



Ute Mountain Ute Tribe
COMPREHENSIVE
ECONOMIC
DEVELOPMENT
STRATEGY



2022 TO 2024

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ECONOMIC
DEVELOPMENT
STRATEGY

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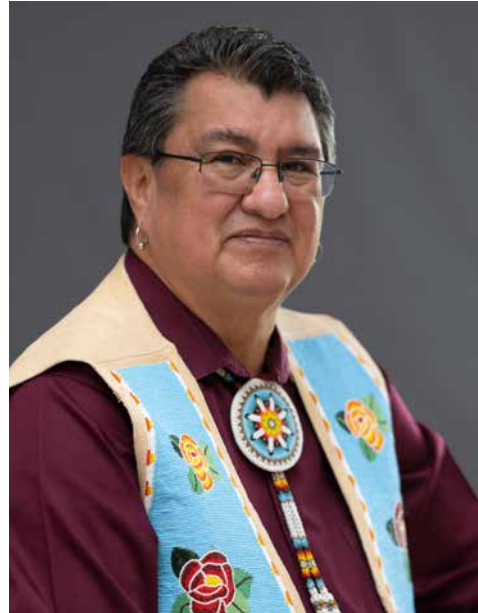
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Chairman Manuel Heart
Ute Mountain Ute Tribe
Towaoc, Colorado

Manuel Heart is the current Chairman of the Ute Mountain Ute Tribe. He was sworn in for a three-year term on November 1, 2019. He has served as a council member since 1995 in various capacities such as Chairman, Vice-Chairman and Secretary Custodian. Heart is Chairman of Ten Tribes Partnership for the Colorado River Upper and Lower Basin and serves as a board member for numerous committees on tribal, state and national levels such as Weeminuche Construction Company, Four Corners Monument, Brunot Commission, Colorado Commission Indian Affairs and National Congress of American Indians. When serving as Chief Executive Officer for the Weeminuche Construction Company, Manuel Heart was responsible for managing over \$500 million in construction projects and he was part of a leadership team that worked with the United States Department of Agriculture to establish the Blue Mountain Hospital in Blanding, Utah. In his most recent administration since 2019, Chairman Heart has increased grant funding by 30% and has generated more than \$50M for broadband, housing, renewable energy, economic development, healthcare, education, and social services. In 2021, UMUT opened the doors to its first tribal school under his administration.

In his most recent administration, Chairman Heart has been a champion for children, youth and families and played a key role in designing nearly 50 new programs that have generated \$91 million in new grants in just six years. Chairman Heart has been a strong advocate for culture and language preservation and intergenerational learning, engaging multiple generations to work together to transfer knowledge from elders to youth, and youth to elders. Through his leadership the UMUT has produced six award winning films, including the tribes' 2020 film *Our Culture Is Our Strength* which won 21 Telly Awards. In 2021 Chairman Heart helped write, perform, and produce *We Are Nuchu – The Ute Mountain Ute Tribe*.

Other major achievements by Manuel Heart include: the opening of the Kwiyagatu Community Academy – the tribe's first; Charter School on the reservation; the launch of a year-round afterschool program called Project PEAK (Pisichu Enrichment Academy for Knowledge) for K-12 students that focuses on culture, academics, media/technology, and recreation; a comprehensive educational systems development project called Growing Ute Futures; broadband to get high speed internet to all homes on the reservation, and; restoration of the boundaries of Bears Ears and Grand Staircase-Escalante monuments in southern Utah. The Bears Ears National Monument, which was created by President Barack Obama shortly before he left office, will go back to 1.36 million acres, and Grand Staircase will be restored to 1.87 million acres. Chairman Heart also serves as Chairman for the Colorado River Basin Ten Tribes Partnership. To him, "water is life" so he actively advocates for water for his Tribe.

In addition to his tribal role Manuel Heart is a cattle rancher, husband to Marie Lansing Heart, and adoring grandfather.



Bernadette Cuthair
Ute Mountain Ute Tribe
Director of Planning & Development

Bernadette Cuthair, Director of Planning & Development, is currently also serving as Interim Economic Development Specialist for the Ute Mountain Ute Tribe. In these roles, she has been instrumental in generating over \$60M in new grant funding for the Tribe since 2015. Her personal responsibility includes overseeing multi-million-dollar grants and contracts for as many as twenty (20) major community development projects annually, including infrastructure, transportation, housing, governmental facilities, parks, recreation and more. In just the past three years alone, Cuthair has spearheaded the following 3 major projects in partnership with the States of Colorado and Utah, as well as the United States Departments of Energy, Transportation, and Agriculture: \$2.1M Solar Panel Project, \$11M Transportation Project, \$9M Water & Wastewater Project.

Ms. Cuthair specializes in the fields of Tribal water rights, renewable energy management, tribal land base asset management, and transportation management. Bernadette is known throughout Indian Country as a "Champion for Renewable Energy." A story about her work was published last year by the Office of Indian Energy Policy and Programs of the U.S. Department of Energy as part of its "Indian Champions" series, and is re-published this month by the Energy Sovereignty Institute (ESI), a social initiative of the Sustainable Native Communities Collaborative (SNCC) and the Microgrid Systems Laboratory (MSL), designed to promote the benefits of decentralized energy systems and technologies for Native American communities, and to advance their availability and use.

In 2017, Cuthair collaborated with world renowned architects (Koning Eizenberg Architects) and landscape designers (D.I.R.T. Studio and 10 x 10 Landscape Architects) to complete a Comprehensive Master Plan for the Ute Mountain Ute Tribe that can be seen at this link: https://issuu.com/koningeizenberg/docs/umut_housing_open_space_masterpla. The process used to develop the plan focused on a high level of youth and elder engagement to promote intergenerational and cultural learning.

Ms. Cuthair completed Business Management and Economic Studies at Fort Lewis College in Durango, Colorado and attended various professional development courses at San Juan College in Farmington and San Juan Basin Technical College in Cortez. Recently she received certification in an Executive Presentation Program taught by trainer and author of the Boomerang Approach, Reiner Lomb. Cuthair often presents at national conferences and international film festivals where she talks about the Ute Mountain Ute Tribe's award-winning youth films. Bernadette is a single mother that raised a combat veteran of the United States Army on the reservation in Towaoc, Colorado. She is a supporter of the Wounded Warrior Project.



Anthony Two Moons
Creative Director, Photographer

Photographer, Artist, and Photography Director with more than twenty years of experience. Recognized for awe-inspiring imagery, Anthony is a visual story teller with an in-depth knowledge of our industry. Dedicated to his pursuit, he is an influential artist with evolved lighting skills forged to create visual experiences that are both relevant and compelling. Versatile and unrelenting in his drive to create outstanding imagery, he has attracted many of the world's most well known clients. From boutique to global campaigns, Anthony specializes in Luxury, Beauty, Fashion, Product, Interiors and Lifestyle.

Born in Denver, Colorado, Anthony is of Southern Arapaho, Diné, Zuni, Spanish and German descent. He grew up in Colorado, Arizona, Virginia, Ohio and Nebraska. At the age of 15, while visiting the school library and browsing through photography books, he decided that he would do whatever it takes to become a professional photographer. He attended college at the University of Denver and Brooks Institute of Photographic Art and Science in Santa Barbara, California. While at DU, he discovered painting. Immediately after graduating Anthony moved to New York City to begin his Professional Photography career. Within the first two years he had his first fashion campaign published in Tokyo, Japan. The next ten years brought constant travel around the world, photography shows, familiar faces and experiences never imagined. A true artist at heart, Anthony realized art was only part of the Professional Photographer experience. He began to explore painting again while making time to become more involved in Indigenous issues. In 2000, Anthony presented his first solo art show sponsored by Smithsonian's NMAI. Twenty years later he continues his successful career as a Professional Photographer and Artist.

Anthony's clients include: Peloton, Visa, Michael Kors, Estée Laude, La Mer, Tory Burch, Anthropologie, David Yurman, Flaunt, Nespresso, Intermix, Laird and Partners, Landor, L'Oreal, Limited Brands, Origins, Smithsonian National Museum of The American Indian, Native Peoples, Coach, Allure, Johnson & Johnson, Kenneth Cole, Vince Camuto, Ralph Lauren, GQ, Vaute NYC, Hourglass Cosmetics, Vogue, McCann, Yard NYC, among others.



Beverly Santicola
Santicola & Company
Grants and Contracts Consultant

Beverly Santicola turned an agricultural childhood and lifetime of work experiences into a purpose driven mission to grow a new generation of leaders for the future of America. She is an award-winning film producer, social entrepreneur, idea generator, problem solver, program developer, project facilitator, public speaker, and grant writing consultant. Over the past ten years Santicola has focused her expertise and energy in the arenas of community development, youth leadership, and collaborative partnership building for government agencies, national associations, Native American Tribes and Native Hawaiian nonprofits. Working with a team of professional grant writers that have generated more than \$1 Billion in grant funding for clients, she has been nationally recognized for social innovation and leadership excellence by the US Department of Interior, Bureau of Indian Affairs in connection with the Tiwahe Initiative, as well as Encore.org as a 2010 and 2014 Purpose Prize Fellow sponsored by the Atlantic Philanthropies and John Templeton Foundation. In her role as Grants Consultant, Santicola also provides facilitation services for multiple grant funded programs communicating regularly with federal government officials to assure systemic integration and the implementation of coordinated service delivery systems.

Since 2015, Santicola and her team of award-winning grant writers have generated more than \$106,000,000 for the Ute Mountain Ute Tribe, alone. Major areas of funding include infrastructure, education, broadband, culture, Covid-19 recovery, health, behavioral health, renewable energy and justice. As a result of Santicola's work, the UMUT will have broadband access to all homes by the end of 2022; at least two solar panel projects; water and wastewater infrastructure for addressing a housing shortage for 200 families; and tools and resources to preserve the Ute language and culture. Santicola introduced youth filmmaking in 2015 as a tool for intergenerational community development and has contributed to winning numerous international film awards including awards from LA SKINS FEST, Garifuna International Indigenous Film Fest, Colorado Film Commission, and The Telly Award. *OUR CULTURE IS OUR STRENGTH*, and *WE ARE NUCHU* can be seen at <https://vimeo.com/516856356> and <https://vimeo.com/617401273/6cb4761591> respectively. *OUR CULTURE IS OUR STRENGTH* won a total of 21 Telly Awards in 2021 including two People's Choice Awards. This year Santicola helped design a GROWING UTE project aimed to preserve the Ute language by publishing a *GROWING UTE* book, producing a GROWING UTE public service announcement and creating signage for facilities on the reservation in Ute. This project was modeled after Santicola's national Purpose Prize project above called GROWING RURAL and GROWING SMART focusing on intergenerational community development. <https://encore.org/purpose-prize/beverly-santicola-2/>



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Executive Summary

Executive Summary

THE UTE MOUNTAIN UTE TRIBE located in Towaoc, Colorado and White Mesa, Utah, is in an area known as the Four Corners Region where the states of Arizona, Colorado, New Mexico and Utah come together. The Ute Mountain Ute Tribe is a sovereign nation.

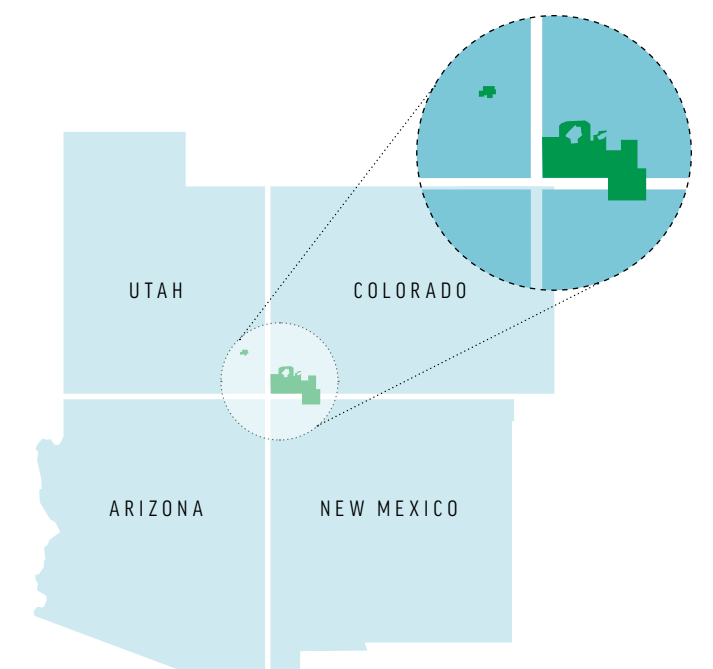
There is an old legend that a Ute Chief once stood in the San Juan Mountains and said, "From where I stand, all the land this water touches belongs to the Ute people." Sadly, the U.S. government didn't agree. Through various treaties with the Federal government in the late 19th century, the Ute Tribe yielded much of its ancestral Colorado homeland. Federal Indian policy at the time sought to assimilate Indian tribes into yeoman farmers by breaking their communal landholdings into individual assigned allotment tracts, typically consisting of 160-acre parcels.

The Tribe initially rejected the allotment policy and the accompanying agricultural lifestyle. Instead, the Tribe opted to settle on arid communal lands in the far southwestern corner of Colorado, where water was scarce and the lands not as conducive to farming. The legacy of these historical injustices is still felt today. The Ute Mountain Ute Tribe is a small, but proud Tribe with approximately 2,100 members living on slightly less than 600,000 acres. The Tribal government center is located in Towaoc, Colorado, 25 miles west of Cortez, and over 300 miles to the nearest major city.

This isolation is compounded by a lack of jobs, resources and amenities to provide for a healthy lifestyle. Nearly 70% of adults and over 50% of children are obese. Nearly 25% of Tribal members have Type II diabetes. This, along with many other public health crises, results in a life expectancy of 55 years - nearly 20 years fewer than the average American.

This is harsh, isolated land. Geographic and cultural isolation drive public health and economic development disparities. Tribal members travel 30 minutes to the nearest grocery stores in Cortez. The only option for food in Towaoc is the Travel Center, which sells food typical of an interstate truck stop, or at the Casino Hotel. Covid-19 hit the UMUT very hard. In 2020, the Tribe was completely closed for eight months, isolating members even more and making access to healthy food a serious struggle.

The Ute Mountain Ute Tribe creates and retains jobs through Tribal Enterprises, Bureau of Indian Affairs, Indian Health Center, and the Tribal Administration. Enterprises include: Ute Mountain Pottery, Travel Center, Ute Mountain Tribal Park, Farm and Ranch Enterprise, Weeminuche Construction and The Ute Mountain Casino. In 2021, a new enterprise was established to improve broadband services called Ute Mountain Communications Enterprise, and a new Charter School was chartered in the State of Colorado starting with K-1 students and expanding each year.



Our Mission for Economic Development:

“Community and economic development programs provide greater opportunities for Ute Mountain people. All community improvements maintain the highest traditions of the Ute Mountain Ute Tribal culture and aim to improve the quality of life on the Ute Mountain Ute Reservation.”

This updated Community Economic Development Strategies Plan (updated October 2022) will provide a glimpse into the progress we've made towards this mission over the past five years, plus include our Covid-19 Recovery and Resiliency Plan following the global Covid-19 pandemic. The Community Economic Development Strategies Plan and Covid-19 Recovery and Resiliency Addendum, also referred to the Ute Mountain Ute Tribe Infrastructure Plan, focuses seven major areas of development:

- 1 Housing Infrastructure
- 2 Education Infrastructure
- 3 Broadband Infrastructure
- 4 Food Sovereignty Infrastructure
- 5 Transportation Infrastructure
- 6 Community Development Infrastructure
- 7 Culture & Open Spaces Infrastructure



\$106 million

New Funding Resources in 7 Years

800+

New Jobs

2,100

Number of Children, Youth and Families Served

UMUT contracted with the expert grant writing team of Santicola & Company in 2015 who has helped generate more than \$106M in new funding resources in 7 years and create more than 800 new jobs. Major grant awards in 2021 include \$7.6M for education, \$12.6M for broadband, and \$2M for housing health and safety.

Four Key Consulting Partners

THE UMUT IS A SMALL TRIBE with only 2,100 members residing mostly on the reservation land in Towaoc, Colorado and White Mesa, Utah. As such the UMUT does not have the internal capacity to achieve such tremendous growth and success on its own.

Over the past seven years the UMUT has contracted with multiple partners and subject matter experts to facilitate the major accomplishments described in this report. While it would be impossible to name them all, the following 4 have worked with the Tribe to lead the projects described in this updated CEDS and Covid-19 Recovery and Resiliency Plan:

Santicola & Company (dba USGG) has been writing grants for the UMUT since 2014 and has helped generate \$106M in new funding to date. USGG is an award-winning national consulting company with expertise in grant writing, grant administration, nonprofit leadership, project management, and community development. USGG grant writers and grant consultants include Jan Mitchell Johnson of Grantsformation in Panama City, Florida; Amanda Shepler, Inc. in Buffalo, New York; and Beverly Santicola in Pittsburgh, Pennsylvania. These three writers, along with Ron Flavin, formerly of San Francisco, California, who passed in January 2021 have won a combined total of more than one billion in grants in the last 20 years and more than \$200M for Native American Tribes and \$600M for education.

For more information <https://www.usgg.net/>

BACKGROUND

Keystone Policy Center assisted in the generation and implementation of \$7.6M in funding for education and \$12.6M in broadband, including the launch of a Charter School on the Reservation. Ernest House, Jr. is a member of the Ute Mountain Ute Tribe and currently serves as Senior Policy Advisor for the Keystone Policy Center, a trusted non-profit organization founded in 1975 to drive actionable, shared solutions to contentious policy challenges. Keystone is recognized by public, private, and civic-sector leaders throughout the United States for independent, collaborative problem-solving approaches that offer a proven blueprint for progress and collective impact.

For more information <https://www.keystone.org>.

Center for Rural Outreach and Public Services, Inc. (CROPS) helped the UMUT design and launch its Tour de Ute/Tiwahe Initiative in 2015 and Growing Ute initiatives in 2021 which generated over \$10M in funding for intergenerational community development and lifelong learning. CROPS is a nonprofit, 501 c 3 organization that was founded in 2004. CROPS has a nine-member Board of Directors comprised of subject matter experts in natural resources, health care, youth leadership, education, community development and Native American Tribes.

Juanita PlentyHoles, a member of the Ute Mountain Ute Tribe, serves as its Colorado Registered Agent and provides office space for CROPS staff on the reservation. Since 2015, CROPS work with the UMUT's elders and youth has led to over 25 film awards, including awards from LA SKINS FEST, Garifuna International Indigenous Film Festival, State of Colorado, and The Telly Awards. This year, CROPS is co-producing two additional films and publishing a *Growing Ute* book to preserve the Ute language and culture.

For more information <https://www.centerforruraloutreach.org/> and <http://www.tourdeute.org/>.

NEO Fiber, Inc., (dba as NEO Connect) helped the UMUT design and implement its Broadband Plan which has generated \$17.6M in funding in 2021. Neo Connect is a Colorado-based firm that was formed in 2010 and has offices in Denver and Glenwood Springs. It is a privately held, woman-owned business. Although most of their projects are in Colorado, NEO's experience spans more than 200 broadband-planning and implementation projects across the United States, Canada and the U.S. Virgin Islands. In the last five years, NEO has become a leader in municipal broadband planning in the State of Colorado.

NEO has provided planning, evaluation, management, and/or implementation services for twenty-five (25) of the state's sixty-four (64) counties, and for forty-nine (49) cities and towns statewide. Most of these projects have been rural, grant-funded efforts aimed at enabling economic development, educational opportunities, public safety, government accessibility, while lowering costs and improving services for all.

For more information <https://neoconnect.us/about-us/>



Background

HISTORICALLY, THE PEOPLE OF THE UTE NATION roamed throughout Colorado, Utah, northern Arizona and New Mexico in a hunter-gatherer society, moving with the seasons for the best hunting and harvesting. In the late 1800's, treaties with the United States forced them to move into southwestern Colorado. Currently there are three Ute tribes—the Northern Ute Tribe in Northwest Utah, the Southern Ute Tribe in Southeastern Colorado and the Ute Mountain Ute Tribe (UMUT) in Montezuma County (Towaoc), Colorado and San Juan County (White Mesa), Utah.

The UMUT people have lived on this land for over 100 years. Today, the homelands for the Weeminuche, or Ute Mountain Ute Tribe, are slightly less than 600,000 acres. The Tribal lands are on what's known as the Colorado Plateau, a high desert area with deep canyons carved through the mesas. Towaoc is situated away southwest of Mesa Verde National Park and northeast of scenic Monument Valley.



Background

The UMUT people
have lived on this land
for over 100 years.

In addition to the land in Colorado and New Mexico, the Ute Mountain Ute Tribe also has a presence in southeastern Utah, on allotted trust land. These lands, or allotments, cover 2,597 acres and are located at Allen Canyon and the greater Cottonwood Wash area as well as on White Mesa and in Cross Canyon. Some of the allotments in White Mesa and Allen Canyon are individually owned and some are owned by the Tribe as a whole. The Allen Canyon allotments are located twelve miles west of Blanding, Utah and adjacent to the Manti La Sal National Forest. The White Mesa allotments are located nine miles south of Blanding, Utah. The Tribe also holds fee patent title to 41,112 acres of land in Utah and Colorado.

The majority of UMUT Tribal members live on the Reservation in Towaoc (Colorado) with a smaller population in the White Mesa (Utah) community. This is a harsh, isolated land, with no nearby cities to provide specialty healthcare services for the residents living on tribal lands. For residents of Towaoc, the nearest city with a population of more than 50,000 is more than 175 miles away. For those in White Mesa, the nearest city with a population of 50,000 or more is about 200 miles away.

Tribal lands also include the Ute Mountain Tribal Park, which covers approximately 125,000 acres of land along the Mancos River. Hundreds of surface sites, cliff dwellings, petroglyphs

and wall paintings of Ancestral Puebloan and Ute cultures are preserved in the park. Native American Ute tour guides provide background information about the people, culture and history who lived in the park lands. National Geographic Traveler chose it as one of "80 World Destinations for Travel in the 21st Century," one of only nine places selected in the United States.

Topographically, the UMUT Reservation is characterized as a high desert plateau, with the elevation ranging from 4,600 feet along the San Juan River to 9,977 on Ute Peak. Vegetation ranges from sagebrush shrubs in the lower elevations to ponderosa pine forests in the higher elevations. The Reservation includes six vegetation



AVERAGE MONTHLY TEMPERATURES

57°F – 86°F

**Highest temperatures
in July**

18°F – 39°F

**Lowest temperatures
in January**

AVERAGE ANNUAL PRECIPITATION

8 – 10 in.

**Avg. precipitation lower
elevations Ute Mountain
Ute Reservation**

13 in.

Avg. precipitation at Cortez

SOURCE: BUTLER ET AL., 1995

Background

zones, including semi-desert grassland, sagebrush savanna, pinyon-juniper woodland/ mountain browse, chaparral, and ponderosa pine-fir-spruce-aspen. Approximately 3,800 acres of noncommercial timber forests are represented in the pinyon-juniper woodland/ mountain browse, chaparral, and fir-spruce-aspen. The Reservation contains verified or potential habitat for several federally listed species of plants and animals.

Reports indicate that the Ute Mountain Ute land, as late as the 1870s, contained grasses, mowable as hay in non-wooded areas, with sagebrush sparse or absent. This condition was changed by heavy grazing, in part due to encroachment from non-Indian livestock. Overgrazing resulted in serious range depletion, with invasion or increase of sagebrush and other undesirable species, the cutting of gullies and arroyos in the lowlands, and severe erosion in the uplands.

Later reductions in livestock numbers have resulted in partial recovery of some reservation and surrounding rangelands. The Livestock Grazing Program within the Natural Resources Department was established to assist Tribal member cattlemen in developing and maintaining the best possible herds for their families and profit.

The climate of Four Corners region is classified as semiarid and is characterized by low humidity, cold winters, and wide variations in seasonal and diurnal temperatures. Temperature varies with elevation. Average monthly maximum temperature ranges from 39°F to 86°F, and the average monthly minimum temperature ranges from 18°F to 57°F. The highest and lowest temperatures occur in July and January, respectively. Precipitation also varies with elevation, with average annual precipitation amounts of 8 to 10 inches in the lower elevations of the Ute Mountain Ute



Reservation and about 13 inches at Cortez (Butler et al., 1995). The 50-year (1948 through 1997) annual precipitation minimum was approximately 5.2 inches at Cortez (1989) and the 50-year maximum was 30.8 inches at Mesa Verde National Park (1957) (Earthinfo, Inc., 2000). Average monthly precipitation varies from 0.65 inch in June to 2.00 inches in August. At the higher elevations, the monthly precipitation totals are relatively constant throughout the year with the exception of the dry season, which occurs in April, May, and June. At lower elevations, a relatively drier season occurs from April through June and a relatively wetter season occurs from August through October. Summer precipitation is characterized by brief and heavy thunderstorms. The snowfall season lasts for 7 to 8 months with the heaviest snowfall occurring in December.

Living and working on the Reservation sometimes feels hopeless. Teen suicides, alcoholism, tobacco use, juvenile crime and poverty are extreme. Many families have become dependent on financial assistance to survive. There are over 150 youth in the Day Labor Program but few good paying jobs to give them hope of a better life. More than one-half of the combined population of Towaoc and White Mesa is under 26 and the average life expectancy is only 55. Youth from UMUT attend public school in Cortez, live with foster families outside of the community, or attend Boarding Schools.

TRIBAL GOVERNMENT

THE UTE MOUNTAIN UTE TRIBE IS A FEDERALLY RECOGNIZED TRIBE. The UMUT Tribal constitution was adopted in 1940. The Tribe is governed by a seven-member elected council. One council member represents White Mesa, and the other members are elected at-large. The council selects a chairman, vice-chairman, treasurer and secretary-custodian from its membership.

Government administration is headed by a Tribal council-appointed executive director. Government offices and facilities are concentrated in and around the community of Towaoc, although there are some government offices in White Mesa. According to tribal officials, White Mesa operates as a semi-autonomous government in many respects.

The Tribal Administration Department provides for the administrative support services for the executive branch of the Tribal Government. This branch includes the Tribal Chairman, the Tribal Council and the Executive Director. It is the responsibility of the Tribal Administration and the Executive Branch to be completely accountable for both internal and external issues which will affect the Ute Mountain Ute Tribe and its membership.

The administrative leader of the Tribe is the Chairman of the Tribal Council. This Chairman's council seat is one of the seven seats elected through popular vote for a three-year term. The position of Vice Chairman is held by an elected Councilman, which is selected every year by the Chairman. The Tribal Council Treasurer is an elected Councilman voted annually by the Tribal Council members.



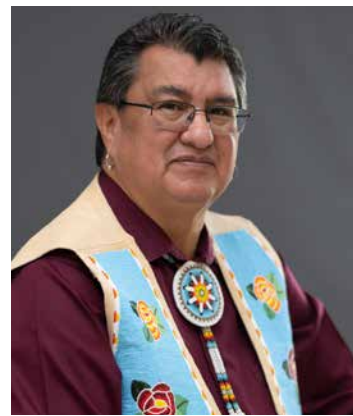
In all matters, the Tribe is a sovereign nation and determines its own course of action. The Ute Mountain Ute Tribal Council, subject to all restrictions in the Constitution and by-laws and the U.S. Code of Federal Regulations, has the right and powers to oversee the following:

- Make and perform contracts and agreements
- Engage in business enterprise
- Manage Tribal real and personal property
- Negotiate and assign Tribal security for loans
- Enact and enforce ordinances to promote public peace, safety and welfare

The Tribe is structured as a Federal Corporation that may be used for business purposes in developing financial growth and Tribal economy. The Ute Mountain Ute Tribal Government Offices are headquartered in Towaoc, Colorado, 15 miles south of Cortez, Colorado, on US Highway 491/160 in Montezuma County, Colorado.

The fact that the Ute Mountain Ute Reservation lies in different states usually complicates the political geography; however, the Ute Mountain Ute Tribe is a sovereign nation and has an agreeable relationship. All Tribal lands are trust lands, the Ute Mountain Ute Tribal Council has full authority and jurisdiction regarding all issues in the political geography.

UMUT TRIBAL COUNCIL AND LEADERS As of September 30, 2022



Manuel Heart, Chairman



Archie House Jr., Vice Chairman



Alston Turtle, Treasurer



Darwin Whiteman Jr., Secretary



Malcolm Lehi, White Mesa Representative



Selwyn Whiteskunk, Member



Lyndreth Wall, Sr., Member



John Trocheck, Executive Director



Ronald Scott, Chief Financial Officer



Peter Ortego, Legal Counsel



Patrick Littlebear, Grants and Contracts

The Tribal economy has five sources of revenue:

- Grants and Contracts
- Tribal Operating Trust & Per Capita Trust Funds
- Economic Development Trust Funds
- Resource Settlement Trust Funds
- Other Revenues

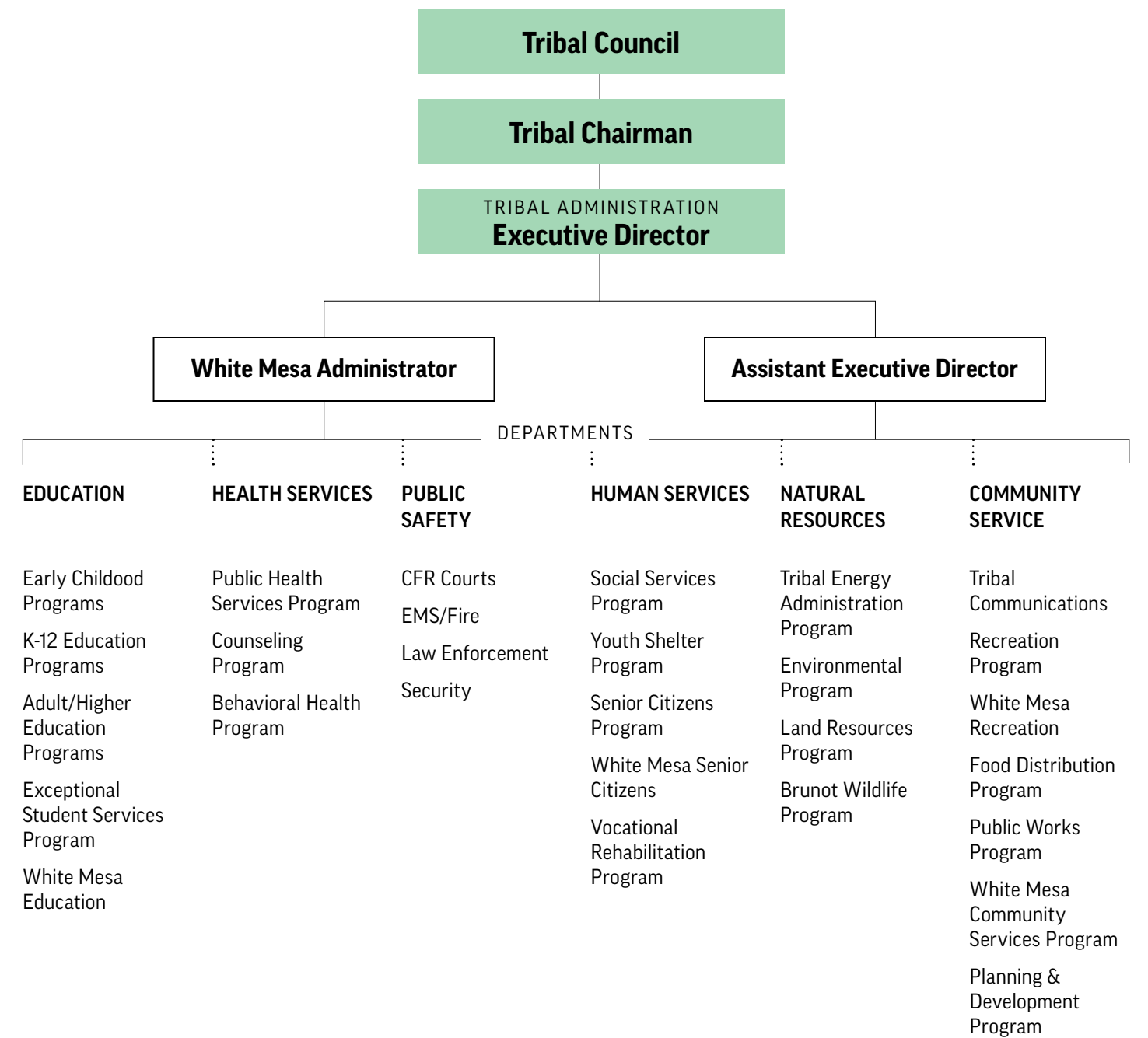
Each revenue source contributes to the Tribe's ability to function as Tribal government. Any increase in revenues results in an

increase in services and improves the quality of life for Tribal members. On the other hand, any decrease in revenues severely limits the Tribe's ability to provide Tribal members with adequate services and social programs, basic living assistance and improved living conditions. As noted in the budget section of this report, Grants and Contracts represent over 51% of the tribes revenue.

The Tribe is listed by the Internal Revenue Services in Revenue Procedure 2002-64 as an organization that may be treated as a governmental entity in accordance with Section 7871. As such, the Tribe's income is not subject to federal income tax.

TRIBAL GOVERNMENT

Administration of Tribal programs is conducted by Tribal administrative staff. Administration operates a centralized management system.

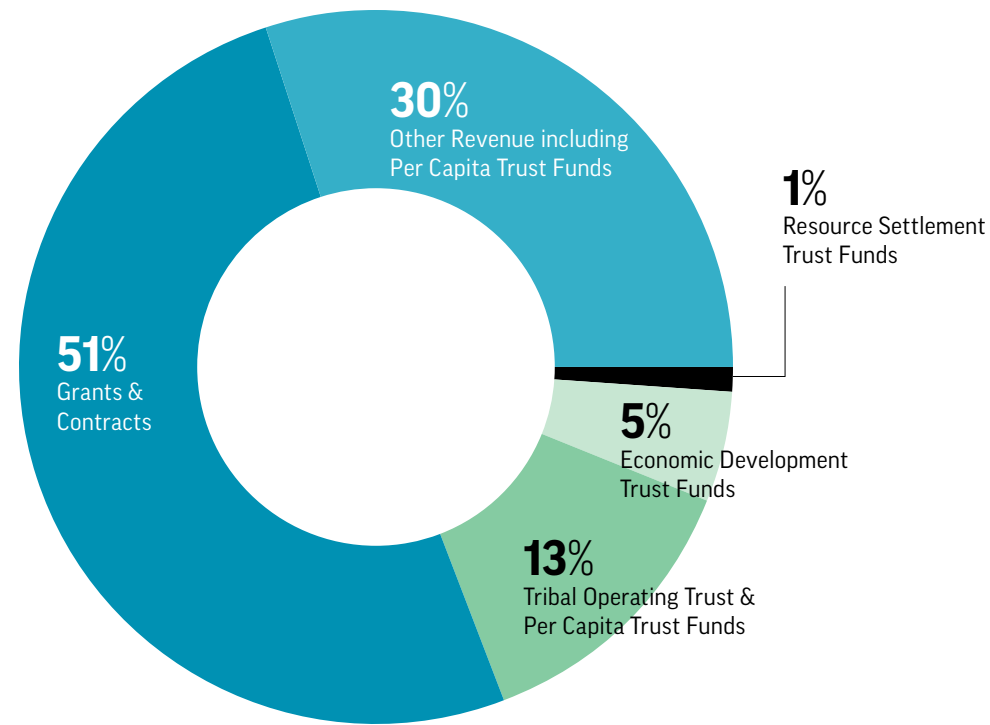


TRIBAL BUDGET

UMUT operates on an annual budget of \$47,859,683.

Of this, \$14,397,582 (30%) is from Other Revenues; \$24,557,236 (51%) is derived from Grants and Contracts.

\$6,408,900 (13%) comes from Tribal Per Capita Trust Funds; \$2,152,673 (5%) comes from Economic Development Trust Funds; and \$343,292 (1%) comes from Resource Settlement Trust Funds.



TOTAL ANNUAL OPERATIONAL BUDGET	
47,859,683	
30.1%	
14,397,582	Other Revenue including Per Capita Trust Funds
51.3%	
24,557,236	Grants & Contracts
13.4%	
6,408,900	Tribal Operating Trust and Per Capita Trust Funds
4.5%	
2,152,673	Economic Development Trust Funds
0.7%	
343,292	Resource Settlement Trust Funds

LAND USE

IN THE FOUR CORNERS REGION, rangeland and forest account for roughly 85 percent of the entire area, and they cover large areas of the Ute Mountain Ute Reservation as well. Most of the Ute Mountain Ute land is either non-commercial timber land (forest) or rangeland used for open grazing.

The Weeminuche Construction Authority uses several acres as an equipment yard for storage and maintenance of equipment and construction materials. Other uses include recreational use (e.g., Tribal Park), resource extraction activities, and irrigated agriculture. Outside of Towaoc, urban land use is essentially non-existent.

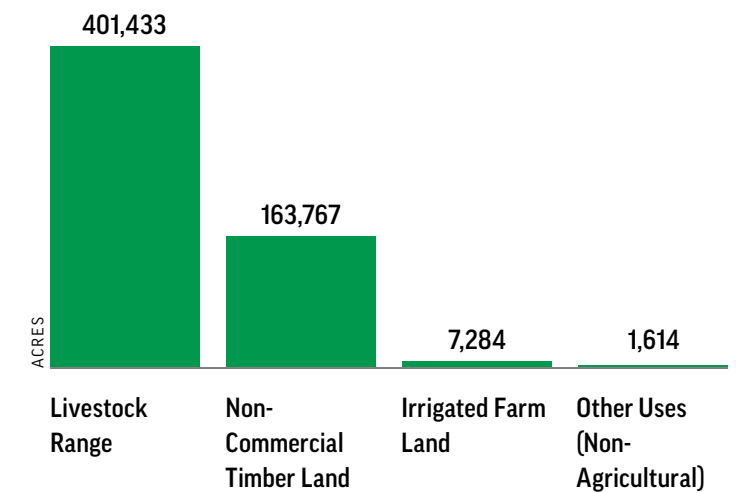
Accordingly, primary land uses on the Ute Mountain Ute Reservation include housing for tribal members, oil, natural gas, sand and gravel extraction, grazing for Tribal livestock, and the Farm and Ranch Enterprise south of Sleeping Ute Mountain. In addition, the Ute Mountain Utes operate several tourism facilities, including the 125,000-acre Ute Mountain Tribal Park, the Ute Mountain Casino Hotel/Resort, the Sleeping Ute RV park and Ute Mountain Pottery.

The Ute Mountain Ute Tribe Farm and Ranch Enterprise is an irrigated agricultural project designed for 7,634 acres of Ute Mountain Reservation land in southwest Colorado. In addition, the Ute Mountain Ute Resources Department operates the smaller Mancos River Farm, which irrigates a few hundred acres. The Farm and Ranch Enterprise grows triticale and alfalfa hay and small grains including corn, wheat, and barley. The Mancos River farm grows hay and provides irrigated rangeland. The Farm and Ranch Enterprise primarily grows crops, but also owns approximately 1,200 head of cattle.

The purpose of the Farm and Ranch Enterprise is to operate a profitable agricultural enterprise, in addition to providing skilled year-round employment to Tribal members. The enterprise was established, in part, following a dispute in the 1950s over the completion by the Bureau of Reclamation (BOR) of a project that diverted water away from the reservation to non-Indian ranches. Settlement of the water rights issues raised by this project eventually led to the creation of the Dolores Project and Ute Mountain Ute Farm and Ranch Enterprise.

The Farm and Ranch Enterprise uses water entitled to the Ute Mountain Utes by the Colorado Ute Water Settlement Act of 1988, which facilitated the importation of water for irrigation, municipal and industrial, recreation, and wildlife uses. The Dolores Project is a water storage and delivery project that resulted, in part, from the water rights settlement. Water is stored in McPhee Reservoir, located 10 miles north of Cortez, Colorado and 20 miles from the Ute Mountain Ute Reservation.

The Farm and Ranch Enterprise uses water entitled to the Ute Mountain Utes by the Colorado Ute Water Settlement Act of 1988. Water for irrigation, wildlife and recreation is transported from the reservoir through the Towaoc Highline Canal, and municipal water is transported by pipeline from Cortez to Towaoc. The Farm and Ranch Enterprise is designed to encompass roughly 7,600 acres of irrigated cropland, primarily south of Sleeping Ute Mountain, and to use on the order of 23,000 acre-feet per year of water. Oil and gas leases cover 61,745 acres in the south and east part of the reservation, 54,195 acres of which are actively producing. An additional 290,000 acres of reservation is available for oil and gas exploration and development. The lands in Utah consist mainly of residential use and livestock use. Traditional plant gathering and limited gardening is practiced in Allen Canyon, the historical home of the Tribal Members who now live in White Mesa.



POPULATION

ACCORDING TO THE US CENSUS, the population of Towaoc, Colorado in 2020 was 1,140 with 61% female and 39% male; the median resident age was 22.6, in comparison to 36.9 years for the rest of Colorado.

The town of White Mesa, Utah is home for just 138 residents and is demographically similar to Towaoc, with local residents being characterized by high degrees of poverty and rural isolation (the nearest city with a population of 50,000 or more is nearly 200 miles away).

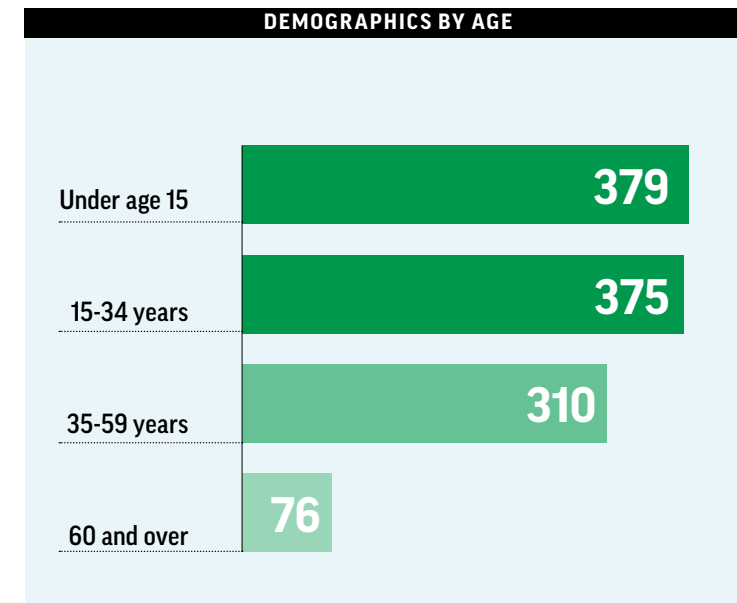
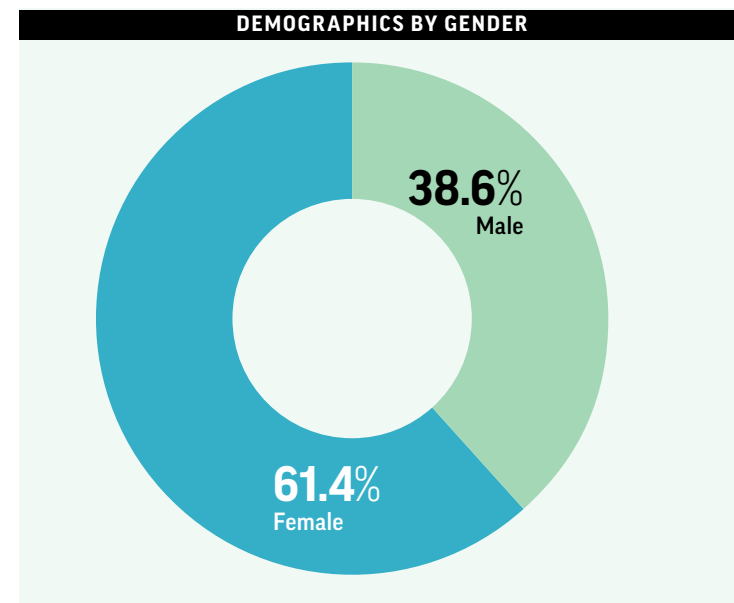
Youth under age 18 constitute more than half the resident population at the UMUT Reservation, virtually double the proportion found in most American communities. The number of children and youth tribal members and non-tribal members is 600. The total UMUT population between the two regions is 1,318 (63% of total UMUT membership).

Growth Over Time

In 2010, the population in Towaoc, CO was 932, representing a 22% increase over the last ten years. The population of White Mesa decreased from 228 to 138 persons. Total UMUT membership remained fairly stable at 2,100.

Growth Projections

The overall Tribal population on the UMUT Reservation is expected to remain consistent for the foreseeable future.



2020 Decennial Census - American Community Survey



Background

ECONOMIC HEALTH INDICATORS



Housing

UNITS AND CONDITIONS

Founded by HUD, the Native American Housing Assistance and Self-Determination Act (NAHASDA) and Indian Community Development Block Grant Program (ICDBG), the Housing Authority manages about a third of the 600 tribal housing units on the reservation.

More specifically, 150 are Housing Authority rental units; 22 are multi-family rentals and 15 are emergency trailers, both maintained by the Housing Authority and 165 are mutual help units. Further, 154 are units conveyed (homeowner responsible for maintenance) with 11 units to be conveyed within the next two years; 25 are NAHASDA units where the homeowner is also responsible for maintenance; and 65 are mobile homes under housing/tribal ownership with the homeowner responsible for maintenance. There are 118 of these units that are vacant. HUD maintains a waiting list which indicates a need for 200 new units, and includes individuals from all income levels, though most qualify for assistance.

Currently there are many Tribal Members living in uninhabitable and unsafe environmental conditions with homes having asbestos, mold, radon, rats, pests, and ceilings caving in. For example, one of our elders who was recently diagnosed with cancer is living in a home that has asbestos and he has nowhere else to go. In other cases, families have an emotional attachment to a deteriorated or abandoned family-owned house but lack the resources to improve. While there is limited homelessness in the traditional sense, as Ute families do not turn away people who have nowhere to sleep, many people sleep on couches and are at risk.

The average life expectancy on the UMUT Reservation is just 55.

A new 10-unit shelter was constructed in 2019 comprised of mobile units bolted together for a total of 20 apartments with a shared common area. Vouchers from the state of Colorado will cover rent and money for the “emergency trailers” comes from an earmarked Tribal fund which is used to purchase around three doublewides each year.

HOUSING COST BURDEN

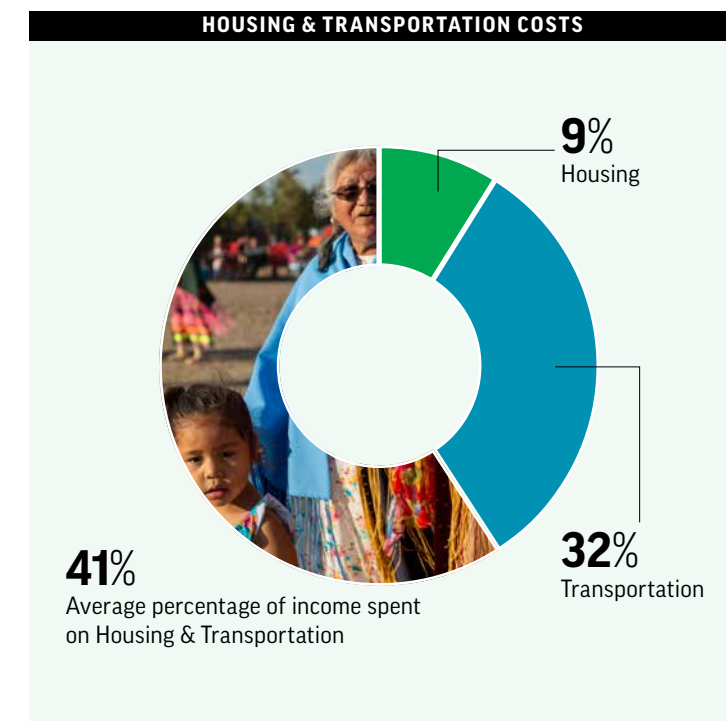
As stated above, while many of our people may not be “homeless” in the same sense that we describe “homelessness” in urban communities, they are living in conditions worse than living under city bridges. Families are living with multiple generations in one small house, houses are falling apart, and the Housing Authority does not have enough funding to repair their homes or provide new ones for them. There are an estimated 200 families on a waiting list for housing and the Housing Authority has only enough funding for an estimated 10 houses per year. In Towaoc, Housing and Transportation Costs (H+T Costs) as a percentage of income ranges from 41% to 66%. In White Mesa, the H+T Costs as a percentage of income is approximately 58%.

In 2021, three funding sources, Colorado Health Foundation, Colorado Housing and Finance Authority and Colorado Department of Local Affairs partnered with the Tiwahe Home Improvement Program led by Bernadette Cuthair (Planning Director) and Juanita PlentyHoles (Tiwahe Director) to allocate \$1.2M for housing improvements to 10-18 homes.

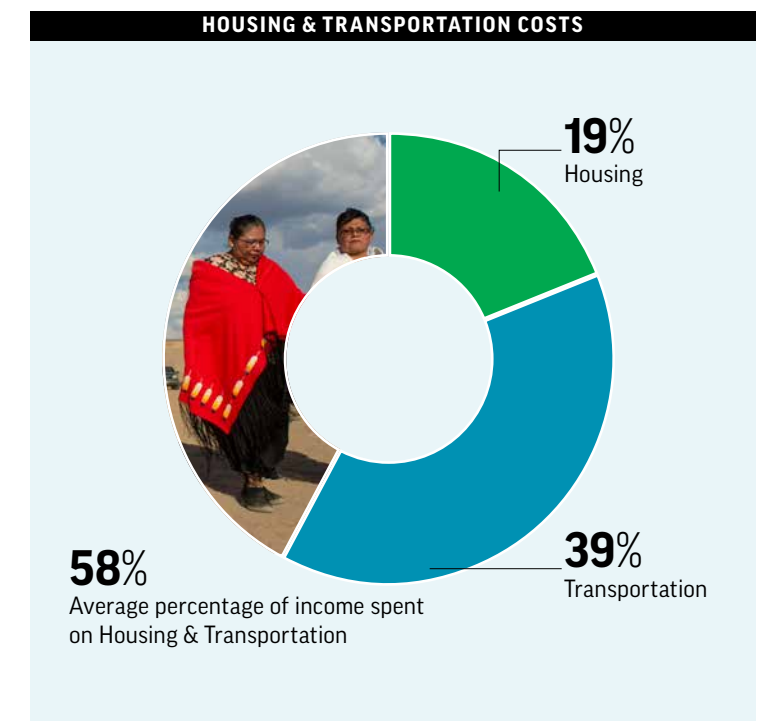
HEALTH, HEALTHCARE AND HEALTH OUTCOMES

Approximately 41% of Tribal members do not have health insurance. Teen birth rates are among the highest in the nation, and the likelihood of low birth weight is significantly higher than averages for other regions. Teen suicide has reached epidemic levels among the Ute Mountain Ute Tribe. In August 2016, just one week into the new school year, we lost a high school Junior – a popular young man with a bright and promising future. In November 2016, our community lost another child to suicide, a young lady just beginning her high school career. In early 2020 there were two completed suicides and five attempts by teen girls and boys. Historically, UMUT sees an average of 2-5 youth suicides per year, but this doesn't tell the whole story. Reported rates do not consider UMUT youth living Off-Reservation attempted suicides, drug overdoses, or those not ruled an 'obvious' suicide.

Towaoc, Colorado



White Mesa, Utah



KEY SOCIAL & HEALTH OUTCOMES INDICATORS FOR THE UMUT RESERVATION

	Montezuma County, CO	San Juan County, UT	Benchmark
Premature Death (Per 100,000 Residents)	9,079	7,193	5,317
Teen Birth Rate (Per 100,000 Residents)	53	39	21
Poor Health	15.0%	14.0%	10%
Low Birth Weight	7.3%	6.4%	6.0%
Uninsured	22.0%	23.0%	11.0%
Children in Poverty	26.0%	33.0%	14.0%
High School Graduation Rate	64.0%	76.0%	84.0%



Towaoc is a Medically Underserved Population (GOV MUP) and is also a designated Health Professional Shortage Area (HPSA). Similarly, White Mesa is also a designated HPSA and MUP (score of 41, ID #03535) According to County Health Rankings and Roadmaps website <https://www.countyhealthrankings.org/>, in terms of overall health outcomes, social and economic factors, both Montezuma County and San Juan County rank poorly in comparison to other counties in their respective states. Key indicators are shown in the table above.

Montezuma County, Colorado and San Juan County, Utah report risk factors that are higher than state and national averages across a wide range of indicators. Ute Tribal Members live in communities where residents are far more likely to be in poor health, and to be without health insurance. For those who are insured, coverage doesn't guarantee access to needed services. Living a long distance from providers, not being able to find providers who accept some insurer's relatively low reimbursement levels or navigating the system to attain a referral can prove challenging to receiving treatment.

Further, education levels are astonishingly low, and nearly one-in-three children live in poverty. Teen birth rates are among the highest in the nation, and the likelihood of low birth weight is significantly higher than averages for other regions. Premature death rates are shockingly high. Incredibly, although not surprising when risk factors are considered, the average life expectancy on the UMUT Reservation is just 55 years old.

The alarming concerns surrounding Native American child and adolescent health came into the spotlight upon President Obama's visit to South Dakota's Sioux tribe in 2014. The Department of Justice followed up with a report on his findings noting Native children's unhealthy exposure to violence.

This, combined with a toxic collection of pathologies – poverty, unemployment, domestic violence, sexual assault, alcoholism and drug addiction – has seeped into the lives of young people living on the UMUT Reservation. The report was followed by the White House's 2014 Native Youth Report on the state of education in Indian Country. Combined, the reports reveal trends of overwhelming poverty, epidemic suicide, combat-level rates of PTSD, and low educational attainment amongst UMUT youth. To exemplify the severity of the issue, suicide is the second leading cause of death for Native youth aged 15-24 and occurs 2.5 times the national rate; 1 in 5 Native youth report having considered suicide.

Diabetes rates are higher on the reservation than in surrounding communities for adults and children alike. It was listed as the top health concern by survey respondents on a 2015-2016 Health Needs Assessment conducted in partnership with Southwestern Colorado Area Health Education Center (SWCAHEC), and has been the top diagnosis for outpatient visits since 2013.

On average, according to IHS clinic data from 2013-2017, the typical cause of death of a 50 year-old tribal member are attributed to complications of diabetes mellitus type 2 (heart disease, kidney disease.) This is caused in part by poor diet due to the lack of healthy food options.



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Indian Health Services (IHS) records indicate that 388 tribal members received a mental health diagnosis of depression and/or substance abuse within the last two years, with 80-85% of patients referred to a mental health professional having PTSD. In addition, there is evidence of significant alcohol and substance abuse among all ages. The results of a recent Healthy Kids Survey administered in 2017 to both Native and non-Native middle and high school students in Colorado help to demonstrate this issue.

For example, of 188 middle school students surveyed, 13% of Native students use marijuana compared to 8% of non-Native students, with 30% of all middle school students surveyed having used marijuana in the last 30 days. Further, 30% of surveyed Native high school youth report using marijuana compared with 24% of the non-Native high school youth's usage. Native high school youth's methamphetamine, cocaine, and ecstasy use was also double that of the non-Native high school population.



Food Insecurity & Hunger

THE EARLY PATTERNS OF DEVELOPMENT for the Ute Tribe were largely dictated by the area they inhabited. The seven bands split up into small family clans for the mild weather seasons of the year; spring, summer and fall. The scarcity of food in the region forced the clans to range over a large area to support a small number of people.

These families would hunt for deer, elk and other animals, gather seeds and occasionally plant corn and beans and then settle in that area till the autumn harvest. During this time, the Ute people did not yet have horses so they hunted and collected food by foot. Late in the fall, before the first winter storms, the family clans would move out of the mountains and trek to the designated winter shelter gathering places to meet the others of the band. Generally, these families would clan together according to the band that they belonged to. Traditionally, in the winter, the three Southern Ute Bands would live somewhere in northwestern New Mexico or northeastern Arizona.

Both UMUT Reservation communities of Towaoc and White Mesa qualify as *food deserts*, which the USDA defines as parts of the country with low levels of access to fresh fruit, vegetables, and other healthful whole foods, usually found in impoverished areas. This is largely due to a lack of grocery stores, farmers' markets, and healthy food providers. Tribal residents in Towaoc must travel to Cortez to reach the nearest full-service grocery store while Tribal residents in White Mesa must travel to Blanding. Towaoc has one full-service restaurant, which is located in the Casino complex.

Both UMUT Reservation communities of Towaoc and White Mesa qualify as *food deserts*.

RESIDENTS LIVING BELOW POVERTY LEVEL

	UMUT	Colorado	Utah	USA
Poverty	25.4%	9.8%	9.1%	11.4%
Per Capita Income	\$13,293	\$39,545	\$30,986	\$35,384
Free / Reduce Lunch	64.0%	42.0%	37.7%	50.4%
Graduation Rates	76.1%	92.1%	93.0%	88.5%

Poverty

One quarter of UMUT residents live below the poverty level and unemployment is more than double the state's unemployment rate. Nearly one-in-three children on the UMUT reservation live in poverty. The estimated median household income in Towaoc is \$27,656 in comparison to \$75,231 in Colorado. The per capita income of \$22,558 in White Mesa is about three quarters of the rest of the state \$30,986 and unemployment is more than double the state rate (10.1% versus 4.8%). This issue is outlined in greater detail in the chart above.

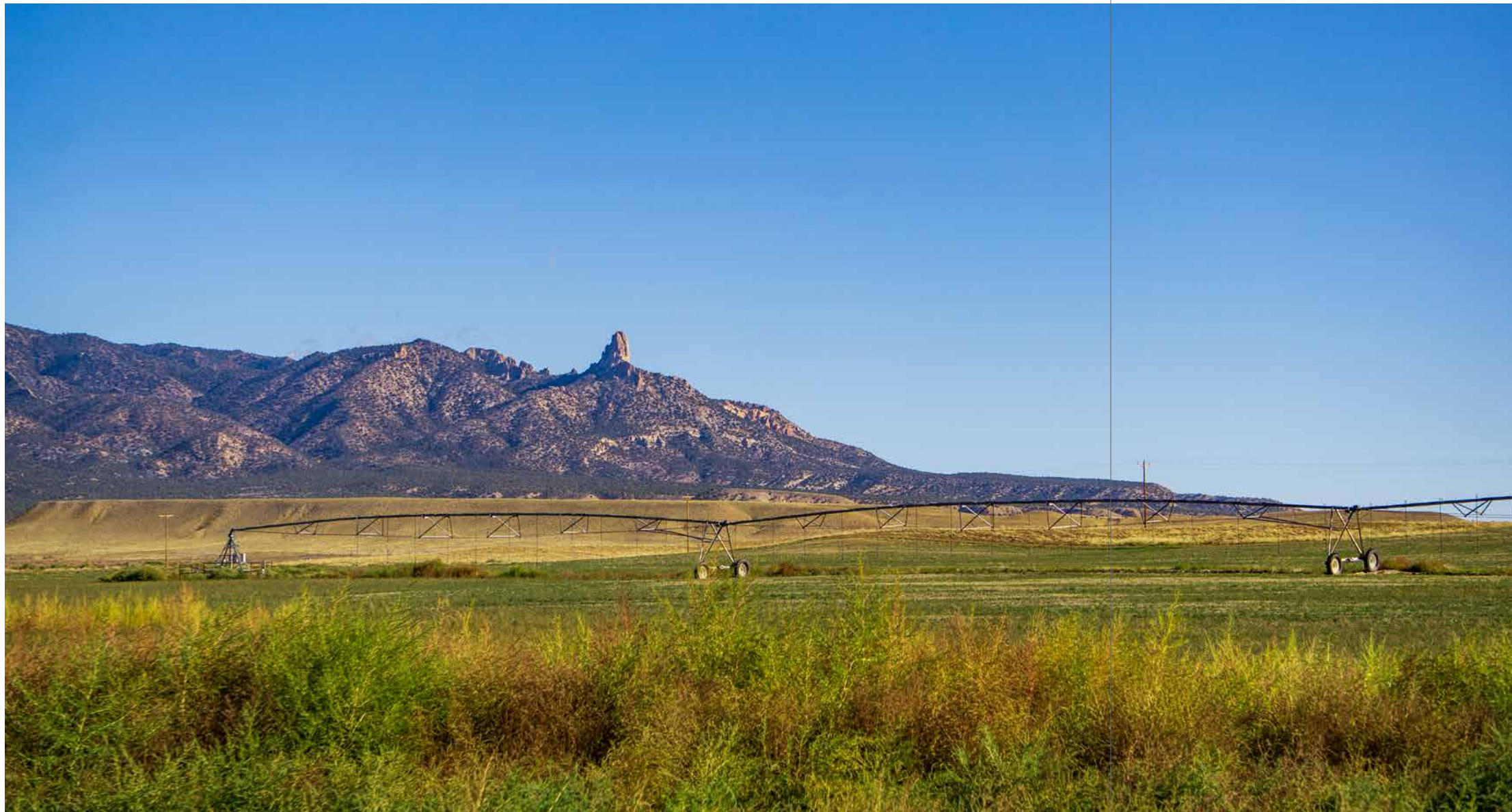
Employment & Training

On average, 49-50% of all native Americans in or near the tribal areas of federally recognized tribes who are 16 years or older, are employed either full or part time in civilian jobs. Similarly, the Ute Mountain Ute Tribe is reported to be one of Montezuma County's largest employers, employing more than 1,500 Tribal members, non-members, and people from surrounding communities. Many Tribal members are employed by the Ute Mountain Ute Tribe either in Tribal Government programs (630 people, 46% of whom are Tribal members) or the tribally owned Enterprise programs (945 people, 54% of whom are Tribal members) such as: Weeminuche Construction (currently employs 161 people, 50% of whom are Tribal members and 70% are Native employees), Ute Mountain Casino, and the Farm Ranch enterprise,

among others. Further, 70% of the Tribal government employees are Ute Tribal members. Weeminuche Construction is interested in furthering workforce development by offering summer employment or internship opportunities for youth.

The Ute Mountain Ute Tribe is reported to be Montezuma County's largest employer.

The Weeminuche Construction Authority has become one of the most successful and largest construction companies in the Four Corners area. The Farm and Ranch Enterprise is equally as successful; since the Colorado Ute Water Settlement Act of 1988 mandated that drinking and irrigation water be provided to the reservation through the Dolores Project and McPhee Reservoir, Farming and ranching operations have dramatically expanded.



EMPLOYMENT STATISTICS

65%
Native American employment
at Ute Mountain Casino

+150 ↑
Number of job growth in first
year of operation

This Farm and Ranch Enterprise tests and experiments with new crops. Since the completion of the Reach III section of the Dolores Canal Project, the Ute Mountain Farm and Ranch Operation has completed the infrastructure and pivot installation of 103 center pivot sprinkler plots on 7,634 acres. Included is also a 160-acre demonstration farm which has provided valuable research, as well as an opportunity to train staff and Tribal Members. Delivery of this irrigation water to the reservation has been a great boost to the Tribal economy through employment and crop profitability.

As for other training opportunities, a Livestock Grazing Program was established within the Resource Department to assist Tribal member cattlemen in developing and maintaining the best possible herds for their families and profit. One of the directives for the Resource Director is to assist Tribal Members in developing herds that are marketable and to provide expertise in that marketing process. As part of this program, the Resource Department and the Farm & Ranch Enterprise have teamed up to insure market prices for the Tribal members. This program now called the calf-yearling program has shown significant progress in cattle owners' development.

Background

The most recent U.S. Census data indicates a 51.2% labor participation rate in Towaoc, Colorado, versus 67.4% in the state of Colorado and 63.4% for the total U.S.

Most of the on-reservation employment comes from four sources: Tribal government, and the Tribe's three private enterprises: Weeminuche Construction Authority; the Ute Mountain Casino, Hotel and Resort; and the Ute Mountain Farm and Ranch Enterprise.

Neighboring Cortez provides more employment opportunity; 75% of men work in construction, food service, administration, or management; while 75% of women work in administration, sales and personal care. The Weeminuche Construction Authority was developed in 1983 for the sole purpose of employing Tribal Members and Native Americans for the Dolores Project and Animas La Plata Project. The company has since grown into a multi-million-dollar enterprise and has experience in gravel and sand operations which could help develop as well as conserve the mineral resources of the Tribe.

The Ute Mountain Casino, a very popular local entertainment center with bingo, slots, poker and blackjack is located along Highway 160/491, ten miles south of Cortez. It attracts visitors from Cortez, the Four Corners area, as well as the truckers and tourists.

At the opening, over 65% of the employees were Native American and 77% or 155 jobs were Ute Mountain Ute Tribal members, which dramatically increased the household income levels of the Tribe. In the first year of operation alone, employment grew by 150 jobs, a 74% increase. The casino revenues have expanded the economic base for the Reservation by increasing income for the Tribe as a whole, Tribal members and community households. Employment for the surrounding area also increased until Covid-19.

Other establishments employing the Tribal population include the Indian Village, a central tourist center providing traditional Native American dances to tourists during the summer season; the Ute Mountain Travel Centers, two fuel and convenience stores; the Sleeping Ute Mountain Arts and Crafts producing over 26,000 pieces sold for retail each year; the Ute Mountain Ute Tribal Park, a tourist destination; and as previously mentioned, the Ute Mountain Ute Farm and Ranch.





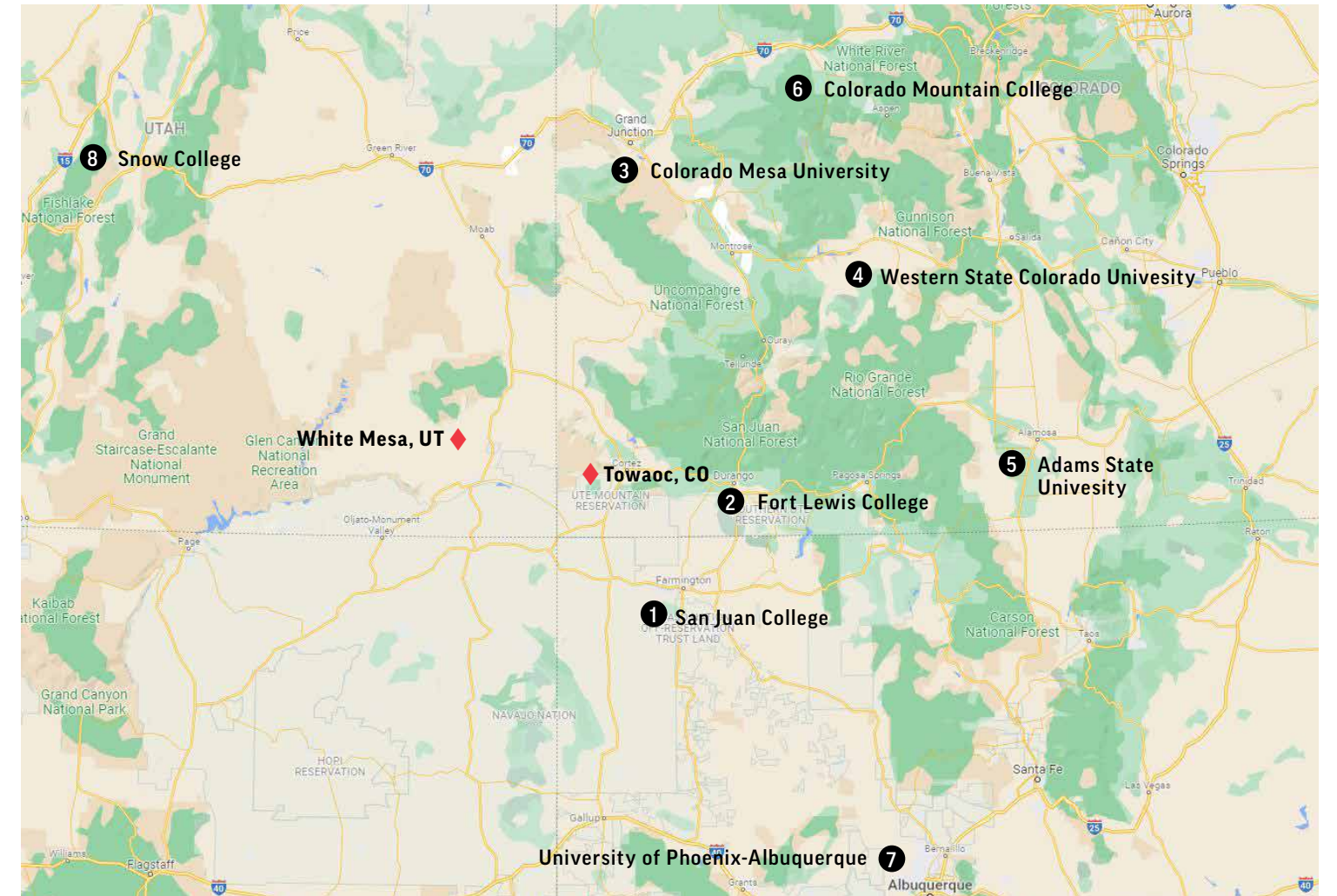
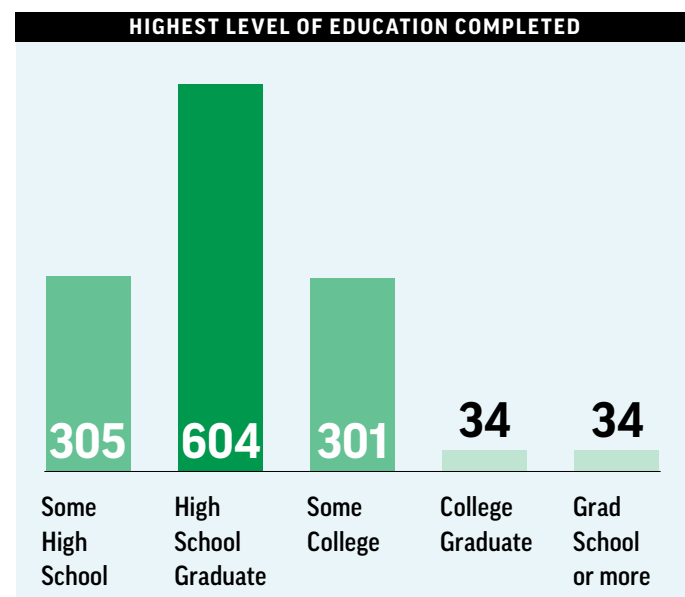
Education

ON A NATIONAL SCALE, Native Americans lag in attainment of higher education. For example, only 16% attain a degree compared with 33% country-wide. Similarly, only 5% of UMUT Tribal members have a bachelor's degree or higher compared to 35% in the state of Utah and 42% in Colorado. Further 76% of Tribal members have a high school diploma compared to 93% in the state of Utah and 92% in Colorado. Though a substantial number report having attended some college, the graduation rates remain stagnant (SWCAHEC).

While early childhood education is offered in Towaoc, historically, there has not been K-12 education on the reservation until 2021 when the Kwiyaqat Community Academy (KCA) charter school opened on the reservation. The KCA school will serve 30 K-1 students in 2021 and increase by 1-2 grade levels each year. The majority of students are bussed to school in Cortez and a small percentage attend Indian boarding schools. Students at public schools say they are bullied and treated as second-class citizens. The public school system is primarily interested in "using the tribal students or tribe" as a number to substantiate a need for more grant funding and programs rather than providing real help.

Native American students who are failing will often drop out or in some cases, actually pushed out, whereby they have little alternative except to pursue GED certificates rather than pursue high school diplomas and must contend with the dropout stigma in pursuit of higher education. Caught in the stigma of low self-esteem, many Indian students continue their downward spiral applying for entry-level jobs at either the Tribal casinos or one of the other enterprises/departments within the Tribe.

Individuals and families suffer from the effects of educational under-attainment, extensive drug and alcohol abuse, domestic violence and crime. UMUT Tribal Human Resources reports show that Tribal workers are too heavily under-educated. Of the 657 Tribal members and other Native Americans currently working full-time for the Tribe, approximately 250 have not completed a secondary diploma. Based on temporary worker intake forms, the number of adults lacking a secondary-level diploma in Towaoc is as high as 600. Poor overall academic proficiency levels and extraordinarily low high school graduation rates among UMUT youth are further indicators of this critical lack of college and career-readiness.



	COLLEGES & UNIVERSITIES	DISTANCE TO TOWAOC (MILES)	DISTANCE TO WHITE MESA (MILES)	FULL-TIME ENROLLMENT
1	San Juan College, Farmington, NM	64.3	120	5,112
2	Fort Lewis College, Durango, CO	61.5	112	3,631
3	Colorado Mesa University, Grand Junction, CO	240	198	7,671
4	Western State Colorado University, Gunnison, CO	214	259	2,023
5	Adams State University, Alamosa, CO	207	257	2,805
6	Colorado Mountain College, Glenwood Springs, CO	335	293	3,463
7	University of Phoenix-Albuquerque, Albuquerque, NM	232	287	2,335
8	Snow College, Ephraim, UT	321	279	3,224



As noted, both UMUT Tribal communities are highly rural with no nearby population centers that offer college degree or industry certification opportunities. While 2017 survey results show that community members are nearly unanimous (91%) in agreeing that some form of post-secondary education is essential for personal and/or Tribal economic uplift, the lack of public transit and too few personal vehicles (estimated at one operable vehicle for every four work-age adults) make commuting to a college or training center unusually difficult, costly, and stressful. Further, 80–90% of high school graduates don't have the financial means or transportation to attend college.

And while the Tribal Council provides fully funded scholarships, many students are emotionally or academically unprepared for it. The distance from the Tribal reservation to qualified post-secondary institutions, workforce centers, or educational nonprofits are in the range of 25 to 65 miles – with no intermediary services between. The nearest accredited internship program is more than 70 miles away in New Mexico. Even when these facilities are reached, the resources often prove extremely limited in scale or reliability, due to fiscal starvation.

According to a 2015 education-related survey of UMUT Tribal residents 43% say that lacking funds for childcare has prevented their efforts to further their education. The most frequently cited reason from students who drop classes or trainings in Towaoc, according to follow-up calls, is “having to work so we could eat.”

Among adults using Ute Mountain Learning Center resources, 92% of “currently-employed” participants reported they were seeking classes to improve their earnings potential and/or job standing (promotability).

Fewer than 18% of respondents indicated that they were prepared for collegiate reading (and concomitant critical thinking) and less than 5% were ready for collegiate math.

Ute Mountain Ute Tribe Learning Center (UMLC)

THE UTE MOUNTAIN UTE LEARNING CENTER is located on the Reservation in Towaoc. The Learning Center offers a variety of educational and certificate programs in both in-class and distance learning settings. UMLC is the service headquarters of the Ute Mountain Ute Tribe’s (UMUT) Higher Education Department.

UMUT Higher Education provides Tribal membership and other Native Americans in its service area with Adult Literacy and GED programming, Vocational Training, Tribal Scholarship, Community Learning Projects, Workforce Grant initiatives and internships, Career and Technical Education options, WIOA programs, and college coaching. UMLC supports adults to accomplish their dreams and sustain families and their traditions. Educational opportunities include distance learning through online, interactive college and university classes; onsite workshops; aptitude testing; career coaching; college scholarships and financial aid; GED and HiSET classes for students to earn high school diploma equivalents. UMLC education partners include: White Mesa Tribal Education Department (WMED), Utah State University-Blanding (USU), Southwest Colorado Community College (SCCC), and San Juan College (SJC). In addition, UMLC is also a Southwest Colorado Small Business Development Center Training Site.



Pisichu Enrichment Academy for Knowledge (Project PEAK)

IN 2021 WITH THE HELP OF REINER LOMB, Boomerang Coach and Naomi Harm of Innovative Educator Consulting, the Ute Mountain Ute Tribe designed a year-round student-centered K-12 educational after school program called Pisichu Enrichment Academy for Knowledge (Project PEAK). “Pisichu” means “children” or “young ones” in the Ute language.

Virtual assessments were conducted between August 1, 2021 and September 30, 2021, and engaged 74 students and stakeholders in 12 sessions. Juanita PlentyHoles, Program Director, and Griselda Rogers, Program Assistant, coordinated the sessions with the help of Mark Wing and Colleen Cuthair. Karina Branson, ConverSketch, provided graphical recording services. The four themes that emerged from the student voice, student choice and tribal voice, tribal choice sessions lead to the following for high level educational program choices.

- 1 **Ute Cultural Program**
- 2 **Ute Sports and Games Program**
- 3 **Ute Multimedia and Technology Program**
- 4 **Ute Academic Success and Enrichment Program**

Project PEAK launched October 1, 2021 and is now open for registration for this year-round K-12 creative, diverse and academic learning program. It will focus on four main academic areas to engage Ute Mountain Ute Tribe students with grade level focused PEAK performance enrichment learning opportunities.





Transportation

TOWAOC IS LOCATED IN THE SOUTHWEST CORNER of Colorado, near the Four Corners Monument connecting the four states of Colorado, Utah, New Mexico and Arizona. The transportation network serving the region is limited due to topographical constraints, sparse population and the distance between urban areas.

No interstate highway systems traverse the area, however, several interstate highways connect urban areas that have secondary feeder roads that serve the rural areas. These include Highway 491 north to Cortez and south to Shiprock and Gallup, New Mexico; Highway 160 to TeecNosPos, Flagstaff and Phoenix, Arizona; and Colorado Highway 41 to White Mesa and Blanding, Utah. Currently, no major railroad lines serve the region; the nearest being Gallup, New Mexico, 124 miles to the south.

Small Commercial airports are located in Cortez, Durango and Farmington, NM, with even smaller limited service airports located in other communities.

Transportation is limited on the Reservation with the main mode of transportation being the personal car and the Tribal transit system. The transit system consists of one van run on a fixed five day schedule and the casino shuttle that delivers riders for employment purposes. The nearest town of Cortez, some 13 miles north of the reservation line, has no public transportation so Tribal Members are dependent on the transit van.

The Ute Mountain Ute Tribe is in the vicinity of three commercial airports located at Cortez and Durango, Colorado and Farmington, New Mexico. Great Lakes Aviation offers daily flights in and out of Durango, Cortez and Farmington and links to air transport services in Denver, Colorado or Albuquerque, New Mexico. Air travel time between Cortez and Denver is an hour and fifteen minutes. Few flights go from Cortez to Farmington, therefore travel to Albuquerque requires an hour drive to Farmington.

MODES OF TRANSPORTATION TO/FROM WORK, SURVEYED 368 ADULTS OVER THE AGE OF 16



86%
Individual
non-shared driver



8%
Pedestrian



3%
Carpool/Carshare



3%
Public Transportation



Background

Infrastructure

SOLID WASTE

All residents and businesses are required to comply with Tribal policy for waste removal. Throughout both Towaoc and White Mesa, the UMUT Tribal Public Works Department has home pick-up for solid waste pick-up and disposal. The Tribe has recently adopted a dump station for this purpose.

WATER USE & MANAGEMENT

With the completion of the Dolores Water Project, the Reach III Canal allows for the delivery of water equaling 22,900 acre-feet to the Ute Mountain Ute Reservation. The reservation's allotment includes 21,100 acre-feet for agricultural use, 1,000 acre-feet for municipal/industrial use and 800 acre-feet for recreational use. A pipeline for treated water has been developed to deliver municipal water to the Commercial Park and the Towaoc Community. This valuable commodity is treated in Cortez at a charge to the Tribe.

The Reservation is serviced by several logistically placed sewer lagoons and all wastewater is disposed into these lagoons. Recent expansion of the lagoons has increased service and long-term capabilities of the wastewater program.

There were five major main supply breaks in 2016 alone along the 27 miles of pipeline connecting Towaoc to the water treatment facility in Cortez. Because the three-water tower/tanks in Towaoc can only store approximately 24 hour's worth of water, this is a critical health issue on the reservation and served as a spark for an array of large and small-scale water infrastructure improvements.

For example, the ongoing USDA White Mesa Water Improvements Project (\$1,461,850.74) is designed to serve 300 tribal members who reside in the White Mesa Community;

- Replacement of a submersible pump and motor
- Replace associated failed electrical components
- Remodel and expand a service building
- Furnish and install two (2) water treatment systems capable of treating well water to acceptable level of arsenic, iron, and manganese for domestic consumption
- Connect treated water lines to distribute system
- Connect waste products flow to existing sanitary wastewater system

The Ute Mountain Ute Reservation in White Mesa contracted with Souder, Miller and Associated Engineering for design development and construction drawings for the project. Weeminuche Construction Authority, General Contractor, was awarded the contract on April 30, 2018.

The USDA Towaoc Waste Water Improvements Project (\$1,936,000), also designed by Souder, Miller and Associated Engineering was completed by Weeminuche Construction on August 23, 2018. The project served the Towaoc Community with wastewater improvement by expansion of one additional cell cleaning, and relining current cells in residential units, government facilities, and enterprises.

The ongoing USDA Towaoc Water Improvements Project (\$2,892,185.71) in Towaoc, CO aims to replace all existing pipe with 6-inch and 8-inch diameter PVC using conventional open trench pipe installation methods or as noted on the drawing, along with all related appurtenances. The goal of this project is also to improve the water infrastructure in residential units, government facilities, and enterprises.

The Mancos Creek Farm Ditch Project (\$2,342,811) is also ongoing and aims to divert, monitor, and manage the water diverted from the Mancos River by the Mancos Creek Farm Ditch. The project is divided into three primary sections which are also intended to both intercept and safely discharge stormwater back to the Mancos River.

An additional ongoing project is the Willow Creek Ditch Project (\$339,435.00), a permanent water structure located at Pine Crest Tribal Ranch (Gunnison County, CO). It is designed to control the stage, discharge, delivery and or direction to water flow in a water management system.

The 210 Water Pipeline Project (\$4.8 million) located in Lake Durango, Durango, CO is ongoing and is being done in partnership with the Ute Mountain Ute Tribe, Southern Ute Indian Tribe, La Plata West Water Authority (LPWWA) and Lake Durango Water Authority (LDWA). Together, these entities are working diligently towards realizing the construction of a raw water pipeline from the Lake Nighthorse reservoir to Lake Durango where the raw water will be processed by the LDWA existing facility for domestic use. The pipeline will extend from the in-take structure at Lake Nighthorse reservoir that was constructed by the LPWWA and both Tribal entities in 2019. Also included in the project is the procurement and underwater installation of intake screens on the existing intake portals.

Lastly, there is a planned Transfer Station Expansion funded by the USDA which will manage water and wastewater for the new housing development (outlined in the *Open Space Masterplan*) as well as homes which are currently 'off the grid' with their own septic tanks (Dry Creek Road). The plan includes a new water tank, lagoon, power, water pipe upgrades, and more. USDA funding also mandates individual meter installation, which will help identify homes with water leaks.



Background

Information Technology

ACCESS TO HIGH-SPEED BROADBAND INTERNET ON the UMUT Reservation is limited, at best. Accessibility issues are similar in both Towaoc and White Mesa. According to data obtained from the Federal Communications Commission (FCC) in 2017, 54.71% of the UMUT Reservation does not have access to any providers of broadband internet.

FCC figures show that only 45.29% of the UMUT Reservation has access to one or more broadband providers. No area of the Reservation has access to multiple providers.

According to the FCC, the term broadband refers to high-speed Internet access that is always on and faster than the traditional dial-up access. Broadband includes several high-speed transmission technologies such as:

- Digital Subscriber Line (DSL)
- Cable Modem
- Fiber
- Wireless
- Satellite
- Broadband over Powerlines (BPL)

However, it is important to note that in 2015, the FCC tasked with overseeing the rules that govern the internet raised the standard for broadband to 25 megabits per second from 4 Mbps, while raising the upload speed to 3 Mbps from 1 Mbps. Using these new standards, no area of the UMUT Reservation has access to high-speed broadband internet. A comprehensive Broadband Plan was developed in 2020-2021 and is included in this update, as well as our Covid-19 Recovery and Resiliency Plan.



Energy Systems

THE AREAS WITHIN AND ADJACENT to the reservation are prime oil and natural gas producing areas. Reserves in producing areas lie in the southern and eastern areas of the reservation. Tribal acreage under lease (RV40 leases) is approximately 67,851. These leases produce 122,371 barrels of oil per year and 7,434,101 MCF of gas per year. An additional 290,000 acres of reservation is available for oil and gas exploration and development.

Large areas immediately north of the Ute Mountain Ute Reservation are currently being developed for carbon dioxide (CO₂) production. This development is being undertaken by Shell Oil Company and Mobil Oil Company, who constructed a CO₂ pipeline from southwestern Colorado to West Texas. Once there, the CO₂ is injected into old oil fields as tertiary recovery technique, enabling the operators to recover more oil from these old pools.

On the Ute Mountain Reservation, the CO₂ production potential is essentially untapped because the CO₂ pay zone (Mississippian Leadville FM) is below the oil and gas pay zones (Pennsylvanian Paradox FM), and thus has not been drilled. On the basis of geologic data, CO₂ reserves should be quite substantial.

Significant coal reserves exist on reservation lands in three geological formations. These formations are the Fruitland Formation in the extreme southeast, the Menefee Formation throughout the central portion, and the Dakota Sandstone Formation in the northwest portion of the reservation. All reserves are believed to be high volatile bituminous rank coal of Upper Cretaceous age. Significant coal reserves are known to lie on adjacent Navajo and Southern Ute Reservation lands. The New Mexico portion of the reservation contains 14.4 million tons of strippable coal from the Fruitland formation and additional 39 million tons within auger-mining limits. In addition to the Fruitland, there are 32-million tons

Significant coal reserves exist on reservation lands in three geological formations.

of Menefee coal that could be strippable. The potential uses of this coal reserve are off-site sales, electric power generation, coal gasification, or coal liquification. Since no railroad systems exist in the area, off-site shipment would probably require construction of rail lines. The lack of heavy duty roads also represents a limit to transportation alternatives. Development of these resources for local use will require detailed engineering and mining feasibility studies, environmental assessments, manpower assessments, and access and hauling considerations. Potential export of mined coal for off-site sales will require extensive engineering feasibility, market and transportation studies.

Towaoc electrical power service is available through Empire Electric Assoc. In 1996, Empire Electric Association and the Ute Mountain Ute Tribe entered into a joint agreement which allowed a substation to be built on the reservation for the purpose of serving the community of Towaoc. The substation addresses the current and future needs of the Tribe. The existing power service is adequate to serve the reservation without adding additional service line capacity. White Mesa is served by Utah Power & Light. Three-phase service was extended to the community in 1999 to equip the community for current and future electrical needs and demands.

The Tribe is in the midst of deploying a solar energy project, through which the Tribe will construct a 1 MW community-scale solar PV facility on tribally owned land. A fixed axis solar PV system will be utilized, as this will result in less operational and maintenance risks as UMUT gains solar development experience. Based on two years of energy usage data and 1 MW solar PV system specifications, it is anticipated that the solar system will provide at least 10% of the Tribe's overall energy usage beginning in year one and impact over 75 Tribal buildings.

Power generated will off-set and provide bill credits proportional to the reservation energy profile outlined in the 2014 Feasibility Study: 44.2% Tribal enterprise, 32% residential households, and 23.8% Tribal buildings. The enterprise and Tribal building section of the solar array will be net-metered commercially to the local utility.

The local utility will virtually bill credit and manage subscriptions for the residential portion of the array. This project has a total cost of \$2,170,396.



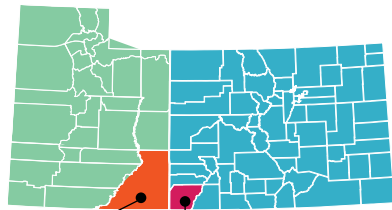
Economic Development

COUNTY PROFILES

As noted, the town of Towaoc is in Montezuma County (Colorado) while the community of White Mesa is in San Juan County (Utah). A profile of the two counties is below.

MONTEZUMA COUNTY

The economy of Montezuma County employs 11,492 people. Montezuma County's economy includes mining, quarrying, oil & gas extraction, agriculture, forestry, fishing, hunting, arts, entertainment and recreation. The largest areas of employment are in business, management, science & arts (3,703), service occupations (2,572), sales & office work (2,554), natural resources, construction & maintenance (1,603) and production, transportation & material moving (1,060). The median household income is \$50,717 which is roughly two-thirds of the amount in the state of Colorado (\$75,231). Poverty rates are 12.4% which are twenty-seven percent higher than the state of Colorado (9.8%). The income inequality of Montezuma County (measured using the Gini index) is 0.42 which is lower than the state of Colorado at 0.46.



San Juan County, UT Montezuma County, CO

SAN JUAN COUNTY

The economy of San Juan County employs 5,702 people. San Juan County's economy includes mining, quarrying, oil & gas extraction, agriculture, forestry, fishing, hunting, arts, entertainment and recreation. The largest areas of employment are in business, management, science & arts (1,850), service occupations (1,267), sales & office work (944), natural resources, construction & maintenance (868) and production, transportation & material moving (773). The median household income is \$49,690 which is roughly two-thirds of the amount in the state of Utah (\$74,197). Poverty rates are 22.8% which are more than double the rate in the state of Utah (9.1%). The income inequality of San Juan County (measured using the Gini index) is 0.48 which is higher than the state of Utah at 0.43.

The Southwest Colorado Region is also home to hundreds of nonprofit organizations. Annually, more than 450 tax-exempt organizations in Southwest Colorado file a Form 990 with the Internal Revenue Service (IRS). This number includes both organizations that are not 501 (c) (3) and those with no revenue. Of these, about 180 501 (c) (3) nonprofits in the region report any amount of annual revenue. Some organizations had millions in revenue, while others drew in a few hundred dollars. No matter the amount, each revenue-reporting organization contributes to the regional economy.

Collectively, these nonprofits have more than \$20 million deposited in local banks and earned a combined \$106,405,627 in revenue last year. Nonprofits in the region collectively employ more than 1,400 local residents.



Background

SAN JUAN COUNTY, UTAH

7,819.99 SQ. MILES
TOTAL LAND AREA (2010)

1.9 SQ. MILES
POPULATION / SQ. MILE (2010)

14,745
POPULATION (2010)

15,295
POPULATION (2020)

+ 3.73%
POPULATION GROWTH (2010 to 2020)

MONTEZUMA COUNTY, COLORADO

2,029.53 SQ. MILES
TOTAL LAND AREA (2010)

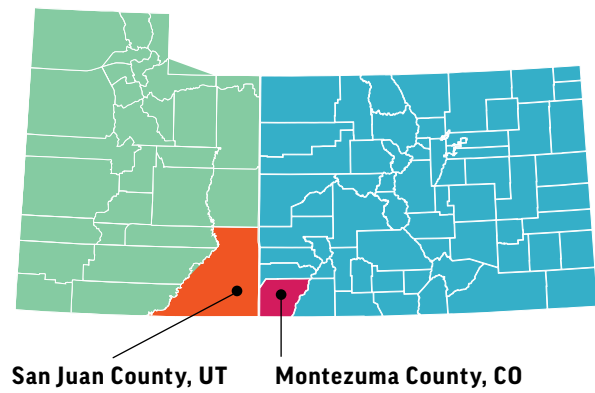
12.6 SQ. MILES
POPULATION / SQ. MILE (2010)

25,541
POPULATION (2010)

26,266
POPULATION (2020)

+ 2.84%
POPULATION GROWTH (2010 to 2020)

Demographics for San Juan County, Utah, and Montezuma County, Colorado



Age & Gender Demographics	SAN JUAN COUNTY, UT	MONTEZUMA COUNTY, CO
Children Under the Age of Five	7.2%	5.4%
Persons Under 18 Years	29.3%	21.6%
Persons 65 Years +	14.9%	22.9%
Male Residents	50.0%	49.3%
Female Residents	50.0%	50.7%

Ethnicity Demographics	SAN JUAN COUNTY, UT	MONTEZUMA COUNTY, CO
White, not multiracial	47.8%	82.1%
Black or African American	0.4%	0.5%
American Indian and Alaska Native	49.0%	14.1%
Asian, not multiracial	0.6%	0.7%
Native Hawaiian and Other Pacific Islander	0.1%	0.1%
Two or More Races	2.1%	2.5%
Hispanic or Latino	5.8%	12.6%
White, Not Hispanic or Latino	44.3%	72.1%

Foreign-born (2016-2020)



Language other than English spoken at home / Age 5 Yrs + (2016-2020)



Veterans (2016-2020)



Education (2012-2016)	SAN JUAN COUNTY, UT	MONTEZUMA COUNTY, CO
High School Graduates or higher, Age 25 Years +	84.2%	90.2%
Bachelor's Degree or higher, Age 25 Years +	17.5%	27.0%

Persons with a Disability / Under 65 (2016-2020)



Persons without Health Insurance (2016-2020)



Housing (2016-2020, UNLESS OTHERWISE NOTED)	SAN JUAN COUNTY, UT	MONTEZUMA COUNTY, CO
Housing Units, July 1, 2019 (V2019)	6,064	12,422
Owner-Occupied Housing Unit Rate	78.1%	70.6%
Median Value of Owner-Occupied Housing Units	\$128,700	\$238,200
Median Monthly Owner Costs - With a Mortgage	\$1,320	\$1,327
Median Monthly Owner Costs - Without a Mortgage	\$308	\$346
Median Gross Rent	\$720	\$802
Building Permits, 2020	46	27
Households	4,577	10,521
Persons Per Household	3.25	2.47
Living in Same House One Year Ago, Persons Age One Year	92.0%	87.5%

Demographics for San Juan County, Utah, and Montezuma County, Colorado

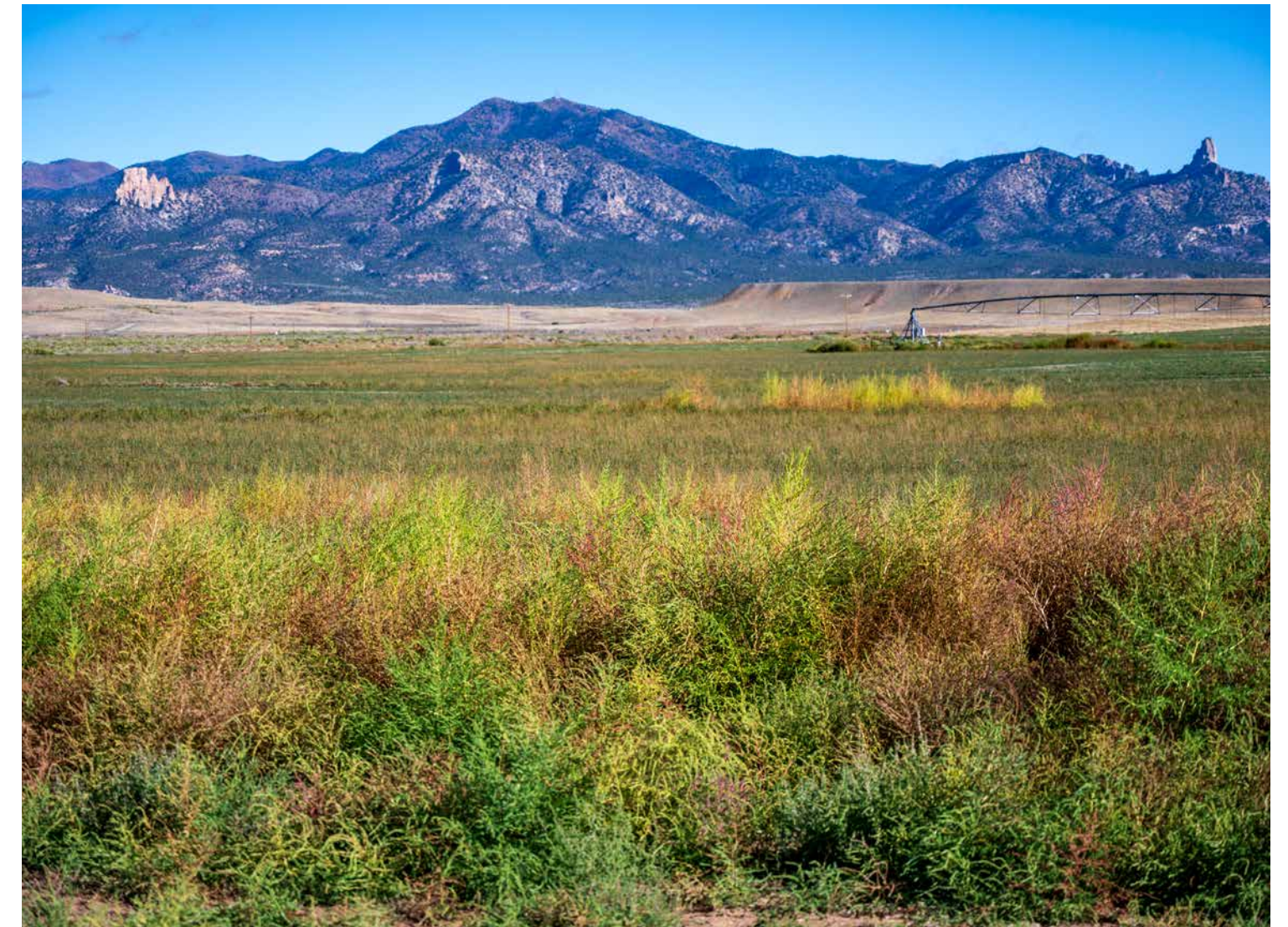
Employment (2012 UNLESS OTHERWISE NOTED)	SAN JUAN COUNTY, UT	MONTEZUMA COUNTY, CO
Total Employment, 2020	3,004	6,517
Total Annual Payroll, 2020 (\$1,000)	100,120	244,776
Total Employment, Percent Change, 2019-2020	-0.7%	-0.2%
Total Non-Employer Establishments, 2018	830	2,403
All Firms	1,010	2,798
Men-Owned Firms	464	1,549
Women-Owned Firms	320	808
Minority-Owned Firms	198	186
Non-Minority-Owned Firms	771	2,348
Veteran-Owned Firms	69	186
Non-Veteran-Owned Firms	870	2,500
FIPS Code	"49037"	"08083"
Percent of Population in Civilian Labor Force, Total Age 16 Years+, 2016-2020	57.7%	56.8%
Percent of Population in Civilian Labor Force, Female Age 16 Years+, 2016-2020	52.7%	53.0%
Total Accommodation and Food Service Sales (\$1,000)	65,036	83,231
Total Health Care and Social Assistance Receipts/Revenues (\$1,000)	76,029	109,308
Total Manufacturers' Shipments (\$1,000)	0	49,855
Total Merchant Wholesaler Sales (\$1,000)	0	72,634
Total Retail Sales (\$1,000)	69,740	349,933
Total Retail Sales per Capita	\$4,593	\$13,760
Mean Travel Time to Work (Minutes), Workers Age 16+, 2016-2020	21.6	20.1
Median Household Income (in 2020 Dollars), 2016-2020	\$49,690	\$50,717
Per Capita Income in Past 12 Months (in 2020 Dollars), 2016-2020	\$20,088	\$26,564
Persons in Poverty	18.6%	12.9%
Total Employer Establishments, 2020	249	749



Background

Capital Projects

PROJECT	LOCATION	STATUS	COST
Community Development			
USDA White Mesa Public Works Building	UMUT White Mesa, UT	Complete	\$847,972
USDA White Mesa Water Improvements	UMUT Reservation White Mesa, UT	Ongoing	\$1,461,851
USDA Towaoc Wastewater Improvements	UMUT Reservation Towaoc, CO	Completed	\$1,936,000
USDA Towaoc Water Improvements Project	UMUT Reservation Towaoc, CO	Ongoing	\$2,892,186
USDA/RCDI-Comprehensive Community Master Plan	UMUT Reservation Towaoc, CO	Completed	\$250,000
Mancos Creek Farm Ditch Project	Towaoc, CO, Mancos Creek	Ongoing	\$2,342,811
Transportation			
Road Maintenance Project (Supplemental)	Towaoc, CO	Completed	\$400,000
Dry Creek Road Project	Ute Mountain Ute Reservation	Open Contract/Ongoing	\$598,414
Aneth Road Project	UMUT Reservation	Ongoing	\$80,000
Safety Enhancement Project	UMUT Reservation Towaoc, CO	Completed	\$52,308
Road Maintenance (Regular)	Reservation BIA System Roads	Completed	\$142,000
Renewable Energy			
Solar Project	UMUT Reservation Nuche Substation	Ongoing	\$2,170,396
Tribal Ranch			
Willow Creek Ditch Project	Pine Crest Tribal Ranch Gunnison County, CO	Ongoing	\$339,435
Water Rights			
210 Water Pipeline Project	Lake Durango, Durango, CO Animas La Plata	Ongoing	\$4.8 Million



Background

TARGET INDUSTRIES & CLUSTERS

Deposits of sand and gravel are prolific and widespread throughout the reservation. Gravel is being extracted from several large operating pits for use as an aggregate source on the reservation for Tribal road construction. Production from these pits averages about 50,000 cubic yards per year. The possibility of developing a sand and gravel enterprise that could take advantage of the reserves commercially is feasible. Sand, gravel and bentonite reserves offer immediate economic rewards for such a Tribal enterprise. However, an inventory of Reservation reserves, a management program and a rotation of site use is necessary for planning and monitoring of these extractions to protect this valuable resource.

The Ute Mountain Ute range land resources are significant. Of the 553,008 acres of reservation lands in Colorado and New Mexico, approximately 429,234 acres are classified as range land suitable for livestock and approximately 123,774 acres are considered non-range land (barren land or river wash) or habitat for game only (rough, broken and very steep lands). The fee patent tract lands are defined as mountain ranches and provide summer range for livestock. The White Mesa and Allen Canyon allotments are classified as range land. The actual production value of Tribal range lands depends upon climatic condition, soil type, availability of water, and management practices.

Agricultural uses of the range land have been traditionally limited on the reservation. With the completion of the Dolores Water Project, water has been delivered to the Ute Mountain Reservation after decades of only sparse ground water availability. Through its Farm and Ranch Enterprise (FRE), the Tribe currently has 7,640 acres under irrigation. This market oriented agricultural enterprise, is one that maximizes successful commercial ventures in addition to providing year-round employment for Tribal Members. As completed, our state of the art farm features 109 center pivot sprinkler plots, ranging in size from 40 to 140 acres each. The FRE is always at work testing and experimenting with new crops.

Currently, a new sweet corn production facility has been developed, it will allow the FRE to add value to this product and market it directly to retailers. Thus, developing a stronger agricultural product with a higher margin will ensure future income.

COVID-19 RECOVERY & RESILIENCE ADDENDUM





Covid-19 Recovery & Resilience

SECTION 1 Planning for and Implementing Resilience

TALL MOUNTAINS, STONE MONUMENTS, deep chasms, and red dirt desert mesas, all dotted with ancient Anasazi ruins has become the home of the Ute Mountain Ute Tribe (UMUT). The Four Corners area is rich in culture and history. The views are large, desolate and beautiful, but the rundown tribal dwellings that dot the landscape are a stark reminder of the hardships these people face.

Headquartered in Towaoc, Colorado, and joined by the small reservation town of White Mesa, Utah, the tribe has a young, growing and impoverished population.

The Ute Mountain Ute Tribe has been officially located on the Ute Mountain Ute Reservation for over 100 years. Today, the homelands for the Wenuche, or Ute Mountain Ute Tribe, total about 600,000 acres. Members living on the UMUT reservation are characterized by high levels of poverty, low levels of education, and unemployment levels that double state averages. Here, teen birth rates are among the highest in the nation, and youth under the age of 18 comprise more than half of the UMUT Reservation population – virtually double the proportion found in most American communities.

PROBLEM	UMUT	COLORADO	UTAH	UNITED STATES
Poverty	25.4%	9.8%	9.1%	11.4%
Per Capita Income	\$13,293	\$39,545	\$30,986	\$35,384
Free/Reduced Lunch	64.0%	42.0%	37.7%	50.4%
Graduation Rates	76.1%	92.1%	93.0%	88.5%



Overall, the average life expectancy on the UMUT Reservation is just 55 years old due to chronic disease and serious mental health issues including substance use and suicide. Based on data from the U.S. Census, National Center for Education Statistics and the Annie E. Casey Foundation, the extent of the need for economic self-sufficiency on the UMUT Reservation is extreme.

Since the beginning of the outbreak of Covid-19, poverty and unemployment on the reservation are much worse. The emergence of Covid-19 and resulting government lockdowns, closed businesses with the implementation of stay-at-home enforcement policies. Large-scale layoffs have caused poverty on the Ute Mountain Ute Tribe Reservation to escalate both in scope and intensity.

Nearly 75% of the current jobs on the reservation are dependent on a strong economy, travel, and tourism. The other 25% are in highly skilled professions and technical fields such as healthcare, food production, government and social services.

The following seven infrastructure initiatives comprise our Covid-19 Recovery and Resiliency Plan and have been prioritized to address the most critical issues on the reservation that are 'shovel ready' and can be implemented immediately with completion or partial completion in 12 months.

Prioritization factors include the following:

- 1 Number of jobs created and retained
- 2 Environmental and sustainability factors
- 3 Number of people who will benefit from these improvements



ONE Housing Infrastructure

There is a family housing shortage on the UMUT Reservation of approximately 200 homes. Many of the existing homes are in major disrepair. Multiple generations are living in one household in unsafe and unhealthy living conditions. The Tribe needs an estimated \$25 million to build 100 new homes and repair 100 existing homes for its members. Over the past year, the Tribe has generated approximately \$2 million in private and public funding for housing improvements but has not been able to generate funding for new construction.

This project is 'shovel ready and will create and retain at least 20-50 jobs.

TWO Education Infrastructure

The UMUT Educational Quadrant aims to be a gathering space for cradle to grave educational opportunities including lifelong cultural programs to preserve and protect the Ute language, ceremonies, and traditions. At its center, will be a multi-story building which houses at its base a public library and food court beneath which a climate-controlled archival center enables member access to historical and cultural documents. Above, IT-enabled conference rooms, education division administrative offices and advanced research stations or labs (e.g., for energy, IT-design, healthcare, etc.).

Unique and interlinked campuses will be juxtaposed to this hub for Headstart/Early Childhood, K-12 and Higher Education. It will enable an exchange of interactive learning programs for youth, adults and families to freely access diverse activities and events. Providing classes and public facilities on campus with essential high-speed internet access will enable remote streaming to peer schools and agencies as well as computer labs at all times.

The Commons area in between the buildings require sufficient space and a type of environment that can accommodate outdoor teaching spaces with electrical connectivity as well as wi-fi access with high-speed service to ensure uninterrupted education and one that has a direct relationship to the natural environment critical to Ute knowledge systems. The UMUT has received over \$7 million in new funding for educational programs on the Reservation in 2021 but lacks an estimated \$25M for the UMUT Educational Quadrant.

The project is 'shovel ready' and will create a minimum of 50 jobs.

THREE Broadband Infrastructure

The UMUT has insufficient broadband coverage and inadequate access to internet service in private households and public outlets. Over one-hundred students fell behind in school due to lack of technology on the reservation and limited internet access. Children and young adults were forced to sit in running cars with their parents during winter months at a parking lot to access internet connectivity.

Additionally, specialty healthcare is more than 75 miles away and members could not access these services during Covid-19. The Tribe needs access to telemedicine services for its members to improve health outcomes. The goal of the project is to provide high-speed internet access for the tribe and its 2,100 members at their households that will include broadband for distance learning. It can also provide assistance to house-bound individuals with the ability to connect to health providers offering telemedicine.

Wireless infrastructure and leveraging the 2.5 GHz spectrum can quickly be implemented to provide connectivity between the two tribal locations of Towaoc and White Mesa, connectivity to a new Charter School, and connectivity to homes and businesses. While the wireless network is constructed, the UMUT will build a Fiber to the Premise network to provide gigabit broadband service to all homes, businesses and tribal government locations within the tribal reservation.

Additionally, the Tribe will use funds to build middle mile fiber throughout the region. The Tribe has obtained an estimated \$12M for the project from private, public and tribal sources, but needs an additional \$10M to complete the project that is currently underway and will create an estimated 50 jobs.

FOUR Food Sovereignty Infrastructure

High rates of Type 1 and Type 2 diabetes, cancer, heart disease, and alcoholism are the most common cause of premature death for UMUT members. The average life span of a UMUT member is only 55 years of age in comparison to 78 years in the United States and 80 for Colorado.

The goal of the project is to increase food sovereignty and economic security on the UMUT reservation through the construction of a grocery store and economic development complex. This mixed-use development will provide access to fresh fruits, vegetables, meats and healthy food choices. This improvement will catalyze economic growth and can provide new businesses such as a pottery manufacturing and retail facility and become an incubator for micro-enterprises.

The grocery store will be constructed adjacent to the UMUT hotel and casino off Highway 491. This is a dangerous intersection for travelers exiting 491 into the Hotel and Casino. Construction of the grocery store will initiate improvements to this intersection and hopefully include the addition of a stoplight.

The design development will implement energy efficient design and construction utilizing sustainability methods including reclamation of gray water, use of biodigester ponds to treat wastewater and create methane-power for pottery production, native planting/perennial landscaping for water retention and CO2 mitigation and photovoltaic solar panels. Leadership in Energy and Environmental Project Design processes will also provide a composting and recycling facility for the grocery store.

The grocery store project is 'shovel ready' with \$15M in funding and will create an estimated 40-50 jobs.



Covid-19 Recovery & Resilience

During Covid-19
elders could not
participate in outdoor
cultural events
due to inadequate
safe spaces for them
to be seated.

FIVE Transportation Infrastructure

Aneth Road is the main roadway for the tribe's Farm and Ranch Enterprise at the end of the 23.4 miles of road behind the Ute Mountain and Weeminuche Construction Authority. Aneth Road serves as the main roadway for one community (Rodeo Drive) and several other scattered home sites. It serves approximately 50 tribal member homes and 75 WCA employees. This route is heavily used by diesel trucks with destinations to and from the enterprises, as well as being the main route for 15 farm and ranch employees on the UMUT. Aneth Road needs an entire new asphalt surface and while federal funds provide road maintenance it is insufficient for the construction of a new asphalt roadway. There have been reported traffic accidents on the gravel road due to the unsafe conditions of the surface for diesel trucks traveling to and from the tribal enterprises in addition to daily use by tribal members. The goal of the UMUT Aneth Road Project is to construct an asphalt road for Aneth Road/BIA Road Systems on the UMUT reservation in Towaoc for approximately 23.4 miles of existing gravel road base at an estimated cost of \$25M.

The project is 'shovel ready' and will create 75 jobs.

SIX Community Development Infrastructure

Mike Wash Road serves as the primary roadway into the Towaoc Community of 800 tribal members and 500 employees on the UMUT reservation. Mike Wash Road needs an entire new asphalt surface, repairs to the concrete walking path, and health and safety improvements such as rest areas and lighting. Many of the Tribe's families utilize the walk path for fitness purposes and access to the business facilities below Mike Wash Road; however, there are few benches along the pathway for elders to benefit.

The goal of the Mike Wash Road Community Improvement Project is to construct an existing new asphalt road for Mike Wash Road/BIA Road Systems on the UMUT reservation in Towaoc Colorado for approximately 2.4 miles of exiting road. In addition, we will improve the current walking path with solar panel deployment and additional benches along Mike Wash Road.

The estimated cost is \$3.5M and the project will create 30 new jobs.

SEVEN Culture & Open Spaces Infrastructure

During Covid-19 elders could not participate in outdoor cultural events due to inadequate safe spaces for them to be seated. The Beardance grounds needs a pavilion and restroom facilities for elders, children, youth and families to safely participate in cultural events. Other cultural and educational facilities needed to promote intergenerational learning and passing down of culture include an outdoor learning center and theater under the stars.

The purpose of these open space projects is to preserve culture, promote education in science, increase participation by elders, and promote intergenerational learning by expanding and enhancing outdoor space. The project will allow for social distancing, adequate facilities for hand washing and hygiene, and accessibility for elders and disabled. The estimated cost is \$5M and it will create 25 new jobs.

The project was planned with youth and elder leadership in 2018 and is 'shovel ready.'

SECTION 2

Establishing Information Networks

UMUT information networks include

- 1 Closed circuit TV
- 2 Broadcasted Tribal Council Meetings
- 3 Social media including video recordings of Tribal updates on Weeminuche Smoke Signals Facebook Page
- 4 Flyers and publications
- 5 Email and interoffice communications

All methods of information networks are highly dependent upon reliable internet access which is currently not available at the Tribe. As a result, the Broadband Plan chart on the opposite page has been developed to establish better information networks.



SECTION 3

Pre-Disaster Recovery Planning

Monthly meetings are held with the Economic Development/ Planning Department, Grocery Store Steering Committee, Education Staff, Tiwahe Initiative, and Broadband Team for pre-disaster recovery planning. The following committee meetings are held on a monthly basis led by key consulting partners described in this report:

- 1 Broadband Committee facilitated by Beverly Santicola, CROPS
- 2 Education Committee facilitated by Millie Hamner, Keystone Policy Center
- 3 Grocery Store Committee facilitated by Beverly Santicola, CROPS and Eric Kornacki, THRIVE
- 4 Economic Director Search Committee facilitated by Ernest House, Jr., Keystone Policy Center
- 5 Project PEAK After School Program Committee facilitated by Beverly Santicola, CROPS
- 6 Housing Improvement Plan Committee facilitated by Chris Lopez, Colorado Housing Finance Authority

Dates of meetings, copies of meeting minutes, plans and progress reports are available upon request.

SECTION 4

Measuring Resilience

Keystone Policy Center has been contracted to measure results of all projects. Quarterly reports are prepared and presented to Tribal Administration to measure progress and keep projects on track. The plan to measure resilience is to measure progress towards goals on the seven infrastructure initiatives described in our Covid-19 Recovery and Resiliency Plan that address the most critical issues on the reservation. Resiliency measures will include, but not be limited to;

- 1 Number of jobs created and retained
- 2 Environmental and sustainability factors
- 3 Number of people who will benefit from these improvements
- 4 The degree to which the improvements have resulted in resilience for the Tribe and its members

UTE MOUNTAIN UTE TRIBE BROADBAND PLAN



PHASE 1

- 1 Conduct Broadband Planning Team meetings
- 2 Construct 'middle mile' fiber network
- 3 Connect fiber network from Cortez to Towaoc to the Tribal Visitors Center
- 4 Provide the 'big pipe' connectivity to the internet for Ute Mountain Ute Tribe
- 5 Lay the foundation to anchor commercial businesses, tribal businesses, and public facilities

ESTIMATED TIMELINE

Start: Fall 2022
End: Fall 2024

ESTIMATED COSTS

\$6.2M

FUNDING SOURCE

EDA CARES Act Grant for Middle Mile Fiber

PHASE 2

- 6 Conduct Broadband Planning Team meetings
- 7 Develop project design, detailed cost estimates and operating plan for last mile
- 8 Identify grant funding resources such as USDA ReConnect, State funding and foundations
- 9 Apply for funding, accept grant awards and contract for construction
- 10 Build last mile gigabit service to businesses, residential and schools

ESTIMATED TIMELINE

Start: Fall 2022
End: Fall 2024

ESTIMATED COSTS

\$4 to \$5M

FUNDING SOURCE

Foundations, State, Federal Grants

PHASE 3

- 11 Conduct Broadband Planning Team meetings
- 12 Develop partnerships with internet service providers
- 13 Build capacity of UMCE for enterprise business development, sustainability, and growth
- 14 Turn up gigabit services to homes and businesses
- 15 Monetize infrastructure and collocation space to generate revenue for UMUT

ESTIMATED TIMELINE

Start: Fall 2023 - Ongoing

ESTIMATED COSTS

\$300,000 to \$500,000

FUNDING SOURCE

Private Foundations, State Grants

BROADBAND PROJECT MANAGEMENT TEAM

Ernest House, Jr., Keystone Policy Center, Project Co-Facilitator

Beverly Santicola, Center for Rural Outreach & Public Services, Project Co-Facilitator

Bernadette Cuthair, UMUT Economic Development Department, Planning Director

James Clegg, Anthony Bancroft, and **Lee Trabaudo**, IT Connectivity on Reservation

Miriam Gillow-Wiles, Southwest Colorado Council of Governments

Amanda Shepler, Santicola & Company/ Grant Writer

Diane Kruse, NeoConnect, Engineering Design & Inspection

Ed Mills, Colorado Governor's Office of Information Technology

OVERALL TRIBAL ASSESSMENT

THE PEOPLE WE SERVE

The Vital Statistics Department tracks statistics for members only. These statistics do not include spouses or individuals living with tribal members. There are multi-racial people living on the reservation, approximately 50% of the residents do not meet the required quantum for membership which is currently at 50%. Some of the residents are Ute and Navajo or other Native American, European, Asian, Latin or African American decent.

While the Ute Mountain Ute Tribe actively promoted participation in the US Census 2020 surveys, the Census data does not reflect accurate demographics for the UMUT. Over 630 non-tribal members work on the reservation and are served by the Tribe.

100%

Geographically Isolated

30%

Uninsured / Underinsured

10%

LGBTQ+

30%

Mental Health Conditions

30%

Low-Income

10%

English is Not the Primary Language

30%

Chronic Health Conditions

10%

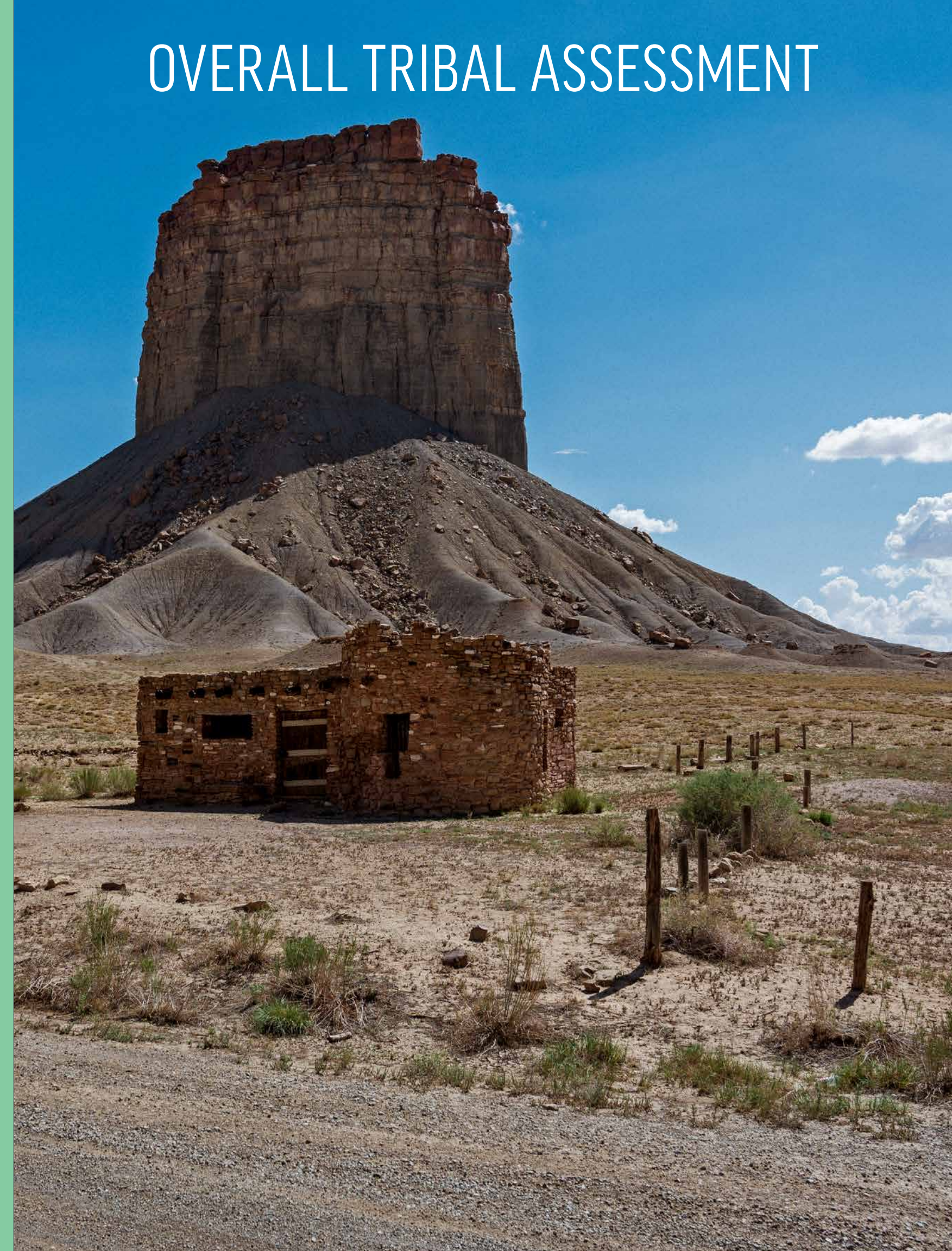
Cognitive / Physical Disabilities

10%

Experiencing Homelessness

10%

Experiencing Sexual / Physical Abuse





Overall Tribal Assessment

STRENGTHS & OPPORTUNITIES

IN 2016, UMUT WAS AWARDED the Rural Communities Development Initiative (RCDI) matching funds grant through the United States Department of Agriculture. Totaling \$250,000, the grant supported housing, community facilities, and community and economic development projects in our rural area.

Grant deliverables included the development of a Comprehensive Masterplan for Housing and Open Space and documented evidence of community engagement, as well as youth and elder leadership. A copy of the plan and addendum can be found here:

https://issuu.com/koningeizenberg/docs/umut_housing_open_space_masterpla

https://issuu.com/koningeizenberg/docs/digital_addendum_-_issuu

These plans are being updated in 2021-2023 in partnership with HUD, Rural Communities Assistance Program and Center for Rural Outreach and Public Services.

Economic and social pressures resulting from our rural setting as well as the legacy of colonialism and trauma have fundamentally shaped the lifestyle of tribal members. The masterplan therefore sets a framework for development that centers on sustainable wellness and community connection to decolonize the built environment.

Additionally, as part of Former President Obama's commitment to protect and promote the development of prosperous and resilient tribal communities, the Bureau of Indian Affairs (BIA) received funding in Fiscal Year 2015 (FY15) to support and implement a program called the Tiwahe Initiative.

Tiwahe (ti wah-hay) means family in the Lakota language and symbolizes the interconnectedness of all living things and one's personal responsibility to honor family, community, and the environment. In 2015, the BIA offered four (4) tribal communities an opportunity to participate in the Tiwahe Initiative. Each Tiwahe Initiative tribal site was given the financial and administrative resources to develop a coordinated service delivery model that was centered on the needs of the family and community. The Ute Mountain Ute Tribe was selected to participate. The Tiwahe Initiative provided the Tribe additional FY15 funding to be used for social services and Indian Child Welfare Act (ICWA) purposes. Job Placement and Training (JPT) funding was increased to provide employment and training money to the Tiwahe sites. A Pub. L. 102-477 Awarding Official Technical Representative worked with the Tribe to help develop strategies that have begun to create sustainable employment opportunities for families. Tiwahe Initiative funding is recurring and was added to the Tribe's Tribal Priority Allocation base for Social Services and ICWA.

UMUT GRANTS WON SINCE 2015	
CATEGORY	AMOUNT RECEIVED
Behavioral Health	6,353,000
Culture	11,677,960
Education	23,550,625
Health	3,172,615
Infrastructure	23,766,316
Justice	5,812,723
Broadband	17,550,971
Covid	6,929,410
Economic Development	168,500
Housing	4,400,000
Crime Prevention	1,059,198
Grocery Store	2,030,000
TOTAL GRANTS WON	106,471,318



Overall Tribal Assessment

Overall, our analysis shows that the UMUT Tribe's strengths and opportunities outweigh its weaknesses and challenges.

For the last six years, UMUT has been highly successful in securing government grants to support a wide range of programs and initiatives to support activities including:

- Infrastructure
- Renewable energy
- New programs and initiatives
- Job creation and retention
- Housing and community development
- Youth development
- Public safety and crime prevention
- Domestic violence and suicide prevention
- Health improvement and maintenance
- Recreation opportunities for youth and families

With the support of its external grants team, UMUT has won more than \$106 million in grants since 2015.



ONE Tiwahe Initiative

The vision of the UMUT Tiwahe Initiative (branded Tour de Ute – a Journey of Wellness) is to grow a new generation of Native American leaders by cultivating cultural values, self-sufficiency, and commitment to family. Tour de Ute is a holistic wellness program focused on physical, mental, behavioral, social, cultural, economic and spiritual wellness. Because the UMUT is such a young tribe it is critically important that the tribe develop youth for future leadership roles to cultivate cultural values, promote self-sufficiency and protect their tribal families.

The Tiwahe Initiative has been and will continue to be focused on youth leadership development and youth-led (intergenerational) community development with cultural learning exchanged between elders and youth. The intergenerational leadership approach facilitates empowerment of youth to learn and document their culture from the elders and to show the elders how technology can be used as a tool to tell stories and preserve the history, language, and traditions – as well as plan for the future of the UMUT.

TWO Native Youth Films

Native Youth Films have won 25 state, national and international film awards – including 21 Telly Awards in 2021 for *Our Culture is Our Strength*. All of the films focus on serious health, behavioral health and mental health issues such as Covid-19, teen suicide, alcohol, substance abuse, poverty and domestic violence. Anyone can read about the signs of suicide, alcoholism, or drug abuse but to create a film about these issues, be respectful, and think deeply about impacting the opinion of others requires a level of involvement that has lasting impact and requires leadership. UMUT Native Youth Films have been viewed by more than 5 million people and youth have presented to over 3,000 people in live screenings or national conferences. Films can be viewed at:

Escape <https://vimeo.com/141806754>

The Strength of Siblings <https://vimeo.com/207182225>

Our Culture is Our Strength <https://vimeo.com/516856356>

Others <http://www.tourdeute.org/watch/>

THREE Comprehensive Master Plan

The UMUT Community Comprehensive Master Plan resulted from a youth-led rural development initiative that was implemented with USDA and Tiwahe Funds in 2016 and 2017. Youth and elders formed an intergenerational leadership advisory team for the UMUT Housing Authority and recruited over 135 members of the community to participate in meetings, surveys, focus group sessions, role play, and interviews to address an estimated 200 family housing shortage in Towaoc and White Mesa. One of the highest priorities that surfaced throughout the process was the need for reducing homelessness for single parent families and veterans. By building 5-10 tiny homes annually to address this need, we can provide visible signs of success in a short time with a small amount of money. We believe the success of this initiative will not only help to leverage more funding to further reduce homelessness, but also increase confidence in our youth and assure them they can lead positive change.

UMUT Tribal Youth

OUR YOUNG PERSONS ARE ONE OF THE UMUT TRIBE'S GREATEST STRENGTHS. UMUT has numerous major successes over the past six years following its first ever Ute Mountain Native National Partnership Retreat where tribal leaders met with 40 federal agencies and 20 national partners to establish a vision for the future to work together to achieve common goals. By building a solid foundation for collaboration, and securing the funding above, the Tribe has implemented four successful new youth-lead rural development and wellness programs.



FOUR Awakened Warrior

The purpose of the Awakened Warrior Program is to awaken the inner Warrior through life skills and total body wellness. We all hold within ourselves a Warrior that only needs to be empowered and reawakened to help us fight our daily challenges. The Awakened Warrior Program is a physical fitness, cultural awareness, and spiritually uplifting program that has been piloted with great results in the UMUT Detention Center. It has produced participant improvements in academic improvement, mental wellness, increased confidence, career growth, substance resistance, and improved quality of life.

Surveying and engaging UMUT Tribal residents was a critical part of developing the UMUT CEDS Plan and 2022 updates. The survey provided direct opportunities for Tribal residents and stakeholders to provide input regarding the Tribe's strengths, opportunities, weaknesses and challenges.

Tribal members agree that securing grant funding is one of UMUT's strengths. For example, when asked what the tribe does well on a recent survey administered to members, one respondent commented "the Tribe has been successful in acquiring grants." They go on to say "the tribe offers an educational program that has a great benefit for the individual." Another member commented that "the Tribal enterprises (casino, farm and ranch, Weeminuche Construction, pottery, etc.) are in a great position to provide and generate assets for the tribe in areas of need. They need to re-generate alternative methods to market and sell products." And lastly, a third member stated that "the tribe's strength to the business approach is the preservation of culture," something demonstrated throughout this narrative as key component to any UMUT venture.

WEAKNESSES & CHALLENGES

ONE OF THE HIGHEST PRIORITIES that surfaced throughout the process of developing the “Place-Based Comprehensive Masterplan” was the need to reduce homelessness for single parent families and veterans.

This challenge stems back to the 1950s, when the Tribal Council passed the 1953 Homesite Land Ordinance, providing affordable leases (\$1/acre) to Tribal members building a house. Land leases have since been handed down from generation to generation, limiting these housing resources to families who have continued to live on or near the land where their family homesites were established in the 1950s.

The close proximity of development past 1950 has led to issues between families and individuals. Infrastructure needs limit the amount of space between lots and the ability to cluster housing in a traditional orientation. While HUD has steady funding, most of its resources go towards maintenance of existing housing rather than expansion beyond their current 150 units. They are budgeted to build 10 units per year which is helpful but doesn't come close to meeting the ongoing need for affordable housing, currently totaling 200 new units.

Most houses are funded through HUD but HUD guidelines are not flexible enough to account for cultural and legal particularities of the reservation. Sovereign land status makes securing non-HUD funding difficult as businesses worry about the legal implications of a ground lease and UMUT is wary of giving up right of immunity. Other funders are hesitant to lease more than 10 years (Ute leases follow a 25/25 year lease cycle.)

A housing survey was developed to gain insight into economic, maintenance, and size constraints on existing housing, and understand what changes Tribal members would like to see in their existing housing options. Because only 16 of 110 returned surveys were complete, the data is inconclusive and not necessarily indicative of larger community desires or trends. Further, conditions of HUD housing stock overall are unknown as there is currently no housing inspector (though Housing Authority conducts.)

Other significant challenges faced by the Tribe include widespread poverty, abuse, mental and physical health, a deficit in food options, and addiction.



It is clear that meeting Towaoc's housing need requires balancing tradition, community, and land conservation with constraints of infrastructure and affordability. To help see this through, the Housing Authority is in need of capacity building. They do not have the resources to effectively provide Homeowner Education (due to HUD/NAHASA funding cuts), are isolated from other departments in both their communication and resources, and do not have the capacity or data to justify or pursue desperately needed grant/improvement opportunities.

The additional community survey referenced previously also pointed to access to education as being a major deficit on the reservation. One member said “educational and training opportunities are needed to produce successful candidates for positions needing to be filled.” In addition to better training, another member emphasizes the need for expanded opportunity in saying “the tribe offers an education program that has a great impact for Cortez, and other places with job opportunities in the medical fields, but for the Towaoc community, this education does not have a great impact. When a community member acquires this education, they must find a job elsewhere as advancement opportunities come from more populated areas.

While this is great for the individual, it doesn't benefit the tribe in any substantial way.” A third member calls this “giving members meaningful employment which will promote self-esteem and encourage mental and physical growth.” Largely as a result of limited opportunity, an additional member points to the unlivable median wage, saying “Towaoc has approximately \$15-18K less median household income than neighboring communities.

Towaoc's median household income as of the 2020 Census is \$27,656 and per capita income is \$12,172 in comparison to a median household income of \$64,994 in the US. Nearly one-quarter of the population earns income below the federal poverty level.

In addition to under employment and lack of opportunity, other significant challenges faced by the Tribe include widespread poverty, abuse, poor mental and physical health, a deficit in food options and drug and alcohol addiction. These are issues faced by isolated communities of similar size, both tribal and non-tribal across the United States. Ute Mountain being a dry reservation means convictions for alcohol possession or intoxication requires a court appearance. Penalizing an individual with a fine does little to dissuade repeat offenders, and convictions create an impediment to employment on the reservation. Drug convictions also disqualify individuals for HUD housing. These consequences compound rather than alleviate impact.

Both youth and adults attested to the lack of youth activities available on the reservation further exacerbating issues of teen pregnancy, substance abuse, bullying and teen suicide. The development of the master plan places high priority on providing solutions to these issues that our youth face. Our mission is to provide an environment of hope for our youth and for future generations to flourish. Project PEAK, launched in 2021, should also alleviate the problem of lack of activities for youth.

CEDS GOALS & OBJECTIVES

GOAL 1

Utilize new funding streams and construction methods to achieve housing goals.

OBJECTIVE 1.1

By the end of fiscal year 2023, finalize a housing strategic plan that integrates UMUT Native culture and efficient land use best practices.

- 1.2 By the end of fiscal year 2023, finalize short and long-term funding strategies to support construction of affordable home on the UMUT reservation.
- 1.3 By the end of fiscal year 2023, provide at least 40 hours of capacity-building training for the Ute Mountain Ute Tribe.
- 1.4 Between the start of fiscal year 2022 and the end of fiscal year 2024, repair and/or renovate 7 homes annually on the UMUT reservation.
- 1.5 Between the start of fiscal year 2022 and the end of fiscal year 2024, construct 10 new affordable homes annually on the UMUT reservation.

GOAL 2

Increase self-sufficiency among the most vulnerable UMUT members.

OBJECTIVE 2.1

Each year, beginning with fiscal year 2022 and continuing through fiscal year 2024, provide at least 40 hours of capacity-building training for UMUT departments and Tribal residents, reaching at least 50 families annually.

- 2.2 By the end of fiscal year 2024, finalize and deploy a collaboration-driven job creation program.

GOAL 3

Increase the development of youth leadership and multimedia career skills.

OBJECTIVE 3.1

Each year, beginning with fiscal year 2022 and continuing through fiscal year 2024, provide at least 40 hours of job skill-enhancing training for UMUT Tribal youth.

GOAL 4

Preserve and protect UMUT tribal culture, land, and language.

OBJECTIVE 4.1

By the end of fiscal year 2023, finalize a long-term plan for preserving and protecting the UMUT tribal culture, land and language using Online Dictionary, Google App, Apple App, E-Learning platform, and Growing Ute language storybook.

GOAL 5

Improve mental health and wellness by establishing a Behavioral Health Center and evidenced-based programs on the UMUT reservation.

OBJECTIVE 5.1

By the end of fiscal year 2023, the UMUT Behavioral Health Center will employ at least five persons.

GOAL 6

Improve access to high-speed broadband internet on the UMUT reservation.

OBJECTIVE 6.1

By the end of fiscal year 2019, develop an action plan for increasing access to high-speed broadband internet throughout the UMUT reservation.

- 6.2 By the end of fiscal year 2024, high-speed broadband internet will be available throughout the UMUT Reservation.
- 6.3 By the end of fiscal year 2019, explore the prospect of establishing a UMUT Tribally- owned Internet Service Provider (ISP).

GOAL 7

Increase deployment of solar energy throughout the UMUT reservation.

OBJECTIVE 7.1

By the end of fiscal year 2020, strengthen partnership with the local rural electric cooperative (Empire Electric) and their wholesale providers so that the tribe can better understand how to expand future solar, hydro, battery and other community scale energy projects.

- 7.2 By the end of fiscal year 2023, conduct an in-depth analysis of the solar array's performance, operation and maintenance, and impact of crediting structures and array's output on UMUT's goal to reduce and stabilize energy costs on the UMUT reservation.
- 7.3 By the end of fiscal year 2024, create two full-time positions relating to solar array operations and maintenance.

GOAL 8

Increase entrepreneurial activity on the UMUT reservation.

OBJECTIVE 8.1

By the end of fiscal year 2024, establish a UMUT Entrepreneurship Resource Center or Makerspace.

GOAL 9

Increase employment by establishing partnerships with tribal enterprises to create new opportunities.

OBJECTIVE 9.1

By the end of fiscal year 2024, establish partnerships with the UMUT Casino and Weeminuche Construction for a grocery store/workforce innovation center.

GOAL 10

Increase access to capital for tribal residents and businesses.

OBJECTIVE 10.1

By the end of fiscal year 2024, identify at least three new strategies to increase access to capital among UMUT Tribal residents or businesses.

COMMUNITY & PRIVATE SECTOR PARTNERSHIPS



Community & Private Sector Partnerships

AT THE BEGINNING OF MAY 2016, the design team met with representatives from over 20 focus groups, organizations, initiatives and Tribal departments to develop the aforementioned “Place-Based Comprehensive Masterplan.” Six community workshops were hosted over three site visits in which the design team worked with youth, elders and the Policy Group (a collection of department heads and community leaders) to identify social, economic, housing and environmental issues in Towaoc.

A survey was also administered to Tribal residents specifically for the CEDS plan. Out of four priority areas surveyed, responses indicated that housing and jobs were in most critical need of development. The highest ranking focus areas within these two priorities are specified in the following charts.

Survey Data in Detail

Tribal residents ranked relevant issues on a scale of 1 to 5, five being critically important to growing and sustaining the Tribal economy.

RATING	AREA OF NEED: HOUSING
4.73	Affordable housing for all income levels
4.38	Transitional housing for homeless, disabled, elderly, and veteran tribal members
4.35	Housing and rehab improvement projects
4.29	Rental and mortgage assistance programs

On a scale of 1-5; 1 being not important and 5 being critically important.

RATING	AREA OF NEED: JOBS EDUCATION TRAINING
4.67	Develop and sustain a workforce with the knowledge, skills, and abilities to meet the demand of current and prospective employers
4.48	Promote education and literacy as a top priority
4.48	Provide additional job training opportunities
4.42	Assisting tribal members in attaining financial self-sufficiency through education and training programs
4.30	Mentorship and leadership programs for young adults and professionals

HOUSING	RATING 1-5
Affordable housing for all income levels	●●●●●
Housing & rehab improvement projects	●●●●●
Transitional housing for homeless, disabled, elderly and veteran tribal members	●●●●●
Rental & mortgage assistance programs	●●●●●

On a scale of 1-5; 1 being not important and 5 being critically important.

Tribal residents feel that affordable housing for all income levels is of critical importance to growing and sustaining the Tribal economy; followed by housing rehab and improvement projects; followed by transitional housing for homeless, disabled, elderly and veteran tribal members; followed by rental and mortgage assistance programs; followed by development and/or enforcement of housing codes and ordinances.

JOBS EDUCATION TRAINING	RATING 1-5
Assisting Tribal members in attaining financial self-sufficiency through education and training programs	●●●●●
Provide additional job training opportunities	●●●●●
Develop and sustain a workforce with knowledge, skills and abilities to meet the demand of current and future businesses	●●●●●
Promote education & literacy as a top priority	●●●●●

On a scale of 1-5; 1 being not important and 5 being critically important.

Tribal residents feel that assisting tribal members in attaining financial self-sufficiency through education and training programs is of critical importance to growing and sustaining the Tribal economy; followed by providing additional job training opportunities; followed by developing and sustaining a workforce with the knowledge, skills, and abilities to meet the demand of current and prospective employers, followed by promoting education & literacy as a top priority; followed by mentorship and leadership programs for young adults and professionals.

CULTURAL PRESERVATION	RATING 1-5
Maintain Tribal Sovereignty	●●●●●
Preserve the Culture of the Ute Mountain Ute Tribe and Its Traditions	●●●●●
Develop and Implement a Ute Mountain Ute Tribe Branding and Marketing Plan	●●●●●
Define and Promote the Use of Culturally Sensitive Design Standards	●●●●●
Designate and Preserve Existing Cultural and Open Spaces	●●●●●

On a scale of 1-5; 1 being not important and 5 being critically important.

Tribal residents feel that maintaining Tribal sovereignty is of critical importance to growing and sustaining the Tribal economy; followed by preserving the culture of the Ute Mountain Ute Tribe and its traditions by establishing programs and forums for cultural learning and education; followed by development and implementation of a Ute Mountain Ute Tribe Branding and Marketing Plan; followed by defining and promoting the use of culturally sensitive design standards; followed by designating and preserving existing cultural and open spaces.



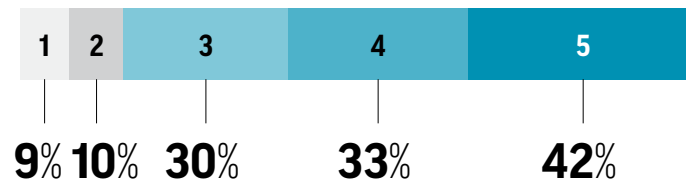
COMMUNITY & PRIVATE SECTOR PARTNERSHIPS (CONT.)

Tribal residents feel that improving roads, mobility, and connectivity to foster a safe community and build a sense of community is of critical importance to growing and sustaining the Tribal economy.

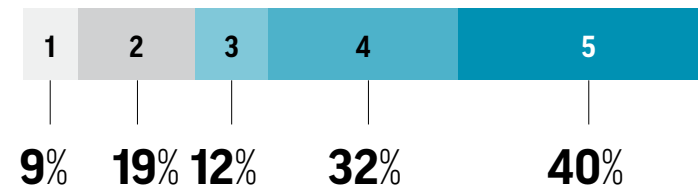
Followed by reviewing and revising land development regulations to include new and flexible techniques for creating compact development patterns and providing significant areas of open space; followed by requiring phasing plans for new developments based on the Tribe's ability to economically provide services, the capacities of utility systems and the adequacy of the roadway network; followed by creating design standards and promoting the implementation of mixed use developments, i.e., a mixed development including retail, office, housing, and civic uses; followed by designing and implementing scenic corridors and gateways.

Rankings by percentage of respondents, on a scale of 1-5; 1 being not important and 5 being critically important.

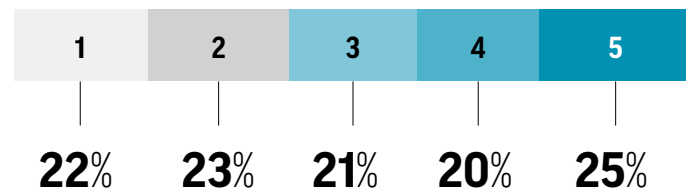
Improving roads, mobility & connectivity



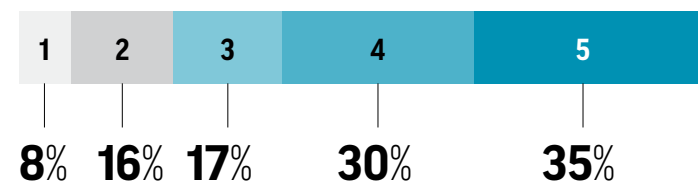
Review & revise land development regulations



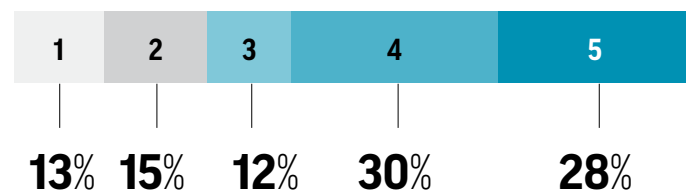
Design & implement mixed-use developments



Require phasing plans for new developments



Create design standards and promote implementation of mixed use developments

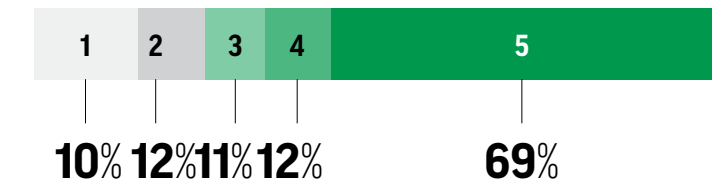


Tribal residents feel that monetizing available clean energy resources (water, wind, solar) to help enhance and diversify Tribal revenue sources is of critical importance to growing and sustaining the Tribal economy.

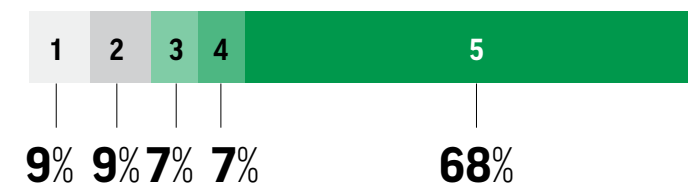
Followed by creating and implementing natural resource management and preservation plans and ensuring planning and development rules and regulations are sensitive to and protect the natural environment; followed by increasing return on long-term trust funds; followed by creating an economic development fund; followed by stabilizing and increasing Tribal economy through enterprise development.

Rankings by percentage of respondents, on a scale of 1-5; 1 being not important and 5 being critically important.

Stabilize & increase tribal economy



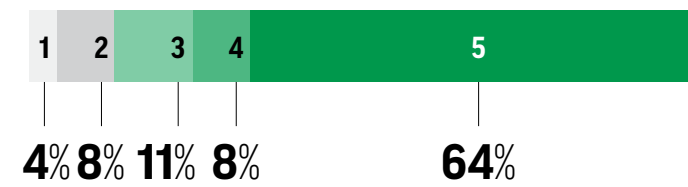
Monetize available clean energy resources



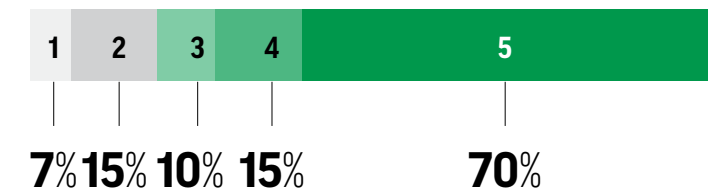
Increase return on long-term trust funds



Create & implement natural resource management & preservation plans



Create economic development fund



STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES



Strategic Projects, Programs & Activities

THE UMUT CEDS PLAN WILL BUILD off the momentum of aforementioned grant opportunities already in place, including the \$250,000 Rural Communities Development Initiative (RCDI) matching funds grant through the United States Department of Agriculture as well as the Tiwahe Initiative, funding provided by the Bureau of Indian Affairs (BIA) starting in FY15. Many of the goals and objectives reflected in our CEDS are shared with these two initiatives, together working to achieve regional economic prosperity.

CEDS Plan of Action

GOAL 1

Utilize new funding streams and construction methods to achieve housing goals.

OBJECTIVE 1.1

By the end of fiscal year 2023, finalize a housing strategic plan that integrates UMUT Native culture and efficient land use best practices.

Activity 1.1.1

The Tribe will explore different housing arrangements and orientations such as the traditional east-facing front door and spacing that allows efficient land use while preserving a sense of privacy.



OBJECTIVE 1.2

By the end of fiscal year 2023, finalize short and long-term funding strategies to support construction of affordable home on the UMUT reservation.

Activity 1.2.1

Partner with Colorado Health Foundation and Colorado Housing and Finance Authority to cultivate new private foundation funding for housing and community development.

OBJECTIVE 1.3

By the end of fiscal year 2023, provide at least 40 hours of capacity-building training for the Ute Mountain Ute Tribe.

Activity 1.3.1

Increase capacity of the Ute Mountain Ute Tribe to access new funding streams by partnering with RCAC to receive training.

1.3.2

Develop policies for requirements for becoming recipients of housing renovations and housing assistance programs to include volunteerism and “pay-it-forward” agreements.

1.3.3

Develop policies and rules for enforcement for non-compliance.

OBJECTIVE 1.4

Between the start of fiscal year 2022 and the end of fiscal year 2024, repair and/or renovate 7 homes annually on the UMUT reservation.

Activity 1.4.1

Finalize criteria for selecting homes eligible for repair and/or renovation.

1.4.2

Each year, identify 7 homes for repair and/or renovation.

1.4.3

Each year, complete repairs and/or renovations on the identified homes.

OBJECTIVE 1.5

Between the start of fiscal year 2022 and the end of fiscal year 2024, construct 10 new affordable homes annually on the UMUT reservation.

Activity 1.5.1

Build out the H1, H2 and H3 zones identified in the masterplan to accommodate over 350 units.

GOAL 2

Increase self-sufficiency among the most vulnerable UMUT members.

OBJECTIVE 2.1

Each year, beginning with fiscal year 2022 and continuing through fiscal year 2024, provide at least 40 hours of capacity-building training for UMUT departments and Tribal residents, reaching at least 50 families annually.

Activity 2.1.1

Increase participation in financial literacy, home ownership and financial management training.

2.1.2

Establish policies and enforcement procedure to mandate financial literacy, home maintenance, and yard maintenance training for all recipients of housing program assistance.

2.1.3

Increase data management tracking system to include a minimum of 3 modules: Employment, Social Services, Recidivism Reduction and increase client assessments.

OBJECTIVE 2.2

By the end of fiscal year 2024, finalize and deploy a collaboration-driven job creation program.

Activity 2.2.1

Collaborate with UMUT higher education department to develop a job creation program.

STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES (CONT.)

GOAL 3

Increase the development of youth leadership and multimedia career skills.

OBJECTIVE 3.1

Each year, beginning with fiscal year 2022 and continuing through fiscal year 2024, provide at least 40 hours of job skill-enhancing training for UMUT Tribal youth.

Activity 3.1.1

Provide social media training for youth to promote films, PSAs and Social Media Campaigns to increase film views on Vimeo.

3.1.2

Provide a minimum of 2 national speaking opportunities for youth that teach them how to advocate for social justice to an audience of more than 450 people annually.

3.1.3

Train youth to produce a minimum of 2 cultural training videos and 2 Suicide Prevention PSAs engaging elders in the film to promote intergenerational learning.

3.1.4

Conduct 10 days of film workshop training annually in partnership with other Native American filmmakers to train 5 youth in White Mesa and 5 youth in Towaoc filmmaking skills and produce a minimum of 6 short videos on fitness, culture, behavioral health, housing, elders, etc.

3.1.5

Annually, produce a minimum of one youth-developed film to support economic development, housing, or youth leadership development.

GOAL 4

Preserve and protect UMUT tribal culture, land, and language.

OBJECTIVE 4.1

By the end of fiscal year 2023, finalize a long-term plan for preserving and protecting the UMUT tribal culture, land and language using Online Dictionary, Google App, Apple App, E-Learning platform, and Growing Ute language storybook.

Activity 4.1.1

Create a multi-disciplinary, partnership-driven team to develop the long-term plan.

4.1.2

Partner with The Language Conservancy, UMUT elders, and youth to develop a 20,000-word Ute dictionary.

GOAL 5

Improve mental health and wellness by establishing a Behavioral Health Center and evidenced-based programs on the UMUT reservation.

OBJECTIVE 5.1

By the end of fiscal year 2023, the UMUT Behavioral Health Center will employ at least five persons.

Activity 5.1.1

Update feasibility study and business plan for expanding and staffing the Behavioral Health Center on the reservation.

5.1.2

Contract with qualified agencies to develop a tele-behavioral health program for the UMUT.

5.1.3

Establish two new evidence-based practices for suicide and substance prevention.



GOAL 6

Improve access to high-speed broadband internet on the UMUT reservation.

OBJECTIVE 6.1

By the end of fiscal year 2019, develop an action plan for increasing access to high-speed broadband internet throughout the UMUT reservation.

Activity 6.1.1

Identify technological infrastructure needs to support broadband deployment.

6.1.2

Identify potential local, state and federal funding sources to support deployment of broadband infrastructure.

OBJECTIVE 6.2

By the end of fiscal year 2024, high-speed broadband internet will be available throughout the UMUT Reservation.

Activity 6.2.1

Apply for and/or secure funding through identified sources.

6.2.2

Finalize broadband deployment plans.

6.2.3

Deploy broadband infrastructure.

OBJECTIVE 6.3

By the end of fiscal year 2019, explore the prospect of establishing a UMUT Tribally-owned Internet Service Provider (ISP).

Activity 6.3.1

Secure outside expertise to explore the possibility of establishing a Tribally-owned ISP.

6.3.2

Conduct a feasibility study of a UMUT Tribally-owned ISP.

6.3.3

Identify next steps, depending on go/no-go outcome of feasibility study.

STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES (CONT.)

GOAL 7

Increase deployment of solar energy throughout the UMUT reservation.

OBJECTIVE 7.1

By the end of fiscal year 2020, strengthen partnership with the local rural electric cooperative (Empire Electric) and their wholesale providers so that the tribe can better understand how to expand future solar, hydro, battery and other community scale energy projects.

Activity 7.1.1

Secure partnership with Empire Electric on Phase I deployment of renewable projects: Empire conducts interconnection study (complete); Empire agrees to manage residential portion of community solar array; Empire facilitates conversations between UMUT and Tri State Electric (Empire's wholesale provider).

7.1.2

Empire conducts interconnection study on phase II deployment of renewable projects.

OBJECTIVE 7.2

By the end of fiscal year 2023, conduct an in-depth analysis of the solar array's performance, operation and maintenance, and impact of crediting structures and array's output on UMUT's goal to reduce and stabilize energy costs on the UMUT reservation.

Activity 7.2.1

Document and report the annual energy savings based on negotiated crediting structures.

7.2.2

Conduct an analysis of the array's output.

7.2.3

Conduct an analysis of the array's operational and maintenance costs.

OBJECTIVE 7.3

By the end of fiscal year 2024, create two full-time positions relating to solar array operations and maintenance.

Activity 7.3.1

Weeminuche Construction and UMUT Public Works Department outline job requirements.

7.3.2

Identify job training requirements.

7.3.3

Secure Curriculum.

7.3.4

Identify and secure funding stream(s) to support positions.

7.3.5

Post job openings, hire candidates and provide training.

GOAL 8

Increase entrepreneurial activity on the UMUT reservation.

OBJECTIVE 8.1

By the end of fiscal year 2024, establish a UMUT Entrepreneurship Resource Center or Makerspace.

Activity 8.1.1

Conduct an analysis to determine the feasibility of establishing a UMUT-based startup incubator or accelerator, with a particular focus on e-commerce made viable through high-speed broadband internet deployment.

8.1.2

Identify next steps based on go/no-go outcome of the analysis.

8.1.3

Explore partnerships (e.g. SBDC, etc.) to support entrepreneurship on the UMUT Reservation.

8.1.4

Within the Tribal management structure, determine organizational placement on the UMUT Reservation.

8.1.5

Identify and secure location for the Resource Center.

8.1.6

Identify and secure resources for the Resource Center.

Activity 8.1.7: Establish UMUT Entrepreneurship Resource Center or Makerspace.

GOAL 9

Increase employment by establishing partnerships with tribal enterprises to create new opportunities.

OBJECTIVE 9.1

By the end of fiscal year 2024, establish partnerships with the UMUT Casino and Weeminuche Construction for a grocery store/workforce innovation center.

Activity 9.1.1

Apply for funding to support a grocery store/workforce innovation center.

9.1.2

Publish a capital campaign book to generate \$12 million in funding for the grocery store/workforce innovation center.

9.1.3

Develop a business plan for the grocery store/workforce innovation center.



GOAL 10

Increase access to capital for tribal residents and businesses.

OBJECTIVE 10.1

By the end of fiscal year 2024, identify at least three new strategies to increase access to capital among UMUT Tribal residents or businesses.

Activity 10.1.1

Explore the feasibility of establishing a UMUT CDFI.

10.1.2

Collaborate with the Small Business Development Center in Durango to identify actionable strategies to increase access to capital on the UMUT Reservation.

10.1.3

Set up financial mechanisms for tribal access to capital such as: CDE, small business loans.

Regional Coordination

PERFORMANCE MEASURES

- 1**
Number of jobs created after implementation of the CEDS
- 2**
Number and types of investments undertaken on the Reservation
- 3**
Business formation & expansion on the Reservation
- 4**
Workforce development on the Reservation
- 5**
Changes in the economic environment of the Reservation

AS NOTED, THE UTE MOUNTAIN UTE TRIBE is one of the largest employers in Montezuma County. As such, our commitment is to support economic development throughout Southwest Colorado, UMUT maintains contact with and collaborates with a range of local stakeholders, including:

- Montezuma County
- Montezuma County Economic Development Association
- Southwest Small Business Development Center (SWSBDC)
- Region 9 Economic Development District of Southwest Colorado
- City of Cortez
- Town of Mancos
- City of Durango
- La Plata County
- La Plata County Economic Development Action Partnership

In addition, UMUT collaborates with dozens of local, regional, statewide and national nonprofits and governmental agencies.

PERFORMANCE MEASURES	DATA SOURCE
Number of jobs created after implementation of the CEDS	Reports created by individual program managers and internal data from the economic development department.
Number and types of investments undertaken on the Reservation	Reports created by individual program managers and internal data from the economic development department.
Business formation & expansion on the Reservation	Reports created by individual program managers and internal data from the economic development department.
Workforce development on the Reservation	Reports created by individual program managers and internal data from the economic development department.
Changes in the economic environment of the Reservation	Annual stakeholder surveys.

Monitoring Performance

UMUT WORKS WITH AN EXTERNAL, third-party team to assist in tracking and reporting key performance metrics across multiple grant-funded programs and initiatives. This team collaborates with individual program managers in collecting, analyzing and reporting both quantitative and qualitative data.

STEADY-STATE ECONOMIC RESILIENCE

- This CEDS Plan was developed with the input of a broad-base of the Tribal community. As such, these planning efforts reflect the integration and alignment of other planning efforts and funding sources. For example, this CEDS Plan is directly aligned to the goals of the UMUT Comprehensive Master Plan and the Tiwahe Initiative, both of which seek to strengthen the resiliency of the UMUT Tribe and its people.
- In developing the CEDS Plan, one of our objectives is to diversity funding streams that support the Tribe, its operations, programs, initiatives and people.
- We have ongoing efforts to broaden and diversify the employment base on the Reservation.
- Job training and our youth initiatives both seek to increase the resiliency of our workforce.
- UMUT is currently seeking to strengthen its telecommunications and broadband networks.
- In implementing its Comprehensive Master Plan, a key goal is to utilize sustainable approaches that consider the natural environment.

The external team will work with the UMUT Economic Development Department to track and report on attainment of each of the identified performance measures. All data is collected quarterly.

In terms of resiliency, UMUT has considered both steady-state economic resilience and responsive economic resilience. These initiatives are summarized below.

RESPONSIVE ECONOMIC RESILIENCE

- The Tribe meets monthly to strengthen its pre-disaster recovery planning efforts. These efforts are community-driven and define key stakeholders, roles, responsibilities and key actions.
- UMUT has a process for regular communication, monitoring and updating of business and community needs.
- The Tribe has continuity and leadership succession plans for short-, intermediate- and long-term recovery needs.



Implementation Plan

Goal 1

Utilize new funding streams and construction methods to achieve housing goals.

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED
1.1 By the end of fiscal year 2023, finalize a housing strategic plan that integrates UMUT Native culture and efficient land use best practices. (IN-PROGRESS)	1.1.1 The Tribe will explore different housing arrangements and orientations such as the traditional e-facing front door and spacing that allows efficient land use while preserving a sense of privacy	Tiwahe, Planning, Housing	Tiwahe HIP Funds and Tiwahe Annual Fund, USDA, Colorado Health Foundation, Colorado Housing and Finance Authority	10/2021-9/2023	High	2
1.2 By the end of fiscal year 2023, finalize short and long-term funding strategies to support construction of affordable homes on the UMUT reservation. (IN-PROGRESS)	1.2.1 Partner with Colorado Health Foundation and Colorado Housing and Finance Authority to cultivate new private foundation funding for housing and community development.	Tiwahe, Planning, Housing	Tiwahe HIP Funds and Tiwahe Annual Fund, USDA, Colorado Health Foundation, Colorado Housing and Finance Authority	10/2021-9/2023	High	0
1.3 By the end of fiscal year 2023, provide at least 40 hours of capacity-building training for the Ute Mountain Ute Tribe. (IN-PROGRESS)	1.3.1 Increase capacity of the Ute Mountain Ute Tribe to access new funding streams by partnering with RCAC to receive training.	Tiwahe, Planning, Housing	Tiwahe HIP Funds and Tiwahe Annual Fund, USDA, Colorado Health Foundation, Colorado Housing and Finance Authority	10/2021-9/2023	High	3
	1.3.2 Develop policies for requirements for becoming recipients of housing renovations and housing assistance programs to include volunteerism and "pay-it-forward" agreements.					
	1.3.3 Develop policies and rules for enforcement for non-compliance.					
1.4 Between the start of fiscal year 2022 and the end of fiscal year 2024, repair and/or renovate 7 homes annually on the UMUT Reservation. (IN-PROGRESS)	1.4.1 Finalize criteria for selecting homes eligible for repair and/or renovation.	Tiwahe, Planning, Housing	Tiwahe HIP Funds, and Tiwahe Annual Fund, USDA, Colorado Health Foundation, Colorado Housing and Finance Authority, Colorado Department of Local Affairs	10/2022-9/2024	High	20
	1.4.2 Each year, identify 7 homes for repair and/or renovation.					
	1.4.3 Each year, complete repairs and/or renovations on the identified homes.					
1.5 Between the start of fiscal year 2022 and the end of fiscal year 2024, construct 10 new affordable homes annually on the UMUT reservation. (IN-PROGRESS)	1.5.1 Build out the H1, H2 and H3 zones identified in the masterplan to accommodate over 350 units.	Tiwahe, Planning, Housing	Tiwahe, HIP Funds, and Tiwahe Annual Fund, USDA, Colorado Health Foundation, Colorado Housing and Finance Authority, Colorado Department of Local Affairs	10/2022-9/2024	High	20

Goal 2

Increase self-sufficiency among the most vulnerable UMUT members.

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED
2.1 Each year, beginning with fiscal year 2022 and continuing through fiscal year 2024, provide at least 40 hours of capacity-building training for UMUT Tribal departments and Tribal residents, reaching at least 50 families annually. (IN-PROGRESS)	2.1.1 Increase participation in financial literacy, home ownership and financial management training.	Tiwahe, Planning, Finance, Human Resources, Environmental	Tiwahe, HIP Funds, and Tiwahe Annual Fund, USDA, Colorado Health Foundation, Colorado Housing and Finance Authority	10/2022-9/2024	High	0
	2.1.2 Establish policies and enforcement procedure to mandate financial literacy, financial training, home maintenance, and yard maintenance training for all recipients of housing program assistance.					
	2.1.3 Increase data management tracking system to include a minimum of 3 modules: Employment, Social Services, Recidivism Reduction and increase client assessments.					
2.2 By the end of fiscal year 2024, finalize and deploy a collaboration-driven job creation program. (IN-PROGRESS)	2.2.1 Collaborate with UMUT higher education department to develop a job creation program.	Tiwahe, Planning, Finance, Human Resources, Environmental, Education	Tiwahe, HIP Funds, and Tiwahe Annual Fund, USDA, Colorado Health Foundation, Colorado Housing and Finance Authority	10/2022-9/2024	High	10



Goal 3

Increase the development of youth leadership and multimedia career skills.

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED	
3.1	Each year, beginning with fiscal year 2022 and continuing through fiscal year 2024, provide at least 40 hours of job skill-enhancing training for UMUT Tribal youth. (IN-PROGRESS)	3.1.1 Provide social media training for youth to promote films, PSAs and Social Media Campaigns to increase film views on Vimeo	Education, Tiwahe, Planning, Tribal Park, Economic Development, Housing	Tiwahe, HIP Funds, and Tiwahe Annual Fund, Colorado Film Commission, Project PEAK	10/2022-9/2024	Medium	2
		3.1.2 Provide a minimum of 2 national speaking opportunities for youth that teach them how to advocate for social justice to an audience of more than 450 people annually.					
		3.1.3 Train youth to produce minimum of 2 cultural training videos and 2 Suicide Prevention PSAS engaging elders in the film to promote intergenerational learning					
		3.1.4 Conduct 10 days of film workshop training annually to train 5 youth in White Mesa and 5 youth in Towaoc in filmmaking skills and produce a minimum of 2 short videos on fitness, culture, behavioral health, housing, elders, etc.					
		3.1.5 Annually, produce a minimum of one youth-developed film to support economic development, housing, or youth leadership development.					

Goal 4

Preserve and protect UMUT tribal culture, land and language.

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED		
4.1	By the end of fiscal year 2023, finalize a long-term plan for preserving and protecting the UMUT tribal culture, land and language using Online Dictionary, Google App, Apple App, E-Learning platform, and Growing Ute language storybook. (IN-PROGRESS)	4.1.1	Create a multidisciplinary,partnership-driven team to develop the long-term plan.	Planning, Environmental, Tiwahe, KCA	Bureau of Indian Affairs, Tiwahe, Project PEAK, KCA, Growing Ute Rise Grant	10/2022-9/2023	Medium	5
		4.1.2	Partner with The Language Conservancy, UMUT elders, and youth to develop a 20,000-word Ute dictionary.					

Goal 5

Improve mental health and wellness by establishing a Behavioral Health Center and evidence-based programs on the UMUT Reservation

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED		
5.1	By the end of fiscal year 2023, the UMUT Behavioral Health Center will employ at least five persons. (COMPLETE)	5.1.1	Update feasibility study and business plan for expanding and staffing the Behavioral Health Center on the reservation.	Behavioral Health, Economic Development, Planning, Tiwahe, Community Health, Justice	SAMHSA, CTAS Purpose Area 3, Tiwahe Annual Fund, Colorado Health Foundation, Caring for Colorado, Buell Foundation, Gates Family Foundation, Indian Health Services	10/2022-9/2023	Medium	5
		5.1.2	Contract with qualified agencies to develop a tele-behavioral health program for the UMUT.					
		5.1.3	Establish two new evidence-based practices for suicide and substance prevention.					

Goal 6

Improve access to highspeed broadband internet on the UMUT Reservation.

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED
6.1 By the end of fiscal year 2019, develop an action plan for increasing access to high-speed broadband internet throughout the UMUT reservation. (COMPLETE)	6.1.1 Identify technological infrastructure needs to support broadband deployment.	Information Technology, Education, Economic Development, Planning	UMUT	10/2018 - 09/2019	High	0
	6.1.2 Identify potential local, state and federal funding sources to support deployment of broadband infrastructure.					
6.2 By the end of fiscal year 2024, high-speed broadband internet will be available throughout the UMUT reservation. (IN-PROGRESS)	6.2.1 Apply for and/or secure funding through identified sources.	Information Technology, Education, Economic Development, Planning	EDA, DORA, Colorado Health Foundation, State of Colorado	10/2021-9/2024	High	5
	6.2.2 Finalize broadband deployment plans.					
	6.2.3 Deploy broadband infrastructure.					
6.3 By the end of fiscal year 2019, explore the prospect of establishing a UMUT Tribally-owned Internet Service Provider (ISP). (COMPLETE)	6.3.1 Secure outside expertise to explore the possibility of establishing a Tribally-owned ISP.	Information Technology, Education, Economic Development, Planning	UMUT	10/2021-9/2023	Medium	0
	6.3.2 Conduct a feasibility study of a UMUT Tribally-owned ISP.					
	6.3.3 Identify next steps, depending on go/ no-go outcome of the feasibility study.					



Goal 7

Increase deployment of solar energy throughout the UMUT Reservation.

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED
7.1 By the end of fiscal year 2020, strengthen partnership with the local rural electric cooperative (Empire Electric) and their wholesale providers so that the Tribe can better understand how to expand future solar, hydro, battery and other community scale energy projects. (COMPLETE)	7.1.1 Secure partnership with Empire Electric on Phase I deployment of renewable projects: Empire conducts interconnection study (complete); Empire agrees to manage residential portion of community solar array; Empire facilitates conversations between UMUT and TriState Electric (Empire's wholesale provider).	Renewable Energy Committee	U.S. DOE; USDA; UMUT	10/2021-9/2023	Medium	0
	7.1.2 Empire conducts interconnection study on phase II deployment of renewable projects.					
7.2 By the end of fiscal year 2023, conduct an in-depth analysis of the solar array's performance, operation and maintenance, and impact of crediting structures and array's output on UMUT's goal to reduce and stabilize energy costs on the UMUT reservation. (IN-PROGRESS)	7.2.1 Document and report the annual energy savings based on negotiated crediting structures.	Renewable Energy Committee	U.S. DOE; USDA; UMUT	10/2021-9/2023	Medium	2
	7.2.2 Conduct an analysis of the array's output.					
	7.2.3 Conduct an analysis of the array's operational and maintenance costs.					
7.3 By the end of fiscal year 2024, create two full-time positions relating to solar array operations and maintenance. (IN-PROGRESS)	7.3.1 Weeminuche Construction and UMUT Public Works Department outline job requirements.	Education Department; Public Works; Information Technology; Tiwahe	USDA Rural Business Development Grant; Community Development	10/2021-9/2024	High	3
	7.3.2 Identify job training requirements.					
	7.3.3 Secure curriculum.					
	7.3.4 Identify and secure funding stream(s) to support positions.					
	7.3.5 Post job openings, hire candidates and provide training.					

Goal 8

Increase entrepreneurial activity on the UMUT Reservation.

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED
8.1	By the end of fiscal year 2024, establish a UMUT Entrepreneurship Resource Center. (IN-PROGRESS)					
	8.1.1 Conduct an analysis to determine the feasibility of establishing a UMUT-based startup incubator or accelerator, with a particular focus on ecommerce made viable through high-speed broadband internet deployment.	Education Department; Public Works; Information Technology; Tiwahe, Planning	USDA Rural Business Development Grant; Community Development Financial Institutions program	10/2022-9/2024	High	3
	8.1.2 Identify next steps based on go/no-go outcome of the analysis.					
	8.1.3 Explore partnerships (e.g., SBDC, etc.) to support entrepreneurship on the UMUT Reservation.					
	8.1.4 Within the Tribal management structure, determine organizational placement for the Resource Center.					
	8.1.5 Identify and secure location for the Resource Center.					
	8.1.6 Identify and secure resources for the Resource Center.					
	8.1.7 Establish UMUT Entrepreneurship Resource Center.					



Goal 9

Increase employment by establishing partnerships with tribal enterprises to create new opportunities.

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED		
9.1	By the end of fiscal year 2024, establish partnerships with the UMUT Casino and Weeminuche Construction for a grocery store/workforce innovation center. (IN-PROGRESS)	9.1.1	Apply for funding to support a grocery store/workforce innovation center.	Planning	Colorado Health Foundation, EDA, USDA, private funders	10/2022-9/2024	High	2
		9.1.2	Publish a capital campaign book to generate \$12 million in funding for the grocery store/workforce innovation center.					
		9.1.3	Develop a business plan for the grocery store/workforce innovation center.					

Goal 10

Increase access to capital for Tribal residents and businesses..

OBJECTIVE	ACTIVITY / MILESTONE	LEAD AGENCY	FUNDING SOURCE	TIMELINE	PRIORITY	JOBS CREATED		
10.1	By the end of fiscal year 2024, identify at least three new strategies to increase access to capital among UMUT Tribal residents or businesses. (IN-PROGRESS)	10.1.1	Explore the feasibility of establish a UMUT CDFI.	Economic Development, Planning	SBDC; Colorado Health Foundation	10/2022-9/2024	High	1
		10.1.2	Collaborate with the Small Business Development Center in Durango to identify actionable strategies to increase access to capital on the UMUT Reservation.					
		10.1.3	Set up financial mechanisms for tribal access to capital, such as: CDE, small business loans.					



