

## Work Plan Section 1: Overall Project Summary and Approach

### A. Description of GHG Reduction Measures

#### 1) Transportation Emissions – Decarbonize Public Transit

- *Measure description:* Expansion of a GHG reduction measure that is already being implemented by replacing pilot public transit and local government services vehicles with Electric Vehicle (EV)s. This project will protect human health and the environment through preventing air pollution, invest in a cleaner economy by enhancing transportation access for low income and disadvantaged communities, building equitable resilient communities that are connected to one other, achieve significant cumulative GHG reductions and substantial community benefits, pursue innovative policies and programs by expanding existing transportation services, and is replicable and can be scaled up across multiple jurisdictions across the Pacific Northwest (PNW). More information about Kayak Public Transit is available on the CTUIR website here: [CTUIR - Kayak Public Transit](#)
- *Major features, tasks, milestones:* see page 11 for overview of Work Plan and full detailed timeline in Appendix 1: Detailed Work Plan
- *Assumptions and Potential risks:*  
 Assumptions: 1) Ridership will increase as a result of increased frequency of service of public transit routes; 2) riders of Kayak routes would have otherwise used a private vehicle to secure their transportation, and thus by riding Kayak are preventing emissions of a private vehicle along the same route; 3) riders on each Kayak route will complete the duration of the route to its end destination, and will ultimately be a round trip.  
 Risks: 1) It is a risk to proposed GHG reductions if there is not a strong connection between route reliability and ridership; 2) delays in procurement of EV bus(es) will extend initial project implementation and reduce the calculatable GHG emissions reductions that will result within the 2025-2030 project period.  
 These assumptions and risks are moderately reasonable for rider behavior, though we acknowledge that many Kayak riders will not complete the route in practice. We look forward to refining our GHG emissions reduction calculation and model as a component of our project proposal.
- *Roles and responsibilities:* please find detailed information on page 11 of this application.
- *Connection to PCAP:* Oregon's Priority Climate Action Plan (March 2024) Tribal Nations Priority Measure "Tribal transit service improvement," page 17.
- *Why measure was selected:* This measure was developed from two primary factors: 1) Walkable communities and public transit were highlighted favorably during CTUIR/ODEQ PCAP listening sessions by participants, and 2) Kayak is a flexible program and at a point where it is ready to test an innovative technology like EV, thus the capacity was available for new projects.
- *How it will meet CPRG goals:* Public transit is an excellent and cost efficient measure for reducing GHGs; GHG reduction benefits are compounded by the use of an EV bus.

#### 2) Transportation Emissions – Decarbonize Walkable Communities

- *Measure description:* Expansion of a GHG reduction measure that is already being implemented by securing development for additional local walking paths to reduce vehicle traffic, and all benefits associated. This project will protect human health and the environment through improving access and safety of healthy transportation and recreation opportunities,

building equitable resilient communities that are connected to one another, achieve significant cumulative GHG reductions and substantial community benefits, and is replicable and can be scaled up across multiple jurisdictions across the Pacific Northwest (PNW).

- *Major features, tasks, milestones:* see page 12 for overview of Work Plan and full detailed timeline in Appendix 1: Detailed Work Plan  
(full detailed timeline in Appendix Detailed Work Plan)
- *Assumptions and Potential risks:*  
 Assumptions: 1) For commuters between Mission on the UIR and the neighboring town of Pendleton, OR, barriers to walking and biking include lack of sidewalks and road shoulders that allow for safely commuting alongside vehicle traffic; 2) improved connectivity and dedicated transportation infrastructure for non-motorized transportation along this corridor would improve safety conditions and perception of this corridor as commutable through non motorized means; 3) phased implementation of a planned dedicated corridor would dramatically improve safety conditions and facilitate increased utilization of non-motorized transportation options for commuters along this roadway; 4) utilization of this trail system is likely to happen in phases, and the GHG emissions reductions model accounts for a phased increase in use of the trail sections, and 5) commuters utilizing the trail system are assumed to have used a private vehicle for this transportation otherwise.  
 Risks: 1) permitting and construction delays are always possible, especially given increasing frequency of extreme weather events; 2) unanticipated disruption in materials supply chains; 3) full GHG reductions from measure require completion of the full trail system by 2050; 3) seasonal interruptions of non motorized commuting due to inclement weather including winter weather and summer heat may impact the projected GHG emissions reductions; 4) completion of the full trail system may be disrupted by unforeseen circumstances and would impact the projected GHG emissions reductions; and 4) it is always possible implementation of this trail system will not result in vehicle traffic avoided.  
 These assumptions are reasonable for our communities, as a trail system has been proposed many times and is generally supported by both the Tribal and non-Tribal communities. CTUIR Planning has developed a comprehensive plan with extensive community engagement to implement this trail system, and CPRG funding would accelerate the implementation of it.
- *Roles and responsibilities:* please find detailed information on page 12 of this application.
- *Connection to PCAP:* Oregon's Priority Climate Action Plan (March 2024) Tribal Nations Priority Measure "Increasing non-motorized transportation," pages 17-18.
- *Why measure was selected:* This measure was developed from two primary factors: 1) Walkable communities and public transit were highlighted favorably during CTUIR/ODEQ PCAP listening sessions by participants, and 2) CTUIR Transportation Systems Plan [2021] conducted comprehensive planning for a connected trail system and has detailed plans for its implementation. Please find more information on the CTUIR website: [CTUIR - Nixyáawii Watikš Trail Project](#)
- *How it will meet CPRG goals:* Improving pedestrian, bicyclist, and equestrian safety by developing a dedicated trail system will increase utilization of non-carbonized transportation options for those commuting within the UIR and between the reservation and the neighboring town of Pendleton. Improving safety and connectivity is highly likely to result in increased

utilization of walking, biking, horse-riding, and other forms of non-motorized transportation along this corridor.

3) Waste and Materials Management Emissions –Innovate Organic Waste and Energy Management

- *Measure Description:* A new GHG reduction measure for which partial funding has already been secured and needs additional CPRG funding to be fully implemented by developing biological waste management infrastructure, capacity, and services to prevent GHG emissions, and to produce renewable energy generation through innovative biomass energy technologies. protect human health and the environment by reducing materials contributing to landfill emissions and generating agricultural production supplements, invest in a cleaner economy by building infrastructure necessary for GHG emissions reductions and renewable energy generation, building equitable resilient communities that are able to better manage waste materials, achieve significant cumulative GHG reductions and substantial community benefits, pursue innovative policies and programs that will spur innovating environmental and economic opportunities, and is replicable and can be scaled up across multiple jurisdictions across the Pacific Northwest (PNW).
- Major features, tasks, milestones: see page 14 for overview of Work Plan and full detailed timeline in Appendix 1: Detailed Work Plan
- *Assumptions and Potential risks:*  
 Assumptions: 1) currently organic waste materials predominantly being disposed of in landfills for UIR residents, government facilities, and commercial entities; 2) these materials are traveling from the UIR to a large regional landfill in Arlington, OR (kms away) to be disposed of; 3) implementing organic materials processing options on the UIR would facilitate a portion of this organic waste to be prevented from transportation and disposal in this landfill; 4) GHG emissions reductions would result from preventing materials transportation emissions as well as preventing methane formation and release from landfilling activities; 5)  
 Potential Risks: 1) inadequate planning for organic materials collection and processing will result in negative perceptions of this priority measure and result in underutilization of organic materials processing options; 2) operations costs for organic material management are still being calculated and may exceed benefits from GHG emissions reductions;  
 Information necessary to understand the cost/benefit analysis for a community-scale organic materials management facility is currently lacking, but will be enhanced as a result of a pilot project funded by the USDA for 2024-2026.
- *Roles and responsibilities:* please find detailed information on page 14 of this application.
- *Connection to PCAP:* Oregon's Priority Climate Action Plan (March 2024) Tribal Nations Priority Measure "Food and biological waste diversion," pages 18-19.
- *Why measure was selected:* This measure was developed from two primary factors: 1) early implementation of this measure is already underway as part of a USDA funded pilot project that will be conducted 2024-2026, and will be informative for a scaling up to meet the needs to the Tribal community, and 2) food and other organic waste diversion from landfills was unanimously approved by participants during the CTUIR CPRG Listening Sessions and was viewed very favorably by the Tribal community, staff, and leadership.
- *How it will meet CPRG goals:* Organic waste discarded into landfills generates potent GHG emission methane gas as it decomposes, and this waste is transported across large distances to be discarded in regional landfills, generating additional transportation GHG emissions.

Preventing organic waste from leaving the UIR will reduce transportation sector GHG emissions, and both anaerobic digestion (AD) and composting (as both are planned for implementation as part of this priority measure) prevent organic waste from releasing methane by converting it first into less potent carbon dioxide as a natural product of materials decomposition.

4) Agriculture Emissions – Preventing Excess Carbon Release through Resilient Forest Management

- *Measure Description:* A new stand-alone GHG reduction measure through this funding by assessing, securing, and implementing innovation and options for small diameter “pulp” tree processing to support carbon and resilience-focused forest management. Small diameter trees are harvested as part of routine forest management. Currently these trees are hauled to pulp processing mills, but changes in regional processing option have changed this. Without access to pulp and pellet milling operations, these pulp trees would be burned on the land instead, and release carbon dioxide. Pulp mills in the Pacific Northwest are at an economic disadvantage in national paper manufacturing. This local processing capacity, and the jobs associated, is likely to disappear as Pacific Northwest mills become increasingly unable to compete in pulp markets nationally. But the need to process small diameter trees is part of routine management to maintain and improve forest resiliency against climate threats like drought and wildfire. If local milling capacity vanishes, these trees will be included in the forest biomass that is incinerated as “slash” that typically remains from resilient forest management practices and contribute to GHG emissions from forest agricultural practices. This project would protect human health and the environment by preventing air pollution from forest biomass incineration, invest in a cleaner economy by sustaining the operation capacity of the pulp mill under Tribal leadership, building equitable resilient communities that can maintain Indigenous forest stewardship practices, achieve significant cumulative GHG reductions and substantial community benefits, pursue innovative policies and programs that sustain high quality jobs with an equitable benefit to local communities, and create an innovative avenue for CTUIR to consider carbon offsets to assist with mill operations costs, and is replicable and can be scaled up across multiple jurisdictions across the Pacific Northwest (PNW)
- Major features, tasks, milestones: see page 17 for overview of Work Plan and full detailed timeline in Appendix 1: Detailed Work Plan
- *Assumptions and Potential Risks:*  
 Assumptions: 1) Pulp tree processing capacity available to CTUIR is threatened due to economic disadvantages to PNW pulp mill facilities and is likely to be reduced or interrupted by closure of nearby Blue Mountain Lumber Company, located in Reith, Oregon; 2) without access to pulp tree processing options, pulp trees harvested as part of managing for resilient forests are highly likely to be aggregated into other forest biomass (known as “slash”) and incinerated in pile burns that are routine post management, and add to agriculture sector GHG emissions; 3) through acquisition by CTUIR, this pulp mill will continue to perform an essential agricultural function and provide processing capacity for pulp trees to CTUIR’s forest lands; 4) Potential Risks: 1) Blue Mountain Lumber Company is actively soliciting for an entity to purchase this operation, as it has become increasingly economically disadvantaged in recent years, and there is a risk that other entities will purchase and discontinue the operation; 2)
- *Roles and responsibilities:* please find detailed info on page 17 of this application.

- *Connection to PCAP:* Oregon's Priority Climate Action Plan (March 2024) Tribal Nations Priority Measure "Pulp tree innovation and processing," page 20.
- *Why measure was selected:* This measure was developed from two primary factors: 1) Working Lands and natural climate solutions like resilient forest management were unanimously identified as a preferred strategy during CTUIR's listening sessions, and 2) regional agricultural and working lands practitioners have identified this emerging concern as having great potential for GHG emissions reductions.
- *How it will meet CPRG goals:* Agricultural sector emissions in Oregon contribute to state GHG emissions, but also have great potential to transform from carbon sources to carbon sinks. This priority measure begins to address an emerging potential increase in GHG emissions from agriculture that have not yet been factored into existing GHG emissions inventories and planning, as these are emissions that would arise from changing economic dynamics nationally, and not from agricultural management itself.

## **B. Demonstration of Funding Need**

Priority Measures include efforts that are ongoing in part, with funding from diverse sources. Aspects included in this proposal would expand or support these efforts, and represent initiatives that would not be conducted without funding through EPA CPRG.

Kayak is currently funding by sources that include ODOT 5311, 5310, Umatilla County STIF, FDA 5311c and WSDOT Tribal Transit Mobility. Additional funding sources have not been pursued due to lack of capacity. CTUIR Tribal Environmental Recovery Facility (TERF) currently manages solid waste for the Umatilla Indian Reservation, and secures funding through different sources to maintain operations. service fees to customers, EPA Tribal Solid Waste Planning and Assessment funding, and a recent award of EPA Solid Waste Infrastructure for Recycling (SWIFR) to begin implementing curbside recycling for the Tribal community. Funding dedicated to food waste has not been pursued due to lack of capacity and other needs that have been prioritized for traditional funding sources. A pilot project to generate baseline data on food waste and community skills funded by USDA OUAIP/NIFA. Forest management is currently conducted with different funding sources, including from the Bureau of Indian Affairs (BIA), U.S. Dept of Agriculture, and others. This funding is dedicated to routine planned forest management practices that increase resilience, for actions that include selective thinning to improve forest health, and using different approaches to reduce wildfire risk, including spot mastication and prescribed burning among some. Other funding sources that exist for forest biomass management include the USFS Wood Innovation grant, which CTUIR has considered applying to for supplementation of existing practices and to explore innovative methods of managing biomass from forest management activities. Funding for RAF comes from CTUIR, BIA, NRCS, EPA and other small grants from local governments and NGOs. Some of the limits in funding are associated with capacity. We access several non-reoccurring funding sources but don't have the staff to get all of the funds on the ground in a timely fashion. Its incredibly difficult to hire staff on soft (non-reoccurring funding). Also, most of the funding we get is restricted to Trust land. The Umatilla Indian Reservation is a checkerboarded ownership so there are limits on use of some of our funding on Tribal fee lands.

## **C. Transformative Impact**

Funding for these Priority Measures would expand opportunities for carbon reduction that are currently being conducted or considered under limited circumstances. Access to additional and longer term

funding such as EPA CPRG funds could dramatically and rapidly expand the potential for these included activities, and the GHG reductions associated with them.

1. Kayak

This project will help stimulate transformation towards a decarbonized transportation systems through expansion of public transit services and utilization of EV technology; improve quality of life outcomes by improving connectivity of communities while also preventing GHG emissions; achieve GHG emissions reductions that are long lasting and certain through preventing private passenger and diesel bus vehicle emissions, and increasing benefits to low income and disadvantaged communities like rural and Tribal communities serviced by Kayak Public Transit.

2. Trails

This project will help stimulate transformation towards a decarbonized transportation systems by improving safety conditions for non-motorized transportation options along a major rural commuter corridor; improve quality of life outcomes by improving connectivity of communities through walking, biking, and horse riding, while also achieving GHG emissions reductions that are long lasting and certain through utilization of these methods to avoid passenger vehicle emissions; and increasing benefits to low income and disadvantaged communities like rural and Tribal communities that utilized this transportation corridor.

3. Organic waste

This project will help stimulate transformation towards a decarbonized economy through promotion of methane capture and biomass renewable energy; equitable economic growth and improved quality of life through improved connections to organic waste management into soil conditioners for food production; achieve GHG emissions that are long lasting, quantifiable, and certain; and incorporate equitable workforce development opportunities for low income and disadvantaged rural and Tribal communities.

4. Pulp Tree Processing

This project will help stimulate transformation towards a decarbonized agricultural sector while maintaining the ability to manage forests for resilience to drought and wildfire; improve quality of life by preventing unnecessary particle pollution and other harmful air pollutants that can result from incineration of forest biomass from management activities; achieving GHG emissions reductions that are long lasting and certain by proactively addressing an emerging source of agricultural GHG emissions; and incorporate equitable workforce development opportunities for low income and disadvantaged rural and Tribal communities by maintaining and expanding mill operations under CTUIR management.

## Work Plan Section 2: Impact of GHG Reduction Measures

Greenhouse gas (GHG) reductions possible through Priority Measures are preliminary calculations. Verification and accurate tracking of GHG reductions are included in the project planning for each Priority Measure. Table 1 has a detailed breakdown of these projected GHG reductions and are summarized below. Please see the Technical Appendix for a detailed methodology on these GHG reductions calculations.

a. Magnitude of GHG Reductions from 2025 through 2030

Priority Measure	Cumulative GHG Emissions Reductions 2025-2030 (MTCO <sub>2</sub> E)
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Kayak Public Transit	555,730
Nixyáawii Watikš Trail Project	9,940
Organic Waste Management	2,626
Pulp Tree Processing and Innovation	110,866
Total	713,788

Table 1: GHG reductions are calculated through the grant period (2025-2030).

## b. Magnitude of GHG Reductions from 2025 through 2050

Priority Measure	Cumulative GHG emissions reduction 2025-2050 (MTCO2E)
Kayak Public Transit	2,697,072
Nixyáawii Watikš Trail Project	947,341
Organic Waste Management	16,833
Pulp Tree Processing and Innovation	1,437,734
Total	5,272,116

Table 2: GHG reductions are calculated through the grant period to mid-century (2025-2030).

## c. Cost Effectiveness of GHG Reductions

Priority Measure	5-year implementation cost (\$)	Cost per ton GHG reduced 2025-2030 (\$)	Cost per ton GHG reduced 2025-2050 (\$)
Kayak Public Transit	\$1,955,200	\$3	\$1
Nixyáawii Watikš Trail Project	\$2,566,950	\$197	\$2
Organic Waste Management	5,934,000	\$1,961	\$353
Pulp Tree Processing and Innovation	\$7,639,422	\$69	\$5
Total	\$17,940,372	\$24	\$3

Table 3: GHG reductions are calculated through the grant period to mid-century (2025-2030).

CPRG dollars divided by GHG reductions. Factors that may affect the cost effectiveness of priority measures include interrupted capacity, delays in permitting and construction, residence and commercial entity willingness to participate in organic waste collection, and changes in forestry management needs.

## d. Documentation of GHG Reduction Assumptions

Kayak Public Transit

1. Reductions in GHGs were estimated using passenger vehicle emissions measures for different sized vehicles calculated by the International Energy Agency Mobility Model (May 2020, <https://www.iea.org/reports/world-energy-outlook-2020>)<sup>2</sup>. Ridership on Kayak is assumed to represent passenger vehicles avoided from use.<sup>3</sup> Mission Metro route is 35 km long and operates 6 routes per day, for a yearly distance traveled of 50,400 kilometers per year. 4. In 2023, actual Mission Metro ridership was recorded as 15,880 one-way trips. These are assumed each represent one passenger vehicle avoided. 5. In the state of Oregon, approximately half the passenger vehicles on the road are small and medium vehicles, with an average carbon emission of 117 gCO<sub>2</sub>e per km, and half the vehicles are large vehicles, with an average carbon emission

of 192 gCO<sub>2</sub>e per km. Passenger buses have an average carbon emission of 58.5 gCO<sub>2</sub>e per km (International Energy Agency Mobility Model, May 2020 version)<sup>6</sup>. Adding additional buses to each Kayak route will over time increase reliability of these routes and thus, increase ridership. It is assumed that in the first project year, no ridership increase will occur; in Phase 1 (years 2 through 4), ridership will increase by 5% per route; in Phase 2 (years 5, 2030, and to 2035) ridership will increase by 10%; and by Phase 3 (2036 to 2050), ridership will increase by 25%.

#### Nixyáawii Watikš Trail Project

1) Reductions in GHGs were estimated using passenger vehicle emissions measures for different sized vehicles calculated by the International Energy Agency Mobility Model (May 2020, <https://www.iea.org/reports/world-energy-outlook-2020>) 2) GHGs are calculated as carbon emissions from "passenger vehicles avoided" for the roadway along the proposed trail. In the state of Oregon, approximately half the passenger vehicles on the road are small and medium vehicles, and half the vehicles are large vehicles. It is assumed that avoided vehicles will be equally divided into small/medium vehicles and large vehicles avoided. 3) Realistically for the 5 year period, it was assumed that the Hwy 331 and Mission Road Intersection to Timine Way is the target segment. GHG calculations are performed for this stretch of the Trail to be completed by 2030. 4) By 2050, it is assumed the full Trail system will be completed. Thus GHG reductions are calculated in a phased approach that projects the completion of the path to facilitate maximum carbon reductions.

#### Organic Waste Management

1) Oregon-specific life cycle model of solid waste, with results expressed as yearly emissions. Estimates for current quantity of food and yard waste currently transported to landfills is calculated from Oregon Dept of Environmental Quality (ODEQ) Waste Impact Calculator (WIC) for Umatilla County, Oregon open source at <https://or-dept-environmental-quality.github.io/wic/> 2) No change in current practice of landfilling both food waste and yard debris versus averting a percentage of this waste from landfill operations. The projected course of development assumes an increasing percentage of organic waste diverted. 3) Capacity will be added slowly over the first 5 years of the project, aided by information from a separate pilot project. Distance traveled by materials hauling is included in the calculations for GHG emission reductions. We also calculate additional reductions from the use of EV technology to collect organic waste and to deliver outputs to recipients.

#### Pulp Tree Processing and Innovation

1) Actual mill production values were used to calculate actual volumes of wood processed currently, and estimate MTCO<sub>2</sub>e associated. Values from specific conifer tree species in CTUIR forests were used to estimate green (wet) wood and converted to dry wood and carbon values from Penn State University, <https://extension.psu.edu/calculating-the-green-weight-of-wood-species>. 2) Calculations are based on current milling operations "business as usual" processing (carbon saved) and the alternative CO<sub>2</sub>e that would have otherwise been released if this volume of wood was incinerated in pile burns. The carbon emissions associated with incinerating this volume of wood are considered to be emissions avoided through operation of the mill alternatively. 3) Model assumes wood processed would have been incinerated otherwise, and volumes of wood processed are avoided from immediate incineration through operation of the mill, continued under CTUIR where it would have otherwise been discontinued. 4) Actual volumes of wood processed from the existing mill have been used to calculate the "business as



usual" carbon scenario with emissions avoided. Green wood volume processed through biochar pyrolysis is estimated from conifer tree species composition in current and future forest management areas.5) Processing capacity of the mill is anticipated to be interrupted during an ownership transfer to CTUIR's stewardship. Processing capacity for this trailer would also increase in phases.

### **Work Plan Section 3: Environmental Results – Outputs, Outcomes, and Performance Measures**

The work plan for these Priority Measures are included in detail in the application Appendix 1: Detailed Work Plan, with highlights are provided below.

#### **a. EXPECTED OUTPUTS AND OUTCOMES**

Detailed project element outputs, and outcomes can be found in the Appendix documents.

##### Kayak Public Transit and Fleet Electrification

*Outputs include:* Purchase 2 small capacity EV bus and charging infrastructure; Install charging infrastructure and conduct vehicle inspection; Solicit and hire 3 FTE Kayak staff; Record performance and experience of EV technology, required maintenance and troubleshooting, rider perception and other relevant metrics; Conduct community engagement campaign, measured by engagement metrics that will be developed and tracked; Compile and calculate carbon reductions estimated by measure implementation; Compile and complete necessary grant administration reporting, and other needs annual, as required.

*Outcomes include:* GHG emissions from 2025-2030 projected at or near 590,357 metric tons of carbon dioxide equivalent; GHG emissions from 2025-2050 projected at or near 2,870,209 metric tons of carbon dioxide equivalent; Support EPA Strategic Plan Goal 1: Tackle Climate Crisis; Objective 1.1: Reduce emissions that cause climate change; Improve Kayak understanding, perception, and expectations of EV buses for future planning of fleet electrification; Reduce air quality pollutants from Kayak vehicles and draft plan to track reductions associated; Additional quality job creation with benefits and Tribal hiring preference; Increased ridership and improved perception of Kayak services; Uphold and improve CTUIR sovereignty through accurate and timely grant administration and reporting.

##### Nixyáawii Watikš

*Outputs include:* Administer and implement initial phases of trail construction solicitation, procurement, and coordination for subcontractor; Notify and coordinate with relevant transportation management entities at local, state, and federal levels to ensure compliance with construction and permitting requirements; Documentation of procedural compliance such as traffic impact assessments, environmental impact assessments, and other relevant analyses and associated reporting; Begin physical construction process, impact abatement, securing necessary easements and other access agreements; Conduct community education and communication regarding construction activities and projected benefits of trail system; Solicit and secure subcontractor for invasive species management and develop plan for course of treatment; Design and implement GHG emissions reduction metrics associated with priority measure, including traffic surveys, community polling, and other relevant data collection activities; Compile and calculate carbon reductions estimated by measure implementation; Compile and complete necessary grant administration reporting. Detailed information on planned transportation infrastructure improvements and plans are provided in CTUIR' Transportation Systems Plan (2023) and on the CTUIR website: [CTUIR - Transportation System Plan](#) and [CTUIR - Nixyáawii Watikš Trail Project](#).

*Outcomes include:* GHG emissions from 2025-2030 projected at or near 9,940 metric tons of carbon dioxide equivalent; GHG emissions from 2025-2050 projected at or near 947,341 metric tons of carbon dioxide equivalent; Support EPA Strategic Plan Goal 1: Tackle Climate Crisis; Objective 1.1:

Reduce emissions that cause climate change; Improve safety conditions and infrastructure connectivity for non-motorized transportation options along corridor; Increase percentage of corridor commuters who choose non-motorized transportation options by 2%, 5%, and 10% as per project implementation phase; Improve invasive species management for non-motorized transportation access corridors; Reduce GHG and other harmful air pollutants as a result of decreased traffic due to utilization of non-motorized transportation methods; Uphold and improve CTUIR sovereignty through accurate and timely grant administration and reporting.

#### Organic Waste Management

*Outputs include:* Administer and implement initial phases of solicitation, procurement, and contracting for organic waste management subcontractor; Coordinate and finalize land leasing agreement with DECD or coordinate with TERF for use of facility space to conduct organic waste implementation initial stages; Negotiate and formalize organic waste partial delegation of responsibility with TERF and amend any relevant codes and agreements; Procure, install, and insure associated equipment identified, including anaerobic digesters, heavy machinery, EV trucks and hauling trailer, and associated charging infrastructure; Begin organic waste collection in phased approach and implement composting and AD processing; Conduct community and client feedback survey, develop tracking metrics and record keeping; Facilitate community and client receipt of waste processing fertilizer outputs; Compile and calculate carbon reductions estimated by measure implementation; Compile and complete necessary grant administration reporting.

*Outcomes include:* planning informed by USDA funded pilot project for larger community scale operation; understanding of carbon management opportunities for organic waste and carbon accounting; implementation of exploratory organic waste management operation on the UIR; preliminary investigation of carbon offset investment potential of organic waste management

#### Pulp Tree Processing and Innovation

*Outputs include:* Negotiations and draft agreement with Blue Mountain Lumber Company to secure, acquire and insure facilities and operations; Coordinate within CTUIR to ensure smooth and successful processing of necessary agreements, funding exchange, and administration of acquisition; Assess mill operations conditions and capacity, upgrades repairs, and maintenance necessary, and develop plan for CTUIR operations of mill; Solicit and secure subcontractor to conduct a 3-year assessment of regional pulp tree processing inventory and need, and develop report; Assess options and procure selected equipment for a small biochar processing pull-behind trailer and complete procurement process and begin operation; Begin or continue mill operations under CTUIR administration, with a phased expansion of processing capacity increasing through project years to be 100%; Compile and calculate carbon reductions estimated by measure implementation; Compile and complete necessary grant administration reporting.

*Outcomes include:* GHG emissions from 2025-2030 projected at or near 110,866 metric tons of carbon dioxide equivalent; GHG emissions from 2025-2050 projected at or near 1,437,734 metric tons of carbon dioxide equivalent; Support EPA Strategic Plan Goal 1: Tackle Climate Crisis; Objective 1.1: Reduce emissions that cause climate change; Improved understanding of GHG emissions reduction potential of small tree processing across the PNW region and for CTUIR specifically; Support continued and expanded high quality jobs for rural PNW under Tribal leadership; Preventing additional air quality pollution in the form of smoke from on-site incineration of pulp trees; Provide CTUIR and the region with an improved understanding of agricultural emissions from forestry activities as well as the potential for CTUIR forests to provide for carbon sequestration and GHG

emissions reductions; Expand and improve high quality jobs and equitable employment opportunities for the Tribal community and for rural communities of Eastern Oregon; Secure an additional revenue stream for CTUIR to improve security and abundance for Tribal disadvantaged and families; Uphold and improve CTUIR sovereignty through accurate and timely grant administration and reporting.

b. PERFORMANCE MEASURES AND PLAN AUTHORITIES, IMPLEMENTATION TIMELINE, AND MILESTONES

Detailed project element plans, milestones, and timelines can be found in the Appendix documents.

Kayak Performance Measures, Authority, Timeline + Milestones

Kayak Public Transit will be the primary project lead and will expand by 3 FTE to implement capacity expansion. Kayak has authority to implement a revised Mission Metro route, and has negotiations with Umatilla County and other local municipalities to negotiate service agreements. CTUIR Tribal Planning Office, provides administrative and coordinating support to Kayak; TPO has authority to coordinate with Kayak for project implementation. DNR is likely to provide limited administrative support to both Kayak and TPO; First Foods Policy Program has authorization to collaborate with other CTUIR departments for interdisciplinary adaptation projects.

1. Process and administration of EV bus procurement process; secure insurance. Tracking metrics, timeline and milestones include: Compilation of EV bus quotes and vehicle specs By Year 1 end; Kayak selects preferred option and secures agreement By Year 1 end; Initiate, implement, and complete internal procurement process By Year 2 end; Receive EV bus(es) and complete intake process By Year 3 end; Enroll new bus(es) into CTUIR insurance coverage By Year 3 end.
2. Installation of infrastructure. Tracking metrics, timeline and milestones include: Assess insurance needs and requirements By Year 3 end; Enroll equipment in CTUIR approved insurance By Year 3 end; Complete annual renewal process Annually; Conduct any reporting necessary By Year 5 end.
3. Hiring process, solicit position and selection. Tracking metrics, timeline and milestones include: Draft job position, approval by Dept of Human Resources By Year 1 end; Release job position for necessary period of time and collect applicants By Year 1 end; Review applicants and conduct interviews with qualified applicants By Year 2 end; Select best candidate and begin hiring process By Year 3 end; Onboard and orient new staff members By Year 3 end; Conduct necessary annual performance reviews and other HR processes Annually
4. Inventory of impressions of EV, including operations, maintenance, troubleshooting, and other items of concern. Tracking metrics, timeline and milestones include: Conduct and report initial inspection and any items that require adjustment or replacement By Year 2 end; Draft and release communications related to acquisition of EV buses to associated news and social media outlets By Year 2 end; Conduct test runs and record impressions and any trouble-shooting necessary or incidents of concern By Year 3 end; Facilitate inaugural launch of EV buses and begin outreach campaign By Year 3 end; Compile reports and feedback into an initial impressions report and include in grant reporting By Year 4 end
5. Conduct community engagement campaign, and track outputs. Tracking metrics, timeline and milestones include: Draft outreach plan and assign roles and responsibilities By Year 1 end; Source and select items necessary for community outreach effort including supplies, materials, and donation (raffle) items to be used By Year 2 end; Facilitate procurement process for necessary items By Year 2 end; Begin outreach campaign implementation and coordination with relevant partner entities By Year 3 end; Collect necessary tracking metric data such as ridership, population

information, fuel use and battery charge duration and other identified tracking metrics By Year 5 end; Collect interviews and anecdotal stories about rider and community perception of EV bus technology By Year 5 end

6. Produce report of EV bus review, including calculated and projected carbon reductions from project. Tracking metrics, timeline and milestones include: Collect necessary EV bus operation metrics such as source company quality, repairs and maintenance, duration of travel of charge, impact of infrastructure, difficulty of transition, and other identified tracking metrics; compile data into accessible spreadsheet Begin Year 1 through Year 5 end; Collect necessary tracking metric data such as ridership, population information, fuel use and battery charge duration and other identified tracking metrics By Year 5 end; Collect interviews and anecdotal stories about rider and community perception of EV bus technology By Year 5 end; Compile EV bus operations and perception information into a report By Year 5 end; Submit report as part of grant reporting and deliverables By Year 5 end

7. Submit annual reporting, necessary interim reporting, and final grant report. Tracking metrics, timeline and milestones include: Conduct grant negotiation and award process By Year 1 end; Implement project in accordance with plan and compile relevant data and deliverables tracking information Begin Year 1 through Year 5 end; Submit annual final and progress reports to reporting portal Annually; Compile and submit final grant progress and financial report By Year 5 end

#### Nixyáawii Watikš Performance Measures, Authority, Timeline + Milestones

CTUIR Tribal Planning Office (TPO) will be the primary project lead and will oversee and coordinate much of the administration and implementation of this element. TPO has the authority to conduct urban planning and permitting processes for the UIR, and has an existing planning document already published. TPO also has relationships with potential subcontractors and other relevant agencies and organizations, and would be responsible for coordinating with these entities on project implementation. TPO would also be responsible for selecting an invasive species management subcontractor, with support from DNR. TPO has authority to implement these measures and can coordinate with relevant entities within the grant period to obtain any additional authority necessary.

DNR is likely to provide limited administrative support to TPO, especially with any community outreach and communication, and selection of an invasive species subcontractor. DNR has authority to implement this coordination and can obtain any additional authority necessary.

1. Secure funding and begin coordinating with entities involved with trails planning and construction. Tracking metrics, timeline and milestones include: Complete grant award negotiations and accept award with approved plan and scope of work By Year 1 end; Contact relevant entities required for coordination of project elements and provide project orientation By Year 1 end
2. Solicit, select, and secure subcontractor for trail segment construction. Tracking metrics, timeline and milestones include: Draft Request for Proposals for release and release RFP publicly By Year 1 end; Collect RFPs during required and reasonable duration of time for submission By Year 1 end; Close RFP opportunity and review submitted proposals By Year 1 end; Select and notify preferred subcontractor By Year 2 end; Negotiate terms, conditions, and scope of work with subcontractor By Year 2 end; Draft and finalize professional services agreement By Year 3 end
3. Initiate coordination with outside entities necessary for implementation of project elements By Year 1 end. Tracking metrics, timeline and milestones include: meeting minutes and outcome reporting by Year 2 end.

4. Begin construction on trail segment. Tracking metrics, timeline and milestones include: Coordinate with subcontractor for procurement of materials By Year 2 end; Coordinate with subcontractor and relevant state and federal entities with jurisdiction over road segment impacted to begin permitting, traffic and environmental impact assessment, lane closure and other relevant bureaucratic processes By Year 2 end; Implement any necessary lane closure, sedimentation abatement, and other necessary construction mitigation and implementation practices By Year 3 end; Begin communication with public about construction Beginning in Year 2 and through Year 5 end.
5. Conduct community outreach and communication on project objectives, timeline and potential impacts. Tracking metrics, timeline and milestones include: Draft and finalize a community outreach strategy and metric tracking plan By Year 1 end; Source and select items necessary for community outreach effort including supplies, materials, and donation (raffle) items to be used By Year 2 end; Facilitate procurement process for necessary items By Year 2 end; Begin outreach campaign implementation and coordination with relevant partner entities By Year 3 end; Collect necessary tracking metric data such as utilization of trail, awareness of trail, concerns or observations of impact, satisfaction of work, and other identified tracking metrics By Year 5 end; Collect interviews and anecdotal stories about community perception of new and planned trail system By Year 5 end
6. Begin necessary documentation of permitting and construction impact assessments, and other relevant processes necessary. Tracking metrics, timeline and milestones include: Coordinate with entities like Oregon Dept of Transportation and others for permitting and lane closures to begin process By Year 2 end; Conduct necessary paperwork, negotiations and communication needed for project type By Year 3 end; Scope and negotiate with landowner entities for necessary easements and other agreements By Year 3 end; Continue with communication and coordination through project implementation Begin Year 1 through Year 5 end
7. Solicit and secure subcontractor for invasive species management and develop plan for course of treatment. Tracking metrics, timeline and milestones include: Draft Request for Proposals for release and release RFP publicly By Year 1 end; Collect RFPs during required and reasonable duration of time for submission By Year 1 end; Close RFP opportunity and review submitted proposals By Year 1 end; Select and notify preferred subcontractor By Year 2 end; Negotiate terms, conditions, and scope of work with subcontractor By Year 2 end; Draft and finalize professional services agreement By Year 3 end; Coordination with CTUIR DNR and outside entities necessary for invasive species management needs By Year 1 end
8. Design and implement GHG emissions reduction metrics associated with priority measure, including traffic surveys, community polling, and other relevant data collection activities beginning in Year 1 and through Year 5. Tracking metrics, timeline and milestones include: Draft and finalize GHG emissions reporting metrics and data collection plan By Year 3 end; Begin collecting relevant data metrics including community use polling, interviews, observation counts, traffic counts, and other methods of securing identified tracking data Begin Year 2 through Year 5 end; Compile data into a report to inform GHG emissions reduction tracking By Year 5 end
9. Compile and calculate carbon reductions estimated by measure implementation. Tracking metrics, timeline and milestones include: Draft and finalize plan for calculating GHG emissions reductions, including from HABs previously not included By Year 2; Coordinate with necessary departments and outside partners to ensure quality control of data collection and model development By Year 3; Begin developing baseline information to inform GHG reductions model Begin Year 1 through Year 5 end; Continue to collect relevant data and input into calculations and modeling Begin Year 1 through Year 5 end; Refine model and calculations as needed Begin Year 2 through Year 5 end; Compile data, model methodology, and findings into a report to be submitted to grantor Begin Year 1 through Year 5 end; Connect with additional partners involved in GHG offset

crediting to begin process to be eligible for carbon offset investment in CTUIR project Begin Year 4 through Year 5 end

10. Compile and complete necessary grant administration reporting, and others annual, as required. Tracking metrics, timeline and milestones include: Conduct grant negotiation and award process By Year 1 end; Implement project in accordance with plan and compile relevant data and deliverables tracking information Begin Year 1 through Year 5 end; Submit annual final and progress reports to reporting portal Annually; Compile and submit final grant progress and financial report By Year 5 end.

#### Organic Waste Management Authority, Timeline + Milestones

CTUIR's Tribal Environmental Recovery Facility (TERF) is responsible for current waste materials management and operates landfill and recycling capacity and has first right of refusal to all solid waste material on the UIR, with the option to delegate all or in part as per the 2018 update to the CTUIR Environmental Health and Safety Code; it is likely that TERF will partially delegate rights to select contracting capacity for organic waste collection and processing. TERF has authority to implement these measures and can coordinate with relevant entities within the grant period to obtain any additional authority necessary.

Selected subcontractors to be responsible for organic waste management under this delegation are currently not identified, but information from a USDA funded organic waste data collection and demonstration project set for implementation 2024-2026 and will provide information that will assist in identifying subcontractor capacity requirements for this priority measure. Subcontractors will coordinate with TERF and TPO within the grant period to obtain necessary authority over delegated waste management responsibility.

CTUIR Dept of Natural Resources (DNR) First Foods Policy Program (FFPP) is currently the administrating entity for this USDA organic waste pilot project, and is responsible for exploring the GHG emissions reduction potential of this priority measure, and likely for future organic waste management and project implementation administration efforts for this project under the CPRG GI grant. FFPP has authority to implement these measures and can coordinate with TERF within the grant period to obtain any additional authority necessary.

CTUIR Dept of Economic and Community Development, Tribal Planning Office, Housing, Public Works, Dept of Child and Family Services, Yellowhawk Tribal Health Center, and other Tribal government functions are also likely to provide implementation support to this project, especially in waste collection from Tribal community and services locations. These departments have existing authority to implement these measures.

1. Convene all participating departments and external partners to develop implementation plan and strategy. Tracking metrics, timeline and milestones include: Organize and facilitate a meeting to allow for sharing of background, logistical, and operations information that will inform plan development By Year 1 end; Organize and facilitate events to provide community and partners an opportunity to offer feedback and recommendations, and to air concerns By Year 1 end; Compile background information into a feasibility report that assesses challenges and proposes solutions for a community scale organic waste operation By Year 2 end

1. Solicit, select and secure subcontractors to conduct organic waste collection, processing, and operations management. Tracking metrics, timeline and milestones include: Draft Request for Proposals for release and release RFP publicly By Year 1 end; Collect RFPs during required and reasonable duration of time for submission By Year 1 end; Close RFP opportunity and review submitted proposals By Year 1 end; Select and notify preferred subcontractor By Year 2 end; Negotiate terms, conditions, and scope of work with subcontractor By Year 2 end; Draft and finalize professional services agreement By Year 3 end.

2. Coordinate with TERF to negotiate partial delegation of authority for organic waste collection on UIR. Tracking metrics, timeline and milestones include: Conduct meetings with TERF and DECD to understand current organic waste management for UIR By Year 1 end; Coordinate with existing food waste assessment project to learn about needs and volumes of food waste currently generated from initial phase of organic waste diversion efforts By Year 1 end; Negotiate with TERF on partial delegation of waste management to identified subcontractors By Year 2 end; Arrange for TERF to receive mitigation dollars to assist with changes in operation that may result from this delegation By Year 2 end; Finalize delegation agreement and coordinate with TPO to update agreement within CTUIR Environmental Health and Safety Code By Year 2 end
3. Coordinate with DECD for land leasing at Coyote Business Park South, if capacity is not available at TERF. Tracking metrics, timeline and milestones include: Organize and facilitate meetings to understand land leasing process and identify organic waste land management needs and available space By Year 1 end; Tour available lands and identify process, agreements, and abatement necessary for operation By Year 1 end; Negotiate and secure appropriate land agreements and finalize arrangement By Year 1 end; Announce agreements and begin implementation By Year 2 end.
4. Begin any necessary construction to create facility space for organic waste processing. Tracking metrics, timeline and milestones include: Identify necessary procedure, assessment, and other paperwork to begin construction on waste management operation By Year 2 end; Source and secure construction materials necessary and coordinate with any additional subcontractors necessary for construction phase By Year 3 end; Complete necessary environmental and community impact reviews and assessments necessary By Year 3 end; Break ground and begin physical construction for operations site By Year 3 end.
5. Identify options for anaerobic digestion equipment, select preferred options and conduct procurement. Tracking metrics, timeline and milestones include: Conduct review of available AD equipment and identify those suitable for CTUIR current and future needs By Year 2 end; Communicate with suitable AD vendors and learn procurement process and other details about equipment By Year 3 end; Select preferred equipment and conduct procurement process By Year 3 end; Receive AD equipment and insure with CTUIR's internal process By Year 4 end.
6. Identify options for heavy equipment and EV truck and hauler equipment, select preferred options and conduct procurement. Tracking metrics, timeline and milestones include: Conduct review of available EV truck and trailer equipment and identify those suitable for CTUIR current and future needs By Year 2 end; Communicate with suitable EV truck and trailer vendors and learn procurement process and other details about equipment By Year 3 end; Select preferred equipment and conduct procurement process By Year 3 end; Receive EV truck and trailer equipment and insure with CTUIR's internal process By Year 4 end.
7. Coordinate with subcontractor on Year 2 composting initiation plan. Tracking metrics, timeline and milestones include: Organize meetings with subcontractor and relevant CTUIR staff, committees, and commissions to develop a comprehensive and acceptable plan for managing aerobic composting on site By Year 2 end; Document meeting minutes and outcomes to be included in grant reporting By Year 2 end.
8. Coordinate with subcontractor on Year 3 AD processing initiation. Tracking metrics, timeline and milestones include: Organize meetings with subcontractor and relevant CTUIR staff, committees, and commissions to develop a comprehensive and acceptable plan for managing anaerobic digestion on site By Year 3 end; Document meeting minutes and outcomes to be included in grant reporting By Year 3 end; Begin food and yard waste collection implementation and processing. Tracking metrics, timeline and milestones include: Draft organic waste collection plan and route, and begin coordinating with relevant departments and entities By Year 3 end; Communicate with impacted entities on outcomes and logistics to expect and contact procedure to subcontractor By Year 3 end; Conduct

phase 1 collections and continue to assess issues and trouble-shooting needs By Year 3 end; Begin processing organic waste collected at UIR operation By Year 3 end.

9. Collect and compile relevant data for operations and GHG accounting needs. Tracking metrics, timeline and milestones include: Coordinate with internal and external partners with expertise on GHG accounting to understand data collection necessary By Year 2 through Year 5 end; Develop and finalize protocol for data collection and reporting to central data manager By Year 2 through Year 5; Continue to refine and collect data to inform GHG reduction modeling By Year 2 through Year 5 end
10. Expand food and yard waste collection to secondary increased phase. Tracking metrics, timeline and milestones include: Assess capacity of subcontractor and site operations and determine additional collection that is possible By Year 5 end; Update organic waste collection plan and delegation agreement with TERF to accommodate service expansion By Year 5 end; Communicate with new potential service clients and coordinate desired logistics and schedule By Year 5 end; Implement expanded organic waste collection route and services By Year 5 end.
11. Conduct community engagement and collect feedback to improve services and quality of organic waste collected. Tracking metrics, timeline and milestones include: Draft and finalize outreach plan and assign roles and responsibilities By Year 2 end; Source and select items necessary for community outreach effort including supplies, materials, and donation (raffle) items to be used By Year 3 end; Facilitate procurement process for necessary items By Year 2 end; Begin outreach campaign implementation and coordination with relevant partner entities By Year 3 end; Collect necessary tracking metric data such as food and yard waste volume, limitations on collection from different factors, and other identified tracking metrics By Year 5 end; Collect interviews and anecdotal stories about rider and community perception of EV bus technology By Year 5 end.
12. Implement capacity to collect organic waste processing output materials like compost and fertilizer, for client receipt and evaluation. Tracking metrics, timeline and milestones include: Coordinate with subcontractor and potential output recipients like local agricultural producers, landscapers, CTUIR entities and residents on preferences and scheduling deliveries By Year 5 end; Develop and finalize a delivery schedule and protocol for participating clients By Year 5 end; Implement output delivery as possible in connection with organic waste collection By Year 5 end.
13. Design and implement GHG emissions reduction metrics associated with priority measure, pounds of food and yard waste collected, emissions avoided from EV equipment, and other relevant data collection activities beginning in Year 1 and through Year 5. Tracking metrics, timeline and milestones include: Draft and finalize GHG emissions reporting metrics and data collection plan By Year 3 end; Begin collecting relevant data metrics including community use polling, interviews, observation counts, traffic counts, and other methods of securing identified tracking data Begin Year 2 through Year 5 end; Compile data into a report to inform GHG emissions reduction tracking By Year 5 end.
14. Compile and calculate carbon reductions estimated by measure implementation. Tracking metrics, timeline and milestones include: Draft and finalize plan for calculating GHG emissions reductions, including from HABs previously not included By Year 2 end; Coordinate with necessary departments and outside partners to ensure quality control of data collection and model development By Year 3; Begin developing baseline information to inform GHG reductions model Begin Year 1 through Year 5 end; Continue to collect relevant data and input into calculations and modeling Begin Year 1 through Year 5 end; Refine model and calculations as needed Begin Year 2 through Year 5 end; Compile data, model methodology, and findings into a report to be submitted to granter Begin Year 1 through Year 5 end; Connect with additional partners involved in GHG offset crediting to begin process to be eligible for carbon offset investment in CTUIR project *Begin Year 4 through Year 5 end*
15. Compile and complete necessary grant administration reporting, and others annual, as required. Tracking metrics, timeline and milestones include: Conduct grant negotiation and award process By Year 1 end; Implement project in accordance with plan and compile relevant data and deliverables



tracking information Begin Year 1 through Year 5 end; Submit annual final and progress reports to reporting portal Annually; Compile and submit final grant progress and financial report By Year 5 end  
Pulp Tree Processing and Innovation Authority, Timeline + Milestones

Management of CTUIR forested lands are primarily the responsibility of CTUIR DNR Range, Agriculture, and Forestry (RAF) Program, and through their cooperative partnerships with state and federal forest management entities like Oregon Dept. of Forestry (ODF) and U.S. Forest Service (USFS), and thus DNR RAF is likely to be the primary administrator of this priority measure. RAF has authority to implement these measures and can coordinate with relevant entities within the grant period to obtain any additional authority necessary. Deliverables from this priority measure are likely to involve Workforce Development activities through Dept of Child and Family services which administers this program, and with the Tribal Employment Rights Office (TERO) who coordinates workforce training and preference administration for CTUIR. DCFS and TERO have authority to implement these measures and can coordinate with relevant entities within the grant period to obtain any additional authority necessary. Potential support may also come from CTUIR DECD, TPO, and other Tribal departments as their annual work plans intersect with activities from this priority measure. These departments have existing authority to implement these measures.

1. Convene all participating departments and external entities to develop acquisition and operations plan and strategy. Tracking metrics, timeline and milestones include: Coordinate and facilitate CTUIR internal meetings to discuss acquisition logistics, challenges, and potential solutions by Year 1 end; Document meeting minutes and outcomes to be included in grant reporting By Year 1 end.
2. Begin negotiations and draft agreement with Blue Mountain Lumber Company to secure, acquire and insure facilities and operations. Tracking metrics, timeline and milestones include: Communicate with BMLC authorities on acquisition procedure and any additional officials that are required to be notified and/or part of negotiations By Year 1 end; Conduct negotiations that communicate CTUIR priorities and needs as they overlap or conflict with BMLC demands By Year 2 end; Begin formalized negotiations with CTUIR Finance and leadership By Year 2 end.
3. Coordinate within CTUIR to ensure smooth and successful processing of necessary agreements, funding exchange, and administration of acquisition. Tracking metrics, timeline and milestones include: Continue negotiations with BMLC and other relevant entities involved By Year 1 through Year 5 end; Coordinate with CTUIR community, committees, commissions and leadership on negotiation progress and stipulations By Year 2 through Year 5 end; Coordinate with CTUIR workforce development entities to understand current capacity within CTUIR community and gaps in training needed By Year 3 through Year 5 end; Comply with state and federal laws surrounding operations acquisition, occupational safety, and other considerations for CTUIR in acquisition of operation By Year 4 through Year 5 end.
4. Solicit, select, and secure subcontractor for regional pulp tree processing assessment. Tracking metrics, timeline and milestones include: Draft Request for Proposals for release and release RFP publicly By Year 1 end; Collect RFPs during required and reasonable duration of time for submission By Year 1 end; Close RFP opportunity and review submitted proposals By Year 1 end; Select and notify preferred subcontractor By Year 2 end; Negotiate terms, conditions, and scope of work with subcontractor By Year 2 end; Draft and finalize professional services agreement By Year 3 end.
5. Solicit, select and secure subcontractor for operation of small Biochar trailer unit. Tracking metrics, timeline and milestones include: Draft Request for Proposals for release and release RFP publicly By Year 2 end; Collect RFPs during required and reasonable duration of time for submission By Year 2 end; Close RFP opportunity and review submitted proposals By Year 2 end; Select and notify preferred subcontractor By Year 3 end; Negotiate terms, conditions, and scope of work with subcontractor By Year 3 end; Draft and finalize professional services agreement By Year 3 end

6. Coordinate within CTUIR to conduct internal acquisition and procurement process. Tracking metrics, timeline and milestones include: Conduct operations inspection and assessment of Blue Mountain Lumber Company facilities and equipment By Year 3 through Year 5 end; Secure insurance and other coverage for operations of BMLC to be in compliance with state and federal labor requirements By Year 3 through Year 5 end; Continue and improve coordination for labor and insurance requirements By Year 3 through Year 5 end.
7. Continue and finalize all necessary steps in acquisition of operations for milling. Tracking metrics, timeline and milestones include: Initiate and finalize financial transaction to secure acquisition of mill operation By Year 4 end; Assess and enroll mill operation into CTUIR insurance framework By Year 4 end; Conduct necessary inspections, certification, upgrades, repairs, and any other required elements to finalize acquisition By Year 4 end.
8. Receive and review draft version of regional pulp tree processing assessment for comment. Tracking metrics, timeline and milestones include: Coordinate with subcontractor to facilitate CTUIR staff, committee, commission, and community review of draft assessment and provide comment By Year 4 end; Subcontractor to incorporate commentary into draft revision By Year 4 end.
9. Implement first phase mill operations under CTUIR leadership. Tracking metrics, timeline and milestones include: Contact and communicate with previous mill operations suppliers to resume service By Year 5 end; Coordinate with CTUIR DNR on forest management needs and draft plan to incorporate into operations schedule By Year 5 end; Draft and release announcements for mill wood sourcing for the region as capacity allows By Year 5 end.
10. Conduct community and workforce development engagement with milling operations employment needs. Tracking metrics, timeline and milestones include: Coordinate with DCFS workforce development program to assess current skills and needs of program clients for baseline By Year 3 end; Identify additional training that may be necessary to prepare workforce development candidates for mill employment By Year 4 end.
  - Develop plan to connect workforce development candidates with training opportunities and employment positions currently and into the future By Year 5 end
11. Develop and release communications to announce CTUIR acquisition of milling operation to news and media outlets. Tracking metrics, timeline and milestones include: Draft and release press releases to news and media outlets about acquisition By Year 3 end; Communicate and coordinate with regional partners to announce to relevant government, private, and NGO stakeholders that may have interest By Year 3 through Year 5 end.
12. Connect with other regional forestry management entities on understanding their processing needs for additional capacity expansion. Tracking metrics, timeline and milestones include: Coordinate with state, federal, private, and NGO regional working lands stakeholders on their milling needs regularly By Year 2 through Year 5 end; Publicize and promote pulp tree processing assessment progress with regional stakeholders as a tool to be shared and to include their perspectives in assessment development By Year 3 through Year 5 end; Attend and convene regular meetings of stakeholder groups to listen for needs and promote CTUIR mill processing capacity By Year 3 through Year 5 end.
13. Receive finalized version of regional forestry management pulp tree processing assessment and share with CTUIR community, staff and partners. Tracking metrics, timeline and milestones include: Coordinate with subcontractor to receive and review final version of assessment By Year 5 end; Coordinate with CTUIR staff, committees, commissions and committee for opportunities to share final version By Year 5 end; Collect feedback and suggestions for any future updates and revisions By Year 5 end; Provide final evaluation of subcontractor services By Year 5 end.
14. Expand milling operations capacity and connect with end product existing and potential customers. Tracking metrics, timeline and milestones include: Assess progress on mill operation and

feasibility of expanding services By Year 4 through Year 5 end; Identify any barriers, obstacles, additional funding needs, repairs, or other limitations that could impede potential service expansion By Year 5 end; Draft a plan to implement a realistic services expansion and overcome barriers if necessary By Year 5 end; Continue to meet safe labor and quality jobs requirements, and to provide on-the-job training for TERO and workforce development program participants By Year 3 through Year 5 end.

15. Coordinate with DCFS Workforce Development and TERO to implement training opportunities. Tracking metrics, timeline and milestones include: Coordinate with DCFS workforce development and TERO programs on progress in developing training schedule By Year 4 through Year 5 end; Assess any additional support that may be necessary to meet mill operation gaps that and options that Tribal members might be able to fill By Year 5 end; Collect data on effectiveness of current training to meet workforce development, TERO, and mill operations needs By Year 5 end.

16. Design and implement GHG emissions reduction metrics associated with priority measure, including traffic surveys, community polling, and other relevant data collection activities beginning in Year 1 and through Year 5. Tracking metrics, timeline and milestones include: Draft and finalize GHG emissions reporting metrics and data collection plan By Year 3 end; Begin collecting relevant data metrics including community use polling, interviews, observation counts, traffic counts, and other methods of securing identified tracking data Begin Year 2 through Year 5 end; Compile data into a report to inform GHG emissions reduction tracking By Year 5 end.

17. Compile and calculate carbon reductions estimated by measure implementation. Tracking metrics, timeline and milestones include: Draft and finalize plan for calculating GHG emissions reductions, including from HABs previously not included By Year 2 end; Coordinate with necessary departments and outside partners to ensure quality control of data collection and model development By Year 3 end; Begin developing baseline information to inform GHG reductions model Begin Year 1 through Year 5 end; Continue to collect relevant data and input into calculations and modeling Begin Year 1 through Year 5 end; Refine model and calculations as needed Begin Year 2 through Year 5 end; Compile data, model methodology, and findings into a report to be submitted to grantor Begin Year 1 through Year 5 end; Connect with additional partners involved in GHG offset crediting to begin process to be eligible for carbon offset investment in CTUIR project Begin Year 4 through Year 5 end.

18. Compile and complete necessary grant administration reporting, and others annual, as required, and by Project Year 5. Tracking metrics, timeline and milestones include: Conduct grant negotiation and award process By Year 1 end; Implement project in accordance with plan and compile relevant data and deliverables tracking information Begin Year 1 through Year 5 end; Submit annual final and progress reports to reporting portal Annually; Compile and submit final grant progress and financial report By Year 5 end

#### **Work Plan Section 4: Low-Income and Disadvantaged Communities**

##### **a. Community Benefits**

##### **Direct Community Benefits**

##### *Kayak*

- Improved traffic conditions through increased reliability of public transit and through safer pedestrian access routes through a highly frequented intersection;
- Reduced GHGs that could also qualify for future carbon offset investment and footprint reduction claims or exercises;

##### *Nixyáawii Watikš*

- Improve access for tribal members to continue traditions of gathering, but additional consideration

should be given to mitigate potential poaching and illegal resource extraction.

- Improved air quality from reduced traffic at busy intersection, and from reduced traffic regionally
- Encourage physical activity and enable people to enjoy the natural environment of the reservation and provide recreation opportunities to neighborhoods that have historically performed worse on key health metrics when compared to the surrounding region.
- Improve access to essential services, promote economic opportunities, and preserve the community's cultural and environmental heritage.
- Better protection and encouragement of walking, rolling, biking, horseback riding, and more. Potentially including electricity-assisted mobility options on high-quality trails.

#### *Organic Waste*

- Provide an additional high quality jobs to Tribal members and families by expanding economic opportunity and diversifying the types of jobs available.

#### *Pulp Trees*

- Improved regional air quality from preventing additional slash burn in forest activities
- Provide an additional high quality jobs to Tribal members and families by expanding economic opportunity and diversifying the types of jobs available.

#### **Indirect Community Benefits**

- Improved health and physical fitness opportunities to be conducted safely in community
- Improved access to infrastructure and services for those lacking vehicle access
- Increased job opportunity and employment benefits from activities
- More convenient access to both near locations (the market, the governance center) and farther-off destinations (the river walk, the casino).

#### **Anticipated Negative Impacts**

- Potential increase in foot traffic to trail area causing increased disturbance of residences  
Plan to mitigate: Area proposed for improved pedestrian access is already traveled by many community members; this would simply make it safer for them to travel in already traveled corridors.
- Potential risk of organic waste operation to promote unwanted wildlife interactions, possibly attract vector species, and pose a risk to human health if managed incorrectly.
- Financial risk could be possible from processing mill ownership and operation.

#### b. Community Engagement

##### **Background: Transportation Plan Listening Sessions**

From March to May 2023, CTUIR Planning Staff and PSU Students conducted community engagement at five local events, which expanded our ideas of the possibilities and desires of the community. This outreach focused primarily on tribal elders, tribal youth, Commissions and Committees, and property owners adjacent to the trail areas. During this engagement, inclusion of the Riverside alignment among the options we reviewed, eventually becoming the preferred trail alignment. Full description of Nixyáawii Watikš Trails community engagement, please refer to documentation found here on the CTUIR website: [CTUIR - Nixyáawii Watikš Trail Project](#) and in the Appendix 2 of this application.

##### **CPRG Priority Climate Action Plan: October 2023 Listening Sessions**

Supported by the Oregon Department of Environmental Quality (ODEQ), CTUIR hosted two listening sessions on Oct 5<sup>th</sup> and 6<sup>th</sup> to invite the Tribal community to learn about existing carbon reduction strategies, and to raise concerns and provide guidance and feedback on preferred strategies. These two sessions were held on a weekday evening at the Nixyaawii Longhouse, to be accessible to the Tribal community. The second session was held on a Friday morning at the Nixyaawii Governance Center (NGC), to be accessible to staff and agency partners. Detailed description of



CTUIR Listening Sessions is provided in the appendix materials, and digital recordings of the NGC event are archived at the CTUIR Climate Adaptation Youtube channel, found here: [Climate Resilience Listening Session Part One - CPRG 2023 \(youtube.com\)](#); [Climate Resilience Listening Session Part Two - CPRG 2023 \(youtube.com\)](#)



**Figure 1 (top left)** shows the promotional poster for the listening session events. **Figure 2 (top right):** listening session poster to the Tribal community specifically, as well as to regional communities and partner agencies and organizations. participants hear “lighting round” summaries of each featured carbon reduction strategy.

**Figure 3 (bottom left):** CTUIR youth voice their preferences on carbon management strategies.

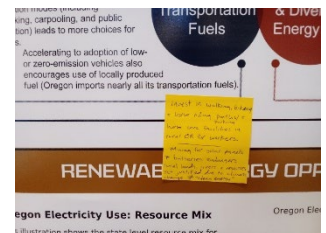


**Figure 4 (bottom right):** participants left comments on strategy posters to provide further detail on their thoughts; this one is specifically in support of walking and biking trails. A more detailed review of the community engagement process is found in Appendix 3 of this application. Outcomes from these two listening sessions guided the development of CTUIR’s Priority Climate Action Plan (PCAP) Tribal Nations Priority Measures, documented in the Oregon Dept. of Environmental Quality (ODEQ) PCAP. Please

find that full document at the website here: [oregon-cprg-pcap.pdf \(epa.gov\)](#)

### Continued Community Engagement

CTUIR values Free, Prior, and Informed Consent (FPIC) for Indigenous communities, and First Foods Policy Program (FFPP) particularly strives to incorporate FPIC into planning for First Foods and Tribal community connection. Due to the short timeline of the EPA CPRG grant process, much of the community engagement that FFPP would typically do has been bypassed, and community validation will be sought retroactively and project elements corrected with this guidance. Future opportunities to continue to collaborate with ODEQ are planned, and will explicitly center Indigenous leadership, knowledge systems, hope and joy in the face of climate crisis. Planned activities include creative programming development, understanding around carbon management, engaging CTUIR Committees and Commissions, and other Tribal community gathering opportunities.



### **Work Plan Section 5: Job Quality**

At least 3 CTUIR Tribal government jobs will be created, with access to federal employee benefits and insurance, and will be subject to Tribal and veteran preference when soliciting job openings. Additional subcontracting jobs will be created through several of the Priority Measures; these subcontracting

opportunities are automatically subject to Tribal Employment Rights Office (TERO) hiring standards, that hold preference for CTUIR and other Tribal members that operate construction, biological waste, and forestry management locally. These subcontractor opportunities are highly likely to be filled by CTUIR Tribal members and Descendants, who have access to healthcare benefits through the Yellowhawk Tribal Health Center. CTUIR has also budgeted to pay subcontractors a sufficient amount to cover supplemental insurance and benefits for those working on these project components.

Several additional subcontracting jobs will be created by various aspects of these projects, including multiple construction, invasive species management, waste collection and management, and milling and forestry operations and transportation subcontracting, all of which are subject to Tribal and veteran procurement preferences and prevailing wages for scope of work.

#### **Work Plan Section 6: Programmatic Capability and Past Performance**

##### **a. Past Performance**

###### **Grant One**

- 1) Project Title: Environmental Restoration & Waste Management Planning
- 2) Assistance agreement number: DE-EM0005203
- 3) Federal funding agency and assistance listing number: Department of Energy 81.214
- 4) Brief description of the agreement: Participation in Hanford related environmental restoration and waste management planning.
- 5) Contact info from funding organization: Stephanie Melling – [stephanie.melling@rl.doe.gov](mailto:stephanie.melling@rl.doe.gov)

###### **Grant Two**

- 1) Project Title: Child Care Development Fund
- 2) Assistance agreement number: 21PDORCCDD
- 3) Federal funding agency and assistance listing number: Department of Health and Human Services 93.596
- 4) Brief description of the agreement: Child Care Development – annual funding received for child care assistance, staffing, and construction of new or remodel of daycare facility.
- 5) Contact info from funding organization: Josh Lee – [Joshua.Lee@acf.hhs.gov](mailto:Joshua.Lee@acf.hhs.gov)

###### **Grant Three**

- 1) Project Title: NOAA – Pacific Coastal Salmon Recovery Fund
- 2) Assistance agreement number: T22-03
- 3) Federal funding agency and assistance listing: Department of Commerce passed through Columbia River Intern-Tribal Fish Commission 11.438
- 4) Brief description of the agreement: The Pacific Coast Salmon Recovery – Pacific Salmon Treaty Program that allows CTUIR to carry out salmon habitat restoration, salmon stock enhancement, salmon outreach and education, salmon assessment and salmon research project.
- 5) Contact info from funding organization: Catherine Villarreal – [vilc@critfc.org](mailto:vilc@critfc.org)

###### **Grant Four**

- 1) Project Title: Indian Housing Block Grant
- 2) Assistance agreement number: 55IT4113810
- 3) Federal funding agency and assistance listing number: Department of Housing and Urban Development 14.867

4) Brief description of the agreement: This is the annual Housing Block Grant funds to operate, maintain, and develop affordable housing.

5) Contact info from funding organization: Sandel Ferguson - [Sandel.Ferguson@hud.gov](mailto:Sandel.Ferguson@hud.gov)

#### **Grant Five**

1) Project Title: Fire Cooperative Agreement

2) Assistance agreement number: A23AC00013

3) Federal funding agency and assistance listing number: Department of Interior – Bureau of Indian Affairs 15.035

4) Brief description of the agreement: This is the Fire Cooperative Agreement which includes fire response, prescribed burns, and other related activities.

5) Contact info from funding organization: Regina Hoffman – [Regina.Hoffmann@bia.gov](mailto:Regina.Hoffmann@bia.gov)

### **b. Reporting Requirements**

#### **Grant One**

1) Acceptable interim and/or final reports for these agreements: Yes

2) Adequately and timely reported on its progress on expected outputs and outcomes: Yes

3) If not, why not. N/A

#### **Grant Two**

1) Acceptable interim and/or final reports for these agreements: Yes

2) Adequately and timely reported on its progress on expected outputs and outcomes: Yes

3) If not, why not. N/A

#### **Grant Three**

1) Acceptable interim and/or final reports for these agreements: Yes

2) Adequately and timely reported on its progress on expected outputs and outcomes: Yes

3) If not, why not. N/A

#### **Grant Four**

1) Acceptable interim and/or final reports for these agreements: Yes

2) Adequately and timely reported on its progress on expected outputs and outcomes: Yes

3) If not, why not. N/A

#### **Grant Five**

1) Acceptable interim and/or final reports for these agreements: Yes

2) Adequately and timely reported on its progress on expected outputs and outcomes: Yes

3) If not, why not. N/A

### **b. Staff Expertise**

#### **Tribal Planning Office (TPO)**

##### **i. Patty Perry, interim Tribal Planning Office Director**

Education/Certificates: MS Forestry/Natural Resource Mgt., American Institute of Certified Planners (AICP)

Experience: 2 yrs USFS; 12 yrs Sr. Planner Umatilla County, OR; 17 yrs Sr. Planner/Program Manager CTUIR

ii. Dani Schulte, CTUIR TPO Transportation Planner

Education/Certificates: American Institute of Certified Planners (AICP)

Experience: over 5 years working with CTUIR TPO

**Kayak Public Transit**

i. Vicki Croes, Public Transit General Manager (TPO)

Education/Certificates: Associates of Art's degree from Clark College, Vancouver WA.

Experience: 35 years in the transportation industry, ten year in public transportation.

ii. Eric Smith, Transit Fleet and Safety Manger (TPO)

Experience: 25 years in diesel repair and service industry.

**Dept of Natural Resources**

i. Althea Huesties-Wolf, First Foods Policy Program Manager

Education/Certificates: Master of Fine Arts, Non-Fiction Creative Writing from Eastern Oregon University (EOU), Bachelor of Arts, English from Eastern Oregon University (EOU), 2006-2007; Public Policy, Public Administration, Economics, and Statistics

Experience: Environmental Specialist – Department of Science and Engineering (DOSE), CTUIR, Pendleton, OR ~ October 2003-July 2006, Elected Official –General Council and Board of Trustees, CTUIR, Pendleton, OR ~ November 2007-November 2011; Acting First Foods Policy Program Manager (Nov. 2023)

ii. Gordy Schumacher, Range, Agriculture and Forestry (RAF) Program Manager

Education/Certificates: BS in Rangeland Ecology and Management from Oregon State University, Certified Profession in Rangeland Management by the Society for Range Management. Certified user of the Surface, Forestry and Range modules in the Trust Asset Accounting System. Certified Incident Commander Type 4 and Burn Boss Type 2 by the National Wildfire Incident Command System.

Experience: 25 years' experience with the CTUIR in Range, Agriculture and Forestry work. 12 years' Management experience as the Range, Agriculture and Forest Manager for the CTUIR.

iii. Andrew Addressi, RAF Supervisory Forester

Education/Certificates: MS in Environmental Science and Management and a Graduate Certificate in Sustainability from Portland State University. Qualified FFT2 and has attended the 2019 Central Oregon Prescribed Fire Training Exchange (COTREX) where he completed his task book as a Fire Effects Monitor (FEMO) and trained as a Squad Boss (FFT1). Mr Addressi is also a graduate of the 2018/2019 USFS Sale Area Layout and Harvest Institute and has taken advanced silviculture and inventory modelling workshops relevant to dry and mixed-conifer forest management of the Inland West.

Experience: joined CTUIR as a Forester in 2017 and since 2019 has been the Supervisory Forester. He helps to plan and implement a range of forest management treatments including commercial thinning, precommercial thinning, planting and prescribed fire on CTUIR owned forest lands.

iv. Colleen Sanders, Climate Adaptation Planner

Education/Certificates: Bachelors of Science in Wildlife Ecology from University of British Columbia; Masters of Science in Agriculture and graduate certificate in Sustainable



Agriculture from Washington State University; Master Gardener certification from Oregon State University.

Experience: Over 6 years of experience working for CTUIR as Climate Adaptation Planner, conducting community education, project development and implementation, grant writing, public speaking, and meeting and event facilitation.

#### **Work Plan Section 7: Budget**

a. Budget Detail

Please see attached Budget Narrative included in Optional Project Narrative Form materials. This budget narrative does not exceed the allowed 6 pages.

b. Expenditure of Awarded Funds

CTUIR has a long history of successful grant administration, and administration of awards are coordinated interdepartmentally within the Tribal government. Office of Finance is the ultimate administrator of funds awarded, and has an impeccable track record of dispensing funds, coordinating reporting requirements, and administering financial awards. Project implementation is also overseen by the Office of the Executive Director, as well as the Tribal General Council through routine reports on project progress and financial expenditures. The CTUIR Board of Trustees is the elected body and conducts regular work sessions with projects as well as received near-daily updates about expenditures and financial transactions that affect the Tribal government. CTUIR is confident the Tribal government and its staff are capable of timely and efficient expenditure of grant awards and has robust procedures and controls for ensuring grant awards and projects are conducted in accordance with grantor requirements.

c. Reasonableness of Costs

Project elements and costs were developed using the best available information developed within the short time allowed for this grant offering. Much of the information about project costs comes from previous project knowledge, direct communications with procurement sources and vendors, and with the understanding that costs for many things have fluctuated greatly in recent years and are likely to continue in this manner. Additional details about how project costs relate to project narrative and specific emissions reduction activities can be found in the Budget Narrative, and in the Appendix 1 Detailed Project Work Plan.

#### **C. Partnerships and Coalition Coverage**

Applying entity: Confederated Tribes of the Umatilla Indian Reservation (CTUIR) and is an eligible recipient for this award.

#### **D. Releasing Copies of Applications**

CTUIR has not included any materials that are proprietary in this project proposal; there are NO PORTIONS of this application that are confidential, privileged, or sensitive information.