

The Confederated Tribes of Warm Springs  
**2008 Annual Report**

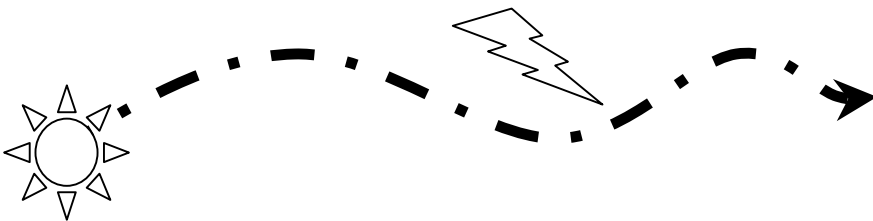
## Historical Perspective of the Confederated Tribes of Warm Springs

Before settlements began throughout what is known today as the United States of America, Indigenous tribes spread across the North American continent like a sunset across an open front. In what is known today as the Columbia River Gorge (We'Mulx (Kiksht) N'Chi Wana (Ichishkin) Pabahuudu (Numu)), tribes of the Warm Springs Indian Reservation of Oregon developed societies beside the Columbia River, the Cascade Mountains, the John Day River, the Klamath Basin, and southern parts of Oregon and Idaho. From the beginning, our tribes were sustained on these bountiful lands blessed with abundant resources. In 1855, Indian Bands of the Columbia River Basin entered into, what the United States called, a peace treaty relinquishing approximately ten million acres of usual and accustomed lands used by the Indian Bands in the area who were then relocated to designated Indian Reservations located inland from their home in the Gorge. A small band of Paiutes later joined the tribes on the Warm Springs reservation in 1879 after being relocated from their southern Oregon homelands to the Yakima Reservation as prisoners of the Bannock War. Today, all three tribes reside on the reservations as family, friends, and an overall connected community.

*The Wasco* bands on the Columbia River were the eastern-most group of Chinookan and Kiksht speaking Indians. Although they were principally fishermen, their frequent contact with other Indians throughout the region provided for abundant trade. Commerce was succeeded with Chinookan bands such as the Clackamas to the west and Sahaptin bands to the east such as the neighboring Warm Springs and Nez Perce. Although they spoke different languages and observed different customs, they could converse and traded heavily. In exchange for these goods, the Wasco traded root bread, salmon meal, and bear grass.

*The Warm Springs* bands lived along the Columbia's tributaries speaking Ichishkin, or modernly Sahaptin. Unlike the Wascoes, the Warm Springs bands moved between winter and summer villages near Nchi' Wana and on downward to the Klamath Basin, depending more on game, roots and berries.

*The Paiutes* traveled around areas now known as the southern parts Oregon, Idaho, and northern parts of California & Nevada, speaking a Shoshonean dialect. The Paiute language was foreign to the Wasco and Warm Springs bands, and commerce among them was infrequent. In early times, contact between them often resulted in skirmishes. After the Bannok War though, Paiutes eventually settled on the Warm Springs reservation, away from their areas of the recently known Lake, Harney, and Malheur counties in Oregon.







"New Recruits" at the Indian Training School in Forest Grove, OR in the late 1800's. Courtesy of the Oregon Historical Society

## Culture & Traditions

Despite the great loss as a result of being relocated, the people of the Warm Springs Reservation have succeeded in holding on to many of their ancient traditions and values; the longhouses still ring with prayer songs and drums that have been handed down for generations; traditional feasts are held each year; Indian languages are still spoken; and the old legends of Coyote and the other Animal People are still told.

Regardless of the success in the present, the people of Warm Springs realize that they must hold on to their past and bring it into the future lest the spiritual and cultural values that sustained the people for centuries be lost.

*Foods:* Prior to settling on the Reservation, natural food resources were so plentiful that agriculture was unnecessary for the three tribes. Salmon from the nearby Columbia was a staple source for the Wasco and Warm Springs bands. The high-plains Paiutes depended more on deer and other large game. All three tribes took advantage of assorted roots, fruits, and other plant-life.

Since gathering and preparing food was a substantial part of daily life for the tribes,



their methods became as much a part of the tribal culture as the foods themselves; Salmon were hauled out of the Columbia with long-handled dip nets; Roots were pulled from the ground with kapns, or specialized digging sticks; and Berries were gathered in ornate baskets. After centuries of trial and error, these methods were perfected and have become second nature. These foods and the methods of obtaining them are still an important part of life on the Warm Springs Reservation as they are prized, celebrated, and nourished as a significant aspect of special festivals, ceremonies, and the regular Indian diet. The Root Feast in the spring recognizes the first appearance of many important roots. The First Catch, or Salmon Feast, in the spring recognizes the migration of salmon; The Huckleberry Feast in early fall recognizes the ripening of the first berries; and The Latilatit Feast in the winter recognizes the importance of traditional vegetables.

*Language:* Despite extensive efforts, the three languages of the Confederated Tribes of Warm Springs Oregon are in danger of becoming lost languages. The Kiksht (Wasco) language only has 3 speakers, the Numu (Paiute) language has only 7 fluent speakers, and the Ichishkiin (Sahaptin) language has approximately 30 speakers. The Warm Springs people find it extremely important for their people to come together and strive for the languages to become the first languages of their children once again by implementing programs within their educational criteria. The Tribal Language Program has also taken various steps to bring language back to the community.

"Language is a solemn thing, it grows out of life, out of its agonies, and its ecstasies, its wants and its weariness. Every language is a temple in which the soul of those who speak it is enshrined." -- Oliver Wendell Holmes





## Early Reservation Years

Traditional ways of life changed greatly after the three tribes relocated onto the Warm Springs Reservation. Salmon wasn't as plentiful as it had been on the Columbia, and the harsher climate and poor soil conditions made farming more difficult. Their former economic system was no longer workable and soon federal policies to assimilate the Indian people forced them to abandon many of their customary ways in favor of modern schools, sawmills, and other infrastructures foreign to the tribes.

*Tribal Government and Indian Self-Determination:* In 1934, Congress passed the Indian Reorganization Act (Wheeler-Howard Act) to revitalize Indian communities and to bolster Indian tribes as governments. The IRA recognized the necessity for tribal governments to manage their own affairs, and offered Federal assistance to tribes organizing under its provisions. The Warm Springs, Wasco, and Paiute tribes studied the IRA carefully before deciding to accept its terms and then organized as the Confederated Tribes of the Warm Springs Reservation of Oregon. They adopted a constitution and by-laws for tribal government and in 1938; they formally accepted a corporate charter from the United States for their business endeavors. These organizational documents declared a new period of tribal self-government on the Warm Springs Reservation.

## 24<sup>th</sup> Tribal Council

### *Simnasho District Representatives*

Delvis Heath, Warm Springs Chief  
Ron Suppah, Council Chairman  
Aurolyn Stwyer, Council Vice-Chairwoman  
Rafael Queahpama

### *Agency District Representatives*

Nelson Wallulatum, Wasco Chief  
Stanley 'Buck' Smith  
Austin Greene  
Bernice Mitchell

### *Seekseekqua District Representatives*

Joseph Moses, Paiute Chief  
Wendell Jim  
Wilson Wewa



**Proclamation**  
**Twenty-Fourth Tribal Council**  
**July 18, 2007**

**Whereas,** The People of the Confederated Tribes of Warm Springs hold ultimate sovereignty over themselves and the Warm Springs Indian Reservation: an,

**Whereas,** The Tribal Constitution adopted by the people establishes an 11-member Tribal Council to govern the Tribe, and delegates to the Tribal Council certain important powers of the people; and,

**Whereas,** It is the duty of the Tribal Council to govern the reservation for the people's benefit; and,

Whereas, The people have the need and have expressed the desire for greater opportunity through development of revenue-generating economic initiatives and creation of jobs, educational improvements, and modernization of the reservation's technology and infrastructure; and,

**Whereas,** The people have the need and have expressed the desire for the community to provide better support to its members through high-quality healthcare, housing, elimination of substance abuse, support of families, and improved public safety; and,

**Whereas,** The people have the need and have expressed the desire to maintain and advance their status as a sovereign people through preservation of their culture, traditions, beliefs, and values, care of the tribal lands and natural resources, and pursuit of sovereign interests and treaty protection; and,

**Whereas,** The Twenty-Fourth Tribal Council recognizes and supports the people's desire for improvements in the areas described and is committed to provide the leadership required to accomplish these goals; now, therefore,

**Be It Resolved,** By the (Twenty-Fourth) Tribal Council of the Confederated Tribes of the Warm Springs Reservation of Oregon, pursuant to the Constitution and By-Laws, Article V, Section 1(f), (l), (o), and (p), and the Corporation Charter, Section 4, that the Tribal Council hereby proclaims its commitment to prioritize the use of tribal resources for the following purposes:

1. Adoption and active implementation of a long term strategic plan for the economy that will generate significant on-reservation jobs and revenues needed to fund other tribal priorities;
2. Better healthcare, including programs to reduce substance abuse on the reservation
3. Improvement in education, vocational training, internships, and youth development;
4. More effective and accountable government and enterprises;
5. Improvement in the reservation's facilities and infrastructure, including construction of tribal member housing;
6. Preservation and enhancement of the Tribe's natural, cultural, and sovereign endowments;

And directs the entire tribal organization and enterprises to support these priorities as it carries out its duties.

**CERTIFICATION**

The undersigned, as Secretary-Treasurer of the Confederated Tribes of the Warm Springs Reservation of Oregon, hereby certifies that the Tribal Council is composed of 11 members of whom 11 constituting a quorum, were present at the meeting thereof, duly and regularly called, noticed, convened and held this 18<sup>th</sup> day of July, 2007; and that the foregoing resolution was passed by the affirmative vote of 10 members, the Chairman not voting, and that said resolution has not been rescinded or amended in any way.







## Jody Calica on Tribal Government and Structure of the Confederated Tribes of Warm Springs

The reservation that the Tribes control currently has a land area of 1,000 square miles and a Tribal Member population of 4,800 of which 3,700 live on the reservation. The Tribal government was established in 1938 under the Indian Reorganization Act.

The Tribes are governed by an 11 member Tribal Council, of which three serve life positions on council as Chiefs of the three Tribes that conduct their affairs through a constitutional government since 1938. Tribal Council has a combination of legislative, executive, and judicial responsibilities that include setting policy, adopting ordinances, adopting budgets, and appointing committees and key personnel in the Tribal Government and Tribal Enterprises. Aside from the three Chiefs, eight Tribal Council Members are elected per district and serve for three years. The Secretary-Treasurer/CEO and Chief Operations Officer are appointed by the Tribal Council to carry out the policy and ordinances of the Tribes, for overseeing the day-to-day operations of the government and for hiring the heads of the various departments.

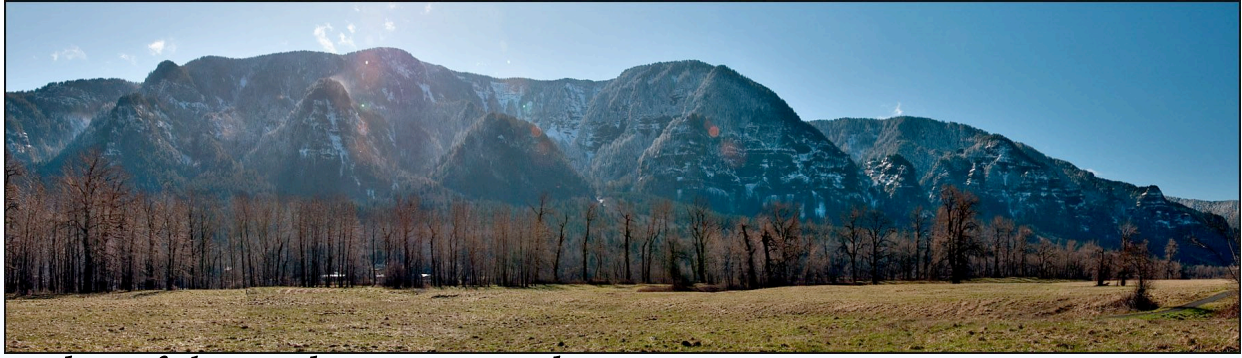
The tribes currently are operating in a tenuous economic environment. Tribal leaders are concerned about the long-range economic outlook for the Tribes. There will be a shortfall of revenues unless newly created revenue sources are obtained. Since the Tribes do not have a property tax base all revenue must be generated from profitable enterprises and investment income. Under the Tribes Corporate Charter and/or the Constitution and Bylaws, the Tribes has established several business enterprises intended to contribute to the economy of the Tribe but operate independently of Tribal Government.

Timber has historically been one of the Tribes' main sources of revenue. Market forces, resource conditions, aging equipment, and a shift to sustainable yield practices have drastically diminished these revenues and jobs from timber-related activities. The Tribes and Warm Springs Forest Products Industries (WSFPI) have obtained Forest Stewardship Council certification for green forestry practices for its lumber. WSFPI entered into a partnership type agreement with an outside firm to help market overseas and run the day-to-day operations.

Warm Springs Power and Water Enterprises (WSPWE) is the largest revenue producer for the Tribes. The Tribes has purchased one-third ownership in two hydroelectric dams. The Tribes revenues from its power sales are tied to market indexes and are thus generally subject to the vagaries of the market. More fixed price contracts are being utilized now than just a couple of years ago. Currently energy prices are depressed and appear positioned to stay that way for at least the next 12 months. WSPWE is currently investigating other renewable energy opportunities on the reservation, including wind, solar, and geothermal.

The Tribes has long worked to promote use, occupancy and tourism opportunities. While the Tribes face many internal and external factors in expanding tourism they will continue to pursue additional tourism revenue.

Warm Springs Composite Products continues to manufacture and market fireproof door components but are looking to expand their products in a controlled manner. They were recognized by the Jefferson County Chamber of Commerce as the 2008 "Business of the Year." They have obtained their 8a status, which will give them favorable contracting treatment with federal agencies. They have been supplying products to a project in Dubai to build the world's tallest building and have purchased 100% interest in Techtonics International, which was formerly a partnership between the Tribes and an outside entity.



## Bridge of the Gods Casino Update

Photo Courtesy by Victor VonSalza  
Written by Howie Arnett & Louie Pitt

During 2008, the Bridge of the Gods Resort and Casino project continued to be a vision shared by two communities, the Confederated Tribes of Warm Springs and the community of Cascade Locks. Located in the Columbia Gorge, known to the Kiksht and Ichishkin speaking people as We'Multh and N'Chi Wana, the Bridge of the Gods Resort and Casino will be an environmentally friendly and energy efficient structure resting along side Interstate 84 on the east side of Cascade Locks. The project development process has been a careful and lengthy journey, but the two communities continue to envision the goal that can benefit their communities and the region beyond the mountains and sound of the Columbia River Gorge, certainly making it a structure to be proud of.

The respected and admirable community of Cascade Locks boldly seeks to protect their community way of life through the project while the Confederated Tribes of Warm Springs do much of the same. The Wasco people of this very area lived off of the Big River (We'Multh) in the past and will continue to do so into the future, exercising their inherent sovereignty.

The "Land Into Trust" process has been underway since 2005 and has taken longer than anticipated due to several changes in policies and regulations within the Bureau of Indian Affairs. Nonetheless, our tribe has been scrupulous in following the rules, even when they've changed with little or no notice.

In 2008, the highlight of the process of taking the 25-acre Cascade Locks project site into trust for the Tribe was the BIA's release for public comment of the Draft Environmental Impact Statement. The public review process included five public hearings held in Warm Springs, Portland and three Gorge communities. Large numbers of Warm Springs tribal members and Cascade Locks community members attended the hearings and spoke out in support of the project. The strong demonstration at the hearings of "two communities, one vision" underscored the importance of this project to both communities. The excellent attendance by Warm Springs tribal members at the hearings was a strong and positive representation of the Tribe's effort to exercise our vision and sovereignty.

In early 2009, the BIA Portland Regional Office submitted the Final Environmental Impact Statement to the Central Office in Washington, D.C. for legal review. It is expected that the Final Environmental Impact Statement will be published in the Federal Register in late spring or early summer 2009. Once the EIS is published, BIA officials in Washington, D.C. will proceed to prepare a final decision on the Tribe's application to take the Cascade Locks property into trust for gaming. A final decision from the Department of Interior is expected later this year, although it is possible that opponents of the project may try to delay the project by filing a lawsuit challenging the BIA's final approval.





## Alternate Dispute Resolution (ADR)

In January 2009, the Tribe settled the second and final phase of a trust mismanagement lawsuit brought by the Tribe against the United States. The Tribe commenced the action in 2002, the scope of which was very broad in terms of the trust resources and time periods involved. By late 2004, the Tribe and United States initiated an alternative dispute resolution ("ADR") process in an attempt to reach a resolution of the action without bearing the cost and uncertainty of a trial.

The parties jointly developed an ADR process based on an innovative and collaborative approach to the investigation and evaluation of the Tribe's claims. While not without difficulties, the parties remained focused on attempting to reach a mutually agreeable settlement of the Tribe's claims. The parties were ultimately able to settle the Tribe's monetary trust mismanagement claims in 2006 and the Tribe's non-monetary trust mismanagement claim in January 2009. (By Josh Newton of Karnopp Peterson LLP Attorneys At Law)

## Fish Accords

On May 2, 2008, in a tribal ceremony to recognize the event, four Northwest tribes signed agreements with the federal action agencies to deliver specific, scientifically valid biological results for the region's fish. In addition, the federal agencies have also reached agreement with the states of Idaho and Montana. The state of Washington has announced its support for this partnership approach.

The new Columbia Basin Fish Accords are designed to supplement NOAA Fisheries' biological opinions for listed salmon and steelhead and the Northwest Power and Conservation Council's fish and wildlife program. They provide firm commitments to hydro, habitat and hatchery actions; greater clarity about biological benefits and secure funding for 10 years.

The proposed agreements and corresponding public comment period were first announced April 7, 2008, when BPA initiated a public comment period on its proposal to enter into the agreements.

The signing of these Accords culminates two years of extensive negotiations, growing out of the collaboration ordered by U.S. District Court of Oregon Judge James Redden, among Indian tribes and the federal action agencies.

With the Accords signed, the tribes and federal agencies will immediately move forward with new projects as well as continuing existing projects throughout the Columbia River Basin. Under these agreements, the federal agencies and tribes will work together as partners "on the ground" to provide tangible survival benefits for salmon recovery - by upgrading passage over federal dams, by restoring river and estuary habitat, and by creative use of hatcheries. They will also advocate for the agreements in other regional forums. (SalmonRecovery.gov)

## Tribal Commercial Code

January 1<sup>st</sup>, 2008 marked the Tribes new commercial code that regulates business operations and commercial transactions on the reservation. There are numerous ways the code helps the tribal members and the community as a whole and it was important for the tribe to be available to answer the questions tribal members would have about the new code. So the tribe held two information sessions for the community. Before the code was established, there was an inability to garner investments from outside the reservation. The code had been on and off the Tribal Council table since the early '80's, but after prompted to approach Tribal Council in 2002 and receiving their approval, the new laws began to develop. Commercial Codes have been used quite heavily on Indian Reservations and is considered to be an important piece of economic development. Without laws that establish the basic rules of sales and leases, creditors are reluctant to lend monies that have the ability to help build communities and family establishments. In middle of 2006, the advisory committee had drafted laws that applied to business entities, taxation and regulation, commercial transactions, real property secured transactions, and consumer protection. Although each set of laws addresses different kinds of business needs, they all have the purpose of establishing clear rules known to all parties, on which everyone can rely on getting things done. (By Dave McMechan of the Spilyay Tymoo Newspaper)

## Maintaining Government-to-Government Relations

The Confederated Tribes of Warm Springs maintain government-to-government relations at the local, regional, state and national levels. These relationships are a part of tribal sovereignty, and a way to make the outside governments aware of life within the reservation. “Educating the non-tribal public about who we are is a large job,” said Louie Pitt, director of tribal Government Affairs. “Invisibility of Indian tribes is still a problem in America.”

Since becoming a working entity on behalf of the people of the Confederated Tribes of Warm Springs, the tribes have also had representatives at the Democratic and the Republican national conventions. For the Democratic National Convention in Denver, the tribal representative was Council Vice-Chairwoman Aurolyn Stwyer-Pinkham.

Stwyer-Pinkham attended the convention as a state delegate from Oregon. Apparently, this was the first time that a Warm Springs Tribal Council member attended one of the national political conventions. “The experience was amazing,” said Stwyer. “The convention itself was great to experience, as were the other important political activities surrounding the convention.” Stwyer attended the Native American policy meeting, which had 500 registered Native Americans from many tribes. The conference was coordinated by Alyssa Macy also of the Confederated Tribes of Warm Springs, “and she did an awesome job,” said Stwyer.

The conference was held in the Denver Art Museum conference room, during the week of the national convention. Congressman Norm Dicks of Washington, the third-ranking member of the House appropriations committee, attended. Stwyer-Pinkham said “He spoke of the budget cuts by the current administration that have depleted Native American programs.” Stwyer went on to ask about the cost of the Iraq War, and the Congressman said the cost is between \$10 billion to \$15 billion per month.

After the conference, Stwyer met a tribal official from Seneca, New York. His tribe was considering applying for a license to operate a hydro-electric dam; so Stwyer gave him information to contact Warm Springs Power and Water Enterprises. Stwyer also went on to meet a tribal official from the Mississippi Choctaw tribe that operates a successful wiring harness business. They were interested in possibly working with Warm Springs Composite Products.

“I made some unexpected business contacts at the convention,” said Stwyer.

Stwyer said she was happy to see that the political platform adopted by the Democratic Party includes strong and positive language regarding Native American tribes. She said that credit goes to Mark Macarro, tribal chairman of the Pechanga Band of Luiseño Indians, who served on the Democratic Platform Committee. The final 51-page platform document includes this language:

“American Indian and Alaska Native tribes have always been sovereign, self-governing communities, and we affirm their inherent right to self-government as well as the unique government-to-government relationship they share with the United States. In exchange for millions of acres of land, our nation pledged to provide certain services in perpetuity, we will honor our nation’s treaty and trust obligations by increasing resources for economic development, health care, Indian education, and other important services. We will respect American Indian cultural rights and sacred places. We will reexamine the legal framework that allows extreme rates of violent crime in Indian country; we will create a White House advisor on Indian Affairs; and we will host an annual summit with Indian leaders.”

Government affairs director Pitt said his office appreciates Councilwoman Stwyer’s participation in the national election process. “The experience she gained will greatly help us in the future,” he said.

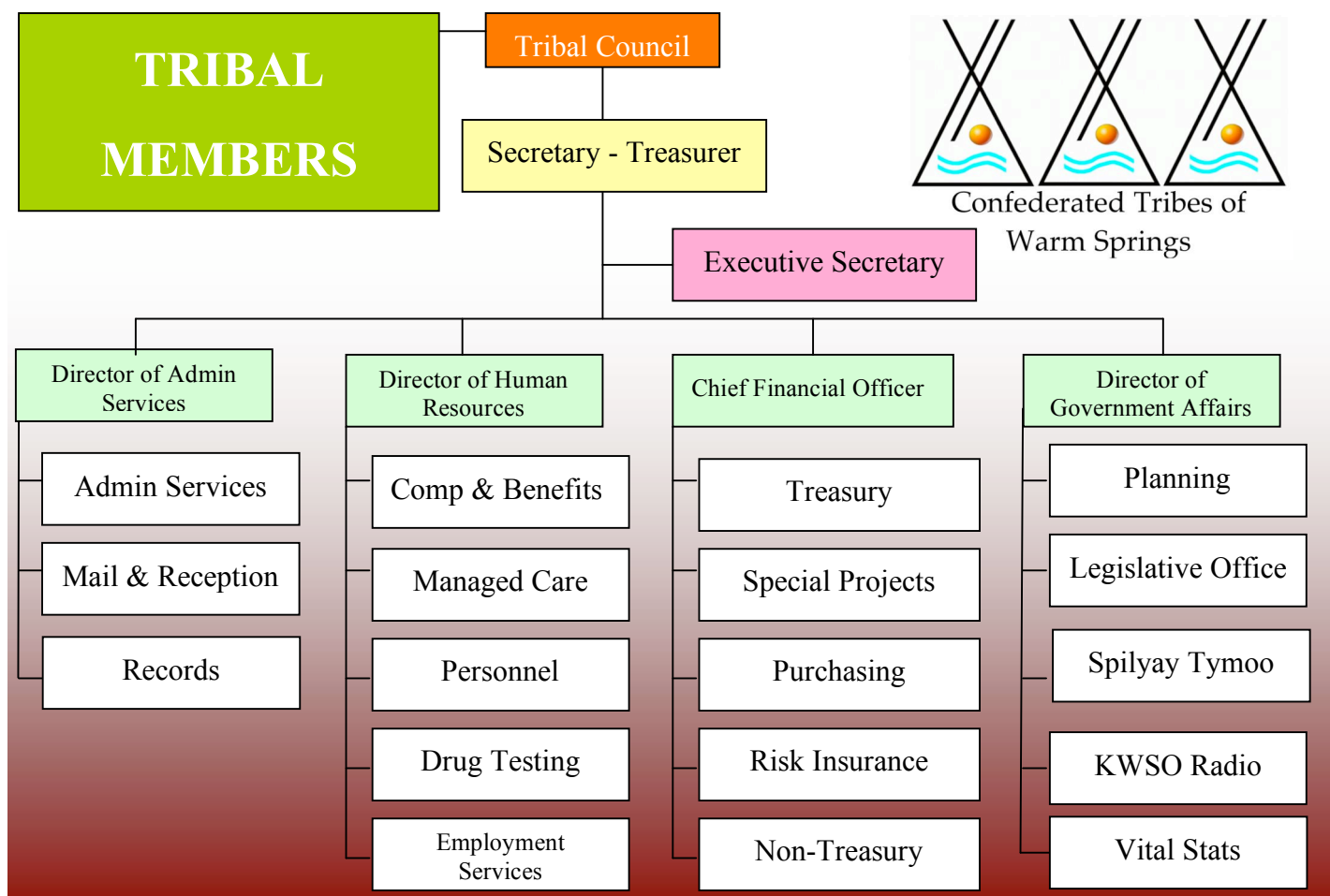
By Dave McMechan of the Spilayay Tymoo





## Tribal Committees

<p><i>Culture &amp; Heritage:</i> Oueida Colwash; Margaret Suppah; Arlene Boileau; Edna Gonzales; Rosie Tom; Eileen Spino</p> <p><i>Fish &amp; Wildlife (Off Reservation):</i> Leslie Bill; Ryan Smith Sr.; Sacredheart Suppah; Bruce Jim, Olney Patt Jr.</p> <p><i>Fish &amp; Wildlife (On Reservation):</i> Emerson Squiemphen; Lyle Rhoan Sr.; Jonathan W. Smith; Sr. Anson Begay</p> <p><i>Health &amp; Welfare:</i> Janice Clements; Urbana Manion; Earlynne Squiemphen; Frank Charley</p>	<p><i>Land Use Planning:</i> Erland Suppah; Antoinette Pamperien; Jimmy Tohet Sr.; Lyle Katchia</p> <p><i>Range, Irrigation &amp; Ag:</i> Jacob Frank Sr.; Reuben Henry; Bertson Simtustus; Grant Clements</p> <p><i>Timber:</i> Emerson Smith; Ellison David Sr.; Grant Clements Sr.; Waylon Beamer</p> <p><i>Water Board:</i> Roy Spino; Delford Johnson; Earland Suppah</p> <p><i>Education:</i> Margie Tuckta; Louise Katchia; Laurie Danzuka; Mavis Shaw</p>
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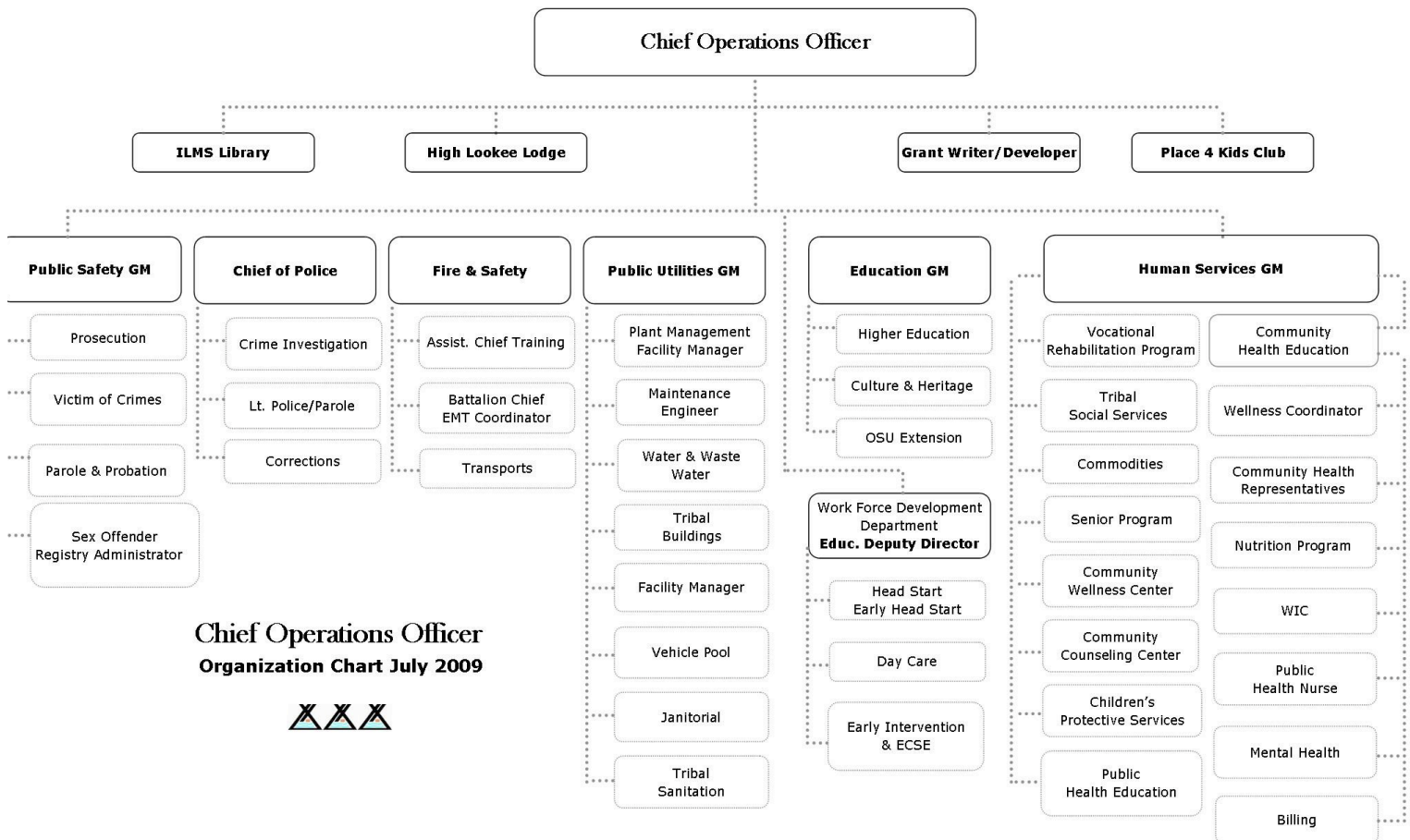
## Gerald Smith – Chief Operations Officer

**Mission** – To **Exercise** leadership and accountability for the operational branches of the Tribal Organization as specified in the Tribal Management Plan. Appointed by and serves the Tribal Council through the Secretary-Treasurer/CEO.

**Vision** – To **Structure** Tribal Operations Programs to ensure that our Tribal Members and Community receive quality and timely services.

**Goals and Strategies** – To **Develop** short and long-term Plan of Operations/Strategy that meets the needs of Tribal Members and Employees in an effort to obtain positive results; To **Lead** the Operations Team and set standards that are well-understood, widely supported, consistently applied, and effectively implemented. Set standards for strong safety and ethical compliance; To Develop **Training, Motivation, and Supervision** tools for an effective top management team capable of achieving objectives and providing management succession; and To effectively **Communicate** and report to Tribal Council and Community on a scheduled basis.

**Message to Community** - I accepted the challenge to address and improve the services provided by the Departments and Employees this office is responsible for in a quality and respectful manner that benefits our Tribal Members and Community. To complement that, I will provide the tools for a positive work environment that will allow the employees to effectively perform their responsibilities.







*Sisiley Scott*  
*Miss Warm Springs 2009*

Hello, I am Sisiley Scott, Miss Warm Springs 2009. I am here to introduce myself to our community. My family consists of my paternal grandparents, Wilma Miller Scott and Zain (Zeke) Scott. Maternal grandparents are John Allen and Cordelia Tom Kneeland. My father is Francis Toba-Scott and my mother is Deborah Allen Scott. I was born December 28, 1988 in Madras, Oregon. I have three sisters, Desiree, Shelby, Joeann, and one brother, Israel. My tribal enrollment is with the Warm Springs/Wasco Tribe. I also have blood from Grand Ronde, and the Flandreau Santee mdewakaton Sioux tribe in South Dakota. I graduated from Madras high school 2007. I now work for the Community Health Program as the Maternal Child Health Assistant with Janet Bissell, RN. I previously worked for the Early Childhood Program, which I enjoyed very much because I love children. Then the job I now work is also working with prenatal mothers and newborn babies! One of my job functions is preparing a Mom, Dad, and baby group every Wednesday. I have many guest speakers, or craft makers involved from the community for this class. I also issue infant car seats for new babies, breast pumps for the new moms, set up clients for childbirth classes, and we have a baby boards class for the newborns. We also are looking into having an immunization clinic as before.

Some of my interests are music, dancing (modern & traditional), pow-wows, meeting new people, rodeos, sewing and appliqué work, beading, baking pies, digging all the traditional roots and preserving them, making jam and canning huckleberries. My mom keeps me busy! Fundraising for travels. I love to travel. I love our little Chihuahuas at home, to dress up the little girls! Texting is a favorite pastime for me and going to Reno! In the future I would like to go to vocational school but haven't decided for what at this time. I have interests in digital storytelling, computer work, culinary and catering, beauty school, health field or early childhood development.

I hope to be role model to the young people everywhere I go. I would like to present to them that they also could do whatever they want to do in their life, to stay focused, and not get swayed to drugs and alcohol. I have learned if you want to do something, you have to get out there and do it. Always have respect for the Elders for they have learned the wisdom from their life to teach the younger generations to continue our traditions and spirituality.

I hope to represent Warm Springs with honor and respect in the Miss Indian World Pageant. My Dad must have known I was going to be a dancer, because when I was a little girl he would tell me to do my "pretty dance," and I would dance for him! I learned to dance as a HeadStart kid dancing at the Longhouse. Then Merle Ann Kirk taught me a few more steps as she was teaching Little Miss Warm Springs contestants to get prepared for the pageant when I was four years old. I never ran for the contest, but my Mom wanted my sister Shelby and I to learn how to dance.



## Finance

**Mission:** To safeguard tribal assets and work to protect the interest of all of the membership all of the time. To be trusted advisors to the council and the entire organization; never losing sight of the fact that the membership is like our shareholders and that we work for them.

**Vision:** To function intuitively and harmoniously as a heterarchy to maximize decision making, customer service and team satisfaction.

**This Year's Mantra ... The Power of Attitude:** A positive attitude causes a chain reaction of positive thoughts, events and outcomes. It is a catalyst ... A spark that creates extraordinary results.

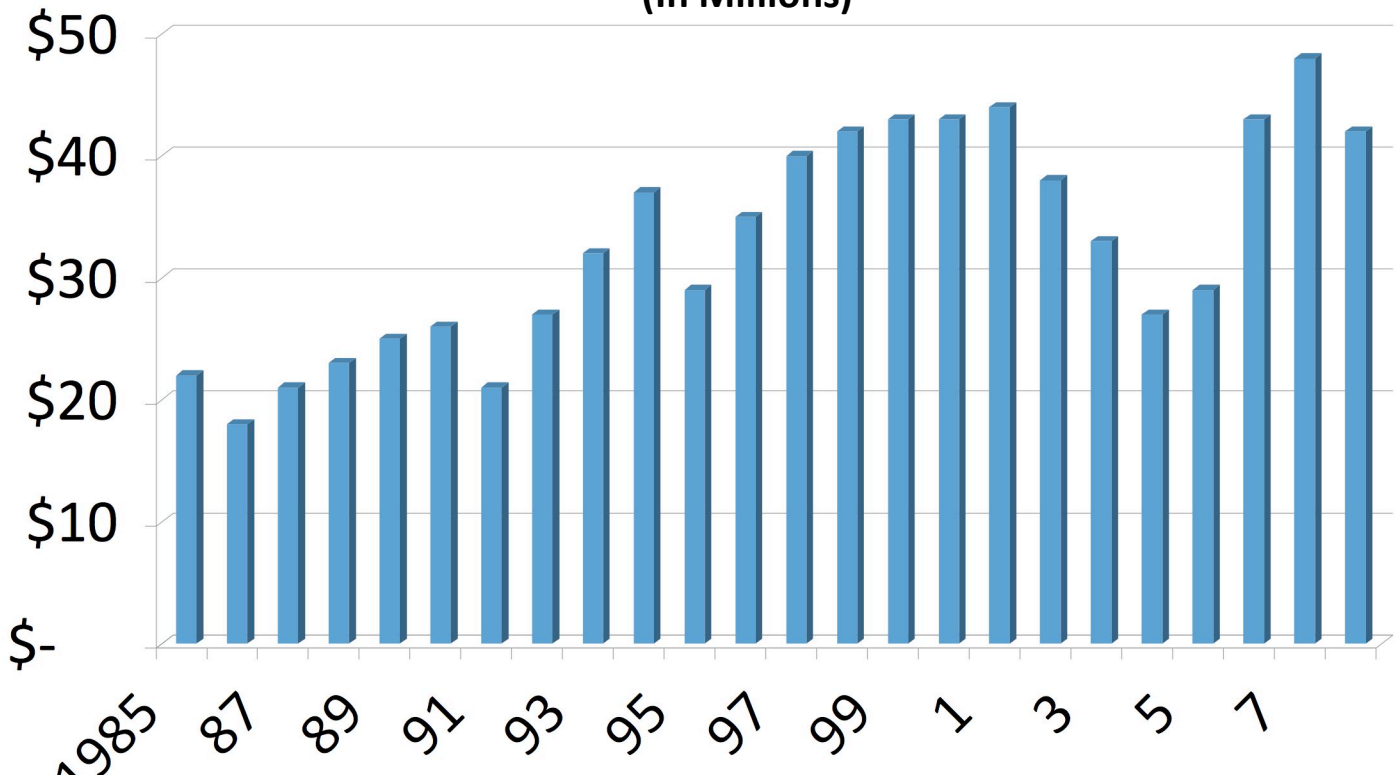
**Goal:** To continue to be the best business and finance department in Jefferson County and ultimately, in all of Central Oregon.

**CURRENT EMPLOYMENT:** 26 Tribal Members, 3 Married Into the Tribe, 2 Other Indian or Tribal Enrollment, and 6 Non-Indians.

\* The Finance Team and the Confederated Tribes of Warm Springs worked strategically together to receive the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada. The award is presented to government units and public employee retirement systems who comprehensive annual financial reports (CAFRs) achieve the highest standards in government accounting and financial reporting.

### **CTWS Fund Balance History**

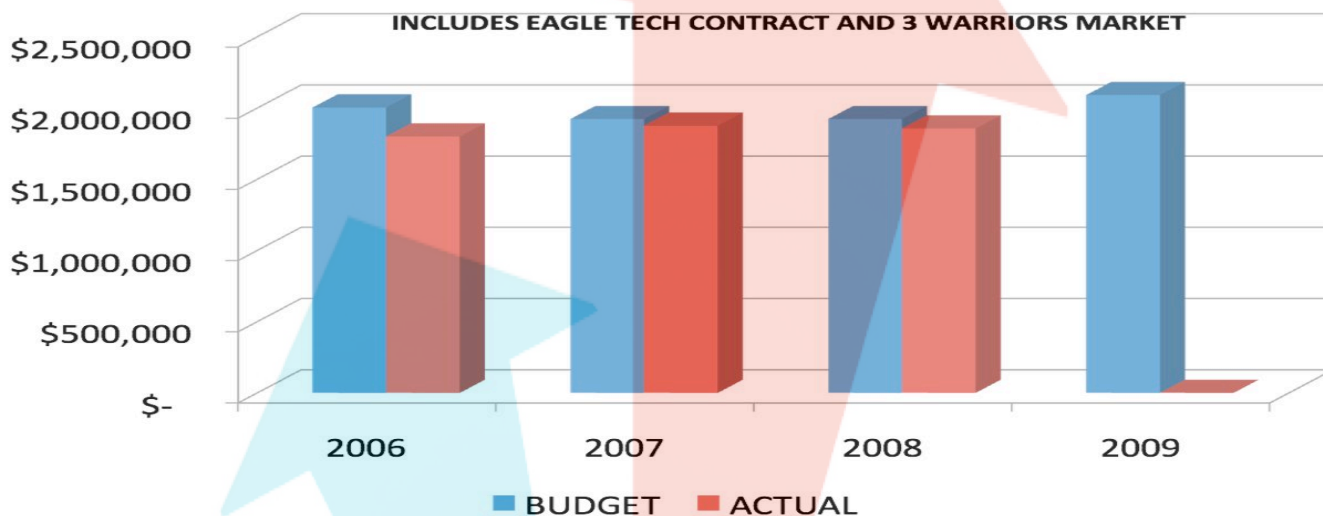
(In Millions)



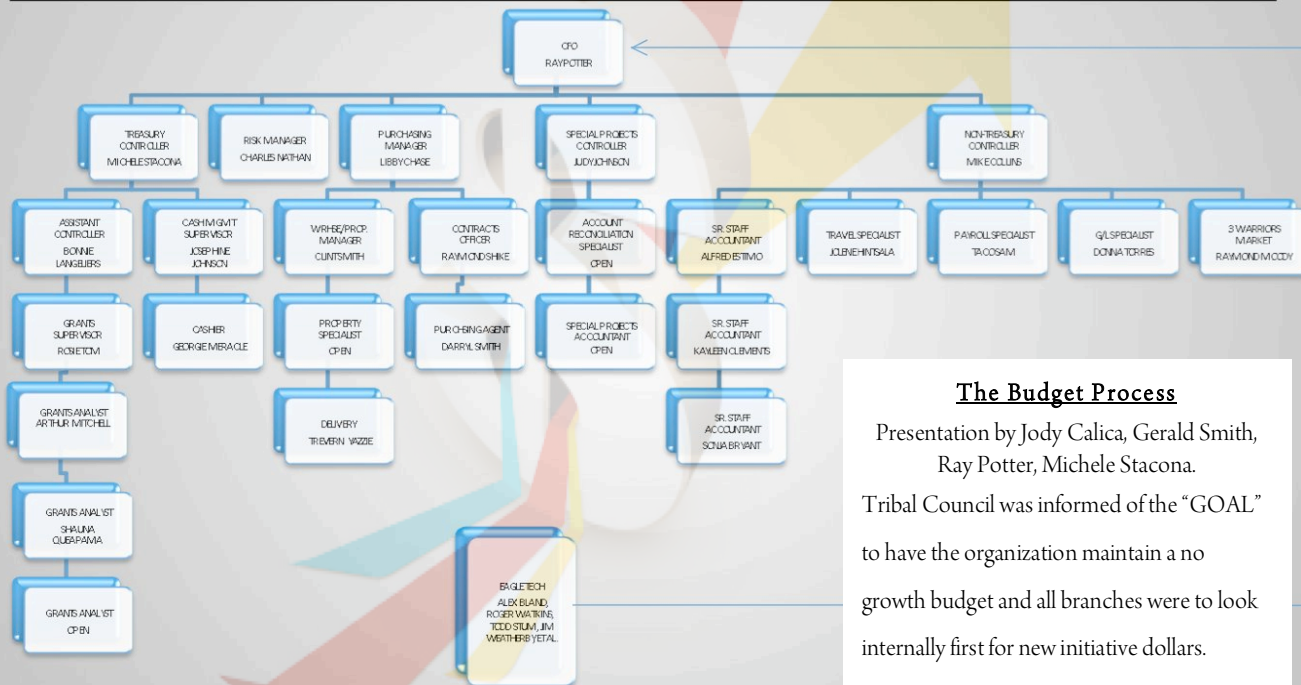
**INCLUDES ALL WORKING CAPITAL, CAPITAL PROJECTS AND REVENUE RESERVES**



# TRIBAL FINANCE ANNUAL EXPENDITURES ANALYSIS



# CTWS TRIBAL FINANCE DEPARTMENT



## The Budget Process

Presentation by Jody Calica, Gerald Smith,  
Ray Potter, Michele Stacona.  
Tribal Council was informed of the “GOAL”  
to have the organization maintain a no  
growth budget and all branches were to look  
internally first for new initiative dollars.

## Confederated Tribes' Economic Enterprise System

### *Warm Springs Economic Development Corporation (D.B.A. Warm Springs Ventures)*

Chief Executive Officer: Jeffrey E. Anspach

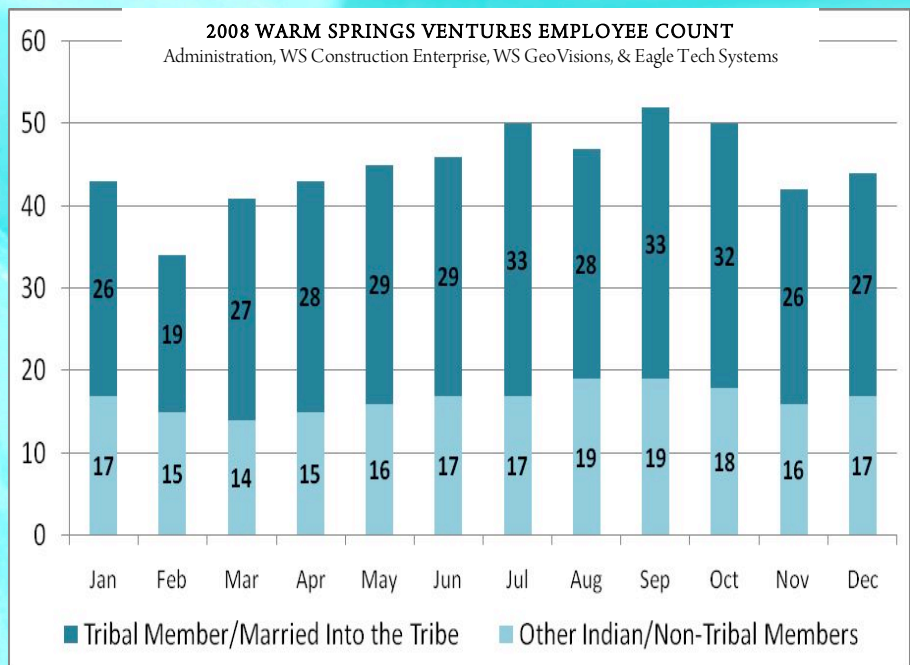
Office Manager/Property Management: Sandra Danzuka

**Mission Statement:** "To create sources of long-term revenue and employment opportunities for tribal members through new business development "

**Purpose:** Warm Springs Economic Development Corporation (d.b.a. Warm Springs Ventures) is the business arm of the Confederated Tribes. Warm Springs Ventures acts in an advisory capacity in all potential and existing enterprises affecting the Tribe. Formed in 2001, when the reservation's economy increased its demand for development, Ventures has accomplished a number of goals with challenges still ahead. Involvement includes venture capitals, investments, partnerships, mergers and acquisitions both on and off the reservation, as well as assists the Tribal organization in any business capacity at the Tribes' request. Growing and diversifying the Confederated Tribes economy remains the overall goal and purpose of Ventures as they currently manage Warm Springs Construction Enterprise, Kibak Tile, Warm Springs GEO Visions, Warm Springs Property Management, and Kibak Tile. Tribal membership projections of 900 new tribal members who will enter the work force in the next 10 years has Ventures planning accordingly to contribute to the tribal economy by creating and bringing jobs to the reservation that provide livable wages.

**Objectives/goals:** The objectives of the corporation are to engage in any activity, which will advance the economic growth and development of the Tribe, all of its entities and members, provide employment opportunities for members, and encourage the private entrepreneurship among the members. To achieve these purposes, Warm Springs Ventures will accomplish the following goals:

- ✕ Develop a sense of profitable entrepreneurship within the Tribes and its members while earning a reasonable profit.
- ✕ Identify and carefully evaluate sound and profitable Tribal economic development opportunities.
- ✕ Advises the Tribe in negotiating sound and profitable investments and business ventures.
- ✕ Advises and assists the Tribe with respect to the commitment of Tribal lands, natural resources, funds or other assets to sound and profitable economic initiatives, projects or investments.
- ✕ Pursue and assume ownership of sound and profitable business ventures.
- ✕ Promotes employment and contracting opportunities for Tribal members and its entities
- ✕ Earn sufficient revenue, meet operating expenses and capital obligations, accumulate reasonable reserves for economic development purposes, and allocate surplus funds for distribution to the Tribe in accordance with its agreement







For centuries the Tribes have made their living from the resources available on the lands and in the rivers and streams that make up the environment in which they live. It is fitting then, that Tectonite, the material that has been the foundation for Warm Springs Composite Products, is derived from the unique diatomaceous earth found in this part of Oregon. With more than 3,900 members of the Confederated Tribes living in Warm Springs, the reservation provides a strong and dependable employment base. About 80 percent of WSCP employees are Native Americans who live on the reservation.

Warm Springs Composite Products holds a number of patents on products and processes, which help make it a leading supplier of fire-rated building components in the U.S. The company is also experiencing rapid growth in overseas markets, including a large number of high-profile projects in South Korea, Dubai and Bahrain. Particularly strong sales in the Middle East prompted WSCP to open a sales office in Dubai in 2008. The company's success can be attributed in large part to a sophisticated product development strategy focused on adding value to its base products in order to create new ones.

*Vision:* WSCP is a leader and facilitator for economic development on the reservation.

*Mission Statement:* "It is the mission of WSCP to provide a positive economic return to the Tribe and to provide full time living wage employment for Tribal members with full benefits including training and educational opportunities.

*Goals and objectives:* WSCP plans to continue a controlled growth strategy. This will include growing existing businesses and bringing new businesses to the reservation. The possibility of a new manufacturing/assembly facility at the industrial park would provide incentive for outside businesses to consider locating on the reservation as well as creating additional space for growth of WSCP. Diversification of business activity, focusing on niche markets, and utilizing existing management expertise to minimize overhead cost is central to these objectives.

*Key statistics for WSCP:*

	<b>Employment</b>	<b>Payroll dollars</b>	<b>Dividends and Royalties</b>
<b>2003</b>	People 75% Tribal	\$1,497,567	\$666,811
<b>2008</b>	People 81% Tribal	\$2,513,200	\$829,950



# WARM SPRINGS TRIBAL CREDIT ENTERPRISE

**Mission** - Warm Springs Tribal Credit Enterprise (WSTCE) is a "for profit" chartered enterprise of the Confederated Tribes of the Warm Springs Reservation of Oregon. WSTCE provides services in the areas of consumer, housing, and business financing to its owners, the tribal members. Guided by the policies and procedures document of the enterprise, we provide loans and services that would not be considered by traditional lending institutions. Flexible and innovative methods are common as part of our delivery of services to our diverse tribal member population.

**Vision** - Our most important goal is to ensure that the loans and services we provide today will be here and available for future generations, as perpetual as our native roots. We are always mindful that a vibrant and growing tribal economy is one of the strength requirements for preserving, protecting, defending, and asserting tribal sovereignty.

## Goals/Objectives

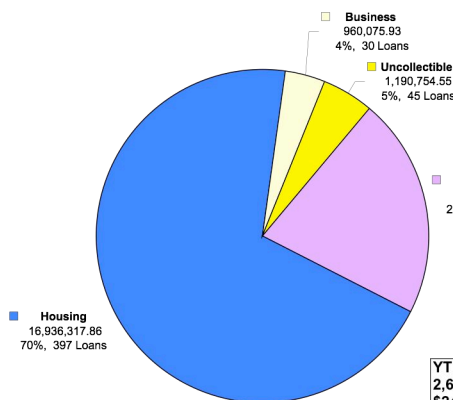
- Provide access to affordable consumer and commercial (business) financing to tribal members, tribal member-owned businesses and tribal enterprises.
- Evaluate the need for new and expanded loan programs and services for our fellow tribal members.
- Continue employing tribal members.
- Continue to be one of the most financially successful tribal enterprises by consistently generating a net profit every year.
- Support efforts to enable tribal members to access off-reservation sources of credit at affordable rates & terms.
- Bring full banking services to the reservation.

Warm Springs Tribal Credit Enterprise is near completion on an agreement with Mid Oregon Credit Union to install a full service automatic teller machine (ATM) and purchase equipment for a check cashing service to be operated at our facility. There will also be computer terminals located at our facility for community members who want to access online banking. In addition, we will have personnel and applications available to open new accounts (checking and savings with Mid Oregon Credit Union), as well as loan applications for Mid Oregon Credit Union, which we would fax to the credit union for those wishing to apply for loans through them. The Tribal Credit Enterprise will be entering an innovative banking relationship that will be almost totally controlled by the Enterprise, protecting and empowering our sovereignty. If all goes well with this venture we hope to bring a small branch of Mid Oregon Credit Union to Warm Springs in the near future.

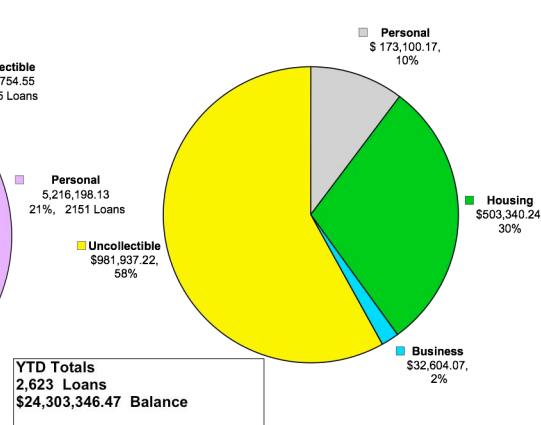


**Message to the Tribal Members** - Throughout the years it has always been a rewarding experience to serve the tribal membership. We strive to expand services and avail opportunities to community members, young and old, while never losing sight of our responsibility to future generations.

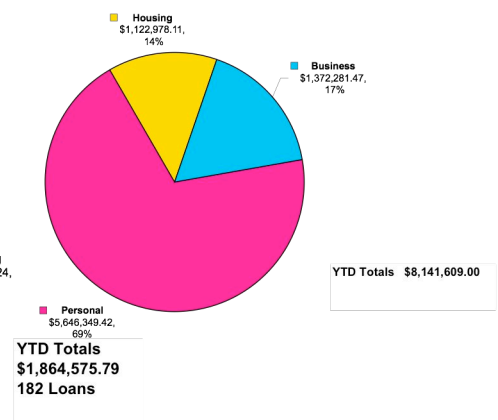
Loans Receivable 12/31/2008



Total Delinquency



Total Funds Available 12/31/2008












The Kah-Nee-Ta High Desert Resort & Casino was built to serve as a vacation resort, as well as a hub for the Tribes' recreational development. When the Tribes opened the village for business in 1964, we hoped to accomplish three simple, but very important objectives, and over the years, those objectives have not changed:

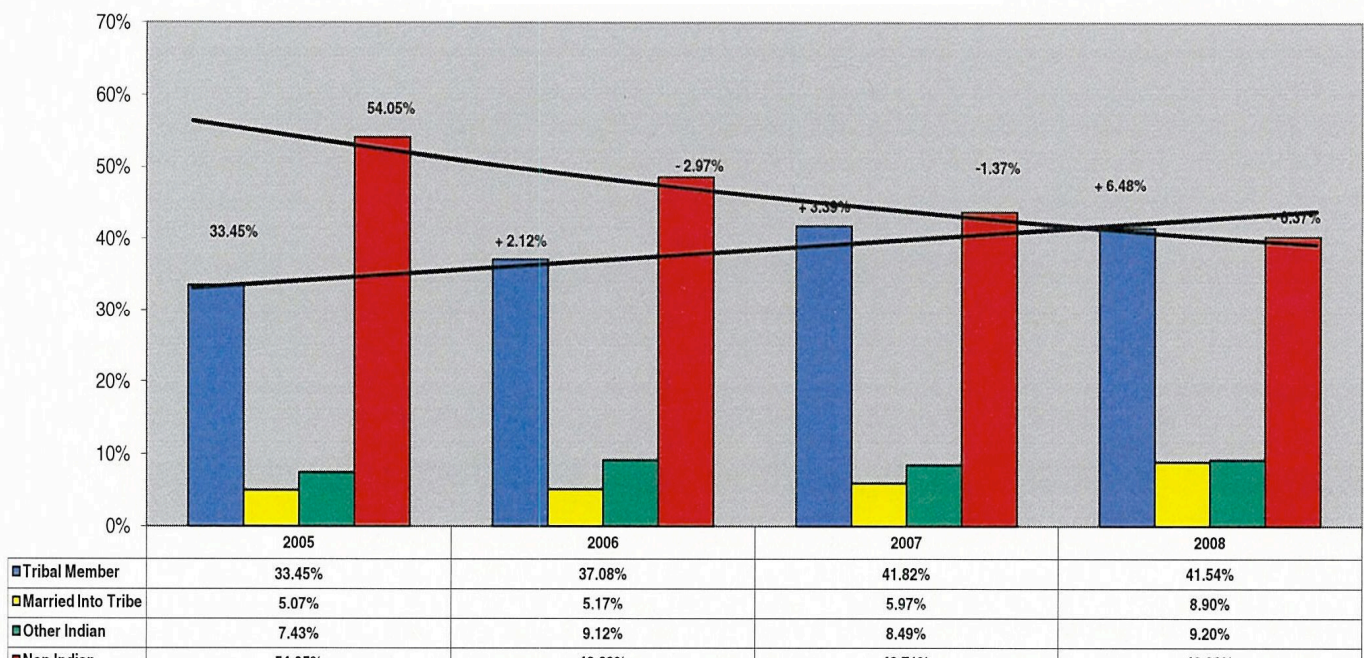
1. Secure an optimum economic return for the Confederated Tribes.
2. Provide the Tribes' enrolled members with employment and training opportunities.
3. Maintain a quality facility of which the Tribes can be proud.

Kah-Nee-Ta's primary mission is to contribute directly to the overall Tribal mission of creating and maintaining a healthy reservation economy that provides needed services, creates employment, and business opportunities for Tribal members. Described as a unique conference and family-oriented destination resort, Kah-Nee-Ta provides a natural, casual environment for relaxation and education. Kah-Nee-Ta is dedicated to providing excellent hospitality services in an atmosphere conducive to a positive guest experience, achievement of employee goals, and an equitable return on the Confederated Tribes' investment. Its guest comments, employee morale, maintenance of the property, and the financial results of its operation are what judge Kah-Nee-Ta's performance in these areas.

### Objectives

-  *Customer Experience:* Develop and enhance exceptional customer service and satisfaction through mass employee involvement and recognition.
-  *Financial:* KNT property to increase revenue production over prior year by 5%. Maintenance of operational expenses not to exceed 3% over prior year.
-  *KNT Master plan:* Develop and complete master plan. Initiate tasks and activities associated with plan.
-  *Capital Expenditures:* Manage capital dollars and decision in order to enhance/upgrade facility and supporting amenities and grow annual revenue production.
-  *Cascade Locks Gaming Project:* Coordinate and administer various tasks and activities associated with gaming expansion.

*Kah-Nee-Ta Employment from '05 to '08*





## *The Warm Springs Power & Water Enterprise*

Warm Springs Power & Water Enterprise (WSPWE) is responsible for managing the Tribes' interest in the largest hydroelectric project within the State of Oregon. In recent years, generating resources including geothermal, biomass, and wind Reservation. WSPWE is in the process of building a 20MW wood waste from the mill operations and forest health fuel improve forest health and generate revenue while creating job



WSPWE has assessed other energy power on the Warm Springs Biomass plant. The fuel source will be reductions. This project would opportunities.

**Mission** - WSPWE is responsible for overseeing the Tribes' interest in the Pelton Round Butte hydroelectric project. WSPWE is also charged with exploring and assisting in the development other potential energy resources, such as wind, biomass, and geothermal. During Tribal Council's last review of WSPWE's Plan of Operations the Tribal Council modified the Plan of Operations to include the additional responsibility of identifying potential uses of the Tribe's water rights.

**Vision** - To identify and explore the potential uses of tribal resources for energy development that can yield a benefit to the membership. Exercise careful review of water uses for the Tribal Council to evaluate.

**Goals & Objectives** - As stated in the Plan of Operations it will be the objective of WSPWE to manage the current hydroelectric assets for the Confederated Tribes of Warm Springs. It is also WSPWE's responsibility to explore other potential generating resources. The WSPWE Board of Directors has also given direction to WSPWE to review the water rights use and develop a model to show how water rights utilization impacts the Tribes, both negatively and positively. That information will then be provided to the Tribal Council who will then decide how to advance water utilization under the Water Rights Agreement.

**Message to the Public** - WSPWE understands the importance of the revenue generated by the Pelton Round Butte Hydroelectric Project and takes the responsibility to manage this resource very seriously. Another other benefit the Tribe will see as a result of owning a percentage of the largest hydroelectric project in the state of Oregon is investing in the natural resources that are extremely important to us. Efforts have been undertaken during the last four years to introduce fish in the upper basin. The Tribe will also benefit by an increased fishery in the lower Deschutes. This was a huge financial commitment and was funded without having to borrow funding. The capital improvements to the project to protect and enhance the natural resources has also been underway now for the last four years. WSPWE has invested \$36 million dollars on improvements within the basin as a result of our new federal license requirements. WSPWE will continue to look at other generating opportunities and discuss what they bring to the Tribe in values and cost, both economically and environmentally.







## *Warm Springs Forest Products Industries (WSFPI)*

*Our Mission:* To maximize the value of the forest resource for the Confederated Tribes of Warm Springs through product sales and manufacturing. We labor to fulfill this mission by producing and marketing lumber products of outstanding quality, superior to competitors. We are committed to the focus on

customer needs and market demand by providing Forest Stewardship Council (FSC) environmentally certified products that meet specific market niches.

*History:* On August 19, 1966, voting members of the Confederated Tribes approved a \$15 million referendum to propel the Tribes into the timber industry and a year later the Tribes purchased the Jefferson Plywood Corporation and officially launched the Warm Springs Forest Product Industries (WSFPI). The Tribes were finally in a position to take advantage of the Reservation's vast timber resources and following the newly Kahneeta Resort, WSFPI became one the first Economic Development initiatives taken by the tribes

In years that followed, WSFPI underwent many changes as the industry and the forests evolved. For the remainder of the sixties, the enterprise struggled, but in the seventies it flourished, and in the eighties it expanded. In the nineties, the challenges have proven even greater, but WSFPI has met those challenges and continues to be a valuable asset to the Tribes. Today, Warm Springs Forest Product Industries is an industry leader. The enterprise has a long tradition of customer service, and harvests its timber on a managed, sustained-yield basis.

### *Environmental Pride*

The sustained forest management philosophy of the Confederated Tribes of the Warm Springs Reservation is declared in the Integrated Resources Management plan for the Forested Area. This detailed management plan provides strategies for the stewardship of all forest resources and serves as a basis for making management decisions on the Reservation timberlands.

### *FSC Certified*

The Forest Stewardship Council has awarded the Chain of Custody Certificate Warm Springs Forest Products Industries for its attention to criteria that address legal issues, indigenous rights, labor rights, multiple benefits, and environmental impacts among many others surrounding forest management.

*Our Future:* In today's business climate, new technologies and global competitive pressures demand careful monitoring of the strategies needed to be successful. The vision for Warm Springs Forest Products include:

1. Development of raw material supply
2. Investment in technology to process the raw material
3. Continued support of the mutually equitable cutting contract with the Confederated Tribes of Warm Springs.
4. Enhanced revenues from the products we produce and market.

*Vanport Group* is an International Forest Products Company headquartered in the U.S.A. Vanport specializes in importing and exporting high quality wood products, as well as activities in manufacturing and consulting. Their primary focus is wood based items for house construction and home improvement. In 2008, Warm Springs Forest Products and the Confederated Tribes of Warm Springs proudly partnered with Vanport Group to develop international opportunities.







## The Museum At Warm Springs

Nationally acclaimed for both its striking architecture and outstanding exhibitions, The Museum at Warm Springs was conceived of and created by The Confederated Tribes of Warm Springs to serve as a living legacy of our culture as a non-profit educational institution. More than 60% of Tribal members voted in favor of a 1988 referendum held on the reservation to appropriate Tribal funds to build the impressive 25,000 square foot, \$7.6 million facility housing the

single largest collection of Indian artifacts under one roof. The Museum represents a major achievement for the Tribes and adds to local visitor appeal, thereby increasing tourist revenue in the region. *"We wanted the Museum to tell the story of our people. We wanted it to tell the truth, to educate both the public and our own children, to tell them who we are."* **Delbert Frank**, president of the Museum's Board of Directors in 1993.

*The Purpose of The Museum* – The Museum is dedicated to the people of the Confederated Tribes of Warm Springs Reservation, whose vision, generosity, and wisdom have created a legacy for our grandchildren's grandchildren. *Mission of The Museum* – is to preserve, advance, and share the knowledge of the cultural, traditional and artistic heritage of the Confederated Tribes of Warm Springs. The Museum achieves this through



educational exhibitions and programs that raise and inspire awareness of the Confederated Tribes of Warm Springs and other indigenous tribes. *Why was the Museum built?* – "Way back in the sixties, we could see that the old ways were disappearing, the old language was disappearing, and that pretty soon none of our young people would know where they came from or who they were. That's when we decided to build a museum." **Chief Delvis Heath, 1993.**

*What does the Museum Do?* - In 1974, to stop the loss of valuable family treasures, the Tribes earmarked funds to purchase of heirlooms from the community. As of 2008, \$1,216,967 has been spent to purchase heirlooms to preserve for future generations. Priceless heirlooms and archives are documented and preserved using Museum best practices. When appropriate, artifacts and photographs are displayed in Museum exhibits.

### Raising Awareness Through Exhibits

Every year the Museum schedules a Tribal Youth Art Exhibit to showcase and encourage young emerging artists and a Tribal Member Art Exhibit that celebrates both traditional and contemporary art created by adult Tribal members. Based upon Museum informal survey data, at least 9% of Museum visitors are international travelers. The Museum was included in an Oregon Tourism film that is now available on the European Travel Channel, which reaches 45 million households.

The Museum currently has 9 employees, one non-Tribal member and has 3 WFDD trainees, all Tribal members. Visits recorded on the Museum's new website indicate continued international interest in the Museum.

[www.museumatwarm Springs.org](http://www.museumatwarm Springs.org)

## HIGH LOOKEE LODGE ASSISTED LIVING FACILITY

*Mission Statement:* The High Lookee Lodge provides individualized services to elderly and disabled adults who are in need of daily living assistance, with an emphasis on a home-like and cultural living environment. These services are provided in a State of Oregon Licensed Assisted Living Facility providing 24-hour care.

*High Lookee Lodge Vision:* Assist our elder and disabled residents in maintaining individuality, dignity, and privacy, as well as, maximizing an independent and healthy lifestyle in a supervised/assisted home-like setting.

*Goals & Objectives:* 1) Increase overall residency and the number of elders and disabled persons who receive services from High Lookee Lodge in a year, with an emphasis on Tribal members. 2) Prioritize the hiring and training of Tribal members for positions at High Lookee Lodge. 3) Increase Revenue to lower the need of Tribal investment to Operate High Lookee Lodge and to work toward self-sufficiency as an enterprise.

*Main Message To The Public:* High Lookee Lodge recognizes and caters to the community's needs to maintain or improve the quality of life of relatively independent elders and individuals with disabilities through addressing their physical, social and cultural needs by providing housing, meals, supervision, and assistance and such programming as recreational, fitness, social and cultural activities that promotes maximum self-determination and independence.

### *STATISTICS:*

Average number of Residents (monthly): 18

Total Number of Residents served (year): 27

(Services provided to residents include, but not limited to: 3 meals and snacks daily, housekeeping, laundry, medication management, coordination of medical appointments, transportation, daily recreational/fitness activities and assistance with activities of daily living)

#### Residents Served (year)

Warm Springs Tribal Members: 14

Other Indian: 8

Non – Indian: 5

Average number of Employees (monthly): 19

Total number of Employees hired (year): 26

#### Employees Hired (year)

Warm Springs Tribal Members: 14

Other Indian: 4





## Place for Kids Club

(In Partnership with the Greater Portland Area Boys & Girls Clubs)



Manager – June Smith

Program Supervisor – Jocelyn Moses

Program Coordinator – Ava Smith

**Mission:** To enable all young people, especially those who need us most, to reach their full potential as productive, caring and responsible citizens.

**Vision:** To be one of the best Boys & Girls Clubs organizations in the country, and an outstanding youth guidance and development agency in our community, through quality staff, facilities and programs, supported by financial stability and clearly-defined standards.

**Goal:** Helping the community youth, ages 6 and older, make the most of themselves through basic guidance and development by providing: a safe place to learn and grow; ongoing relationships with caring, adult professionals; life-enhancing programs and character development experiences; hope and opportunity

### Program Objectives:

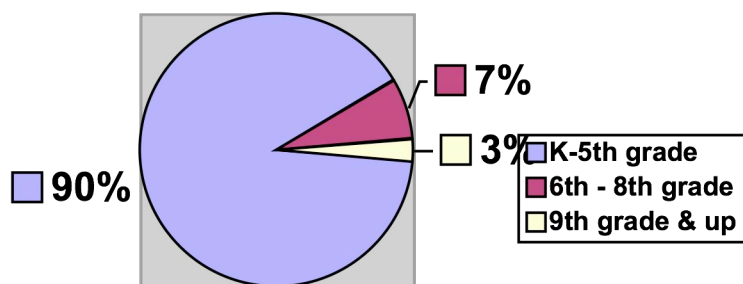
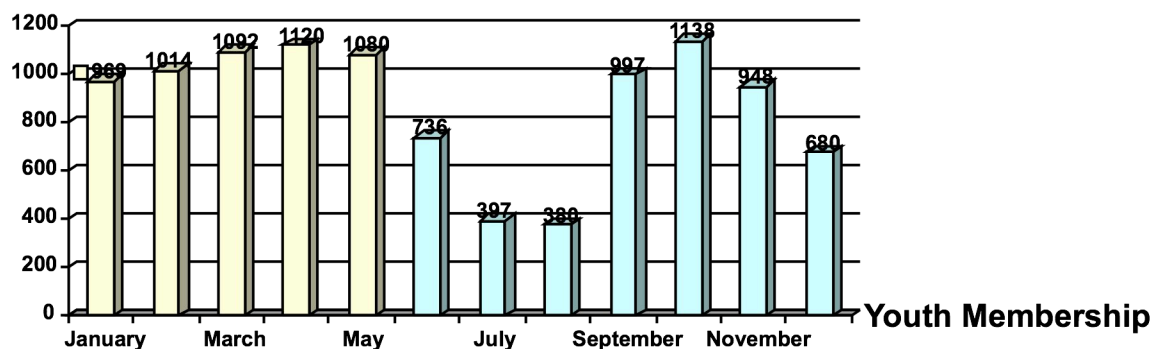
- ✕ Implementation of The Arts, Character & Leadership Development, Education & Career Development, Health & Life Skills, & Sports, Fitness & Recreation Programs
- ✕ Consistently using the “Youth Development Strategy” to help instill the four senses of the Youth Development Strategy: A sense of belonging; A sense of usefulness; A sense of influence or power; & A sense of competence

### Targeted Youth:

Any community youth ages 6 and older. (Kindergarten through High School-up to age 18.)

**Youth Attendance & Membership:** The Club started providing services under the Tribal organization on August 1, 2008. From August to December 2008 we had served an average of 828 community youth per month.

### Number of Youth Served by month





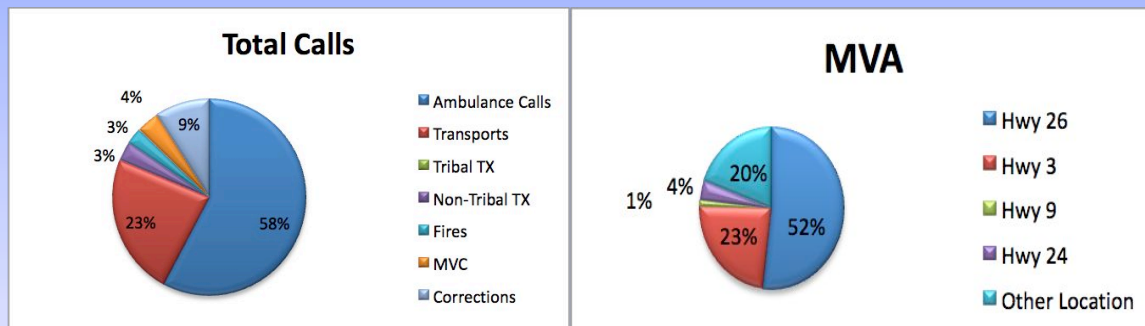
## PUBLIC SAFETY BRANCH WARM SPRINGS FIRE & SAFETY

*Mission Statement:* To Protect Life and Property for the Warm Springs Community.

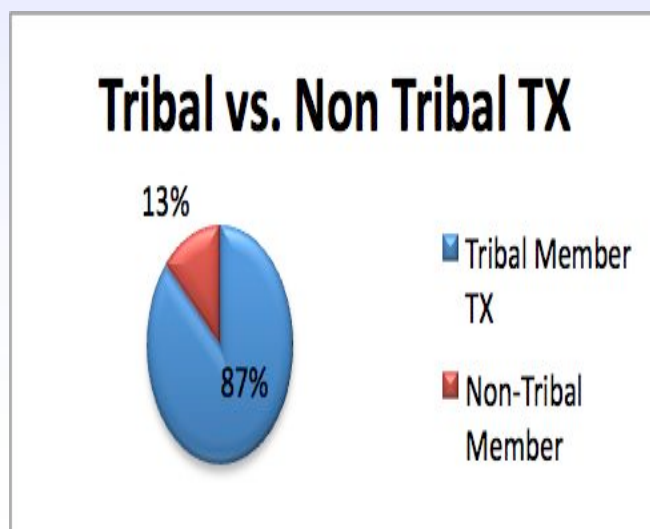
*Our Goals:* To assure quality assurance 24/7 as well as rapid response to fires, to support SAR missions and to assure Disaster preparedness.

*Our Primary Objective:* To provide quality care, promote fire prevention and education and to protect the members of our community through excellence and professionalism.

Total calls for 2008- 2296 which included Medical, Fire, MVA, Corrections



*Analysis of call duration average time spent on call: Corrections 42min: Grass Fires 2.11Hrs: Structure Fires 6.2hrs: Mt View hospital transports 2.14hrs: Fire investigations 7.12hrs: SAR-missions 26hrs: Fire inspection 2hrs: Staff meetings 3hrs.*



Total transports billed to:

Workers Comp	2	\$ 1999.50
Medicaid	110	\$ 116,844.75
Medicare	78	\$ 88,656. 00
Private Insurance	114	\$ 130,224.00
Private Pay	67	\$ 76,198.50
Managed Care	229	\$ 245,117.25
Non-Transports	00	\$ 0.00
No Charge	15	\$ 0.00
<b>Total</b>	<b>615</b>	<b>\$ 669,390.00</b>

## Tribal Prosecutor's Office 2008 Annual Report

### Mission Statement:

The mission of the Warm Springs Tribal Prosecutor's is to successfully prosecute all cases involving a criminal violation of Tribal Law filed by the prosecution office through Tribal Court.

### Vision:

A community that takes responsibility for their actions.

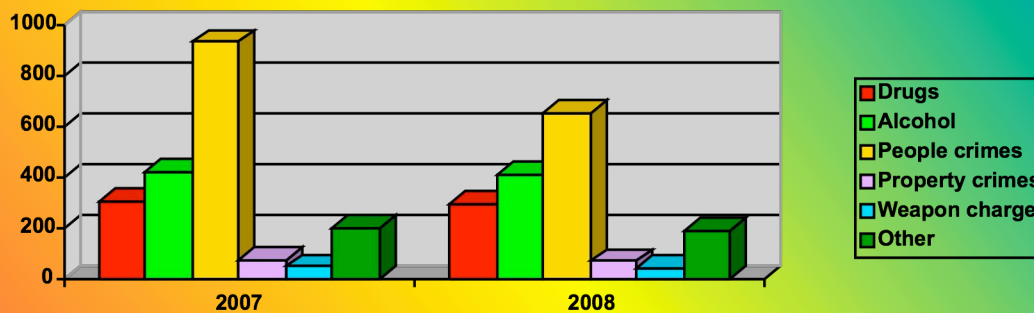
### Goals & Objectives:

In the next five years the Prosecution Office will continue to focus on alcohol, drugs, gang related crimes, crimes of violence and property crimes.

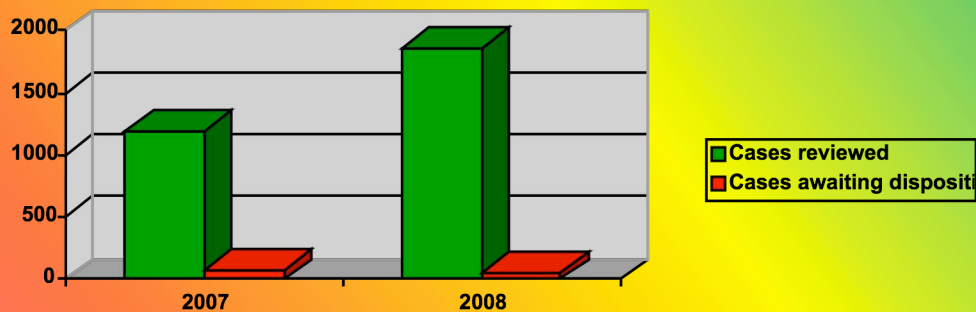
### Message to the Public:

"Open door" policy gives better access to victims and community members wishing to be involved with the judicial format.

### Convictions



### Cases received for Review



## Parole & Probation 2008 Annual Report

### Mission Statement:

To supervise and monitor all defendants mandated by Tribal court and ensure that all court requirements and/or stipulations of a criminal sentence are met to enhance the defendants opportunity to modify their lifestyles to become law abiding, self-sufficient, and healthy members of the Warm Springs Community.

### Vision:

It is our responsibility to ensure community safety by encouraging clients to succeed and report that progress to Tribal Courts.

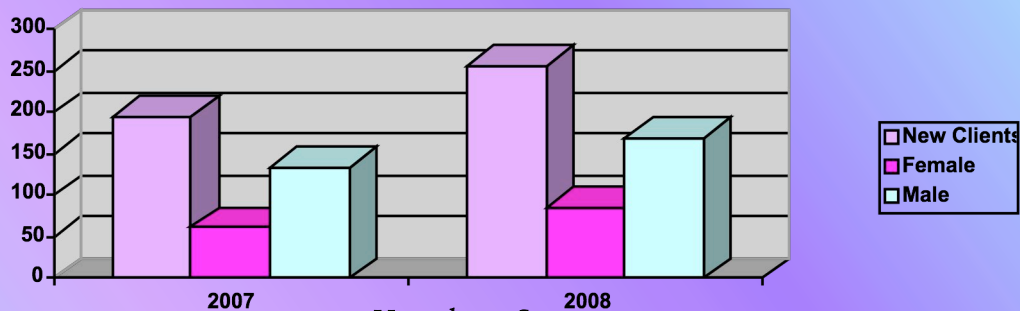
### Goals & Objectives:

Encourage and promote client compliance by monitoring and verifying attendance to counseling, alcohol and drug relapse classes, in-patient treatment, conduct, random urinalysis testing and monitoring police contacts.

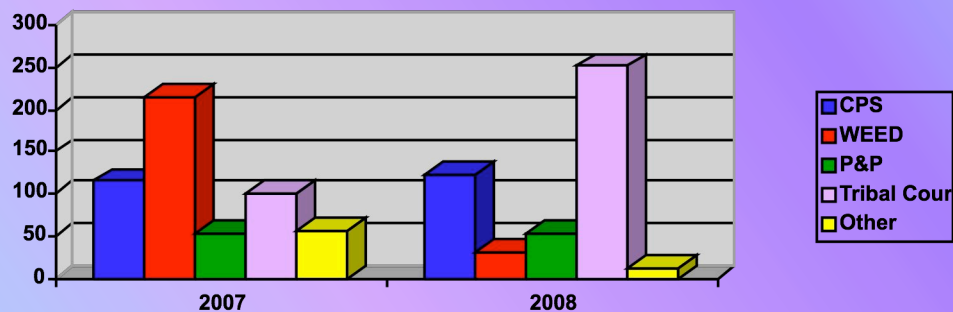
### Message to the Public:

Parole & Probation is made available to assist clients to successfully meet their rehabilitative needs to create a healthy home environment for themselves and their families to increase community safety.

### Supervise Probation Stats



### Urinalysis Stats



### Juvenile Coordinator's Office 2008 Annual Report

### Mission:

Effectively handle cases through a diversion process by proper utilization of resources and resolve as many juvenile needs as possible before using other resources.

### Vision:

Tribal youth and their parent/guardian are given intervention while being held accountable for their actions; to strengthen the youth's self-esteem and their decisions as they enter young adulthood.

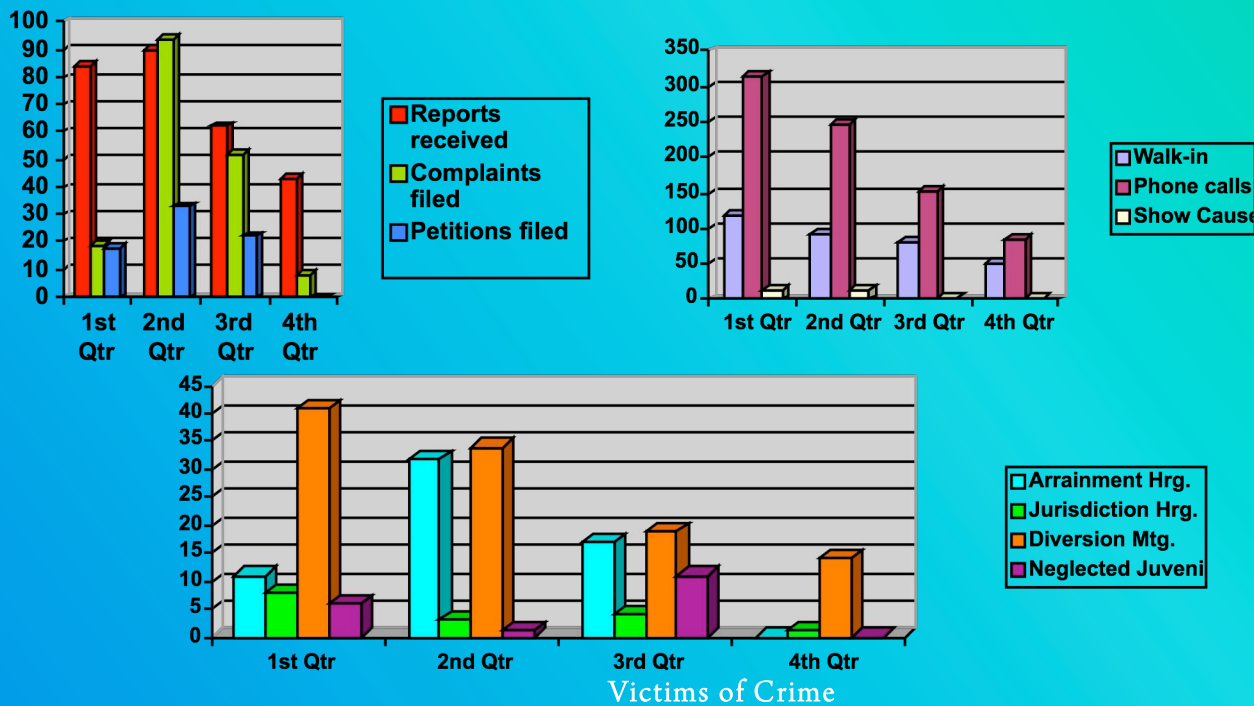
### Goals & Objectives:

In the next year we will have a brand new fully developed Juvenile Prosecutor's Office.

### Message to the Public:

This office is committed to operating consistently within the overall philosophies of the Tribal Organization.





#### Mission:

To promote and provide safety and justice for all victims of person crimes and to empower victims affected by domestic violence and sexual abuse to live healthier lifestyles and to strengthen family structures.

#### Vision:

To eliminate domestic violence and sexual abuse within the exterior boundaries of the Warm Springs Reservations.

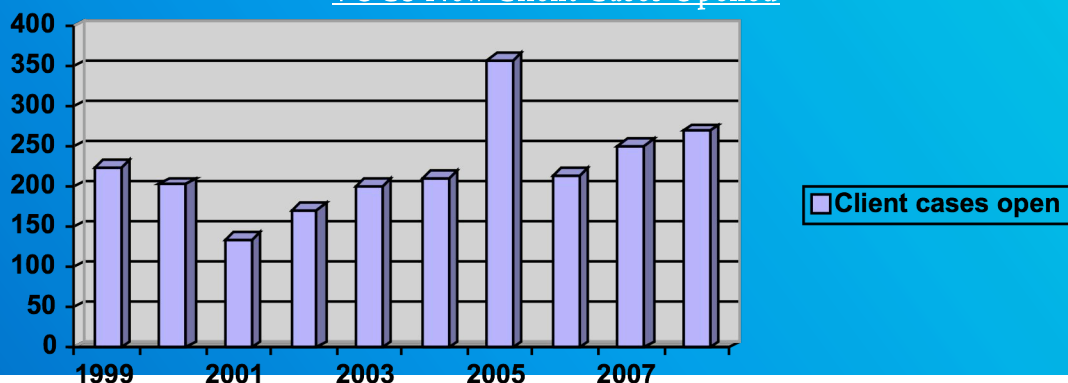
#### Goals & Objectives:

To timely provide help to person crime victims in crisis and assistance that lead to and offer long term assistance to a healthy and safe lifestyle, and to enhance VOCS collaboration with other departments & community partners; and to provide crime victim awareness & education to the tribal stakeholders.

#### Message to the Public:

Victims of person crimes will experience some –if not most- of these emotions: pain, angry, loss, grief, embarrassment, shame, guilt, denial, and or post-traumatic stress. The VOCS victim advocates are experienced with helping victim survivors of person crimes.

#### VOCS New Client Cases Opened





Bureau of Indian Affairs  
Warm Springs Police Department  
2008 Summary Annual Report



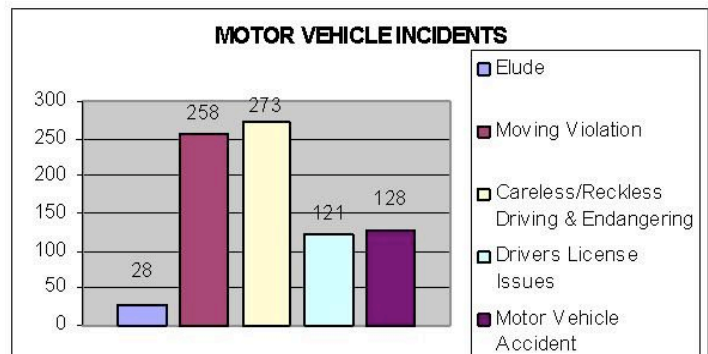
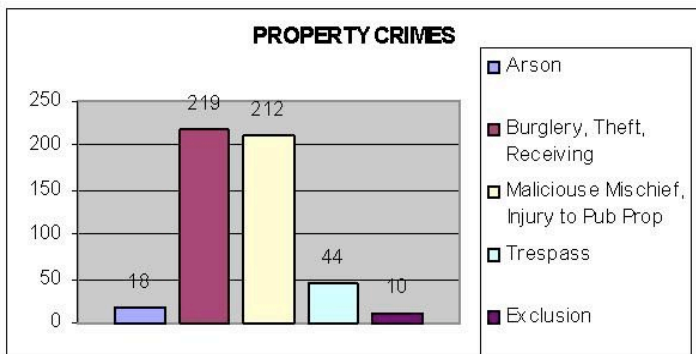
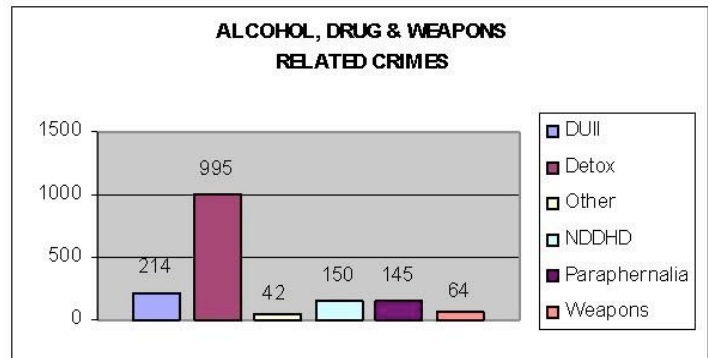
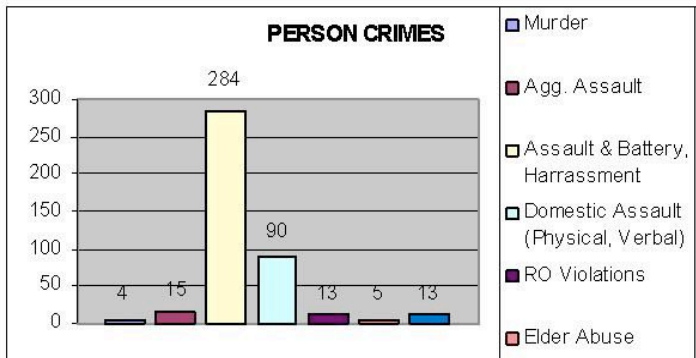
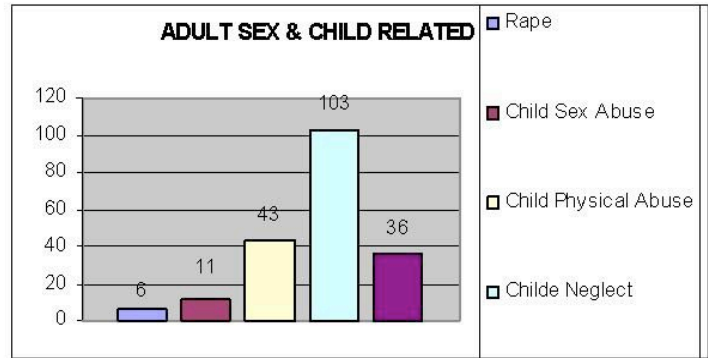
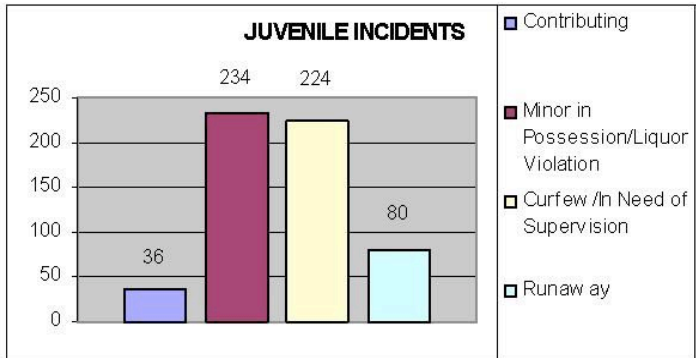
**MISSION STATEMENT:** To provide the citizens of the Confederated Tribes of Warm Springs Reservation and its interests with the highest level of community Service

**VISION OF DEPARTMENT BRANCH:** Through policy, sworn and non-sworn, members of the Warm Springs Police Department will perform and provide service care and protection to the people of the Confederated Tribes of Warm Springs Reservation and its interests.

**GOALS & OBJECTIVES:** We recognize the we are members of the public who are paid to give full-time attention to duties which are incumbent on every citizen. We shall strive for a relationship with the citizens of the communities of Warm Springs, Seekseequa, Simnasho and other outlying rural areas. We will continue to focus on Gangs and Drugs as a number one priority specifically identified by the Tribal Council. Although we operate with limited resources, equipment and manpower, we will make every effort to seek and offer feasible solutions and work cooperatively within the system to better enable it to achieve its purpose.

**MESSAGE TO COMMUNITY:** We embrace the wholehearted determination to protect and support the doctrine of individual rights while providing for the security of persons and property in the community. With the changing trends in commerce, population, economic growth, recognized social problems and the ever changing legal views this shall continue to be a strong part of our departments concerns.

### 2008 STATISTICS



## WARM SPRINGS TRIBAL COURT

*Mission Statement:* To protect Tribal Sovereignty by providing fair and equal justice to everyone and to use our traditional unwritten laws and dispute resolution methods as the foundation for interpreting and applying Tribal laws.

*Judicial Branch Vision:* Community use of non-violent resolution methods for disagreements with reliance on values of our people and respect for self and others.

*Goals and Objectives:* (1) Integration of traditional laws; (2) Use other dispute resolution processes such as Elder Court, Wellness Court, Family Court, and Youth Court; (3) Develop more effective methods for individual and parental accountability and to reduce recidivism rate; (4) Refine Tribal Court commercial code processes to enhance reservation-wide economic development.

*Main Message to the Public:* Listen to the other person before reaching your conclusion.

Tribal Court employs 100% Tribal Members.

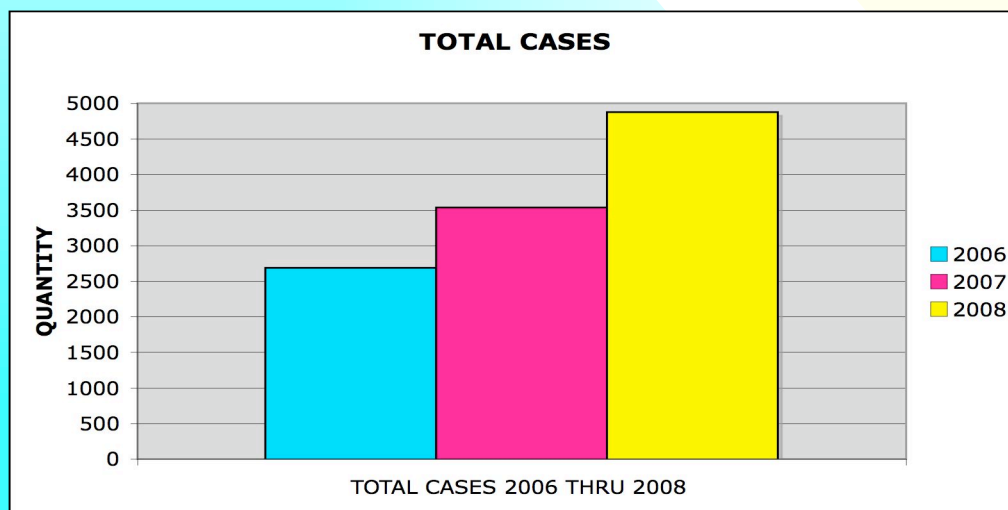
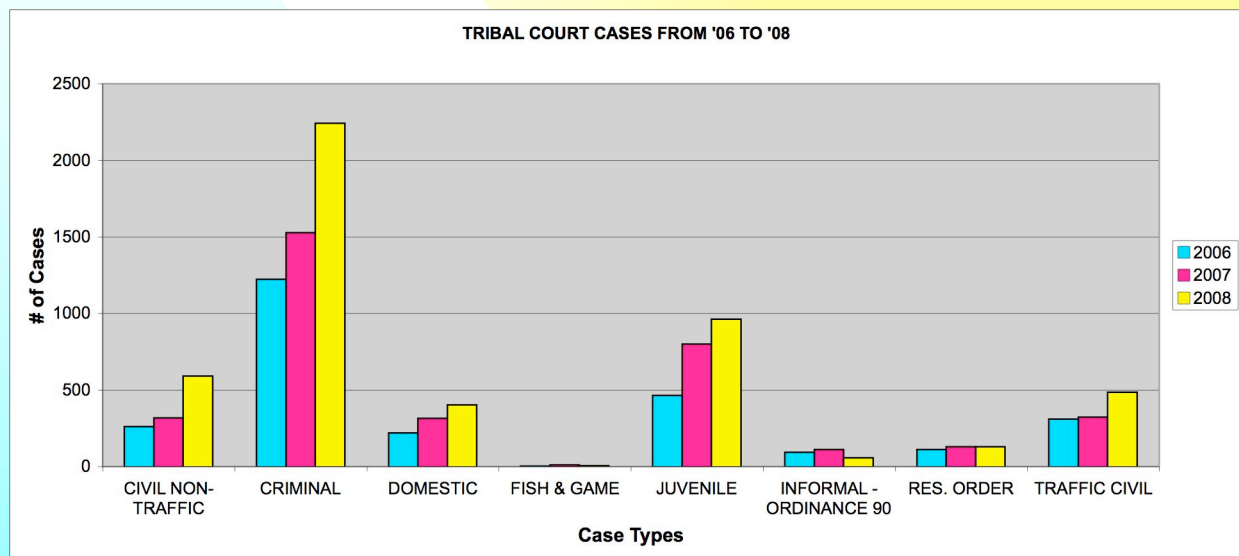






Photo By Torsten Kjellstrand, The Oregonian

## Human Services Branch

*Mission:* "Performs objective reviews of the adequacy of internal control systems and the effectiveness of program results of the organization are achieved in an effective and efficient manner".

## Children's Protective Services

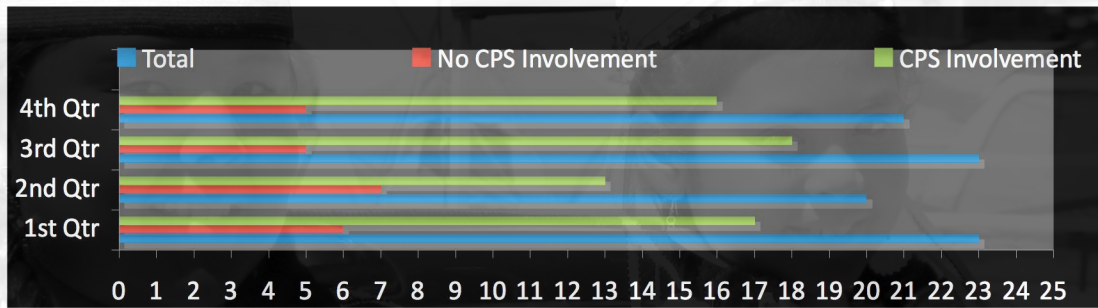
*Mission Statement:* The mission of the department is to provide prevention and intervention services to families in need so that families are gaining skills to make healthy choices and keeping their family together.

*CPS Vision:* It is all of our responsibility to ensure that are children's daily needs are met because we know that children are best protected when families are strong, supportive, and nurturing.

*Goals & Objectives:* CPS' goals include: 1) Promote efforts to educate and increase awareness to the community, which would target all ages in order to support prevention and intervention efforts; 2) Promote wrap around services to children and families who have been identified as being At Risk and/or in need of additional support so that these families can gain skills, education, and awareness; and to 3) Increase intervention services to children who are with their parents or guardians on a trial placement and/or for those families who have custody and CPS is monitoring.

*Main message to the public:* The livelihood of our children's future rests in the shared endeavors of all who care, support, and work with our children and families in our tribal community but we must do all we can to educate our people in all areas such as: culture, language, parenting, support, ethics, boundaries, education, and living healthy. CPS has been striving each year to work more diligently on prevention and intervention services; as well as being more engaged with our community partners and finding more opportunities and resources for our clients.

## STATISTICS:



### *Petitions filed by CPS*

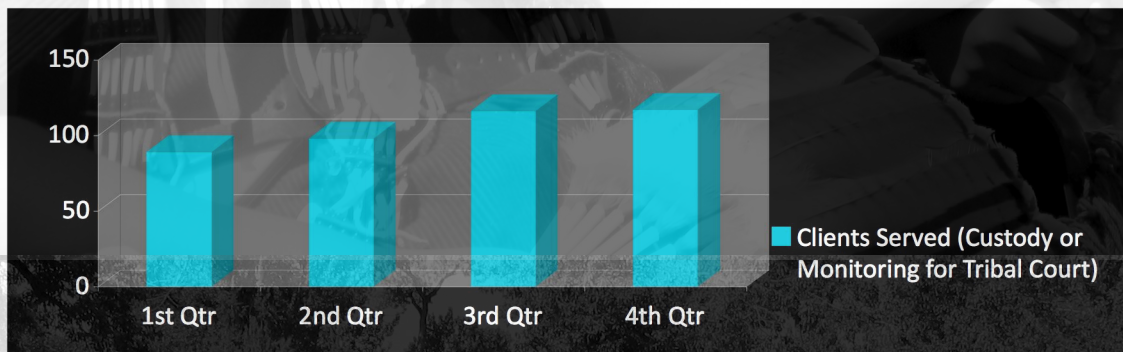
ICWA Cases that were referred: \_\_\_\_\_ 167

ICWA Cases that were Intervened/Transferred: \_\_\_\_\_ 7

Tribal Court Courtesy Walk Through of homes per Tribal Court Order: \_\_\_\_\_ 5

Adoption Assessments completed per Tribal Court Order request: \_\_\_\_\_ 13

### *Clients Served in 2008 (Qtr = 3 months)*



CPS Assistants provided In Home Services of: 331

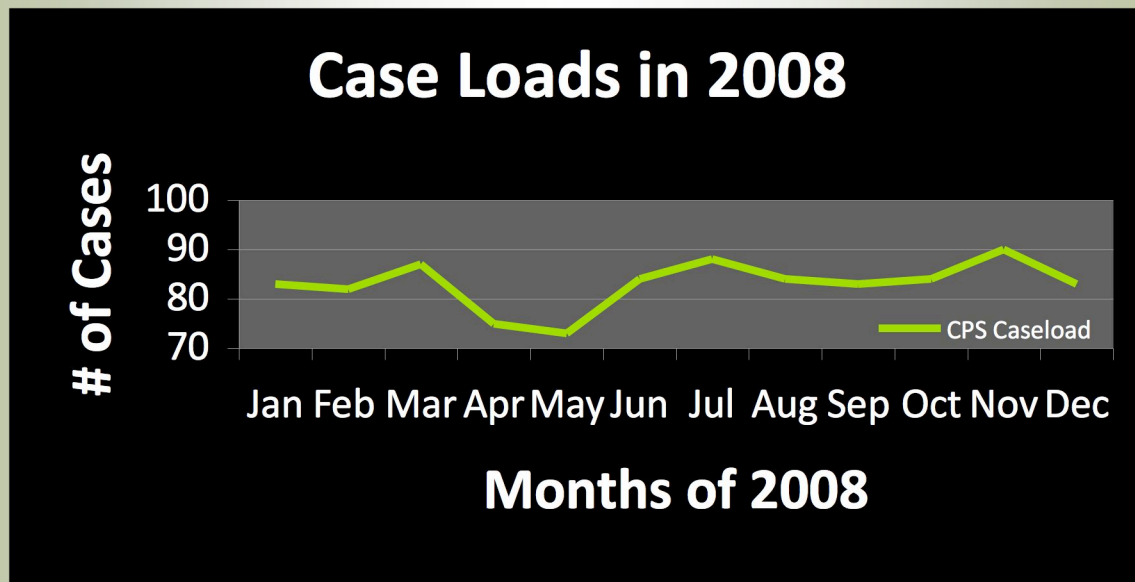
(these included: transports both children & families, supervised visits, shopping for client & program needs, assisting Foster Care Certifier, Family Intake Coordinator, CPS Specialists, doing random UA's, etc).

### *Child Abuse Reports in 2008*



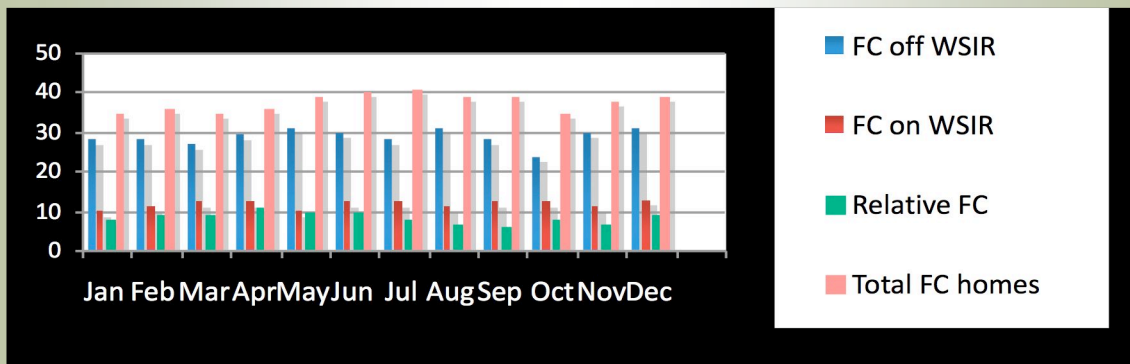


## Caseloads held by Caseworkers in 2008



The caseloads have been slowly increasing since early spring '08 to summer '08 and when there were only three (3) caseworkers handling all of these cases in early 2008.

## FOSTER CARE (FC) & WARM SPRINGS INDIAN RESERVATION (WSIR)



Children in Foster Care include: 1) those children who have special needs; or 2) those who are in residential treatment; 3) those children's family members who are not able to pass foster care certification, 4) those family resources who are exhausted and do not want to be a placement resource for children due to the parent's non-compliance and ongoing unhealthy way of living; 5) those families who do not have monetary resources able to take in more children; and or 6) those families who are unable to keep children safe.

## Vocational Rehabilitation Annual Report

The WSVR department had a very successful year where 90.9% of eligible individual who exited the program achieved employment. We served 57 clients under an IPE (Individualized Plan for Employment) and 54 of those were new plans written this year. We had 39 individuals enrolled in a training program and 5 enrolled in a four-year post-secondary education program.

We averaged about 110 clients in our caseload throughout the year. Our lead counselor carried about 70% of the caseload with our new counselor carrying the balance. The director carries a handful of clients, generally those who are hearing impaired.

Throughout the 2008-year, we were able serve more clients in our extended service area due to the many outreach activities that were implemented. We presented orientations twice a month at the WSVR office and twice a month at the Madras DHS building for native population that found it difficult to get to the orientations in Warm Springs either due to time constraints or transportation issues. In addition, orientations were held in Portland, Salem and Celilo.

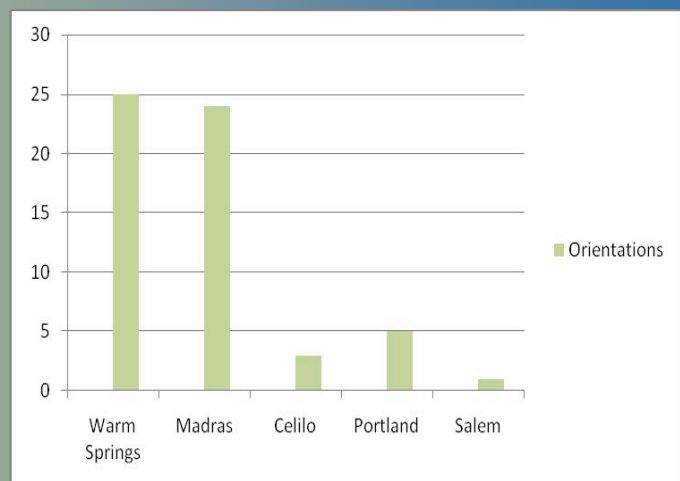
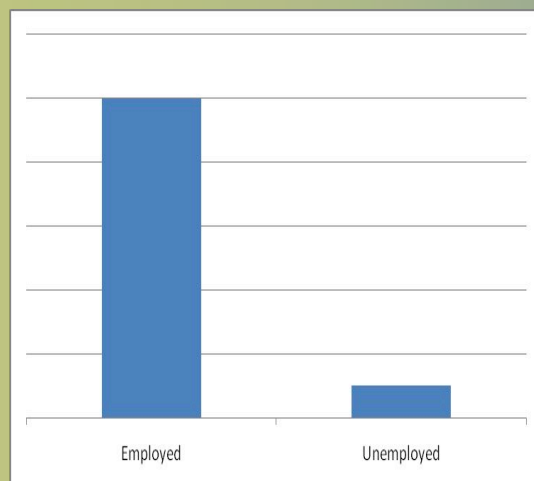
Although much of our staff is new, all staff members were able to obtain their minimum of five trainings in order to garner new knowledge for working with disabled population, disability-specific information and/or expand their knowledge base. Consequently, new staff is gaining in confidence and skill while established staff supplements and hone their skills. We are planning on adding two more new counselors in the coming year so that we may serve our growing number of consumers.

Director and staff have worked diligently throughout the year to continue a good working relationship with community partners and develop new community partners. This has been rewarding and we are widening the outreach of not only WSVR but also bringing knowledge of native culture to those outside the tribal community. With understanding and knowledge we hope to bring expanded opportunities for tribal members.

We look forward to a challenging new year and with the Oregon State Vocational Rehabilitation program going into "Order of Selection", we see our job as more vital than ever before not only for the local tribal community but for the extended community as well.

90.9% who exited program were employed - 2008

### ORIENTATIONS IN 2008





## Government Affairs & Planning

Executive Director: Louie Pitt

*Mission:* To develop and maintain positive relationships with tribal, federal and state agencies to protect tribal sovereignty, treaty, political and other interests.

*Objectives:* Monitor political and legislative issues and maintain a library of tribal laws and policies; coordinates a community-based planning process and assist in plan implementation; gathers, compiles and reports tribal enrollments and other vital demographic information concerning the reservation community while safeguarding vital tribal records. Since the restructuring has taken place through the Confederated Tribes of Warm Springs, Tribal Relations has since been strategically brought under the department of Government Affairs that now includes Spilyay Tymoo newspaper, KWSO 91.9 FM radio, Planning, Vital Statistics, Records and Legislative coordination. Founded in 1990, Tribal (Public) Relations for years also housed the Print Shop, who has since fallen victim to budget constraints in 2001 and has been substituted by Eagle Tech Systems' printing services. The Government Affairs office conducts numerous tours, schedules speakers for civic groups, and hosts' foreign students. The office also corresponds to inquiries about the tribes and acts as a liaison between the outside public and the Confederated Tribes of Warm Springs.



*Our mission:* is "to provide the Warm Springs Community with quality radio programming that empowers, educates and entertains."

*Goals:* meet the interests of listeners.

*Objectives:* offer listening and entertainment for everyone. KWSO offers 12 local newscasts on weekdays including "National Native News", the national call in talk show "Native America Calling", "The Warm Springs Program", and "Our People and Mother Earth" highlighting natural, human and cultural resource topics. Evenings and weekends include "Groove Central", Big Band Music on "Swinging Down the Lane", "Kids Tunes", "KWSO Oldies Show", "Home Fire" local artists, and "Earth Songs" featuring Native Contemporary music.











*History & Operations:* KWSO 91.9 FM is Warm Springs' Community Radio station serving the Reservation since 1986. KWSO designed the program line up to provide listeners with helpful and friendly information, music and entertainment. Entered into the Corporation for Public Broadcasting's Community Service Grant Program in 2005, KWSO has now been able to bring national favorites "Car Talk", "Tell Me More", and "This American Life". KWSO also airs all the program offerings from the Native Voice One radio satellite network. The Public Service campaigns, such as the "Community Calendar" up-to-the minute information about local happenings, are designed to increase community awareness of current events and issues, provide education, and promote a healthy lifestyle. KWSO also provides weekly information on pow wows, rodeo, and job listings. The radio station has done live broadcasts from: Lincoln's Pow Wow; Pi-Ume-Sha; Cascade Locks Casino DEIS hearings; Tribal Council Swearing in Ceremony; and

of course continues to offer coverage of Madras High School sports. The most exciting development KWSO History is the creation of a new media facility funded by the Confederated Tribes of Warm Springs and the Meyer Memorial Trust that will be opened and shared by the radio station and the Tribes' biweekly Spilyay Tymoo newspaper in 2009. The Confederated Tribes of Warm Springs Radio Station and KWSO, have been recognized by the Oregon Association of Broadcasters as the "Non-Commercial Station of the Year" 4 out of the last 5 years.

## *Vital Statistics Department*

The most experienced department in the branch is Vital Statistics who is responsible for records of membership back to the 1940's, along with Per Capita rolls, which started in 1943; Census Rolls dating back to 1880; Tribal Election Records from 1938, and birth and death records dating back to the 1930's. Atwai Madeline Queahpama-Spino worked in the department for over 35 years. Her and her team are responsible for numerous tasks including (1) coordinating and distributing the Senior Citizen Pension, Tribal Per Capita, Bonus Per Capita checks, and returns due to outdated addresses, (2) administering Minors Trust Payments to the US Bank and the distribution of the Minors Trust Fund bi-annually, (3) assembling and providing proper documentation for enrollments and adoptions for Tribal Council to determine eligibility of enrollments, (4) and advise and recommend to the Tribal Council the trends and history of enrolments and adoptions, (5) coordinate, conduct and assist the Tribal Elections Committee with all Tribal elections, (6) assist the BIA with Secretarial Elections, (7) administer and distribute Funeral Grants and Fire Donations (8) issue Privilege Tax Permits (sellers permits), (9) provide demographic data for the Reservation to the Tribal Organization and agencies for grants, reports, etc., (10) and assist the tribal membership with verification of enrollment to IHS, BIA, ECE, Schools, and other agencies, so that the membership may qualify for benefits. The most time consuming responsibilities of the department is preparation for the Tribal Referendum. The Tribal Council calls elections by resolution. Then Vital Statistics receives the resolution; a ballot is prepared using the language of the resolution, asking the question "Shall Resolution\_\_\_\_\_ be approved", a cover letter is prepared for the Absentee voters (#?), the ballot and cover letter are sent to printing, the Election/Counting Board is appointed by Tribal resolution by Tribal Council. Once election is called, the Board is notified of the place and time to report for the voting and counting, 13 steps in all that must be completed before the election can be held.

### Accomplishments & Goals

-  Upgrade of computer and software system for vital statistics
-  Vital Records storage plan reviewed with Records Center
-  Relocation of vital stat to occur in 2008, more office space and storage of vital records to be
-  Coordinated with records center/finance.
-  Training of staff with current software programs
-  75 Enrolled-taking enrollment up to 4557.
-  Tribal Pension processed for 283 Senior Citizens.
-  As of June 4, 2008 we have had a total of 21 deaths
-  17 Privilege Tax permits sold
-  Department of Transportation submitted a letter to CTWS in May, allowed Warm Springs Tribal Identification cards can be accepted as "Proof of Identity".

### Unfortunate Deaths by Year

27.....2002

36.....2003

38.....2008



## Community Health Education Team (C.H.E.T.)

### Family Resource Center

Staff: Judith Charley, Public Health Educator.

Community Health Information Specialist: Anita Davis and Carolyn Wewa.

Methamphetamine Prevention Coordinator: Wayne Miller.

CHET Department Secretary: Marcellina Picard.

*Mission Statement:* to develop, implement and evaluate health/wellness education, promote prevention services, activities and functions that address the health needs of the community.

*Strategy:* To assist the Warm Springs community in adopting healthy lifestyles; make optimum choices and decisions by offering factual information, encourage use of resources, products and services; and to influence policy and planning, health care issues as they affect personal health outcomes.

*Goal:* Consolidate all like CTWS health education promotion and disease prevention programs in order to offer a more comprehensive approach to community health education.

*Objective:* All like functions and administrative responsibility will be under the Public Health Educator operation by December of 2009.

*CHET Message to the people:* In these hard times CHET has responded to the current needs of our community by addressing methamphetamine in partnership with as many local agencies and as much factual information that is currently available. We've also offered Fetal Alcohol Spectrum Disorder training and will offer a follow-up training in the near future on this subject to include caregivers, foster parents and key personnel from the local school district.





## Public Utilities Branch

*Our Mission:* Is to provide the community with the highest standard of public service that continually enhances the quality of life within our reservation boundaries.

*Our Goals:* 1.) Is to improve on the job / work completion ratio with quality service in mind 2.) Is to enhance our water service in production, distribution, and wastewater 3.) Update our short & long range strategic plans for maintenance, improvement, & /or replacement of our aging tribal buildings & infrastructure. 4.) Develop and enhance the competency levels of our public utility staff.



*Our Vision:* Is that we are providing excellent quality service for our membership by maintaining our tribal buildings and water systems by being responsive to the needs of the users.

*Our Main Message to the Public:* As we continue to meet the demands of our community; we need your help and understanding. Help by way of communicating with your council representatives, to let them know that you do support funding for your public utilities department; and secondly, that we all commit to do our part in conserving energy and water.

2008 Statistics:

PUD Work orders completed:	763	<u>Water Production &amp; consumption (gallons)</u>	
HWC work orders completed:	929	Warm Springs	398.4 million
Tribal Vehicle work completed:	707	West Hills	74.2 million
Tribal vehicles replaced:	21	Greeley Heights	112 million
Home & Bus. health inspections	84	Kah-nee-ta	59.9 million
Air quality testing	13	WSFPI	520 thousand
Water quality tests	3	MAWS	11.8 million
Mold sample tests	3	Simnasho / Schoolie	22.1 million
		Sidwalter area	8.9 million

Personnel: 62 Tribal Members  
13 Married Into Tribe., Other Indian

*Other Accomplishments For Our Community:* We participated in several health & safety fair events in the community over the past year by providing continuing education and awareness for individuals, families, and other service providers. A number of health inspections were provided for various food service outlets throughout the year. We also assisted the justice system by providing seatbelt diversion classes to those community members that choose to participate in lieu of potential fines. As we neared the end of the year, the concern for the rural area resident's prompted us to provide driveway snow removal to ensure access for residents under possible emergent situations. Priority was given to our elders, those with medical conditions, and the handicapped.

133 - Child safety seats given out	23- Food handler classes were provided
13 - Special events / powwows	346 - people were certified as food handlers
35 - Funerals assists	4- private wells were dug & or repaired

*The Future:* As we look to the future, we must get back to strategic planning to address not only the aging buildings & infrastructure, but our future needs and growth. The water treatment plant is but one example that will need attention to future planning.



## The Personnel Department

Executive Director: Benson Heath

This branch has the responsibility of managing all personnel matters for the tribal organization. This office supports the Tribal Organization by providing recruitment services, personnel records administration, and HR Data administration. We monitor compliance with personnel Policy and applicable employment laws. The department finalizes Personnel Policy revision after Tribal Council review. The Personnel Department then provides supervisor training throughout the organization in the first quarter of the following year. Provide ongoing dialogue between employees and supervisors in counseling, fundamental supervisory skills, and awareness of Personnel Policy. Address substance abuse in the workplace through the drug testing policy. For 2008, the department acquired a new mouth swab test now conducted in the office.

### *Department Accomplishments & Goals:*

- ✕ Perfected the job application form and matrix process to improve compliance, while helping Tribal Members with application preparation assistance, resume completion, and be more successful in obtaining job interviews.
- ✕ Secured 2008 Fish Marking Program contract with USFWS which provided short-term employment for Tribal members
- ✕ Hired a new Broker who has experience working with Indian Tribes and Indian Health Service Programs.
- ✕ Manage Group Insurance with 433 Managed Care eligible and 216 Non Managed Care Eligible for the Tribes, KHDRC, and WSPE, WS Composite.
- ✕ Hired new TPA for Group Insurance Plan to better service our insured members.
- ✕ Held the Administrative rates for Life Insurance Program.
- ✕ Assist with the formulation of the ATNI NW Human Resources Committee
- ✕ Assist with the planning and development of the Sidwalter Fire Hall
- ✕ Began Year with signification increase in reserves as result primarily of hospital agreements and Medicare-Like Rates" implementation. Projected to complete 2008 within budget while operating under priority referrals
- ✕ Developed & Implemented plan to manage the \$500K Tribal Council Resolution for Non-Priority I Referrals for enrolled tribal members



Because of the Tribe's economic downturn, the personnel branch has eliminated two positions through attrition in the past three years. The staff is 100% tribal member. Other causalities of the slow down include reduced training money for the organization and a reduction in service awards. Due to budget cuts, the staff has become an integral part in downsizing discussion group strategies. Since 80% of the Tribal budget is comprised of wages and salaries, a number of tactics have been discussed including consolidation of some offices to reduce duplication, hire freeze, vacancy listing, and other cost-savings alternatives.

	Total Resident Working Age (18 & Older)	Total Resident (18 & Older) Avail. f/work	Total (18 & older) Not Available	Total Resident TMs (18 & Older) Working		
	<b>2542</b>	<b>2337</b>	<b>205</b>	<b>850</b>		
Group % ⇒		<b>92%</b>	<b>8%</b>	<b>36%</b>		
GRAND TOTAL Resident TMs Working	⇒	⇒	⇒	<b>850</b>	% Resident TMs Working ⇒	<b>36%</b>
GRAND TOTAL Resident TMs Unemployed	⇒	⇒	⇒	<b>1487</b>	% Resident TMs NOT working ⇒	<b>64%</b>



## EDUCATION BRANCH

General Manager: Wendell Jim

Assistant Director: Corey Clements

Education consists of Culture & Heritage, OSU Extension, Head Start/Early Head Start, Tribal Day Care, Higher Education, and Workforce Development.

**Mission:** The Warm Springs Education Branch leads, coordinates, facilitates and provides formal and informal education services for the people of the Warm Springs Reservation. The branch works cooperatively with tribal, local, state, federal governments and enterprises to provide a comprehensive set of opportunities that engage quality education, skill building and tribal life-long learning.

**Vision:** Warm Springs Tribal Members and residents value education, tribal values & belief, traditional cultural learning as a means in achieving personal, family, community and economic vitality. We prioritize education, supporting the youth, family, adults and tribal elder's engagement in tribal lifelong learning.

**Main Message to the Public:** Our Mission and Vision provides support services targeted by the Education Branch for the people and tribal members. They affirm the Education Branch's commitment, directions, providing a framework for strategic decisions, guide team effectiveness, education investment, partnerships and services provided for the all our people.

Our intent is to meet the goals, priorities outlined in the tribal council strategic plan, which supports the Warm Springs People's Plan and the Comprehensive Plan.

### ***Goals & Objectives:***

- Access: People, families and workplaces have full access to a continuum of education services.
- Engagement: A wide cross section of individuals, families, workers and communities engage in lifelong learning to advance understanding, knowledge and skills important for personal, professional and community vitality.
- Learning: Quality formal and informal education strengthening individual, family, workplace and community knowledge and skills will be provided to build as a means to build a vital, safe, secure and culturally rich community.
- Capacity: The Education Branch will continuously strengthen its capacity to provide quality education services.
- Accountability: The Education Branch will be accountable to Tribal Council, the People, and others for improved conditions, progress on intended results, volume of activities, and level of efforts involved in implementing education.

**Mission Statement:** "Design and implement quality programs and support services to provide education growth and skill development opportunities for the people and community."



## 2008 ADMINISTRATION SERVICES ACCOMPLISHMENTS

### MAIL & RECEPTION:

Training on new mailing/posting processing  
 Cell phone plans reviewed for Council and departments  
 Training of three youth workers for the summer  
 Trained 5 new Employees  
 Museum Phone system crashed/emergency repair set up and completed with vendor  
 Upgrade voice mail being reviewed with I.H.S. facility/facility management  
 Fire & Safety building (Simnasho) phones repaired/911 system repaired with vendor  
 Finance department move of phones in the tribal administration building started  
 Voc Rehab phones transferred/reorganizing office area  
 Setup phone lines in old legal aid building for Language program  
 Troubleshoot and repaired fire alarm lines  
 Setup/coordinating of Employee barbeque for 2008  
 Repairs of phone system due to thunderstorm/lightening effected all departments.  
 Assist in training volunteers in secretarial work through department of human services.

### Administrative Service Center:

Office manager hired  
 Travel/checking account relocated back to Administrative Service Center  
 Grey storage boxes purged in the tribal council office (approximately 30 boxes)  
 Digital recording system set up for recording tribal council meeting  
 Purging files to locate Tribal Committee/Council minutes for final processing  
 Job descriptions for current staff being reevaluated for salary administration review  
 Office Staff reorganized in office location and duties  
 Tribal Council Meetings hosted 128 meetings in chambers and district.  
 Tribal Committees had 81 meetings  
 EXCLUDING Health & Welfare Committee.

### Records Center/Management Staff:

Scanned Committee minutes into network (PDF-picture document format) for the following:  
 Culture & heritage Committee (1979 through 1990, 1994)  
 Education Committee (1962 through 1967, 1969, 1975 through 2008)  
 Fish & Wildlife (1940-43, 1947, 1949, 1951, 1953-4, 1958, 1963-75, 1977-2005, 2008)  
 Fish & Wildlife-On Res (1990-91, 1992 through 2008)  
 Fish & Wildlife – Off Res (1990-1996, 2000-2008)  
 Health & Welfare – 1962-66, 2006-2007 handwritten/staff finalized by input computer  
 Water board – 1975 through 2008 (staff working with Roy Spino/Luke Sanders to finalize some meeting sets from notes and handout taken during meeting)  
 Tribal Council Minutes-conversion from PDF to word format- completed: 1966-75; 1980, 1992 through 2000, 2002, 2004-2007  
 Conference Room #1-files, books and binders were purged, documents to be microfilmed.  
 Records review/training: Tribal Court, Fire & Safety, Appeals, Vehicle Pool, Housing, Personnel, Compensation & Benefits and Tribal Council.  
 Recording system-staff trained and digital recording setup for Tribal Council, Tribal Court, Appeals and Management staff.  
 ADR Trust Court case-assisting with research of minutes, major documents and records when needed by Tribal Attorneys.  
 Training attended: Computer (Excel, Word, Outlook for 2007); First Aid/CPR/AED; Forklift; ARMA Local Chapter Mtgs  
 Volunteer program through department of human services, assist in training volunteers in records training/work

## 2009 ADMINISTRATION SERVICES GOALS & OBJECTIVES

### Administrative Service

#### Manager/Mail-Reception:

Upgrading of the phone systems at Public Utilities and Senior Program

Keep current with the USPS Postal upgrades and rate changes

Cell Phone plans are upgraded and any transfers occur, due to vendor being purchased by another company.

Ensure that plans and pricing is most feasible.

Staying current with tribal employee directory and working with Eagle Tech Systems to stay current with website access and listing for easier access for outside users.

Possibly review current digital phone systems to work with current vendor to see if equipment can be utilized that are more efficient and less down time when weather conditions are adverse.

### Administrative Service

#### Center/Tribal Council Office:

Tribal Council Minutes availability and turn around for review by Tribal Council improved

Tribal Committee's services improved for records/summary/minutes available for tribal members review.

Conference Systems utilized in the Tribal Council Chambers to be upgraded to a more feasible and effective system.

Coordination of tribal records available at the Tribal Library for review by tribal members will be more accessible for review (i.e. Tribal Council Minutes, Committee summaries, Tribal Council resolutions and ordinances).

Improved communication with KWSO with summaries of Tribal Council and Committee's available for announcement to the tribal community of events or discussion occurring.

Current staff training upgraded to assist with product output improved (i.e. minutes/summaries)

### Records Center:

- ✕ Records center services to continue reducing such burdens through elimination of duplication and meeting shared data needs with shared resources of the purpose of saving the Tribal Organization dollars.
- ✕ Coordinate with the Recycling program to share funds through departments that utilize the program
- ✕ Provide on going training within the tribal organization in the records management field
- ✕ Training and review with departments to do a site tour of the facility and plans that in place to assist with archive records being delivered and process of storing, retrieval, accessibility and resourcing when needed.
- ✕ Records Assessment needs to be completed on all departments, to ensure that files and records
- ✕ Orientation for tribal organization on equipment utilized for storing information (microfilm, scanner, digital copier)
- ✕ Verifying the validity of all existing records schedules
- ✕ Records Management Plan and Policy will be drafted and reviewed with current departments
- ✕ Identifying tribal vital records and developing vital records plan
- ✕ Inventorying all Tribal Records and establishing a records lifecycle database



## Strengthening Our Community

### *The West Hills Beautification Project 2008 (October 25<sup>th</sup> & 26<sup>th</sup>)*

THE WEST HILLS BEAUTIFICATION WAS SIMPLY AN IDEA THAT BECAME A REALITY. IT WAS A ONE OF A KIND COMMUNITY GATHERING THAT WAS DEEPLY NEEDED AND BEST OF ALL, VERY MUCH APPRECIATED. NEARLY 100 VOLUNTEERS FROM WARM SPRINGS & MADRAS TOGETHER GATHERED TO CLEAN AND BEAUTIFY THE SIDEWALKS OF WEST HILLS JUST BEFORE THE HALLOWEEN NIGHT. EVEN TODAY, THE SIDEWALKS REMAIN VISIBLE, ACCESSIBLE, AND SAFE. THERE HAVE BEEN SO MANY INQUIRIES ABOUT THE WORK WE COMPLETED IN THE AREA AND IT CERTAINLY COULD NOT HAVE BEEN DONE WITHOUT YOU. WE PERSONALLY REALLY APPRECIATE THOSE WHO CONTRIBUTED TO THE PROJECT. NOT ONLY DID IT MEAN A GREAT DEAL TO US, BUT TO THE COMMUNITY AS A WHOLE. TOGETHER, WE REALLY PULLED THIS ONE OFF. CONGRATULATIONS TO YOU ALL AND WE LOOK FORWARD TO WORKING WITH YOU AGAIN. THANK YOU!



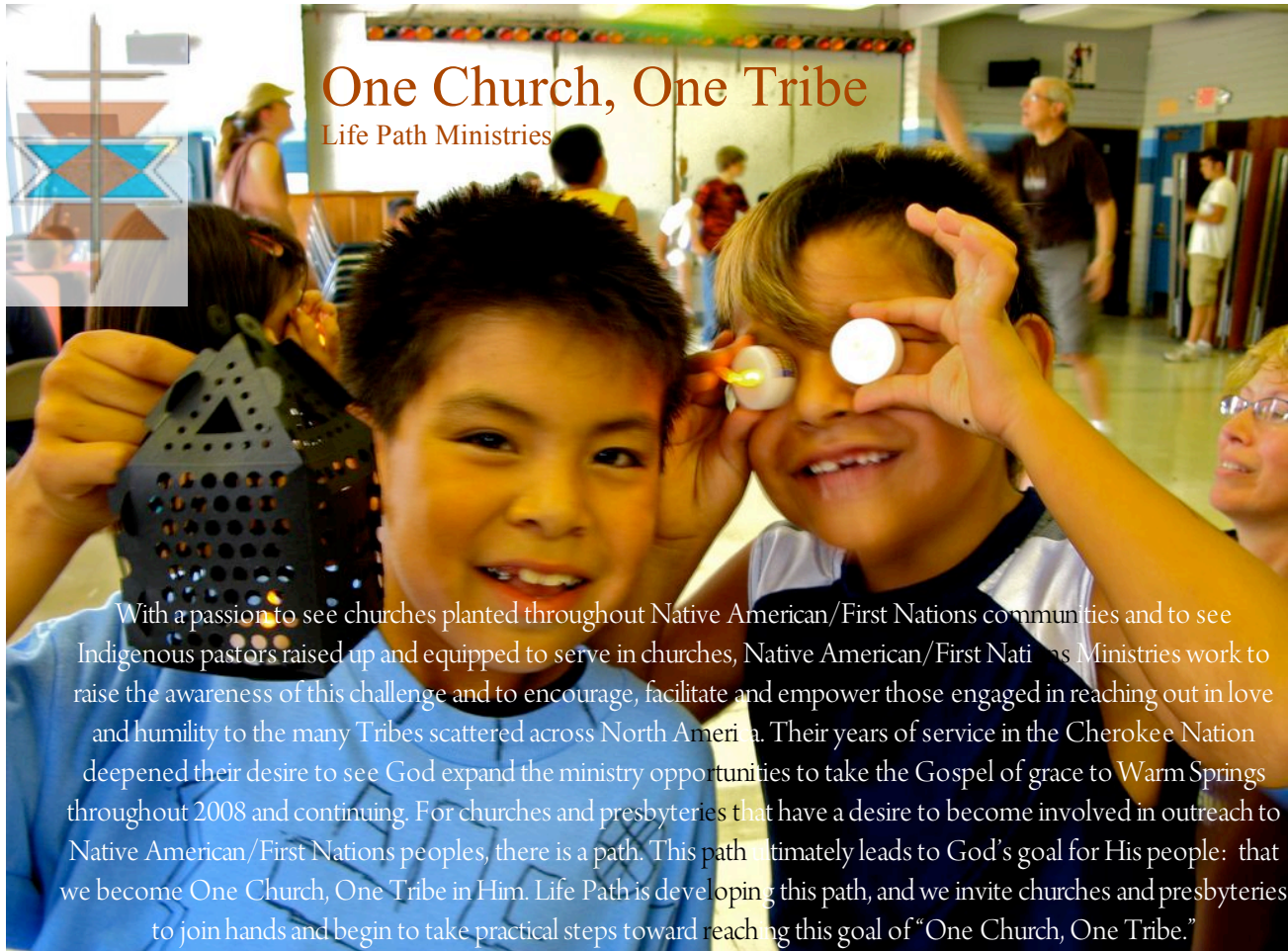
### **The 33<sup>rd</sup> Annual Northwest Indian Youth Conference 2008 (May 27<sup>th</sup> – 31<sup>st</sup>)**

The Northwest Indian Youth Conference came home for its 33<sup>rd</sup> Annual Celebration. Warm Springs welcomed nearly 1,000 attendees from all over the northwest as far down as Utah. The conference consisted of workshops to strengthen participants' minds, awareness, health, and spirit by offering workshops that benefited the youth Spiritually, Emotionally, Physically, and Mentally. The Celilo Village also contributed one of the most memorable days for the attendees as they hosted a conference day next to the spiritual and scenic Columbia River followed by a traditional dinner. Attendees response to the conference included "I'm am really glad I was able to come to the conference. I know now that I will live a better life." And "The Celilo People were so great. I learned more about native culture and have found a missing link in my life I have always wished for."

The Confederated Tribes hosted a **Tribal Employee Appreciation Day** on Wednesday, May 27, at the Community Center ball fields. There was a great turnout of employees and family, and a lot of great food and fun activities.







## One Church, One Tribe

Life Path Ministries

With a passion to see churches planted throughout Native American/First Nations communities and to see Indigenous pastors raised up and equipped to serve in churches, Native American/First Nations Ministries work to raise the awareness of this challenge and to encourage, facilitate and empower those engaged in reaching out in love and humility to the many Tribes scattered across North America. Their years of service in the Cherokee Nation deepened their desire to see God expand the ministry opportunities to take the Gospel of grace to Warm Springs throughout 2008 and continuing. For churches and presbyteries that have a desire to become involved in outreach to Native American/First Nations peoples, there is a path. This path ultimately leads to God's goal for His people: that we become One Church, One Tribe in Him. Life Path is developing this path, and we invite churches and presbyteries to join hands and begin to take practical steps toward reaching this goal of "One Church, One Tribe."



## The Warm Springs Community Garden

Starting with several luncheons and having various meetings put on by community members themselves, the Warm Springs Community Garden began only a few short years ago. Even with hurdles coming from other groups and departments combined for the approval, the committee began to voice their determination to plant and the garden began. The Community Garden first started as an initiative to promote an active lifestyle for community members and has now grown into a sense of pride amongst the participants as much of the garden goes to feed several gatherings and homes in the community as well as provides a lot of education for those involved. The benefits in the gardening have become quite extensive for participants. The coordinators then began to have workshops in the winter to provide tips, tricks, and education to the community and members interested in getting involved with the garden. With consistency, the participation level and size of the garden has continued to grow.



## GLADYS THOMPSON



Born January 1, 1915 as Gladys Miller. Her father was Thomas Miller and her mother was Carrie Jane John (same mother to Hazel Charley Suppah, Wesley Charley, Joyce Charley Quinn and Rosanna Charley) Gladys is half Wasq'u and half Warm Springs. Her father passed on while she was a baby, since Thomas's mother Margaret Handley and her husband Tomar Handley did not have children they asked for Gladys and they raised her as their own. Kiksht language was her first language until the boarding school time when they were subjected to English, she is fluent in Kiksht language and Ichishkiin language. They lived in the Tenino valley where Gladys grew up. Gladys has lived from the horse and wagon era and has lived a very good life. She married Joseph Thompson and had 8 children which two died as infants. When she married Joseph Thompson they moved up to the Shitike Creek area where all her children have been raised. She has grown up learning to gather the traditional foods and put them up for winter and has many good teachings that she has handed down. She has numerous grandchildren, great grandchildren and even some fifth generation grandchildren.

She is 94 years old today and still is employed doing language work that will be left behind for the children to learn so that her language will never die out. Gladys Thompson is now the oldest living elder. – By Radine Johnson



## WASCO CHIEF NELSON WALLULATUM

Wasco Chief Nelson Wallulatum has reached a remarkable milestone in his career in tribal government. May 23<sup>rd</sup>, 2009 marked the 50<sup>th</sup> anniversary of his Chieftainship. He joined the Tribal Council a week after becoming Chief, on June 2, 1959 when he was sworn into council. Chief Wallulatum is now the living history of the modern tribal government, and tribal tradition. He has been a tribal leader during the major events that have shaped the current Confederated Tribes of Warm Springs.

About the time he became Chief, the Confederated Tribes received payment from the federal government for the destruction of Celilo Falls. "We decided to put the money to work for the tribes," said Chief Wallulatum. The tribes commissioned an economic development plan from Oregon State University. Implementing the plan took years, he said. For instance, the plan called for the acquisition by the tribes of the mill, now Warm Springs Forest Products Industries, and the Kah-Nee-Ta Village which opened in 1964.

Fisheries have always been a main focus for Chief Wallulatum. He was on the tribal Fish Committee before becoming Chief and joining the Council. Then as Chief, he continued to serve on the committee. "I was on the fish committee for most of my life," he said. Chief Wallulatum worked with the tribal attorneys during many years of fisheries litigation, which eventually led to the creation of the Columbia River Inter-Tribal Fish Commission. Before becoming Chief and joining Tribal Council, Chief Wallulatum served in the U.S. Navy from 1943-46. Chief Wallulatum, now almost 84, is a descendant of Chief Billy Chinook, and lived next door to him on Miller Flat. Chief Wallulatum has an early memory of the 1934 dedication of the Duc-Sa-Hi Bridge, named for the Wasco Chief. Through his years serving the tribes, Chief Wallulatum has kept tribal sovereignty at the forefront of his priorities. He carries a copy of the tribal Constitution and By-Laws with him at all times, and refers to the documents often.

In the summer of 2009 in the park that was once a tribal outpost from time immemorial that now overlooks the reservoir of the Re-regulating dam, a plaque was dedicated to the well respected and acknowledged Wasco Chief.



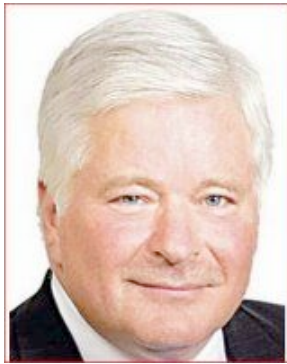


## **MADELINE QUEAHPAMA-SPINO** Tribal Vital Statistics Director for 35+ Years

Madeline was born on August 4, 1950 in Prineville to Oscar and Irene (Queampts) Queahpama. Madeline was a direct descendent of Chief Queahpama. As the longtime director of tribal Vital Statistics, Madeline Queahpama-Spino, passed away on May 20 at St. Charles Medical Center in Bend following a long battle with cancer. She was 58. Through her years of working at Vital Statistics, Mrs. Queahpama-Spino was the expert on issues and information regarding tribal enrollments and genealogy. She will be greatly missed in the department and the community, said Louie Pitt, director of tribal Government Affairs. She was a very intelligent women who very conscientious about her work and will be greatly missed in this department. Madeline was a lifetime resident of Warm Springs as well as an enrolled member of the Confederated Tribes of Warm Springs. Madeline loved to play golf and was very devoted to her family. She married Leslie Spino on May 17, 1997 in Las Vegas, Nevada.

She is survived by her husband, Leslie of Warm Springs; children Eric Craig, Shawna Craig, Joel Craig, and Rodney Estimo all of Warm Springs; brothers Rafael and Ralph Queahpama; sisters Antoinette Pamperein and Kat Spaulding both of Warm Springs.

## **JAMES 'JIM BOOMER' NOTEBOOM** Tribal Attorney At Law



James D. Noteboom grew up on a farm outside Salem. After completing his B.S. and M.B.A. degrees at Oregon State University, he entered the Marine Corps in 1968 and served as an artillery officer in Viet Nam. He returned to law school at the University of Oregon in 1974 and began his law practice in 1977. Jim was a widely known and respected attorney and community member. Practicing law at Karnopp Petersen LLP for over thirty years, Jim dedicated his career to the representation of the Confederated Tribes of the Warm Springs Reservation of Oregon. His representation of the Tribe included particular emphasis on energy, water, environmental, land acquisition, and natural resource law. He was the primary attorney involved in the negotiation of the Tribe's landmark water settlement agreement with the State of Oregon and the United States. He also represented the Tribe while negotiating the settlement agreement with Portland General Electric Company and the U.S. Department of the Interior under which the Tribe acquired a major ownership interest in the Pelton Hydroelectric Project. Jim was a founder and member of the board of directors of the Museum at Warm Springs. He also, since inception, served as a founder and Secretary of the Deschutes River Conservancy, a unique environmental group originally conceived of by the Warm Springs Tribe and the Environmental Defense Fund. He was a member of the Board of Trustees of the World Affairs Council of Oregon and was on the Advisory Board of the Oregon Youth Challenge Program working with at-risk youth. Military service was an important part of Jim Noteboom's life. He served a total of 39 years in the Navy, Marine Corps and Army, both on active duty and in the reserves. In 2002 he received a Master of Strategic Studies degree from the U.S. Army War College. In 1996, he began serving as an adjunct instructor for the Defense Institute of International Legal Studies leading teaching teams to such countries as Kyrgyzstan, Georgia, Ethiopia, Congo, Argentina, Zambia, Ukraine, Eritrea, Croatia, Senegal, Ukraine, Zambia and Zimbabwe to provide instruction to host nation military and civilian leadership on a variety of topics. Jim passed away suddenly on November 27, 2008 from acute leukemia. He is survived by his wife, three children and six grand-children.

## Letter From The Editor

The Confederated Tribes of Warm Springs comprise of a living legacy of the most spiritual, cultural, and indigenous people to have ever inhabited what is now known as the Pacific Northwest. Hundreds of thousands of indigenous people had built their livelihood on these very northwest lands. The Warm Springs Indian Reservation originally included Indian bands from areas as far away as what is now known as southern Washington (Walla Walla and Wasco) on downward to the state of Nevada (Paiute). During the Treaty Days of the mid-1800's negotiators, on behalf of the United States (U.S.) Government, set out to remove all Indians from their usual and accustomed lands for the better migration of the Europeans. The Indigenous people would protest peace and their traditional livelihoods throughout the meetings with the U.S. negotiators, but they received no reply to their pleas.

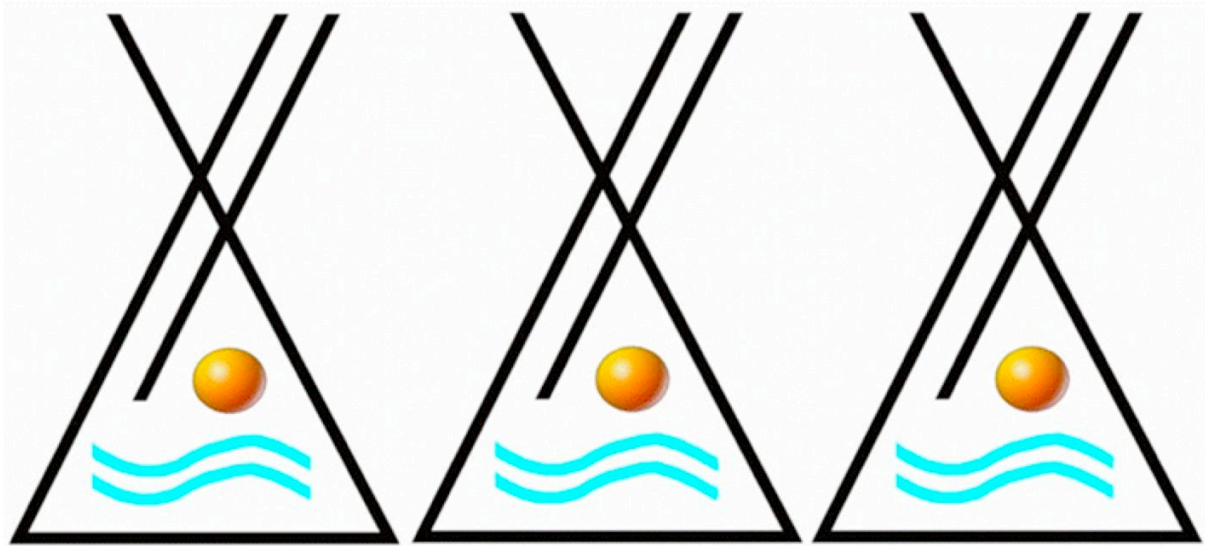
After 3 days of negotiations with the indigenous peoples of, what is now considered to be, the Columbia River Gorge, the Wascos and Walla Wallas signed the Treaty on June 25<sup>th</sup>, 1855, ceding approximately ten million acres to the United States and moved to the Warm Springs Indian Reservation of Oregon. 38 Paiutes later joined them in 1876.

Now, over 100 years later, the 3 tribes make up the Confederated Tribes of Warm Springs, welcoming the expansive and diverse backgrounds of each unique indigenous brother and sister of the community. The tribes have fought many battles throughout their time together on the reservation, though mostly with the U.S. Government, both entities have contributed to the well-respected and established relationship they have today.

The Confederated Tribes of Warm Springs have certainly been able to stand their ground as conditions of the economy have caused numerous struggles for the people of the reservation. Once known for its organizational and strategic managerial structure, the Warm Springs people have maintained a strong reliance on its tribal leaders and members while maintaining relationships with other Indian Nations to create networks of knowledge as our people have done since time immemorial. It is important that the Confederated Tribes of Warm Springs acknowledge one another as unique individuals and as people with a reticent strength that can contribute toward the community; people who can rely on one another for the overall survival of their confidence and following. It is important that the people believe in their voice to make a difference in the issues that impact the community and to organize as one for the overall health of leadership working toward a dependable future for the coming generations. The Warm Springs people here are a living legacy of culture, knowledge, traditions, and survival. May the future bring the purest of blessings from the Creator, to the land, and to the hearts of the people of The Confederated Tribes of Warm Springs.

-Jefferson 'Unum Uswon' Greene

\*Annual Report Cover titled "Executive Chiefs" also by Unum Uswon.



# Confederated Tribes of Warm Springs

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