

T O G E T H E R W E B U I L D



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THE CONFEDERATED TRIBES OF THE WARM SPRINGS RESERVATION OF OREGON

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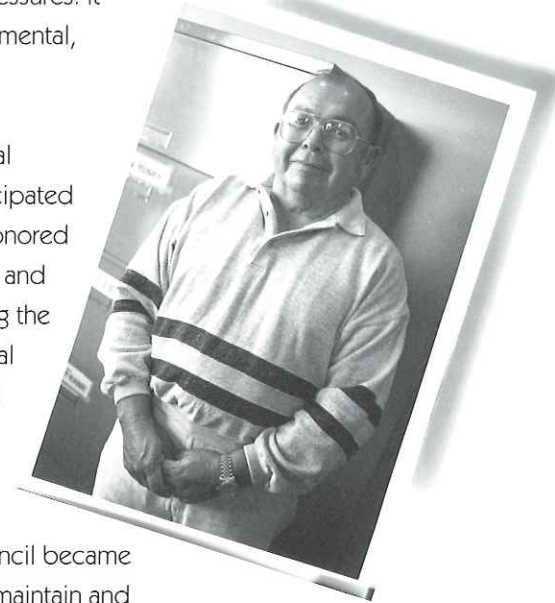
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"Snapshot" photos courtesy of Spilyay Tymoo.

Artifacts courtesy of the Middle-Oregon Indian Historical Society.

From The Chairman Our reservation is a rapidly growing community. Tribal member population will double in the next twenty years alone. That growth creates pressures. It points to the need to become better managers, better stewards of our governmental, economic, natural and human resources. It demands that we set priorities.

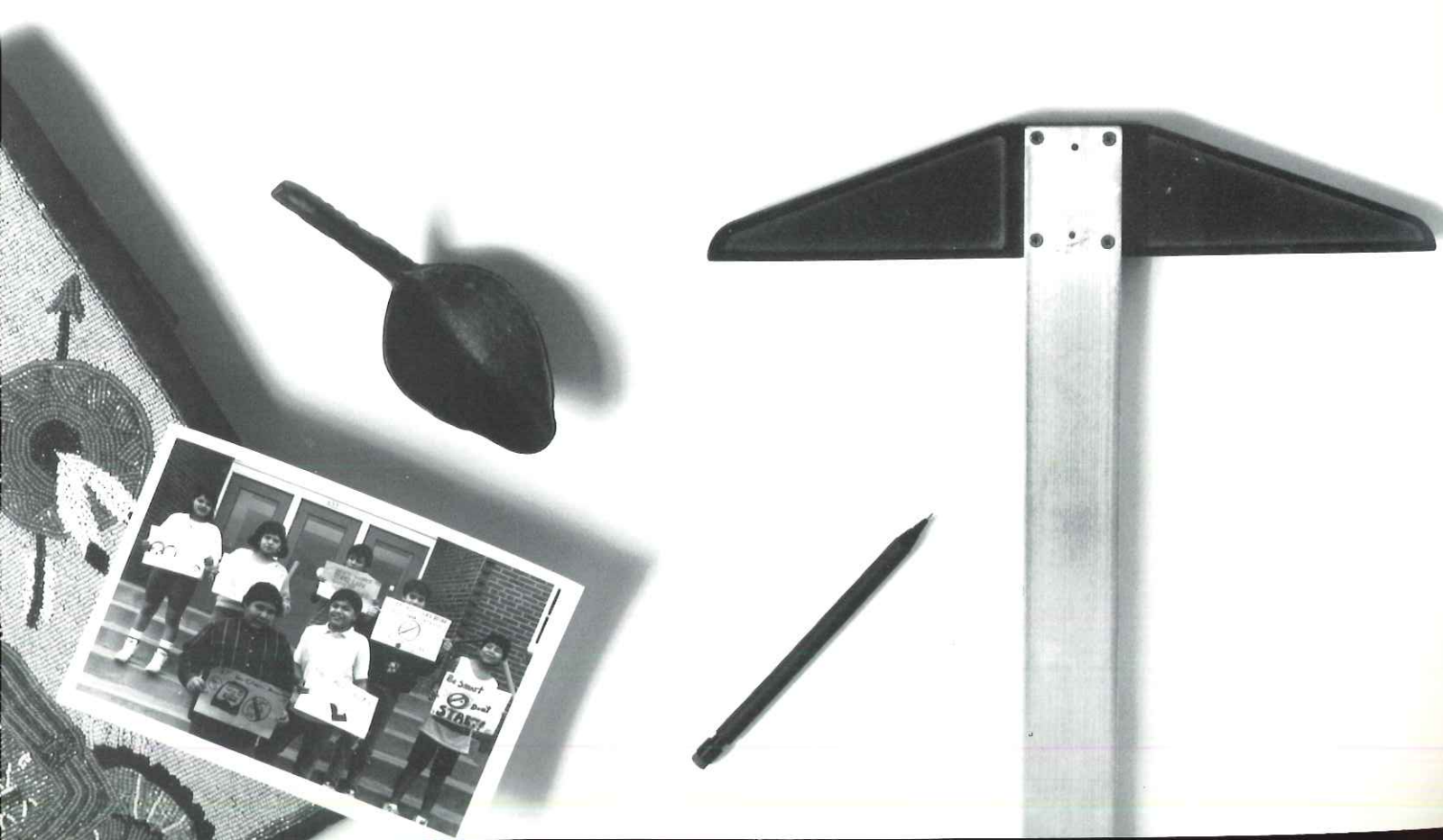
One priority must be the preservation of our sovereign rights. In 1990 the Tribal Council addressed mismanagement concerns on the McQuinn Strip and participated in Senator Hatfield's Salmon Summit. We made sure Treaty provisions were honored as state and federal officials drafted new management plans for the Deschutes and Columbia Rivers. We are meeting with the Army Corps of Engineers concerning the implementation legislation that will eventually result in the creation of additional inlieu and access sites along the Columbia River for tribal fishermen. The Tribal Council cooperated with the U.S. Forest Service in developing policies to preserve cultural sites and resources in the Deschutes, Mt. Hood and Ochoco National Forests. And when the *Duro vs. Reina* Supreme Court decision threatened tribal criminal jurisdiction over non-member Indians, the Tribal Council became deeply involved in the national effort by tribes to secure federal legislation to maintain and protect the sovereignty of our law.



We must establish priorities in our systems of health, education and community life, as well. The Tribal Council set up referendum elections in which Warm Springs voters approved appropriations for a new Early Childhood Learning Center, a new Middle-Oregon Indian Historical Society Museum and a new Wellness Center. Yet buildings will not convince our young people to acquire the skills and knowledge they will need to lead us into the future; nor will they change the lifestyle habits that cause illness and accidents. We must adopt programs and values that truly foster well-being — including a hiring preference for tribal members that demonstrates young people have a bright future here on the reservation. We must make excellence in health, education and work part of our community identity.

Another critical priority is the economy. Tribally owned enterprises cannot provide all the jobs and services growth demands. Warm Springs must build a more extensive private sector. This year, the Tribal Council will begin compiling a code of commercial law to encourage tribal entrepreneurs.

Building a vital private sector is important for several reasons. First, the skills needed to manage government well are not necessarily the skills needed to manage business well. Entrepreneurs are able to adapt more quickly to changes and opportunities in the marketplace. Second, business owners are motivated by potential profit to provide efficient services. Many tasks government now performs — janitorial and groundskeeping services, vehicle pools, some aspects of accounting and data processing — could, in the long run, be handled better by tribal contractors. Third, successful private business builds self-esteem. It rewards those willing to take risks, work hard and assume responsibility for their own lives. It fosters the very values our community needs to prosper.



Close Up:
KWSO

KWSO, the Warm Springs educational radio station, scored top marks when more than 340 participants gathered in Denver for the Native American Journalists Association Annual Conference. The conference recognized achievement in a number of areas, including three radio categories. Of some 15 radio stations represented, KWSO earned two of three first-place awards. Mary Sando, KWSO program director garnered the prize for Best Reporting. Announcer/producer Sue Ryan took Best Ongoing Public Affairs for a News Magazine Program; Mary picked up Honorable Mention in the same category.

The people of Warm Springs have earned a reputation as one of the most progressive Native American communities in the country. As we face the pressures and challenges rapid growth is bringing, we must roll up our sleeves and pick up our tools. Now, together, we must build.

Zane Jackson

Tribal Council Chairman

From The Chief Executive Officer As we move into the 1990's we are realizing plans that were initiated more than a decade ago. Construction of the Museum and the Early Childhood Center has begun, and the new Wellness Center will be coming soon. These successes reflect the importance of pursuing our goals. They are accomplishments that give our community a reason for pride today and a confidence in our ability to succeed in the future.



Tribal Government and the community must work closely together as we build toward our future. Communication, understanding and trust are as critical to our success as buildings and structures. Every member of our community has both the right and the responsibility to participate in planning, budgeting and other decision-making processes.

There are many challenges to face — health, education, employment, housing, balancing our natural resources with economic development — and we can expect only limited assistance from the federal government. During the 1980's, as Congress dealt with a growing national budget deficit, federal funding failed to keep pace with inflation. While we continue to urge Congress



to fulfill Indian obligations, we recognize the problems they face. We also recognize the constraints placed upon our own timber operation as a result of the recent economic downturn.

So we are taking a cautious position in the face of an uncertain economy. We have reduced planned expenditures, and the support of our employees in providing quality services while using resources prudently, will continue to be a key factor during this turbulent economic trend.

We are seeking new and innovative ways to meet the challenges without federal funds. We must explore alternative revenue sources and improve yields from our existing enterprises. Other resources, such as recreation and geothermal, need to be studied for their potential. We are also working to develop commercial and industrial sites for the private sector so tribal members can invest in their own businesses in the future.

We have a vision for our people — to become the healthiest community by the Year 2000. To achieve this, each individual must take ownership of the decisions they make and learn to lead healthier lives. We cannot shift our personal and family responsibilities to tribal health and social services programs or to the Indian Health Service.

Our community is a resource yet to be tapped to its fullest potential to help meet our goals. Tribal government will play a supporting role; it should not dominate or limit initiative, independence or self-sufficiency.

The most important vision for the future lies with the well-being and empowerment of our people.

Ken Smith

Chief Executive Officer
Tribal Council Secretary-Treasurer

Communication When the Public Affairs office conducted an opinion survey among tribal employees, the findings were clear: improve internal communication. Since then, tribal leaders have emphasized communication both within and beyond the reservation.

Part of that emphasis has been the publication of a newsletter for employees and a monthly calendar of community events. KWSO radio began broadcasting Tribal Council agenda items and producing a regular program entitled *Door-To-Door*, which describes the operation of tribal departments and other agencies. CEO Ken Smith also launched a series of round-table discussions with employees and the community.

To further coordinate media services, plans call for placing Public Affairs, the Spilyay Tymoo newspaper, KWSO radio and the tribal print shop under a single department.



Close Up:
Larry Calica

"The uniqueness that sets the Confederated Tribes apart from other tribes is leadership. We have a reputation for being well managed in our affairs. Leaders here continually try to operate on values, to make the best use of what we have now for the sake of our future. We're in this thing forever. The best service tribal leaders can provide is to recapture the values that pulled our people through the hard times where there was no money, before the Celilo Falls settlement, and pass those values on to the generation that's coming up."

Larry Calica
1947 - 1990

From a speech given at
Oregon State University.

Community Safety According to Police Chief Jeff Sanders, tribal police focused on enforcement and community education during 1990. "Officers worked with community members to raise awareness about home safety with a Crime Watch program," Sanders said. "Our D.A.R.E program is aimed at helping prevent substance abuse among community youth. And a new open-door policy in the prosecutor's office provided a higher level of legal advice to tribal members."

Sanders credited improvements in investigation with a significant increase in drug-related arrests in 1990. "We also did a better job in pursuing child abuse and neglect cases."

Natural Resources The first phase of an Integrated Natural Resource Plan is nearing completion, and according to Department General Manager Charles "Jody" Calica, the plan will cover the entire reservation.

"It is a long-term management tool being developed by the Tribal Council in cooperation with BIA and tribal departments," said Calica. "It will allow us to coordinate the management of forests, fish, wildlife, agriculture, soil, cultural resources, water, recreation and housing."

A wide range of tribal members, departments and outside agencies have been enlisted in the effort. When completed, the Plan will contain sections for the forested and non-forested portions of the reservation, as well as a section on community development.

Another task of the department is to work with various outside agencies on planning projects, such as National Forest Plan updates, the Wild and Scenic Rivers Act, the Northwest Power Planning Act, and other natural resource initiatives. "Our aim is to assert tribal management influence within the ceded area and other ancestral lands as an extension of the Tribal Council," Calica said.

Tribal Court The Warm Springs Tribal Court has become a national leader, a model for other tribes, says Chief Judge Don Costello. "Our judges receive inquiries from other tribal courts asking what we do to make it work," he said.

That reputation grew largely from changes made in 1990. Costello began teaching classes on tribal law to court employees and interested community members.

The effort expanded into invitations from other tribes to conduct similar classes in their own communities.

The court also focused on improving the efficiency with which cases were brought to trial. "Research data shows that misdemeanor criminal cases generally are settled most fairly when the hearing is held 30 to 45 days after arraignment," said Costello. "Working closely with police, prosecutor and legal aid officials, we have been able to resolve nearly ninety percent of such cases within 35 days of arraignment."

Perhaps the Court's most noteworthy achievement is equality before the law. "We are geared to removing any sort of advantage a person may have because of status," Costello explained. "We intend to be accessible, consistent and impartial."

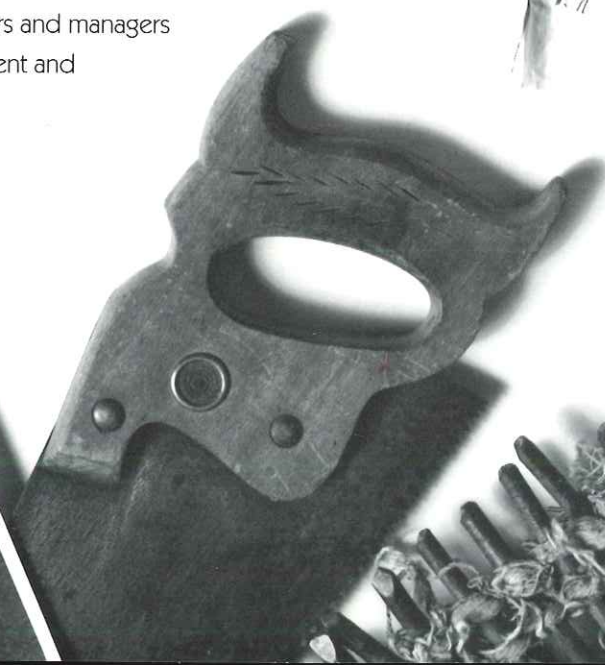
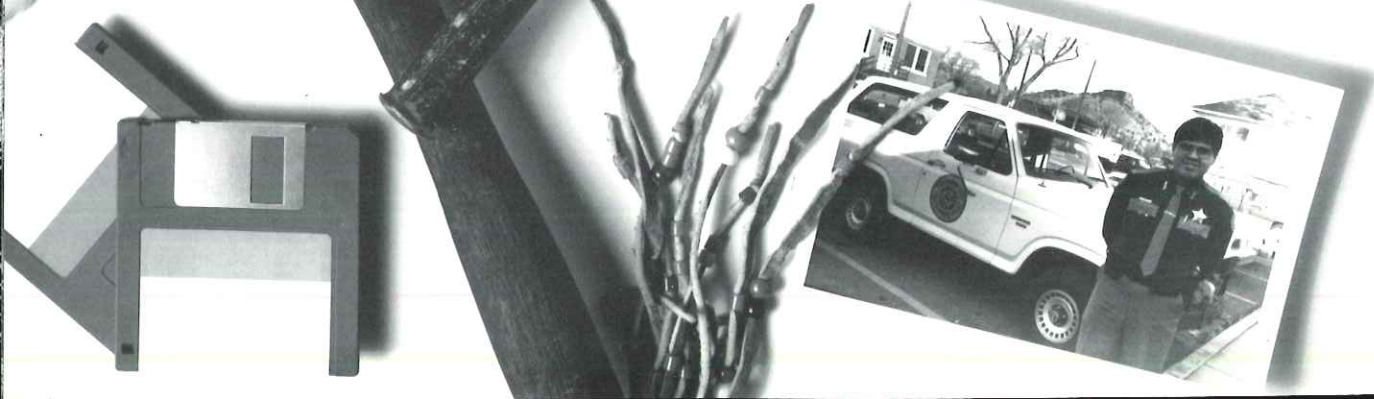
In coming months, the Court will work toward improving procedures for juvenile cases, as well as on promoting alternate methods — both traditional and modern — for resolving disputes.

Education and Training Construction of the Early Childhood Center is scheduled in early 1991. Yet despite the national recognition earned by that program, the Confederated Tribes lag behind the nation in student achievement and in the rate of high school completion.

The Tribes are working with Jefferson County school officials to encourage tribal students to complete their secondary education. Discussions have produced a commitment from the school district to hire additional counselors at the junior and high school level to assist students with drug and dropout issues.

According to CEO Ken Smith, the Tribes must consider participating in the cost of a new elementary school on the reservation if Warm Springs youth are to be properly prepared. "Our success in educating our young people today will determine the success of our community tomorrow," Smith said. "And as the community grows, we will need to consider expanded library and community college facilities."

Just as critical, Smith says, is preparing the leaders and managers who will assume top positions in tribal government and business in the next few years. "That's why we initiate a training program for senior managers. We must have



Close Up:
KNT Stables

For thousands of visitors, the best view of Warm Springs was the one they saw from high atop a range horse at the KNT Stables. Founded by Warm Springs Chief Delvis Heath, the stables operate year-round and keep as many as five employees busy during the summer season. Delvis enjoys conducting the one-hour rides personally, telling stories and pointing out major landmarks around Kah Nee Ta. Guests come from throughout the country and around the globe. "We've had visitors from Japan, Australia, South America — even Russia."

As for the future? "We want to try half-day and overnight trips. Visitors really enjoy seeing the country."

experienced leaders equipped with both technical and people skills to assume greater responsibility."

Training the tribal work force at every level is an important challenge. "If our work force is to succeed in a competitive market," Smith said, "if they are to provide a foundation for economic development and a growing private sector, then training must be one of our primary concerns."

Health The goal of becoming one of the healthiest communities in Indian Country by the Year 2000 serves as a vision by which the Tribes can set direction and measure progress. Health experts agree that reaching the goal will be difficult — no single solution will provide the answer, especially when the illness and accidents that plague the community are caused largely by unhealthy behavior and life-style choices.

That is why the health crisis must be attacked on many different fronts. The most visible of these fronts is the new Wellness Center tribal voters approved. When completed, the Center will house community medical, health, and social services in a single modern facility.

The tribal Human Services Department tackled the lifestyle aspects of the health crisis in 1990. As a result of educational efforts by the Satellite Teen Clinic's prenatal care program, more pregnant women and teens sought early treatment. Outpatient alcohol services have improved, bringing increasing numbers of patients in for counseling and treatment — most of them self referred.

Community-based groups are participating, too. CHAMPs spearheaded a drug-prevention program for young people called Healthy Options for Teens (HOTS), which Jefferson County school officials adopted, and a "None For The Road" promotional campaign.

The Smoke-Free and Drug-Free Workplace policies implemented by Tribal government have also helped. The results of recent testing among tribal employees indicate a drop in substance abuse. Workers Comp claims, not surprisingly, have fallen 76 percent.

Tribal health experts are optimistic about the long-term impact these efforts will have on community health. They warn, however, that it is individuals, not programs, who make healthy choices for themselves and their families.

Housing and Utilities A booming population and an expanding private business sector demand substantial improvements in reservation housing, utilities and infrastructure. Some 150 new housing units are already needed, and 70 more require renovation. Power, water, sewers, roads — all must be extended and maintained.

According to Public Utilities Manager Ed Manion, plans are underway to do just that. A

housing survey conducted last year provided insight into how many units will be needed and where new residential developments should be located. "Our intent is to create a new subdivision or extend an existing subdivision every other year," Manion said. "We're averaging 20-30 new housing units per year."

The department also launched preoccupancy training sessions for homeowners and renters last year and discovered enough demand for cable TV among Warm Springs residents to make cable service a viable business opportunity.

The prospect of a growing private business community creates even more challenges. New commercial and industrial facilities must be developed — in addition to the major construction projects already underway. "That means continued replacement and extension of existing utilities," Manion said. "It means planning for both the initial construction *and* the ongoing operating costs."

Manion and his staff are making headway in that area. Energy-control systems were installed last year in the Tribal Administration Building, both community Longhouses, and two dormitories. The result: an immediate 30-percent savings in power costs.

The reservation road system represents another major concern. A ten-year traffic circulation plan completed in 1990 outlined the need for road projects on the reservation. And, in conjunction with state officials, the department presented a highway plan that anticipates the impact of increased traffic through Warm Springs.

With so many details and outside agencies to manage, the challenge Public Utilities faces is that of coordination. "We are working with an engineering service to create a data base for long-range planning," Manion said. "Plus we initiated twice-a-month meetings for our staff and representatives of the State and utility companies in order to keep abreast of all that's happening."

Economic Growth To a large degree, the future of Warm Springs will be determined by its success in creating jobs and developing viable businesses, both privately and tribally owned.

For tribal enterprises, finding new market opportunities is key. Last year KWSI radio expanded into Deschutes County through a new license. Kah Nee Ta closed the year with an operating cash profit and is expected to benefit from increased tourism in the region.

Warm Springs Power Enterprises made important gains, too. Managers met with Portland General Electric to conduct negotiations on options for relicensing. WSPE also initiated geological studies to begin looking at the possibility of developing

Close Up:
The Words of the Elders

"I have been teaching the Paiute language to my family — even a two-year-old girl," says Wilson Wewa, Sr. "Other people come looking for their language, too. It's a good thing. Because when your language is gone, it's gone."

Wilson is one of a number of community elders who are helping linguists preserve traditional tribal languages. Among the others are Ada Sooksoit and Adeline Miller, whose recordings in Sahaptin were instrumental in completing a recently published dictionary of that language. The dictionary includes more than 300 pages and covers everything from pronunciation, use and grammar to English-Sahaptin and Sahaptin-English translations.

Similar dictionaries are being developed for the Paiute and Wasco languages.

geothermal power. If further study confirms initial findings, geothermal development could generate three times the energy produced by the reregulating dam. This would go a long way toward reducing the demand for revenue from forest resources. Environmental and cultural impacts, however, would have to be carefully reviewed and brought before the community for the final decision.

The greatest potential for economic development lies in the private sector. In coming months, the Tribal Council will address commercial law while tribal managers investigate ways to streamline the process for licensing local businesses. Commercial zoning has been established along Highway 26, and a proposal for a new Town Center is planned for referendum. The Personnel Department has also launched a training program to help potential entrepreneurs develop business skills.

Other encouraging signs of growth in the private sector include: the formation of an independent Warm Springs Business Association, transference of the tribal garage to private operation, and an increase in government forestry and utilities contracts granted to member-owned businesses.

Culture "Pow Wows every month, community ceremonies, dinners and meetings in the long houses — no other Native American community offers so many opportunities for traditional expression."

That's how one Indian visitor described cultural life in Warm Springs. Culture and heritage is important to the Confederated Tribes. Twenty years ago, tribal members recognized that cultural sites, artifacts and practices were being lost. They began acquiring and preserving what has become one of the finest collections of Native American artifacts of any Indian community in the country.

The collection will be housed in the Middle-Oregon Indian Historical Society Museum, which will soon be under construction. The museum will serve as a cultural center for the people of Warm Springs, as well as a center of education and understanding for visitors.

But culture extends beyond museums, and the Tribal Culture and Heritage Department is working to preserve other aspects of traditional life. Under a five-year plan for developing cultural resources, the department is working to identify and document medicinal plants, traditional campsites and trails, petroglyphs and other cultural resources both on and off the reservation.

Department Director Wendell Jim reports outside agencies are making significant contributions. "Oregon State University is helping with a huckleberry rehabilitation program in the Mt. Wilson area," Jim said. "And the Oregon Committee for the Humanities is funding an oral history project."

The latter focuses on interviews with tribal elders. Researchers use video and audio tape to capture critical historical information. Completed tapes are transcribed and placed in archives. Elders are encouraged to discuss what life was like, what boarding schools were like, how roots were gathered and stored, how food was prepared. Language, legends, stories, accounts of events and tribal affairs — tribal elders share their memories so present and future generations will not forget.

The challenges confronting the people of Warm Springs today are different from those our ancestors faced. But in years to come, these differences may mean little. Our descendants will recall our determination to succeed, our wisdom in preserving resources and our foresight in planning for the future. Our hard work is the heritage we leave for our children.

Together we can solve the problems we face. Together we can build.





THE CONFEDERATED TRIBES OF THE WARM SPRINGS RESERVATION OF OREGON
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