

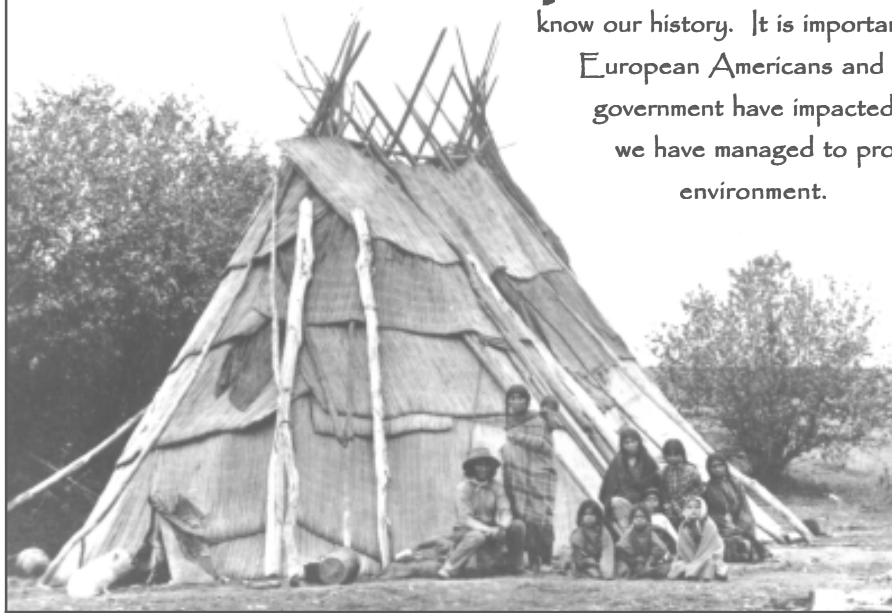
# The PEOPLE'S PLAN

Executive Summary of the  
Comprehensive Plan for the Year 2020



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Warm Springs Reservation of Oregon.

# Yesterday



In order for us to remain a healthy people living in a sovereign nation, we must honor our ancestors and know our history. It is important to understand how the European Americans and the United States government have impacted our way of life and how we have managed to progress in that changing environment.

From time immemorial we have examined our past to better prepare for the future.

It is no different today.



# Today

Just as we need to know our past, we must also be aware of our present. We have many things to be proud of and others we can learn from.

Only by looking at who we are today, and taking responsibility for where we are, can we realistically plan for our future. From where we stand today, we must clearly state what we want for tomorrow.

**W**e have high hopes for our children, and further, for the seven generations of children to come. To realize these hopes, we must first set forth our vision and expectations for our future generations.

Our vision must clearly state what we wish for our community and our people so that we can hold our leaders and ourselves accountable for making our vision for the future come true.

We have a tribal government that we have charged with helping us determine how to make our desired future a reality. Our government cannot make our desired future happen without us. We have given the direction, and we expect our organizations to provide the leadership.

As individuals, we commit ourselves to take action and make possible our desired future.



**T**omorrow

# LETTER OF TRANSMITTAL TO THE COMMUNITY

June, 1999

This proposed 1999 Comprehensive Plan reflects a three-year effort to gain the community's direction for updating the 1983 Plan. That is why we call it the "People's Plan."

The Plan represents the community's values and vision for our future. It provides community-wide goals and initiates a benchmarking process to measure and report on our progress.

Unlike past Comprehensive Plans, we have not relied upon CH2M-Hill or some other large consulting organization. This has resulted in a Plan that is more reflective of our community.

The benchmarking process gives us an opportunity to make the Comprehensive Plan a working document. The community and programs must work together to achieve the goals and benchmarks. It is our hope that the annual reports of progress on the benchmarks will allow the community and organization to hold themselves accountable - and to work together on our common goals and issues.

We wish to thank everyone who has participated in the process, from our elementary school children to our elders. A great deal of effort has been put forth and we believe that this Plan reflects the views of the many community member voices that we have heard.

The Plan is intended to be a working document, including an annual review and updating every six years. We encourage everyone to review the Plan and to give us suggestions for improving it.

We are optimistic that the "People's Plan" will help bring us together to achieve our dreams for the next generation and the next century.

Respectfully submitted,  
Comprehensive Plan Process Team

# ADOPTION RESOLUTION

RESOLUTION NO. 9705

**WHEREAS**, It is the objective of the Tribal Council of the Confederated Tribes of the Warm Springs Reservation of Oregon, as stated in the Constitution and By-laws, to promote the advancement and welfare of the tribal membership and to protect tribal resources; and,

**WHEREAS**, The updated 1999 Comprehensive Plan provides direction for the community and governmental programs to work together in achieving the Constitution's objectives and Tribal goals; and

**WHEREAS**, The completion of Phase I of updating the 1999 Comprehensive Plan reflects a three-year effort to gain the community's direction for updating the 1983 plan and to include tribal branches in comprehensive planning; and,

**WHEREAS**, Phase II will include finalizing a Community Benchmarking Process to provide a method to measure progress in achieving goals and to report progress back to the community; and,

**WHEREAS**, The updated 1999 Comprehensive Plan should be reviewed annually and updated every six years to reflect the community's goals; now, therefore,

**BE IT RESOLVED**, By the twenty-first (21st) Tribal Council of the Confederated Tribes of the Warm Springs Reservation of Oregon, pursuant to Article V, Section 1 of the Constitution, that the updated 1999 Comprehensive Plan is hereby adopted; and,

**BE IT FURTHER RESOLVED**, With the completion of Phase I, finalizing the Comprehensive Plan document, Tribal Government programs are to work with the community in completing Phase II of the Comprehensive Plan update, implementing the Community Benchmarking Process.

## CERTIFICATION

The undersigned, as Secretary-Treasurer of the Confederated Tribes of the Warm Springs Reservation of Oregon, hereby certifies that the Tribal Council is composed of 11 Members, of whom 9, constituting a quorum, were present at a meeting thereof, duly and regularly called, noticed, convened and held this 4<sup>th</sup> day of May, 1999; and that the foregoing resolution was passed by the affirmative vote of 7 members, 1 member not voting and the Chairman not voting; and that said resolution has not been rescinded or amended in any way.

Charles V. Jackson  
Secretary-Treasurer

Gordon E. Cannon  
Superintendent

# Credits

## **Photographs**

Elton Greeley  
Oregon Historical Society  
Natural Resources Department  
Planning Department  
The Museum at Warm Springs  
Tribal Relations

A special thanks to David Sanders,  
Sanders Photographic Arts

## **Graphics**

Culture and Heritage Committee  
Culture and Heritage Department  
Geographic Information Systems  
Ish-Ta-Ma-Loot Computer Services  
Leonardi Media Arts  
Office of Information Systems  
Tracy Slavin

## **Funding & Support Services**

Administration for Native Americans  
Bureau of Indian Affairs  
Carnahan, Smith & Gunter, Inc.  
Indian Health Service  
Oregon Progress Board  
OSU Extension Service  
Tribal Programs (Department Budgets)  
U.S. Forest Service

## **Community Events & Relations**

Thanks to everyone who donated time or money to help with events such as the community fair and community conference. Also, Spilyay Tymoo, KWSO and Printing deserve credit for getting information out to the community.

## **Training & Technical Assistance**

Jono & April Hildner



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# Warm Springs Circle of Life - Sahaptin

Ini ..... Self  
Nchi Ala ..... Elders  
Miyanaash ..... Children  
Wushaichal axwai  
miyanaash ..... Unborn

Nami Anila ..... Creator  
Nami Psht ..... Our Father  
Nami Piyap ..... Jesus

Nami Ticham ..... Earth  
Ticham ..... Land  
Tuuxn ..... Sky  
Xaslu ..... Stars  
Cuush ..... Water  
Alxaix ..... Moon

Nami autni tkwatat ..... Foods  
Waikaanash ..... Fish  
'winat ..... Deer  
Xnit ..... Roots  
Tmaanit ..... Berries  
Chuush ..... Water  
K'awit ..... Feasts

Ichishkiin snwit/Nuwiq'at ..... Language/  
Religion  
Autni Snwit ..... Language  
Autni Nuwiq'at ..... Religion

Our community values are core beliefs which come from individual community members. In our tribal community, we want these values to guide our actions and inform our decision making process as families and as a community. As individuals, each one displays our values in unique ways. Depending upon our individual situation and phase in life, our actions demonstrate the importance placed on some values more than others.

We know that we don't always live by these values, but community values are a declaration of who we are today, and what we believe is most important in terms of commitment. We need our community values as a guide and as a place to ground ourselves as we continually move into the future.

## Paiute

Toamu Tunedyooc  
Teach our children

Pesa nanamatuguna  
Respect for our Tribes

Unu mitoo tusoohanese  
natunedyooc  
Educate ourselves

No'ooka hemma mabetseana  
Protect all rights

Numu pesa namatukuna  
Healthy families

Ohobu tosoohanedu  
Strong leaders

Moomatupu Nakapunne  
Listen and respect all elders

Mu pudu Numu no kobena katudu,  
natune dyoona pesa tusoohane  
Encourage hopes of the young

## Wasco

Emshxelwichtak  
You folks listen

Idenshaqshe diwi shiktxam  
You are from your elders

Agamxawixtba shaxel ishtamx  
Look up to the Creator

Qidau engi enlamgiqnamba ilqadutinksh:  
Teach the children

## VALUES:

Core beliefs which guide all of the plans and actions of our community and members.

# COMMUNITY VALUES

- ◆ We teach our children mutual respect for each other and each tribe
- ◆ To be successful, we must formally educate ourselves while retaining our culture
- ◆ We honor individual rights & protect treaty rights
- ◆ Strong families create a healthy community
- ◆ Our community needs stable, visionary, qualified leadership
- ◆ Listen and use the wisdom of elders and religious leaders; encourage the bright hopes that reside with the young
- ◆ We commit resources needed to encourage long-term economic growth
- ◆ We create an environment for self-sufficiency and well-being
- ◆ Each member involved in decisions strengthens our community foundation
- ◆ At all costs membership commits to support the protection of all tribal lands

# COMMUNITY VISION

## VISION:

The picture of what we want for our future, based on our values, needs, desires and opportunities.

We believe this vision paints a picture of our past, our present and our desired future.

we the people

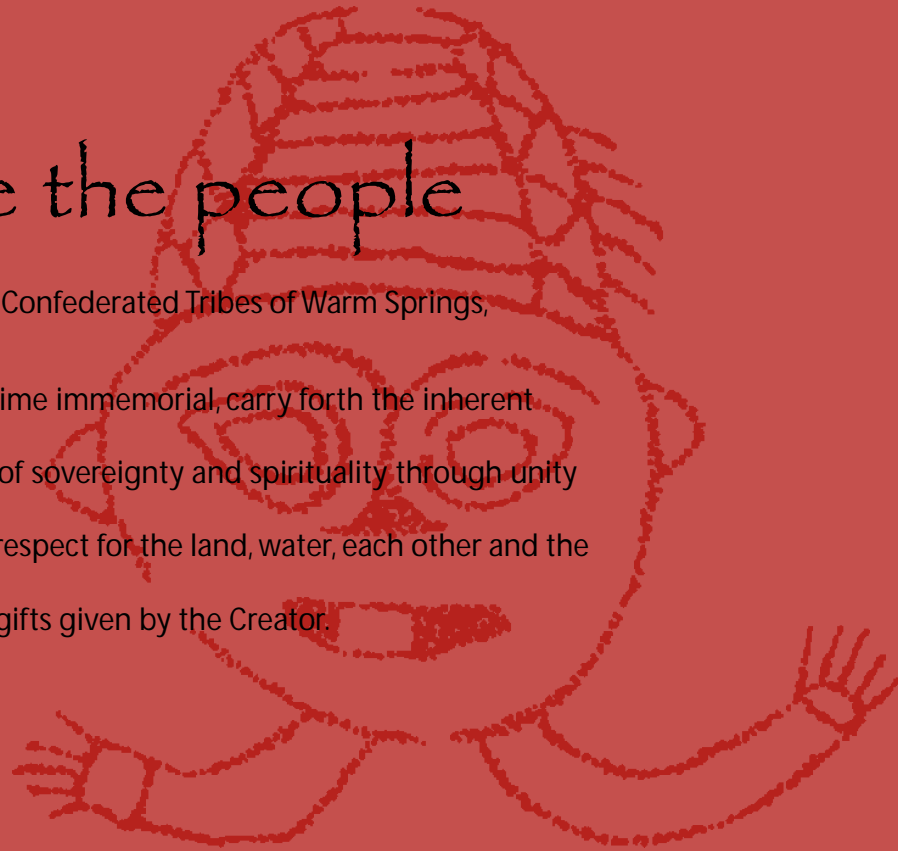
of The Confederated Tribes of Warm Springs,

since time immemorial, carry forth the inherent

rights of sovereignty and spirituality through unity

and a respect for the land, water, each other and the

many gifts given by the Creator.





These five goals describe what we want in our future in broad terms. Presently, some of these goals are met fairly well. Some goals will require a great deal of effort on the part of each one of us as community members and collectively with our tribal government. Twenty years from now, we will make these statements with pride, and know that we will have put our children on a continuing path to a fulfilling future.



# COMMUNITY GOALS

## GOALS:

Broad statements which we believe must be achieved in order to realize our vision. These are not generally stated in measurable terms.

1. Our tribes work together to protect treaty and other rights, tribal values and sovereignty
2. We preserve, protect and enhance our cultural, environmental and natural resources
3. We are a healthy, safe, productive and knowledgeable people
4. Our growing economy meets the income, employment and business needs of our community
5. Our homes and community are sources of pride and we have various choices of where to live

## EXAMPLE OF THE RELATIONSHIP BETWEEN GOALS & BENCHMARKS

---

|                               |   |
|-------------------------------|---|
| Community Goal:               | We are a healthy, safe, productive and knowledgeable people   |
| Education Goal:               | Tribal members complete high school and college at a higher rate and within a shorter time period   |
| Related Community Benchmarks: | Percent of 9th grade students who complete high school within 4 years<br>Percent of students completing vocational education<br>Percent of college students completing 4-year degrees |
| Related Indicators:           | School attendance<br>Grade point average<br>Poverty level   |

---

# PROPOSED COMMUNITY BENCHMARKS

**BENCHMARKS:**  
Measurable results  
or outcomes that  
determine progress  
toward achieving  
our goals.

In order for us to know if we are making progress toward meeting our goals and our vision, we need to measure our progress. The benchmarking process is a way for the community and organization to set targets and measure progress. Responsibility for accomplishing benchmark targets rests with all of us - not any single community group or government department. We will need to work together to achieve the kind of community we have envisioned for ourselves and our future generations.

Tribal Council adoption of the 1999 Comprehensive Plan completes Phase I of the plan. The following proposed community benchmark topics provide a beginning point for Phase II - implementation of the plan.

During Phase II, data will need to be collected for each Community Benchmark. Then, community work sessions can be held to set realistic targets for the benchmarks. Tribal government will report on our progress. We want to be honest with ourselves about the areas in which we are doing well and those in which we are not. Regular progress reports will show us how well we are accomplishing our goals and Tribal Council priorities.



# Proposed COMMUNITY BENCHMARKS

Targets

| OUR PEOPLE & OUR SOVEREIGNTY  | 1980 | 1990 | 1992 | 1994 | 1996 | 1998 | 2000 | 2005 | 2010 | 2020 |
|---|------|------|------|------|------|------|------|------|------|------|
| 1. Number of government agencies with written recognition of tribal sovereignty   |      |      |      |      |      | 24   |      |      |      |      |
| 2. Percent of tribal members who believe they have the same or greater access to off-reservation rights than five years ago |      |      |      |      |      |      |      |      |      |      |
| 3. Percentage of students receiving tribal scholarships who annually meet or exceed eligibility standards                   |      |      |      |      |      |      |      |      |      |      |
| 4. Percent of 9th grade students who complete high school within four years   |      |      |      |      |      |      |      |      |      |      |
| 5. Percent of college students completing four-year degrees   |      |      |      |      |      |      |      |      |      |      |
| 6. Percent of students completing vocational education  |      |      |      |      |      |      |      |      |      |      |
| 7. Percent of unemployed work force actively seeking work   |      |      |      |      |      |      |      |      |      |      |
| 8. Percent of people receiving state and/or federal welfare benefits  |      |      |      |      |      |      |      |      |      |      |
| 9. Percent of 6th grade students that understand their tribal histories, cultural values and government                     |      |      |      |      |      | 6.4  |      |      |      |      |
| 10. Percent of adult enrolled members that have completed high school and/or obtained a GED                                 |      |      |      |      |      |      |      |      |      |      |
| 11. Percent of eligible people voting in elections and referendums  |      |      | 51   |      |      |      |      |      |      |      |
| 12. Percent of homes on the reservation that are decent, safe and sanitary  |      |      |      |      |      |      |      |      |      |      |
| 13. Number of acres allocated/zoned for housing development   |      |      |      |      |      | 296  |      |      |      |      |
| 14. Number of enrolled members who are homeless   |      |      |      |      |      |      |      |      |      |      |
| 15. Number of housing units on the reservation  |      |      |      |      |      |      |      |      |      |      |
| 16. Percent of crowded housing units  |      |      |      |      |      |      |      |      |      |      |
| 17. Number of vacant residential building sites served by adequate infrastructure   |      |      |      |      |      |      |      |      |      |      |
| 18. Percent of residents with incomes below the federal poverty level   |      |      |      |      |      |      |      |      |      |      |

## Proposed COMMUNITY BENCHMARKS

Targets

| OUR CULTURAL ASSETS  | 1980 | 1990 | 1992 | 1994 | 1996 | 1998 | 2000 | 2005 | 2010 | 2020 |
|--|------|------|------|------|------|------|------|------|------|------|
| 19. Number of significant cultural resource sites                          |      |      |      |      |      |      |      |      |      |      |
| 20. Percent of enrolled tribal members able to speak their native language |      |      |      |      |      |      |      |      |      |      |
| 21. Percent of reservation land maintained in its natural state            |      |      |      |      |      |      |      |      |      |      |
| 22. Percent of carrying capacity for deer and elk populations              |      |      |      |      |      |      |      |      |      |      |
| 23. Number of acres of productive huckleberry patches                      |      |      |      |      |      |      |      |      |      |      |
| 24. Number of acres of productive root fields                              |      |      |      |      |      |      |      |      |      |      |
| 25. Percent of stream miles exceeding water quality standards              |      |      |      |      |      |      |      |      |      |      |
| 26. Amount of cultural food plants available for tribal member use         |      |      |      |      |      |      |      |      |      |      |
| 27. Percent of stream miles providing healthy fish habitat                 |      |      |      |      |      |      |      |      |      |      |

## Proposed COMMUNITY BENCHMARKS

Targets

| OUR HEALTH   | 1980        | 1990 | 1992 | 1994 | 1996 | 1998 | 2000 | 2005 | 2010 | 2020 |
|--|-------------|------|------|------|------|------|------|------|------|------|
| 28. Enrolled members average age of death  |             |      |      | 45   | 45   | 49   |      |      |      |      |
| 29. Percentage of community members adversely affected by personal substance abuse                     |             |      |      |      |      | 6.3  |      |      |      |      |
| 30. Percentage of all children living on the reservation that are current on their immunization status |             |      |      |      |      |      |      |      |      |      |
| 31. Accidental deaths per 1,000 population   |             |      |      |      |      |      |      |      |      |      |
| 32. Children born with Fetal Alcohol Syndrome or Fetal Alcohol Effect per 1,000                        |             |      |      |      |      | 5.5  |      |      |      |      |
| 33. Number of injuries, deaths and accidents caused by substance abuse and other preventable causes    |             |      |      |      |      |      |      |      |      |      |
| 34. Percent of deaths related to chronic diseases and alcohol use                                      |             |      |      | 51.5 | 51.5 | 51.5 |      |      |      |      |
| 35. Number of reported crimes per 1,000 against:   | A. People   |      |      |      |      |      |      |      |      |      |
|  | B. Property |      |      |      |      | 58.3 |      |      |      |      |
| 36. Pregnancy rate per 1,000 females age 10-17   |             |      |      |      |      |      |      |      |      |      |

## Proposed COMMUNITY BENCHMARKS

| OUR ECONOMY AND MONEY  | Targets |         |        |        |        |        |      |      |      |      |
|--|---------|---------|--------|--------|--------|--------|------|------|------|------|
|  | 1980    | 1990    | 1992   | 1994   | 1996   | 1998   | 2000 | 2005 | 2010 | 2020 |
| 37. Timber receipts that meet or exceed 95% of current market value                        |         |         |        |        |        |        |      |      |      |      |
| 38. Percent of full-time jobs held by tribal members                                       |         |         |        |        |        |        |      |      |      |      |
| 39. Number of tribal member cottage (at home) businesses                                   |         |         |        |        |        |        |      |      |      |      |
| 40. Number of tribal member full-time businesses   |         |         |        |        |        |        |      |      |      |      |
| 41. Number of major employment center jobs paying over \$20,000 per year to tribal members |         |         |        |        |        |        |      |      |      |      |
| 42. Number of new jobs created annually  |         |         |        |        |        |        |      |      |      |      |
| 43. Tribal unemployment rate   |         |         |        |        |        |        |      |      |      |      |
| 44. Tribal enterprise profit (in thousands)  |         | (4,036) | 8,983  | 7,724  | 11,346 | 8,377  |      |      |      |      |
| 45. Tribal enterprise dividend to general fund (in thousands)                              |         | 3,100   | 3,418  | 3,768  | 4,404  | 4,580  |      |      |      |      |
| 46. Tribal enterprise payroll and benefits paid to tribal members (in thousands)           |         | 11,500  | 13,685 | 17,518 | 19,025 | 18,020 |      |      |      |      |
| 47. Percent of enrolled tribal workforce holding jobs in the private sector                |         |         |        |        |        |        |      |      |      |      |
| 48. Dollar value of tribal assets (in millions)  |         | 187m    | 200m   | 205m   | 216m   | 227m   |      |      |      |      |
| 49. Annual tribal revenue per enrolled member  |         | 8,132   | 9,019  | 10,851 | 9,727  | 7,495  |      |      |      |      |
| 50. Number of acres zoned with infrastructure for commercial/retail use                    |         |         |        |        |        |        |      |      |      |      |
| 51. Number of acres zoned with infrastructure for industrial use                           |         |         |        |        |        |        |      |      |      |      |



Indian Head Gaming Center



Health and Wellness Center



Warm Springs Forest Products



Museum at Warm Springs



Early Childhood  
Education Center

# PROGRESS SINCE 1983

## COMMUNITY & ECONOMIC DEVELOPMENT

Early Childhood Education Center  
Museum at Warm Springs  
Health and Wellness Center  
Elder Care Assisted Living Center (funded)  
Agency Wastewater System Phase I (funded)  
Greeley Heights Subdivision Expansion  
Sunnyside Subdivision  
Wolfe Point Subdivision  
Simnasho School Re-Opening  
Natural Resources Office Complex  
Warm Springs Plaza  
Indian Head Gaming Center  
Small Business Development Center  
Warm Springs Composite Products  
Kah-Nee-Ta Village Redevelopment  
Food Commodities Warehouse  
Small Log Mill at WSFPI

## PROGRAM DEVELOPMENT

Integrated Resource Management  
KWSO RADIO  
Vocational Rehabilitation Program Expansion  
Tribal Language Program Expansion  
Tribal Government Reorganization

- Separation of S/T & COO
- Creation of Business and Economic Development Branch
- Creation of Governmental Affairs and Planning Branch
- Creation of Education Branch

Community Health Education Team  
Computer Learning Center  
Senior Pension Fund  
Scholarship Fund  
"Rainy Day" Fund

## TRENDS:

Changes in our people and our community over time.

### Trends help us answer these kinds of questions:

- How fast will our population grow?
- How much money will we need to operate our government and provide services?
- What will it cost for roads, houses, water systems and other necessary utilities?
- How much and what kind of education will our children need to get good jobs?
- How well are our natural and cultural resources being protected?
- Will we have a variety of employment and business opportunities?

# COMMUNITY TRENDS

As a community planning for our future needs, we must plan for each and every member of our population and for the resources upon which we depend. By tracking changes in our community we can come to know ourselves better and more easily make plans for our future.

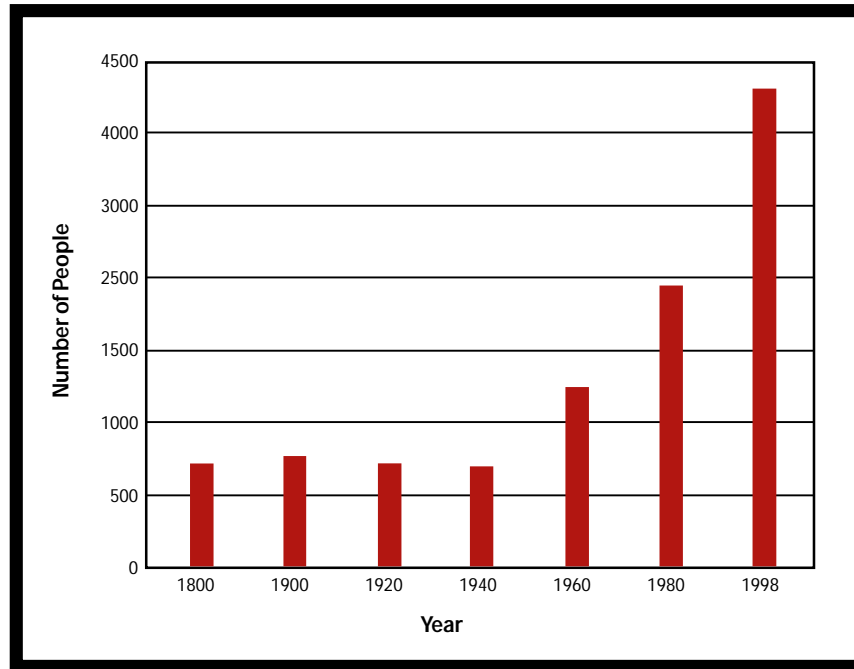
Some trends we may want to encourage, while others we may wish to change. In addition, many trends are related to one another which helps us to create a picture of how a change in one area will impact other areas. For example, our population has nearly doubled over the last 25 years. Over the next 20 years our enrollment may increase at a growth rate of 2.5%. At that rate, we will have 6,585 tribal members by the year 2020. If our birth rate increases and preventable deaths are reduced, we could see an even larger population. Changes in our population are very important trends to watch, as they affect so many areas of our lives.

While the Tribal General Fund has increased since 1983, our timber receipts have decreased since 1988. This shows us that we have started to diversify our sources of revenue. However, during this same time, our tribal expenses have increased, which tells us that we will need to continue to increase our economic productivity, to invest in our community and meet the needs of our growing population.

By continuing to monitor changes and trends, we can tell if our plans are taking us where we want to go, or if we need to make adjustments.

# OUR PEOPLE & OUR SOVEREIGNTY

## Tribal Enrollment: 1880 to 1998



From 1880 to 1940, a period of sixty years, the level of member enrollment showed little or no increase. In the next sixty years, after changes in policy, enrollment grew five times the 1940 level. This reflects an average annual growth rate of 2.75%.

## Population & Tribal Enrollment: 1940-1998

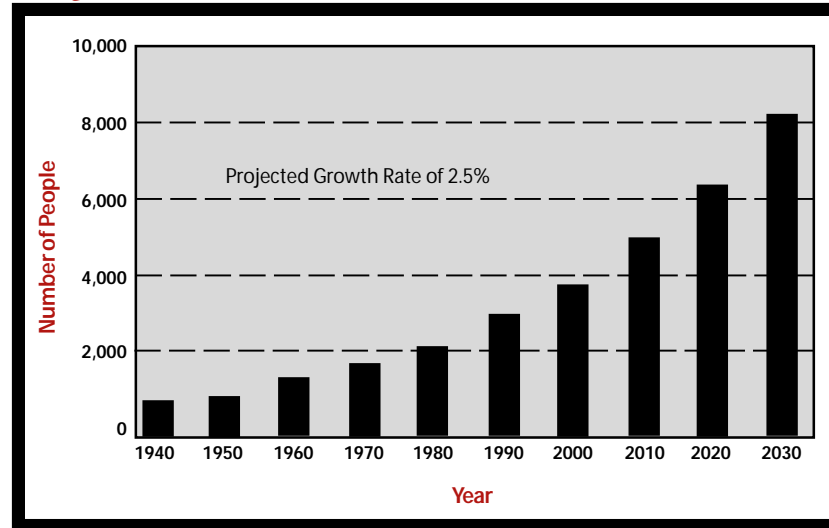
1. From the 1983 Comprehensive Plan, Table 111-1
2. From the manual enrollment log maintained in the Vital Statistics Office
3. From the 1980 US Census
4. From the 1990 US Census, believed to be an undercount of more than 20%
5. From the Vital Statistics systems of December 31, 1998. The VS system makes per capita payments to enrolled members. There is a high level of confidence in the VS system tribal member data, however, the non-member data are believed to be under represented by an unknown amount.

|      | Reservation Population | Note | Tribal Enrollment | Note |
|------|------------------------|------|-------------------|------|
| 1940 | 546                    | 1    | 778               | 2    |
| 1950 | 870                    | 1    | 1058              | 2    |
| 1960 | 1565                   | 1    | 1535              | 2    |
| 1970 | 1826                   | 1    | 1930              | 2    |
| 1980 | 2244                   | 3    | 2388              | 2    |
| 1990 | 3076                   | 4    | 3335              | 5    |
| 1998 | 3716                   | 5    | 3857              | 5    |



## Projected Growth of Tribal Population

**Notes:** Beginning within 1999, tribal enrollment has been estimated using an average annual growth rate of 2.5%. At that rate, the total enrollment would be 6,585 members in the year 2020. Actual growth rate may be higher or lower depending on birth and death rates and other factors such as lineage and adoption.



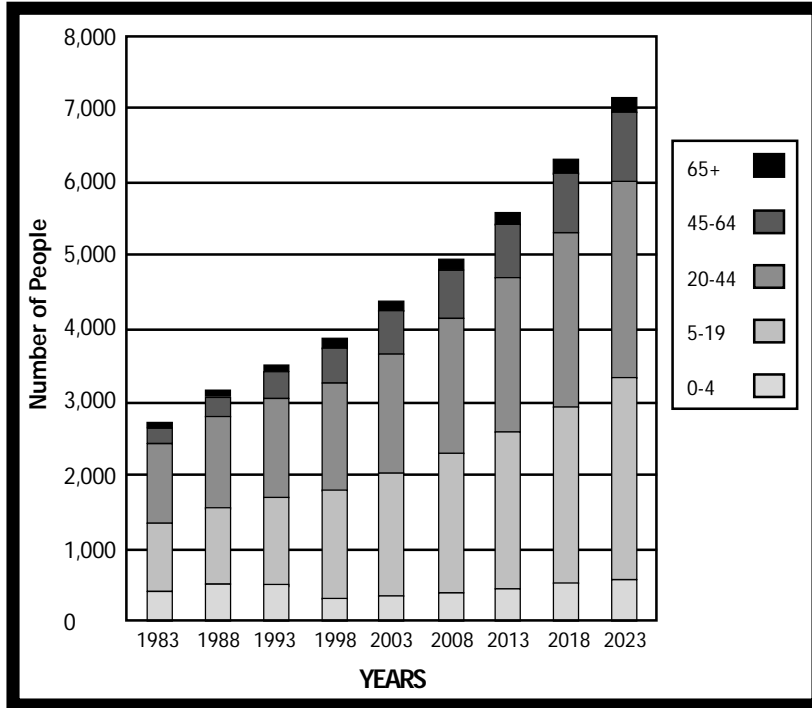
## People Living on the Reservation

| 1998 Reservation Population         | <u>Known</u> | <u>Estimated</u> |
|-------------------------------------|--------------|------------------|
| Tribal members                      | 3857         | 3857             |
| Married into tribe and other Indian | 420          | 840              |
| Non-Indian                          | 178          | 356              |
| Less members living off reservation | -739*        | -739             |
| Total:                              | 3716         | 4314             |

Taken from the Vital Statistics system 12/31/98. According to the VS Office, this information includes less than 50% of the non-members who live on the reservation. \* 19% of Tribal members live off the reservation.

# OUR HEALTH

## Age Projections of Reservation Population



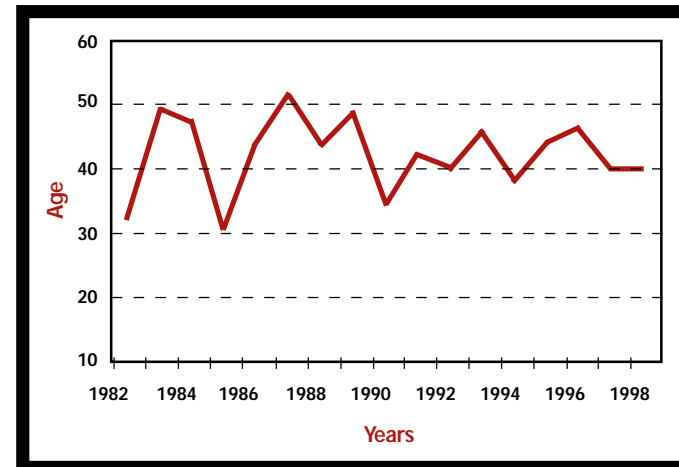
## Age of Tribal Members

| Age   | Number of Members |
|-------|-------------------|
| 0-4   | 304               |
| 5-19  | 1477              |
| 20-44 | 1455              |
| 45-64 | 506               |
| 65 +  | 115               |

Taken from the Vital Statistics System 12/31/98.

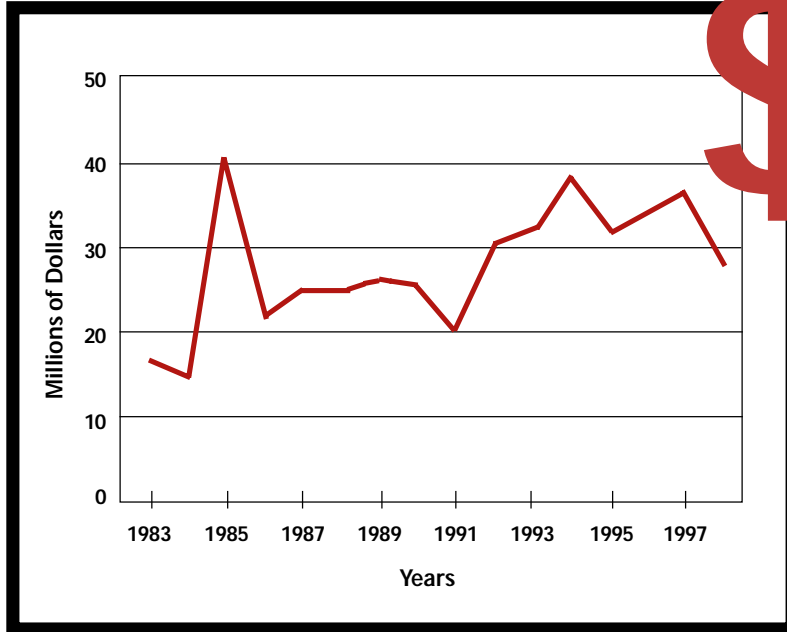
**Notes:** The Vital Statistics Office has maintained an automated database of records since 1980. This database is highly accurate for death information dated from 1982 to present. For earlier records, we will need to turn to the Tribes, Human Services Branch, the Indian Health Service and the Center for Health Statistics in the Oregon Department of Human Resources.

## Average Age at Death



# OUR ECONOMY

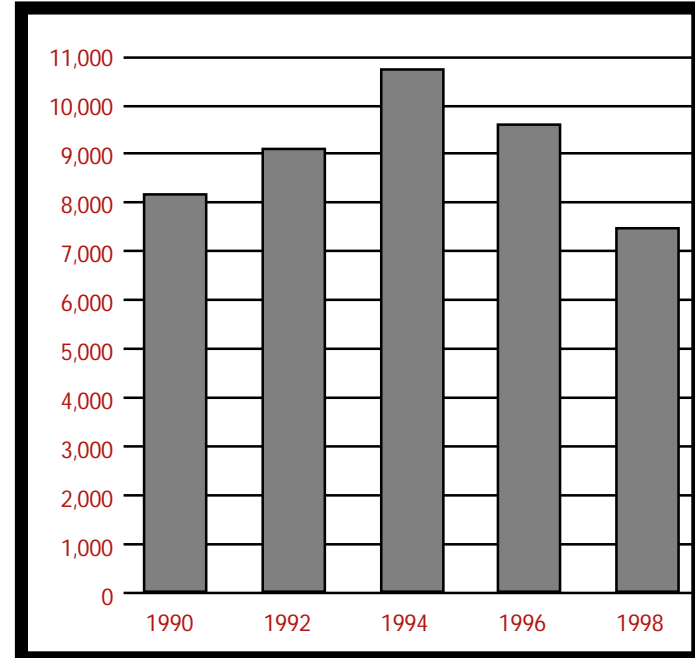
## Total Tribal Revenue



Provided by Tribes Finance Branch

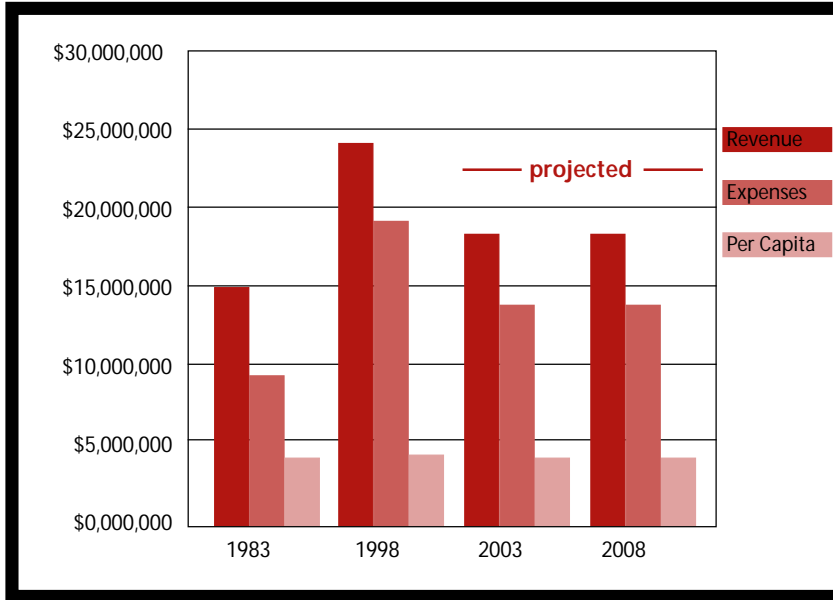
**Note:** Variations in annual revenues result from cyclical nature of a resource dependent economy.

## Tribal Revenue Per Enrolled Member



# OUR ECONOMY

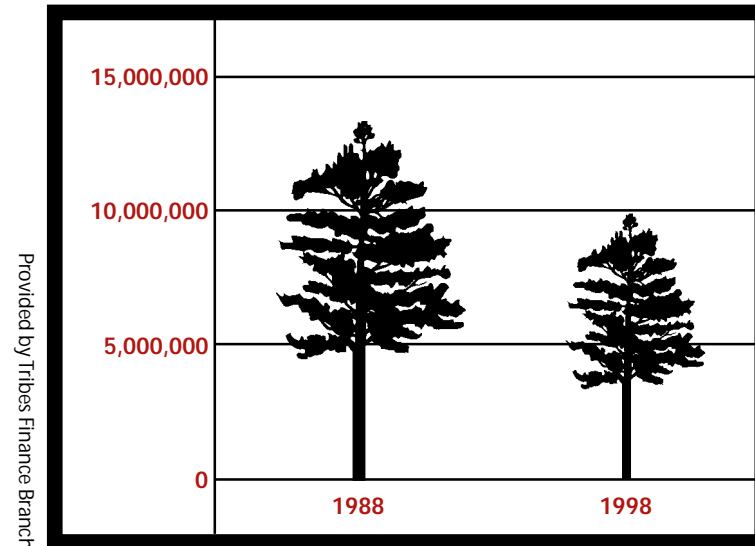
## Tribal General Fund - 1983 - 2008



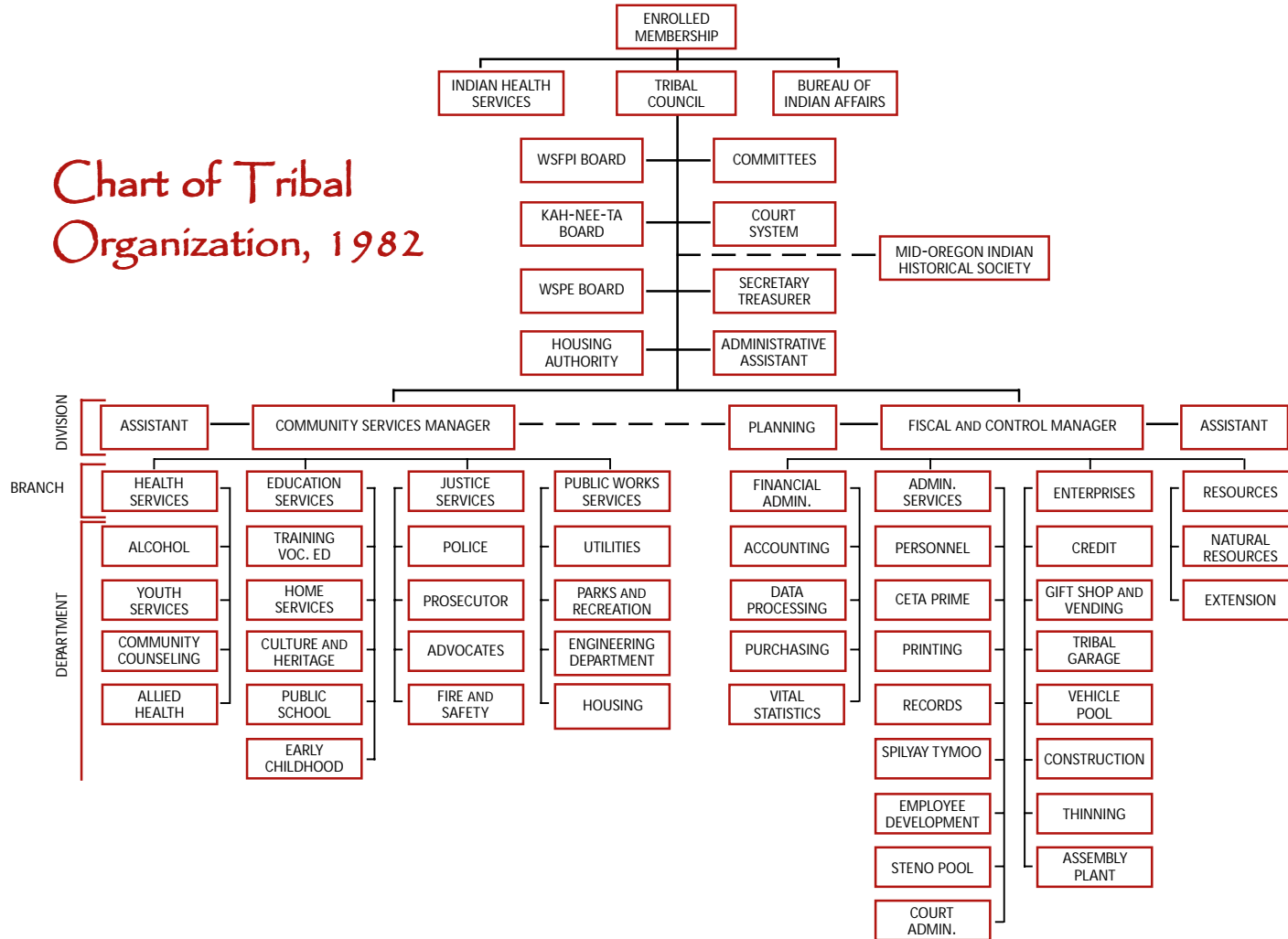
### Tribal General Fund Forecast 2003 & 2008

- WSPE dividend: \$500,000
- Gaming dividend: \$1,000,000
- Dam leases: \$8,000,000
- Timber stumpage: \$9,500,000
- Federal indirect contract income: \$1,200,000
- Investment income: \$1,500,000
- Miscellaneous income: \$700,000
- Balanced expenditures/per capita: \$100/bonus \$250

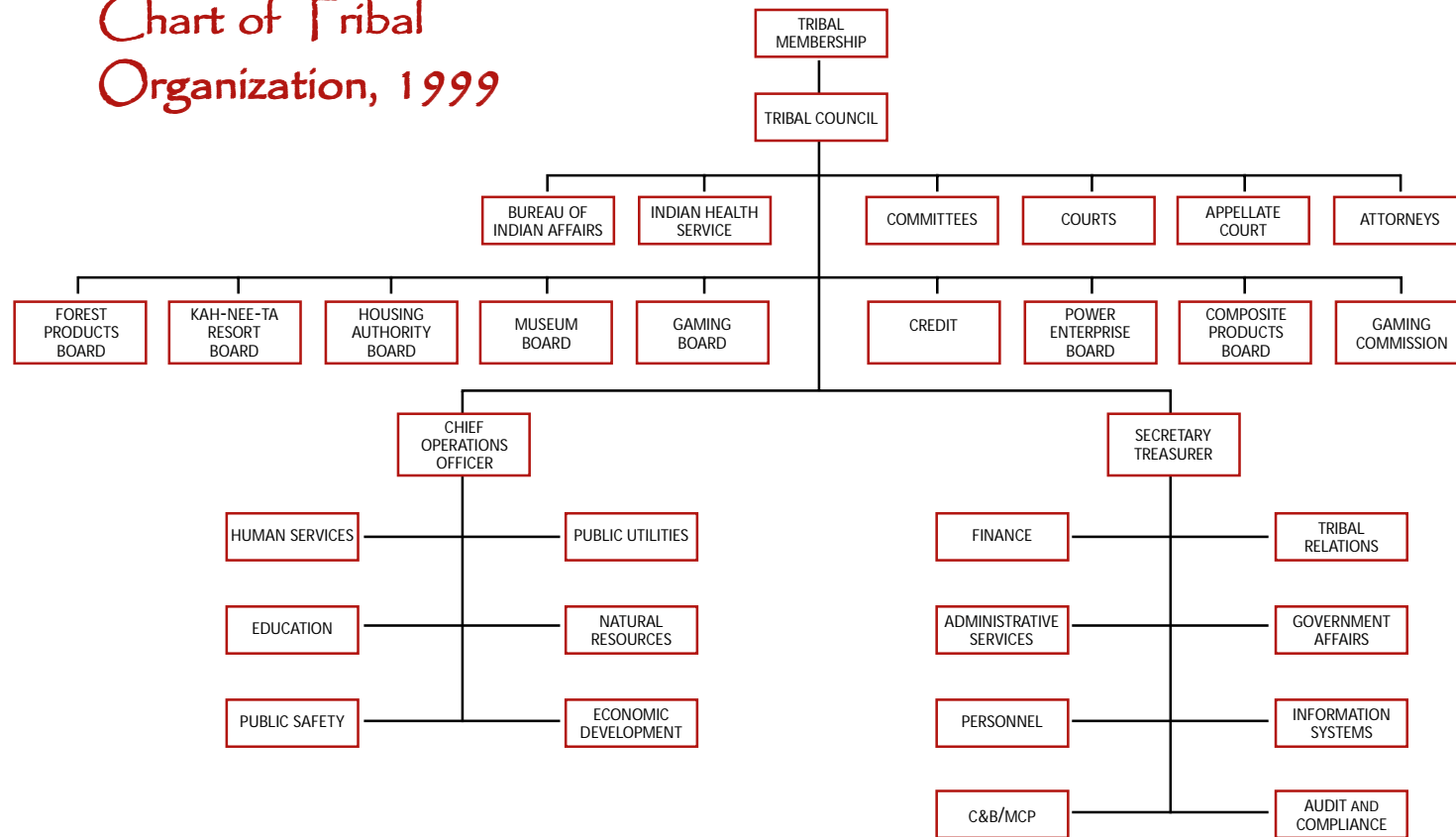
## Timber Receipts 1988 versus 1998

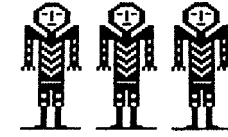


# Chart of Tribal Organization, 1982



# Chart of Tribal Organization, 1999





# TRIBAL COUNCIL

## COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

## RELATED COMMUNITY GOALS

Our tribes work together to protect treaty and other rights, tribal values and sovereignty.

We preserve, protect and enhance our cultural, environmental and natural resources.

The Tribal Council is our governing body, which includes responsibility for the executive, legislative, judicial and corporate aspects of our tribal government.

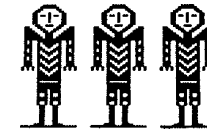
Without the Council's leadership, the Comprehensive Plan's vision, goals and benchmarks would be very difficult to achieve.

The Tribal Council's primary responsibility is to carry out the objectives of our Constitution and By-Laws, which includes promotion of our advancement and protection of our treaty rights, resources and sovereignty. Much of the Comprehensive Plan is focused on these areas. In addition, several of the Tribal Council's adopted priorities complement the Comprehensive Plan.

As our leaders, Council members make the key decisions, such as authorizing referendums, on behalf of the People. Since 1983, the Council's actions have led to achievement of the Health and Wellness Center, Early Childhood Education Center, the Museum at Warm Springs, Elder Care Assisted Living Facility, reconstruction of Kah-Nee-Ta Village, and development of Indian Head Casino, among a number of other projects.

Tribal Council also initiated the Scholarship Fund, Senior Citizens Pension Fund and the “Rainy Day” Fund (Revenue Reserve Fund).

The following chapters of the Comprehensive Plan encompass goals and directions for our government branches. Involvement of Tribal Council and the community will be necessary to implement the Comprehensive Plan.



# GOVERNMENTAL AFFAIRS

## & Administrative Service Center and Bureau of Indian Affairs

### COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

### RELATED COMMUNITY GOALS

Our tribes work together to protect Treaty and other rights, tribal values and sovereignty.

We preserve, protect and enhance our cultural, environmental and natural resources.

### COMMUNITY VISION FOR GOVERNMENTAL AFFAIRS, ASC & BIA

Well structured tribe, working together under effective leadership, which protects treaty rights and values while maintaining adequate revenue.

### GOALS & BENCHMARKS

- The community participates in tribal government and supports it. Government brings the community together through teamwork and good communication.
- Maintain on and off-reservation trust responsibility of federal government while exercising tribal sovereignty at all levels.
- Keep reservation intact for the benefit of current and future generations.
- Ensure adequate revenue to support efficient Tribal Government through long- and short-term planning.

### Governmental Affairs, ASC and BIA have a lead role in the following Community Benchmarks:

1. Number of government agencies with written recognition of Tribal Sovereignty.
2. Percent of tribal members who believe they have the same or greater access to off-reservation rights than five years ago.
11. Percentage of eligible people voting in elections and referendums.
19. Number of significant cultural resource sites.





# TRIBAL COURT

## COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

## RELATED COMMUNITY GOALS

Our tribes work together to protect treaty and other rights, tribal values and sovereignty.

We are a healthy, safe productive and knowledgeable people.

## COMMUNITY VISION FOR TRIBAL COURT

Our legally trained court staff asserts full jurisdiction according to the Treaty and Constitution, promoting a respectful and safe community. Our justice services and probate estates are efficiently and timely conducted.

## GOALS & BENCHMARKS

- The Tribal Court works effectively with all tribal members and tribal service providers.
- Well-trained Tribal Court staff process all cases in a manner that is efficient, timely and fair.
- Tribal Court provides ongoing feedback and education to the community.
- Tradition and culture of the Confederated Tribes of Warm Springs are utilized in Tribal Court.
- More effective programs are provided to work with our youth, allowing them to act responsibly.
- Community members are accountable and assume responsibility for their actions toward compliance with court judgments.

## Tribal Court has a lead role in the following Community Benchmarks:

2. Percent of tribal members who believe they have the same or greater access to off-reservation rights than five years ago.
29. Percentage of community members adversely affected by personal substance abuse.
31. Accidental deaths per 1000 population.
33. Number of injuries, deaths and accidents caused by substance abuse and other preventable causes.
35. Number of reported crimes per 1000 against people and property.



# PUBLIC SAFETY

## COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

## RELATED COMMUNITY GOALS

Our tribes work together to protect Treaty and other rights, tribal values and sovereignty.

We are a healthy, safe, productive and knowledgeable people.

## COMMUNITY VISION FOR PUBLIC SAFETY

Parents are positive role models to our youth. We enjoy many different kinds of leisure activities. The middle and high schools in Warm Springs have low drop out rates. We choose not to abuse alcohol or drugs or participate in violent acts. We have responsible police and fire departments in community and rural areas. Warm Springs is a safe community.

## GOALS & BENCHMARKS

- We respond quickly and strictly enforces laws in all areas of Warm Springs, including rural areas.
- We have more Indian police officers and all employees are well trained and paid.
- Parents are able to control juveniles and their behavior.
- Our community has overcome vandalism, gangs, violence, crime and killing.
- The Tribe has the ability to reprimand and punish juveniles with effective consequences for juvenile crimes.
- Public Safety teams up with our community to provide neighborhood help and supports efforts to provide homes for the homeless.
- As individuals we take responsibility for ourselves, and as parents, we hold ourselves accountable for our children.

### Public Safety has a lead role in the following Community Benchmarks:

29. Percentage of community members adversely affected by personal substance abuse.
31. Accidental deaths per 1000 population.
33. Number of injuries, deaths, and accidents caused by substance abuse and other preventable causes.
35. Number of reported crimes per 1000 against people and property.



# HUMAN SERVICES & INDIAN HEALTH SERVICE

## COMMUNITY VISION

"We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator."

## RELATED COMMUNITY GOALS

We are a healthy, safe, productive and knowledgeable people.

Our homes and community are sources of pride and we have various choices of where to live.

## COMMUNITY VISION FOR HUMAN SERVICES & IHS

We have a community of healthy and stable families who support one another. We make healthy choices which protect and nurture our youth, families and elders.

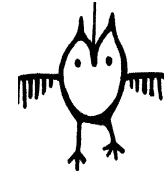
## GOALS & BENCHMARKS

- Parents are supportive and provide structure and guidance for their children.
- Our people are successful and self-sufficient, and enjoy more activities in the community.
- Substance abuse has been overcome and the community is much less violent.
- Programs focus more on prevention and education.
- The federal government maintains its trust obligation.

## Human Services & IHS have a lead role in the following Community Benchmarks:

8. Percent of people/families dependent on welfare.
28. Enrolled members average age of death.
29. Percent of community members adversely affected by personal substance abuse.
30. Percent of all children who reside on the reservation that are current on their immunization status.
31. Accidental deaths per 1,000 population.
32. Children born with Fetal Alcohol Syndrome or Fetal Alcohol Effect per 1,000.
33. Number of injuries, deaths, and accidents caused by substance abuse and other preventable causes.
34. Percent of deaths related to chronic diseases and alcohol use.
36. Pregnancy rate per 1,000 females age 10-17.

# EDUCATION & PERSONNEL



## COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

## RELATED COMMUNITY GOALS

We are a healthy, safe, productive and knowledgeable people.

Our growing economy meets the income, employment and business needs of our community.

## COMMUNITY VISION FOR EDUCATION & PERSONNEL

We value, promote and support lifelong learning, personal growth and professional advancement.

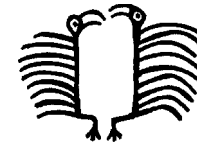
## GOALS AND BENCHMARKS

- Individuals demonstrate knowledge of tribal government and history.
- Educational achievement is positively recognized.
- Tribal elders teach and preserve culture and traditions.
- Tribal members complete high school and college at a higher rate and within a shorter time period.
- Families utilize resources for maximum benefit to youth and children.
- Parents assume responsibility for their children's education.
- Youth experience positive educational, leadership and recreational activities.
- Youth are productive, contributing members of the community.

## Education & Personnel have a lead role in the following Community Benchmarks:

3. Percentage of students receiving tribal scholarships who annually meet or exceed eligibility standards.
4. Percent of 9th grade students who complete high school within four years.
5. Percent of college students completing four-year degrees.
6. Percent of students completing vocational education.
7. Percent of unemployed work force actively seeking work.
9. Percent of sixth grade students who understand their tribal histories, cultural values and government.
10. Percent of adult enrolled members that have completed high school and/or obtained a GED.
20. Percent of enrolled tribal members able to speak their native language.

# ECONOMIC DEVELOPMENT & FINANCE



## COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

## RELATED COMMUNITY GOALS

We are a healthy, safe, productive and knowledgeable people.

Our growing economy meets the income, employment and business needs of our community.

## COMMUNITY VISION FOR ECONOMIC DEVELOPMENT & FINANCE

Our strong and balanced economy supports our people with meaningful jobs and profitable businesses. Personal incomes meet our family needs. Our tribal revenue supports a safe and healthy reservation.

## GOALS AND BENCHMARKS

- Achieve a diversified economy.
- Generate sufficient revenue to support tribal government services and jobs.
- Develop and maintain a “ready to work” force.

### Economic Development & Finance has a lead role in the following Community Benchmarks:

18. Percent of residents with income below the federal poverty level.
37. Timber receipts that meet or exceed 95% of current market value.
38. Percent of full-time jobs held by tribal members.
39. Number of tribal member cottage (at home) businesses.
40. Number of tribal member full-time businesses.
41. Number of major employment center jobs paying over \$20,000 annually to tribal members.
42. Number of new jobs created annually.
43. Tribal unemployment rate.
44. Tribal enterprise profit.
45. Tribal enterprise dividend to general fund.
46. Tribal enterprise payroll and benefits paid to tribal members.
47. Percent of enrolled tribal workforce holding jobs in the private sector.

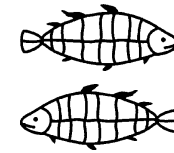
## ECONOMIC DEVELOPMENT & FINANCE

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### *Economic Development & Finance Benchmarks, Continued*

- 48. Dollar value of tribal assets.
- 49. Annual tribal revenue per enrolled member.
- 50. Number of acres zoned with infrastructure for commercial/retail use.
- 51. Number of acres zoned with infrastructure for industrial use.

# NATURAL RESOURCES & BUREAU OF INDIAN AFFAIRS



## COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

## RELATED COMMUNITY GOALS

Our tribes work together to protect treaty and other rights, tribal values and sovereignty.

We preserve, protect and enhance our cultural, environmental and natural resources.

## COMMUNITY VISION FOR NATURAL RESOURCES & BIA

Resources are in a natural condition and are wisely managed and utilized. Significant areas of the landscape look as they did during treaty times. Cultural resources are managed and protected for the long-term benefit of tribal members. Significant cultural resources are documented and preserved. Forested and rangeland areas are managed to maintain a healthy variety of trees and plants. Erosion and bare soil have been reduced. Watershed and riparian conditions have improved. Water quality has improved to historical levels, and stream flows are at natural levels. Wildlife populations, diversity and habitat are at sustainable levels. A wide variety of recreational opportunities are available to tribal members.

## GOALS & BENCHMARKS

- To leave our resources in a better condition than when we received them.
- Protect and enhance cultural resources and values where root digging areas, huckleberry fields and other cultural plant sources provide sustainable harvests for tribal member subsistence and traditional uses.
- Manage for all resources and used through an integrated approach that recognizes the importance of diversity, and long-term productivity.
- Provide for sustainable economic and employment opportunities for current and future generations through wise use of natural resources.
- The Confederated Tribes are viewed as a national leader in ecosystem management and cultural resource interpretation.

## Natural Resources and BIA have a lead role in the following Community Benchmarks:

19. Number of significant cultural resource sites.
21. Percent of reservation land maintained in its natural state.
22. Percent of carrying capacity for deer and elk populations.

## NATURAL RESOURCES & BUREAU OF INDIAN AFFAIRS

### Benchmarks, Continued

23. Number of acres of productive huckleberry patches.
24. Number of acres of productive root fields.
25. Percent of stream miles meeting or exceeding water quality standards.
26. Amount of cultural food plants available for tribal member use.
27. Percent of stream miles providing healthy fish habitat.





# PUBLIC UTILITIES & HOUSING

## COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

## RELATED COMMUNITY GOALS

We preserve, protect and enhance our cultural, environmental and natural resources.

Our homes and community are sources of pride and we have various choices of where to live.

## COMMUNITY VISION FOR PUBLIC UTILITIES & HOUSING

We have safe, sanitary and affordable housing and we are responsible for maintenance and upkeep of our homes. We have adequate community water and wastewater systems, solid waste and recycling facilities for our communities.

## GOALS AND BENCHMARKS

- Living accommodations and home buying opportunities are available to the community at large (i.e.; public and private enterprises).
- Cooperation and positive communication occurs with all departments, branches and the community.
- Quality public facilities, utilities and infrastructure are available to meet the needs of the Warm Springs Reservation and other property.
- A comprehensive environmental health program is implemented to promote public health and safety while committing to and promoting Tribal values.

## Public Utilities & Housing have a lead role in the following Community Benchmarks:

12. Percentage of new homes constructed which meet current construction codes.
13. Number of acres allocated/zoned for housing development.
14. Number of homeless enrolled members.
15. Number of housing units on the reservation.
16. Percent of crowded housing units.
17. Number of vacant residential building sites served by adequate infrastructure.
50. Number of acres zoned with infrastructure for commercial/retail use.
51. Number of acres zoned with infrastructure for industrial use.

# LAND USE PLANNING TRANSPORTATION & COMMUNITY PLANS



## COMMUNITY VISION

“We the people of the Confederated Tribes of Warm Springs, since time immemorial, carry forth the inherent rights of sovereignty and spirituality through unity and a respect for the land, water, each other and the many gifts given by the Creator.”

## RELATED COMMUNITY GOALS

Our growing economy meets the income, employment and business needs of our community.

Our homes and community are sources of pride and we have various choices of where to live.

## COMMUNITY VISION FOR LAND USE, TRANSPORTATION & COMMUNITY PLANS

Visions and goals for the reservation's communities need to be developed by each community. This chapter identifies the departments and committees responsible for working with the communities.

Vision and goals for the reservation's transportation system also need to be developed through community participation.

## GOALS & BENCHMARKS

- We preserve, protect and enhance our cultural, environmental and natural resources.
- We are a healthy, safe, productive and knowledgeable people.
- Our growing economy meets the income, employment and business needs of our community.
- Our homes and community are sources of pride and we have various choices of where to live.

## Land Use, Transportation and Community Plans have a lead role in the following Community Benchmarks:

13. Number of acres allocated/zoned for housing development.
15. Number of housing units on the reservation.
17. Number of vacant residential building sites served by adequate infrastructure.
21. Percent of reservation land maintained in its natural state.
50. Number of acres zoned with infrastructure for commercial/retail use.
51. Number of acres zoned with infrastructure for industrial use.



# APPENDIX



# 1999 PLANNING TEAMS & TEAM LEADERS



## OUR MISSION:

To work in partnership with the community, to achieve the objectives of the Tribal Constitution, promote the values of our culture, and protect and preserve our natural resources and sovereignty.

To identify and document the visions and aspirations of the tribal membership and provide feedback and progress of the Comprehensive Plan update to the community.

## MEGA TEAM:

### Economic Development & Finance:

Sal Sahme - 553-3468

### Education & Personnel:

Ramona Tanewasha - 553.3311

Julie Quaid - 553.3240; Marcia Soliz - 553.3224;

### Human Services & I.H.S.

Willy Fuentes and Cheryl Tom - 553.3225;  
Elton Greeley - 553.3313; Carolyn Wewa - 553.4922

## THE COOL TEAM:

### Governmental Affairs, Administrative Services Center & Bureau of Indian Affairs

Ginger Smith - 553.3296

### Public Safety

RaNeva Dowty and Dan Martinez - 553.1634

### Tribal Court

Antoinette Pamperien - 553.3264

## TECHNO TEAM:

### Public Utilities & Housing

Cecil Brunoe Jr. and Nancy Collins - 553.4943

### Natural Resources & B.I.A.

Deepak Sehgal and Clay Penhollow - 553.3362

### Land Use, Transportation & Community Plans

Ray Rangila - 553.3270; Tom Shuman - 553.2423

## OTHER KEY PLAYERS:

### Land Use Planning Committee

Chair: Phillip Florendo - 553.3257

### Tribal Relations Team

Nat Shaw and Warren Rudy Clements - 553.1338

### Comprehensive Planner

Jolene Estimo-Atencio - 553.3270

### Office of Information Systems

Lloyd Phillips and Lavonne Rotz - 553.3275

# THE PLANNING PROCESS

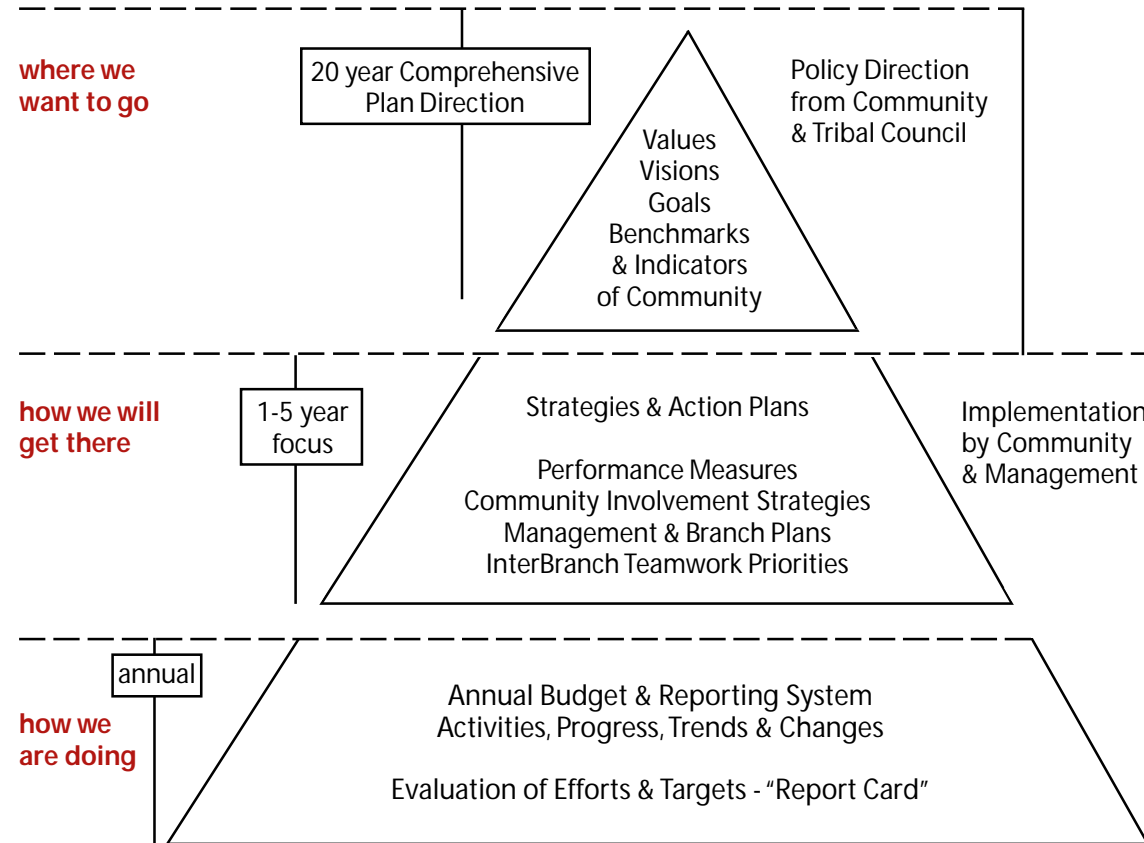


**Comprehensive Plan:** Sets the overall direction, *so that* we achieve the Values, Vision, Goals and Benchmarks of the people.

**Branch Plans:** Long-term management plans consistent with community values, *so that* we achieve our area-specific community vision, goals and benchmarks.

**Strategic Plans:** Tribal Council and branches work together with the community to develop short term goals (Tribal Council Priorities), *so that* we achieve our branch plans

**Annual Budgets:** Each branch develops yearly plans (based on Tribal Council Priorities), *so that* we achieve our strategic plans



# COMPREHENSIVE PLAN UPDATE PROCESS

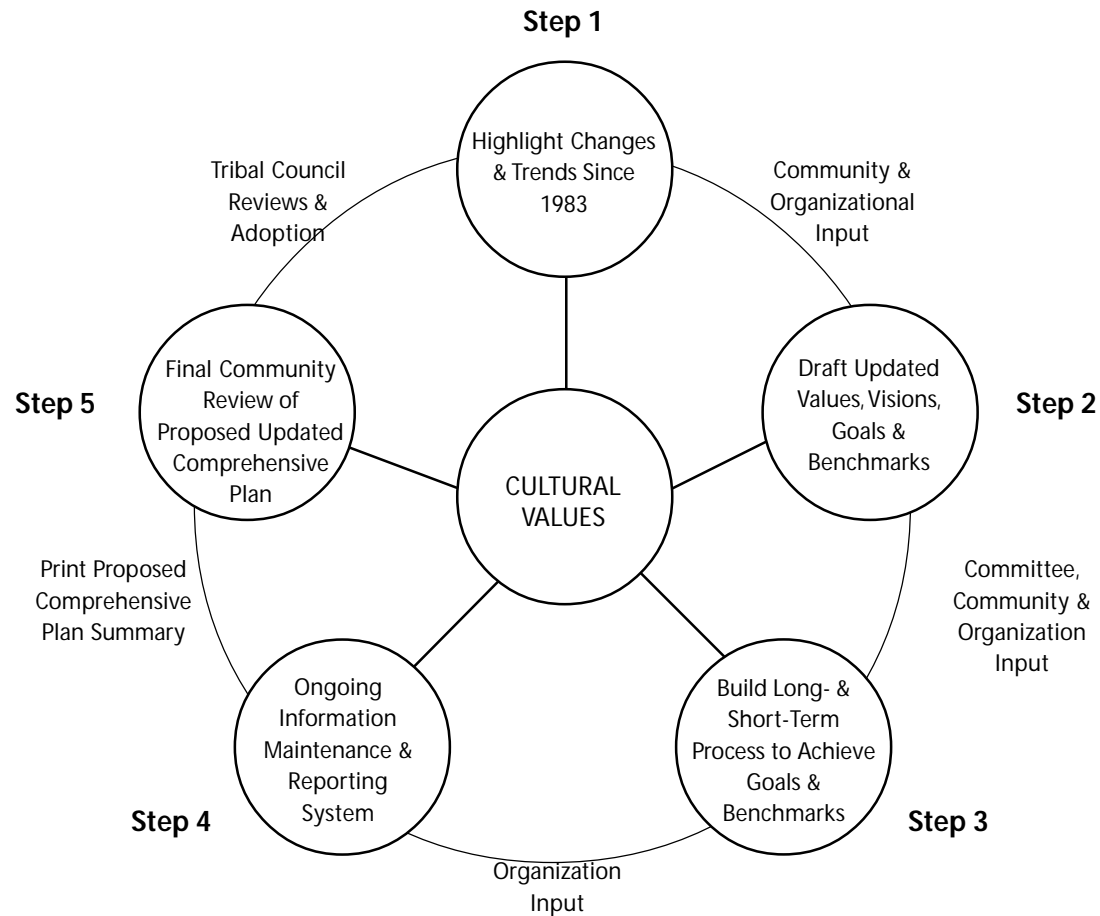


## Phase One: Adoption of Plan

Complete Steps 1-5. Print technical document for Tribal government, committees and staff. Print Keepsake document, including an executive summary of Comp Plan Technical document and distribute to community.

## Phase Two: Implementation

Finalize Benchmarks - Collect historic data for each proposed benchmark. When complete, print first Comp Plan Report for the community. Hold work sessions with community to set benchmark targets. Community report to include progress on Tribal Council priorities.



# HOW OUR PLANS FIT TOGETHER



## Relationship Between the Comprehensive Plan and Other Plans

| Comprehensive Plan<br>(20 Years)   | Management Plans<br>(1-10 Years)   | Department & Program Plans<br>(1-2 Years)   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Community Values &amp; Vision</li> <li>• Community Goals</li> <li>• Community Benchmarks</li> <li>• Community Indicators</li> </ul> | <ul style="list-style-type: none"> <li>• Strategies to achieve Community Benchmarks and Tribal Council Priorities</li> <li>• Performance Measures to ensure community and organizational teamwork</li> <li>• Community Participation</li> <li>• Implementation Plans: IRMP, OEDP, Housing Plan, Health Plan, Infrastructure Plan, Transportation Plan, etc.</li> </ul> | <ul style="list-style-type: none"> <li>• Action Plans and budgets to implement strategies</li> <li>• Service Delivery Standards</li> <li>• Evaluation of progress towards meeting Community Benchmarks and Tribal Council Priorities</li> </ul> |
| Database reporting system on Community Benchmarks and Indicators, Performance Measures, and Tribal Council Priorities  |  |   |

# COMPREHENSIVE PLAN COMMUNITY INPUT



Some of the groups surveyed include:

- Tribal Council
- Management Teams
- Middle & High School Students
- Tribal Departments
- Tribal Committees
- Family Meetings:
  - Simnasho, Seekseequa,
  - Sid Walter and Agency
- Veterans
- Women's Resource Association
- Enterprises
- Indian Health Service
- Bureau of Indian Affairs
- Grade School Teachers

## Community Meeting Attendance and Survey Responses

|  |            |
|--|------------|
| Individuals who signed in at community meetings  | 441        |
| Note: Some of these people attended several Comprehensive Plan meetings. Some individuals did not sign in at community meetings. |            |
| 1997-1998 High School Students   | 210        |
| Note: 700 students surveyed; 30% tribal members = 210  |            |
| 1997-1998 Middle School Students   | 150        |
| Note: 500 students surveyed; 30% tribal members = 150  |            |
| 1999 Committee and Community Meeting Attendees   | 50         |
| Anonymous Surveys Submitted  | 75         |
| <b>TOTAL</b>   | <b>926</b> |

## Communications:

To encourage community participation, numerous meeting notices and announcements were carried out by the Spilyay Tymoos and KWSO. Also, the Spilyay published a special edition on the Comprehensive Plan. A quarterly calendar was distributed to inform the community about the status and progress of the Comprehensive Plan update process.



# DEFINITIONS

**Accomplishments:** Results that have been achieved since the last Comprehensive Plan.

**Action Plans:** Planned activities, which will help achieve benchmark and indicator targets. These plans typically answer the questions of: what, who, how, how much, when, and why. Sometimes referred to as strategic plans.

**Annual Report:** A report published annually, that informs the community of progress toward all targets.

**Baseline Data:** Historical information on the past/current status of benchmarks and indicators. These data are critical for setting realistic targets for the benchmarks and indicators.

**Benchmarks:** Measurable results or outcomes that determine progress toward achieving our goals.

**Biannual Review:** The process used every two years to review the Comprehensive Plan and make such changes, additions or corrections as desired by the community and the Tribal Council.

**Community:** Tribal members and all others who work or live on the reservation.

**Community Conference:** A structured workshop-type event to obtain information from the community in a comfortable environment.

**Community Fair:** An information sharing event to attract families, employees and community members in an informal and fun environment.

**Database:** The collection of information (data) that is organized, categorized and managed in such a way as to be able to track, report and do analysis on benchmarks, indicators and performance measures.

**Goals:** Broad statements that must be achieved in order to realize our vision. These are not generally stated in measurable terms.

**Indicators:** Factors which can be expected to affect benchmarks and can be frequently measured. An example would be "School Attendance," which can affect the benchmark for high school completion. In some cases, indicators may be so important that they are treated as benchmarks. Indicators are especially important when a benchmark is not expected to see a measurable change for a long period of time.

## DEFINITIONS

**Metadata:** Information about the data used to report on trends, benchmarks, indicators and performance measures. This information should include: the source of the data, the method of collection, the estimated accuracy of the data, the period being measured, the frequency with which it is collected and reported, and the person or agency who keeps the data.

**New Issues:** Concerns or questions that have been raised by the community or the government since the previous Comprehensive Plan.

**Ongoing Issues:** Concerns listed in the previous Comprehensive Plan that remain unresolved.

**Operational Issues:** Concerns regarding the functioning and/or performance of the government itself.

**Resolved Issues:** Issues listed in the previous Comprehensive Plan, which no longer exist, either because actions have satisfied the concern, or because circumstances have so changed they no longer exist.

**Performance Measures:** Measurable activities performed by agencies, community organizations, or self-organized efforts that can either be proven or realistically be expected to have the desired effect on benchmarks or indicators.

**Target:** The stated number and time frame for benchmarks, indicators, and performance measures. Targets are set, based on the desires of the community and realistic expectations of achievement.

**Trends:** Changes in the people and the community over time.

**Tribal Council Priorities:** Those Benchmarks and/or Operational Issues that each Tribal Council identifies as the primary focus of attention for itself, the organization, and the community for the ensuing three years.

**Updated Comprehensive Plan:** The completed plan, adopted by the Tribal Council, which spells out in detail, the Values, Vision, Goals, Benchmarks and Indicators, including targets, for which the community wants to be held accountable. All annual action plans and budgets of tribal government should be based on the adopted Plan. An executive summary of the proposed plan will be distributed to tribal members.

**Values:** Core beliefs, which guide the plans and actions of our community.

**Vision:** The picture of what we want for our future, based on our values, needs, desires and opportunities.

ADAMS, GAYLEEN  
ADDIE  
AGUIAR, BECKY  
AHERN, FRAN  
ALGER, RUSS  
ALHSON, DAVE  
ALLEN, FRANCIS  
ALVAREZ, MICHELLE  
ATENCIO, AJ  
ATENCIO, JOLENE  
AUTHER, ROD  
AUTHER, TAYLOR  
**B**ADONI, JOE  
BEGAY, ANSON  
BEGAY, CR  
BEHREND, DONNA  
BILL, ROSA  
BILLINGSLEY, KEN  
BILLY, JANET  
BISS, MARION  
BLODGETT, GERALDINE  
BOBB, DURAN  
BOISE, BERNIE GREENE-  
BOULEU, ARLENE  
BOYD, PATRICK  
BOYD, SERINA  
BRANDT, ERIC  
BRISBOIS, DAN SR  
BROWN, LAMONT  
BRUISEDHEAD, SAMMI  
BRUNOE, BOBBY  
BRUNOE, CARSHALL  
BRUNOE, CECIL  
BRUNOE, GARLAND  
BRUNOE, JERRY  
BRUNOE, LILLIAN  
BRUNOE, SANDRA  
**C**ALDERA, CARLA  
CALICA, BUELA

CALICA, CHARLES  
CALICA, DURALL  
CALICA, JODY  
CALICA, MARIE  
CALVIN, DOUG  
CANNON, GORDON  
CARDENAS, PAM  
CHARLES  
CHARLES  
CHARLEY, AZEAL  
CHARLEY, JUDY  
CHARLEY, MARGARET  
CHARLEY, MERELDA  
CHARLEY, TRICIO  
CHARLIE, ALBERT JR.  
CHARLIE, ROSEMARY  
CHASE, LIBBY  
CHEE, GRETA  
CLEMENTS, CORY  
CLEMENTS, MAXINE  
CLEMENTS, MIKE  
CLEMENTS, RUDY  
COLLINS, NANCY  
COMP PLAN PROCESS TEAM  
COURTNEY, CHERYK  
CRAIG, RICHARD  
CROWE, JOSEPHA  
CULPUS, BRIDGETTE  
CULPUS, HILDA  
CUNDELL, ALICE  
CUNNINGHAM, BRIAN  
CUNNINGHAM, MIKE  
**D**ANZUKA, GERALD  
DANZUKA, MARGIE  
DAVIS, ANITA  
DAVIS, HARRISON SR.  
DUNTON, FRANK  
**E**ASTMAN, DARRELL  
EDWARDS, DAN

EMHOOLAH, MARY SANDO  
E. SQUIRO, EUNICE  
E. STIMO, HUD  
E. STIMO, JACKIE  
E. STIMO, KIM  
EWACK, DONNETTA F. FLOYD  
**F**LORENDO, PHILLIP  
FLOYD RANGE, & AG  
FRANK, CECELIA  
FRANK, PRICILLA  
FRANK, SARAH  
FRITSCH, MARK  
FUENTES, WILLY  
**G**ANNON, CHRIS  
GERALD  
GAYLE, GRAY  
GIBSON, FLOYD  
GOUDY, JODE  
GRAHAM, ARLENE  
GRAYBAEL, GLADYS  
GRAYBAEL, HERB  
GRAYBAEL, LYAN  
GREELEY, ELTON  
GREELEY, HAMILTON  
GREEN, STARLA  
GREENE, AUSTIN  
GREENE, EUGENE  
GREENE, KARLA  
GREENE, LEV III  
GREENE, LUCINDA  
GRIFFITH, EVERETT  
GRIFFITH, PHYLLIS  
GUERIN, KAREN  
GUERIN, SUSAN  
GUNSHOWS, JANICE  
GUNSHOWS, JANICE  
**H**ALLIDAY, JAMES  
HALLIDAY, PAULA  
HAMMOND, MICHAEL

HART, MARILYN  
HEATH, KATHLEEN  
HEATH, JACKSON  
HEATH, BENSON  
HEATH, KIRBY SR  
HELLON, LOUISE  
HELLON, VICKIE  
HENDRICKSON  
HERKSHAN, CHARLOTTE  
HICKS, MARLA  
HINSALA, LAURAIN  
HOLLIDAY, BEN  
HUFF, JERMY  
HUNT, MR & MRS  
**I**KE, DAISY  
IKE, LEONA  
IKE, ROBYN  
**J**ACKS, CLINT  
JACKSON, ANITA  
JACKSON, CHARLES  
JACKSON, LOUISE  
JACKSON, MARK  
JACKSON, SHAWNA  
JACKSON, ZANE  
JAMES, ALICE  
JAMIE  
JERRY LAND OPERATIONS  
JIM, WILFRED JR  
JIM, CY  
JIM, ELLA  
JIM, FRANK CUSHINGWAY  
JIM, RAYMOND  
JIM, WENDELL  
JOHNSON, JUDY  
JOHNSON, LEE  
JOHNSON, OTIS  
JOHNSON, RADINE  
JOHNSON, ROSIE  
JOHNSON, SANDRA

JOHNSON, THERON  
JOLSTEAD, N.  
JONES, MARITA  
JONES, SHARON  
**K**EN  
KALAMA, BRITTNEY  
KALAMA, FOSTER  
KALAMA, JOHN  
KALAMA, MURRAY  
KALAMA, SIMON  
KALAMA, VERLEEN  
KALEAK, BEVERLY  
KATCHIA, CY  
KENYON, SONJABRYANT  
KING, MILES  
KIRK, ANNIE  
KNEALE, DANIEL  
**L**ANGELIERS, BONNIE  
LANGLEY, LINDA  
LANGLEY, STELLA  
LANGNESE, ELINA  
LANGNESE, WALTER  
LAWRENCE, MARIA  
LAWSON, ESTELLE  
LEONARD, ANDY  
LEONARD, ZINDA  
LITTLE, URSALA  
LLOYD  
LOPEZ, MARIA  
LOSEHIAIRO, ROBERT  
LUCIE, BECKY  
LUMPMOUTH, ONTE  
LUND, BRYAN  
LUTHER, TERRY  
**M**ACY, LONNY  
MACY, LAWRENCE  
MACY, RICHARD  
MADE, ESTIMINA  
MADE, ORIE

MAITLAND, RONALD  
MALFARA, RON  
MANION, DOUG  
MANION, JIM  
MANION, URBANA  
MARIE  
MARINIZ, DANNY  
MATTEWS, MARK  
MCKINLEY, MAXINE  
MEANUS, MARVIN  
MEANUS, MT SR  
MERACLE, GEORGIE  
MILLER, AB  
MILLER, ADELINE  
MILLER, ANITA  
MILLER, CANDICE  
MILLER, CAROL  
MILLER, FRANCELIA  
MILLER, NORMA  
MILLER, PAT  
MILLER, SATCH  
MILLER, STONEY  
MILLER, VESTA  
MINNICK, RALPH  
MINTHORN, DION  
MITCHELL, ARRON  
MITCHELL, BERNICE  
MITCHELL, CHAZ  
MITCHELL, ROSE  
MOODY, CAPTAIN  
MOODY, JOSHUA  
MOORE, ROSE  
MOREHOUSE, NANCY  
MOSES, JOCLYN  
MOSES, OLIVER  
MUIR, BRIAN  
**N**EAL, DAN  
**O**RTIZ, BO  
**P**ACHE, CO. JUANITA

PALMER, KELLI  
PAMPERIEN, ANTOINETTE  
PATT, OLNEY SR  
PAYNE, RICHARD  
PENHOLLOW, CLAY  
PHILLIPS, LLOYD  
PICARD, GEORGE SR  
PICARD, WILMA  
PITT JR, LOUIE  
POLK, ANNETTE  
PURI, SATISH  
**Q**UAID, JIM  
QUAID, JULIE  
QUEAH PAMA, CONRAD  
QUEAH PAMA, MADELINE  
QUINN, WALT  
QUINN, WILLIAM  
**R**ANDY SCOTT  
RANGILA, RAY  
REDFOX, JOSIE  
RHOADS, BILL  
RHOAN, LIZZY  
RHOAN, LYLE SR  
RIBERIO, RICK  
RICHARD  
ROBA, COLLEEN  
ROGERS, GAYLE  
ROSS, URBANA "TOTO"  
ROTZ, LAVONNE  
ROWE, NINA  
RUSSELL, DWAYNE  
RUSSELL, JENNIFER  
RUSSELL, URSALA  
RUSSELL, VERONICA  
RUDY  
**S**AHME, FOSTER  
SAHME, SAL  
SAMPSON, GERALD JR  
SAMPSON, ROSALIND

SANDERS, JEFF  
SANDERS, LUKE  
SANDOVAL, JULIE  
SCHMIDT, CHUCK  
SCOTT, MISSY  
SCOTT, RANDY  
SCOTT, STACY  
SEHGAL, DEE  
SEYLOR, DEAN  
SHAW, BODIE  
SHAW, HEATHER  
SHAW, MAVIS  
SHAW, NAT  
SHAWAWAY, MYRA  
SHAWAWAY, PHYLLIS  
SHIKE, CHARLOTTE  
SHIKE, RAY JR  
SHUMAN, TOM  
SILVERSMITH, I  
SIMPSON, NORMA  
SIMTUSTUS, BERT  
SIMTUSTUS, JOIE  
SIMTUSTUS, MARSIA  
SLEDGE, LISA  
SLOCKISH, SUZIE  
SMITH, AUSTIN SR  
SMITH, CARLOS  
SMITH, CARMEN  
SMITH, CHAVON  
SMITH, DAN  
SMITH, DANA  
SMITH, DAVE  
SMITH, DEANIE  
SMITH, GINGER  
SMITH, JANELL  
SMITH, JOHN  
SMITH, JUNE  
SMITH, LEPHA  
SMITH, LOIS

SMITH, MARIE  
SMITH, MARY  
SMITH, LOUIS  
SMITH, NORMA  
SMITH, PASHA  
SMITH, RANDY  
SMITH, ROGER  
SMITH, SHALA  
SMITH, SHIRLEY  
SMITH, CARMEN  
SMITH, TRUDIE  
SOHAPPY DAVIS SR  
SOHAPPY, CORINA  
SOHAPPY, LOLA  
SOLIZ, MARCIA  
SPARKY  
SPEAKTHUNDER, PAT  
SPINO, EVANS SR  
SPINO, ROY  
SQUIMPHEN, DELLA  
SQUIMPHEN, ELIAH  
SQUIMPHEN, EMERSON  
ISQUIMPHEN, JOYCE  
SQUIMPHEN, LARRY  
SQUIMPHEN, PERCY  
SQUIMPHEN, RITA  
SQUIMPHEN, SAMMI  
SQUIMPHEN, TERRY  
STACONA, MARCIE  
STACONA, MICHELLE  
STACONA, TONY  
STALLINGS, CLIFF  
STAR, ROMONA  
STEVENS, CAROL  
STEVENS, RUDY  
STEWART, MARY  
STEWART, ROSCO  
STEWART, SOLMON JR  
STRADLEY, MARISSA

STWYER, AUROLYN  
SUPPAH, DELSON  
SUPPAH, FRANKLIN  
SUPPAH, JAKE  
SUPPAH, LORRAINE  
SUPPAH, LUCY  
SUPPAH, RONNIE  
SUPPAH, VALERIE  
SUPPAH, WILLARD JR  
SWEDIN, ERIN  
SWITZLER, LAURA  
**T**AILFEATHERS, CHARLES SR  
TALFSON, LINDA  
TANEWASHA, PAT  
TAPPO, TEENEY  
TEENEY STAFF  
TEWEE, RUTH  
THOMPSON, MURIAL  
THURBY, DENA  
TIAS, KARLA  
TOHET, RICHARD  
TOM, CHERYL  
TOM, LEE  
TOM, LIANNA  
TORRES, CAROLINE  
TRIBAL COMMITTEES  
TRIBAL DIRECTORS  
TUCKTA, MARGIE  
TUFTI, ROBERTA  
**V**AITH, VIO  
VANPELT, CHET  
VANPELT, LEVI  
**W**AHENEKA, FAUNIE  
WAHENEKA, FAYE  
WAHNETAH, SHEILA  
WAINANWIT, WILBERT  
WALLULATUM, JESSIE  
WALLULATUM, OLIVIA  
WALSEY, DELIA

WATLAMET, AUROLYN  
WATLAMETT, JAMIE  
WELLS, TAMMY  
WELLS, TRAVIS  
WESLEY, NEDA  
WEWA, JR, WILSON  
WEWA, CAROL  
WEWA, WILSON SR  
WHEELER, LAUREL  
WHITE, PERTHINA  
WHITENBURG, BOB  
WINISHUT, DALLAS  
WINISHUT, DARRELL  
WINSON, JOHN THOMAS  
WISE, LORENA  
WOLFE, FLOSSIE  
WOLFE, LEANN  
WOLFE, MARY  
WOLFE, SAMMUAL  
WOLFE, SERINA  
**Y**AHTIN, MINNIE  
YAHTIN, RANDY JR  
YALLUP, TAMARA  
**Z**UANNE

# HISTORICAL TIMELINE

## 1805-1982

- 1805 Lewis and Clark exploration along the Columbia River
- 1834 Establishment of Methodist Mission at The Dalles. William C. Parker (nine-year old orphan Billy Chinook) taken in and raised by Reverend Perkins
- 1834-1835 Nathan J. Wyeth exploration across Warms Springs Reservation area
- 1843 John C. Fremont crossed reservation area
- 1848 Commissioner of Indian Affairs office established sub-agency at The Dalles to handle affairs of Columbia River Indians. Robert Newelle appointed as Superintendent at The Dalles
- 1849 Department of the Interior created Bureau of Indian Affairs. BIA originally under the War Department. J.L. Parrish appointed superintendent
- 1850-1854 Four others appointed superintendents of Oregon Territory during this time: Elias Sampole (1850); Elkanah Walker (1852); J.M. Garrison (1853) and Nathan Olney (1854)
- 1855 Treaty of 1855 with Middle Oregon Tribes negotiated at Wasco, Oregon, creating the Warm Springs Indian Reservation and ceded lands
- 1857 The Dalles bands of Wascos and upper and lower Deschutes bands of Walla Walla (about 500 people) moved to the new reservation
- 1858 Remaining band of Wascos moved to the Warm Springs Reservation
- 1859 Congressional ratification of 1855 Treaty
- 1859 Oregon became a state
- 1860 First sawmill put into operation at the Agency along Shitike Creek
- 1861 William Logan appointed superintendent
- 1862 Headquarters for superintendent changed from The Dalles to Warm Springs
- 1865 Fraudulent Supplemental Treaty of 1865 attempted to restrict Indians to the reservation. This treaty became known as the Huntington Treaty. John Smith, superintendent. Congress authorized recruitment of Warm Springs Indian scouts for war against Snake Indians of southeastern Oregon

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"In order for us to remain a healthy people living in a sovereign nation, we must honor our ancestors and know our history."

1999 The People's Plan



# HISTORICAL TIMELINE



- 1868 End of Snake raids on the Warm Springs Reservation
- 1869 W.W. Mitchell appointed superintendent
- 1871 T.B. Handley conducted first survey of reservation boundary. John Smith reappointed superintendent
- 1871 Congress declares end to treaty-making period with Indian tribes
- 1873 Warm Springs Indian scouts take part in Modoc wars
- 1874 First Indian Boarding School established in the Warm Springs agency area
- 1879 First group of Paiute Indians brought to Warm Springs Reservation from Fort Vancouver, Washington, where they were held captive after the Bannock War
- 1881 Indian school opened at Simnasho
- 1882 First church (Protestant/Presbyterian) built at the agency area
- 1884 Chief Oitz (Oits) and his band of about 70 Paiutes brought to Warm Springs Reservation from the Yakama Reservation. Alonzo Gesner appointed superintendent
- 1885 First group of Warm Springs Indian students went to new boarding school at Forest Grove, Oregon (which was later moved to Salem and named Chemawa Indian School). Jason Wheeler appointed superintendent
- 1886 Resurvey of reservation boundary authorized by Congress
- 1887 McQuinn survey of north boundary of reservation. W.W. Dougherty appointed superintendent
- 1887 Dawes Act passed. Indians were allotted individual lands; surplus to non-Indians
- 1888 Henry Heth was superintendent September 8 (stayed one day). Daniel W. Butler appointed superintendent
- 1889 James C. Luckey appointed superintendent
- 1893 Lt. E.E. Benjamin appointed superintendent
- 1894 John A. McQuinn, U.S. Deputy Surveyor, contracted to survey north and west boundaries of reservation. Lt. C.W. Farber appointed superintendent

# HISTORICAL TIMELINE



- 1896 Peter Gallagher appointed superintendent, then James L. Cowan appointed superintendent
- 1897 New boarding school building completed, Mr. & Mrs. Nartin first superintendent and matron of school
- 1900 Albert O. Wright appointed superintendent, then James E. Kirk appointed superintendent
- 1905 Claude C. Covey appointed superintendent
- 1911 Oregon Trunk Line railroad opened to Mecca
- 1911 State of Oregon talks about building dams on Deschutes River (without consulting tribe)
- 1912 Steel bridge over Deschutes at Mecca built. Peter Wadsworth appointed superintendent, then Gilbert L. Hall appointed superintendent
- 1915 He-He and Seekseequa sawmills built. A.M. Reynolds appointed superintendent
- 1917 World War I broke out; Indians included in recruitment
- 1918 Omar L. Babcock appointed superintendent
- 1922 Charles W. Rastall appointed superintendent
- 1924 J.B. Mortsolf appointed superintendent
- 1928 Fred Perkins appointed superintendent
- 1929 Great Depression begins; stock market hits rock bottom
- 1933 Fred Boyd appointed superintendent
- 1934 New highway bridge over Deschutes River built; Wheeler-Howard Act (IRA) passed
- 1936 J.W. Elliott appointed superintendent
- 1938 Constitution and By-Laws for Tribe approved February 14. New hospital, boarding school and dormitories completed; Corporate Charter accepted. 1<sup>st</sup> Tribal Council elected



# HISTORICAL TIMELINE



- 1939 Approval for Oregon State Highway through reservation land, Resolution 15 signed by Chairman Isaac McKinley and Oliver Kalama, Secretary-Treasurer. Approval for road program for reservation roads. Warm Springs River bridge construction.
- 1940 Request by Council to build Agency Longhouse
- 1941 Bombing of Pearl Harbor December 7; start of World War II; Indians included in recruitment; Warm Springs women work in shipyards in Portland. 2<sup>nd</sup> Tribal Council elected
- 1943 Authorization of first per capita payment (\$20) to tribal members from timber receipts
- 1944 Approval of Standard Oil Company service station in Warm Springs by Council. 3<sup>rd</sup> Tribal Council elected
- 1945 Opposition to The Dalles Dam (Celilo Falls in jeopardy)
- 1945 World War II ends
- 1946 H.E. Massey Trading Store purchased by Priscilla Macy
- 1947 4<sup>th</sup> Tribal Council elected
- 1949 Opening of Warm Springs State highway cutoff from Portland to central Oregon area
- 1950 5<sup>th</sup> Tribal Council elected
- 1951 \$3,000 set up for construction of Shaker Church on reservation. New Presbyterian Church under construction at the old site
- 1952 Beginning of Pelton and Round Butte Dam projects, surveys and tests on tribal lands along the Deschutes River
- 1953 Dr. Verne Ray, anthropologist, hired to study the land claim pending before the Indian Claims Commission (McQuinn); Opposition to closure of Warm Springs hospital; Authorization for Wasco Power to make survey for electrical lines. 6<sup>th</sup> Tribal Council elected
- 1954 Bathhouse built for Indians by Dr. Freeland at Kah-Nee-Ta
- 1955 Approval of Tribal Credit Code. Employment of credit officer. Dairy and quarters turned over to Tribes; agency garage turned over to Tribes. Tribes' centennial year, celebration held. Election held on Pelton Dam site, passed by majority of tribal voters
- 1955 Ordinance 26 passed regarding educational policies

# HISTORICAL TIMELINE



- 1956 High school graduates hired for summer clerical positions, which marks the beginning of summer trainee program. Tenneson Engineering firm hired to survey lots for homesites and other survey work. Frank E. Nash, attorney, hired to work on timber matters. 7<sup>th</sup> Tribal Council elected
- 1957 Annexation of the Warm Springs Reservation school district. Adoption of a long-range program and plan for the Celilo Settlement per capita payments for 1957 and 1958. Lease for Southern Baptist Church building. Approval of a Trust Agreement for minors' per capita funds authorized
- 1959 8<sup>th</sup> Tribal Council elected
- 1959-1960 Oregon State Study, provided first formal planning direction for Reservation
- 1962 Purchase of Kah-Nee-Ta Village property. 9<sup>th</sup> Tribal Council elected
- 1964 Christmas flood at Warm Springs, including destruction of Kah-Nee-Ta Village
- 1965 10<sup>th</sup> Tribal Council elected
- 1967 Purchase of sawmill and plywood plant to process reservation timber
- 1968 11<sup>th</sup> Tribal Council elected
- 1968-1982 McQuinn Strip Act  
Kah-Nee-Ta Lodge  
First Comprehensive Plan  
12<sup>th</sup> through 15<sup>th</sup> Tribal Council elected  
Greenville and Hollywood housing areas razed; most substandard housing removed  
Pelton Rereg Dam power enterprise  
Tribal Administration Building  
Deschutes/Warm Springs/Kah-Nee-Ta Water System  
Dry Creek, Greeley Heights and Tenino housing areas started  
Simnasho Subdivision  
Middle Oregon Indian Historical Society created; planning for museum initiated  
Simnasho Longhouse expansion  
Industrial Park developed  
Warm Springs National Fish Hatchery  
U.S. Post Office