

PROCLAMATION  
TWENTY-SIXTH TRIBAL COUNCIL

WHEREAS, The people of the Confederated Tribes of Warm Springs hold ultimate sovereignty over themselves, the Warm Springs Reservation, and traditional use places wherever located; and,

WHEREAS, The Tribal Constitution adopted by the people established an 11-member Tribal Council to govern the Tribe, and delegates to the Tribal Council certain enumerated powers of the people; and,

WHEREAS, It is the duty of the Tribal Council to govern for the tribal people's benefit the lands on and off-reservation; and,

WHEREAS, The tribal people have the need for greater opportunity through development of revenue-generating economic initiatives and creation of jobs, educational improvements, and modernization of the reservation's technology and infrastructure; and,

WHEREAS, The people have the need for the community to provide better support to its members through healthcare, housing, elimination of substance abuse, support of families and improved public safety; and,

WHEREAS, The Tribal Council and the people understand that all listed priorities are important, and that the tribal government will maximize opportunities for our benefits when they arise; and,

WHEREAS, The people have the need and have expressed the desire to be served by a more efficient, effective and accountable government that takes timely action, communicates both internally and externally, reviews its performance, sets long-term direction and strategies, and reduces bureaucracy; and,

WHEREAS, The people have the need and have expressed the desire to maintain and advance their status as a sovereign people through preservation of their culture, traditions, beliefs, and values, care of tribal lands and natural resources, and pursuit of sovereign interests and treaty protection; and,

WHEREAS, The (26<sup>th</sup>) Tribal Council recognizes and supports the people's desire for improvements in the areas described and is committed to provide the leadership required to accomplish these goals; and,

WHEREAS, The (26<sup>th</sup>) Tribal Council also recognizes that in order to grow our economy, our government and enterprises must provide business opportunities that will build the skills and capacity of tribal members to contribute to the long-term sustainability of employment and business growth; now, therefore,

BE IT RESOLVED, By the (26<sup>th</sup>) Tribal Council of the Confederated Tribes of the Warm Springs Reservation of Oregon, pursuant to the Constitution and By-Laws, Article V, Section 1, commit and agree to prioritize the use of tribal resources as follows:

Guiding Principle: As the Tribal Council, we pledge to work together with our community, families, and our employees to advance the following priorities. We understand that all times we may disagree but we respect one another and our tribal members, and will strive to work for the greater good of our people. We will continue to promote tribal and family values and enlist the help of our community address these issues.

1. BUDGET - Balance the Tribal Budget, Maximize Tribal resources and improve financial planning

- A. The Tribal Council shall annually develop, review, and approve a balanced Tribal budget for each fiscal year in order to promote and maintain the financial sustainability and integrity of the Tribe; and,
- B. The Tribal Council develop a plan to replenish and rebuild the Tribe's revenue reserve, per capita, and senior reserve funds to sustainable levels over time; and,
- C. The Tribal Council will develop and approve a plan to expand its grant writing capacity in order to maximize the leveraging of tribal funds and resources with federal, state, foundation, and corporate grants; and,
- D. The Tribal Council will identify and develop near-term (1-5 yr.) and long-term (6-15 yr.) revenue

projections from all available and potential resources in order to improve the Tribe's financial planning, budgeting and reporting.

**2. Education - Improve tribal academic performance and cultural preservation**

The Tribal Council will develop, review and approve a plan to restructure and build the Tribe's higher education program in order to:

- A. Increase and expand tribal higher education scholarships; and,
- B. Improve and expand vocational training and workforce development programs; and,
- C. Develop and fund internships, apprenticeships, youth employment, and career development opportunities; and,
- D. Improve preparation, performance, and achievement of K-12 students attending Jefferson County public schools including measuring and monitoring academic performance; and,
- E. Implement language and cultural curriculum in Jefferson County public schools; and,
- F. Investigate the feasibility and development strategy for a tribal charter school on the reservation.

**3. Hold Enterprises Accountable - Improve budgeting, profitability, operational efficiency, and reporting**

- A. Develop a plan to ensure more effective and accountable enterprises by improving regular and comprehensive reporting to Tribal Council, Use benchmarking and dashboard performance indicators as tools to help assess progress, cost effectiveness, and profitability on a quarterly and annual basis; and,
- B. Require all Tribal enterprises have annual business plans and long-term strategic plans in place; and,
- C. Develop and implement a plan to reorganize the Tribe's enterprises for operational efficiency and develop a centralized Enterprise Finance Officer to monitor and report enterprise operational

results.

**4. Economic Development - Diversify and expand Tribal economy**

The Tribal Council shall develop, review, and approve a 5-year Overall Economic Development Plan (OEDP) in order to increase tribal revenues while optimizing tribal job opportunities. The OEDP shall include, but not be limited to, the following components:

- A. Identify, finance, and develop support infrastructure to recruit business opportunities on reservation; and,
- B. A plan to implement and utilize the Reservation enterprise zones and partnership; and,
- C. Restructure and reorganize the Tribe's enterprises for operational efficiency; and,
- D. A plan to expand the Tribe's private sector by offering capacity building, training, investment, financing, and operational support and develop policies and a government culture which supports and promotes Tribal member enterprises; and,
- E. Develop and implement a Uniform Commercial Code (UCC) and a stream lined and efficient one stop review and regulatory process to support business ventures from non-tribal tribal business on reservation.

**5. TRIBAL COUNCIL OPERATIONS - Improve efficiency and effectiveness.**

Improve the operational efficiency and effectiveness of the Tribal Council by developing policies and procedures to:

- A. Identify and process to better plan the Tribal Council business agendas, activities, and assignments out one, three, and six months in advance; and,
- B. Identify, assign, and approve Tribal Council representatives and delegates to represent the Tribe in order to control travel expenses and duplication of efforts; and,
- C. Develop cost effective travel policies and procedures and trip reporting requirements; and,
- D. Identify the roles, responsibilities, limitations,

- and obligations of Tribal Council officers and members to optimize Tribal Council policy oversight and limit micromanagement actions; and,
- E. Develop and implement state-of-the-art processes, utilizing computer technology, electronic media, paperless systems, and procedures to improve operational efficiency.

**6. HEALTH CARE - Improve health care Services and facilities**

Tribal Council will develop, review, and approve a plan to improve and expand healthcare service delivery, including programs to address:

- A. Behavioral Health services including mental health and substance abuse; and,
- B. Diabetes awareness, prevention, and treatment for Tribal youth; and,
- C. Outpatient treatment and transitional support including assessing the feasibility of a Tribal halfway house; and,
- D. A plan to provide cost effective, local dialysis services; and,
- E. Feasibility of building and operating a new Community Center to provide fitness and exercise, swimming, recreation, nutrition and wellness programs and services; and,
- F. Community needs for physical therapy.

**7. PROTECTION OF ASSETS - Protect enhance, and utilize natural and cultural resources**

The Tribal Council shall work to preserve, enhance, and utilize the Tribe's natural, cultural, and sacred resources and sovereign rights, both on and off-reservation by developing a strategy and plan to:

- A. Expand and exercise off-reservation hunting; and,
- B. Utilize usual and accustomed use areas outside of the Tribe's ceded lands; and,
- C. Expand and increase salmon populations in Tribal ceded lands to provide increased subsistence fishing opportunities for Tribal Members; and,
- D. Exercising food gathering rights including roots, berries, native foods, and medicines; and,

- E. Protect tribal natural and cultural resources from detrimental impacts of environmental actions including coal transport and the Columbia River Treaty.

**8. COMMUNICATION - Improve communications with tribal membership**

The Tribal Council will develop, review, and approve a communications plan to improve communications with tribal members by utilizing effective strategies for:

- A. General Council, District, and Town Hall meetings with structured agendas and time limits; and,
- B. Tribal news media including radio, newspaper, website, social media (Facebook, Twitter, etc.), annual reports, video conferencing, and other means; and,
- C. Improve Tribal Council minutes and reporting of information to Tribal news media; and,
- D. External communications policy and fact sheets, policy briefing papers, press releases, and informational materials.

**9. TRIBAL MEMBER EMPLOYMENT - Improve recruitment, hiring, retention, and promotion of Tribal members.**

The Tribal Council will develop, review, and approve a Tribal Employment Plan which includes:

- A. Documenting the Tribal employment rates for Tribal government and enterprises and develop improvement goals; and,
- B. Document on quarterly basis, the Tribal government and enterprise job opportunities, Tribal member hiring, and a strategy to enforce compliance with Tribal resolutions 8363 and 8363A for Tribal employment preference; and,
- C. A plan to prepare individual Tribal member skill development, training, employee cross training, and career planning; and,
- D. A plan for a One-stop-shop to promote, support, and increase Tribal employment; and,
- E. A plan for a summer youth and college student employment program; and,

- F. A plan to improve Tribal employee retention by offering competitive salary and/or benefits package; and,
- G. Tribal management training and succession plan to promote Tribal members into upper management positions; and,
- H. A strategy to improve the Tribe's Personnel Office recruitment and hiring process using state of the art technology and comprehensive reporting of Tribal member employment data.

**10. HOUSING - Increase housing opportunities for Tribal members on and off the reservation**

The Tribal Council will develop, review, and approve a plan to provide additional tribal member housing on the reservation including:

- A. A plan for financing and building 35 housing units utilizing tax credits; and,
- B. Implementing a plan to utilize HUD 184 program to build Tribal apartments and Tribal member housing; and,
- C. Revisions to the Housing Code to allow flexibility for leases and ownership of more than one housing unit; and,
- D. Identify and develop opportunities for tribal and non-tribal member development of market rate or subsidized housing on the reservation.

**11. INFRASTRUCTURE - Improve infrastructure for commercial, community and residential needs**

The Tribal Council will develop, review and approve a plan to improve reservation facilities and commercial, industrial, community, and residential infrastructure needs while utilizing energy efficient technology and cost effective methods. Identify high priority, immediate needs which emphasize economic development.

**12. COMMUNITY SAFETY - Improve the safety and security to the Tribal community**

The Tribal Council will develop, review, and approve a

Community Safety Plan which addresses the following issues:

- A. Gang prevention and awareness including positive youth development programs; and,
- B. Community policing and improved relations, including opportunities to retain Tribal Police and Public Safety staff through competitive compensation; and,
- C. Methamphetamines and other drug abuse; and,
- D. Assess fire insurance costs and means to reduce insurance premiums in the Tribal community.

**13. TAX COMMISSION & CODE - Increase tax revenues and promote business incentives**

The Tribal Council will develop, review, and approve a Tribal Tax Code and provide support to the Tribe's Tax Commission initiatives to increase Tribal Revenues and promote tax incentives to non-tribal and tribal business to locate on the reservation.

**14. STRATEGIC PLANNING - Improve planning, performance, and Tribal member satisfaction**


- A. The Tribal Council will implement and institutionalize strategic planning and performance measures to provide more effective and efficient Tribal government planning, operations, service delivery, and financial management to achieve the Tribe's various plans, the Tribe's Management Plan Mission, Goals and Strategies, and tribal Council proclamation goals and priorities; and,
- B. Regularly monitor results, impacts, outcomes, and report progress and performance to the Tribal Council, staff, and Tribal membership; and,
- C. Develop the Tribe's Strategic Financial Management plan and prepare long term financial projections to improve financial planning, investments, budgeting, and performance.

And directs the entire tribal organization and enterprises to support these priorities as it carries out its duties.

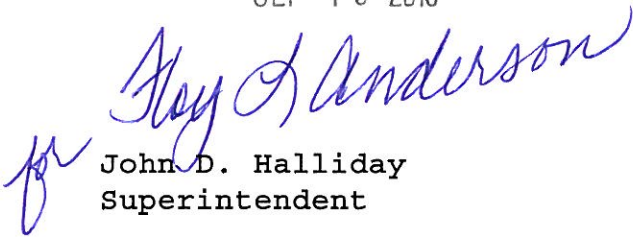


CERTIFICATION

The undersigned, as Secretary-Treasurer/CEO 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 9th day of September 2013; and 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.

  
9/18/13  
Jake O. Suppah  
Secretary-Treasurer/CEO

NOTED: SEP 19 2013

  
John D. Halliday  
Superintendent

cc: Secretary-Treasurer/CEO  
Superintendent  
Administrative Services Center