakers were not able to formally teach because they lacked a license from TSPC, and the requirements to obtain one prevented them from acquiring one.
8. **Comprehensive plan 6.7** the language program preserves and revitalizes the native languages spoken by tribal members on the Umatilla Reservation: Cayuse/Nez Perce, Walla Walla and Umatilla. The languages are preserved through recording, analysis and archiving as well as being incorporated into school curriculums.

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Review language plan and determine staffing needs	2 <sup>nd</sup> quarter 2016	OED, Education Director and budget review.	OED, ETC, HR, OIT	
2. Review and adjust current language apprentices to Language instructors and adjust pay- JOB DESCRIPTION UPDATES	3 <sup>rd</sup> quarter 2016	Budget and Education Director	Education Director and HR	



### Goal 3 -- LANGUAGE

Explore short and long-term options for a space/facility for the Language Program.

#### Status / Background

1. Current program integrates with Cay-Uma-Wa and High School students.
2. Number of program participants fluctuates with tribal student enrollment.
3. Staffing currently provided
4. Current tribal language immersion is conducted at Cay-Uma-Wa for pre-school students and Nixyawii or Gym classroom for high school students.
5. Grant funding
6. Ensure goal is consistent with Goal 2 (Language Staffing), Goal 7 (Education) and Goal 9 (Child Care)

#### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Assess program funding via CTUIR, grants, federal funding	2 <sup>nd</sup> quarter 2016	Internal, CTUIR funding. External grants.	Education, Finance, Planning,	
2. Assess current, future and other related program student levels	3 <sup>rd</sup> quarter 2016	Student enrollment documents, long term program policy review	Education and OIT departments	
3. Current condition of Language facilities	4 <sup>th</sup> quarter 2016	Inspection reports, needs assessment and other agency requirements from Education Department	Education and Public Works departments	
4. Cost estimate for current short term facilities sustainability	4 <sup>th</sup> quarter 2016	Facilities assessment and cost estimates	Public Works and Education	
5. Cost estimate for the use of other existing buildings for short term usages such as the WIC building	1 <sup>st</sup> quarter 2017	Facilities assessment and cost estimates	Public Works and Education	
6. Cost estimates for inclusion of new Language building at alternate location	2 <sup>nd</sup> quarter 2017	Facilities assessment and cost estimates including contracted engineering, architectural firm	Public Works, Education	
7. Alternatives for incorporation into new educational facilities.	3 <sup>rd</sup> quarter 2017	Facilities assessment for program growth projections	BOT, Public Works, Planning and Education	

**Goal 4 – HEALTH AND HUMAN SERVICES**  
 Optimize and organize resources to address Behavioral Health (Mental Health and Alcohol & Drug) disparities in our community.

**Status / Background**

1. Improve mental health through prevention and by ensuring access to appropriate and quality mental health services.
2. Reduce substance abuse to protect the health, safety, and quality of life for all, especially children.

**Key tasks to be completed in 2016-17 to address this goal**

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Improve mental health through prevention and by ensuring access to appropriate and quality mental health services. A. Increase the proportion of children and adults participating in prevention activities. B. Increase the number of patients with positive depression screening who engage in mental health services. C. Begin implementation of the Zero Suicide system change.	4 <sup>th</sup> quarter 2017	TBD	YTHC - Behavioral Health Program / Becky Greear, BH Program Manager  A&D Committee DCFS Housing	
2. Reduce substance abuse to protect the health, safety, and quality of life for all, especially children. A. Increase the number of individuals who successfully complete our DUJ program within a year of starting the program. B. Increase the number of outpatient groups offered and the number of individuals attending groups. C. Increase the number of those who complete residential treatment and subsequently engage in outpatient aftercare services either at YTHC or at another location following their residential treatment stay.	4 <sup>th</sup> quarter 2017	TBD	YTHC / Behavioral Health Program / Becky Greear, BH Program Manager  A&D Committee DCFS Housing	

## Goal 5 – HEALTH AND HUMAN SERVICES

Enhance efforts to help our community prevent chronic disease (heart, diabetes, cancer) by looking at creative options for food growth and consumption, exercise and creating community gathering places and opportunities.

### Status / Background

- Promote overall health and reduce cardiovascular and chronic disease risk factors.
- Increase the quality, availability, and effectiveness of educational and community-based programs designed to improve health through disease prevention, injury, and suicide prevention, and enhance quality of life.

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Community Health Assessment	1 <sup>st</sup> quarter 2016	1. Survey data.	YTHC: Karen Cook, Planning, Education, Gaming, and Planning & Housing as needed	1. Completed
2. Community Health Improvement Plan Promote overall health and reduce cardiovascular and chronic disease risk factors.	4 <sup>th</sup> quarter 2016	2 & 3. Community Health Assessment, focus groups, Key informant interviews / community Mobilize A Partners P (MAPP) NLIPH (National Leadership Institution of Public Health) training 4/18/16 - 4/22/16 for key team members		2 & 3. Planning progress
3. Develop department strategic plans to meet goals of Community Health Improvement Plan.	3 <sup>rd</sup> quarter 2017			
1. Implement CDC Grant re Good Health and Wellness in Indian Country goals: A. Increase availability and access to healthy traditional and other foods and beverages, such as fruits, vegetables, and water. B. Increased opportunities for physical activity and increased use of these opportunities. C. Increased access to Community Health Representatives (CHRs) who link patients to community resources that promote self-management of high blood pressure and prevention of diabetes (e.g. talking circles, National DPP). D. Increased community clinical linkages to support prevention, self-management, and treatment of diabetes, hypertension and obesity. E. Increased proportion of high risk adults who participate in CDC-recognized diabetes prevention program.	A = 2 <sup>nd</sup> quarter 2016 B = 4 <sup>th</sup> quarter 2017 C, D & E = 3 <sup>rd</sup> quarter 2016 (If awarded)	A = Community Garden, Native SEEDS Grant submitted B = Youth Wellness Opportunities, Workplace Wellness, and Wellness Works, Walk the Rez C, D & E = Explore grant opportunities such as: Empowering Older Adults and Adults with Disabilities in Tribal Communities through Chronic Disease Self-Management Due 4/22/16 and continue to implement National Diabetes Prevention Program (if not awarded, will need funding for training to implement Wisdom Warriors ~\$100k)	YTHC: Karen Cook, Lindsey Watchman, Carrie Sampson, Dionne Bronson, Adrienne Berry, Clifford Stanger & Robby Bill; Housing, Education, Planning and other depts. as needed	In progress

## GOAL 6 – HEALTH AND HUMAN SERVICES

“Enhance the care and services we provide to Veterans (outreach, family support, seeking Veteran Services Office status, dedicated facility or location for the Veterans to gather).”

### Status / Background

1. Assessing CTUIR entities offer services to Veterans to identify all roles & responsibilities to be a VSO/Veterans Service Office on CTUIR.
2. Identify all key partners within our area to establish relationships, how accessible for Veterans to utilize, funding, location, administration, certifications, long term.
3. Housing’s planning a Veterans Forum at Senior Center in April to get a number of Veterans in area, see & hear their needs and wants. DCFS & WWVA is having an event to improve communication and services between CTUIR & WWVA Feb. 10.

### Key tasks to be completed in 2016-17 to address this goal

Tasks	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Attend DCFS/WWVA Hospital event Feb. 10 share resource info. & identify services used & what challenges, establish communication with local area reps.	1 <sup>st</sup> quarter 2016	Walla-Walla VA Hospital;	Housing, DCFS, WWVA,	
2. Assess current Veterans services on CTUIR & identify VSO requirements by Federal guidelines	1 <sup>st</sup> quarter 2017	State of Oregon; WWVA Jonathan Wainwright Hospital; Umatilla Co.	Reps from WWVA, Umatilla Co., State of Oregon, CTUIR entities,	
3. Organize Veteran Forum for needs assessment on CTUIR identify need.	2 <sup>nd</sup> quarter 2016	CTUIR area Veterans	Housing Department, DCFS, community volunteers	
4. Identify emergency services protocol for all Veterans work with related departments (Y-hawk/WWVA), and then share with all Veterans.	2 <sup>nd</sup> quarter 2016	DCFS, Finance, Housing, Y-hawk,	← same as	
5. Assess for support from American Legion Post 140 Auxiliary/BOT resolution to help with certification process with Federal Government.	3 <sup>rd</sup> quarter 2016	Auxiliary/Legion Officers, OED, OLC	← same as	
6. Identify funding for potential new Veteran’s facility.	1 <sup>st</sup> quarter 2017	Public Safety, Public Works, DCFS, Y-hawk, Finance	DCFS, Finance, Public Works Public Safety	
7. Assess Warriors Memorial for upgrades/repairs, then seek potential grants and tribal funds.	2 <sup>nd</sup> quarter 2016			

## Goal 7 – EDUCATION

Continue the planning process and identify funding sources for an education facility.

### Status / Background

1. BOT priority #11 for 2014-15, BOT approval of Site Evaluation January 2015, BOT appropriation of \$1M for education facility, BOT approval of schedule and preliminary budget November 2015.
2. Funding needed is estimated at around \$13M.

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Request for Proposals (RFP) Operations Plan	1 <sup>st</sup> quarter 2016	Staff & legal input Will be in coordination with Goal #3 Language Space Needs and Goal #9 Child Care Opportunities	DECD/Finance/Education/OLC/Public Works/OED/Planning	
2. BOT approval of Education Facility Finance Options	1 <sup>st</sup> quarter 2016	Staff & legal input	Same	
3. Complete Operations Plan	3 <sup>rd</sup> quarter 2016	Staff review/BOT approval	Same	
4. Hire Project Manager	3 <sup>rd</sup> quarter 2016	Legal review and BOT approval	Same	
5. Hire Architect/Engineer	4 <sup>th</sup> quarter 2016	Legal review/BOT approval/Funding Required approval	Same	
6. Hire General Contractor	1 <sup>st</sup> quarter 2017	Legal review and BOT approval	Same	
7. Complete A & E Drawings	2 <sup>nd</sup> quarter 2017	Community input	Same	
8. Approval of final financing options and possible loan documents.	3 <sup>rd</sup> quarter 2017	Construction Team	Same	
9. Begin Construction	3 <sup>rd</sup> quarter 2017	Construction Team	Same	
10. Complete Construction and move in	3 <sup>rd</sup> quarter 2018	Education and school staff	Same	

## Goal 8 -- EDUCATION

### Reduce absenteeism level of our students

#### Status / Background

1. The state of Oregon was alerted to high rates of chronic absenteeism in 2012 by a research study and analysis (in 2014) by the Oregonian. The analysis results state that in the state of Oregon at the K-12 levels 1 in 6 students are chronically absent. The results also show that the chronic absenteeism rates are higher for Native American students; about 30%.
2. In the summer of 2015 the CTUJR hosted an absenteeism summit at the Wildhorse Resort and Casino. The group included many stakeholders from the Tribe and the Pendleton School District who came together to brainstorm ideas to combat chronic absenteeism. After discussion there were three top choices for action that the group voted on at the summit. These three action items were: 1) Bring all Title VI Coordinators to full time status, 2) Move the Truancy Officer positions back under the CTUJR Education Department, and 3) Prevent access to minor dividend payments while student is truant.
3. Of the three action items one is completed; all Title VI Coordinators are now full time. The minor dividend access restriction is an ongoing collaborative effort between the Department of Family Children Service, Law and Order Commission, Education and Training Committee, Tribal Court, and the Education Department. It is an item that will need further discussion as to where to place the restriction access language to allow the judge to utilize it in cases of truancy or chronic absenteeism (e.g. Juvenile Code).

#### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUJR entities needing involvement / input	Progress / updates
1. Track attendance, truancy, referral service, provide a parent night with curriculum and information on "How to send kids to school" and provide wrap around services to all students.	2 <sup>nd</sup> -4 <sup>th</sup> quarter 2016	Quarterly reports to the BOT	Title VI staff, Recreation staff/ Education/ A&D/Mental Health/Truancy staff	
2. Consider policy changes for compliance measures such as withholding dividends – for consideration Language in juvenile code to address withholding dividend for truancy until graduation	2 <sup>nd</sup> quarter 2017	Policy change	BOT	
3. Community Accountability Board (CAB)  Actively meet each month to ensure all students are monitored in court proceedings.			Community Accountability Board/Truancy staff/Title VI staff/Public Safety	
4. Transfer of Truancy Program to Education Dept.	3 <sup>rd</sup> quarter 2016	Office space	Title VI, Court	
5. Review incentive programs.	2 <sup>nd</sup> quarter 2016	12-15,000 for incentive awards	Education Department	

**Goal 9 -- EDUCATION**  
Examine childcare opportunities.

**Status / Background**

1. There has been a Daycare analysis done in the past, Early Childhood Program Analysis. This will need to be reviewed.
2. The initial start of the program was to provide daycare services but it has not evolved in to an educational services program and this effects the potential expansion of the facility and program.

**Key tasks to be completed in 2016-17 to address this goal**

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Develop business plan.	1 <sup>st</sup> quarter 2017	To be conducted as part of the business plan of Day Care Program under Education Facility RFP	Education, Finance., DCFS	
2. New site/facility.	2 <sup>nd</sup> quarter 2017	Money for expansion (new facility) Education Facility RFP will need to conduct facilities analysis of future and existing buildings.	Education, DECD, OED, Public Works, Planning DCFS	
3. Forecast of future numbers of children. Review Early Childhood Program analysis.	1 <sup>st</sup> quarter 2017	To be conducted as part of the business plan of Day Care Program under Education Facility RFP	Education DCFS	
4. Enrollment statistics currently	1 <sup>st</sup> quarter 2016	Details of current children served and waiting list	Education DCFS	
5. Develop overall findings and recommendations from employees information from all Tribal entities	3 <sup>rd</sup> quarter 2016	Day Care interest from all Tribal entities' employees	Tribal Entities	
6. Develop security plan	4 <sup>th</sup> quarter 2016			
7. Complete operations plan – assess Early Childhood program consolidation analysis and recommendations	2 <sup>nd</sup> quarter 2016		Education DCFS	

**GOAL 10 - HOUSING**  
**“Prioritize and secure funding for housing at one of the properties identified in the 2013 Housing Strategy Plan.”**

**Status / Background**

1. Utilize Housing Strategy Plan from 2013 as starting point with group to assess overall cost of each property with timeline.
2. Identify past funding sources for development; USDA, IHS, Tribal funding, match funds-financing,
3. Tribal member loan package deal for each potential lot from cost of overall infrastructure with group #11

**Key tasks to be completed in 2016-17 to address this goal**

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Assess each tribal property cost to be development ready. What funding sources to complete infrastructure? USDA, CTUIR funds, Bank finance, for median income only.	1 <sup>st</sup> quarter 2016	Overall cost estimate from Planning & DECD, then later on Housing for tribal member.	Finance, DECD, Planning & OLC,	
2. BOT to decide which land to develop	2 <sup>nd</sup> quarter 2016	HD data	Housing Department/HD. DECD, Planning, Home ownership participants.	
3. Homeownership Program can assess how many clients are loan ready estimate now to 5-year plan. How many to build now; 10-15-20 homes to sell with 99-year lease. How to create a market on CTUIR.	3 <sup>rd</sup> quarter 2016	HD data	Housing Department, Realty Department, BIA, OLC.	
4. Assess cost estimate for how many lots, size, survey/infrastructure etc.	3 <sup>rd</sup> quarter 2016	Housing Strategy Plan	HD, Planning & DECD.	
5. Loan product or grant to complete infrastructure of identified property; USDA, CTUIR funds, Bank finance, meet with these resources for requirements/restrictions.	4 <sup>th</sup> quarter 2016	Bank, USDA.	Finance Department & Housing to meet with USDA (we have grant already with them).	
6. Loan package for Tribal member to pay to help recoup cost to keep momentum forward with development cost; Section 184, USDA Loan, FHA loan, also include Umatilla Saves/Umatilla Builds.	1 <sup>st</sup> quarter 2017	HD, USDA &/or bank.	Finance & HD	
7. Development process for HD Mortgage Specialist to explain financing to tribal member & Finance Dept.	2 <sup>nd</sup> quarter 2017	Same as >	Planning, DECD, & HD.	
8. Development process explained from Planning/DECD financing total cost for infrastructure for BOT to decide.	2 <sup>nd</sup> quarter 2017	Same as >	All team.	
9. 99-year lease for each residential lot with OLC.	2 <sup>nd</sup> quarter 2017	Same as >	HD & OLC	



<p>10. Update BOT for loan product overall cost of property; homeownership process, overall cost for each tribal member with loan per lot, how many lots, then proceed with recommendations from group to develop with DECD &amp; group #11.</p>	<p>3<sup>rd</sup> quarter 2017</p>		<p>All team.</p>	
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## Goal 11 – HOUSING

Diversify on-Reservation housing options by exploring middle-income housing opportunities (code amendments, 99-year lease model, HUD 184 loan program, etc).

### Status / Background

1. Transportation Growth Management Grant to visit code functionality and interplay with other plans and tribe development desires.
2. CDFI is already in progress of development.
3. 99 year lease is in discussion and very preliminary concepts are being developed.
4. Mutual Help home untangling is an ongoing project mostly on an “as needed” basis as residents need assistance.

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Code: Initial code review to ensure that barriers to home building is the zoning code are minimized (Full Land Development Code review and update will be a huge laborious project that may take anywhere from 18-48 months)	3 <sup>rd</sup> quarter 2017	Money: Grant awarded by state – match provided through in-kind time by staff, Time: Board and staff time and involvement on large policy questions and direction. Equipment:	TPO, DECD, Public Works, Housing,	
2. Code: design development of standard homes that can be customized with development preapproval from building and planning	2 <sup>nd</sup> quarter 2017	Money: contract funds Time: Staff time to coordinate Equipment:	TPO, Housing, DECD	
3. Administration: Recording office for tribal titles/deeds	2 <sup>nd</sup> quarter 2017	Money: New staff Time: protocol and rules development, BOT review Equipment: secure office equipment	DECD, Realty, TPO, OLC, OIT	
4. Administration: Mutual Help Home untangling	4 <sup>th</sup> quarter 2017 (ongoing)	Money: staff research support Time: staff time Equipment:	Housing, TPO	
5. Administration: 99 Year Lease	4 <sup>th</sup> quarter 2016	Money: Staffing for administration Time: policy review by board Equipment: tied to recording office	TPO, DECD, OLC, Housing	
6. Financing: CDFI Feasibility	3 <sup>rd</sup> quarter 2016	Money: startup capital? Loan securement? Time: Board policy direction Equipment:	WRC, OLC, DECD, Housing, TPO, Finance	
7. Financing: CDFI rollout	By 1 <sup>st</sup> quarter 2017	Money: full time staff Time: oversight	WRC, OLC, DECD, Housing, TPO	

8. Land Access: Land exchange program	2 <sup>st</sup> quarter 2017	Equipment: eventually will need facility and equipment Money: Staffing Time: protocol, rules, legal structure. Equipment: office	OLC, DECD, TPO, BIA	
9. Land Access: Review or nuance the CTUIR land separation policy.	2 <sup>nd</sup> quarter 2016	Money: Time: staff time, Board time for considerations. Equipment:	OLC, TPO, Housing, DECD	

## Goal 12 – TREATY RIGHTS PROTECTION

Enhance efforts in building and maintaining relationships with federal and state agencies.

### Status / Background

1. Each department has responsibility to maintain and enhance relationships with their federal and state agency counterparts. Tribal government structure nearly mirrors federal and state structures. Federal relationships: DOI/BIA, DOA, DOE, DOJ, etc.
2. State Relationships: G2G, Clusters Meetings, Departmental meeting on case-by-case basis
3. Previous efforts by DNR to educate Fed/State agencies on consultation and Treaty Rights
4. Ongoing efforts via Tamáslikt Cultural Institute, Comms/Public Affairs presentations, DNR-1<sup>st</sup> Food Presentations, Dept. of Education curriculum development

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Identify point staffer in each department responsible for govt-to-govt relations.	2 <sup>nd</sup> quarter 2016	Call out in departmental work plans – travel costs	All CTUIR Departments	
2. Government Relations Training for BOT & Staff members	3 <sup>rd</sup> quarter 2016	Facilitator / On-site training \$5,000 a year (est.)	All BOT Members and designated staff	
3. Annual Fed/State Agency Training	1 <sup>st</sup> quarter 2017	\$5,000 a year (est.) conference space, materials, food, etc. (may charge nominal fee)	All CTUIR Departments	
4. Development of Tribal History curriculum for distribution to area school districts (within ceded territory)	3 <sup>rd</sup> quarter 2017	Curriculum writers	Education	

## Goal 13 – TREATY RIGHTS PROTECTION

Explore strategies for educating the mainstream community about Treaty Rights.

### Status / Background

1. Three departments have routine, ongoing roles in public education about Treaty Rights: Communications/Public Affairs; Dept. of Natural Resources; and Tamástslikt Cultural Institute. These three departments have dedicated resources and goals/tasks in their Annual Work Plans that relate to public education regarding Treaty Rights, First Foods, and Tribal Culture. There is substantial investment in public education on Treaty Rights that may be unrecognized as such.
2. Funding sources include CTUIR, BPA, PCSRF, audience-provided, grants, agency and private sector sponsors, educational agencies from K-12 to colleges/universities.
3. From 2008-15, DNR Outreach & Education Specialist presented in NE OR and SE WA to 30,215 total; 11,942 Adults, 18,273 Students, non-Tribal (primarily) & Tribal. In 2013, TCI provided CTUIR staff in-service to 315 CTUIR employees which included Treaty Rights education with one goal being improving consistency of understanding of Treaty history & rights by CTUIR staff so that the information they share with their audiences be more consistent. TCI published the Tribes' history book in 2006 & Place names atlas in 2015 both with chapters on the Treaty. Monthly columns in the CUJ include Treaty education.
4. Staff already routinely engaged in such work include: TCI, DNR & Communications Directors; DNR Public Outreach & Education specialist; TCI Outreach & Events associate & interpreters.
5. Other departments that have roles related to Treaty Rights include Tribal Court, Dept. of Public Safety, and the Office of Legal Counsel. These departments roles related to education about Treaty rights is case-by-case, specific to circumstance (e.g., enforcement actions), not mainstream public relations.
6. 20 years ago, in 1996, at their retreat, the BOT identified two priorities related to Treaty Rights: develop & implement a comprehensive legal strategy to protect Treaty Rights & promote fish restoration as well as establish a Treaty Rights Oversight Committee.

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates/milestones
1. Compile inventory of all current publicly disseminated material on CTUIR Treaty Rights (web, CUJ, brochures, licenses, permits, books, presentations, displays) and review with Board of Trustees.	2 <sup>nd</sup> quarter 2016	Staff time, cooperation from other departments.	Communications, Natural Resources, Tamástslikt	
2. Explore external assessment of efficacy of current Treaty rights communications products, messages, and target audiences to better identify audiences, recommend an implementation strategy, and develop targeted messages to the varied audiences. Benefits to this approach: improving the CTUIR "brand," consistency of CTUIR messages, and developing audience-specific strategies for potential water rights settlement.	3 <sup>rd</sup> – 4 <sup>th</sup> quarter 2016	Funding for contract: amount known upon receipt of responsive replies to RFQ.	Communications, Natural Resources, Tamástslikt	
3. Implement changes, additions. Develop products.	4 <sup>th</sup> quarter 2017	Budget for design/production, printing.	OED, Communications, GIS, Nat. Resources, TCI	
4. Annual Community Education Open House – CTUIR History & Treaty Rights	1 <sup>st</sup> quarter 2017	Budget for handouts/takeaways, refreshments.	Communications, OLC, TCI, DNR-1 <sup>st</sup> Foods	

## Goal 14 – ORGANIZATIONAL EXCELLENCE

Grow and enrich our Reservation work force by focusing on workforce and career development, job and apprenticeship opportunities, training and skills enhancement.

### Status / Background

1. Assessing the CTUIR entities that already serve Workforce Development to see what's lacking in services or improved. (what's already being done, partnerships, projects, policy direction, grants, staffing, etc.)
2. The CTUIR 2009-2014 Economic Development Strategy, Circles of Care Study, LEAP assessment, 2013 BOT Employment Survey Report and various plans and studies all identify the serious need for Tribal investment in human capital, potential or development as a critical priority. Job creation is not the most pressing need; human capital development is far more important.
3. The CTUIR has significant resources committed to human development in Children and Family Services, Education, Human Resources, Yellowhawk, Cayuse Technologies, and Wildhorse has a number of funding/partners/agencies in human development work.
4. Identify all key partners within our area: existing relationships and those with whom we need to establish relationships
5. Identify Training Opportunities

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Conduct thorough inventory of Tribal Programs, staffing, and budget for all internal Workforce Development related functions.	2 <sup>nd</sup> quarter 2016	Consider assigned staff member or consultant to complete.	HR, DCFS, Education, OED, Wildhorse, Cayuse Technologies, YTHC, DECD, TERO, TVR, Finance	
2. Conduct thorough inventory of external State and Federal Workforce related resources.	3 <sup>rd</sup> quarter 2016	Goal 14 team members	Communications- Legislative, OED, HR Consortium	
3. Program analysis of Day Training case management approach for tracking of Tribal member training, opportunities, etc.	3 <sup>rd</sup> quarter 2016	Consider consultant to complete for independence.	HR, DCFS, OED, Public Works, Housing, DECD, TERO, TVR, Finance	
4. Examine opportunities for targeted workforce training for employment on upcoming Tribal projects, namely Yellowhawk and Housing	2 <sup>nd</sup> quarter 2016	Consider similar project costs as steelworker training for carpentry and general laborer training.	TERO, YTHC, DECD	
5. Through the HR Consortium, build training calendars with consideration of shared training sessions across Tribal entities to save costs.	4 <sup>th</sup> quarter 2016	Perhaps additional training that affects all employees.	HR Consortium	
6. Given the constant demographic data and employment statistics required, conduct analysis for the creation of an Office of Vital Statistics.	1 <sup>st</sup> quarter 2017	Task could be conducted with existing staff, but as a potential new Program, would be an on-going cost of a new staff program	Finance, OED, Enrollment	
7. Expanding/establishing succession planning (specifically, developing the	2 <sup>nd</sup> quarter 2017	Task could be conducted with existing staff with input from HR	HR, OED, Education	

mentoring/succession chapter in Pamawaluukt/Empower program). 8. Coordination policy, operating agreement, or directive for with on-going collaborations within the CTUIR Tribal Programs; 477 and the Historical Trauma Informed	3 <sup>rd</sup> quarter 2016	Consortium, Goal 14 team members Task could be conducted with existing staff with input from HR Consortium, Goal 14 team members	HR, DCFS, Education, OED, Wildhorse, Cayuse Technologies, YTHC, DECD, TERO, TVR, Finance	
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## Goal 15 – ORGANIZATIONAL EXCELLENCE

Examine job duties, evaluations, and wage scales to achieve consistency across the organization.

### Status / Background

1. HR will assess the status of job descriptions throughout the organization and entities and ensure consistency of content and format as it relates to departments and scope of work. This task will help identify the process and development in place.
2. The HR Consortium will identify any projects related to this task and information from those projects that will assist us in the completion of our tasks.
3. HR Consortium is comprised of CTUIR HR Department, YTHC, WRC and Cayuse Technologies.

### Key tasks to be completed in 2016-17 to address this goal

Task	Tentative Due Date (by quarter/year)	Potential resources that may be needed to address this goal	Departments / CTUIR entities needing involvement / input	Progress / updates
1. Develop a list of all current position descriptions	2 <sup>nd</sup> quarter 2016	HR Director, Dave and Finance request - 2 F/T Staffing/Recruitment	All CTUIR Organization	
2. Categorize and group by discipline and common duties	3 <sup>rd</sup> quarter 2016	OED and HR Departments	HR Consortium	
3. Develop updated salary range scale by job class	2 <sup>nd</sup> quarter 2016	HRIS, Staffing/Recruitment	HR	
4. Update skills matrix for all job classes (KSA's)	3 <sup>rd</sup> quarter 2016	Pamáwaluukt, Staffing/Recruitment	HR, OIT	
5. Update job descriptions	4 <sup>th</sup> quarter 2016	OED, HR Director, Department Directors, Program Managers, Supervisors	All CTUIR Entities Departments & Programs	