

**1987
ANNUAL REPORT**
The Confederated Tribes
of the Warm Springs
Reservation of Oregon

VISION

Our people from time immemorial have brought forward the strength of our Tribes' existence to the modern world. The future will hold many of the same challenges that will require blending our basic values of life with an ever-changing environment.

The act of recognizing the Creator by giving thanks for the lifeblood of water serves as a reminder and example. The same water which sustains our bodies and all living things supports the generation of electricity, an aggressive fisheries program, modern community water systems, forests and other resources.

The decisions of today and tomorrow must strengthen the foundation of the legacy entrusted to us by our forefathers. We must in turn entrust the legacy to our children to manage for their children. We must pass along not only the tools to manage all the resources, but also the values and beliefs.

Our future will be built on respect, understanding and support for one another. Families, the major educational and emotional influence in all our lives, will reflect the community's values. Tribal Government will play a supportive role -- not a dominant one which erodes individual responsibility, initiative and self-sufficiency. Our children will grow up with a sense of pride and purpose because they will be capable, needed and useful.

In order to carry on the tribal legacy, our children must have a knowledge of the past and a view to the future. They must make use of all educational benefits available -- from the family, community, culture, school and religion.

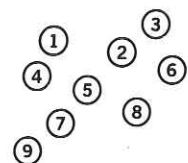
Their economic future will be less dominated by tribal government. Most small businesses, both on and off the reservation, will be operated by individual tribal members. Only big enterprises within the tourism, forest products and hydropower industries should stay under direct tribal control.

The future promises supportive facilities for our children and their extended families to enjoy healthy and rewarding lives. Innovative financing methods will be employed to build educational, cultural, health and recreational facilities.

To help realize the vision, tribal communication will be enhanced. Our children must be well-informed to pass on the legacy.

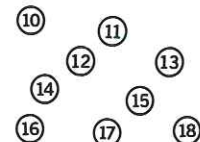
The cover of our 1987 Annual Report features photos of tribal employees who have served us 20 to 32 years. Employees such as ours represent the cornerstone of our success.

Front Cover



1. Irene Wells
2. Jacob Frank, Sr.
3. Lloyd Smith, Sr.
4. Caroline Tohet
5. Serena Raboin
6. Raymond Shike, Sr.
7. Edward Manion, Sr.
8. Winona Frank
9. Warren "Rudy" Clements

Back Cover



10. Ella Wewa
11. Ortheila Miller
12. Joyce Erb
13. Sidney Miller
14. Pauline Allen
15. Everett Miller
16. Norma Smith
17. Jeffry Sanders
18. Herb Graybael

MESSAGE FROM THE CHAIRMAN

Dear Tribal Members and Friends,

It is with great pride that we give special recognition to our senior employees who appear on the cover of this Annual Report. They have served our Tribes for over twenty years and have displayed commitment, responsibility, and dedication to their jobs. Their positive influence on the growth of our Tribes is gratefully acknowledged by the Tribal Council.

Tribal Council actions taken in 1987 resulted in many accomplishments for the benefit of our people. Foremost, we protected established laws and policies from being changed by initiatives of the Assistant Secretary for Indian Affairs. The proposed changes would not have been in the best interest of our people and our resources. Specific information on this is in the Legal and Legislative section of this report.

Tribal Council's attention also focused on our Tribal Workers' Compensation Code, adopted in 1987. We approved a one-year management plan for upper Columbia River chinook and coho salmon. To protect our treaty fishing rights, we approved a long-term fisheries management and allocation plan for the Columbia River.

Water rights quantification with the State of Oregon, which was mentioned in the 1986 Annual Report, ended because our Trustee, the Department of the Interior, suspended participation in negotiations. Tribal Council continued to make decisions in a conservative and careful manner. Great concern and attention was given to the social issues our people are facing with alcohol, drug



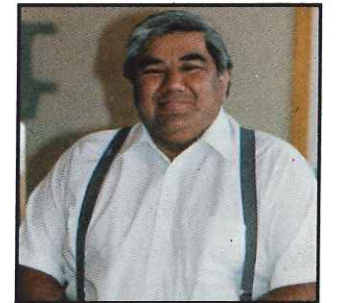
Delbert Frank, Sr.



Ellen Johnson



Chief Vernon Henry



Mickey Brunoe



Janice Clements



Rita Squiemphen



Chief Delvis Heath, Sr.



Olney Patt, Sr.



Karen Wallulatam



Chief Nelson Wallulatam

abuse, and other social problems. Meetings were held with our cultural and religious people and the community to seek ways to help ourselves.

Operating expenses at year-end were less than what was budgeted. Stumpage income to the Tribe was more than what had been projected, amounting to \$10.2 million. The Hydro project income was on schedule.

On the horizon is the need to build facilities such as the Community Learning Center, Health Center, Museum, Shopping Center, and Elder Care Center. Although substantial progress was made in planning these facilities, further study is needed to help enable our people to weigh the benefits, risks and cost of each project.

Site construction began at the "Sunnyside" subdivision, which will consist of 53 homesites. A five-year Housing

Plan for rural and community housing proposals was also initiated. A master plan effort for Kah Nee Ta Resort was started in 1987. A Task Force has been appointed to proceed with an in-depth analysis of the Small Log Mill facility.

We give thanks to our Creator for a fruitful year and ask His continued blessing of our efforts in the year of 1988. We also thank our people for the support, guidance, and contributions they have made to move our Tribes forward. On behalf of the Tribal Council, it is with great respect that I share our 1987 Annual Report with you.

Zane Jackson

Zane Jackson
Chairman, Tribal Council



Traditional Flag

TRIBAL GOVERNMENT Tribal Council

Tribal Council activities required Council members to be alert on all fronts in order to promote the advancement and welfare of the tribal membership, and to protect tribal resources.

Protecting our Treaty rights is one of the greatest responsibilities of the Council. Much time and investment was made in 1987 to protect rights of the 1855 Treaty between the United States Government and the Confederated Tribes of Warm Springs.

Council members or delegated representatives participated in a variety of national, state, local and inter-tribal activities in an effort to stay abreast of matters affecting our Tribe and our resources. Tribal Council Committees are relied upon to be the ears and eyes of the Council in specified areas, such as Fish and Wildlife, Health and Welfare, Education, and Range and Agriculture. Activities will most likely increase to protect the Tribal position due to changing policies and laws, reduced federal budgets, and congressional, presidential, and state legislative concerns.

Tribal member participation is important to the Council. Efforts to involve the membership were stressed. For example, members were encouraged to participate in



Annual Information Fair

the annual budgeting process. The Annual Information Fair on tribal budget programs and department services attracted more Tribal Members than its debut in 1986. Although active participation at General, District, Council, Committee and public meetings has improved, more Tribal members need to exercise their rights and responsibilities by providing guidance at the meetings. Increasing communication and tribal member involvement continues to be a high priority of the Tribal Council.

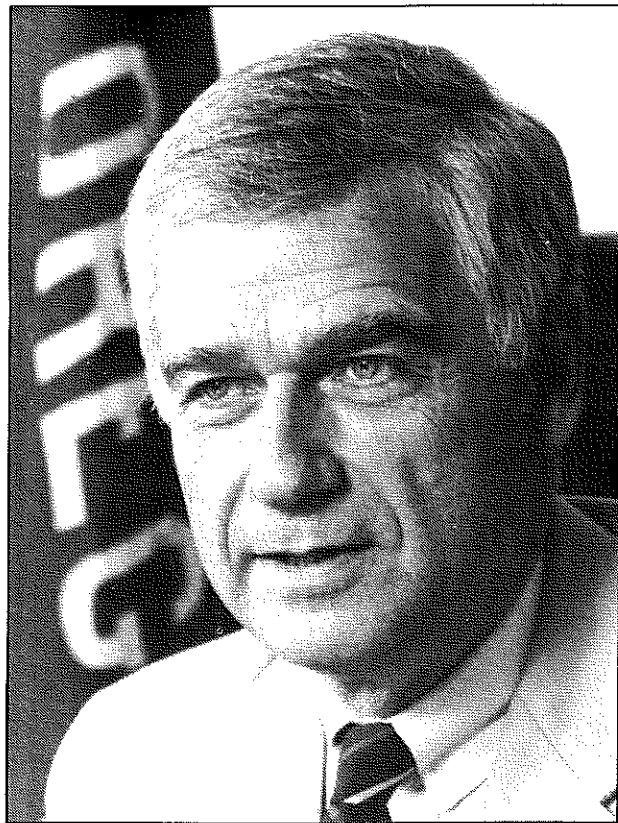
Legislative Report for 1987

First Session of the 100th Congress

1987 was a year principally spent on defensive efforts to prevent poorly proposed changes from being made to established Indian law and

policy.

Almost from the very start of the year, the Tribal Council had to dedicate considerable time and effort to opposing a series of surprise "initiatives" proposed by the Assistant Secretary for Indian Affairs. These included proposals to require work in order to receive general assistance, to limit the BIA Housing Improvement Program to only the homes of the elderly and the handicapped, and to require students to contribute to BIA scholarships. Other proposed "initiatives" included the sudden and unexplained transfer of all Tribal and individual Indian trust funds out of the federal government into a private banking institution, the transfer of the trust management of Tribal forests to a private sector entity (requiring Tribes to pay for the trust management of their forests), and the imposition of



SENATOR
MARK HATFIELD
Supported
Tribal Efforts

an inadequate and unfair flat rate for Tribal indirect administrative costs incurred in the operation of BIA programs under Self-Determination Act contracts.

The Confederated Tribes of Warm Springs played a significant role, along with other Tribes from across the country, in persuading Congressional committees with jurisdiction over Indian programs and funding to either defeat or force these "initiatives" to be explained by the BIA. The Assistant Secretary continues his efforts to impose unwanted and destructive policies on the Tribes. In late October, he testified before Congress in support of eliminating the BIA, which Tribal Council Chairman Zane Jackson

strongly opposed in his direct testimony to the House Appropriations Subcommittee for the Interior. The Assistant Secretary's "initiatives" included a proposal to replace the BIA with block-grant type funding to Tribes (which would have come with no Federal responsibility for trust or treaty obligations), which closely resembles piece-by-piece termination. The Tribal Council made every effort throughout the year to successfully prevent such actions.

While the efforts of the Tribes and Congress to stop the Assistant Secretary's initiatives took considerable time, several bills did move forward. Perhaps foremost among them was the legislation to clarify and streamline

the Self-Determination Act, which passed the House of Representatives and was reported out of the Senate Select Committee on Indian Affairs. Under this legislation, it will be much easier for Tribes to contract for the operation of BIA and IHS programs. The Indian Health Care Improvement Act and the Indian Education Amendments also reached the final stages of consideration.

Among other legislation that moved along were bills to create a National Museum of the American Indian as a part of the national Smithsonian Institute's museums, a bill to clarify procedures for modifying or creating new Tribal constitutions, and several economic development measures. These included bills granting tax breaks for industry locating on reservations, establishing an Indian development finance corporation, and amendments to the Indian Finance Act.

Of local interest, bills were introduced to create a reservation for Oregon's Grand Ronde Indian community, and to pump water from the Columbia River to the Umatilla River to help the fish runs. Legislation guiding the distribution of the Cow Creek Umpqua's \$1.5 million claim settlement into long-term programs for the elderly, housing, and scholarships has been signed into law. In the closing

days of the First Session, Congress also dropped a dangerous precedent-setting provision in Farm Credit legislation. It would have imposed state and local taxes on Indian and Tribal lands reverting into trust after being foreclosed by the Farmers Home Administration.

The Tribal Tax Status Act was amended in the massive FY 1988 Reconciliation Bill, limiting Tribal use of municipal tax exempt bonds to only customary applications. It also expanded the Act to allow tribes to issue private activity tax exempt bonds to finance development of employment-generating industry owned by tribes and located on reservations. Regular Fiscal Year 1988 funding for the BIA and the IHS was finally appropriated in a huge catch-all funding bill enacted just before Christmas. BIA programs received \$970 million (FY 1987: \$921 million), including restored Forestry funding, increased 638 contract support funds, and \$1.5 million to pay for programs for the recently restored Klamath Tribe. IHS programs received \$943 million (FY 1987: \$870 million), including \$125,000 for continuation of the Warm Springs pilot alcoholism treatment program. Indian education in the Department of Education received \$66 million (FY 1987: \$64 million).

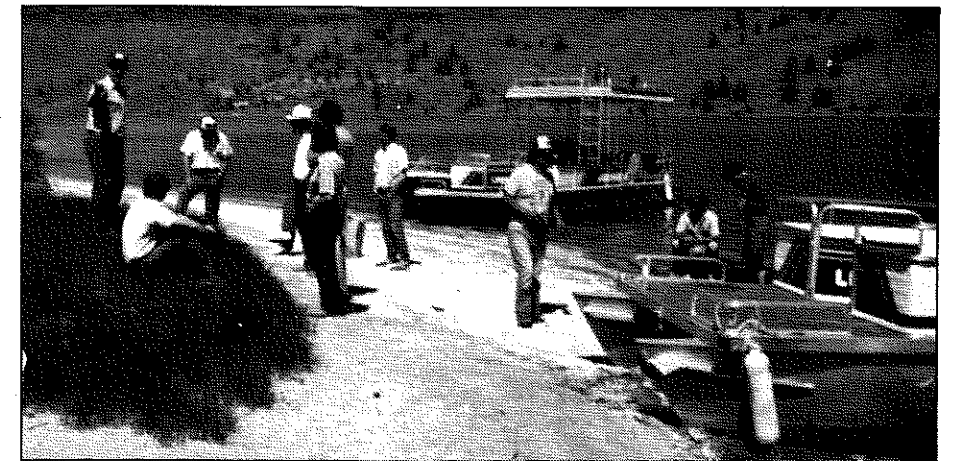
Legal Highlights Tribal Workers' Compensation Code

During 1987, the Tribal Council adopted a Tribal Workers' Compensation Code which is scheduled to become fully implemented in 1988. This establishes a full tribal workers' compensation system, including administration and claims settlement, rather than relying on the State of Oregon system.

the United States and the State of Oregon. Due to an apparent change of policy in the Department of the Interior, federal participation in this activity was suspended. Tribal Council is attempting to persuade the Department of Interior to resume this activity.

Treaty Fishing Rights

In the spring of 1987, the Tribal Council approved a



Tribal and other Governmental Officials inspect the Tribes' Chinook Island on the Metolius Arm

Water Rights Quantification Negotiations

Negotiations with the State of Oregon toward quantification of the water rights of the Tribes' have been stalled by the failure of the Department of the Interior to carry through with such negotiations. As trustees for tribal water rights, previous Secretaries of the Interior James Watt and William Clark had urged the Confederated Tribes to become involved in water rights negotiations with

one-year management and harvest allocation plan for upper Columbia River chinook and coho salmon. The 1987 plan, which regulated salmon fisheries in the ocean as well as in the Columbia River, was approved by the Federal Courts in United States v. Oregon over the objections of the State of Idaho. In the fall of 1987, the Tribal Council approved a long-term fisheries management and allocation plan for the Columbia River which will protect the Warm Springs Tribes' off-reservation

treaty fishing rights for many years to come. This plan will be submitted to the Federal Courts for approval in early 1988.

HUMAN RESOURCES
Education, Training
and Employee
Development

The challenge confronting our Tribes is to help our people mature and lead productive lifestyles of responsibility. Dealing with our people's growth is perhaps our foremost task.

We are a unique people, with strong traditional and cultural

values. Yet, in terms of social illnesses, we are not unique. We, too, are striving to prevent unemployment, drug abuse, suicide, and other social illnesses.

One measure to promote healthy living includes the "Babes" program, which uses puppets to educate our children as to what is right touching and what is wrong touching by other people. Drug abuse prevention is taught from early childhood through adulthood via school, public meetings, and residential treatment.

Employment and training programs include the Women's Program, Summer Youth Workers Program, Employee Development Department, Job Training Partnership Act (JTPA), and various intern or apprenticeship programs. To assure our future progress, we must do more as individuals and as parents. The Jefferson County School District must work harder to reduce the drop-out rate and assure that our youth obtain the education needed to help them become responsible working adults. We need to work harder to make employment

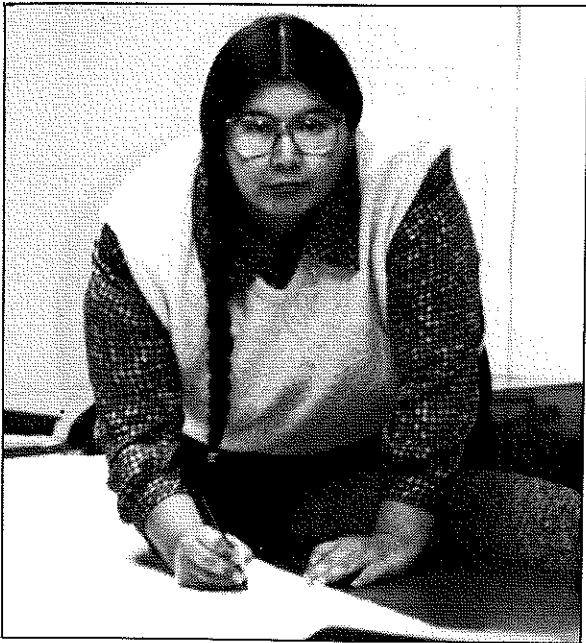
available to our people once they are equipped with the skills to work.

Health

To strengthen, promote and maintain the tribal community's mental, physical, and spiritual health is a goal the Tribal Health Department is striving to meet.

Tribal health and social services are offered through ten programs, ranging from Youth Services to the Tribal Wellness Program. Every year, approximately 2,900 people are served through the Health programs. We are proud of the immunization rate for Warm Springs. For the 32nd consecutive quarter (eight years), it is at 91 percent and among the highest in the nation.

Management changes included the promotion of former Allied Health and Social Services Director/Planner, Sal Sahme, to Assistant Fiscal Services Manager. IHS was requested to help supervise health programs, and tribal member Judy Charley was hired as Administrative Assistant to the Health Department Manager. Judy has been in the Health field for 14 years, starting as a Lab Assistant at the Dental office. She recently earned her Bachelors Degree in Community Health Management, with a double minor in Speech and Manage-



Judy Charley,
Administrative
Assistant to Health
Department Manager

FOLLOWING ARE STATISTICS IN OUR MAJOR JOB CENTERS:

1987

EMPLOYERS	TRIBAL MEMBERS	MARRIED TO TRIBAL MEMBERS	OTHER INDIANS	NON INDIANS	TOTAL
Kah Nee Ta Resort	66	17	40	100	223
W.S. Forest Products	130	33	14	151	328
Tribal Government	260	29	35	104	428

PERCENTAGES OF TRIBAL MEMBERS BY EMPLOYMENT CENTER

EMPLOYERS	1981	1982	1983	1984	1985	1986	1987
Kah Nee Ta	16%	20%	23%	24%	19%	23.4%	29.6%
W.S.F.P.	24%	29%	32%	34%	35%	38.2%	39.6%
T. Gov't.	51%	52%	55%	59%	59%	62.1%	60.7%

ment, at the University of Oregon.

The Tribal Council approved the site for the Health Care Facility, to be located near the old Rodeo Grounds.

Historically, health care of the Warm Springs Confederated Tribes is included in the Treaty. Today, we consider it to be a partnership among individual tribal members, the Tribes, and the Federal Government.

Indian Health Service

This year the Warm Springs Unit recorded 24,813 patient visits, which represents a 12.1 percent increase over the past two years. Facility limitations continue to present major problems in meeting current and projected health care needs.

The Diabetic Project is headquartered at the Community Center. The format for this unique activity has been the

subject of favorable comment throughout the Indian Health Service and was presented at a national health promotion/disease prevention conference.

Commitment to the highest standards of patient care continues to be the primary objective of this organization. Accreditation for the clinic was continued by the Joint Commission on the Accreditation of Health Care Organizations. In addition, the laboratory continued to meet the accreditation standards of the College of American Pathologists.

Recreation

The Recreation Department emphasizes healthy living in all its activities. The Department serves 60,000 users every year from every age group who participate in the activities conducted. This



Second Annual Jamboree Day held for Youth

represents an average of about 20 activities per tribal member. We network with other youth oriented programs and combine forces whenever possible to help our youth learn how to live healthier. Forces are also combined for adults, as we assist the Wellness Program in combating diabetes through education in exercise and diet.

A Volunteer Recreation Advisory Board was formed to provide guidance to the Recreation Department programs and policies. All of the staff have received alcohol and drug prevention training, and put their training to use in the activities they conduct. Participation in the Oregon Free Materials program resulted in free books for

community use and fishing poles for youth activities.

Tribal Law Enforcement

The Tribal Law Enforcement programs continue to strive to fulfill their mission to ensure that all applicable laws are obeyed, individuals who violate the laws are apprehended and justly prosecuted, and those who abide by the laws of the community are not harassed by enforcement agencies.

In direct response to community concern over illegal drug abuse, and under directive from Tribal Council and the BIA Superintendent, Tribal and Bureau enforcement programs implemented stronger measures against lawbreakers.

Significant improvements were made in Search and Rescue efforts on the Reservation. Volunteers, Fire and Safety, Utilities, Natural Resources, and the Bureau teamed up on two occasions to provide excellent Search and Rescue services.

A Fish and Game pilot program was implemented in June of 1987 to protect and enhance big game, fish and other natural resources. One employee from the Law Enforcement, Natural Resources, and Forestry Departments, respectively, provided assistance with the program.

A Juvenile Investigator position was created by recommendation of the Justice Team Ad Hoc Committee appointed by Tribal Council. The Juvenile Investigator will network with other juvenile service programs and the community.

In an effort to promote "prevention and intervention", a cooperative Police Cadet Program was initiated between Tribal and Bureau Law Enforcement programs. Selected youth were involved in an eight week on-the-job enforcement program.

To enhance community relations, Tribal Law Enforcement personnel visit schools to teach youth about Law Enforcement -- and Police Officers visit with our Sr.

Citizens weekly at their Sr. Citizens Luncheon.

FIRE AND SAFETY

The Fire and Safety Department continues to work hard to prevent fires and accidents, provide medical assistance, and ensure the safety of Tribal, Bureau, Kah Nee Ta, and public use areas.

Each year about 350 patients need ambulance services and/or transportation. Community walk-in emergency medical services were provided to 700 patients, and fire calls average at 80 per year.

The Fire and Safety Department has maintained certified full time staff. Fire and Safety personnel have trained various Tribal Departments in basic first aid, CPR, and blood pressure screenings. The Department provides assistance at many community activities such as athletic and rodeo events and also helped with Search and Rescue efforts.

Tribal Court

The Court's purpose is to protect the community from harm and to guarantee the rights of individuals by being fair and impartial in resolving disputes. It strives to do so with an average of 3000 cases each year.

Anita Jackson, the Acting Administrative Law Judge oversees administration of the



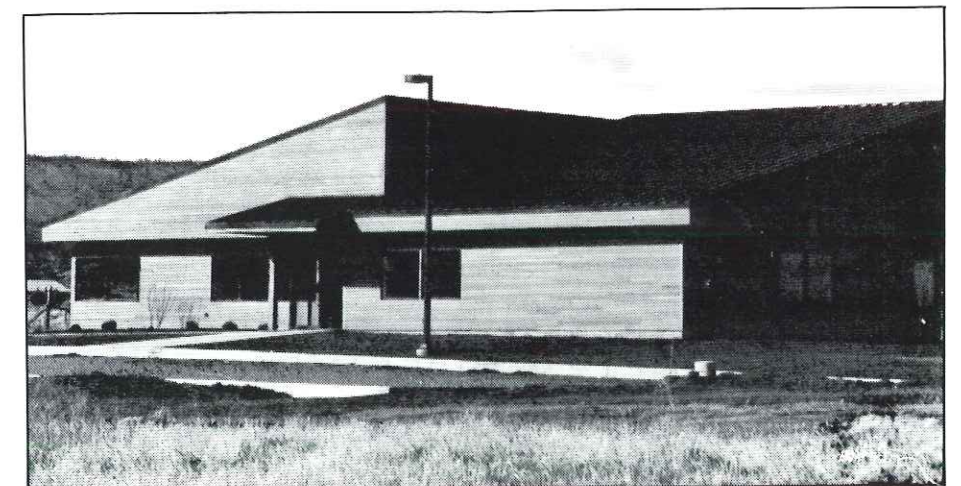
Tribal Court Building Remodeled

Tribal Court. Judge Lola Sohappay was elected to the Northwest Child Protection Team by the Northwest Judges Association. She was also elected to the Board of Directors for the Northwest Indian Child Welfare Association. The Judges have increased the writing of legal opinions that set precedent. Training for the Judges this year included the Juvenile Justice System, Child Abuse and Neglect, Alcohol and Drugs, Indian Housing Law, and Child Sexual Abuse. The Tribal Court is committed to providing services as set forth

in the Warm Springs Tribal Code, and staying abreast of state, tribal, and federal laws that could impact our community.

Housing

Housing is a key priority for our people. The Housing Office provides about 50 percent of the houses for tribal members, including low-rent units for low income families. A primary objective of the Department is to plan for additional tribal rental units, including units for larger families. The need is evident as 123 people were on the waiting list for housing as of December. The housing need increases every year, as more tribal members come of age and desire their own housing. Unfortunately, due to the non-compliance of tenants in making payments and other factors, the Mutual Help contract with the Tribe is at question. The Housing Office is working to resolve the matter, and plan for more Mutual Help units to be built for



A new building for the Housing Department

limited income families in the future.

Construction and Transportation

The Construction Department provides quality home building for tribal members at competitive costs, and accomplishes more with construction funds for tribal facilities than external construction management businesses. For example, the Department constructed a four bedroom home which was appraised at \$80,000 and was purchased by a tribal member for \$55,000. An apprenticeship program was established with the assistance of the Employment Services Office. The Department also provides renovations, repairs, and subdivision development services.

In regard to transportation, Governor Neil Goldschmidt has designated Highway 26 as a major highway in the State of Oregon. The Tribe is pleased with this designation, and hopes tourism will be enhanced as a result.

CULTURE AND HERITAGE

This office's mission is to develop and maintain authentic cultural records of the Warm Springs Reservation and the Indian people. Efforts include developing detailed written documentation of

each of the tribal traditions and the recording of Indian ceremonies as permitted, to provide educational and historical information.

They have developed curriculum and teacher training material for teaching the Warm Springs and Wasco languages at the pre-school level. People are being sought to help develop materials for teaching Paiute language.

Also, a new and expanded Warm Springs dictionary will be ready soon. A word list of the Paiute language has been obtained, along with other materials from Nevada to help build the Paiute language base. The Culture and Heritage Office conducted various workshops including hide-tanning, deer meat cutting, and drying classes in which 56 people participated. Approximately 16,345 acres were surveyed by our archaeologist, and 600 to 900

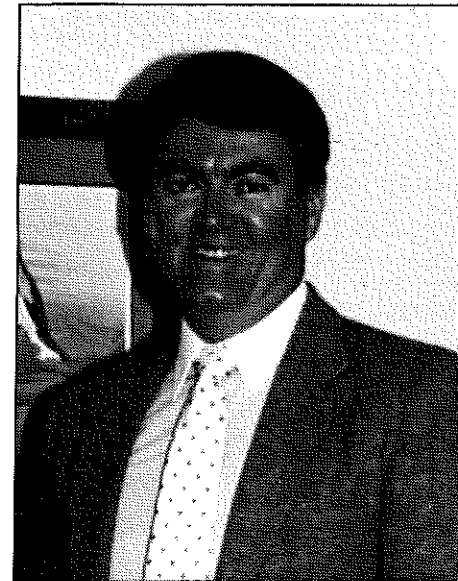
plants are included in a tribal herbarium developed by the tribal botanist.

Middle Oregon Indian Historical Society

The Board of Directors for the Middle Oregon Indian Historical Society (MOIHS) came one step closer to their goal of building and operating a museum when they hired Dr. Duane King to serve as Executive Director.

Since 1974, more than one half million dollars has been invested in artifacts from tribal members. In June, 1987 the Garfield and Hacker architectural firm was selected and the museum program design was completed. MOIHS hosted various meetings, including the Northwest Conference of Cultural Preservation.

A major fund raising campaign began successfully



Dr. Duane King

when MOIHS received a grant from U.S. Bancorp to produce a promotional video tape entitled "Warm Springs Today." Continued success of the campaign will depend on

a Tribal commitment of dollars needed to help attract matching grants and other funds to develop the museum. Members of the Board of Directors for MOIHS were reappointed by Tribal Council.

CAPITAL PROJECTS

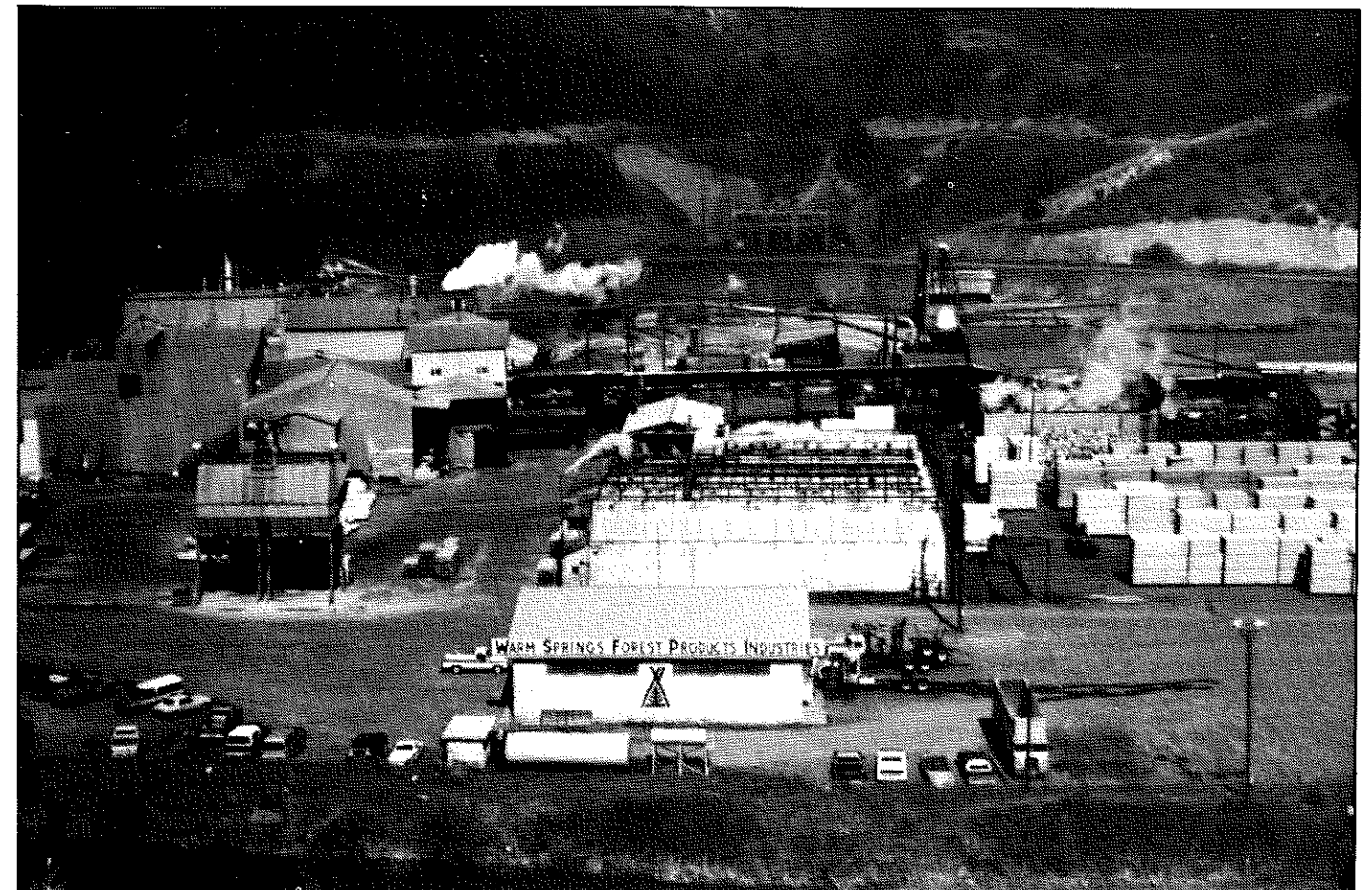
Development projects planned by the Tribes include the Health Facility, Shopping and Town Center, Learning Center, Museum, and the Elder Care Center. No project will be built unless tribal members approve monies for construction and development through a referendum. Although each project has

matured to various stages, refined information is needed before referendums will be considered.

The Health Facility program design and conceptual plan are near completion. The Shopping and Town Center site planning and preliminary building elevations are on hold pending decisions regarding highway access. A capital campaign for the Museum is on hold pending a referendum. The Learning Center is planned to proceed in phases starting with the Early Childhood Center which includes Daycare and Headstart facilities. Plans for the Elder Care Center have



Culture and Heritage's Tan Hiding Class



Warm Springs Forest Products Industries

progressed to preliminary design.

Warm Springs Forest Products Industries

Continued strong demand from the wood products market enabled Warm Springs Forest Products Industries to operate at a profit for the second consecutive year.

Total stumpage payments for 1987 were \$10,295,403. Contributing to a good year were the prices for lumber which increased and stabilized at a healthy level, and prudent management practices.

The study addressing the increasing number of small logs can be more seriously considered now as a new annual allowable cut was established in 1987. This year was the 20th anniversary of WSFPI. Since 1967 there has been a net sales of \$453,885,275, and for stumpage payments, \$129,339,648.

KAH NEE TA

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 and creates employment and business opportunities for tribal members.

Kah Nee Ta's Board of Directors completed the charter and mission statement which will serve to guide its efforts.

A long-range master plan has been developed which includes the addition of 54 hard-surface RV parking spaces, golf course additions, a gas station, a convenience store, and other proposed development. The final ranking of projects will take place after further analysis of economic returns, costs, and available funds.

Through efforts of conservative, careful management, Kah Nee Ta's financial status at year-end increased over last year by 16 percent in free and independent travelers, and 17 percent in group business. Accomplished also was the marketing plan, which identifies principle and secondary marketing areas. Great strides were taken and accomplished in 1987 and Kah Nee Ta is optimistic about future success.

Warm Springs Apparel Industries

The new manager for the Warm Springs Apparel Industries (WSAI) is tribal member Bernyce Courtney. Providing employment to tribal members is a goal being fulfilled, as a thirty person workforce has been achieved and the majority are tribal members.

WSAI completed its second year of operations below projections; however, an analysis and a five year projection was developed which includes a thirty person work force, expenses, training and sales (capital expenses were not included).

Objectives identified to help WSAI become more successful are to decrease absenteeism to 2.1 percent, and increase efficiency to 65 percent. We are optimistic



Bernyce Courtney, WSAI Manager

that WSAI will mature into a profit making enterprise for the Tribes. As employment for tribal members is already being realized.

WARM SPRINGS POWER ENTERPRISES

Warm Springs Power Enterprises (WSPE) completed another favorable year of operation with total energy sales of 79,908,000 kilowatt hours. This was down 10 percent from 1986, due primarily to lower river flows. The down time in 1987 was 4 percent of total hours available for generation, which was within the feasibility study projection of 5 percent per year.

As a result of working with Portland General Electric (PGE) Company's workforce, WSPE minimized down time through work force efficiency. This enabled maximum plant production.

The Enterprise enjoys a good working relationship with PGE's workforce, and would like to commend PGE on a job well done. Warm Springs Power Enterprises is always investigating possible ways to increase plant efficiency in order to increase revenues.

KWSI

Great effort is made by KWSI to be an economic benefit to the Tribes, and to enhance communications on and off the reservation.

Wilhight Radio Research survey results showed KWSI as number one in the combined Crook-Jefferson Counties with the 25-54 age group and number one in Jefferson County alone for the same age group. Also, 96.5 KWSI was number one in the 18-34 age group. Regardless of this success, KWSI sales were below projections. However, new and fresh ideas are being implemented to bring about a positive change in sales.

Steve Walker, KWSI's one-man News Department, was rated third place among Oregon television and radio stations for reporting stories to the Associated Press.

KWSO

Format for our educational radio station, KWSO, 91.9 FM, includes traditional and contemporary Native American music, Jazz, Rock, Blues, Country, Legends, community and national news updates and sports events. KWSO provides a service to the community which is growing in popularity with listeners.

Efforts are under way to secure other funding sources necessary to increase programming and enhance services. All of KWSO's announcers are Tribal Members or affiliates, and each of them brings creativity and great entertainment.

FINANCE

The purpose of the Finance Department is to properly account for tribal funds and enable the organization to obtain the information, supplies and services needed to be effective.

Centralized services are provided for mail and reception, purchasing, warehouse, print shop, records storage, payroll records, information processing, insurance, cash receiving and disbursing, federal contracting, cash management and enterprise accounting. Services are provided to 78 governmental operating departments, nine enterprises, four internal services and 165 additional municipal cost centers.

A corporate sweep account to invest overnight checking account balances was implemented. The Purchasing Department completed a procedural review and developed a tribal purchasing manual to aid employees who use the tribal purchasing function. The management information system was enhanced to allow for decentralized accounting operations and information processing.

Forestry

Many accomplishments were made in the Forestry Department in 1987. Tribal member Forestry Technician Trainees, Theron Johnson, Ray Moody, Sandra Brunoe and Marissa



Warm Springs Forest Technician Graduates
L-R: Sandra Brunoe, Marissa Stradley, Theron Johnson,
Ray (Captain) Moody.

Stradley completed their four-year training program. Through their studies and hard work they have obtained the same status as students graduating from a comparable forestry technician program.

One and a half million seedlings were planted on the reservation. The Warm Springs Forest Crew (Hot Shot Crew), besides performing a variety of contract work, was dispatched to many fires and received outstanding ratings. They have established a highly respected reputation and are considered one of the best Hot Shot Crews in the nation, which is quite an

achievement considering they are also the youngest Hot Shot Crew in the nation.

The Department helped implement a new annual allowable cut in 1987. We are pleased with our superior tree improvement program which continues to progress well, and is considered one of the best programs in this field.

NATURAL RESOURCES

The Natural Resources Department continues to work hard to protect and enhance natural resources. The Department provides Tribal Council with informa-

tion and recommendations to establish effective policies. The Department supports the Bureau of Indian Affairs in its trust responsibilities to protect and enhance the Tribes' natural resources. The Natural Resources Department also assists management and various tribal committees. Services are provided to 400 river miles in 23 streams containing fish habitat, 640,000 acres of watershed in 35 watersheds, 596,000 acres of range land, and habitat for 4,000 deer and 1,500 elk. Assistance is given to owners of 1,450 head of cattle and 1,500 head of horses.

The Department helps tribal members obtain Columbia River hunting and fishing licenses, big game hunting permits and licenses; maintains records of ceremonial fish purchases, storage and distribution; and monitors sales of reservation permits to the general public (over 1,000 sport fishermen were checked for tribal fishing permits on reservation waters). A multiple-resource concept for resource management which includes membership input is gaining momentum.



*Children,
Our Most
Precious Resource*

**The Confederated Tribes of Warm Springs
dedicates the 1987 Annual Report to all our Tribal
Members who have passed on.**



**NEWLY ELECTED IN 1987
PAIUTE CHIEF
VERNON HENRY**



**MISS WARM SPRINGS
1987
SARA SCOTT**

