

**WHEREAS**, The Tribal Council has completed the annual budget process including review of financial needs and revenue projections for the next calendar year; and

**WHEREAS**, The Tribal Council has reviewed the proposed 2004 Tribal Budget with the reservation community by conducting district meetings and a general council meeting; and

**WHEREAS**, Tribal Enterprise dividends, revenues, timber stumpage and other sources set forth below are the minimum levels expected and Tribal revenue from the following sources is estimated for calendar year 2004:

Reservation Timber 2004	\$ 3,558,395
Forest Administration Fees (not to exceed 10%)	<u>(355,840)</u>
<b>TOTAL TIMBER REVENUE</b>	<b>3,202,555</b>
Interest from Treasury	500,000
Other Interest	325,000
Interest-I.H.S./B.I.A. 638	<u>400,000</u>
<b>TOTAL INTEREST REVENUE</b>	<b>1,225,000</b>
Warm Springs Power Enterprise	13,000,000
Current Power Price Market Adjustment	<u>(3,000,000)</u>
Credit	500,000
Warm Springs Composite Products	500,000
Gaming	<u>2,500,000</u>
<b>TOTAL ENTERPRISE DIVIDENDS</b>	<b>13,500,000</b>
Court Fines and Fees	77,000
Fishing and Business Permits	130,000
Other Leases and Rentals	25,000
Cigarette and Gas Tax Refund	354,515
Other Income	20,000
Enterprise Leases/Fees	<u>147,000</u>
<b>TOTAL OTHER REVENUE</b>	<b>753,515</b>
Contract Support-Indirect Income	2,000,000
New Contract Support Indirect Income	<u>0</u>
<b>TOTAL INDIRECT REVENUE</b>	<b>2,000,000</b>
Non-Recurring Other Sources	1,600,000
Transfer from Revenue Reserve	2,210,181
Undesignated Fund Balance	<u>1,889,766</u>
<b>TOTAL OTHER SOURCES</b>	<b>5,699,947</b>
<b>GRAND TOTAL REVENUE/SOURCES</b>	<b><u>\$ 26,381,017; and</u></b>

**RESOLUTION NO. \_10,333\_  
PAGE TWO OF FIVE**

**WHEREAS**, Tribal member input during the budget process emphasized concerns about employment, education, public safety, travel, committees, enterprises, housing, natural resource protection, the need for program and employee accountability, the quality of service delivery, revenues and the overall size of the budget; and

**WHEREAS**, The Tribal Council feels that Tribal program managers need to be more innovative, more efficient and more effective in operating Tribal government programs to deliver services to the community; and

**WHEREAS**, The amount reflected in the following appropriated budget will serve the needs of the Confederated Tribes of Warm Springs for the Calendar year 2004:

**2004 Budget Expenditures**

	<b>2004 Proposed Budget</b>	<b>2004 Appropriated Budget</b>
<b>Operating Expenses:</b>		
Office of Secretary-Treasurer	\$ 413,788	\$ 413,788
Office of Governmental Affairs & Planning	445,286	445,286
Personnel	258,953	258,953
Compensation & Benefits/MCP	161,014	161,014
Finance	1,275,653	1,275,653
Office of Tribal Relations	427,961	427,961
Administrative Service Center	271,488	271,488
Office of Information Systems	617,555	617,555
Office of Internal Audit	159,840	159,840
Chief Operations Officer	183,531	183,531
Business/Economic Development	879,629	879,629
Education Services	2,346,406	2,346,406
Public Utilities	2,545,065	2,545,065
Human Services	1,401,997	1,401,997
Public Safety	2,715,274	2,715,274
Natural Resources	889,555	889,555
General & Administrative	1,483,769	1,483,769
Tribal Council	652,000	652,000
Committees	382,549	382,549
Tribal Court	509,075	509,075
Appeals Court	115,602	115,602
Severance and Retraining	100,000	100,000
Employee Pension and 401-K Contribution	298,084	298,084
Other Proposed Program Increases	1,238,000	201,000
Unallocated Operating Budget Reductions	-	(601,000)
<b>TOTAL OPERATING BUDGET</b>	<b>\$ 19,772,074</b>	<b>\$18,134,074</b>
<b>Community Assistance:</b>		
Funeral Grants	\$ 112,375	\$ 112,375
Tribal Access Roads	60,000	60,000
Miss Warm Springs	21,400	21,400
Emergency Relief	19,250	19,250
Portland Rose Garden Skybox	-	-
<b>TOTAL COMMUNITY ASSISTANCE</b>	<b>\$ 213,025</b>	<b>\$ 213,025</b>



**RESOLUTION NO. 10,333**  
**PAGE THREE OF FIVE**

	<b><u>2004 Proposed Budget</u></b>	<b><u>2004 Appropriated Budget</u></b>
<b>Debt Service:</b>		
Other Notes (EDA, USDA, OEDD)	\$ 341,017	\$ 341,017
Waste Water Treatment Facility Plant-USDA	48,131	48,131
K-5 School Project	<u>290,978</u>	<u>290,978</u>
<b>TOTAL DEBT SERVICE</b>	<b>\$ 680,126</b>	<b>\$ 680,126</b>
<b>Economic Development:</b>		
Economic Development Corporation	\$ 1,000,000	\$ 500,000
High Looksee Lodge	250,000	250,000
The Museum At Warm Springs	259,392	259,392
The Museum At Warm Springs – Archival Upgrade	<u>80,000</u>	<u>80,000</u>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>\$ 1,589,392</b>	<b>\$ 1,089,392</b>
<b>Capital Projects:</b>		
K-5 School Project	\$ 300,000	\$ 300,000
Vehicles	100,000	100,000
Land Purchases	200,000	200,000
Equipment Acquisitions	70,190	70,190
Sidwalter Fire Hall	100,000	100,000
Infrastructure	100,000	100,000
Building Maintenance	75,000	75,000
Artifacts	50,000	50,000
Waste Water Treatment Facility Plant Reserve	<u>4,810</u>	<u>4,810</u>
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
 <b>GRAND TOTAL - EXPENDITURES</b>	 <b><u>\$23,254,617</u></b>	 <b><u>\$21,116,617</u></b>
 <b>Available for Per Capita</b>	 <b>5,350,000</b>	 <b>5,264,400</b>
 <b>Budget Surplus</b>		 <b>\$ 0</b>
now, therefore		

**BE IT RESOLVED**, By the (22nd) Tribal Council of the Confederated Tribes of the Warm Springs Reservation of Oregon, pursuant to Article V, Section 1 (t), as amended, of the Tribal Constitution and By-Laws, that the foregoing budget is approved with an effective date of January 1, 2004; and

**BE IT FURTHER RESOLVED**, That the sum of \$21,116,617 is hereby appropriated for expenditure pursuant to the foregoing annual budget for the twelve month period January 1, 2004 through December 31, 2004 and the Secretary of Interior or his/her authorized representative is hereby requested to approve such budget; and



**RESOLUTION NO. 10,333**  
**PAGE FOUR OF FIVE**

**BE IT FURTHER RESOLVED**, That the Tribal Council herein appropriates (transfers to the General Fund) as a source of funds for this Budget \$500,000 of "Investment Income from Idle Cash" that has accumulated in the Retained Earnings of the Credit Enterprise; and

**BE IT FURTHER RESOLVED**, Pursuant to Resolution No. 7720 and Articles V and VI of the "Warm Springs Revenue Reserve Fund" policies, the Tribal Council further appropriates \$2,000,000, or such amount as is required to maintain a General Fund Working Capital Reserve Balance of \$6,000,000, from current and accumulated prior year earnings from the "Revenue Reserve Fund" to be made available as a source of funds in this Tribal Budget; PROVIDED that the Secretary-Treasurer deems such withdrawal and use of funds necessary in order to maintain adequate working capital in the Tribes' General Fund; PROVIDED FURTHER that total Tribal Budget expenditures for 2004 shall not exceed the amount authorized by this Resolution; PROVIDED FURTHER that the Secretary-Treasurer shall promptly notify the Tribal Council of such withdrawal; PROVIDED FURTHER that the Secretary-Treasurer shall, upon making a determination that adequate funds are available to meet all other Tribal obligations, notify the Tribal Council and take steps to reimburse into the "Revenue Reserve Fund" funds in the same amount as were withdrawn pursuant to this authority; and

**BE IT FURTHER RESOLVED**, That the Tribal Council directs that the following budget and program designations shall be implemented as part of this resolution: 1) Other Proposed Increases includes \$25,000 for Insurance, \$50,000 for Land Purchases, \$25,000 for Public Utilities Electricity Costs, \$25,000 for Political Contributions and \$76,000 for the Rose Garden Skybox; 2) The sum of \$125,000 shall be designated from the Business and Economic Development Budget and allocated for an "Employment Initiative" to be jointly administered by Business and Economic Development and the Community Employment Liaison to create permanent job opportunities on the reservation for Tribal members in 2004; 3) The \$100,000 in this budget for the Sid Walter Fire Hall shall be considered the first of a multi-year commitment of funds that will be set aside in a special account to accumulate until sufficient funds are appropriated and available to construct a new Fire Hall at Sid Walter; and

**BE IT FURTHER RESOLVED**, That it is the direction of the 22<sup>nd</sup> Tribal Council that the Tribal Government organization improve efficiency through a continued gradual and permanent downsizing of Tribal Government operations to better match anticipated revenues with expenditures during the fiscal year 2004. The Secretary-Treasurer is hereby authorized and directed to coordinate with the Chief Operations Officer to implement program and budget reductions to achieve an overall permanent base budget reduction of Tribal Government program operations and services in an amount not less than \$601,000 PROVIDED that the Secretary-Treasurer and Chief Operations Officer implement a strategic plan designed to achieve Tribal Council approved priorities that is supplemented with a performance measurement and reporting system; PROVIDED FURTHER that the budget reductions shall be allocated in accordance with the following percentages (62% from COO and Operations; 23% from Secretary-Treasurer and Administrative Support Services; 9% from Tribal Council, Committees and the Courts; 7% from General and Administration); PROVIDED FURTHER that in the event sufficient reductions are not implemented by January 19, 2004, the Secretary-Treasurer is authorized and directed to take all necessary action to implement any remaining budget reductions as required by this resolution; and




**BE IT FURTHER RESOLVED**, That the appropriated funds for non-capital programs shall be eligible for expenditure for a period not to exceed 2 calendar years and that the appropriated funds for capital items and projects shall be eligible for expenditure until the projects are completed; and

**BE IT FURTHER RESOLVED**, That the Secretary-Treasurer of the Confederated Tribes of the Warm Springs Reservation of Oregon is hereby authorized to proceed with the expenditure of funds for the purposes and amounts indicated in the Budget; **PROVIDED** that all constitutional provisions are met; **PROVIDED FURTHER** that the Secretary-Treasurer is authorized, upon making a determination that sufficient revenues will not be available to fund all expenditures authorized in this Budget Resolution, to take all necessary action to ensure that actual expenditures do not exceed the amount of available funds.

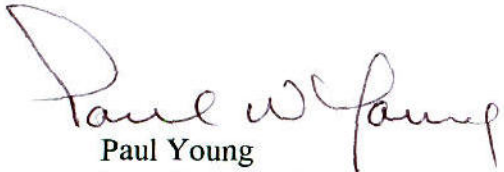
**CERTIFICATION**

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, and convened and held this 22th day of November, 2003, and that the foregoing resolution was passed by the affirmative vote of 8 members, the chairman not voting, and that the said resolution has not been rescinded or amended in any way.



Charles V. Jackson  
Secretary-Treasurer

**APPROVED:**



Paul Young  
Superintendent

cc: Secretary-Treasurer  
Superintendent  
Administrative Service Center  
Finance