COMPREHENSIVE PLAN
FOR THE
SOUTHERN UTE TRIBE
1973
"Our task is not to create an idyllic environment peopled by the poor. Our task is to create a decent environment peopled by the proud."

Robert S. McNamara
TO ALL TRIBAL MEMBERS AND FRIENDS OF THE SOUTHERN UTE TRIBE

We are proud to present in these pages our Plan for the future development of our people, our reservation lands and our natural resources.

We now assume full responsibility for launching the Plan... but we must seek your help and cooperation.

We sincerely dedicate this document to all of our Southern Ute people, past, present and future.

LEONARD C. BURCH
Chairman
Southern Ute Tribal Council

March 9, 1973
SOUTHERN UTE TRIBAL COUNCIL MEMBERS

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INTRODUCTION

The Southern Ute Reservation is unlike any other in the United States. The impact of the non-Indian has had both good and bad influences on our tribe and our problems. All are inter-related as we shall show in the comprehensive plan to follow in succeeding pages.

The objective of the Southern Ute Tribe is to raise the level of living for our members in ways to be described in this document to equal or even exceed that of other citizens of the United States. We, as tribal members, must initiate advances for economic, social and community development, but in the process outside assistance to some degree must be sought.

This plan will be used as a guideline to improve the Southern Ute Reservation so that our people can earn an adequate living, and enjoy and preserve our beautiful lands and the best of our cultural heritage for future generations.

In describing the needs of our people we are looking to the future in recognizing the progress and success we have experienced, but ever mindful of our past mistakes and failures and how we can learn from them.

We seek to continue working cooperatively with federal, state and local agencies as well as with private enterprise in order to achieve our goals. We are aware that outside management and capital are essential in making available to our people the long-denied opportunities.

The Southern Ute people have long demonstrated their special ability to work cooperatively with all people. On the other hand, their record of accomplishments is living proof of their willingness to work and plan independently without outside help when none is available.
SECTION I

PAST, PRESENT AND FUTURE OVERVIEW

OF THE SOUTHERN UTE RESERVATION
CHAPTER I

The History of the Southern Ute Tribe
CHAPTER I

The History of the Southern Ute Tribe

As late as 1868, our Ute forefathers owned land which included most of what is now known as Colorado, part of northern New Mexico and most of eastern Utah.

There was no overall tribal political organization. Instead, the tribe was divided into small independent bands, each with its own chief. Among the larger bands were the Mouache, living along the front range of the Colorado Rockies, the Capotes occupying the San Luis Valley, and the Weminuche in Colorado's San Juan Basin.

The federal government called a council of all the Ute bands in 1863. White settlers were moving into various eastern slope areas of Colorado and trouble was anticipated between them and the Utes. The government wished to move our ancestors out of this area and confine them to the western slope of Colorado.

Our leaders declined to move at that time but in 1868 the capitulated and signed a treaty promising to remain west of the continental divide of the Rockies. In return we were promised agencies in the vicinity of the present town of Gunnison and on the White River.

When gold and silver were discovered in the San Juan mountains of southwestern Colorado with the resulting invasion of white fortune seekers, the Treaty was broken. A new treaty in 1873 forced our people to relinquish forever the rich mineral area. Instead, our people were given a 15 mile wide and 125 mile long strip of land along the Colorado-New Mexico border.

The three bands of Utes, Mouache, Capote and Weminuche, became known as the Southern Utes. Their respective leaders were Buckskin Charley, Severo and Ignacio. Most of our people lived in or near the Pine River Valley. In 1877 the federal government established an agency near the present town of Ignacio, Colorado to serve us.

In 1887, following passage of the General Allotment Act, each member of the Southern Ute bands was offered an allotment of 160 acres of land. All lands remaining were to be returned to the public domain. Most of
the Mouache and Capotes accepted allotments. However, few of the Weminuche desired land in individual ownership and as a result, the reservation was divided with those declining land ownership moved to the western end of the "Ute Strip". This group became the Ute Mountain Utes.

The Mouache and Capotes settled on their allotments in the eastern area. When Chief Severo of the Capotes died, Buckskin Charley became chief of both bands. Gradually the band divisions disappeared and we became one tribe of people, the Southern Utes.

Undoubtedly our destinies and the direction of future tribal development was altered when the public domain land was opened to homesteading by non-Indians. Whether to our benefit or our detriment is a debatable subject. But the result was that our reservation land became "checker-boarded" with the intermingling of Ute Indians, Spanish-Americans and Anglos living side by side as neighbors.
CHAPTER II

The Southern Ute Reservation Today

I. The Land

II. The People

III. The Southern Ute Tribal Government

IV. The Reservation Economy
CHAPTER II

The Southern Ute Reservation Today

I. The Land.

The Southern Ute Reservation in southwestern Colorado is a fifteen mile wide and seventy-three mile long strip of land along the Colorado-New Mexico border. It covers parts of three Colorado counties, Archuleta, La Plata and Montezuma, and adjoins the Ute Mountain Ute Reservation to the west.

Because of the homesteading activities many years ago, only about 307,000 acres of Southern Ute land remain of the 818,000 acres within the exterior boundaries of the reservation.

Located within the San Juan Drainage Basin, our reservation is traversed by seven rivers: the San Juan, Piedra, Pine, Navajo, Animas, Florida and the La Plata.

The topography of our land varies from fertile river valleys to high timber covered mesas. The average elevations range between 6,000 to 7,000 feet.

The climate is temperate and semi-arid. Temperatures range from a high of 101 to a low of -38. The mean annual precipitation is recorded at 15.75 inches ranging from a high of 25.73 to a low of 7.25 inches. The growing season averages 109 frost-free days between May and September.

II. The People.

Most of the 770 tribal members residing on the reservation live in the immediate vicinity of the town of Ignacio, the trading center of the Pine River Valley. Ignacio has a population of approximately 700 persons, with the majority Spanish-American.

The unemployment rate is estimated at 55% and remains fairly stable. Some of the younger members, with high school diplomas and employable skills are working within the tribal and BIA
organizations through the EEA program. Older members are unemployed because of low-level educational achievement and lack of training.

There is an available labor force of 242 persons. Of these, 108 have permanent employment. While agriculture is the dominant self-employed activity, wage employment is primarily of the service type with various tribal organizations and programs as well as the federal government the major employers.

During the 1950's when the tribe began realizing income from oil and gas leases, a system of per capita payments to individual enrolled members was in force. However, due to declining income, this system was discontinued in 1965. The problem of poverty and unemployment became immediately more acute resulting in more relevant studies and plans to alleviate the problem.

In age and average academic achievement level, the tribal members can be placed in three categories as follows:

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Numbers</th>
<th>Average Grade Achievement Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 19 years</td>
<td>390</td>
<td>Generally complete High School</td>
</tr>
<tr>
<td>20 - 45 years</td>
<td>251</td>
<td>10th Grade</td>
</tr>
<tr>
<td>46 and over</td>
<td>129</td>
<td>6.5 Grade Level</td>
</tr>
</tbody>
</table>

The average size of the tribal family is 5.1 persons. Tribal members receive medical and dental care at the U.S. Public Health Service Clinic at Tribal Headquarters near Ignacio. A study conducted by the USPHS in 1968-69 indicates that the highest incidence of disease among tribal members is attributed to respiratory disease caused by environmental factors.

In emergencies such as accidents or sudden acute illness requiring hospitalization, our tribal members must be transported to the Durango hospitals, twenty-five miles distant. When a USPHS ambulance driver is not available, which is frequently the case at night or weekends, an ambulance must be called from Durango with subsequent delay in emergency treatment.
Housing for our people has been improving with the advent of new housing projects as well as home improvement and repair programs. Homes in rural areas have well and spring water supplies with some type of waste disposal system. There are still some residents, however, who haul their domestic water, and some whose water supplies are considered unsatisfactory in terms of health and safety.

Many of our older tribal members live in inadequate facilities or are living in crowded conditions with members of the younger generation.

A few of our tribal families have always maintained faithful affiliation with the Native American Church. Many other tribal families are members of other community churches. In recent years a latent movement has developed for the rebirth of our Southern Ute culture. The Ute language became threatened as a lost tongue when recent generations of our children could not speak or understand our language.

We now realize the necessity for our children to learn about their Indian heritage in order to develop pride and maintain their identity in a homogenous society. We encourage such endeavors as the recent publication of *The Southern Ute History* by Gregory Coyne Thompson which will be used as a reference and text book in public schools and colleges. We welcome the general public to view our Bear Dance in the spring and our mid-summer ceremonial Sun Dance.

We now encourage our artistically gifted tribal members more than ever to develop their talents so that all may take pride and enjoyment in their creations.

### III. The Southern Ute Tribal Government.

The governing body of the Southern Ute Tribe is the Tribal Council elected by popular vote of the people. A self-governing political entity, the tribe operates under an approved constitution. The administrative leader of the tribe is the chairman of the Tribal Council which is a body of six members.

In all matters of importance to tribal development and progress, the tribe determines its own course of action.
The Tribal Council, subject to any restrictions contained in the Tribal Constitution and the U.S. Federal Code of Regulations, has the rights and powers to: 1) manage tribal real and personal property, 2) make and perform contracts and agreements, 3) engage in business enterprise, 4) enact and enforce ordinances to promote public peace, safety, and welfare, and 5) negotiate and assign tribal security for loans.

The tribe is also organized as a federal corporation which may be used for business purposes. The tribal governmental offices are headquartered in the Tribal Affairs Building, a mile north of the town of Ignacio in La Plata County.

The tribal government organization includes the following personnel:

- Tribal Council Chairman
- Tribal Council Secretary-Custodian
- Administrative Officer
- Finance Officer
- Tribal Treasurer
- Tribal Attorney
- Tribal Judge
- Chief of Police
- Housing Specialist
- Economic Development Specialist
- Social Services Director
- Realty Officer
- GAP Director
- Extension Agent
- Home Demonstration Agent
- Public Relations Director
- Educational Liaison Officer
- Community Health Representative
- Property & Supply Officer
- Wildlife Conservation Officer
- Maintenance & Repair Service Manager

Twelve of the twenty-one positions listed above are filled by tribal members. Many of the above positions are contractual with salary and operational costs provided by federal agencies such as BIA, EDA, USPHS, OEO, HEW and others. Such contracts relieve the fiscal administrative burden of the tribal government which is an important factor in coping with declining tribal revenues.
Several committees have been established by the Tribal Council which function as 1) advisory to various tribal governmental programs, 2) ad hoc study committees for determining feasibility or contemplated change, and 3) working committees.

IV. The Reservation Economy.

The Southern Ute Reservation economy, rather than declining, is just beginning to be developed. Since establishment of the reservation in 1873, there has been a minimal economy based on cattle and sheep production supplemented by the general low crops.

Land base limitations accompanied by the general low economic level of agriculture in southwestern Colorado tend to discourage the majority of tribal members from developing self-supporting family agricultural units.

The trend in reservation agriculture, like that on the national level, shows a decline in family-based units, with only a small percentage of tribal families able to support themselves economically.

Tribal revenue is derived basically from oil and gas rentals and royalties, coal leases, interest from tribal investments, and timber harvest. This revenue is showing a steady annual decline.

Petroleum in the form of natural gas is currently the most important tribal resource in terms of revenue. A portion of the reservation is underlaid with vast coal reserves, several of which have been leased. Further exploration is requested to take full advantage of the coal potential.

Numerous other minerals are known to be in the general reservation area. Abundant sources of sand, gravel and building stone are available. Clay suitable for tile and brick is also plentiful. Worthy of investigation are nitrogen compounds produced from natural gas. A proposed mineral survey will be described in detail as part of this comprehensive plan.

Commercial timber such as ponderosa pine, spruce and other true fir is in abundance in certain areas. Other types include aspen, spruce fir and mixed conifer. Timber harvesting has produced some tribal revenue during the past ten years. Now under contract is the harvesting of an estimated ten million board feet of timber.
After the current contract there will be small volume sales only for a period of years. An extensive program of planting and seeding trees is being planned in cut-over and burn areas.

The annual tribal hunting season which is opened to sportsmen everywhere is an increasing source of revenue from the standpoint of license sales as well as employment of tribal members as guides and outfitters. In cooperation with the Colorado Fish and Wildlife Service, certain conservation measures are being introduced to prevent overkill and to protect the wildlife refuge areas.

The tribe maintains Lake Capote, a tribally owned and operated enterprise with limited development on a commercial basis to date for fishing and camping. Tribal fishing licenses are available to sportsmen to sample the excellent stream fishing on the Pine and Piedra Rivers.

It has been determined by several feasibility studies that commercial recreation and tourism have the greatest potential as a source of future revenue to the tribe.

Opened for business in January of 1972, the Southern Ute Tourist Center, a tribally owned commercial complex consisting of a motel, restaurant, museum, arts and crafts shop, and convention facilities is providing employment for a number of tribal members. It is enjoying a favorable business patronage, and it is hoped will show a profit in 1973.
CHAPTER III

Favorable Factors for Future Development
CHAPTER III

Favorable Factors for Future Development

Geographical isolation is past history. The development of new, fast highways, both on the reservation and into the southwestern Colorado area, provide direct links between Ignacio and the major trade centers in the Western United States.

La Plata County in which a major portion of the reservation lies has been declared a major growth area in the state of Colorado.

The La Plata County airfield is located eight miles west of tribal headquarters. The La Plata County Airport commission is finalizing plans to extend runway facilities to accommodate larger jet transport and passenger planes.

Daily passenger bus and package delivery service is being pioneered by a local Durango carrier. This service was determined economically feasible and a PUC license application has been submitted.

Recent congressional approval for the tribe to sell isolated tracts of tribal land on their checker-board type holdings in order to purchase land contiguous with potential tribal development areas has enhanced future business and development possibilities.

The recently approved joint-funding by the Economic Development Administration and Housing and Urban Development will provide a much needed water and sewer system. To commence construction early in 1973, this project will deliver an abundance of water thus clearing the way for economic development in areas that had previously been hampered by lack of an adequate delivery system.

All available records and statistics cite increase and growth in this rural area, contrary to the national trend. Bank deposits in the local bank in 1960 were $1,181,654. In 1970, ten years later, they had increased to $3,313,606. Retail sales increased 5.9% in the town of Ignacio for all business outlets. (Source: Business Research Division, University of Colorado.) This represents 2.6% of total
La Plata County retail sales. The traffic count on Highway 172 past the tribal headquarters is an annualized 1,650 vehicles per day in 1971. 1972 will show a sharp jump in traffic due to the new Tribal Tourism Complex.

The increase in enrollment at Fort Lewis College in Durango (579 students in 1960 to 2,315 in 1971), the increase in numbers of tourists riding the Narrow Guage Train (35,871 in 1960 to 105,656 in 1972), tourists visiting Mesa Verde National Park (434,025 visitors in 1967 to 525,918 visitors in 1970) are all statistics that indicate the growing popularity of southwest Colorado, both as a place to visit and a place to live.

With the phenomenal influx of outside interests, particularly land developers and sub-dividers, it is extremely important that our tribal leaders continue to exercise wise and prudent judgment. We must be in a position to develop ourselves but at the same time protect our resources for the benefit of future generations of Southern Ute tribal members.
CHAPTER IV

Overall Goals of the Southern Ute Tribe
Overall Goals of the Southern Ute Tribe

We, the members of the Southern Ute Comprehensive Planning Committee, in developing and writing this plan for the Southern Ute Reservation and its people, will present a broad spectrum of plans and ideas. The thinking behind these plans and ideas is that of the many tribal members who were interviewed during the preparation of this study.

We would prefer establishing priorities for various projects but realize that opportunities for funding certain projects which we consider low on the priority list must be taken advantage of when they occur.

All proposed projects cited herein will be in furtherance of the following broad goals:

1. Employment opportunities to make possible a standard of living, including adequate housing, equal to that of our non-Indian neighbors.

2. Educational programs affording opportunities available to others.

3. The right to live in dignity and security.

4. The opportunity to develop and implement programs whereby we may determine our own destinies.

In the following pages we present our needs, our plans to meet those needs, and the assistance we require to accomplish these goals.
SECTION II
ANALYSIS OF NEED
CHAPTER I

Education

I. Introduction

II. Education Problems

III. Educational Goals

IV. Current School Enrollment by Ethnic Groups

V. Present Education Programs

VI. Proposed New Education Programs for Indian Students

VII. Adult Education

VIII. Educational Facilities
CHAPTER I

Education

I. Introduction.

Education generally determines occupation, which in turn largely determines income level and living pattern.

In the past, the competitive struggle beyond our reservation boundaries had little if no effect on the people living within the boundaries of the Southern Ute Reservation, particularly our tribal members. Isolated geographically, the needs of our people were simple with basic consumer wants satisfied locally.

Now, however, with the advent of modern highway systems, all-weather airport facilities and dependable transportation vehicles, the total concept of living and its standards has changed. Television and radio communications have had their impact, whetting consumer appetites for material wants our ancestors never dreamed would exist.

The priority and importance placed on education by our tribal leadership, particularly higher education, must be re-stated constantly. In order to communicate and participate to the fullest extent in local, state and national affairs, we tribal members must take advantage of the many educational opportunities available to us.

Without adequate knowledge, lacking in skills and understanding, the disadvantaged of our tribe are usually unable to overcome their poverty environment. Our total community is affected because the untrained and unskilled are our unemployed. In the past our tribal community developed an apathetic attitude that has been difficult to erase. In the non-Indian areas of the reservation, particularly the town of Ignacio, the supportive tax structure of the town is deprived influencing the level of educational services to the total reservation. The spirit and enthusiasm of the community, Indian and non-Indian alike, declines in direct ratio to its economic level with the fear of becoming another ghost town on the national scene.
Our Southern Ute people, together with our neighbors residing in the town of Ignacio, are fortunate in having leaders with foresight and wisdom who are aware of our basic problems. They have shown willingness to go to any lengths to prevent the decay of the reservation community.

Education for all of our youth on the Southern Ute Reservation is the responsibility of the Ignacio Public Schools, a publicly supported school system established under the laws of the state of Colorado. The school program integrates the education of all the reservation children including Ute Indian, Spanish-American, Anglo-American and approximately 180 students from the Navajo Reservation residing in the BIA dormitories.

Education on our reservation faces a number of unique problems. From the standpoint of developing better inter-cultural relationships and understanding, the integration and involvement of the several ethnic groups is good; however, language and cultural background differences compound the intricacies of education.

Education in this type of setting, with some language differences and four different cultural backgrounds in each classroom cannot possibly be the same as that found in the average rural community. By necessity it must be innovative with special teaching methods, materials and techniques. For these reasons there must be suitably designed facilities. Teachers must be carefully selected who have the understanding and special ability to create the "spark" that kindles a student's desires for learning and achieving.

II. Education Problems.

There are a number of problems of importance relating to the education of our tribal members. They include limited opportunities to profit from education because of lack of local employment. (This matter will be discussed in more detail in other portions of this document.) Also included are attitudes such as apathy, lack of pride in cultural heritage and inability to develop personal goals.

Vocational skills training is limited. We recognize the need to expand in this area for those who are unable to achieve at a high level academically, or for those who are uninterested in education beyond the high school level.
It is significant to note that those of our academically gifted tribal students who have or are achieving satisfactorily in colleges are the products of interested and motivating parents. There are other students with a recognized potential as college material but whose parents are disinterested in education for their children, sometimes to the point of discouraging them to participate. Without adequate home training or encouragement, how can these students be motivated? Can the schools, using special programs and teachers, make up for what is lacking at home?

Our Southern Ute tribal members must have a more direct voice in school policy and decision matters relating to the administration and operation of our school system. We have never been represented on the elected School Board of Education. The Indian students in the system number more than those of either of the two other ethnic groups, however, all Board of Education members are Anglo-American with the majority from one area of the district. Because of this apparent inequity plus the fact that recent Colorado legislation requires that all school districts re-district themselves for more equitable representation, some of our tribal members recently sponsored and presented a petition to the Board of Education requesting compliance with this law.

Our concern for the educational climate of our reservation cannot be limited to young students in the local school system. We must also plan for education for our tribal adults. Our people continually express need for classes at various levels of adult education. Within the tribal membership the percentage of unemployment is a phenomenally high 55%. Unemployment among all ethnic groups on the reservation is a high 11% compared to 5.5% at the national level. 33% or 260 tribal members have less than an eleventh grade education.

III. Educational Goals.

The future wise leadership of our tribe and possibly our tribe's very existence depends on the development of our younger tribal members. Our local educational system is responsible to a great degree for providing them with the knowledge and guidance essential for their maturity as responsible adults.
The goals of the adult education program are primarily related to problems of unemployment and under-employment. The objective is to reach these goals over a three year period, at which time the goals of other programs in industrial and commercial development should have been reached. These latter goals are cited in Chapter II, Economic Development.

We set forth the following educational goals for our tribal members:

1. Equal representation for our tribe on the Ignacio School District Board of Education.

2. Continuing cooperation with the school administration in planning and implementing special programs designed to meet the educational problems of our students.

3. Develop among the tribal parents an interest in and an enthusiasm for the education of their children thereby motivating their children to complete their schooling.

4. Encourage excellence in the counseling and guidance of our students which would provide challenges commensurate with each individual's skills and abilities.

5. Implement the planned Community Vocational School in Arts and Crafts. Develop additional vocational skills training in the public school system as well as provide the skills and techniques needed for gainful employment in locally owned industries.

6. Stimulate and motivate our low-income tribal members by extending their horizons beyond those of past generations and provide the necessary ingredient of future security.

7. Raise the adult educational level through basic learning and GED preparation. Plan, develop and implement an imaginative curriculum based on self-expressed goals by utilizing various familiar experiences and situations.

8. Train tribal members with skills potential and ability as instructors to be professional and para-professional specialists in individualized and classroom instructional techniques at various levels of education.
IV. Current School Enrollment by Ethnic Groups.

<table>
<thead>
<tr>
<th>Grade Level</th>
<th>Indian (Ute &amp; Navajo)</th>
<th>Spanish-American</th>
<th>Anglo-American</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>200</td>
<td>115</td>
<td>200</td>
</tr>
<tr>
<td>Junior High</td>
<td>49</td>
<td>48</td>
<td>41</td>
</tr>
<tr>
<td>High School</td>
<td>137</td>
<td>83</td>
<td>101</td>
</tr>
<tr>
<td>Totals</td>
<td>386</td>
<td>246</td>
<td>342</td>
</tr>
</tbody>
</table>

V. Present Educational Programs.

The Tribal Council with officials of the Navajo and Ute Mountain Tribes has established a Johnson-O'Malley Committee to determine the educational needs of the Indian students from the three tribes from year to year.

1 - Member of the Southern Ute Tribal Council.

3 - Members of the Southern Ute Community.

2 - Navajo Tribal Members.

1 - Ute Mountain Ute Tribal Member.

The following are programs that are presently in operation or for which funds will be forthcoming through the Johnson-O'Malley appropriations for Indian students:

1. Special Guidance and Counseling.

This program supplies a qualified person with the ability to communicate freely with the Indian students in their educational and personal problems. This person emphasizes the values of education and training and is guiding the students into those interests for which they show particular aptitudes. A uniform
general standardized testing program is provided which permits an accumulative record system for each student.

2. **Remedial Reading.**

It is a recognized fact that many educational problems can be eliminated through improvement in reading and comprehension skills. It has been determined by numerous educational surveys that the students with reading problems are the potential drop-outs.

Two full-time instructors are to be hired for grades one through six, and one full-time instructor for grades seven and eight.

3. **Special Teacher Aides.**

In the primary grades the classroom teacher is hard-pressed for time to spend in individualized instruction, an important need for primary students. Each teacher is assigned a teacher aide who assumes the non-teaching duties and responsibilities of the classroom. The aides were selected on the basis of their ability to communicate freely with the Indian students, their willingness to accept responsibility with pride, and their demonstrated work habits. They have a minimum of high school education, have a pleasing personality and are skilled in the language arts.

4. **Special Parental Costs.**

There are numerous school fees required for students to participate in certain activities and courses. Parents with limited income cannot meet these expenses.

This program assists low-income parents to pay for such things as: athletic insurance, physical education uniforms, wood and metal shop materials, arts and crafts materials, home economics, office practices, certain types of athletic equipment, text book and library losses, etc.

5. **Special Transportation.**

A high percentage of the Indian students must be transported to school for both curricular and extra-curricular programs. This program provides transportation for Indian students involved in the kindergarten and dormitory programs.
6. **Improvement in Basic Skills.**

This program provides remedial tutoring and special instructional services for students who need additional help in subjects such as mathematics, science, social studies and certain areas of the language arts field. Students involved are teacher referrals and/or parental requests. They are taken from the classroom for instruction until such time as their performance indicates readiness to compete in the classroom. The instructor works with small groups in the various subject areas. It is possible that some students will participate in the class for the entire year.

7. **Administration of Special Programs in the Public Schools.**

Because of the added burden of administrative and clerical work in establishing, promoting and coordinating special programs to benefit the Indian students, an amount of money is provided to supplement the Ignacio Public Schools budget. These special educational programs are over and above the regular services rendered by the school district. These funds are for salaries, travel, supplies, retirement and workman's compensation benefits and audit of Johnson-O'Malley funds.

8. **Scholarship Program.**

A Joint-Funding Scholarship Program provides funds to limited numbers of graduating tribal members to attend college. The amount allocated is $1,500 per student. The program is set up over the next five year period with funds from the tribe, BIA and other sources as follows:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No. Scholarships</td>
<td>7</td>
<td>9</td>
<td>15</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Total Funding</td>
<td>9,972</td>
<td>13,500</td>
<td>18,000</td>
<td>22,500</td>
<td>30,000</td>
</tr>
<tr>
<td>BIA Share</td>
<td>5,984</td>
<td>8,235</td>
<td>10,980</td>
<td>13,725</td>
<td>18,300</td>
</tr>
<tr>
<td>Tribal Share</td>
<td>3,600</td>
<td>4,860</td>
<td>6,480</td>
<td>8,100</td>
<td>6,588</td>
</tr>
<tr>
<td>Other</td>
<td>288</td>
<td>405</td>
<td>540</td>
<td>675</td>
<td>900</td>
</tr>
</tbody>
</table>
9. **Summer Recreation Program.**

This program provides recreation activities for children ages 6 through 18 during the summer months. Among its activities are: little league baseball, swimming, field trips, arts and crafts and movies. In addition, adult softball teams have been organized. A proposal is presently being developed to build an outdoor recreational complex to provide better facilities for this and other programs. This will be described in detail under the Recreational Section of this plan.

10. **Other Educational Programs.**

   a. **Head Start Program.**

   The Southern Ute Head Start Program, following the national pattern of acceptance, is highly successful in fulfilling its basic concepts. In operation since 1965 when it was sponsored by Ignacio Public Schools, and then sponsored as a full-year program by the Southern Ute Tribe, it presently has an enrollment of approximately 80 students, ages 3 to 5 years.

   Like the public schools, its enrollment is tri-ethnic with emphasis on cross-cultural knowledge and understanding. The parents are totally involved on a volunteer basis, both in administration and operational functions.

   The children receive excellent health and dental care as well as a good nutritional program.

   b. **Day Care Program.**

   Supplemental to the Head Start Program and just as important is a Day Care Program for infants up to Head Start age. This program is primarily for the children of working mothers who pay for their care in an amount commensurate with level of income.

VI. **Proposed New Educational Programs for Indian Students.**

The Southern Ute Comprehensive Planning Committee, in examining the needs and evaluating available resources, recommends a number of programs that are considered valuable to the overall development
of the reservation and its people. The funding for these programs, total amounts and sources, are listed in a chart summary at the end of this section. These programs are:

1. **Fine Arts (Music and Art):**

   It is impossible for the classroom teacher to be all things to all students. Funds have not been available in the past for special teachers in the fine arts, thus this area of the elementary school curriculum has been neglected.

   Many Indian students have an innate desire and appreciation for art and music. These desires will be fostered and expanded along multi-cultural, multi-media lines so that the gifted child will develop and advance and the less gifted will learn to appreciate the art and music of different cultures.

   All children have a need to excel and be recognized for their accomplishments in the areas for which they have talent. Such recognition provides inspiration, motivation and pride as well as self-confidence.

   This program will provide a teacher for basic skill instruction in art and music for all elementary school children. The teacher will assist the classroom teachers in these areas of instruction.

2. **Summer Academic Program:**

   One teacher-supervisor, one regular teacher and one teacher-aide provide individualized instruction in language arts and arithmetic to children in grades one through six. This provides another opportunity for children who, for one reason or another, are behind their peers in these subjects.

3. **Youth Conservation Program:**

   This is an eight-week program for high school age students. Supervisors are older students selected because of their leadership potential and other abilities. The students are organized into work crews with one supervisor for each crew. Their work includes: park maintenance, building outdoor fireplaces, tree pruning and thinning, sagebrush clearing and cutting, fence building.
4. **Work Experience Program.**

This program for teen-age tribal members provides summer employment in such activities as: painting and clean-up of public buildings, maintenance and janitorial service for public schools. Girls are given work experience and on-the-job training in various office skills at the BIA and tribal offices.

It is proposed that in addition these students be placed in various jobs outside the tribal and BIA organizations such as in the local bank, the Durango hospitals, in municipal offices, an attorney's office, a real estate firm, etc. These experiences would help to broaden the occupation possibilities to be considered by each student.

Cost of this program is to be $1,000 per student with 45 to be employed in 1973 and an increase of 10 participating students each succeeding summer for a five-year period.

5. **Special Accelerated Education.**

Academically gifted children can be identified at an early age. These children, in order to prevent their being lost to the future of the tribe, require special motivation, individual help and enrichment. These children, if allowed to develop their special abilities, can provide the Indian tribes with the professional and highly technical persons they require.

Through a program of special accelerated courses the gifted child can be prepared at their own speed for careers to fit their talents. The parents would be totally involved to provide the necessary home motivation and enrichment.

The academic staff at Fort Lewis College could be involved for certain phases of their education.

6. **Vocational Counselor.**

A vocational counseling program, in addition to the regular school counseling program, is needed for Indian students. The purpose of this program would be to widen their horizons to introduce the students to the thousands of occupation
areas beyond their immediate vicinity. Students need to visit the world of work to interview persons actually engaged in some of the occupations in which they may be interested.

The vocational counselor will seek out opportunities for the students and make them available to the students. These opportunities would be in terms of apprenticeship training, vocational education beyond high school, scholarships, etc.

The person selected for this position must be able to communicate with and motivate the Indian students to engender enthusiasm for work skills.

7. Services for the Educationally Handicapped.

This program is proposed by the tribe for those students who for various reasons are emotionally and psychologically handicapped. Specially designed services would help these students become educable and trainable, thus benefiting more effectively from the elementary classroom experience.

8. Tutorial Program.

In this program instructional staff members would assist the Indian students in various subject areas depending upon students' needs. Conducted two nights per week, those students referred by the teaching staff of the public schools would receive help in a regular study program.

9. Special Kindergarten.

This program will provide the pre-school educational experience for Indian students to teach them to socialize, to dress, develop abilities in self-expression and in cooperative respect for others. The student will be prepared for first grade.

10. Special First Grade.

Some of the Indian students at the first grade level, although having completed Head Start and Kindergarten, are still incapable of performing first grade work. This program is to provide special help to meet the required level of first grade abilities.
11. Research in the Conduct of Tri-Ethnic Education.

There are many sensitive areas of action in an integrated school. Insensitive handling of these areas may create problems that lead to future community and individual problems.

The curriculum, methods of presenting educational materials, the types of presentations, the methods of dealing with disciplinary problems, methods of reward, etc., need to be examined closely. Research should be conducted as to how all of these areas can be improved or changed if necessary. It is recommended that a research grant be sought through a college or university to study the total school system.

VII. Adult Education.

All adult education classes conducted in the community are designed to develop a latent interest in learning, and at the same time to make learning a "fun happening." At present the Head Start Program, through a grant from Colorado State Department of Education, and with the assistance of Fort Lewis College staff, is sponsoring a series of class meetings for adults. Additional classes are being provided by the Ignacio School District.

The Head Start Program Director, in helping the community to plan an adult program to serve the needs of the people, directed a survey which was implemented by outreach workers.

There were 215 under-educated adults representative of all ethnic groups interviewed. Of these, 187 expressed a desire to attend one or more classes. Classes have been started in those subjects for which the more interest was shown.

The adult education program is sufficiently flexible so that if participants lose interest in one subject of instruction, it can be phased out and substituted for one of greater interest.

The types of classes most were interested in were:

1. Creative Arts:

To revive native arts and crafts of both Indian and Spanish cultures. These have been lost to a large degree to all but
the older generation. Hand made native items are popular as salable pieces in a growing tourist area. The 135 persons who will participate will be learning marketable skills in native bead work, silver-smithing, leather craft, wood working, ceramics, ojo de Dios techniques and painting. These classes in special interest areas will be utilized as a vehicle for introducing and instructing in basic skills in language and mathematics.

2. Improved Life-Style and Coping Skills:

There were 204 persons who indicated interest in participating in the classes that are planned under this category. They will provide knowledge and understanding to improve home living conditions as well as how to cope with problems in today's fast-paced and changing society. The introduction of this type of knowledge to a depressed, poverty group of people will help motivate and stimulate them to take an active role in coordinating their personal lives with what is happening in a broader sense to the total society. There will be meetings in nutrition and cooking skills, sewing and related activities, languages to be taught by older tribal members so that younger tribal members will have a better understanding of their native language, customs, government, etc., defensive driving, and basic auto mechanics for women and men.

Additional subjects to be taught under this general category will be programs in money management, diet and weight control and physical fitness.

3. Secretarial Skills:

Of the few available employment opportunities in the reservation area, there are generally openings for persons with secretarial skills. Often office workers are hired from neighboring towns because the residents do not have these skills.

There are 81 persons who have signed up for classes in typing, shorthand and bookkeeping which are being conducted by the Ignacio Public Schools in cooperation with ABE program.
4. **GED and Basic Education Skills:**

There are 31 participants in this program funded by the Colorado State Department of Education. Instructional assistance is provided by Fort Lewis College. The program will focus generally on basic English and mathematics to establish a basis for the potential earning power of a person entering the field of employment as industry is brought to the reservation by the Southern Ute Tribe. (See section on Economic Development.) Specific skills will be taught under a separate employment training program at a later date.

This program was initiated last year when two outreach workers made regular visits to the homes of the participants to give basic instruction and orientation to learning by using familiar home situations as a learning tool. This year the people who were involved had developed sufficient confidence to enter into a classroom situation.

5. **Parent Involvement in Schools:**

The Johnson-O'Malley Indian Education Committee is presently involved in this program. Committee members make periodic home visits to keep parents informed of and encourage their involvement in school activities. By making them aware of the operations of the educational plant, it is hoped will initiate a chain of interest which will result ultimately in motivating their children and lessening the drop-out rate.

6. **History and Federal-Tribal Relationships:**

Members of the Tribal Council have suggested that our tribal members need to know what decisions have taken place historically that molded the tribe into what it is today. They state rightfully that such decisions should be explained in terms of why they took place. Their immediate as well as long-range influences on tribal development.

These classes should be developed for the school students and also for adult tribal members for a broad knowledge and understanding of the historical decisions that have led up to the Southern Ute tribal operations of today.
VIII. Educational Facilities.

The community is fortunate in having a superior educational plant in which their children receive preparation for the responsibilities of adulthood.

The elementary school is a fairly new building with a cafeteria, general purpose room and adequate classrooms for kindergarten through sixth grade. In addition, a number of classrooms have been acquired from a recently dismantled Job Corps Center. Portable in nature, these classrooms are used for special education and remedial classes.

The junior high building is the oldest of the educational buildings and was formerly the high school. It houses a gymnasium and adequate classroom space for grades seven and eight.

The high school, built recently with the most up-to-date of equipment and facilities includes nearby a vocational shop building and a school bus garage.

A notable lack in the entire system is adequate lunchroom space. Hot lunches are prepared in the elementary school kitchen and those for the junior high and high school students are transported to the high school to be served in overcrowded conditions where students must finish in ten minutes to make room for others.

We recommend that some type of arrangement be made or additional facilities be built to serve hot lunches more efficiently to all of the students.

Community Library: It is important that every community boast a library for the public use of its residents. Such a facility does not now exist within the boundaries of the Southern Ute Reservation.

Our Comprehensive Planning Committee, in seeking a well-rounded environment for our tribal members, urges that a community library board be appointed. This board would be charged with the responsibility of immediately looking into ways and means of acquiring a public library facility.
The Southern Ute Tribe is fortunate in its proximity to Fort Lewis College in Durango. It has stressed Indian education and provided special assistance to Indian students. Operating on the trimester system, the college grants the two-year AA degree as well as four-year Bachelor's degrees in science, humanities and the arts. The Fort Lewis staff members have provided assistance to the tribe in many areas.
CHAPTER II
Economic Development

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CHAPTER II

Economic Development

I. Introduction.

In determining the future economy of the Southern Ute Reservation, it is necessary to understand its functional purpose. What are the strengths and weaknesses of the reservation? What kind of people reside thereon and how do they earn their living? The answers to these questions can indicate future directions the reservation and its people under the guidance of its leaders must take.

There are certain influences which have helped to keep the area an economically based unit. The primary influence has been the reservation located branches of the federal agencies. Of secondary influence, and more widespread, has been the agricultural activity. Another notable influence which is fairly recent is the tourism and recreation industry. Finally, the influence of gas production, while having little long-term effect on individual tribal members as a source of steady income, has a potential for providing future related activities.

Bank deposits in the Bank of Ignacio spanning the period of 1960 to 1970 indicates an increasing rather than declining economy. Proportionate increase was from $1,181,564 in 1960 to $3,313,606 in 1970. The summary of retail sales increase from $1,247,000 in 1967 to $1,429,000 in 1970, indicate a lesser increase over a three year period.

The Southern Ute Comprehensive Plan sets forth general goals in areas of needs determined by the Planning Committee. Some specific projects have been identified and will be described, however, most goals in terms of specific development needs require detailed study with alternative plans prepared.

Planning for an Indian reservation such as Southern Ute cannot be the same as that for an urban and/or non-Indian community.
particularly in economic development. At the same time, it is
difficult to separate the reservation economy from that of the
general area.

Contributing to the Southern Ute tribal economic base are the
following income elements:

- Gas and oil royalties
- Coal reserve leases
- Tribal government payroll
- Federal government payroll
- Fishing and hunting permits
- Federal assistance programs
- Tribal tourist center complex
- Agriculture
- Welfare assistance

The tribe, with the assistance of professional BIA technicians
in planning, has determined general areas immediately adjacent
to the town of Ignacio and tribal headquarters and within the
reservation boundaries suitable for the following usage:

- Industrial parks
- Low income housing
- Middle income housing
- Residential estates and golf course
- Recreational sites, parks
- Commercial development
- Executive income housing
- Camping and picnicking
- Green belt areas

It is now important that a land appraisal and mineral resource
study be conducted in order to firmly establish throughout the
total reservation, a Land-Use Plan. The plan would encompass
the suitability of certain areas for: (in addition to the above)

- Agriculture
- Grazing
- Wildlife preservation
- Streams and rivers development
- Additional tourism facilities
- Summer homesite leases
- Subdivision development
II. Industrial Development.

Comparative advantages for attracting economic activity to the Four Corners Region are cited in a study by the Battelle Memorial Institute for the Four Corners Regional Commission. These same advantages apply to the Southern Ute Reservation and are:

A. **Human resources** with low levels of unionization and few labor-management problems. Reasonable wage levels owing to competition for jobs and lower costs of living. Indian populations have demonstrated that they have unique skills and may be trained to operate all types of automated equipment.

B. **Accessibility to markets.** Any site selected is within one day's drive of no less than seven SMSA's, also within one day's truck-transport time of extremely wealthy and large (30 million persons) West Coast market.

C. **Image and Physical Desirability.** "...the Region does offer climatic and physical features that rival those as associated with such states as Florida and California. Because of its climate and small use of coal for heating, the states in the region are perceived as, and are, cleaner and often less polluted than in many other states."

D. **Specialized Industrial and Research Structure.** "The Region also boasts several research and development facilities, both governmental and private, that could provide a take-off push for a number of technically sophisticated activities. These activities could lead to a large group of other types of firms being attracted to the Region."

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2/ An Analysis of the Economic Structure and Industrial Potential of the Four Corners Region, *Industrial Analysis; prepared for the Four Corners Regional Commission by Battelle Memorial Institute, Columbus Laboratories.*

E. Transportation "...well served by major transcontinental highways, ...and trucking firms...major focal points of air service."

F. Land Costs and Sites. While commercial and industrial buildings are in short supply on the reservation, good sites are available offering adequate labor and amenities, water and sewage disposal, power and fossil fuels.

G. Aids to Industry. Because of the influence of governmental agencies on the reservation, a number of programs, in transport and land management, for example, could markedly assist in developmental efforts. Also, there are literally scores of programs available to assist the economic and social development of the tribal members.

H. In recognizing the need for a year-round payroll for its unemployed and under-employed members, the tribal leaders at the same time have determined that industrial development must in no way detract from the natural beauty of the area.

I. In order to proceed in an orderly manner to lay out a course of action for industrial development, the following sequence of events must take place.

1. Determine the most suitable sites for industrial location in relation to transportation, availability of water, waste disposal, electrical power and gas, proximity to prime residential areas, etc. Plan these sites accordingly for industrial parks.

2. Prepare a prospectus for distribution to potential industrial relocates stating clearly what incentives the tribe can offer. Launch a prospecting campaign.

3. Determine the benefits that each potential industry can offer the tribe in terms of:
   a. Numbers of jobs and long-term employment for tribal members.
   b. Non-pollutant quality of industry.
   c. Type of work provided and its suitability to the skills potential of tribal members.
d. Capital and loan funds needed.

e. Identification of training needs, educational needs of employees. Sources of both.

J. **Goal for Industrial Development**: Five year-round industries located on the Southern Ute Reservation and in full operation within five years.

III. **Commercial Development**.

The Southern Ute Tribe's involvement in commerce has been limited up to the present time. Goals have been established for expanded involvement starting in 1973 with entrance into other aspects of the retail marketing field. Present commercial establishments owned and operated by the tribe are: the Southern Ute tourist and convention center; the gift shop and restaurant as a part of the center complex.

Before further commercial development can take place to any great extent, it is planned to determine the following important facts and figures:

1. The combined total payrolls of the community including the schools, BIA, tribe, and other federal, state and private employers. These figures will provide a spendable income figure which, when compared with local retail sales, will determine the percentage spent locally.

2. An inventory of the established retail and service businesses in the area to determine community needs lacking in order to prepare a prospective retail business list for addition to the economic development goals.

It should be taken into consideration that with an expanded industrial base, an additional number of retail and service establishments will be needed, but no more than can operate profitably.

**Goals for Commercial Development**: To establish and operate the following types of businesses starting in 1973 and continuing over a five year period:
1. **Shopping Center Complex**: (An active prospecting campaign will be conducted for commercial clients to open retail or service establishments within the complex) to include:

- Grocery store (7-11 type operation)
- Beauty shop
- Barber shop
- Self-service laundry and dry cleaning combined with commercial laundry service
- Automobile service station
- Variety store
- TV and appliance repair
- Bank
- Sporting goods
- Snack and sandwich shop
- Drug store with prescription service

2. **Horse Training and Conditioning Center**: Because of the high altitude, over 6500' above sea level, the Southern Ute Reservation is considered an ideal location for training and conditioning race horses from lower elevations.

A feasibility study is in the process of being conducted by a committee appointed by the Tribal Council. Preliminary meetings have been held with owners of race horses from New Mexico. They indicate sufficient interest for a plan to be developed from collected data, which, if favorable in all aspects, will warrant implementation.

It is planned to utilize the present Southern Ute fairgrounds which has a race track and rodeo arena used but a few times annually. Improvements will include construction of barns with individual horse stalls, feed storage areas, exercise areas, reconditioning of track and other facilities needed. Tribal members would be trained to work professionally with the horses.

**IV. Commercial Tourism and Recreation.**

Now that the Southern Ute tourist and convention center is an operational fact, it is important that this investment be protected by providing a number of supplementary tourist attractions to divert the flow of tourist traffic from U.S. Highway 160 to
Ignacio, which is located 10 miles south of this main east-west artery. Also included in tourism planning is the Lake Capote area which is on U.S. 160 and adjoins the Chimney Rock Indian ruins development which has been designated as an archeological area.

The general public is interested in the Indian people. The Southern Ute Tribe is willing to provide the travelling public with authentic background information about their people, their customs and their history.

In addition, the unspoiled beauty of the reservation with snowcapped mountains to the north, its high mesas and green river valleys, as well as the hunting and fishing unsurpassed anywhere, the hiking, camping and loafing, all combine to make the Southern Ute area a sportsman's and vacationer's paradise.

Many modern day vacationers, however, are not willing to do without the comforts and luxuries to which they would like to be accustomed. The Southern Ute Tribe, in their development plans, proposes to provide all types of facilities to fulfill the travelling vacationer's needs:

1. **Camper-Trailor Park:** With the increase in travel trailers throughout the recreational areas of the United States, plus the local availability of scenic sites adjacent to excellent fishing, hunting and hiking areas on the Southern Ute Reservation, the tribe recognizes the need for controlled, sanitary and well-managed facilities in order to protect their environmental resources from damage and litter likely in uncontrolled camping areas.

Facilities for camper trailers have been in the planning and developmental stages for some time. Engineering studies are being prepared and will be submitted with a proposal for construction to start early in 1973.

The location of one facility will be on the Pine River and directly east of the Southern Ute Tourist Complex. A live-water fishing lake will be constructed with fifty trailer spaces located in the immediate area. Attractively planned landscaping and proper management and maintenance will contribute to its successful operation.
2. **Historical Indian Village:** According to the Resource, Conservation and Development Preliminary Comprehensive Plan for the San Juan Basin, there is a need to develop more places of historical significance and current interest to complement the increasing tourist travel to the area. The Tribal Comprehensive Planning Committee and others vitally interested in tribal and area economy have examined a number of potential tourist attractions and have determined that a historical Indian village as herein described offers the most unique and interesting "drawing card" for the tourist in search of something to see and do.

The historical Indian village will display a series of dwellings and life-styles depicting the progression of the Ute Indian people through the ages from pre-historic to present day culture. The display will be life-sized to permit the visitor to walk through the dwellings, each of which will display tools, utensils, clothing, etc., of the era represented.

Additional structures will house a book store, gift shop, display booths for tribal members to sell their arts and handicraft items, dried Indian herbs and samples of Indian foods such as pinon nuts, choke-cherry products, wild honey, etc.

The historical Indian village will be located opposite the Southern Ute Tourism Complex on Colorado Highway 172. The Southern Ute fine arts center and museum, which will be described later in this chapter, will also be located on this site.

3. **Southern Ute Memorial Chapel:** Architecturally designed to follow the traditional Indian building methods, this building will be constructed of mostly native materials. It will be of significance to the tribal members in helping to preserve tribal cultural and religious traditions.

The chapel will be open to the public on a limited basis in order to provide educational information on the spiritual history of the tribe. It will be closed during the sacred ceremonial honoring recently deceased tribal members. Exact location of this facility has not been determined.

4. **Outdoor Recreation Complex:** To be situated on seven acres of tribal land, this complex will be located north of the tribal headquarters.
The recreation complex is planned with bleachers and outdoor lighting for Indian ceremonies, dances and games to be held for the entertainment of tribal members and the public.

In addition, there will be a picnic and playground area for public use as well as baseball fields for little league and Connie Mack baseball.

Restrooms, dug-outs and a concession stand are also planned as well as a well-paved and lighted parking area. Landscaping and grounds beautification with hard surface walkways between activity areas are a part of the project.

5. Enclosure of Outdoor Swimming Pool: When the Community Center was designed it was originally planned to enclose the swimming pool. For certain reasons this was not done. This project is designed to expand the usage of the swimming pool to provide a year-round program with obvious benefit to all residents, especially the youth. This will provide an additional attraction for occupants of the Tourist Complex and increase the sales potential to sponsors of winter conferences and seminars.

6. Future Projects: The Planning Committee has determined a number of projects that we feel will fit into the overall plan for recreation development, both commercial and non-commercial. They are:

a. Bowling alley: for community recreation as well as commercial recreation.

b. Ice skating rink: for community and school recreation.

c. Olympic-size swimming pool: for commercial benefit to other facilities in the area.

d. Bicycling and back-mawning routes:

e. Lake Capote Recreational Area: Lake Capote is located on 2,000 acres of tribal land which is intersected by U.S. 160 to the north and Colorado Highway 151 to the west. The west boundary adjoins that of the new Chimney Rock developments where the U.S. Forest Service is directing the excavation of ancient Indian ruins.
The Southern Ute Tribe is working with the U.S. Forest Service in the development of concession facilities within or adjacent to the archaeological site area.

There is a public campground on the tribal land with water available. Built by the tribe several years ago, the campground has not had the commercial success expected for several reasons including the entrance which is remote from the site. The Capote Lake covers 52 surface acres and provides excellent fishing. Because of the aforementioned entrance, the fishing revenue has not been as high as it should have been in this prime location.

It is the plan to construct a readily accessible attractive entrance to this area directly off Highway 160. Eye-catching facilities including a commercial campground with various types of services, a swimming pool, grocery store, gift shop, service station, snack bar, etc., are to be built in the prime commercial area along the highway. The fishing lake would continue to operate but with improvements.

With the vast acreage in this area, it is recommended that the balance of the land be developed for a summer vacation retreat facility and for youth camping groups. Facilities provided under a planned development program would be cabins, a lodge and dining hall, golf course, horseback trails, and various other recreational activities.

This excellent fishing lake has not realized its full potential. There is a possibility of increasing the size of the existing impoundment. Also, a new lake could possibly be constructed downstream from the present facility. Either of these alternatives would depend on engineering and cost studies which have not been completed.

Obviously, the expansion of commercial recreation facilities would depend on changes made in the impoundment. Cost estimates and design standards for these facilities cannot be made until the final nature of the impoundment is determined. All engineering and economic estimates pertaining to the physical improvement and
development of Lake Capote should be included in a commercial feasibility analysis for recreation development.

f. Chimney Rock Development: Attempts will be made to coordinate tribal support facilities with U.S. Forest Service plans for the development of the Chimney Rock area. Other sections of this portion of the development plan such as camping, foot trails and trail rides summarize the tribal improvements which will be made to support the U.S. Forest Service plans. The funding for these developments have not been estimated.

g. Foot Trails: Foot trails which would enable campers from either the Youth Camp area or from Lake Capote to hike to Chimney Rock are planned to be established. These trails will prove an attractive feature at either location and will enhance existing or proposed commercial recreation developments at either site. A total of approximately six miles of foot trails would be needed to complete this project.

h. Scenic Areas - Dulce Road: A road connecting the town of Dulce, New Mexico, location of Jicarilla Apache tribal headquarters, with Pagosa Junction and Highway 151 north of Arboles has been proposed by both the Southern Ute and the Jicarilla Apache tribal councils jointly. The road will follow the old Narrow Gauge Railroad bed that connected these two points before abandonment in 1970 and would open Navajo River scenic areas to the public. Surveys and actual design of the road are currently being prepared by the BIA Branch of Roads. Construction of 36 miles of road which is to be funded entirely by the BIA is scheduled to begin in FY 1976.

i. Other Camping and Camper Trailer Facilities: A proposed camper-trailer park to be located on the Pine River near Ignacio has been described. The development of other camping facilities on the reservation, particularly facilities which would accommodate camper vehicles and trailers, are badly needed. Excellent locations exist at Lake Capote, the Youth Camp near Chimney Rock and at several other locations. A current market for from 350 to 400 commercial campsites appears to exist on the
reservation. With a good potential annual income, this form of recreation development can profitably be pursued. Further, lengthy in depth, feasibility analyses are not needed to justify such development possibilities to the Southern Ute Tribe. Commercial camping represents one of the most feasible short-range development possibilities to the Southern Ute Tribe.

The cost of developing campsites is estimated to be approximately $200,000 over a five year period.

j. Fishing: In conjunction with the tribe's development of commercial outdoor recreation facilities, the quality and quantity of the fishing resources could be improved. While some aspects of improved fishing would depend on more detailed studies, such as the enlarging of Lake Capote, significant short-range improvements can be made. These improvements would consist of highway signs near Lake Capote indicating that the lake is open to public fishing, and the improvement of access to the numerous stream fishing areas. It is suggested that a reservation fishing map detailing the routes into the various fishing areas be prepared for distribution to tourists to better acquaint them with fishing on the Southern Ute Reservation.

Funding for these short-range improvements is modest and is estimated at $7,500 for a two-year period.

k. Other Fishing Impoundments: The possibility of constructing a 320 surface acre lake near the Ignacio area exists. An existing 2 surface acre lake in this area is being evaluated by BIA and the U.S. Fish and Wildlife Service experts to determine the effect that certain chemicals present in the soil will have on fish which would be stocked in the proposed lake.

Further information being developed by this evaluation consists of data on the development of commercial support facilities, estimating market demand for facilities, and financial data such as development and operating costs and estimates of income.
1. **Southern Ute Youth Camp Site**: The Southern Ute Youth Camp, once a successful operation during the summer months during the 1950's was discontinued in 1958 because of a lack of development of adequate and potable water.

It is located on 160 acres of second growth ponderosa on the western slope of Chimney Rock Mountain and adjoins the new Chimney Rock development.

Because of its proximity to the scenic Piedra River valley and to U.S. Highway 160, this camp site has potential value for a number of enterprises. Most favored by the tribal members is a summer camp for Indian youth, and also for lease to organized youth groups for one or two weeks each.

An engineering study is a future plan to determine cost of water delivery to the camp site.

m. **Development of Land Near Navajo Lake**: The Navajo Lake is located approximately 17 miles south of Lake Capote and 17 miles southeast of Ignacio. At high water level, the northernmost portion of the lake extends approximately five miles into Colorado and enhances the development potential of nearby Southern Ute lands. Because of its vast area, it attracts fishermen and boating and water skiing enthusiasts from wide areas.

The outstanding development possibilities in this area include and are related to developments in the Arboles area. Due to the effect that the total development will have on Southern Ute efforts, this project should be studied carefully. Needed information would consist of an analysis of other recreation developments at the lake, an estimate of the market potential for developments on Southern Ute land, development cost estimates, operating cost estimates and income projection.

n. **Summer Homesites and Sub-division Development**: The land-use and mineral survey to be conducted in 1973 will determine those parts of the Southern Ute Reservation best suited for the development of tracts for summer homes and sub-divisions. The tribe may lease sites for long periods of time to non-Indians for this
purpose. They are now permitted to sell isolated tracts of land for this purpose of determined suitable.

This is a long-range plan and is inserted herein as part of the Tribal Comprehensive Plan.

Southern Ute Deer Hunting: With increased hunting pressures on public domain, hunting success continues to decline and with the increasing number of hunters the dangers of the sport or the risk of being shot increases. For this reason alone, people are increasingly willing to pay for the opportunity of a safe hunt and reasonable chance of bagging their game. The Indian reservations are among the last areas that can provide these opportunities, and the Southern Ute Reservation is no exception.

There are several areas of our reservation's range-lands that have little or only marginal use for grazing domestic livestock. Some of these areas include portions of Archuleta and Carracas Hocas, the Piedra-Sanbrito area, and that portion of the reservation east of the La Plata River. These areas could be totally utilized by wildlife and range as special or quality hunt areas.

A habitat improvement program should be started to increase wildlife population and distribution. This might include such things as water developments, both grass and browse vegetative improvements, and turkey feeding plots.

Game transects should be established and maintained to measure population trends and regulate hunting pressure.

Hunting permits could be issued for elk, deer, turkey, bear, or a package permit to include any combination of these. These quality hunts should be designed to provide such services as receiving a hunter at the airport, transportation to accommodations at the Southern Ute motel, or to the hunting camp, a guide to insure the hunter of seeing his game, and services to process the game and have it ready to go home with the hunter.
The quality hunt concept has been suggested primarily for areas that are not readily suited to domestic livestock use. However, it could be extended or a hunting program similar to that now being used could be continued throughout the other rangelands.

The deer hunting season on the Southern Ute Reservation has become increasingly popular with out-of-state sportsmen during the past ten years since the tribe has permitted this special activity.

Due to the special appeal of reservation hunting and the distances travelled by many of the hunters, the hunter, if catered to and not exploited, will in turn help to develop an important economic activity.

Both the Bureau of Sports Fisheries and Wildlife in Albuquerque and the Colorado State Fish and Wildlife have indicated their willingness to assist the tribe to evaluate the wildlife and to develop a suitable management and hunting program for the reservation. This free assistance will be advantageous to our tribe in planning future wildlife management.

The cost of establishing proper management and other activities associated with the hunting activities is estimated to be $20,000 over a period of two years.

p. Ute Park Development: Ute Park is located east of the tribal headquarters and will adjoin to the north the proposed camper-trailer park. It is proposed that the weed covered area adjacent to the park be seeded with grass and that additional playground equipment such as swings, see-saws, monkey bars, etc., be installed in this area.

It is also suggested as a part of this project, that the log building in the Ute Park which was formerly the original tribal council building housing the council meeting room be restored so that it could become a museum to display tribal government documents and historical treaties and other artifacts related to the development of the Southern Ute tribal government. This museum could be open to the general public, but
more important, it would be a source of pride to our tribal youth, so many of whom are descendants of these first tribal leaders.

The cost of this project is estimated at $5,000.

q. **Fish Hatchery:** The Comprehensive Planning Committee recognizes that discussions have taken place regarding the establishing of a fish hatchery along the Pine River. There has been some study made of possible sites with water temperatures and other data determined. A need has been determined chiefly because of the influence of sportsmen in the area.

The Planning Committee recommends that an in-depth study be made regarding all facets of this potential industry, including potential revenue, cost factors, employment possibilities, etc.

r. **Ceremonial Grounds:** The tribal ceremonials such as the Bear Dance and Sun Dance are held annually in areas adjacent to the Pine River. They have been designated sacred areas. The committee recommends that necessary improvements requested by tribal members be made for the comfort and convenience of all concerned.

s. **Indian Village:** Unlike the previously described Indian village project which is to be concerned only with the historical aspect of the Southern Ute culture, the Indian village herein proposed would contain contemporary native Ute dwellings. Local tribal members in native dress would "live-in" the village during the tourist season. The village would be constructed in the Ignacio area or at an alternate location near Capote Lake or Durango. Tours of the village would be conducted and Ute dances and ceremonials would be performed. The primary purpose of this project would be as a tourist attraction and a means of acquainting visitors with Ute living traditions.

t. **Southern Ute Fine Arts Center:** The tribal museum and arts and crafts gift shop enterprise is presently located adjacent to the lobby of the new Southern Ute Tourism Complex. The manager and museum curator is one of our
tribal members. In recognizing the threat of extinction of our cultural customs and language, this facility is dedicated to their preservation. It is providing educational benefits to Indian and non-Indian alike. Because it is a tourist attraction, it can benefit the Tribal Tourism Complex and other recreation and tourism enterprises.

The goal of the museum and shop is to be as educationally and culturally enriching as possible and at the same time realize a financial profit.

It is now apparent that in planning the Tourism Complex, inadequate space was furnished for the museum and shop with no allowance made for expansion. Unforeseen problems have emerged such as lack of storage vaults for priceless tribal treasures when not on exhibit and lack of operational funds. Also needed: training for museum personnel; equipment such as tapes, records, films, books, etc.; craft materials to encourage our tribal members to produce articles for sale and exhibit.

Tentative plans are for the museum and arts and crafts shop to be incorporated into a Southern Ute fine arts center. Additional features would include a lending and reference library, quiet study and reading areas, a sound-proof music room with an extensive collection of all types of music; an art gallery to exhibit permanent as well as travelling art collections. These larger, expandable facilities would be located adjacent to the historical Indian village which is planned to be opposite the Tribal Tourism Complex.

It is proposed that training needs be met through a cooperative agreement with one of the colleges or universities and that fiscal management be included. Initial estimated cost for construction of the new building, operational and training funds for the first year is $250,000. Subsidiary funding will be needed in succeeding years in decreasing amounts as the facilities increase their income.
7. Other Commercial Recreation Developments: Several other potential commercial recreation developments should be investigated by the Southern Ute Tribe. These include: leased summer homesites, a commercial hunting center, recreation vehicle use areas, a winter sports area, and an additional motel complex. The scope of such an investigation should be extensive and detailed with data projection for each proposed project. Cost of such an investigative study is estimated at $35,000 over a three year period.

We specifically recommend the following projects as having, in our opinion, important development impact for the Southern Ute Tribe:

a. Restoration and Preservation of Gato (Pagosa Junction): In building a new scenic route between the Southern Ute and Jicarilla Apaches Reservations following the now-abandoned D&RGW Narrow Gauge Railroad grade, the proposed all-weather road will pass through the almost "ghost" town of Gato, or as it was known in railroading days, Pagosa Junction.

Before the turn of the century, the town was established as a railroad division point. Now almost deserted, most of the old buildings still stand to enhance its old western Spanish-Indian atmosphere. Most notable of the remaining buildings is the old general store/post office owned by a pioneer Spaniard, Felix Gomez and his wife. Both are now retired and reside in living quarters attached to the store. Mr. and Mrs. Gomez have preserved the interior contents of their store including the pot-belly stove, hand coffee grinder, rows of barrels that once contained crackers, pickles and other staples. Still displayed are many samples of early-day merchandise such as Stetson hats, high button shoes, etc.

When the D&RGW abandoned the railroad line from Chama, New Mexico to Durango, Colorado, crossing the Southern Ute Reservation, our tribe requested that they leave intact that portion of the tracks running through Gato. Approximately 100 yards were left.
A number of years ago several tribal members initiated discussions concerning the restoration and preservation of Gato, particularly the Geronaz General Store and Post Office. Until quite recently when the Jicarilla Apache and Southern Ute Tribal Councils, in joint sessions, agreed to build the previously mentioned scenic route linking the two reservations, interest in this project was relatively low-key. In 1971, however, something else happened to further justify pursuing the matter—the filming of *When the Legends Die* from a book by Hal Borland relating the life-struggle of a young Southern Ute man. Portrayal of the chief character as a child was by one of our tribal members, Tillman Box. Several of our members were hired for speaking parts and numbers of others for extras.

In the course of filming and producing this movie, 20th Century Fox personnel were on the reservation for a number of weeks. They indicated interest and enthusiasm for the area and its people. In particular, they mentioned "Gato" as an ideal setting for early western and railroad movies.

So far as can be determined, the Southern Ute Tribe owns most of the land surrounding the town, and the railroad east of that in the town itself. This would include the Geronaz General Store site inasmuch as it is located adjacent to the tracks.

Railroad officials met with our Tribal Council recently to state, among other things, that in abandoning the railroad right-of-way, those sections adjoining tribal land will be conveyed to the tribe as well as those tracts of land that were originally purchased outright by the railroad, including the town of Gato.

Certain preliminary steps need to be taken in developing this project. The Planning Committee suggests that representatives of the tribe meet with Mr. and Mrs. Gomez and discuss the possibility of purchasing their general store and contents for the purpose of establishing a historical museum. The purchase agreement could include a stipulation giving Mr. and Mrs. Gomez the right to live in the adjoining living quarters for as long as they desire.
We also suggest that the town be inventoried and evaluated to determine the amount of work and repairs needed to restore the town with a cost estimate of same.

To prevent further deterioration from weather, the existing buildings should be painted and their roofs mended. To discourage vandalism, routine checks daily of the town should be made by law and order officials and others travelling in the area.

An illustrated prospectus is suggested to be used in seeking funds from various groups including private foundations, historical and railroad associations, movie companies, private and public agencies, to be used to restore and preserve the area. Funds will also be needed for advertising to attract the travelling public.

b. **Par 3 Golf Course:** Serious thought has been given to the development of a par 3 golf course to be located in an area west of the existing Tribal Tourism Complex. This type of facility would benefit the motel complex and be a community asset. Detailed construction, operation and maintenance costs should be established before the implementation priority of this project is established.

c. **Recreation Specialist:** We are proposing that because of the impact that commercial recreation could have upon our reservation, an outdoor recreation specialist and supporting staff be hired to assist the tribe in all matters pertaining to these activities. This type of help will be needed for five years for studies, planning, coordination and implementation of the projects herein proposed as well as others.

d. **Expansion of Fish and Game Staff:** This project is described in Chapter IX, Tribal Court - Law and Order.

e. **Archery Course:** Since the bow and arrow was an essential part of the Ute way of life, an archery course for tourist recreation may be feasible. The archery course would be similar to a golf course but instead of holes, the traps would be moving targets such as artificial
deer, elk, bear, etc., and possibly pop-up target traps in green or brush areas.

This type of course could attract national tournaments for archery clubs from all parts of the United States and of course bring business to the Southern Ute Tourist Complex.

f. Living Natural History Museum: The living natural history museum project has been suggested by members of the Southern Ute Tribal Council. Because it is particularly feasible, it is suggested by our Planning Committee members that it be given high priority.

Its feasibility or prognosis for financial and educational success, as well as being a supportive element for all other tourism projects, is based on the fact that there is no display of the flora and fauna of the southwest anywhere in the Four Corners Region. In fact, we know of none anywhere in southern Colorado.

The living natural history museum is tentatively scheduled to be located next to the historical Indian village. The concept would be a series of natural settings to be the background for all varieties of wild animals, reptiles, birds and fish. In addition, samples of trees, shrubs and flowers would be grown for exhibition purposes.

V. Commercial Agriculture.

Tribal families engaged in farming cannot support themselves adequately from farm income because the majority of the farms are small with no cash crops. Low incomes are discouraging to our people fostering poor work habits which in turn generate low farm yields.

Financing is not readily available to improve the quantity or quality of crop yields. Low income potential discourages young people from undertaking a farming operation. Low financial returns lead to substandard living.

Many farm oriented families, in need of a subsidiary income, would be comfortable working in an agriculturally-related industry.
Merchantable timber has nearly all been harvested on tribal lands. It will be at least thirty-five years before another sizable crop is available. There are other woods available such as pinon, juniper, cottonwood, willow and gambrel oak. At present their only use is for firewood and scattered Christmas tree harvesting.

Plans are for an imaginative study to explore possible uses of these woods and a market for presently useless trees. There are also plans for developing a program for Christmas tree farming in those areas of the reservation determined to be most suitable for this type of operation.

Irrigable lands belonging to tribal members should be preserved as such with a study made as to their most productive use in terms of high yield crops, market demand, etc. With the immediate development of the Navajo Irrigation Project, some sixty miles southwest in northern New Mexico and Arizona, there is early potential for abundant hay and other type livestock feed lot operations and pig production, as tribally owned and operated enterprises. Milk produced locally for example, could be shipped by truck in a collapsible tank to the Navajo area for processing and distribution, with a back-haul of dairy feed to the Southern Ute dairy operation.

A feasibility study was conducted by the Four Corners Regional Commission for the Southern Ute Tribe on egg production and its economics in August of 1971. In summary this study states, "It is obvious that a demonstration project such as that which has been explained in this report could be far more beneficial to the Southern Ute Indians than furnishing employment to six to eight families. It could aid in raising the standard of living of many low-income Indian families, as well as contribute to the economic growth of the Four Corners area."

With the shortage of eggs in the West Coast areas, an egg production plant is even more feasible, with the possibility in addition of various supportive industries being established. It is recommended that this enterprise be explored again with a prospecting campaign for outside capital and management.

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Egg Production Feasibility Study of the Four Corners Area by Carey L. Quarles and Howard L. Knox, Colorado State University.
Youth Experimental Farm - The Southern Ute Tribe recently purchased a farm belonging to a tribal member. Located on the Pine River, the farm has potential as a productive unit. For those tribal youth interested in farming as a life-time occupation, the Extension Service would operate the farm as a demonstration-training project as well as a testing ground to experiment with various new crops, livestock feeding programs and other agriculturally related programs.

Southern Ute Fair - When the park and historical site and the camper-trailer park are developed, the annual Southern Ute Fair will no longer have a building to display various exhibits, or pens and stalls for livestock exhibition.

We propose that all events of the Southern Ute Fair be held at the Southern Ute fair grounds. In the past the only events held at the grounds were the races and rodeo contests. We propose as well that proper buildings, pens and stalls be constructed at the fair grounds. The building will be known as an exhibit hall and will be designed specifically for the many types of farm and ranch displays.
CHAPTER III

Tribal Resources

I. Introduction
II. The People
III. Mineral Resources
IV. Forestry and Wood Products
V. Water Resources
VI. Land Resources
VII. Financial Resources
CHAPTER III

Tribal Resources

I. Introduction.

This chapter of the Tribal Comprehensive Plan encompasses a large field of concern—the underdevelopment of our natural resources as well as their conservation. At the same time we are seeking ways to develop commerce and industry.

In creating job opportunities for tribal members, consideration must be given to developing our natural resources in a prudent manner in order to generate income for the tribe and its people without jeopardizing future generations.

We consider the people, the tribe's most important resource, therefore, a section of this chapter is devoted to them.

II. The People.

Some of the problems and options that must be resolved and considered in developing a sound economy for the Southern Ute Reservation have been recognized by the Comprehensive Planning Committee members as follows: the need for training to cope with the people's reluctance to make decisions, their low horizons regarding employment, their lack of responsibility opportunities, their lack of job discipline and managerial ability opportunities and their health problems.

The underdevelopment of natural resources has helped to create unemployment. In some cases this has caused severe family alcoholism problems as well as other social deprivations.

The Southern Ute Community Action Program, in starting the Alcoholism Programs in 1967 because of recommendations made by the Southern Ute Tribe, has made substantial inroads into the problem and the program is considered highly successful.

In discussions with tribal members, a few of whom had at one time worked in production-line type industries, it was determined
that this type of work was generally popular when it involved the dexterity skill of the Southern Utes. They also enjoy creative type employment where there is an opportunity to exercise imagination.

Besides training, the potential worker of all ethnic groups on the reservation, needs to be motivated to a full-time twelve month employment cycle to replace the part-time seasonal work accepted as a substandard way of life. Most important, attitudes must be changed.

In the Battelle study it stated that "...the basic problem is to raise...educational attainment and skills level to meet the needs of modern industry." This study also points out that Indians represent a ready and trainable supply of labor.

One hundred fifty men and women were trained in key punch operation in 1969 and employed in a data processing firm located on the reservation. It was a proven fact that this skill was compatible with the employees and that their work habits were developed to a high level of responsibility. Unfortunately, this industry was forced to close its doors due to lack of contracts. A few of its employees out-migrated to jobs in urban areas. Most of the labor pool so trained, however, is still intact.

This experience indicates a need for unique development plans. It shows that problems can be overcome even when they are related to language, transport, health, work habits, expectations and social constraints.

The Battelle study recognizes the Four Corners Region with its high ethnic population as one of the most important "human resource" areas of the United States. Ethnic populations, according to the study, should not be considered barriers to development, but instead an extremely valuable resource to be developed.

III. Mineral Resources.

The Southern Ute Reservation is within one of the most heavily endowed mineralized zones in the United States. Most minerals present significant potential for development.

1/ An Analysis of the Economic Structure and Industrial Potential of the Four Corners Region; prepared for the Four Corners Regional Commission by Battelle Memorial Institute, Columbus Laboratories, Executive Summary.
Although a comprehensive inventory and analysis of the available minerals on the reservation is to be conducted in 1973, there is a report that indicates:

- **Gas**: 50,106.41 acres
- **Oil**: 2,040.00 acres
- **Coal**: 300 million tons
- **Sand & gravel**: 50.00 acres
- **Clay beds**: Present amount not known

Production of natural gas is declining and there is very limited production of oil. The tribe has leased 19,000 acres of tribal land to a coal company for exploration. Development and production is dependent upon the construction of power generating plants in the Four Corners Region and the depletion of coal reserves elsewhere.

There is insufficient proven quantity of oil for consideration. However, an investigation into the feasibility of gas by-products such as the nitrogen compounds should be conducted, particularly in view of the Navajo Irrigation Project which will put millions of additional acres of land into production with abundant need for fertilizer compounds.

The initial cost of establishing sand and gravel resources as an industry in the area must be determined.

Clay beds exist within the reservation boundaries. At one time a brick kiln was in operation. Many of the older buildings in the general area were of brick construction. It is recommended that the amount and quality of clay resources be investigated to determine if utilization of this resource would be economically feasible.

**IV. Forestry and Wood Products.**

The forestry and wood products section of tribal resources can be divided into many different categories according to the species of timber available. Each species has a use, but an over-all plan is necessary to utilize each to its fullest economic as well as resource conservation advantage.

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*Overall Economic Development Program for the Southern Ute Tribe; September, 1964; prepared by the Southern Ute Economic Development Committee.*
Of the 30,000 acres classified as commercial forest lands (primarily ponderosa pine with small amounts of Douglas fir and white fir) approximately 80% can be considered cut over. Much of the older cutting was of a high grading operation and there remains an appreciable volume of timber to be harvested from these areas. Upon completion of the initial cutting cycle the management plans call for a 30 to 40 year interim period of protection and small salvage sales before another cutting cycle begins. The management plan is subject to change should new utilization and technology indicate.

Remaining is an estimated 122,000 acres timbered with pinon pine and juniper, for which there is little current demand. These woods could become quite valuable in the future.

Volumes of timber species remaining are as follows:

<table>
<thead>
<tr>
<th>Forest Type</th>
<th>Acres/Board Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>All forest lands</td>
<td>152,528 acres</td>
</tr>
<tr>
<td>Ponderosa pine</td>
<td>99,483,000 bd. ft.</td>
</tr>
<tr>
<td>Douglas fir</td>
<td>7,980,000 bd. ft.</td>
</tr>
<tr>
<td>White fir</td>
<td>3,133,000 bd. ft.</td>
</tr>
<tr>
<td>Pinon pine</td>
<td>27,665,000 bd. ft.</td>
</tr>
<tr>
<td>Juniper</td>
<td>2,661,000 bd. ft.</td>
</tr>
</tbody>
</table>

Volumes for commercial species, 90% ponderosa pine, reflect a growth of 2% per year with the 1958 estimate as a base. Sawlog type materials are harvested annually over a 40 year program with the next program to start in the year 2000 A.D.

Juniper and pinon trees at the present time have the greatest potential as each is used mainly for fuel and fence posts, returning little revenue to the tribe.

It has been suggested that pinon pine and other species flourishing in their natural habitat should be cultivated. An estimate is given of 200 trees per acre which could be harvested annually.

For esthetic purposes, fallen timber could be recovered for firewood.

**Goals:** The goal of the five year plan, at least in its initial phase, is to generate timber sales by removal of the old growth timber and accelerate timber cutting for the dual purpose of tribal income and preparing the timber stand for intensive management. Sometime during this five year plan, a management
plan for future timber operations will be prepared incorporating all facets of land management consistent with environmental policies, good multiple-use practices compatible with tribal desires and goals relative to their land base. At an appropriate level of development, the full responsibility for the forestry program presently managed by the BIA would be handed over to the tribal members trained and employed in the program. Technical assistance, if and when needed, would be available from BIA or any other source desired.

Projects: The proposed projects are as follows:

1. **Fire Lookout and Quarters:** Construction of standard USFS type 60 foot tower plus living quarters adjacent to tower to be located on the north rim of Sandoval Mesa, elevation 8,457 feet, center of Section 18, Township 33 North, Range 4 West, New Mexico Principal Meridian.

   The area east of the Pine River contains all the reservation's currently commercial timber. The northeast end of Lake Navajo is a prime recreational and hunting area. Currently, fire detection for this area is furnished by one USFS and one Jicarilla Apache Lookout, both of which are so distant from the area as to provide at best marginal detection.

   Earlier detection in this area will result in lower fire suppression costs and fewer acres of burned over forest with resultant loss of timber, forage, recreational and other values. Total cost is estimated at $60,000 with BIA M&I funds $1,100.

   Tribal members will be employed as lookout personnel.

2. **Forest Management and Warehouse Complex:** Construction of a complex with sufficient facilities to function as fire control, forest management warehouse and forestry office. The location will be the agency headquarters at Ignacio, Colorado.

   The existing warehouse, too small for the extensive forestry program, is uninsulated with occasional below-freezing indoor temperature in the winter. A building to house all of the functions, including forest management, forestry office, plus fire control needs, is necessary.
It will furnish adequate supply storage and house a central fire dispatching system as well as provide adequate office space.

The Southern Ute Tribe will benefit by having a centralized location for the gathering, holding and dispatching of fire crews, and a fire tool and equipment cache. The shop or work area would be adequately heated for required winter work in forest management. The office space will house all forestry activities in one building, thus increasing the efficiency of this department.

This complex is designed so that in addition to the demands of fire control on the Southern Ute Reservation it can serve as direct support to the fire suppression activities on the other two reservations (Ute Mountain and Jicarilla) incorporated in the Northern Technical Unit.

Considering the central location of this complex, the possibilities of an expansion of this support role is currently being explored with other land agencies such as the U.S. Forest Service, National Park Service, Bureau of Land Management, etc. The concept of "regionalization" is a more or less established trend that appears to be increasingly utilized throughout the federal government. Though direct monetary and employment benefits might not be as great as in some other programs, there would be the opportunity to employ and develop individuals beyond present levels.

Cost is estimated at $250,000.

3. Reforestation - Vega Drainage: To revitalize the Vega drainage which is severely overgrazed and eroded. It is located in parts of Ranges 6 and 7 West, Township 33 North, New Mexico Principal Meridian.

The tribe is concerned that this area be rehabilitated. Included is tree planting and fencing. The result should be increased timber with resultant increase in deer, turkey and elk. An improvement in domestic grazing and recreational use should also be realized.
This project will furnish employment for approximately ten to fifteen tribal members for six to eight months per year over a period of three years. Fencing will keep livestock out of areas selected for planting. Tree planting will restore timber production to the area and increase its value for recreational activities.

Cost is estimated at $218,664 for 1200 acres. Project will take three years with 400 acres completed annually at $72,888 per year. Fencing costs are estimated at $1,800 per mile; tree planting at $0.11 per tree. This is a cooperative venture to be done in conjunction with land operations rehabilitation program of the same area. The land operations phase of this program has already been started.

4. Forest Fire Protection: This project includes replacement of a seven year old one-ton 4x4 pumper unit at an estimated cost of $7,000. Also included is a complete overhaul of the present radio communication system and improved link-up with the other adjoining two reservations. No cost figures are available at present.

In order to meet standards set by the new "Normal Year Fire Plan" a bulldozer and tractor lowboy are needed to meet allowable burn and hour control zone standards. Estimated cost is $100,000 (bulldozer $55,000, tractor trailer $45,000).

5. Management Plan for Mirror Forest Species: This project is for additional forestry staff members to develop a management plan for the pinon pine and juniper stands on the reservation. The plan will include the purposes of management, accessibility to markets, social and economic considerations, general description of the forest, major silvicultural and protection situations and problems, general need for integration with other forest uses, and similar material. The foregoing will constitute the foundation and background for more specific information of the forest itself which will include its area, stocking, stand classification, condition, growth, cutting history and records, and similar material. The plan proper will be a plan of action which will be a regulatory framework determining the allowable cut by periods of time, definition of action policies regarding silvicultural and protection needs as directly relating to timber production,
effective correlation with other uses, provisions for continuity and a current cutting budget and scheduled.

Minimum staff additions would include another forester and a full-time secretary.

6. In the matter of fire control costs as related to the value of the protected resources, a most interesting booklet, "A Model for Determination of Wildlife Resource Values" was issued last year by the U.S. Forest Service. These findings were arrived at after a four year study by a study committee of the National Association of State Foresters and has been suggested as a guide in developing fire protection planning. Using this criteria (only direct and on-site values) developed some interesting values for the resources of the Southern Ute Reservation. These values are on the conservative side.

<table>
<thead>
<tr>
<th>Resource</th>
<th>Value 1</th>
<th>Value 2</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timber Commercial</td>
<td>$3,450,681</td>
<td></td>
<td>$3,631,568</td>
</tr>
<tr>
<td>Non-commercial</td>
<td>180,887</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water Value</td>
<td>2,373,920</td>
<td></td>
<td>$2,373,920</td>
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<tr>
<td>Forage</td>
<td>7,763,634</td>
<td></td>
<td>$7,763,634</td>
</tr>
<tr>
<td>Hunting</td>
<td>102,195</td>
<td></td>
<td>$102,195</td>
</tr>
<tr>
<td>Fishing</td>
<td>116,695</td>
<td></td>
<td>$116,695</td>
</tr>
<tr>
<td>Real &amp; Personal Property</td>
<td>1,031,241</td>
<td></td>
<td>$1,031,241</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$15,019,253</td>
<td></td>
<td>$15,019,253</td>
</tr>
</tbody>
</table>

Some other values were discussed, such as air quality and life and health (i.e., injury and loss of life in connection with development, protection and use of forest related resources), however, there is insufficient published information and a lack of satisfactory measurement of life and health values to include these values. Secondary and tertiary values and benefits were strictly avoided.

V. Water Resources.

There are seven rivers flowing through portions of the Southern Ute Reservation. They are: the Navajo River, San Juan River,
the Piedra River, Pires River, Animas River, La Plata and Florida Rivers. All have been included in at least one of the federal and state government plans for water conservation.

The Southern Ute Tribe has controlling rights to 213 second feet of water in the Pires River and 1/6 of the annual storage of the Vallecito Reservoir.

During 1973 the tribe will construct a new domestic-industrial water delivery system. This system will deliver treated water for the city of Ignacio, tribal-agency complex, any future domestic-industrial developments in the area and possibly to the city of Bayfield. The capacity is sufficient for an optimistic projection of growth for the next fifty years.

Actual knowledge of the water situation is needed to develop all areas of the reservation plus a feasible plan for its use. In order for all residents of the general area to profit, area planning is needed including exterior waters. Studies are implemented to determine utilization of water resources for other resource production.

The Southern Ute and Ute Mountain Tribes jointly have filed suit in the U.S. District Court for determination of Indian water rights on the seven rivers previously mentioned. Respondents are over 1200 non-Indian water users. The determination in this matter will aid in the water use planning for the Southern Ute Tribe.

Additional livestock watering facilities are needed throughout the reservation rangelands. There are a few springs that with development would provide water for cattle and wildlife. Three seep or spring sites have been selected for horizontal drilling. While this appears to be an economical method of spring development, yields are low and costly storage must be installed for a dependable supply.

To date some 125 charcos and ponds have been installed on range lands. Where proper soil conditions and adequate runoff exist, these developments have proven to be the most reliable source of stock water. Some have either been washed out or never held water, indicating a need for other methods of water developments to be tried in marginal water development areas.
There is considerable interest expressed by tribal officials in recreation reservoirs, especially to complement the community center motel complex. The water rights resource inventory has indicated several logical potential combination recreation, irrigation and erosion control sites for reservoirs:

1. **PR - X VI-A SW Ditch**: Located in Northwest 1/4 Section 4 and Northeast 1/4 Section, Township 32 North, Range 7 West. This proposed reservoir is south of Ignacio and one fourth mile west of Highway 172. Capacity 1,395 acre feet of water with surface area of 114 acres and an effective depth of twenty feet. Estimated construction cost of $53,000 for the reservoir and an estimated cost of $25,000 for picnic shelters and sanitary facilities. Aside from erosion, irrigation and flood control benefits, the recreational benefits to the local Indian community and the town of Ignacio are immeasurable. Properly arranged, it could provide Indian employment to maintain the facilities.

2. **Oxford Site MF-5**: Located parts Sections 25, 26, 35 and 36 northwest of the town of Ignacio, this reservoir would have a storage capacity of 7500 acre feet of water with a surface area of 320 acres. Estimated cost of construction at $330,000 with an additional $80,000 for recreational facilities such as sanitary facilities, campmobile hookups, picnic shelters and attractive landscaping, this reservoir would be an asset to the basin population as well as employment for two or three Indian families maintaining it. It would be a very apt reservoir to complement the community center motel complex and properly managed could well provide needed additional income to the tribe.

VI. **Land Resources**

Ownership of the lands within the exterior boundaries comprising the Southern Ute Reservation, totalling approximately 720,000 acres, is as follows:

- Fee or privately owned: 415,019.76 acres
- Individually Indian owned (allotments): 6,238.71 acres
- Tribal lands: 307,110.12 acres
The entire 720,000 acres lies within the state of Colorado along the northern New Mexico state border. At present the land is partially used for grazing or low intensity farming.

The unique "checkerboard" pattern of mingled Indian and non-Indian land holdings makes efficient use of the total area difficult. Often an isolated tract of Indian land will be too small for economic use or convenient access will be across non-Indian lands. Cooperation of all land owners is essential for benefits for all people.

Recent congressional approval for the Southern Ute Tribe to sell or trade isolated tracts of tribal land for the purchase or trade for land contiguous with reservation holdings will serve to consolidate tribal land holdings, thus making more efficient land development possible.

Land in the immediate area of the tribal headquarters and the town of Ignacio has been zoned for certain uses. Zoning needs to be extended to other areas of the reservation for preservation of some areas and development of others for various uses. Planning and zoning could make better use of the agricultural areas, restrict unsightly development, and maintain the quality of the environment.

Approximately 196,500 acres of the Southern Ute Reservation are classified as rangelands. The predominant range overstory is pinon-juniper. Past misuse has necessitated deferment of some 30,000 to 35,000 acres for rehabilitation purposes. Due to topography and a lack of water, another 62,000 acres of this total might be considered marginal for domestic livestock use and might best and most profitably be managed for wildlife.

Some range improvement by chaining, burning and reseeding has proved beneficial in increased forage, but has reduced water flow into stockponds.

Sufficient livestock water appears to be the primary limiting factor in range use. There is a shortage of springs and lack of surface water. Stockponds are limited to areas of proper soil condition and adequate runoff. Most other means of water development are not economically feasible.
In areas of unstable soil conditions where reservoir type stock water developments are not feasible, catchment basin storage tanks have proven successful. For better livestock distribution and economy designed with capacity only to properly utilize available range and at more frequent intervals will be more economical and provide better protection of the range.

Improper management of livestock has led to overgrazing causing an invasion of weeds and other undesirable plants such as pinque and gambel oak. Oak brush control is expensive.

Soil erosion has taken its toll of the range and farmland. Gully control practices are needed. Brushing and reseeding to grasses can provide feed and also decrease future erosion problems.

Taking their toll from the range livestock operation are rodents and predators which are devastating forage and killing the livestock and beneficial wildlife.

Goals: The overall goal for the tribal agricultural land users is to improve efficiency in farming so that the small farm may become economically competitive. In conservation and management of reservation rangelands, the goals are for preservation through proper grazing practices, for building up forest, forage, land and water resources where they have deteriorated. This will be accomplished by:

1. Keeping rangeland covered with good forage.
2. Maintaining a range feed reserve.
3. Increasing storage of water in the soil.
4. Controlling erosion on range watersheds.
5. Increasing economic benefits to Indian landowners and users.
6. Improving wildlife habitat.
7. Improving recreational areas.

Projects: The following projects have been discussed by the Comprehensive Planning Committee as being needed:
1. To line with concrete or other suitable material all canal and lateral systems where needed to prevent water loss and to reduce maintenance costs.

2. Secure adequate cost sharing for assistance to tribal farmers who would like to improve irrigation systems, but cannot because of excessive costs.

3. Encourage tribal farmers to make more use of technical assistance available to them in developing plans and laying out irrigation systems through SCD’s, SCS, BIA and others.

4. Seek assistance from Colorado State University in setting up programs for cooperative marketing and buying for all phases of agricultural production in the community area.

5. Work with other agencies and groups on reduction of freight rates. Also work with FHA and other financial institutions to develop lower interest rates.

6. Seek grants or low interest rate financing for resource conservation on agricultural lands.

7. Conduct educational programs to overcome apathy on the part of farmers so that they will produce larger quantities of high quality crops.

8. Through other projects in this Comprehensive Plan, upgrade living conditions on the farm equal to those of urban dwellers.

In devising projects to attain goals set forth for the preservation and management of reservation rangeland, the first and foremost should be that of education of the range users in the basic principals of range management. Without the cooperation of the stockmen in management of their livestock, vast amounts of money spent on range improvement will not solve the problems.

It is most important that the tribe, as landowners, develop a set of regulations based on sound land-use principles governing the use of the reservation rangelands. Regulations must be enforced with the grazing permit understood as a privilege and not a deed to the land, as past history indicates. With this understanding on the part of the land users, the following projects can be a success. In order to insure that persons who work on
lands give full measure of value for their work, consideration should be given to contracting this type of work, similar to the fence building contracts.

1. **Vega Watershed Improvement Projects**: This project is to construct fifteen miles of new crossfence, six combination erosion control and livestock water structures, five large drops, 4330 erosion control structures, reseeding loading areas, logging roads and skid trails, erosion control structures along the roads. Also included are twenty-five hunter camps with fireplaces and tent sites with road improvements to campsites.

The project is in a valley approximately five miles long and varies from one-half to three miles wide. The hillsides are steep and covered with ponderosa pine which was logged over prior to the land being under Southern Ute Jurisdiction (Indian Reorganization Act of 1934). The valley bottom is overgrazed with thickening of invader plants and low vigor of other grasses. Active erosion is increasing. The purpose of this project is to better utilize the area for livestock and hunting. With the establishment of designated hunting camps, there will be better control of hunter licenses and clean campsites.

The total cost of project is estimated over a five year period to be $611,247.

2. **Archuleta Mesa Range and Watershed Improvement Project**: Archuleta Mesa is included in Range Unit No. 1 and lies in the southeast corner of the reservation including land acquired in 1967 by the tribe from the Bureau of Land Management.

This area is mostly canyon and ridgetop topography of dissected sandstone and shale beds. The southeast part is Archuleta Mesa proper and consists of a high, flat mesa underlain by a recent lava flow of considerable depth. Elevations vary from 6,500 feet to 9,000 feet. Vegetative cover consists mainly of a light canopy of immature ponderosa pine with an understory of Gambel oak, shrubs and grasses. Grassy meadows occur in the canyon bottoms. Logging activity in the early 1960's
provided access to nearly all usable range areas, resulting in range deterioration on the more productive sites. Only under-stocking of the area will prevent major losses of soil and forage. Better management can be provided through water developments and fencing.

The purpose of this project is to fully develop the grazing potential of the Archuleta Mesa area by establishing proper range management, necessary range improvements and erosion control measures to prevent further deterioration of the range resource.

In carrying out the plans for this project, nine miles of new cross fencing, 4.75 miles of range unit boundary fence, and two miles of boundary fence along the Colorado-New Mexico state line will be constructed. Also included are seven earthen reservoirs and nine spring developments. The six existing reservoirs as well as the seven new ones will be fenced, sodded and have spillway drops. Erosion control structures will be installed on problem areas.

The total estimated cost of this project is $61,925.

3. **Mesa Mountain Erosion and Flood Control Project and Mesa Mountain Siphon Projects**: The erosion and flood control project on Mesa Mountain will construct erosion dams at a cost of approximately $16,300. The second project on Mesa Mountain for three pipe siphons to irrigate land served by the La Boca Ditch will cost $13,350.

4. **Predator and Insect Control Programs**: This project is recommended by the Comprehensive Planning Committee in furtherance of recommended improved farming, livestock and game management practices.

Mosquitos should be eradicated early in the spring before larvae hatch and before the frogs come out of hibernation. It has been found by biologists that frogs are the carriers of mosquito borne diseases such as encephalitis. Mosquitos feed on the disease carrying frogs and transmit diseases to animals and humans.

Of particular concern to the tribal people are prairie dogs, coyotes and bobcats. There is a need for control in livestock and wild game areas.
5. Weed Control Project under PL 90-581 (Carlson Weed Bill): This project will focus on weed control on range and farm lands of the Southern Ute Tribe and also on canal banks of the Pine River Indian Irrigation Project. The purpose of this project is to increase the Indian farmer and livestock operator income and to insure optimum use of their lands.

It is estimated that it will take at least five years of intensified effort to bring the infestation of noxious weeds and poisonous plants on approximately 155,000 acres of rangelands under control. There are 12,599 acres of farm lands which are infested. The weeds on the canal banks are a source of reinfestation because seeds are carried by wind and water onto the farm lands. There are 150 miles of canal banks with varying degrees of infestation.

An intensified educational program will be carried out as a part of this project to assure that the land operators will continue a weed control program after project funds are terminated.

The cost of this project over a five year period is estimated to be $220,000, or an annual cost of $44,000.

VII. Financial Resources.

In this section of the chapter on tribal resources we are mainly concerned with financial resources available to tribal members as individuals, namely the tribal credit and loan guarantee programs.

The tribal credit program is presently covered by two programs. The first is the bank guarantee program and the second is the tribal revolving credit program.

The bank guarantee program was established in 1969 between the Bank of Ignacio and the Southern Ute Tribe. It is backed by a certificate of deposit invested with the bank. Any loss suffered by the bank is taken from the funds on deposit on a percentage split between the tribe and bank. Any type of loan which will assist in improvement of social and economic conditions among tribal members may be made under this program.
It has greatly assisted the consumer needs of the Southern Utes and increased utilization of this program will provide a much needed and available source for their immediate short-term needs.

The tribal revolving credit program is funded by Southern Ute tribal funds and administered by a credit committee of three tribal members. The committee operates under a declaration of policy and plan of operation which was approved by the tribe and BIA in September 1956 and revised regularly. Only loans for "productive" purposes are covered under the program. There are presently 76 current loans with an outstanding balance of $361,214. They are of all types ranging from consumer to housing. Outside of loans for agricultural purposes, there are no loans outstanding for commercial or business enterprises.

The credit committee has developed sound loaning practices by screening out new applications which seem to have a high risk element. While these new policies may have generated some resentment toward the committee by tribal members, they have in many cases kept tribal members from over-extending their burden of debt. Those borrowers with repayment difficulties may have their loans reworked and payments rescheduled. Many borrowers have been able to obtain additional funds, depending on their repayment record and initiative.

The tribe recognizes the importance of credit and how this asset increases in importance each year for individuals or business concerns.

The credit committee also concentrates on maintaining the program on a self-sustaining basis.

Because many tribal members are engaged less now than in the past in agricultural and livestock operations, there is a need to provide financial assistance to increasing varieties of financing. Working with other tribal programs and projects, the tribal credit programs should fulfill the financial needs to make optimum use of the tribal lands to increase income and repayment ability and to develop the individual's resources.

Goals: The primary goal of this program is to better the economic and living standards of the Southern Ute tribal members and place them well within the standards enjoyed by other citizens.
The secondary goal is to have an adequate, well-rounded self-sustaining lending program for the Southern Ute people covering most of their credit and financing needs at reasonable interest rates.

The third goal is to expand and develop criteria to make available the lending authority and grant funding of every state and federal agency whose services might be used by tribal members advantageously.

Projects are recommended to reach these goals.

Projects: Expansion of the bank guarantee and revolving credit program - efforts are now underway to update the presently used declaration of policy in order to modify lending to meet needs of the Southern Ute people not presently covered under the plan. It would improve loan processing by standardization and simplification of forms.

The revolving credit program would extend credit to deserving members with assigned land not in cultivation or being poorly used. Members would be encouraged to utilize both land and water wisely even if on a rental basis. Crop increases would lead to livestock expansion or even to agri-type businesses owned and operated by tribal members.

With expansion of business opportunities on or near the reservation, increased credit funds could be made available to tribal members to take advantage of these opportunities.

Estimated additional needs for the first five years are $200,000.

Business management training - this project is an important coordinator with the previously described expansion project. It will provide credit counseling as well as advisory services in purchasing. A line of communication will be developed between the credit program and tribal members through group meetings, tribal radio programs and the tribal newspaper.

The sources of assistance in this program will be the Small Business Administration, the Office of Minority Business Enterprise, the Extension Service, BIA Adult Education, OEO and other agencies on a federal and state level.
CHAPTER IV

Social Services

I. Introduction

II. Federally Funded Social Service Programs

III. Proposed Projects for Senior Citizens

IV. Southern Ute Tribe Social Service Programs

V. Proposed Projects for Youth Social Services
CHAPTER IV

Social Services

I. Introduction

In July of 1972, approximately sixty of our tribal members were over the age of sixty. Many of these persons have been and still are contributing their wisdom and experience to the betterment of our tribe. The Southern Ute Tribe respects our senior members and we would like to show our appreciation by providing comforts and services to make their declining years more enjoyable.

This chapter describes on-going programs and plans for more services for our senior citizens and for others of the Southern Ute Tribe. It concerns itself with available and potential services for children who have problems, either of their own doing or because of circumstances beyond their control.

II. Federally Funded Social Services Programs

Programs in operation which are considered in the Social Services category funded by OEO, HEW and the Department of Labor are: The Senior Opportunities Services Project (SOS), Community Alcoholism Programs, the Emergency Food and Medical Services project (EFMS), the Head Start Day Care Center and the Neighborhood Youth Corps (NYC), in-school and out-of-school. All of these projects except the in-school NYC program, are operated by the Southern Ute Community Action Programs, Inc., sponsored by the Southern Ute Tribe, but serving all ethnic groups residing within the Ignacio school district. A brief description of each follows:

A. Emergency Food and Medical Services

The EFMS program deals with hunger, malnutrition, undernourishment and inadequate diets of low-income people. To alleviate these problems and to promote family well-being, the program provides food and medical assistance, education, preventive medicine and furnishes instruction as well as growing materials and assistance in gardening and food preservation. The annual cost of this program is $35,731, with $34,292 provided by OEO.
B. Senior Opportunities Services

The Senior Opportunities Services project deals with some of the programs associated with old age such as immobility, loneliness, poor self image, lack of information, and community apathy toward the special problems and needs of the elderly.

The project programs include furnishing transportation, recreation and social activities, providing of eye glasses, repairing homes, full scale meals-on-wheels, etc.

Transportation is furnished to local community activities and for persons to obtain medical and social services. A central meeting place has been established in a building in Ignacio for those 55 years and older. These older people enjoy recreational, handicraft, sewing and social activities. Persons employed in the program make personal visits to the homes of the aged to check on their needs and well-being.

A local newsletter is in the process of being developed to distribute to senior citizens so that they may be informed on community happenings. Also being developed is a "story telling" program which gives the older people a sense of importance as well as an opportunity to expound to people who are interested in them and their past experiences.

The total cost of the Senior Opportunities Services program is $33,152, with $29,952 being provided by OEO.

C. Head Start Child Development

The SUCAP administered pre-school programs include a Day Care Center which has been incorporated with the Head Start Program. This program supplements parental care by providing and maintaining a stable family environment for children who must be away from their home while their parents are at work. This is particularly important where both parents are able to obtain employment to transcend the poverty level.

The Day Care Center furnishes supervised educational experiences, develops good health and safety habits, encourages self-reliance, confidence and self-expression while exposing the children to peers and adults. Their interests and knowledge are broadened through many special experiences which also improve language skills in the tri-ethnic community.
D. Neighborhood Youth Programs

The out-of-school Neighborhood Youth Program is for those disadvantaged youths who have dropped out of school for various reasons and because of low-level scholastic attainment and lack of job skills are unable to obtain employment. Approximately twenty boys and girls are enrolled. They attend eight hours of classes per week to study for their GED certificates. Twenty hours are spent in some type of meaningful work experience for a governmental agency or program. At the present time, and since the program was initiated in 1965, there have been few local jobs for the enrollees when they leave the program. Many have left the community to accept employment elsewhere. A few have enrolled in college.

The in-school NYC program is extremely limited with only five slots. There are many Navajo dormitory students who would welcome part-time employment while attending school to help pay their expenses. Because of this, the program has not fulfilled the local need. Many Southern Ute students would have benefited also.

E. Community Alcoholism Programs

Several tribal members are on the staff in these five SUCAP administered programs and many are beneficiaries or participants.

The Community Alcoholism Programs have gained wide acceptance in the area. Initial funding was by OEO in 1967. The original program, somewhat limited in funds for its ambitious scope of services, provided:

1. Community education in order for the general public to understand and to generate some measure of compassion for those afflicted with the disease of alcoholism.

2. Outreach and intake of alcoholics and their families.

3. Provision of transportation to treatment centers at the Colorado State Hospital, Fort Logan Mental Health Clinic and other centers for those patients requesting treatment.

4. Counseling for the recovering alcoholic and continuing
support for both the alcoholic and family members through AA, Al-Anon, and Al-An Teen.

After a year or so of operation it was determined that this program needed the support of a Half-Way House for rehabilitation purposes. In due course limited funds were obtained from various sources, both federal and private. A recovered alcoholic of some means purchased a large building (formerly a saloon and boarding house) in the town of Ignacio and leased it to the Alcoholism Programs for a Half-Way House.

In 1973, the program will expand further if rumored cutbacks in federal funds do not materialize. Under HEW-NIAAA it will develop a small training workshop and in addition initiate a Wage Subsidy Program. The latter will provide funds to subsidize the wages of a recovered alcoholic for a certain period in order to buy him the time necessary to prove himself as an employee. Experience has proven that the employer is reluctant to hire a person with a record of alcoholism-related problems no matter how well-trained or experienced he may be.

The 1973 budget for the Community Alcoholism Programs including Southern Ute Alcoholism Rehabilitation Center Lodge (SUARC) is $123,030. Contributions to the program total $16,281 and are from state and local sources.

F. Sheltered Workshop for Handicapped Persons

A sheltered workshop program for mentally, socially and/or physically handicapped persons (aged 18 and over) is funded by HEW through the Colorado Department of Vocational Rehabilitation. An average client work force of fifteen persons is engaged in the Ignacio branch of the workshop (headquartered in Durango with satellite facilities in Cortez and Ignacio) to do contract work such as packaging fish hooks for Wright-McGill, cable assembly work for Packard-Bell, and numerous other contracts within patient's capabilities to perform. Client wages are on a piece-work basis.

III. Proposed Projects for Senior Citizens

The Southern Ute Comprehensive Planning Committee has identified a number of additional services needed for its senior citizens as follows:
A. Adequate Emergency Services

This program has not been fully planned inasmuch as the problem here is in regards to the difficulty in obtaining fully trained part-time ambulance drivers to be on standby duty when the regularly employed USPHS Driver is off duty. It is suggested that the Para-Medic program be investigated.

The Town of Ignacio has a fully equipped ambulance which they acquired from the government as used equipment. It is maintained in good operating condition and is used primarily for residents of the Town of Ignacio. However, it is available for emergency use by anyone outside of the town limits. There are standby drivers available at all times including the two Town Police Marshals who have had training in First Aid.

B. Public Education Regarding the Needs of the Aged

Educational programs and informational data would be developed to help all the people of the area understand the aged citizens and their particular needs and problems.

C. Housing for the Aged

Most of our senior tribal members live with family members causing overcrowded households and family friction. They are unable to care entirely for themselves, therefore, cannot live alone. In the winter, some of the older members are placed in a nursing home in Durango. Because they are away from family and friends they are unhappy. Many live in isolated areas by themselves with poor roads and no way to communicate. Their homes lack proper sanitation, ventilation, water and heat. These homes are generally dreary and unpleasant. Senior citizens living thus are unable to receive proper medical care and actually need some type of regular supervision.

To solve these problems several options are suggested, as follows:

1. Improve present family living conditions by expanding family homes to accommodate senior family members.

2. Provide custodial care.

3. Provide adequate separate housing such as:
a. Separate small homes near family dwellings.
b. Cottage type cluster of homes for aged
c. Congregate living arrangements
d. Nursing homes with constant care and supervision
e. Day care on a scheduled basis
f. Foster care - living with foster families.

D. Special Transportation Project

Many of our older tribal members enjoy mingling and visiting with their old friends at the various ceremonies and games held by the Southern Utes and other nearby tribes. Usually they cannot find transportation to attend these functions. There are many tribal gatherings of interest to them if there were means with which to attend.

The tribe will lease a small bus which will be utilized primarily for senior citizens functions and to transport them shopping, to medical facilities, recreation and entertainment, worship services, etc.

E. Recognition Project

This project would organize a Senior Citizens Council which would function in an advisory capacity to the regularly elected Southern Ute Tribal Council. In this way we would recognize the value of the experience and wisdom of our senior tribal members as well as provide them with a worth while service opportunity.

The project would also research the capabilities of older tribal members and provide a way for those who desire to be involved in:

1. Story telling
2. Recording old Ute songs
3. Instructing our children on the history and customs of our tribe
4. Teaching the old Indian games to the younger members.

F. Special Services Project

Our senior citizens often need the services of an attorney. At present no provision is made for this type of assistance. This project would furnish them with legal services for problems in wills and inheritance, burials and grievances.

IV. Southern Ute Tribe Social Services Programs

The Tribal Social Services Programs are involved in three comprehensive areas of assistance to our tribal members residing on the Southern Ute reservation, as follows:

A. Child welfare and child protective services for people residing within the boundaries of the Southern Ute reservation.

B. General counseling, including marriage, individual therapy, family household problems, drinking problems, etc.

C. Consultation services to other agencies dealing with and working with the Southern Ute people, such as the County Welfare Department, the Southwest Colorado Mental Health Clinic, the Community Alcoholism programs, etc.

An increase in budget for the Tribal Social Services department has enabled the tribe to vastly improve child welfare services. No longer are a foster child's expenses deducted from his Tribal Trust account, which has been declining in recent years. Previously, there was a gap in services involving Indian children who live within the boundaries of the Southern Ute reservation but are not enrollable in the tribal membership. Neither the tribe, nor the State of Colorado Welfare Department could take responsibility for the care of these children. Their need was great even though there were only a few in this category.

Now, under contract funds provided by BIA, and through procedural changes, we will be able to provide services to these children and improve services to our tribally enrolled children. Records will be kept on the conditions of the foster homes as well as the foster child's progress. With an increased staff, we will be able
to visit these homes on a regular basis and observe conditions for ourselves. We will also be able to provide regular counseling to each foster family to help them to provide understanding care of their foster children. An over-riding need at this time is for additional staff to put these recently approved procedures into effect.

In order to improve existing social services and to provide delivery of services in particular areas of need, we have identified projects that we consider of critical importance to the overall progress of our Southern Ute tribal members.

V. Proposed Projects for Youth Social Services

A. Receiving Home

Of a temporary nature, the receiving home will be a group home to accept children of all ages in family emergency situations. Children in need of a permanent arrangement will be cared for until an individual home placement can be found to meet the particular needs of the child. One of the purposes of this project is to buy time for more selective child placement services. At the present time, the child is placed in either a family member home, an Indian home, or a non-Indian home in the area.

This project will have built-in flexibility to meet individual situations.

B. Youth Rehabilitation Center

This project is fully described in Chapter IX, Tribal Court - Law and Order.

C. Homemaker Services

This project will provide two full time and six part time homemakers who will be trained to serve families in emergency or crisis situations. They will be assigned as the need occurs to insure the continuity of family functions during periods when illness or another emergency results in the housekeeping adult family member being temporarily absent from home.

D. Tribal Summer Work Experience Program for Youth
The Southern Ute Tribe initiated their own NYC type program many years before the federal program came into being. This program is still operating each summer and provides all types of jobs for the boys and girls of the tribe including various types of secretarial jobs in the BIA and tribal offices for girls and numerous outdoor jobs such as fence building, erosion control, etc., for the boys. This program has been imminently successful, and is funded by the tribe and BIA. Plans are for expansion to furnish more diversified, meaningful and higher skilled types of work experience.

E. Emergency Child Care

On the Southern Ute Reservation, as with any community, there is a need for emergency care of children when parents or other responsible adult cannot continue to provide care. Such instances may occur due to death, abandonment, incarceration, hospitalization, etc. Presently, care in such circumstances is provided by anyone who can be persuaded to meet the emergency.

The plan is to arrange with four families to have their homes available for the emergency care of children on a 24-hour basis whenever the proposed receiving home is filled or if this home is not built. Police, court officials, social workers and others can place children at the time an emergency occurs. Such care will generally be of short duration (from one to several days) until more permanent arrangements can be developed.
CHAPTER V

Transportation

I. Introduction

II. Present Conditions

III. Goals

IV. Projects
CHAPTER V

Transportation

I. Introduction

In developing the Southern Ute Comprehensive Plan we are concerned with the provision of hard-surfaced roads throughout our reservation so that our tribal members may have easy mobility to reach employment, shopping areas, schools and medical facilities.

For purposes of commercial and industrial development, Southern Ute reservation has proximity to a major east-west interstate highway, U.S. 160, and to a major north-south arterial, U.S. 550. This proximity is an asset although distance between towns is often great. Overnight truck service to Los Angeles is possible.

Cost of trucking is high due to mountains to the east. Firms that serve national markets from the Four-Corners region are generally those that balance transportation diseconomies against labor economics.

The La Plata County Airfield is located within the boundaries of the Southern Ute reservation and is nine miles distant from tribal headquarters at Ignacio.

II. Present Conditions

The main arterial roads on the Southern Ute reservation, including Colorado State Highways 172 and 151, are paved. In some places however, they are narrow with steep grades and limited vision on curves. Many serious accidents occur on these roads annually.

Highway 172 from U.S. 160 to the airport has recently been widened, restructured and resurfaced. Because of a cutback in construction funds to the state, and because of right-of-way acquisition difficulties, it is doubtful whether this construction project can be continued in entirety from the airport to Ignacio in the near future.

Plans have been completed for a short stretch of this highway to be
constructed in FY 74 from the northern Ignacio town limits past the new tribal development area.

An excellent all-weather surfaced highway was completed south of Ignacio in 1969 to the main east-west artery. New Mexico State Highway 17, which connects with U.S. 84 to the east and Farmington, New Mexico to the west. U.S. 84 is the main highway to Santa Fe and Albuquerque. Also crossing the reservation is U.S. Highway 550 which travels south to Farmington and Gallup and meets U.S. 66. Another north-south paved road joins U.S. 160 at Hesperus and travels south to Farmington. The "Buckskin Highway," a county maintained road, running north and south between Bayfield and Colorado Highway 151, is paved and is in close proximity to the tribal headquarters complex.

In the town of Ignacio, few streets are paved. Curb and gutter structures and storm sewers are needed throughout the town. Some tribal members reside within the town.

Our tribal members have poor personal transport and will need low cost transit of some type from home to jobs when jobs become available under the implementation of this plan.

A recent development has been the addition of public transportation from Ignacio to Durango by a firm located in Durango. Two daily trips are being provided at present on a trial basis at a nominal transportation fee.

Roads on other portions of the reservation can be considered dry weather roads and are generally poor. They become muddy, slippery and often impassable in wet weather.

III. Goals

The goals of our committee for improved transportation on the Southern Ute reservation are as follows:

A. To improve the economic climate of the Southern Ute reservation by providing safe, all weather highways to connect with main east-west and north-south interstate highways.

B. To provide for the health and well-being of our people by improving access roads so that they are safer and more easily travelled in all weather.

C. To construct roads to presently inaccessible areas of
the reservation to open up these areas to suitable development.

D. To build all roads in accordance with acceptable standards as recommended in the Preliminary Ignacio Comprehensive Plan, as follows:

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*As required by the Colorado State Highway Department

IV. Projects:

Improvements in highways are tied to demand and local development. The following projects have been planned for future development:

A. **Highway 172, Airport to Ignacio**:

Our committee strongly recommends that this highway be completed because of its narrow width and dangerous curves with poor visibility.

B. **Highway 151, Ignacio to Lake Navajo (Arboles area)**:

This portion of Highway 151 is similar in condition to the one mentioned in Project A. It is recommended that this highway be regraded, widened and improved.

C. **New Highway from Pagosa Junction to Dulce, New Mexico**:

Previously described in Chapter II, Economic Development, of this plan, the construction of this new road along the old narrow

Thoroughfare Plan Element, Preliminary Comprehensive Plan for the Ignacio Urban Area, prepared by the Animas Regional Planning Commission, 1972

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gauge railroad right-of-way will enhance recreation and tourism development as well as provide possible industrial linkage between the Southern Ute and Jicarilla Apache reservations.

D. New Highway from Ignacio to Bondad:

This road has been in the planning stage for some time and plans are for construction to start in FY 75. The BIA has planned funds for this project. This road will open up large undeveloped areas of the reservation for suitable development to help serve the needs of our tribal members. It will provide a direct route to Bondad situated on U.S. 550 near the Colorado-New Mexico state line.

E. Access Road Improvements:

Our Planning Committee recommends that an extensive access road improvement program be undertaken by the tribe to include grading, widening and graveling.

F. Airport Improvements:

We recommend that the Southern Ute Tribe support the proposed airport runway extensions and airport improvement plans formulated by the county and presently being studied by a consultant firm provided for with funds granted by the Four Corners Regional Commission. To progress economically on the Southern Ute reservation, the local airport must be able to accommodate jet transport and passenger planes.
CHAPTER VI

Health

I. Introduction

II. Problems

III. Present Health Programs

IV. Proposed Health Programs
CHAPTER VI

Health

I. Introduction

When developing information concerning the health needs of our Southern Ute Tribal people, we interviewed those persons we consider most knowledgeable in this area of planning. We appreciate the time given us by the USPH - Indian Health Service clinic staff. In this chapter we shall cite the reservation health needs, our goals and projects recommended or planned to fulfill these needs.

We believe that the health of our people is directly related to their ability to perform. Poor health induces apathy and indifference, compounding the problems of our tribal members.

To describe the Southern Ute PHS - Indian Health Service Clinic in part, we quote from a paper written by the Pediatric Nurse Practitioner who also acts as Head Nurse of the clinic, Mrs. Lorraine Duran, a Southern Ute Tribal member.

"At present medical and nursing care is provided to approximately 850 Southern Utes, a small percentage of Indians from other tribes residing on the Southern Ute Reservation, and approximately 200 off-reservation boarding students, primarily Navajos. All of the care is on an out-patient basis with arrangements for in-patient care in a Durango hospital, 30 miles away, or at another PHS facility when indicated.

... a physician covers the clinic on an average of two, and Mrs. Lorraine Duran is one of the first professional nurses to have completed a pediatric nurse practitioner course under the sponsorship of USPHS.

A Proposed Job Description for Utilization of a Pediatric Nurse Practitioner on the Southern Ute Reservation, by Lorraine M. Duran, for the University of Colorado, 1970.

This includes children who are not enrolled members, but whose parents are enrolled members of the tribe.
occasionally three, days a week, with one of the days split into two half days.

"The head nurse assumes full responsibility for clinic activities in the physician's absence. She sees and evaluates patients, deciding whether she can treat them herself in accordance with written standing orders and her clinical judgement or if a referral to the contract physician in Durango is indicated."

Other professional personnel include a part-time Indian Health Service M.D., a full-time Indian Health Service Dentist, a sanitarian and a field engineer, who also serves the Ute Mountain Ute and Jicarilla Apache reservations.

In-patient care in the Durango hospitals is available with treatment by two Durango M.D.'s under contract to USPHS.

San Juan Basin Health Unit sponsors school health services and specialty clinics including well-child, well-baby, eye, ear and cardiac, on a regular basis at the elementary school and makes referrals to PHS.

The Indian Health Service provides immunization and well-child clinics. It is hoped that a regular chronic disease clinic can be established within the next year.

The existing Indian Health Service Clinic building was built in the late 1930's for nurses' quarters for the then operating BIA hospital (the present Tribal Affairs Building housing operations of the Tribal government). In 1955, when BIA transferred health and hospitalization programs to USPHS, the nurses quarters were made into a clinic.

II. Problems

Fifty-three percent of the residents of the Ignacio area are disadvantaged (SUCAP Program Development statistics, 1966) and this percentage figure has not lowered to any great degree to date. Because of their poverty status and for other reasons, many people in this category neglect to seek medical help until the health problem has become severe or sometimes beyond help.

Many low-income people fear the formal atmosphere of a doctor's office, and even in some cases, lack the knowledge of where to go and from whom to seek assistance.
Recent new projects providing field services have uncovered many hidden or previously unidentified health problems in the community. These problems are being relieved.

A long-term need exists for community health educators to continue to supplement the health education supplied by the non-Indian Community Health Educator and the Community Health representatives who see all tribal members, working out of the clinic. More intensive health and nutritional education in the public school would lend support to the Indian Health Service program.

The PHS Clinic on the Southern Ute Reservation is small and overcrowded. As previously mentioned, it was built for an entirely different type of operation. There is no room for expansion of services such as are being provided in the new programs furnished by the clinic. There is a need for larger, more modern facilities with adequate waiting rooms, laboratory space, dental x-ray equipment, emergency treatment areas, office space, etc.

Because of difficulty in finding trained persons willing to work part-time in emergency ambulance services, as drivers or substitutes, full-time emergency coverage for tribal members is impossible at this time. Looking at the remoteness of the area in relation to the modern facilities required in today's practice of medicine, it is doubtful if a full-time resident M.D. would consider living in the immediate area. There has been some discussion by our committee on the possibility of utilizing para-medics on the reservation, particularly Indian persons who have had this type of training in the military services. They would be under direct supervision of a doctor, but would assist in emergencies where there is a critical doubt as to whether a patient should be moved. The time required at present for an ambulance or doctor to arrive from Durango (when a doctor is not available at the clinic) could mean the difference between life and death to a patient.

Prescription services are unavailable in the town of Ignacio. The Indian Health Service Clinic provides prescriptions to tribal members and other Indians. Most medications are available except for a few of the newer drugs. To alleviate the situation in Ignacio, a package delivery service has been initiated recently by a Durango transportation firm.

A number of problems have been specifically cited to us by the clinic staff, some related to facilities, some to the people and some to the conditions found on the reservations. These problems are:
A. **Insufficient Funds**

Funds are needed to cover the costs of dentures and eye glasses for the tribal people.

B. **Ambulance Service**

There is a need for full-time seven days per week ambulance service for tribal members with additional full-time personnel trained to handle emergencies.

C. **Additional Clinic Personnel**

More hours of coverage per week by an M. D. is needed.

D. **Lack of Equipment**

Laboratory equipment is insufficient. More is essential. The present dental equipment is archaic. The dentist needs a portable x-ray machine, a power based dental chair and mobile cabinetry.

E. **Space Needs**

The clinic facilities were not designed for this purpose. More office space, additional examination rooms, laboratory space, emergency treatment areas, adequate waiting rooms, etc., are needed.

F. **Lack of Communication and Education**

Our tribal people are not aware of procedures necessary for obtaining Indian Health Services. They need to know more about the clinic and how it functions. Community Health Representatives need more training in this and other areas.

G. **Preventative Care**

Because of poor dental habits among tribal families in upbringing, it is evident that the dentist is handicapped in giving good treatment to our tribal members. Dental priorities at present are: (1) Head Start Children (2) Elementary and Secondary school students, and (3) Adults.

H. **Emergency Bed Facilities**
Beds are needed for patients requiring dental surgery, special nursing care, and emergency services. Space in the clinic building is insufficient for this function. The Dental Office is poorly planned.

I. Tribal Members' Water Supplies

The Clinic Dentist reports that some private well systems have too high a fluoride content.

J. Tribal Jail

Clinic personnel report that the tribal jail is not suitable for human habitation because it is:

1. Overcrowded
2. No heating or cooling control
3. Sanitation facilities impossible to improve due to concrete floor and inadequate piping
4. Drunk tank has no plumbing, lighting, toilets or running water.
5. (These needs will be incorporated in Chapter IX, Judiciary - Law and Order.)

K. Other Problems

The nutritional aids, working out of the Tribal Extension Office in a program funded by the Colorado State University Extension Service, cited a number of problems, some of which may be solved without additional expenditures of money. They stated a lack of funds to provide sufficient reimbursement in the use of personal vehicles to visit tribal members' homes. They mentioned a need for special counseling services for families, for youth and for adults. They indicated a need for additional training in the work they are doing.

It will be noticed that there is some overlapping in programs; this is because these programs fit into two or more categories of the Tribal Comprehensive Plan.
III. Present Health Programs

The following programs are in operation or are approved to start in the near future:

A. Community Health Representatives

A contract from USPHS funds two Community Health Representatives, their reservation travel expense, and administrative expenses. The objectives of this program are many-faceted and include transporting patients to health facilities, providing follow-up services to the chronically ill and aged, assisting the environmental health staff by providing liaison between tribal members and environmental health staff, health education to encourage tribal members to make optimum use of health services and to provide home health assistance to the chronically ill and aged.

The Community Health Representatives make regularly scheduled home visits to detect the need for medical services and make appropriate referrals and to interpret when necessary. In the course of their duties, they observe and report any hazardous home conditions to the environmental health staff and to tribal officials. They keep tribal members informed of all available health services, stress the importance of preventative health and accident prevention, coordinate health films, lectures, demonstrations, literature, etc., and develop other health education materials as needed. In providing liaison between USPHS and the Ignacio Public Schools, cooperation is engendered in areas of Indian student health needs, changes in policies and procedures. In addition, they provide temporary home care services when a key family member is incapacitated as well as to the chronically ill and aged.

B. Expanded Food and Nutrition Education Program

This program is provided by the Colorado State University Cooperative Extension Service in selected areas of Colorado. It has been developed to meet the needs of the Indian people residing on the Southern Ute reservation. Its primary purpose is to improve the quality and adequacy of family and youth diets. It emphasizes supplementing the normal family diet of those who participate by helping eligible families to use food stamps more effectively. The youth are educated in the principles of nutrition, diets and personal development.
This program is in its third year of operation on the reservation and employs three full-time and one half-time nutritional aids. All are tribal members. Their duties are giving them an opportunity to grow in skill and personal satisfaction while working with the families on an individual basis.

C. Indian Health Service Public Health Nurse

The clinic nurse who is a Pediatric Nurse Practitioner and a tribal member, also has her degree in Public Health, and has an extensive knowledge and background in this area. Her qualifications are proving advantageous to the Indian Health Service Clinic operation. She has expanded her duties to include supervision of field services provided by the Community Health Representatives (CHR) previously described. The Public Health Nurse is informed as to the CHR activities and coordinates their work with that of the clinic and tribal officials, making referrals and post-clinic supervision of home care patients.

D. Emergency Food and Medical Services/Senior Opportunities Services

These two programs are actually separate operations but are described together because their services are interrelated. They are both funded by OEO and administered by the Southern Ute Community Action Programs, Inc. They supplement services provided by two other tribal programs, the Expanded Food and Nutritional Education Program and the Community Health Representative Program. Cross referrals are made through a separate liaison person provided by the Southern Ute Tribe as well as regular meetings held of the combined staffs of all local service programs and agencies. Coordination is important to avoid duplication of services and to assure that each eligible person can gain entry into the network of health-related services available on the reservation.

The programs described in this section are working in the following critical areas of need:

1. Assistance in food stamp purchases, consumer buying.

2. Family planning
3. Hot meals to the very old or chronically ill.

4. Opportunity to partake of hot meals served at the Catholic Parish Hall for those able to leave their homes.

5. Emergency medical and dental care.

6. Garden project in which beneficiaries are helped when a need is indicated with preparation of soil and provision of vegetable seeds.

7. Dentures are provided for the needy and eye glasses for those 55 years and older, if no other means are available. The dental needs have been more prevalent than medical problems. Dental and medical needs can be treated only if they are caused by or are causing nutritional problems.

8. These programs can, in extremely needy cases, provide the initial food stamp payments for eligible families. This is followed up with family budgeting assistance.

IV. Proposed Health Programs

All of the currently operating health and nutritional programs are proving successful in their accomplishments. It is therefore important that they not be curtailed in the work they are doing, but expanded where needed for more effectiveness. The following additional programs relating to the health of our people are proposed by our Planning Committee as part of our overall Comprehensive Plan for the Southern Ute Reservation:

A. Health Education

Although this program is recommended as a part of the curriculum described for Adult Education in Section II, Chapter I, Education, of this plan, a more comprehensive course of study in various facets of health education would be provided for the students in the Ignacio Public Schools. A wide range of subjects in the general health category are needed. These would include:

1. Preventative dental care
2. Nutrition and diet
3. Weight control
4. Veneral diseases
5. Drug and alcohol use and abuse
6. Personal hygiene and sex education
7. Personal development

B. Indian Health Service Clinic Building

This is to be a new facility to provide much needed space and additional equipment for the expanded services now being provided and those planned for the future.

C. Ambulance and Para-medical Team

To serve all of the people of the area, we suggest this program to cope inexpensively with medical emergencies. It would provide full-time ambulance service and a team of para-professional medical persons which would be supervised in all cases by the Indian Health Service doctors.

D. Expanded Community Health Representative Program

We suggest that the CHR program be evaluated to determine what type of additional training is needed and expand the program accordingly. In our interviews with personnel in this program, there was a need cited for transportation other than use of personal cars. Solutions to problems in scheduling and coordination can be solved as a part of the evaluation process.

E. Nutritional Aid Program

We recommend that this program be expanded to include the counseling services the program personnel advise for families, youth and adults, and that the program personnel receive whatever additional training and supervision necessary for carrying out these additional duties. Some type of transportation will be provided to replace the present method of using personal vehicles.

F. Physical Fitness Program
Although physical fitness is usually associated with recreation programs, we consider it also an important health program for our tribal members. Elements to be included are weight reduction through exercise and diet, organized classes in swimming and dancing, and competitive sports of various types utilizing the body muscles. This would be a part of the Community Center program of activities. We recommend that funds be appropriated from one or more agencies to engage the services of a professional physical education instructor to conduct a well-planned comprehensive program in physical fitness for tribal members of all ages.

G. Overall Counseling Program

The need is for training in the field. Training classes are needed on the reservation, rather than at some distant city. It has been pointed out to us that the people in need of service are not looking for advice, or for someone to solve their problems for them. Their need is for a trusted listener. They need to pour out their problems in confidence to someone willing to listen, but not advise. Often this opportunity is therapeutic and helps them to find their own solutions.

* As industrial development occurs (power plants, etc.) health needs to be considered.
CHAPTER VII

Housing

I. Introduction
II. Needs
III. Goals and Projects
CHAPTER VII

Housing

I. Introduction

In studying the preliminary comprehensive plan for the Ignacio Urban Area, a fitting introduction to this section is to quote from this document, as follows:

"Congress has set as a national goal, 'A decent home and a suitable living environment for every American'. The Housing and Urban Development Act of 1968 has set the goal of providing 26 million new and rehabilitated housing units over the next ten years. Six million of the twenty-six million goal will be needed for low and moderate income citizens. The Southern Ute Tribe has recently constructed 25 low-rent houses. A tri-ethnic staffed Housing Authority was established.

"...A plan should not only contain guidelines and regulations for controlling future growth, but ways should be established for correcting past mistakes. A separate study entitled, 'Housing Study for La Plata County, Durango, Ignacio and Bayfield' was prepared by the Animas Regional Planning Commission...the study is summarized here..."

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1Prepared 1972 by the Animas Regional Planning Commission with Les Jayne, Regional Planner, through Urban Planning Grant from HUD under Section 701 of the Housing Act of 1954, as amended.

2Housing Study for La Plata County, Durango, Ignacio and Bayfield, prepared by Animas Regional Planning Commission, 1969.
The Ignacio Urban area is defined as an area approximately 4 miles in radius, the center of which is the town of Ignacio. This study includes housing belonging to Southern Ute tribal members.

To date, thirty-six homes have been rehabilitated. Twenty-five low-rent supplement homes have been constructed. Utilizing tribal funds and funds from USPHS-Indian Health Division, a well-improvement program has been started to improve the water supplies and systems of tribal members.

A contract has been let and construction is to start as soon as weather permits for mutual self-help housing for tribal members. This will provide 16 cluster homes and 14 homes scattered through the reservation.

II. Needs

The housing situation on lands within the boundaries of the Southern Ute Reservation continues to be critical. In the town of Ignacio, a minimum of thirty houses are needed to replace substandard dwellings with near standard housing.

"In the Southern Ute Tribal membership, fifty houses need major renovation and sixty-five families need houses immediately."3

Because these figures were compiled four years ago, it can be safely estimated that these needs have increased approximately 25% in both categories.

Many tribal families are still sharing their homes with other families in single-family dwelling units. This is detrimental to the social life of our people and may be responsible for many of the problems that affect them, including: alcoholism, marital problems, educational achievement and health.

Many of the teachers in the local public schools are unable to find rental homes in the immediate community and commute from Durango daily. After a year or two of inconvenience and expense, only the hardier individuals continue this routine of transportation, thus teacher replacements are high. We believe that those teachers with social conscience and instructional capabilities must stay in our schools long enough to gain the confidence of the students.

3Master Plan for the Southern Ute Community, compiled in 1968
as well as a cultural awareness of the community. Such teacher attributes help the students have pride in their cultural heritage, which in turn, develops the necessary self-confidence to compete intellectually, not only in school, but eventually in the mainstream adult world.

At present, thirty homes are needed for the teaching staff of the Ignacio public schools.

Housing needs for senior citizens are mentioned in Chapter IV, Social Services. As stated before, many of our older tribal members live with younger generation families. This results in over-crowding of single-family dwellings and family friction, making it difficult for all persons concerned. A number of our senior citizens live alone, some in isolated areas of the reservation, with poor roads and no telephones. Many of these homes lack proper sanitation, ventilation, water and heat.

In summarizing our needs for our older tribal members, we list the following possible solutions:

A. Build additions to present family homes to accommodate senior family members.

B. Provide adequate access roads and telephones to homes of older people living alone. At the same time, renovate and repair homes to bring them up to an acceptable standard.

C. Provide adequate separate housing such as:
   1. Separate small homes close to family dwellings
   2. Cottage-type cluster of homes specifically for aged
   3. Condominium apartments.

In the majority of cases, our older tribal members will have the option of deciding for themselves what type of dwelling they desire and its location. Exceptions would be in the case of bedridden or ill persons who need special types of care.

Middle-income housing has been discussed as a future development to attract industry management as part of the implementation of this plan. Middle income housing is also needed for some tribal
and special project or program employees and their families. These latter employees are those who are hired by the tribe because of their particular professional skills and abilities.

To quote from the Preliminary Comprehensive Plan for the Ignacio Urban Area:

"Unless corrective measures are taken, deterioration in a community grows like a cancer. The bad will gradually creep into the good. The following measures should be initiated to insure sound housing development and redevelopment in the future:

1. Protection and maintenance of existing satisfactory housing.
2. Rehabilitation of substandard areas.
3. Demolition and redevelopment of dilapidated areas.
4. Plans and controls for guiding future development.

"The adoption of a Housing Code, Subdivision Regulations, Mobile Home Regulations, Zoning Regulations...will help insure the elimination of any substandard housing from future development and correct existing problems."

### III Goals and Projects for Housing on the Southern Ute Reservation

We, the members of the Tribal Comprehensive Planning Committee set forth the following goals and projects to improve the housing situation for our tribal members:

1. Develop control measures to correct and improve tribal housing conditions.

2. Expand and increase the BIA Housing Improvement Program so that eventually all our tribal families will have safe and healthful homes in which to reside. Expansion is necessary to meet rising building materials costs.

3. Develop, plan and implement suitable housing programs for:
   a. Low income tribal families
   b. Local public school teachers
c. Tribal senior citizens
d. Middle income families

4. Demolish unsightly, unsafe dwelling units and replace with appropriate new homes.

5. Set aside specific areas of our reservation for mobile home parks. Regulate these areas to assure good design, adequate recreation areas, proper traffic circulation and uncrowded conditions.

We further recommend that because of the nature of the Southern Ute Reservation on which we reside, with its checkerboard holdings, and because of the urgency as well as the complexity of the housing situation in the general area, that our tribe plan and implement housing projects as soon as possible.
CHAPTER VIII

Cultural Enrichment

I. Introduction

II. Goals for Cultural Enrichment

III. Proposed Projects and Programs
CHAPTER VIII

Cultural Enrichment

I. Introduction

Our children and grandchildren, and their descendants, ad infinitum, because they are Southern Ute Indians, deserve to inherit the best of our past while enjoying the best of the future.

In planning for a better environment for future generations of our tribal members, we are at the same time insuring our tribe's survival...a survival that will retain our cultural traditions and beliefs.

We are proud of our Indian heritage and honor the memories of our forefathers who maintained their dignity and pride throughout the invasions of other people upon our lands.

It is our belief that there should be a rebirth of all the Ute tribal cultural knowledge and history in each generation. Now modern means exist for the preservation of our tribal literature, music and art.

In a practical sense, we recognize that the pace of living has quickened. Our people tend to forget in their quest for employment and survival, their traditional cultural and spiritual beliefs and customs.

We have always been reluctant to place monetary value on our treasured bead-work, and other hand-crafted articles created for personal and spiritual benefit. Through the years, Ute Indian crafts have declined among our younger tribal members. We feel strongly that our tribal members who have the talent and desire should be taught skills and design by the older generation in order to revive the tribal craft making.

Since the white man moved onto our reservation, our spiritual beliefs have gradually been lost to all but a few of our tribal families. Missionaries came, stayed and persuaded many to become Catholics, and large numbers of Protestants. However, there are still many of us faithful to our sacred Ute beliefs.
The tradition of story telling is not as common as it once was. Modern television and radio has encroached upon the custom of family gatherings for this purpose. However, many of our tales survive. Some are printed in the recently published Ute Tribal History.

II. Goals for Cultural Enrichment

We, the members of the Tribal Comprehensive Planning Committee, have established the following general goals for preserving our cultural heritage:

A. Preserve and protect our cultural resources so as to be a reminder to tribal members, especially our children, of the importance and privilege of being a member of the Southern Ute Tribe.

B. Teach our children the Ute Indian ways, and at the same time make other cultures known to them by providing them with instruction, materials and experiences.

C. Develop respect for the Southern Ute Tribe and its members by people of other races through a program of communication and public relations.

III. Proposed Projects and Programs

Our committee suggests that all programs of an instructional nature should be part of the regular school curriculum. To be successful, these programs need a learning environment. To carry out a comprehensive program of cultural enrichment and cross-cultural understanding, the following programs and projects are entered as a part of the Comprehensive Plan:

A. Southern Ute Story Books

Southern Ute Tribal members would be involved in a long-range program of research and writing to transcribe the hitherto unprinted stories once related by Ute story-tellers. They would be written at a "child-level" of comprehension and compiled for books and records to be used and enjoyed by all. The illustrations in the books would be by one of our artistically talented tribal members.

B. Southern Ute Drama
Using material and ideas from Southern Ute story books, tribal members, particularly high school and college students, will be encouraged to participate in a cultural project developed in conjunction with a college. Plays will be written to be used for summer productions by an all-Indian dramatic company to be organized by the tribal members. These productions could include an annual historical pageant.

C. Arts and Crafts Instruction

The purpose of this program is to revive many of the traditional arts and crafts skills by furnishing regular instructional classes to tribal members and others. Instructors would be tribal craftsmen.

D. Language Instruction

Three courses are suggested here for better understanding within the tri-ethnic community. One course will instruct younger tribal members and others in basic conversational Ute. Preliminary research and development of a course of study would be conducted by a college or university with the assistance of knowledgable tribal members.

Conversational Spanish, as it is spoken in the local community, would be another course to help in cross-cultural understanding. It would be limited to the spoken word rather than the customary academic course.

It is recommended by this committee that Latin be offered as a part of the regular school curriculum with emphasis on Latin derivatives to aid the student in understanding English.

E. Songs of the Southern Ute People

The purpose of this project will be to preserve on records, the traditional Ute songs for posterity and for the enjoyment of present and future tribal members.

F. Student Cultural Exchange

For the enrichment of our tribal members and to promote understanding between peoples of different races, the committee recommends that ways and means be investigated to establish
s student cultural exchange program with schools in the United States and foreign countries. Among the purposes of the program would be the broadening of cultural horizons of the Indian students through a living, working and studying experience for a period of six months to a year in a foreign country or different area of the United States. At the same time, a foreign student or one from this country would have the same opportunity on an Indian reservation.

G. Southern Ute Historical Indian Village and Fine Arts Center

These combined projects are described in Chapter II, Economic Development. The Historical Indian Village will display a series of Ute dwellings and life styles depicting the progression of the Ute Indian people from pre-historic to present day culture. The display will be life size, permitting the visitor to walk through the dwellings, each of which will display tools, utensils, clothing, etc., of the era represented.

The Fine Arts Center will consist of a museum, library, (lending and reference), storage vaults, art gallery, music room, reading and study areas, etc. Additional structures will house a book shop, gift shop, display booths for sale of arts and crafts articles, etc.

H. Southern Ute Memorial Chapel

This project is also described in Chapter II of the plan, Economic Development, because of its potential attraction to the traveling public. The chapel will be of significance to the tribal members, however, in preserving certain spiritual aspects of our Southern Ute culture. It will be constructed "in the round". A significant Indian motif, and will be mostly native materials. Exact location has yet to be determined.

The chapel will be closed to the public during sacred ceremonies by tribal families honoring recently deceased tribal members.
CHAPTER IX

Tribal Court - Law and Order

I. The Southern Ute Tribal Court

II. Southern Ute Tribal Law and Order

III. Southern Ute Fish and Game Department
CHAPTER IX

Tribal Court - Law and Order

In preparing the material for this chapter on the Tribal Judiciary system and the Tribal Law and Order operations, we interviewed the Southern Ute Tribal Judge, the Tribal Attorney, the Tribal Court Clerk, members of the Southern Ute Tribal Police Department and Fish and Game Wardens. All of these people have given much thought to the problems and the needs and submitted recommendations for solutions by instituting various programs and projects. Mentioned will be solutions by building new facilities, upgrading procedures, drafting new codes, new equipment, and conducting educational and training programs. Each department will be treated separately.

I. The Southern Ute Tribal Court

The Southern Ute Tribe, because of its autonomous or sovereign entity status, operates its own court system.

"Section 1. Jurisdiction: The Southern Ute Tribal Court of the Southern Ute Tribe, Colorado, shall have jurisdiction over all offenses enumerated in the law and order ordinances when committed within the Southern Ute Reservation boundaries by an Indian or other persons consenting to the Tribal Court's jurisdiction."

The tribal court has jurisdiction in probate matters involving the estates of tribal member decedents. Felony offenses committed on tribal lands are filed in the United States Federal District Court. Generally, misdemeanor matters involving non-Indians on reservation land are filed with the State Court.

Because land ownership within the reservation boundaries may be federal, state, county, tribal or private, there are many critical jurisdictional problems. State legislation is needed to recognize tribal governments, courts and law enforcement personnel and to extend state services to its Indian population.

Law and Order Code of the Southern Ute Tribe, Colorado
The tribe retains a non-Indian lawyer to sit as Tribal Judge. He is also the County Judge of Montezuma County and is active in the National American Indian Court Judges Association. He has been a moving force behind the organization's current effort to present a training course to all American Indian Trial Judges.

Defendants appearing in Tribal Court to answer to charges made against them have the right to trial by jury and may be represented by legal counsel. They also have the right to appeal any sentence imposed on them by the court and may have witnesses to testify in their behalf. Any tribal member or other Indian under the Tribal Court jurisdiction, who has been arrested for an offense, may be released upon furnishing satisfactory bail or bond.

The Southern Ute Tribe recently adopted a revised Penal Code. Other tribal laws dictate procedures in civil actions, domestic relations, adoptions, dependent and neglected children, probate of estates, etc. The Southern Ute Tribe has received a grant in conjunction with one for the Ute Mountain Tribe, a total of $12,000 to write two comprehensive codes covering all codification ordinances of the two tribes. This work should be completed during 1973.

The Bureau of Indian Affairs provides a probation officer for the Southern Ute Tribe. Working out of Ute Mountain Tribal Headquarters at Towaoc, this officer serves primarily the two Ute tribes and the Jicarilla Apache Tribe. He also serves the state courts in Blanding, Utah and state and federal courts in Colorado. He works closely with adults and juveniles in all cases involving the Indians. Statistics indicate that this lone probation officer, with such an extensive service area, is highly effective in the work he is doing. It is feared however, that this position may become vacant and be discontinued.

State correctional institutions and services are unavailable to the Southern Ute Tribe and to Indians individually unless convicted of a state law violation.

Court facilities are in the Tribal Affairs building and consist of three rooms: a small courtroom (20' x 15'), a court clerk's office and the judge's office. Jury trials must be held in the Community Center because of lack of courtroom facilities.

Tribal Court officials, the Tribal Judge and the Court Clerk are non-Indian. There is no Associate Judge at this time.
A. Needs

After studying the judiciary process of the Southern Ute Tribe and giving due consideration to recommendations made by the tribal court personnel, we have determined the following needs as part of the Tribal Comprehensive Plan:

1. **Associate Judge**

An Associate Judge should be appointed by the Tribal Council from the enrolled tribal membership to assist and to receive training from the present non-Indian Tribal Judge. The Associate Judge would also receive training provided by the American Indian Tribal Court Judges Association.

2. **Rules of Procedure**

A system of established rules of the court is needed, particularly when there is more than one judge sitting for the Tribal Court. These rules should be consistent with federal rules of procedure, both civil and criminal.

3. **Prosecutor and Defense Counsel**

A balanced system of prosecution and defense needs to be instituted to relieve the burden presently placed on the court and police, and to help assure the process of justice.

4. **Records**

The antiquated record keeping system of the Tribal Court needs revision and standardization, particularly in the area of dockets and fines. The Tribal Court Clerk is in need of training.

5. **Crime Prevention**

A need exists for the development of a comprehensive program for youth and adult crime prevention including a Youth Rehabilitation Center.

6. **Facilities**
Present courtroom facilities are inadequate for the additional court activities brought about by the passage of the Indian Civil Rights Act in 1968. This points up the need for new courtroom facilities with a jury room, separate restrooms, counsel room, judge's chambers and clerk's office.

B. Goals

The goals of the Southern Ute Tribe for the Southern Ute Judiciary System as we determine them for the Tribal Comprehensive Plan are:

1. A Southern Ute Tribal system of justice that provides equal justice for all persons entering the court of law.

2. A Tribal Court system operated by the Indian people, for all persons.

3. Functional, dignified and respected judicial facilities and processes.

C. Proposed Projects

To further the judicial goals of the Southern Ute Tribe, we recommend that the following projects be implemented:

1. Court Personnel Training

Training will be provided for court personnel by the professional attorney sitting as Tribal Judge, and by others, as follows:

a. Associate Judge

b. Lay-Prosecutor and lay-defense counsel (to be appointed by the Tribal in response to "Needs" of this chapter). Training may be provided by various courses offered from time to time by LEAA. Where attorneys are involved in a trial, a professional attorney will act as prosecutor.

c. Court Clerk

d. Court Clerk Intern, a tribal member to be hired and trained to eventually assume full court clerk duties.
e. Indian Probation Officer Intern - an Indian to be hired and trained to assist the BIA Probation Officer or to assume this position if it should become vacant.

2. Public Education Program

This program will be designed to foster and maintain the tribal members respect for their judicial system and to educate them in the laws of the tribe. Through standardized court administration and a basic but dignified tribal court facility, tribal members will be made more aware of the importance of the protection provided them by the judicial system of the Southern Ute Tribe.

3. Correctional Facilities

The effectiveness of correctional facilities will be improved by the construction of the new municipal complex. Separate detention quarters will be provided for juveniles, females, persons awaiting trial and first offenders. Concurrently, a rehabilitation program will be developed and implemented. The municipal complex will be described.

4. Youth Rehabilitation Center

The Youth Rehabilitation Center will offer worthwhile alternatives to progressive delinquency. At present delinquent youth have no suitable separate housing other than to be held in the common Tribal Jail. A separate facility will be constructed to provide youth in trouble with a special rehabilitation program in a controlled environment.

State facilities are reported as less than adequate and are not available to Indian youth unless committed under the jurisdiction of the State of Colorado.

The program operated by the Center will furnish the first step in the redirection of youth involved with Indian courts. Methods will emphasize non-punitive measures and will be directed toward intervention in delinquent behavior through diagnosis, evaluation and treatment, followed by release for probation services.
The Youth Rehabilitation Center will be an attractive building with an atmosphere of optimism prevailing. It will be furnished with outdoor and indoor recreation areas, study hall facilities, counseling rooms, physical and mental examination rooms, etc.

The center rehabilitative program will have linkage with Indian Juvenile courts, BIA Probation Unit and family service programs and other community services, with activities and youth development programs.

Medical, physical and emotional needs of the youth will be met in this program. Recommendations will be furnished the appropriate court to assist in evaluation and finding solutions to the acute problem of delinquent youth.

The center will operate with the assistance of BIA Social Services and the U.S. Public Health - Division of Indian Health.

5. Municipal Complex

The present tribal detention facilities are located in the basement of the Tribal Affairs Building. They are a fire and health hazard with inmates subjected to poor plumbing, little ventilation, and wet walls and floors caused by seepage through the walls. The jail is overcrowded and substandard both legally and morally. The same basement also houses the offices of the Tribal Police. The Tribal Court is housed in the same building with facilities that are grossly inadequate to meet the requirements of the Indian Civil Rights Act of 1968.

Architectural renderings have been completed, alternate sites selected, and a proposal for LEAA funds submitted for the construction of a new facility. The new building will provide at least the minimum space and quarters that will make possible a comprehensive judicial, crime prevention and law enforcement program for the Southern Ute Tribe. The complex will include space and other requirements for:

a. Adult detention

b. Juvenile detention
c. Tribal Court

d. Tribal Police

II. Southern Ute Tribal Law and Order

Common problems such as multiple jurisdiction where land ownership may be in federal, state, county, tribal or private lands, the lack of adequate communications between law enforcement agencies, are some problems contributing to crime and delinquency.

Added to these are the socio-economic problems such as unemployment and underemployment resulting in substandard family income and stability.

The Southern Ute Tribe performs law enforcement functions assisted by the BIA Special Officer located at Dulce, New Mexico. No Special Officer is located at Southern Ute but services are provided when needed from Jicarilla, or the Special Officer located at the Ute Mountain Ute reservation.

The Southern Ute Tribal police department employs five commissioned officers; a chief, answerable to the Tribal Council, a sergeant, two patrolmen and one part-time patrolman, who also serves as dispatcher. The department is fully uniformed and adequately equipped.

The tribe also employs two game wardens who have some enforcement duties on the reservation.

In addition to the BIA officer and tribal officers at Southern Ute, there are two Colorado Highway Patrolmen who patrol the state roads through the reservation on a regular basis. However, they confine their duties mainly to enforcement with respect to non-Indians.

Other enforcement officers who perform some duties on the reservation are the La Plata County Sheriff, Undersheriff and Deputy, the Colorado State Conservation Officer and the Chief of Police in the town of Ignacio.

In major crime matters, additional enforcement is furnished by the Federal Bureau of Investigation representatives from Durango.

Working relations between tribal police and off-reservation police on a cooperative basis are considered to be generally good.
The Southern Ute police are responsible for the maintenance and operation of the Tribal jail.

The delinquent children and youth on Indian reservations are generally unable to cope with the problems and frustrations of the real world in which apathy, prejudices and discrimination present obstacles to the processes leading to community integration. Caught in a seemingly hopeless and helpless situation in which a reservation subculture is in conflict with the culture of the dominant society, they are residing on a reservation where the disintegration of the Indian culture has left a cultural void filled by disorganized family, broken homes, poverty, alcoholism and child neglect. These children are required to exist in a world of dependency and they have refused to accept the norms and mores of the dominant society.

The percentage of children on the reservation exceeds the national average. Indian people are oriented toward their children as a whole and are deeply concerned with widespread alcohol abuse and glue and paint sniffing. There are some cases involving drug usage.

A. Needs

Based on information provided by Tribal Police Officers in interviews, this committee has conducted, we have identified the following needs for the Tribal Law and Order Department:

1. Training

Formal training in all areas of the criminal justice system on the Southern Ute reservation should be upgraded to equal that of state or county systems. Training in the handling of children by the police is almost non-existent. Officers with the Tribal Police Department should be well-trained to handle juvenile offenders.

The Southern Ute Tribe has been active in sending its police personnel to training schools and academies. The department needs to maintain in-service training and basic training programs. Staff officers need increased knowledge of administration management and supervision.

2. Additional Personnel
Women law enforcement personnel are needed for the handling of female defendants and children.

3. **Police-Community Relations**

Community relations between the tribal police and reservation residents is a relatively new concept. Police are frequently looked upon as merely "drunk chasers" and are not relied upon, in many instances, for the investigation of serious offenses. Police-community communication is vitally important to any police agency to adequately and efficiently provide police protection. These relations need improvement through training, community education and improvement of police morale.

4. **Records**

Tribal police records need to be standardized and space provided for proper storage as well as easy reference. The Bureau of Indian Affairs is currently attempting to accomplish this through updating its reporting procedures. Collection, identification, evaluation and preservation of evidence procedures are in need of improvement.

5. **Public Education**

The need for public education in the uses and abuses of alcohol and dangerous substances is a continuing one. The SUCAP Alcoholism Programs are providing this to some extent, however, the relating of actual experiences in dealing with the tragedies caused by such abuse as only a police officer or other law enforcement person can describe, is an effective measure. Expansion of the current educational program should take place with Law and Order and the Tribal Court involved.

6. **Juvenile Correctional Facilities**

See paragraph IA3, this chapter.

7. **Youth Rehabilitation Center**

See paragraph IA4, this chapter.
III. Goals

The following goals for the Tribal Law and Order Department are recommended by the Planning Committee:

A. A respected tribal police organization made up of well-trained, alert, considerate, impartial and honest officers which could be compared favorably with the finest police organizations in the country.

B. A full range of police protection services for all persons living on the Southern Ute reservation.

C. Adequate, well-planned police facilities including a detention center and a youth rehabilitation center.

It is our sincere hope that these goals will be realized within a period of five years or sooner.

IV. Proposed Projects

The following projects are described as necessary to fulfill the needs on the Southern Ute Reservation in Law and Order matters in accomplishing the preceding goals:

A. Personnel Training

All police department personnel will be given sufficient training to insure competency. A minimum of 200 hours of basic training will be provided all officers. Bi-monthly 4-hour in-service training sessions will be conducted with instructors to be Federal, State and other experienced officers. Necessary instructional materials and equipment will be provided.

Additional formal training will be provided at the Roswell Police Academy or at the Colorado State Patrol School. Specialized short courses are available at the Colorado and New Mexico Law Enforcement Academies.
B. Prevention of Crime

This program will be aimed at reducing reservation tolerance to deviant behavior by community education in crime prevention. Cooperative methods involving local agencies and the Southern Ute Tribe will be used to disseminate pertinent subject matter through the schools and community meetings.

Another aspect of this program will be the redesigning of the Tribal Police patrol activities to give greater coverage to big-crime areas.

C. Prevention and Control of Juvenile Delinquency

This program will involve the coordination and communication between all community resources and agencies to divert potential delinquents from the juvenile justice system. Improved communications between courts, police, schools and community service agencies will serve to identify the pre-delinquent in order to eliminate or delay court intervention in the lives of children. Agencies and other sources identifying cases involving first offenders or the very young will make appropriate referrals to make maximum use of existing community services. Families will be assisted with potential problem children. This program will be coordinated through the Tribal Court Judge.

The program will also involve the training of a tribal police officer to act as an effective juvenile officer.

D. Improvement of Detection and Apprehension of Criminals

Action will be taken to improve the animal statistical data base for both adult and juvenile offenders. Improved coordination and cooperation between the tribal police department and the tribal court will take place for the purpose of keeping accurate records. The tribal police will assist neighboring law enforcement agencies in providing records data.

Technical assistance will be obtained from the BIA, the Colorado Enforcement Assistance Administration, the State Patrol Records Division and others in designing a records system. Necessary materials, books and equipment will be
furnished to maintain the system. Space and security will be provided for filing records and a police clerk will be trained to maintain them. Training in technical methods of crime detection will be instituted.

E. Jurisdiction Determinations

Research will be undertaken under this program to determine courses of action needed to solve "checkerboard" and other jurisdictional problems. At the conclusion of the program, recommendations will be made to the appropriate legislative bodies including the Southern Ute Tribal Council and the State Legislature.

III. Southern Ute Fish and Game Department

The Tribal Fish and Game Department is charged with the responsibility of protecting and conserving fish and wildlife within the boundaries of the Southern Ute reservation. In addition, personnel working in this department perform law enforcement and patrolling duties, prosecute violators of tribal fish and game laws, report to other law enforcement agencies any law-breaking activities observed in the course of their patrol duties and assist in apprehension and prosecution. They maintain good public relations with the Colorado State Conservation officers and other agencies concerned with the protection of fish and wildlife resources, management and control of predators and protection of our tribal forest and range lands.

The Chief Fish and Game Officer, a tribal member with many years of experience, with an assistant of Fish and Game Trainee, perform all of the above duties as well as routine office work and record keeping.

A State Fish and Game Officer has been assigned by the State of Colorado to assist when requested by the tribal fish and game; he resides locally.

A. Needs

The following needs, some of which are being taken care of were cited by fish and game personnel:

1. Personnel
A secretary or clerk is needed during the six month busy season to take care of fishing and hunting permits. It is recommended that a department separate from fish and game, handle permit sales. Additional part-time trained officers are needed during busy periods for better coverage during hunting and fishing season.

2. Patrolling Difficulties

There are innumerable roads leading on and off reservation due to gas well drilling and exploration. Many are no longer necessary, but make easy access and egress to poachers and rustlers. Curtailing these unlawful activities is difficult. An agreement has been developed between and tribe and gas companies to close many of these roads.

3. Communication

This department’s four-wheel drive vehicles are equipped with two-way radio systems on the BIA frequency. Often enforcing wildlife and other laws is difficult and requires the assistance of State Police or State Conservation Officers. Application has been submitted by the tribe to permit their radios to be on the same frequency as the State, as well as having their own frequency.

4. Patrolling Coverage

Because of the aforementioned difficulties in patrolling and communication on over 300,000 acres of checkerboarded tribal land, and because two men cannot cover all areas of the reservation at all times, the incidence of theft of livestock and hay is extremely high. Also, there is frequent vandalism and theft at remote Indian archeological sites as well as wildlife poaching. Extensive coordination between tribal law and order, tribal fish and game and BIA personnel, as well as stock owners and other field personnel is needed.

C. Goals

The goals of the Southern Ute Fish and Game Department are to put into practice those measures described as important under
Needs in order to protect our tribal property and provide a controlled habitat for wildlife resources for the benefit of present and future generations of Southern Ute Tribal members.

D. Projects

We have discussed the commercial projects relating to fish and game on the reservation in Chapter II, Economic Development. In this chapter we are concerned with the enforcement of laws and the protection of our tribal members and our wildlife. In order to accomplish the goals above, it is necessary to have the basic tools with which to work.

It is understood that budgetary limitations can be a serious deterrent in carrying out the many projects described in the overall plan. We submit, however, that many of the needs described in this document can be fulfilled through changes made in the management procedures and by decision-making process of the Tribal Council.

In this particular chapter, most of the needs cited are being fulfilled by these processes. Those requiring funds for implementation are as follows:

1. Personnel

A part-time clerk or secretary to be hired for six months annually to sell fish and game permits. Additional part-time trained officers to be hired to work during busy seasons.

2. Wildlife Conservation

This project has been described as a Wildlife Preserve in Chapter II, Economic Development.
CHAPTER X

Training

I. Introduction

II. Training Goals

III. Training Needs
CHAPTER X

Training

I. Introduction

The interview procedure used in developing this plan has been mentioned previously. Many of the staff members working in the Southern Ute Tribal Affairs Building were given the opportunity to express their views regarding the needs of their specific departments which they did quite freely.

It is interesting to note that almost all department heads stated the need for training for themselves and/or members of their staff. Because of this, we are devoting this chapter to training concepts and ideas that we are making a part of the plan in order to fulfill the training needs.

At this point, it should be mentioned that there are many training programs available for our tribal members, but most of them are conducted for short periods of time at a place away from the reservation. We find that these programs are of short-term benefit to our tribal employees because they can in no way gear themselves to the individual tribal employment situation.

II. Goals

Our committee has concerned itself with training programs that we feel will increase the efficiency, knowledge and skills of our tribal members.

A. Internship Training

This program would select tribal members with potential skills and suitability to understudy the professional persons in each of the key positions presently held by non-Indians, provided funds and time are available.

B. Job Exchange Program
To be described under Needs.

C. Southern Ute Training Center

To establish a training center which would provide all types of training programs for members of other tribes and our own tribal members.

D. Off-Reservation Training Programs

For the types of training programs which, by nature of their subject matter, must be provided by other centers, agencies, schools or colleges.

III. Needs

Internship training programs are needed for tribal members to give them the knowledge and skills necessary to assume professional positions in the tribal organization now held by non-Indians. In each case, the tribal member selected for an internship would be trained by the non-Indian filling that position until such time as the tribal member is considered sufficiently trained. The tribal member filling the primary position would then be responsible for training another tribal member under him to assure continuity of that office. Those positions for which this training would be provided are:

- Tribal Finance Officer
- Housing Specialist
- Economic Development Specialist
- Administrative Officer
- Tribal Judge Associate
- Tribal Court Clerk
- Probation Officer
- Recreation Specialist
- Maintenance
Special training is needed on a continuing basis for law and order personnel. Other training is needed for fish and game officers, administrative personnel, museum curator and personnel including retail clerks. Special training courses in management, small business operations, small business records and bookkeeping, public relations and advertising, communication through sensitivity training, and by other means, some training for tribal members and those working with the tribal members.

A. Job Exchange Program

We believe that this program would be innovative in its approach in that it would be providing a different concept in training for tribal employees. We propose that arrangements be made with large businesses or corporations and with various agencies with similar types of employees to exchange employee counterparts for a specified period of time. This program would provide the corporate or agency employee with a working knowledge of an Indian Tribe and how its government operates, while at the same time the tribal employee would have the unique experience of working in a large agency or corporation. We believe these experiences would be beneficial to all involved.

The following might be contacted for participation in this proposed training program:

1. Municipal or State Police Departments
2. State Fish and Game Department
3. State Welfare organizations
4. Chambers of Commerce
5. State Historical Society
6. U. S. Park Service
7. Municipal Recreation Departments
8. Municipal departments dealing with various functions relative to tribal operations, retail stores, etc.
B. Career Selection Program

Our high school students are often limited in their concepts of career possibilities. They are usually only familiar with those types of jobs held by family members and some members of the community.

To widen their career horizons, we propose that a career selection program be developed and implemented for our high school age tribal members. Primary purpose of the program would be to expose them to various types of occupations not ordinarily found in a rural Indian reservation community. Such exposure should assist them in determining career goals and with planning in vocational and scholastic areas to attain these goals.

Students would be placed in the various types of employment situations best fitted to their interests and skills potential. These places might be:

1. Medical and dental clinics
2. Hospitals
3. Real estate firms
4. Retail businesses
5. Commerce operations
6. Museums
7. Libraries
8. Scientific and technological laboratories and companies
9. Schools
10. Universities

C. Southern Ute Training Center

There are two training programs which the Southern Ute Tribe could sponsor almost immediately. They are Training for Motel
and Restaurant employees on Indian Reservations, and Personal Development Training for tribal secretaries, clerks and receptionists.

Two successful training programs have been conducted at the Southern Ute Tourist Center during 1972. The first was in personal development for tribal clerical employees, sponsored and conducted by EXEC Associates, a Durango consultant firm. It was attended by employees of many Indian tribes. The other was sponsored by the Bureau of Indian Affairs and conducted by the management and staff of the Southern Ute Tourist Center for the employees of the new Jicarilla Apache Motel.

Because of their success, there have been requests for repeat sessions of the aforementioned programs.

There has been some discussion regarding expansion of the training programs to a training school concept in order to provide practical training in areas requested by various Indian tribes which would be geared to specific tribal needs.

To be called the Southern Ute Training School or Institute, the classes would meet in the Southern Ute Community Center with participants housed and fed at the motel and restaurant. Instructors would be local professionals as well as instructors from Fort Lewis College. The initial cost of developing the institute would be minimal. Participants would each pay the costs on a pro-rata basis.

D. Community Vocational School of Arts and Crafts

This school is presently planned as a forerunner of a tribal industry in the manufacture of various types of hand-crafted and early territorial designed furniture, Indian jewelry, leather craft items, etc. The program will be unique in concept because the artisans will be encouraged to work at their own tempo, either in a workshop setting, or if preferred, in their own homes.

Every person in the community will be invited to participate in the school program either as active, skilled artisans, potential artisans or interested observers. In this way there will be more community involvement and support generated.
Those exhibiting marketable skills and who are interested in working full time at their particular talent will be involved in a workshop industry to be developed at a later date.

An Arts and Crafts Development Committee is working actively in the preparation of data for submitting funding proposals.
CHAPTER XI

Tribal Government Operations

I. Introduction

II. Priorities and Goals

III. Proposed Methods to Improve Tribal Business Operations

IV. Financing Tribal Government and Management Operations and Other Programs

V. Conclusion
CHAPTER XI

Tribal Government Operations

I. Introduction.

Previous chapters of the Tribal Comprehensive Plan have related the fact that our tribe is facing the problem of declining tribal revenues. Each, though located on the largest potential gas field in the United States, existing gas production is declining. The reasons given are federal policies regarding gas price controls, taxes, etc. Costs for exploration and drilling activities are prohibitive against the anticipated production revenue, therefore, these activities have virtually ceased. Nevertheless, geologists estimate that less than a third of the available gas reserves have been tapped.

Previous chapters have also mentioned the leadership role of the Southern Ute Tribe has taken in sponsoring important measures to reduce poverty and unemployment amongst the reservation's tri-ethnic people. The tribe's sponsorship of federally funded projects has involved expense, responsibility, and new employee job activities for which there have been limited training opportunities.

The members of the Tribal Council, wisely assessing the tribal revenues and resources, both land-based and human, recognize that they must achieve more decision-making control but at the same time maintain their federal trust relationship. They are laying the groundwork for us to maintain our identity in a predominantly non-Indian world.

Our business operations must reflect our ability to compete on a high level of competency. This means modernizing and streamlining tribal business operations. It also means that we must provide the tools to develop individual tribal members in order for them to gradually assume the management of all tribal operations with a minimum of outside assistance.

We recognize that the Tribal Council can no longer be involved in routine, day-by-day operations, or in individual personal
problems of the membership. It must change its past concepts and operate increasingly as a corporate board of directors involved primarily with corporation policy-making for tribal business and land holdings that represent considerable worth on today's market. It must make important decisions regarding federal trust matters, the conservation and development of tribal resources and the development of subsidiary entities to increase corporate profits for its shareholders, the tribal members.

The Tribal Council, as a corporate board, in freeing itself from routine business activities in the tribal corporation, will place more responsibility and trust in the persons it hires to operate and manage its business in accordance with established policies. Persons in administrative positions with delegated authority will be totally responsible in matters such as hiring and dismissal of personnel and the efficient operation of each tribal department under the guidelines established by the Council in the best interest of the tribal members.

It becomes increasingly important that lines of communication be developed and maintained between the tribal government and local, state and federal government.

In this chapter of the Tribal Comprehensive Plan we have been concerned with ways to help the governmental operations of the tribe to be more efficient by shifting and delegating responsibilities, streamlining and revising procedures, training of personnel, provision of more office space, and suggestions for increasing the tribal revenue to meet rising costs of operations.

Our committee wishes to stress that any suggestion we have made for improvements in tribal operations are offered in the spirit of helping. All problems have been reviewed objectively.

Interviews were conducted with Tribal Council members and with various staff persons. From their opinions and ideas and from ideas that evolved from our planning meeting discussions, we present suggested solutions.

The attitude of the tribal employees has been one of friendliness and cooperation. Their willingness to provide us with helpful
constructive comments and suggestions is appreciated. Most of their data has been included in Section III of this chapter.

II. Priorities and Goals.

We have agreed that implementation of what we have listed as the number one priority would furnish the tools with which to work successfully on solutions to the needs in this chapter as well as many of those in other chapters of the Comprehensive Plan. We urge the Tribal Council to address itself to this priority and the others following with expedience. They are:

A. Conduct a campaign to provide comprehensive and easily understood information on the new Southern Ute Constitution and By-Laws, then set an early election date for this matter to be voted on by the tribal membership.

B. In continuing its commendable record of survival through endurance, adaptation and the ability to mediate, the Southern Ute Tribe must again modify its role to adjust to modern influences. More emphasis must now be placed on business and less on the provision of services. The Tribal Council will become in essence the board of directors of a large corporation. It will increase its commitment to the all-important task of protecting and developing the tribal corporate holdings in the best interest of the stockholders, the tribal members it represents. This will be accomplished through competitive business decisions and wise company policy making. At the same time it will maintain the identity of a tribal corporation with state and federal interests.

C. Cooperative and sincere efforts will be made by all parties concerned in making the tribal government business organization a more efficient operation with conscientious, well-trained employees. In a period of not more than ten years, all key management and professional positions in the tribal organization should be filled by responsible tribal members.

D. Members of the Tribal Council will demonstrate trust as well as free themselves for important policy matters by delegating routine business and operational duties to key management and administrative personnel.
E. A united front in all decision-making and policy matters will be exhibited by members of the Tribal Council, thus demonstrating "strength through unity" and a high-level of employee-employer morale.

F. Lines of communication will be maintained between the tribal leaders and business staff and the tribal membership in order to develop essential elements of understanding.

G. Develop new sources of revenue for meeting increased costs of tribal business operations and for financing some of the proposed development projects described in the Tribal Comprehensive Plan.

III. Proposed Methods to Improve Tribal Business Operations.

Proposed new Southern Ute Constitution and By-laws: In order to accomplish priority no. 1, that of presenting the new constitution and by-laws for the vote again as soon as possible, we suggest that the tribal weekly radio program and the Southern Ute Drum be used to provide information and discussion of this voting issue, both pro and con. We also suggest that a series of informational bulletins be sent out to the voting tribal membership.

Corporate role of Tribal Council: In order to understand the management of important resources including the development of people, it is suggested that interested tribal members, including Tribal Council members, be involved in the following:

1. A weekly session in corporate management instruction with techniques for developing skills in decision and policy making.

2. A visit to a meeting of a large business corporation board of directors to observe procedures in conducting business meetings.

Streamlining, revising and improving operations: Many suggestions have been presented to our committee in the interest of better government for the tribe by saving time and money and through training for more efficient employees. Our committee has accepted and evaluated all ideas to add to this portion of the Comprehensive Plan.
We suggest that all departments be carefully evaluated by a person or persons knowledgeable in Indian government affairs and not connected with the Southern Ute Tribe. At the same time, for comparison purposes, a self-evaluation will be conducted by a tribal team appointed by the Council. Determinations will be made by the evaluators on the basis of:

1. Whether the services of each department are justifiable in terms of their operations.
2. Whether the services of some departments could be combined with those of another for better utilization of personnel.
3. Whether some departments are no longer necessary and can be phased out.
4. Whether each employee is being fully productive for eight hours each day.
5. Whether there is a duplication of services in two or more departments.
6. Whether some departments presently financed with tribal funds could be financed in some other way and how.
7. Whether less busy employees can help out temporarily in departments that are busy meeting deadlines, thereby equalizing the work load in all departments.

Once these and other problem areas have been determined, planning can take place and changes made. If it is determined that some employees are not actually necessary, the work force can be reduced by attrition (not filling a vacancy when an employee resigns) and if that position is vital to a department's operation, transferring another employee into it.

If the staff is decreased in size, remaining employees should assume a larger burden of responsibility. If their wages can be increased because of a larger work load, there might be less employee turnover. New employees are costly to the tribal organization because they are less productive during the learning phase. In decreasing employee turnover, there would be a reduction in operational costs resulting in increased corporate dividends to the tribal membership.
The tribal corporation must operate its business at an efficient level. All departments must be "geared up" to this end. Their supervisors, whether Indian or non-Indian, must be the best obtainable. Cross-cultural understanding must be developed through special orientation procedures for new tribal employees and even for those of long-standing.

Where possible, from a standpoint of time and available funds, the department supervisors should cooperate in an intern-training program with the eventual goal to have all positions in the tribal organization filled by competent tribal members. Persons hired as interns should exhibit some skills and background knowledge as well as aptitude for the position for which they will train.

The internship program is expected to be long-range. There will be problems involved and it may not always be successful. Such a program is vital, however, to the future self-determination of the Southern Ute Tribe and its membership.

The evaluation of the tribal departments will include determining the job competency of all employees including an inventory of each individual's training and education. Those falling short of basic requirements for their jobs will be required to take further training or education. Arrangements will be made with instructional personnel from the local school system or another organization for classes locally.

For many tribal employees, their only work experience has been in the tribal organization. To widen their knowledge and experience, we recommend participation in the employee exchange program described in Chapter X, Training.

We propose that there be a series of instructional meetings conducted for all secretarial and clerical employees for one-half day per month. Instruction would be in personal development such as:

1. Telephone etiquette and office courtesy.

2. Employee responsibility in areas such as promptness, good work habits.

3. Good grooming with demonstrations in hair care, make-up, proper dress, neatness, etc.
Other instruction would be in uniform filing systems, letter and memorandum writing, personnel policy review, lines of authority, dealing with problem situations, etc.

For all management personnel such as department supervisors, program directors, etc., we propose weekly staff meetings with attendance mandatory for the purpose of exchanging information and to coordinate all tribal department and project activities. These meetings would also be for the purpose of explaining new procedures, programs, etc. Outside persons could provide instruction when practical and needed.

**Employee benefits and uniform salary schedule:** When an employee is required to meet a high level of competency through required training and education in order to keep his job, it is only fair that he in turn receive the same high level of consideration in terms of compensation from his employer.

An important element in attracting and keeping a high level of employee incentive would be an adequate employee benefit program. It would include retirement benefits, unemployment compensation and optional health and hospitalization insurance. These are routine provisions in the majority of business organizations. We recommend that a program of employee benefits be investigated, planned and implemented.

To compensate each employee in a uniform and fair manner, we suggest that each position in the tribal corporation be graded objectively by a personnel management specialist to determine salary grade level. We suggest that a grade level system with annual step-levels similar to the Civil Service GS system of salary payments be instituted.

In adopting such a system, annual employee evaluations would be the determining factor for annual step increases within each grade level. An increase in responsibilities changing an employee's position description or qualifying him for a higher position would advance an employee to a higher grade.

A suggested schedule of salaries commensurate with grade level, using the starting salaries presently described in the Southern Ute Personnel and Wage Scale Policies is illustrated on the following page.
## Suggested Southern UT General Schedule

### Job Classification Grade, Salaries & Step Increases

<table>
<thead>
<tr>
<th>Southern Ute Grade</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<th>8</th>
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Building facilities: It is entirely possible that an evaluation of the tribal departments will determine that all present employees are essential or even that an increase in staff is important to the business organization. In this case, we consider this section as necessary.

From a practical standpoint, our committee considers the present office building space in the tribal affairs building too small for the increased tribal operations. Almost every office is shared by two or more persons and some of these have a minimal amount of space.

The tribal affairs building is a solid, well-built structure of brick and masonry. All windows are metal sash casement. The floors are tiled or have heavy linoleum covered concrete. Because this building was designed originally as a hospital, the space arrangements in some areas are difficult to adjust for business offices. Structural alterations or remodeling would be expensive and inadvisable because of the nature of the construction.

There are some alternatives that should be considered in order to provide more space, more practical working arrangements and more comfortable conditions for tribal employees. They are:

1. **Plan A:** Move some of the offices in the tribal affairs building to the community center such as the Extension Service, Nutrition Aides, and Tribal Court.
   
   Renovate and remodel existing restrooms in tribal building installing additional fixtures where needed and tiling the walls to a height of five feet to make them easier to maintain and keep clean.

2. **Plan B:** Build an addition to the tribal affairs building on the west or entrance side of the building. It would be approximately 700 square feet in size with an attractive main entrance, receptionist area, copy room, and other facilities. The new area would free space in the main part of the building for office space.

3. **Plan C:** Build a new tribal affairs building which would be specially designed to accommodate all tribal management and governmental functions.
Finance office modernization: The process of streamlining fiscal procedures is underway at this time. When completed, there will be a speed-up of the flow of documents while retaining adequate controls. We recommend that funds be sought for modern accounting machines and equipment.

Public relations: The tribal newspaper, the Southern Ute Drum, is one essential element of communication with the tribal membership. The other is the weekly Ute language radio broadcast on radio station KIUP, Durango.

We consider both vitally important in the tribal operations. We have conducted a thorough analysis of the public relations department with particular attention to improvements that might be made in order to supply the tribal membership with more meaningful lines of communication.

The public relations staff members, responsible for both the newspaper publication and the radio broadcast, are sincere in their efforts to achieve excellence in a field where usually only persons with experienced professional backgrounds would endeavor. Through no fault of the staff, they are handicapped by lack of opportunity to gain professional experience and training.

We recommend a number of options to make these two means of communication, the newspaper and radio broadcast, more responsive to tribal needs as follows:

1. The staff, in demonstrating initiative and communication skill, should make daily or weekly personal or telephone contact with key persons in the area for news, then write the stories and make sure that they are published in the paper. If space would occasionally cause a story to be omitted, then some sort of explanation should be offered the person from whom the news was obtained with assurance that it would be included in the next issue. We suggest that the staff should not wait for the news to come to them inasmuch as the public as a rule is reluctant to write and submit news stories.

2. While some news items reporting events elsewhere should be included in the paper for the interest or impact on the tribe, most readers would prefer knowing about their
neighbors. We suggest that more local items of news are needed.

3. The **Southern Ute Drum** should be working toward becoming self-supporting. Commercial advertising is the key to the financial success of all newspapers. We suggest that an experienced advertising salesman with a successful record be employed on the staff to sell advertising and perform lay-outs.

4. If expansion of the newspaper should take place, we suggest that serious consideration be given to the hiring of a professional managing editor. This person as well as an advertising salesman should be able to make their own wages through increased revenue to the newspaper.

5. The professionals hired to work on the newspaper should be required to train the present staff members in journalism and salesmanship. All staff members should be given the opportunity to participate in the employee exchange program by working on a daily or weekly newspaper elsewhere.

6. We suggest that high school journalism students be hired part-time to hustle and write news.

The weekly tribal radio broadcast is an excellent means of disseminating information concerning all tribal happenings, as well as events taking place elsewhere which affect the Indian tribes generally. We make the following suggestions:

1. The broadcast program should be planned carefully as to its content.

2. Expansion should be considered to include: panel discussions on tribal issues; guest speakers to include interesting visitors to the reservation; "interview talk-shows" with persons working with or for the tribe; Indian college students or young head start children and others could provide entertainment of interest to the tribal membership; training resources should be sought for persons engaged in radio programming and broadcasting.
Communications between Tribal Council and membership: Communications cannot be over-emphasized. The people want to know the background of council actions, things that cannot be thoroughly explained in detail in council minutes. They are interested in persons hired on the tribal staff, why, or for what reason, and how they are functioning.

The tribal members hear of decisions made in Washington concerning BIA and other agencies which may affect the tribe. They need to know what these effects will be on them personally. Accurate information dispels rumors that cause confusion.

The Tribal Council members, as leaders of the tribe, are looked up to by the tribal members for guidance in all corporate trust and policy matters. Only the council members can speak with knowledge.

We suggest that there is a way to provide this important information effectively as well as answer tribal members questions in order to clarify any confusion they may have.

The Tribal Council members should donate their time for a few hours each month to an evening informational meeting in the community center. Informal in nature, with light refreshments served, these meetings should be short and to the point with discussions held to a constructive level.

The Southern Ute gatherings should be planned in such a way that only one or two timely topics would be presented so that sufficient time is allowed for questions and answers. Topics could be such things as new projects, judicial decisions, opportunities for tribal members, etc., or any other action interesting to the membership.

We suggest that advance notices of these meetings with information as to what will be discussed be announced in the news media.

Methods of communication with the members cited herein will encourage more trust in the tribal leaders.

Tribal services: In placing more emphasis on business rather than services, we recommend that the Tribal Council members or a delegated person acting in their behalf evaluate all of the services presently being provided by and at the expense of the tribal governmental and management organization.
An evaluation of services would be expected to determine firstly which of those services are actually needed, and secondly, which of those could be provided equally well by an individual tribal member.

It is recommended that those services considered suitable and feasible for individual business enterprises be transferred to responsible tribal members. Some business guidance and training may be needed by the individual business owner, but such is readily available at no cost from various agencies.

We believe that such tribal services as the custom farming operation and the provision of firewood to tribal families could possibly be operated and expanded as individual tribal member businesses.

IV. Financing Tribal Government and Management Operations and Other Programs:

The Southern Ute Tribe has two potential commercial resources of great value—water and natural gas. We recognize the fact that many cities and towns depend on the sale of these commodities, in addition to the taxes collected, to support the costs of operating their governments.

The tribe owns the first right on the Pine River which is adjudicated at 213 second feet of water, sufficient to provide both agricultural and domestic water.

The Southern Ute water system, a project which will cost over one million dollars of federal grant money will consist of a water treatment plant and distribution system with construction to start in 1973. This system is limited to provision of water to the tribal headquarters area including the new tourism and community center, the housing projects and on a wholesale basis to the town of Ignacio. However, a plan is being considered whereby water would be provided to the town of Bayfield and to a summer homesite development north of Bayfield.

We suggest that consideration also be given to a long-range water development plan for extended distribution of water to non-Indian area customers building subdivisions on Florida Mesa and elsewhere. Potential customers increase each month with the heavy influx of people desiring to settle in the San Juan Basin.
The Southern Ute water company would be a profit-making enterprise with net proceeds used for operation of various tribal projects of benefit to tribal members.

At the same time, it is suggested that the Tribal Council and the tribal attorney investigate the possibility of the tribe owning and operating a natural gas distribution system for the same areas as those to be served by the water company. The long-range development plan could include the purchase at a future date of the gas distribution franchises of the town of Ignacio and other towns in the San Juan Basin, if legally allowable as well as financially feasible.

An important benefit, in addition to future financial security for the Southern Ute Tribe, would be the employment of tribal members.

Conclusion.

Many of the suggestions we have offered for changes and revisions in the operation of the tribal government and management departments can be implemented at little cost. We wish to point out, however, that if all of our suggestions are put into effect there is still no assurance that they will provide a smoother, more efficient operation. An additional essential ingredient must also be present for success—that of "people cooperation."

All persons in the organization, from Tribal Council members down to the maintenance and janitorial employees, must work together with respect and loyalty towards one another. All must have a common dedication, that of serving the tribe and its people. Splits in the organization, whether by politics, geography, education or any other causative element, will weaken its structure and render it helpless.

Progress is dependant upon a united working relationship. Our tribal leaders are taking positive steps toward building a respectable life for our tribal members, now and in the future. Each staff member and all the tribal members must fully understand what these steps are so that they will join them in support of their efforts.
Summary of the Southern Ute Comprehensive Plan

"The time has come to break decisively with the past and create the conditions for a new era in which the Indian future is determined by Indian acts and Indian decisions."

Richard M. Nixon
July 8, 1970

The President's July 8, 1970 Special Message to Congress on Indian Affairs contained such action words as self-determination, self-help, anti-termination, and local control. A promise was made that the Indian people would be involved in the determination of their own destinies; that we would be consulted by federal agencies in planning and developing solutions to our problems; and we were assured of the continuing special trust relationship between Indian tribes and the United States.

We must guard our reservation-level relationship with the Bureau of Indian Affairs. Its personnel, with advisory and technical services when we request them, have worked with and for our tribe; and at this point in time, their services are important and essential to our development plan.

Even though our Plan is projected for a five-year period, we are realistic in understanding that possibly some of our goals will not be realized in our lifetime. We also know that what happens off-reservation in a fast-paced society can change or circumstances rapidly. Even though we have established priorities today, we must be flexible in order to make changes whenever circumstances warrant.

For our children and their descendants, we state that this is our blueprint for the future based on our problems of today. We have set forth our operational goals and our plan for reaching them.

For those who would work with us in implementing the Southern Ute Comprehensive Plan, we say, "This is the Southern Ute scene..... the stage is set for production and action."
THE LEGENDS MUST LIVE ON...BUT SO MUST OUR PEOPLE,
UNITED FOR SURVIVAL.

.......

-154-
SOUTHERN UTE TRIBE
ORGANIZATIONAL CHART *

TRIBAL COUNCIL

- BIA
- LEGAL
- AUDIT
- BDS. OF DIRECTORS
- HOUSING AUTHORITY
- CHAIRMAN

- TRIBAL COURT
- SPECIAL COMMITTEES
- SECRETARY CUSTODIAN
- PUBLIC RELATIONS
- ECONOMIC DEVELOPMENT
- CREDIT COMMITTEE

ADMINISTRATION OFFICE

- LAW & ORDER
- FISH & GAME
- H.E.W. SOC. SERV. SCH. COUN.
- PROPERTY & SUPPLY
- FINANCE OFFICE
- MAINT.
- CONTRACTS

TRIBAL MEMBER PERSONNEL

- REALTY
- FORESTRY
- IRRIGATION
- SOIL CONSV.

*In process of reorganization*
ADDENDUM

SUMMARY OF ALL PROJECT GOALS

IN

SOUTHERN UTE COMPREHENSIVE PLAN
SECTION II

Chapter I: Education Projects

Special Guidance and Counseling
Remedial Reading
Special Teacher Aides
Special Parental Cost
Special Transportation
Improvement in Basic Skills
Administration of Special Programs in Public Schools
Scholarship Programs
Summer Recreation Program
Head Start Programs
Fine Arts
Summer Academic Program
Youth Conservation Program
Work Experience Program
Special Accelerated Education
Vocational Counselor
Services for the Educationally Handicapped
Tutorial Program
Education

Special Kindergarten

Special First Grade

Research in the Conduct of Tri-Ethnic Education

Adult Education

1. Creative Arts
2. Improved Life-style & Copying Skills
3. Secretarial Skills
4. GED & Basic Education Skills
5. Parent Involvement in Schools
6. History & Federal & Tribal Relationships

Community Library
Chapter II: Economic Development Projects

Shopping Center Complex
Horse Training & Conditioning Center
Camper- Trailer Park
Historical Indian Village
Southern Ute Memorial Chapel
Outdoor Recreation Complex
Enclosure of Outdoor Swimming Pool
Bowling Alley
Ice Skating Rink
Olympic Size Swimming Pool
Bicycling and Back Packing Routes
Lake Capote Recreational Area
Chimney Rock Development
Foot Trails
Scenic Areas - Dulce Road
Camping & Camper Trailer Facilities
Fishing & other Impoundments
Southern Ute Youth Camp Site
Development of Land Near Lake Navajo
Summer Homesites & Sub-divisions Development
Southern Ute Deer Hunting
Ute Park Development
Fish Hatchery
Ceremonial Grounds
Indian Village
Southern Ute Fine Arts Center
Restoration & Preservation of Gato (Pagosa Junction)
Par 3 Golf Course
Recreation Specialist
Expansion of Fish & Game Staff
Archery Course
Living Natural History Museum
Commercial Agriculture
Youth Experimental Farm
Southern Ute Park
Rodeo Grounds
Chapter III: **Tribal Resources Projects**

Fire Lookout & Quarters
Forest Management & Warehouse Complex
Reforestation - Vega Drainage
Forest Fire Protection
Management Plan for Minor Forest Species
Vega Watershed Improvement Project
Archuleta Mesa Range & Watershed Improvement Project
Mesa Mountain Erosion & Flood Control Project
Mesa Mountain Siphon Project
Predator & Insect Control Programs
Weed Control Project (Carlson Weed Bill)
Expansion of the Bank Guarantee & Revolving Credit Program

*Business Management Training*
Chapter IV: Social Services Projects

Emergency Food & Medical Services
Senior Opportunities Service
Head Start Child Development
Neighborhood Youth Programs
Community Alcoholism Center
Adequate Emergency Services
Public Education Regarding Needs for the Aged
Housing for the Aged
Special Transportation Project
Recognition Projects for the Aged
Special Services Project
Receiving Home
Youth Rehabilitation Center
Homemaker Services
Tribal Summer Work Experience Program for Youth
Emergency Child Care
Chapter V: Transportation Projects

Highway 172, Airport to Ignacio
Highway 151, Ignacio to Lake Navajo
New Highway from Pagosa Junction to Dulce, New Mexico
New Highway from Ignacio to Bondad
Access Road Improvements
Airport Improvements
Chapter VI: Health Projects

Health Education Programs
Indian Health Service Clinic Building
Ambulance & Para-Medic Team
Expanded CHR Program
Nutritional Aid Program
Physical Fitness Program
Chapter VII: Housing Projects

Controlled Measures to Improve Tribal Housing Conditions

Expand & Increase the BIA Housing Improvement Program

Housing Programs for:

1. Low-income Tribal Families
2. Local Public School Teachers
3. Tribal Senior Citizens
4. Middle-income Families

Demolish Unsightly, Unsafe Homes & Replace with New

Set up Specific Areas for Mobil Homes

Rental Housing
Chapter VIII: **Cultural Enrichment Projects**

Southern Ute Story Books
Southern Ute Drama
Arts & Crafts Instruction
Language Instruction
Songs of the Southern Ute People
Student Cultural Exchange
Southern Ute Historical Indian Village & Fine Arts Center
Southern Ute Memorial Chapel
Chapter IX: *Tribal Court - Law & Order*

Projects

Court Personnel Training
Public Education Program
Correctional Facilities
Youth Rehabilitation Center
Municipal Complex
Personnel Training
Prevention of Crime
Prevention & Control of Juvenile Delinquency
Improvement of Detection & Apprehension of Criminals
Jurisdiction Determinations
Fish & Game Personnel
Wildlife Conservation
Chapter X: *Training Projects*

Internship Training

Job Exchange Program

Southern Ute Training Center

Off-Reservation Training Program

Community Vocational School of Arts & Crafts
AIRLINE DISTANCES FROM LA PLATA AIRFIELD

- Los Angeles 620 Mi.
- Salt Lake City
- Ogden
- Cheyenne (Wyoming)
- UTAH
- Arizona
- Flagstaff
- Santa Fe
- Albuquerque
- Colorado (Ignacio)
- Texas (El Paso)
- New Mexico

Distances:
- 100 Mi.
- 200 Mi.
- 300 Mi.
- 400 Mi.