

Appendix 1: Detailed Project Work Plan

	1) Kayak	2) Trails	3) Organic Waste	4) Pulp Trees
<p>EXPECTED OUTPUTS AND OUTCOMES</p> <p>*Outputs = activity, effort and/or associated work product produced or provided over a period of time or by a specific date; qualitative or quantitative; must be able to be assessed during grant period. Ex: # of EVs, equipment or tech installed, biodigesters installed, board feet processed etc. Or policy/measures enacted, adopted, expanded. Staff hired, DEI community provisions, trainings for workforce</p>	<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Purchase 2 small capacity EV bus and charging infrastructure by Year 2. 2. Install charging infrastructure and conduct vehicle inspection. 3. Solicit and hire 3 FTE Kayak staff by Year [3]. 4. Record performance and experience of EV technology, required maintenance and troubleshooting, rider perception and other relevant metrics by Year [5]. 5. Conduct community engagement campaign, measured by engagement metrics that will be developed and tracked by Year [5] 6. Compile and calculate carbon reductions estimated by measure 	<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Administer and implement initial phases of trail construction solicitation, procurement, and coordination for subcontractor by Year [2]. 2. Notify and coordinate with relevant transportation management entities at local, state, and federal levels to ensure compliance with construction and permitting requirements by Year [2] and ongoing as needed. 3. Documentation of procedural compliance such as traffic impact assessments, environmental impact assessments, and other relevant analyses and 	<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Administer and implement initial phases of solicitation, procurement, and contracting for organic waste management subcontractor by Year [2]. 2. Coordinate and finalize land leasing agreement with DECD or coordinate with TERF for use of facility space to conduct organic waste implementation initial stages by Year [2]. 3. Negotiate and formalize organic waste partial delegation of responsibility with TERF and amend any relevant codes and agreements by Year [4] and as needed. 4. Procure, install, and insure associated equipment identified, 	<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Begin negotiations and draft agreement with Blue Mountain Lumber Company to secure, acquire and insure facilities and operations 2. Coordinate within CTUIR to ensure smooth and successful processing of necessary agreements, funding exchange, and administration of acquisition. 3. Assess mill operations conditions and capacity, upgrades repairs, and maintenance necessary, and develop plan for CTUIR operations of mill <ul style="list-style-type: none"> - Coordinate opportunities for 4. Solicit and secure subcontractor to conduct a 3-year assessment of regional pulp tree processing inventory and need, and develop report by Year 3.

<p>*Outcome = result, effect, or consequence that will occur from outputs and goals; can be environmental, behavioral, health-related or programmatic, as well as quantifiable. Not necessarily achievable within grant period. Ex: increased staff capacity, enhanced level of community engagement, number of high quality jobs, and resiliency standards. Resiliency = capacity of community, business and natural environment to prevent, withstand, respond to , and recover from a disruption</p>	<p>implementation by Year [5].</p> <p>7. Compile and complete necessary grant administration reporting, and other needs annual, as required, and by Project Year 5.</p> <p>OUTCOMES</p> <p>a) GHG emissions from 2025-2030 projected at or near 590,357 metric tons of carbon dioxide equivalent.</p> <p>b) GHG emissions from 2025-2050 projected at or near 2,870,209 metric tons of carbon dioxide equivalent.</p> <p>c) Support EPA Strategic Plan Goal 1: Tackle Climate Crisis; Objective 1.1: Reduce emissions that cause climate change.</p> <p>d) Improve Kayak understanding, perception, and expectations of EV buses for future planning of fleet electrification.</p>	<p>associated reporting by Year 3 and as needed.</p> <p>4. Begin physical construction process, impact abatement, and other construction process by Year 4 unless otherwise documented.</p> <p>5. Conduct community education and communication regarding construction activities and projected benefits of trail system by Year 2 and through Year 5.</p> <p>6. Solicit and secure subcontractor for invasive species management and develop plan for course of treatment by Year 3.</p> <p>7. 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.</p>	<p>including up to 8 large anaerobic digester equipment, up to 5 pieces of heavy machinery (ex: front loaders, sifters etc), up to 1 hauling trailer, up to 2 EV trucks and associated charging infrastructure by Year [4].</p> <p>5. Begin organic waste collection in phased approach and implement composting and AD processing as outlined in Timeline below, to be fully operational by Year 5.</p> <p>6. Conduct community and client feedback survey, develop tracking metrics and record keeping beginning in Year 1 and continuing through Year 5.</p> <p>7. Facilitate community and client receipt of waste processing fertilizer outputs like soil conditioners and digestate by Year 5.</p>	<p>5. Assess options and procure selected equipment for a small biochar processing pull-behind trailer and complete procurement process and begin operation by Year 3.</p> <p>6. Begin or continue mill operations under CTUIR administration, with a phased expansion of processing capacity increasing through project years to be 100% by Year 5.</p> <p>7. Compile and calculate carbon reductions estimated by measure implementation by Year 5.</p> <p>8. Compile and complete necessary grant administration reporting, and other needs annual, as required, and by Project Year 5.</p> <p>OUTCOMES</p> <p>f) GHG emissions from 2025-2030 projected at or near 110,866 metric tons of carbon dioxide equivalent.</p>
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	<p>e) Reduce air quality pollutants from Kayak vehicles and draft plan to track reductions associated.</p> <p>f) Additional quality job creation with benefits and Tribal hiring preference for additional staff capacity.</p> <p>g) Increased ridership and improved perception of Kayak services.</p> <p>h) Uphold and improve CTUIR sovereignty through accurate and timely grant administration and reporting.</p>	<p>8. Compile and calculate carbon reductions estimated by measure implementation by Year [5].</p> <p>9. Compile and complete necessary grant administration reporting, and others annual, as required, and by Project Year 5.</p> <p>OUTCOMES</p> <p>i) GHG emissions from 2025-2030 projected at or near 9,940 metric tons of carbon dioxide equivalent.</p> <p>j) GHG emissions from 2025-2050 projected at or near 947,341 metric tons of carbon dioxide equivalent.</p> <p>k) Support EPA Strategic Plan Goal 1: Tackle Climate Crisis; Objective 1.1: Reduce emissions that cause climate change.</p> <p>l) Improve safety conditions and infrastructure connectivity for non-motorized</p>	<p>8. Compile and calculate carbon reductions estimated by measure implementation by Year [5].</p> <p>9. Compile and complete necessary grant administration reporting, and other needs annual, as required, and by Project Year 5.</p> <p>OUTCOMES</p> <p>a) GHG emissions from 2025-2030 projected at or near 2,626 metric tons of carbon dioxide equivalent.</p> <p>b) GHG emissions from 2025-2050 projected at or near 16,833 metric tons of carbon dioxide equivalent.</p> <p>c) Support EPA Strategic Plan Goal 1: Tackle Climate Crisis; Objective 1.1: Reduce emissions that cause climate change.</p> <p>d) Enhanced capacity to divert organic waste material from landfill waste streams and</p>	<p>g) GHG emissions from 2025-2050 projected at or near 1,437,734 metric tons of carbon dioxide equivalent.</p> <p>h) Support EPA Strategic Plan Goal 1: Tackle Climate Crisis; Objective 1.1: Reduce emissions that cause climate change.</p> <p>i) Improved understanding of GHG emissions reduction potential of small tree processing across the PNW region and for CTUIR specifically.</p> <p>j) Support continued and expanded high quality jobs for rural PNW under Tribal leadership.</p> <p>k) Preventing additional air quality pollution in the form of smoke from on-site incineration of pulp trees.</p> <p>l) 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</p>
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		<p>transportation options along corridor.</p> <p>m) Increase percentage of corridor commuters who choose non-motorized transportation options by 2%, 5%, and 10% as per project implementation phase.</p> <p>n) Improve invasive species management for non motorized transportation access corridors.</p> <p>o) Reduce GHG and other harmful air pollutants as a result of decreased traffic due to utilization of non-motorized transportation methods.</p> <p>p) Uphold and improve CTUIR sovereignty through accurate and timely grant administration and reporting.</p>	<p>retain resources within the Tribal community.</p> <p>e) Uphold and improve CTUIR sovereignty through accurate and timely grant administration and reporting.</p>	<p>and GHG emissions reductions.</p> <p>m) Expand and improve high quality jobs and equitable employment opportunities for the Tribal community and for rural communities of Eastern Oregon.</p> <p>n) Secure an additional revenue stream for CTUIR to improve security and abundance for Tribal disadvantaged and families.</p> <p>o) Uphold and improve CTUIR sovereignty through accurate and timely grant administration and reporting.</p>
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<p>PERFORMANCE MEASURES AND PLAN, TIMELINE AND MILESTONES</p> <p>Proposed performance measures to track, measure, and report progress toward achieving the expected outputs and outcomes</p> <p>Tracking and measuring progress in implementing each GHG measure</p>	<p>1. Process and administration of EV bus procurement process; secure insurance.</p> <ul style="list-style-type: none"> - Compilation of EV bus quotes and vehicle specs <i>By Year 1 end</i> - Kayak selects preferred option and secures agreement <i>By Year 1 end</i> - Initiate, implement, and complete internal procurement process <i>By Year 2 end</i> - Receive EV bus(es) and complete intake process <i>By Year 3 end</i> - Enroll new bus(es) into CTUIR insurance coverage <i>By Year 3 end</i> <p>2. Installation of infrastructure</p> <ul style="list-style-type: none"> - Assess insurance needs and requirements <i>By Year 3 end</i> 	<p>1. Secure funding and begin coordinating with entities involved with trails planning and construction.</p> <ul style="list-style-type: none"> - Complete grant award negotiations and accept award with approved plan and scope of work <i>By Year 1 end</i> - Contact relevant entities required for coordination of project elements and provide project orientation <i>By Year 1 end</i> <p>2. Solicit, select, and secure subcontractor for trail segment construction.</p> <ul style="list-style-type: none"> - Draft Request for Proposals for release and release RFP publicly <i>By Year 1 end</i> - Collect RFPs during required and reasonable duration of time for submission <i>By Year 1 end</i> 	<p>1. Convene all participating departments and external partners to develop implementation plan and strategy</p> <ul style="list-style-type: none"> - Organize and facilitate a meeting to allow for sharing of background, logistical, and operations information that will inform plan development <i>By Year 1 end</i> - Organize and facilitate events to provide community and partners an opportunity to offer feedback and recommendations, and to air concerns <i>By Year 1 end</i> - Compile background information into a feasibility report that assesses challenges and proposes solutions for a community scale organic waste operation <i>By Year 2 end</i> 	<p>1. Convene all participating departments and external entities to develop acquisition and operations plan and strategy</p> <ul style="list-style-type: none"> - Coordinate and facilitate CTUIR internal meetings to discuss acquisition logistics, challenges, and potential solutions <i>By Year 1 end</i> - Document meeting minutes and outcomes to be included in grant reporting <i>By Year 1 end</i> <p>2. Begin negotiations and draft agreement with Blue Mountain Lumber Company to secure, acquire and insure facilities and operations</p> <ul style="list-style-type: none"> - Communicate with BMLC authorities on acquisition procedure and any additional officials that are required to be notified and/or part of negotiations <i>By Year 1 end</i>
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	<p><i>By Year 3 end</i></p> <ul style="list-style-type: none"> - Conduct necessary annual performance reviews and other HR processes. <p><i>Annually</i></p> <p>4. Identify EV technology training opportunities available to Kayak staff and plan to attend</p> <ul style="list-style-type: none"> - Compile information on EV technology training opportunities available regionally and nationally <p><i>By Year 1 through Year 5 end</i></p> <ul style="list-style-type: none"> - Identify appropriate Kayak staff to attend trainings <p><i>By Year 1 through Year 5 end</i></p> <ul style="list-style-type: none"> - Coordinate internal process for travel and training attendance <p><i>By Year 1 through Year 5 end</i></p> <ul style="list-style-type: none"> - Staff attendance at selected trainings 	<p>federal entities with jurisdiction over road segment impacted to begin permitting, traffic and environmental impact assessment, lane closure and other relevant bureaucratic processes</p> <p><i>By Year 2 end</i></p> <ul style="list-style-type: none"> - Implement any necessary lane closure, sedimentation abatement, and other necessary construction mitigation and implementation practices <p><i>By Year 3 end</i></p> <ul style="list-style-type: none"> - Begin communication with public about construction <p><i>By Year 2 through Year 5 end</i></p> <p>5. Conduct community outreach and communication on project objectives,</p>	<p><i>By Year 3 end</i></p> <p>3. Coordinate with TERF to negotiate partial delegation of authority for organic waste collection on UIR</p> <ul style="list-style-type: none"> - Conduct meetings with TERF and DECD to understand current organic waste management for UIR <p><i>By Year 1 end</i></p> <ul style="list-style-type: none"> - 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 <p><i>By Year 1 end</i></p> <ul style="list-style-type: none"> - Negotiate with TERF on partial delegation of waste management to identified subcontractors <p><i>By Year 2 end</i></p> <ul style="list-style-type: none"> - Arrange for TERF to receive mitigation dollars to assist with 	<ul style="list-style-type: none"> - Coordinate with CTUIR workforce development entities to understand current capacity within CTUIR community and gaps in training needed <p><i>By Year 3 through Year 5 end</i></p> <ul style="list-style-type: none"> - Comply with state and federal laws surrounding operations acquisition, occupational safety, and other considerations for CTUIR in acquisition of operation <p><i>By Year 4 through Year 5 end</i></p> <p>4. Solicit, select, and secure subcontractor for regional pulp tree processing assessment.</p> <ul style="list-style-type: none"> - Draft Request for Proposals for release and release RFP publicly <p><i>By Year 1 end</i></p> <ul style="list-style-type: none"> - Collect RFPs during required and reasonable duration of time for submission <p><i>By Year 1 end</i></p>
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	<p>and knowledge gained as a result <i>By Year 1 through Year 5 end</i></p> <p>5. Inventory of impressions of EV, including operations, maintenance, troubleshooting, and other items of concern.</p> <ul style="list-style-type: none"> - Conduct and report initial inspection and any items that require adjustment or replacement <i>By Year 2 end</i> - Draft and release communications related to acquisition of EV buses to associated news and social media outlets <i>By Year 2 end</i> - Conduct test runs and record impressions and any trouble-shooting necessary or incidents of concern. <i>By Year 3 end</i> - Facilitate inaugural launch of EV buses 	<p>timeline and potential impacts.</p> <ul style="list-style-type: none"> - Draft and finalize a community outreach strategy and metric tracking plan <i>By Year 1 end</i> - Source and select items necessary for community outreach effort including supplies, materials, and donation (raffle) items to be used <i>By Year 2 end</i> - Facilitate procurement process for necessary items <i>By Year 2 end</i> - Begin outreach campaign implementation and coordination with relevant partner entities <i>By Year 3 end</i> - Collect necessary tracking metric data such as utilization of trail, awareness of trail, concerns or observations of impact, satisfaction 	<p>changes in operation that may result from this delegation <i>By Year 2 end</i></p> <ul style="list-style-type: none"> - Finalize delegation agreement and coordinate with TPO to update agreement within CTUIR Environmental Health and Safety Code <i>By Year 2 end</i> <p>4. Coordinate with DECD for land leasing at Coyote Business Park South, if capacity is not available at TERF</p> <ul style="list-style-type: none"> - Organize and facilitate meetings to understand land leasing process and identify organic waste land management needs and available space <i>By Year 1 end</i> - Tour available lands and identify process, agreements, and abatement necessary for operation 	<ul style="list-style-type: none"> - Close RPF opportunity and review submitted proposals <i>By Year 1 end</i> - Select and notify preferred subcontractor <i>By Year 2 end</i> - Negotiate terms, conditions, and scope of work with subcontractor <i>By Year 2 end</i> - Draft and finalize professional services agreement <i>By Year 3 end</i> <p>5. Solicit, select and secure subcontractor for operation of small Biochar trailer unit</p> <ul style="list-style-type: none"> - Draft Request for Proposals for release and release RFP publicly <i>By Year 2 end</i> - Collect RFPs during required and reasonable duration of time for submission <i>By Year 2 end</i> - Close RPF opportunity and review submitted proposals
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	<p>and begin outreach campaign <i>By Year 3 end</i></p> <ul style="list-style-type: none"> - Compile reports and feedback into an initial impressions report and include in grant reporting <i>By Year 4 end</i> <p>6. Conduct community engagement campaign, and track outputs</p> <ul style="list-style-type: none"> - Draft and finalize outreach plan and assign roles and responsibilities <i>By Year 1 end</i> - Source and select items necessary for community outreach effort including supplies, materials, and donation (raffle) items to be used <i>By Year 2 end</i> - Facilitate procurement process for necessary items <i>By Year 2 end</i> - Begin outreach campaign 	<p>of work, and other identified tracking metrics <i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Collect interviews and anecdotal stories about community perception of new and planned trail system <i>By Year 5 end</i> <p>6. Begin necessary documentation of permitting and construction impact assessments, and other relevant processes necessary.</p> <ul style="list-style-type: none"> - Coordinate with entities like Oregon Dept of Transportation and others for permitting and lane closures to begin process <i>By Year 2 end</i> - Conduct necessary paperwork, negotiations and communication needed for project type <i>By Year 3 end</i> 	<p><i>By Year 1 end</i></p> <ul style="list-style-type: none"> - Negotiate and secure appropriate land agreements and finalize arrangement <i>By Year 1 end</i> - Announce agreements and begin implementation <i>By Year 2 end</i> <p>5. Begin any necessary construction to create facility space for organic waste processing</p> <ul style="list-style-type: none"> - Identify necessary procedure, assessment, and other paperwork to begin construction on waste management operation <i>By Year 2 end</i> - Source and secure construction materials necessary and coordinate with any additional subcontractors necessary for construction phase <i>By Year 3 end</i> 	<p><i>By Year 2 end</i></p> <ul style="list-style-type: none"> - Select and notify preferred subcontractor <i>By Year 3 end</i> - Negotiate terms, conditions, and scope of work with subcontractor <i>By Year 3 end</i> - Draft and finalize professional services agreement <i>By Year 3 end</i> <p>6. Coordinate within CTUIR to conduct internal acquisition and procurement process</p> <ul style="list-style-type: none"> - Conduct operations inspection and assessment of Blue Mountain Lumber Company facilities and equipment <i>By Year 3 through Year 5 end</i> - Secure insurance and other coverage for operations of BMLC to be in compliance with state and federal labor requirements <i>By Year 3 through Year 5 end</i>
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	<p>implementation and coordination with relevant partner entities <i>By Year 3 end</i></p> <ul style="list-style-type: none"> - Collect necessary tracking metric data such as ridership, population information, fuel use and battery charge duration and other identified tracking metrics <i>By Year 5 end</i> - Collect interviews and anecdotal stories about rider and community perception of EV bus technology <i>By Year 5 end</i> <p>7. Produce report of EV bus review, including calculated and projected carbon reductions from project.</p> <ul style="list-style-type: none"> - Collect necessary EV bus operation metrics such as source company quality, repairs and 	<ul style="list-style-type: none"> - Scope and negotiate with landowner entities for necessary easements and other agreements <i>By Year 3 end</i> - Continue with communication and coordination through project implementation <i>Begin Year 1 through Year 5 end</i> <p>7. Solicit and secure subcontractor for invasive species management and develop plan for course of treatment.</p> <ul style="list-style-type: none"> - Draft Request for Proposals for release and release RFP publicly <i>By Year 1 end</i> - Collect RFPs during required and reasonable duration of time for submission <i>By Year 1 end</i> - Close RFP opportunity and 	<ul style="list-style-type: none"> - Complete necessary environmental and community impact reviews and assessments necessary <i>By Year 3 end</i> - Break ground and begin physical construction for operations site <i>By Year 3 end</i> <p>6. Identify options for anaerobic digestion equipment, select preferred options and conduct procurement</p> <ul style="list-style-type: none"> - Conduct review of available AD equipment and identify those suitable for CTUIR current and future needs <i>By Year 2 end</i> - Communicate with suitable AD vendors and learn procurement process and other details about equipment <i>By Year 3 end</i> 	<ul style="list-style-type: none"> - Continue and improve coordination for labor and insurance requirements <i>By Year 3 through Year 5 end</i> <p>7. Continue and finalize all necessary steps in acquisition of operations for milling</p> <ul style="list-style-type: none"> - Initiate and finalize financial transaction to secure acquisition of mill operation <i>By Year 4 end</i> - Assess and enroll mill operation into CTUIR insurance framework <i>By Year 4 end</i> - Conduct necessary inspections, certification, upgrades, repairs, and any other required elements to finalize acquisition <i>By Year 4 end</i> <p>8. Receive and review draft version of regional pulp tree processing assessment for comment</p> <ul style="list-style-type: none"> - Coordinate with subcontractor to facilitate CTUIR staff,
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	<p>maintenance, duration of travel of charge, impact of infrastructure, difficulty of transition, and other identified tracking metrics; compile data into accessible spreadsheet <i>Begin Year 1 through Year 5 end</i></p> <ul style="list-style-type: none"> - Collect necessary tracking metric data such as ridership, population information, fuel use and battery charge duration and other identified tracking metrics <i>By Year 5 end</i> - Collect interviews and anecdotal stories about rider and community perception of EV bus technology <i>By Year 5 end</i> - Compile EV bus operations and perception 	<p>review submitted proposals <i>By Year 1 end</i></p> <ul style="list-style-type: none"> - Select and notify preferred subcontractor <i>By Year 2 end</i> - Negotiate terms, conditions, and scope of work with subcontractor <i>By Year 2 end</i> - Draft and finalize professional services agreement <i>By Year 3 end</i> - Coordination with CTUIR DNR and outside entities necessary for invasive species management needs <i>By Year 1 end</i> <p>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.</p>	<ul style="list-style-type: none"> - Select preferred equipment and conduct procurement process <i>By Year 3 end</i> - Receive AD equipment and insure with CTUIR's internal process <i>By Year 4 end</i> <p>7. Identify options for heavy equipment and EV truck and hauler equipment, select preferred options and conduct procurement</p> <ul style="list-style-type: none"> - Conduct review of available EV truck and trailer equipment and identify those suitable for CTUIR current and future needs <i>By Year 2 end</i> - Communicate with suitable EV truck and trailer vendors and learn procurement process and other details about equipment 	<p>committee, commission, and community review of draft assessment and provide comment <i>By Year 4 end</i></p> <ul style="list-style-type: none"> - Subcontractor to incorporate commentary into draft revision <i>By Year 4 end</i> <p>9. Implement first phase mill operations under CTUIR leadership</p> <ul style="list-style-type: none"> - Contact and communicate with previous mill operations suppliers to resume service <i>By Year 5 end</i> - Coordinate with CTUIR DNR on forest management needs and draft plan to incorporate into operations schedule <i>By Year 5 end</i> - Draft and release announcements for mill wood sourcing for the region as capacity allows <i>By Year 5 end</i>
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	<p>information into a report <i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Submit report as part of grant reporting and deliverables <i>By Year 5 end</i> <p>8. Compile and calculate carbon reductions estimated by measure implementation</p> <ul style="list-style-type: none"> - <p>9. Submit annual reporting, necessary interim reporting, and final grant report.</p> <ul style="list-style-type: none"> - Conduct grant negotiation and award process <i>By Year 1 end</i> - Implement project in accordance with plan and compile relevant data and deliverables tracking information <i>Begin Year 1 through Year 5 end</i> - Submit annual final and progress reports to reporting portal 	<ul style="list-style-type: none"> - Draft and finalize GHG emissions reporting metrics and data collection plan <i>By Year 3 end</i> - Begin collecting relevant data metrics including community use polling, interviews, observation counts, traffic counts, and other methods of securing identified tracking data <i>Begin Year 2 through Year 5 end</i> - Compile data into a report to inform GHG emissions reduction tracking <i>By Year 5 end</i> <p>9. Compile and calculate carbon reductions estimated by measure implementation.</p> <ul style="list-style-type: none"> - Draft and finalize plan for calculating GHG emissions reductions, including from HABs previously not included 	<p><i>By Year 3 end</i></p> <ul style="list-style-type: none"> - Select preferred equipment and conduct procurement process <i>By Year 3 end</i> - Receive EV truck and trailer equipment and insure with CTUIR's internal process <i>By Year 4 end</i> <p>8. Coordinate with subcontractor on Year 2 composting initiation plan</p> <ul style="list-style-type: none"> - Organize meetings with subcontractor and relevant CTUIR staff, committees, and commissions to develop a comprehensive and acceptable plan for managing aerobic composting on site <i>By Year 2 end</i> - Document meeting minutes and outcomes to be included in grant reporting <i>By Year 2 end</i> 	<p>10. Conduct community and workforce development engagement with milling operations employment needs</p> <ul style="list-style-type: none"> - Coordinate with DCFS workforce development program to assess current skills and needs of program clients for baseline <i>By Year 3 end</i> - Identify additional training that may be necessary to prepare workforce development candidates for mill employment <i>By Year 4 end</i> - Develop plan to connect workforce development candidates with training opportunities and employment positions currently and into the future <i>By Year 5 end</i> <p>11. Develop and release communications to announce CTUIR acquisition of milling</p>
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	<p><i>Annually</i></p> <ul style="list-style-type: none"> - Compile and submit final grant progress and financial report <i>By Year 5 end</i> 	<p><i>By Year 2</i></p> <ul style="list-style-type: none"> - Coordinate with necessary departments and outside partners to ensure quality control of data collection and model development <p><i>By Year 3</i></p> <ul style="list-style-type: none"> - Begin developing baseline information to inform GHG reductions model <i>Begin Year 1 through Year 5 end</i> - Continue to collect relevant data and input into calculations and modeling <i>Begin Year 1 through Year 5 end</i> - Refine model and calculations as needed <i>Begin Year 2 through Year 5 end</i> - Compile data, model methodology, and findings into a report to be submitted to granter 	<p>9. Coordinate with subcontractor on Year 3 AD processing initiation</p> <ul style="list-style-type: none"> - Organize meetings with subcontractor and relevant CTUIR staff, committees, and commissions to develop a comprehensive and acceptable plan for managing anaerobic digestion on site <i>By Year 3 end</i> - Document meeting minutes and outcomes to be included in grant reporting <i>By Year 3 end</i> <p>10. Begin food and yard waste collection implementation and processing for initial phase of scope of work</p> <ul style="list-style-type: none"> - Draft organic waste collection plan and route, and begin coordinating with relevant departments and entities <i>By Year 3 end</i> 	<p>operation to news and media outlets</p> <ul style="list-style-type: none"> - Draft and release press releases to news and media outlets about acquisition <i>By Year 3 end</i> - Communicate and coordinate with regional partners to announce to relevant government, private, and NGO stakeholders that may have interest <i>By Year 3 through Year 5 end</i> <p>12. Connect with other regional forestry management entities on understanding their processing needs for additional capacity expansion</p> <ul style="list-style-type: none"> - Coordinate with state, federal, private, and NGO regional working lands stakeholders on their milling needs regularly <i>By Year 2 through Year 5 end</i> - Publicize and promote pulp tree processing assessment progress
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		<p>reports to reporting portal</p> <p><i>Annually</i></p> <ul style="list-style-type: none"> - Compile and submit final grant progress and financial report <p><i>By Year 5 end</i></p>	<p>collection and reporting to central data manager</p> <p><i>By Year 2 through Year 5</i></p> <ul style="list-style-type: none"> - Continue to refine and collect data to inform GHG reduction modeling <p><i>By Year 2 through Year 5 end</i></p> <p>12. Expand food and yard waste collection to secondary increased phase of scope of work</p> <ul style="list-style-type: none"> - Assess capacity of subcontractor and site operations and determine additional collection that is possible <p><i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Update organic waste collection plan and delegation agreement with TERF to accommodate service expansion <p><i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Communicate with new potential service clients and coordinate desired 	<p>opportunities to share final version</p> <p><i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Collect feedback and suggestions for any future updates and revisions <p><i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Provide final agreement close out and evaluation of subcontractor services <p><i>By Year 5 end</i></p> <p>14. Expand milling operations capacity and connect with end product existing and potential customers</p> <ul style="list-style-type: none"> - Assess progress on mill operation and feasibility of expanding services <p><i>By Year 4 through Year 5 end</i></p> <ul style="list-style-type: none"> - Identify any barriers, obstacles, additional funding needs, repairs, or other limitations that could impede potential service expansion <p><i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Draft a plan to implement a realistic services expansion
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			<p>logistics and schedule <i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Implement expanded organic waste collection route and services <i>By Year 5 end</i> <p>13. Conduct community engagement and collect feedback to improve services and quality of organic waste collected</p> <ul style="list-style-type: none"> - Draft and finalize outreach plan and assign roles and responsibilities <i>By Year 2 end</i> - Source and select items necessary for community outreach effort including supplies, materials, and donation (raffle) items to be used <i>By Year 3 end</i> - Facilitate procurement process for necessary items <i>By Year 2 end</i> - Begin outreach campaign implementation and 	<p>and overcome barriers if necessary <i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Continue to meet safe labor and quality jobs requirements, and to provide on-the-job training for TERO and workforce development program participants <i>By Year 3 through Year 5 end</i> <p>15. Coordinate with DCFS Workforce Development and TERO to implement training opportunities</p> <ul style="list-style-type: none"> - Coordinate with DCFS workforce development and TERO programs on progress in developing training schedule <i>By Year 4 through Year 5 end</i> - Assess any additional support that may be necessary to meet mill operation gaps that and options that Tribal members might be able to fill <i>By Year 5 end</i>
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			<p>coordination with relevant partner entities</p> <p><i>By Year 3 end</i></p> <ul style="list-style-type: none"> - Collect necessary tracking metric data such as food and yard waste volume, limitations on collection from different factors, and other identified tracking metrics <p><i>By Year 5 end</i></p> <ul style="list-style-type: none"> - Collect interviews and anecdotal stories about rider and community perception of EV bus technology <p><i>By Year 5 end</i></p> <p>14. Implement capacity to collect organic waste processing output materials like compost and fertilizer, for client receipt and evaluation</p> <ul style="list-style-type: none"> - Coordinate with subcontractor and potential output recipients like local agricultural producers, landscapers, CTUIR 	<ul style="list-style-type: none"> - Collect data on effectiveness of current training to meet workforce development, TERO, and mill operations needs <p><i>By Year 5 end</i></p> <p>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.</p> <ul style="list-style-type: none"> - Draft and finalize GHG emissions reporting metrics and data collection plan <p><i>By Year 3 end</i></p> <ul style="list-style-type: none"> - Begin collecting relevant data metrics including community use polling, interviews, observation counts, traffic counts, and other methods of securing identified tracking data
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			<p>entities and residents on preferences and scheduling deliveries By Year 5 end</p> <ul style="list-style-type: none"> - 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 <p>15. 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.</p> <ul style="list-style-type: none"> - Draft and finalize GHG emissions reporting metrics and data collection plan 	<p><i>Begin Year 2 through Year 5 end</i></p> <ul style="list-style-type: none"> - Compile data into a report to inform GHG emissions reduction tracking By Year 5 end <p>17. Compile and calculate carbon reductions estimated by measure implementation.</p> <ul style="list-style-type: none"> - 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 By Year 1 through Year 5 end - Continue to collect relevant data and
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			<p><i>By Year 3 end</i></p> <ul style="list-style-type: none"> - Begin collecting relevant data metrics including community use polling, interviews, observation counts, traffic counts, and other methods of securing identified tracking data <i>Begin Year 2 through Year 5 end</i> - Compile data into a report to inform GHG emissions reduction tracking <i>By Year 5 end</i> <p>16. Compile and calculate carbon reductions estimated by measure implementation.</p> <ul style="list-style-type: none"> - Draft and finalize plan for calculating GHG emissions reductions, including from HABs previously not included <i>By Year 2 end</i> - Coordinate with necessary departments and outside partners to 	<p>input into calculations and modeling <i>Begin Year 1 through Year 5 end</i></p> <ul style="list-style-type: none"> - Refine model and calculations as needed <i>Begin Year 2 through Year 5 end</i> - Compile data, model methodology, and findings into a report to be submitted to granter <i>Begin Year 1 through Year 5 end</i> - Connect with additional partners involved in GHG offset crediting to begin process to be eligible for carbon offset investment in CTUIR project <i>Begin Year 4 through Year 5 end</i> <p>18. Compile and complete necessary grant administration reporting, and others annual, as required, and by Project Year 5.</p> <ul style="list-style-type: none"> - Conduct grant negotiation and award process
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			<p>ensure quality control of data collection and model development</p> <p><i>By Year 3</i></p> <ul style="list-style-type: none"> - Begin developing baseline information to inform GHG reductions model <i>Begin Year 1 through Year 5 end</i> - Continue to collect relevant data and input into calculations and modeling <i>Begin Year 1 through Year 5 end</i> - Refine model and calculations as needed <i>Begin Year 2 through Year 5 end</i> - Compile data, model methodology, and findings into a report to be submitted to granter <i>Begin Year 1 through Year 5 end</i> - Connect with additional partners involved in GHG offset crediting to 	<p><i>By Year 1 end</i></p> <ul style="list-style-type: none"> - Implement project in accordance with plan and compile relevant data and deliverables tracking information <i>Begin Year 1 through Year 5 end</i> - Submit annual final and progress reports to reporting portal <i>Annually</i> - Compile and submit final grant progress and financial report <i>By Year 5 end</i>
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			<p>begin process to be eligible for carbon offset investment in CTUIR project <i>Begin Year 4 through Year 5 end</i></p> <p>17. Compile and complete necessary grant administration reporting, and others annual, as required, and by Project Year 5.</p> <ul style="list-style-type: none">- Conduct grant negotiation and award process <i>By Year 1 end</i>- Implement project in accordance with plan and compile relevant data and deliverables tracking information <i>Begin Year 1 through Year 5 end</i>- Submit annual final and progress reports to reporting portal <i>Annually</i>- Compile and submit final grant progress and financial report <i>By Year 5 end</i>	
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<p>AUTHORITIES & IMPLEMENTATION</p> <p>Parties roles and responsibilities for implementing Whether each has authority currently or will obtain it during the grant period.</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 also likely to result in expanded employment opportunities for CTUIR Tribal members, descendants, and family members, and likely to involve Workforce Development activities through Dept of Child and
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		<p>coordinate with relevant entities within the grant period to obtain any additional authority necessary.</p> <ul style="list-style-type: none"> • 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. 	<p>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.</p> <ul style="list-style-type: none"> • 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 	<p>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.</p> <ul style="list-style-type: none"> • 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.
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			<p>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.</p> <ul style="list-style-type: none">• 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.	
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