



PRIORITY	GOAL	OBJECTIVE	LEAD COORD.	PROVIDE SUPPORT	REPORT ACTIONS & RESULTS	SEEK APPROVAL FROM	2013												2014												2015												2016											
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<b>2 - EDUCATION</b>																																																						
<b>A</b>	<b>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:</b>																																																					
<b>1</b>	<b>Increase and expand tribal higher education scholarships.</b>	<i>HSGM</i>	<i>Tribal Health Liaison &amp; Higher Ed Sec.</i>	<i>Education Comm.</i>	<i>TC</i>																																																	
	<b>STAFF / BUDGETARY NEEDS :</b>																																																					
	(1) Develop plan to build / expand education reserve	<i>Finance Dir.</i>	<i>Treasury Controller</i>	<i>Education Comm.</i>	<i>TC</i>																																																	
	<i>(a) Utilize, Promote existing 2014 scholarship listing by CTWS Higher Education</i>	<i>HR Dir., Higher Ed Sec.</i>	<i>Educ. Comm.</i>	<i>Educ. Comm.</i>	<i>TC</i>																																																	
	<i>(b) Continue with the tribal scholarship requirement all college bound students apply for FAFSA</i>	<i>HR Dir., Higher Ed Sec.</i>	<i>Educ. Comm.</i>	<i>Educ. Comm.</i>	<i>TC</i>																																																	
	<i>(c) Continue to build on the existing 2014 scholarship listing for college bound students:</i> <i>i) expand the scholarship list</i> <i>ii) Interface with other Tribal Education Programs</i>	<i>HR Dir., Higher Ed Sec.</i>	<i>Educ. Comm.</i>	<i>Educ. Comm.</i>	<i>TC</i>																																																	
	<i>(d) Fund Raising Dinner/Luncheon/Auction - Seek donations for the tribal scholarship/endowment</i>	<i>HR Dir., Higher Ed Sec.</i>	<i>Educ. Comm.</i>	<i>Educ. Comm.</i>	<i>TC</i>																																																	
	<i>(e) Seek Charitable Donations from corporations (Issue CTWS not recognized as a 501C3 - Taxes)</i>	<i>Place for Kids Supervsr</i>	<i>Educ. Comm.</i>	<i>Educ. Comm.</i>	<i>TC</i>																																																	
	<i>(f) CTWS Natural Resources - fishing permits add a \$1.00 towards the Tribal scholarship</i>	<i>HR Dir., Higher Ed Sec.</i>	<i>Educ. Comm.</i>	<i>Educ. Comm.</i>	<i>TC</i>																																																	
<b>2</b>	<b>Improve and expand vocational training and workforce development programs.</b>	<i>Employment Develop</i>	<i>VR Dir.</i>	<i>S/T, VR Board</i>	<i>TC</i>																																																	
	<b>STAFF / BUDGETARY NEEDS :</b>																																																					
<b>3</b>	<b>Develop and fund internships, apprenticeships, youth employment, and career development opportunities.</b>	<i>Employment Services Mgr., VR Dir., WIA Coord.</i>	<i>Apprentice-ship Comm.</i>	<i>Educ. Comm., TC</i>	<i>TC</i>																																																	
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<b>3 - HOLD ENTERPRISES ACCOUNTABLE</b>																																			
<b>A Improve budgeting, profitability, operational efficiency, and reporting:</b>																																			
1	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.	S/T's Admin Officer	Treasury Controller, Finance Dir., Enterprise GMs	Enterprise BODs, TC	TC																														
<b>STAFF / BUDGETARY NEEDS:</b>																																			
	(1) Develop example report utilizing dashboard performance indicators for use by all Enterprises	S/T's Admin Officer	Treasury Controller, Finance Dir., Enterprise GMs	Enterprise BODs, TC	TC																														
	(2) Conduct financial report training with Tribal Council	S/T's Admin Officer	Treasury Controller, Finance Dir., Enterprise GMs	Enterprise BODs, TC	TC																														
	(3) Provide quarterly reports	S/T's Admin Officer	Treasury Controller, Finance Dir., Enterprise GMs	Enterprise BODs, TC	TC																														
2	Require all Tribal enterprises have annual business plans and long-term strategic plans in place.	S/T's Admin Officer	Treasury Controller, Finance Dir., CTWS Enterprises	Enterprise BODs, TC	TC																														
<b>STAFF / BUDGETARY NEEDS:</b>																																			
	(1) Develop example business plan template for use by all Enterprises	S/T's Admin Officer	Treasury Controller, Finance Dir., CTWS Enterprises	Enterprise BODs, TC	TC																														
3	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.	S/T's Admin Officer	S/T, Finance Dir.	Enterprise BODs, TC	TC																														
<b>STAFF / BUDGETARY NEEDS:</b>																																			

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<b>4 - ECONOMIC DEVELOPMENT</b>																																			
<b>A</b>		<b>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:</b>																																	
	1	<b>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.</b> <i>STAFF / BUDGETARY NEEDS :</i>	<i>Econ Dev Coord., WS Ventures CEO, WSCAT Team, SBA</i>	<i>S/T, Finance Dir., Tribal Attorneys</i>	TC	TC																													
	2	<b>Identify, finance, and develop support infrastructure to recruit business opportunities on reservation.</b> <i>STAFF / BUDGETARY NEEDS :</i>	<i>Econ Dev Coord., WS Ventures CEO</i>	<i>S/T, Finance Dir., Tribal Attorneys, Planning</i>	TC	TC																													
	3	<b>A plan to implement and utilize the Reservation enterprise zones and partnership.</b> <i>STAFF / BUDGETARY NEEDS :</i>	<i>Econ Dev Coord., WS Ventures CEO</i>	<i>S/T, Finance Dir., Tribal Attorney, Planning</i>	TC	TC																													
	4	<b>Develop and implement a Uniform Commercial Code (UCC) and a streamlined and efficient one stop review and regulatory process to support business ventures from non-tribal and tribal business on reservation.</b> <i>STAFF / BUDGETARY NEEDS :</i>	<i>Econ Dev Coord., WS Ventures CEO, WSCAT Team</i>	<i>S/T, Finance Dir., Tribal Attorneys</i>	TC	TC																													
	5	<b>Develop a Tribal Employment Rights Office (TERO) Code, establish the TERO office operations, and MOU with Oregon Department of Transportation.</b> <i>STAFF / BUDGETARY NEEDS :</i>	<i>S/T</i>	<i>Finance Dir., Tribal Attorneys, all Enterprise GMs</i>	TC	TC																													



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<b>6 - HEALTHCARE</b>																														
<b>A</b>	<b>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:</b>																													
<b>1</b>	<b>Behavioral Health services including mental health and substance abuse.</b>	<i>HSGM</i>		<i>H&amp;W Comm.</i>	<i>TC</i>																									
	(1) Develop stakeholder team to review current services against standards and create an Action Plan for improvement.	<i>HSGM</i>	<i>HSGM</i>	<i>H&amp;W, EDD, S/T</i>																										
	(2) Implement Action Plan	<i>HSGM</i>	<i>HSGM</i>																											
<b>2</b>	<b>Diabetes awareness, prevention, and treatment for Tribal youth.</b>	<i>Diabetes Program Coord., HSGM</i>		<i>H&amp;W Comm.</i>	<i>TC</i>																									
	<i>STAFF / BUDGETARY NEEDS : Finance staff needs have been met - need continued cooperation from Departments; Dept. needs exist along with budget training and assistance.</i>																													
	(1) Partner with K-8 Academy to provide obesity screening for all grade levels.	<i>CHN, SDPI, Youth Wellness</i>	<i>HSGM, JCSD 509J</i>	<i>H&amp;W Comm.</i>	<i>TC</i>																									
	(2) Provide age appropriate nutrition education for all grade levels at K-8 Academy.	<i>RD, OSU Est., SDPI, Youth Wellness</i>	<i>HSGM, JCSD 509J</i>	<i>H&amp;W, EDD, S/T</i>																										
	(3) Partner with K-8 and local youth programs to develop community-wide youth physical fitness programs.	<i>SDPI Youth Wellness, CWC Rec., Adol. Aftercare, JCSD 509J</i>	<i>HSGM, JCSD 509J</i>	<i>H&amp;W, EDD, S/T</i>																										
<b>3</b>	<b>Outpatient treatment and transitional support including assessing the feasibility of a Tribal halfway house.</b>	<i>HSGM, Tribal Health Liaison, Mngd Care Prog Dir., CC Admin.</i>	<i>HSGM</i>	<i>H&amp;W, EDD, S/T</i>	<i>TC</i>																									
	<i>STAFF / BUDGETARY NEEDS : Finance staff needs have been met - need continued cooperation from Departments; Dept. needs exist along with budget training and assistance.</i>																													
	(1) Develop plan for outpatient treatment and transitional support.		<i>HSGM</i>	<i>H&amp;W, EDD, S/T</i>																										
	(2) Assess feasibility of Tribal Halfway house																													
	(3) If feasible, develop Implementation Plan																													





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<b>7 - PROTECTION OF ASSETS</b>																																			
<b>A</b>	<b>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:</b>																																		
	1	Expand and exercise off-reservation hunting.	NR GM, F&W Comm., BNR Staff, Col River Planning Specialist	BNR Staff	Committees and BNR	TC																													
<i>STAFF / BUDGETARY NEEDS: Can work with current budget.</i>																																			
	2	Utilize usual and accustomed use areas outside of the Tribe's ceded lands.	F&W Comm., Culture & Heritage Comm., Gov Affairs Dir.	BNR Staff	Committees and BNR	TC																													
<i>STAFF / BUDGETARY NEEDS: Will work within current budget. This work is on-going.</i>																																			
	3	Expand and increase salmon populations in Tribal ceded lands to provide increased subsistence fishing opportunities for Tribal Members.	F&W Comm., BNR Staff, Col River Planning Specialist	BNR Staff	Committees and BNR	TC																													
<i>STAFF / BUDGETARY NEEDS: Will work within current budget. This work is on-going.</i>																																			
	4	Exercising food gathering rights including roots, berries, native foods, and medicines.	Culture & Heritage Comm.	BNR Staff	Committees and BNR	TC																													
<i>STAFF / BUDGETARY NEEDS: Will work within current budget. This work is on-going.</i>																																			
	5	Protect tribal natural and cultural resources from detrimental impacts of environmental actions including coal transport and the Columbia River Treaty.	F&W Comm., Culture & Heritage Comm.	BNR Staff	Committees and BNR	TC																													
<i>STAFF / BUDGETARY NEEDS: Will work within current budget. This work is on-going.</i>																																			



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<b>9 - TRIBAL MEMBER EMPLOYMENT</b>																																															
<b>A</b>	<b>Improve recruitment, hiring, retention, and promotion of Tribal members. The Tribal Council will develop, review, and approve a Tribal Employment Plan which includes:</b>																																														
1	Documenting the Tribal employment rates for Tribal government and enterprises and develop improvement goals.	CTWS HR, Enterprises HR	S/T, All GMs	TC	TC																																										
<b>STAFF / BUDGETARY NEEDS :</b>																																															
	(1) CTWS HR and Enterprises HR will meet to set goals and objectives	CTWS HR, Enterprises HR, Outside Grad School PSU?, Vital Stats, All Mgrs.	Will recruit Graduate Student to assist with data compilation	TC	TC																																										
	(2) CTWS HR will spearhead improved technology initiative with OIS	CTWS HR, Enterprises HR	S/T, All GMs	TC	TC																																										
	(3) CTWS HR and Enterprises will set Benchmarks FY 1-FY-5 with ultimate overall target goal	CTWS HR, Enterprises HR	S/T, All GMs	TC	TC																																										
2	Document on a 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.	CTWS HR, Enterprises HR	S/T, All GMs	TC	TC																																										
<b>STAFF / BUDGETARY NEEDS :</b>																																															
	(1) CTWS HR and Enterprises HR will meet to set goals and objectives	CTWS HR, Enterprise HR, Outside Grad School PSU, Vital Stats, All Mgrs.	Will recruit Graduate Student to assist with data compilation	TC	TC																																										
	(2) CTWS HR will spearhead improved technology initiative with OIS	CTWS HR, Enterprises HR	S/T, All GMs	TC	TC																																										
	(3) CTWS HR and Enterprises will set Benchmarks FY 1-FY-5 with ultimate overall target goal	CTWS HR, Enterprises HR	S/T, All GMs	TC	TC																																										
	(4) Report to ST and Tribal Council on this important initiative	CTWS HR, Enterprises HR	S/T, All GMs	TC	TC																																										





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		(2) Conduct a pay and benefits study analyzing the benefits of this agency to those of comparative Tribal Government and Tribal Enterprise organizations	HR, Comp & Benefits Comm.	S/T	TC	TC																					
		(3) Utilize data to adjust salary and benefits packages	HR, Comp & Benefits	S/T	TC	TC																					
		(4) Comprehensive review and analysis of benefits including review of 401K, TPA, Flexible Hours policy, and other retention focused strategies	HR, Comp & Benefits Comm.	S/T	TC	TC																					
		(5) Work with Housing on establishing an allotment of housing for new employee recruits--Tribal Members	HR, Comp & Benefits Comm.	S/T	TC	TC																					
		(6) Work with Madras and nearby Realtors on establishing a pool of available housing for new employees and welcome packet to local area	HR, Comp & Benefits Comm.	S/T	TC	TC																					
7		<b>Tribal management training and succession plan to promote Tribal members into upper management positions.</b>	CTWS HR, Enterprise HR	S/T	TC	TC																					
		<b>STAFF / BUDGETARY NEEDS :</b>																									
		(1) Assess current management training and success plan	CTWS HR, Enterprise HR	S/T	TC	TC																					
		(2) Develop effective succession plan utilizing:	CTWS HR, Enterprise HR	S/T	TC	TC																					
		(a) Measure for the three Cs of fitness. Continually measure potential future leaders on the basis of their competence, connection, and culture.	CTWS HR, Enterprise HR	S/T	TC	TC																					
		(b) Implement tools for development e.g., shadowing and coaching	CTWS HR, Enterprise HR	S/T	TC	TC																					
		(c) Involve leadership talent in the planning e.g., inclusion in planning and executing major projects or initiatives	CTWS HR, Enterprise HR	S/T	TC	TC																					
		(d) Cast a wider net--look for leadership talent by recruiting other tribes, graduate students, welcome home CTWS prodigals	CTWS HR, Enterprise HR	S/T	TC	TC																					
		(e) Focus on the future. Mentoring young, recruit collegiate interns, coach frontline staff	CTWS HR, Enterprise HR	S/T	TC	TC																					







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<b>11 - INFRASTRUCTURE</b>																																			
<b>A</b>							<b>Improve infrastructure for commercial, community, and residential needs:</b>																												
1	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.	<i>Commercial - Econ Dev Coordinator / Ventures CEO                      Community - Planner, Tribal Engineer, Background Investigator                      Residential - Housing Dir.</i>	S/T, Finance Dir.	TC	TC																														
	(1) Plan approved September 2014. Develop Funding and Implementation Plan for Commercial, Community, and Residential infrastructure		S/T, Finance Dir.	TC	TC																														
							<b>STAFF / BUDGETARY NEEDS :</b>																												





