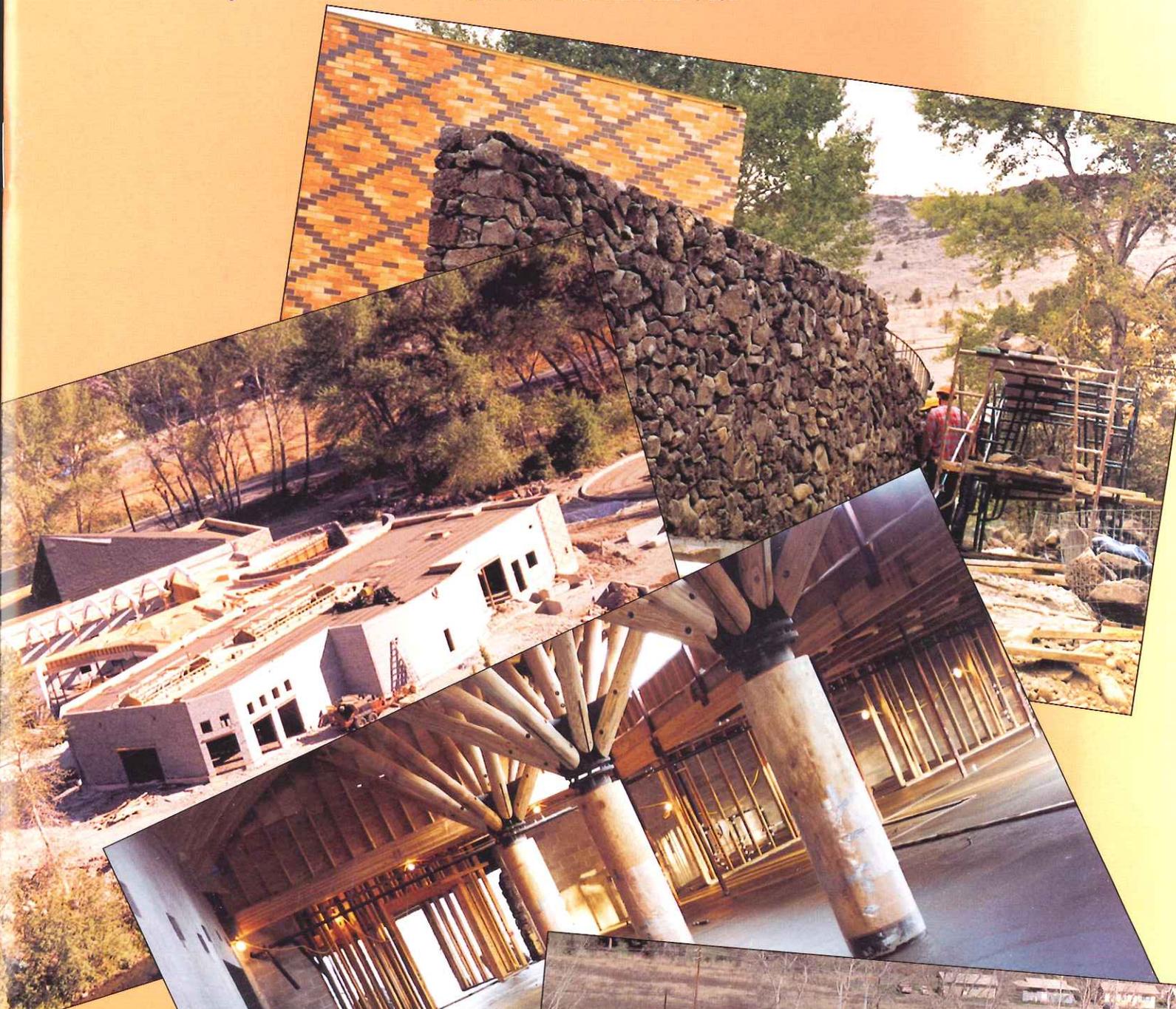


CHANGES AND CHALLENGES
1991 ANNUAL REPORT



BUILDING TO PRESERVE OUR PAST

"WE DID NOT INHERIT THIS LAND OR ITS RESOURCES FROM OUR ANCESTORS. WE ARE ONLY BORROWING IT FROM OUR CHILDREN'S CHILDREN AND THEIR CHILDREN. THEREFORE, WE ARE DETERMINED AND OBLIGATED TO TAKE CARE OF IT WISELY AND PROTECT IT UNTIL THEY GET HERE, AND THEY WILL HAVE THE SAME OBLIGATION." *— KAPPAH*

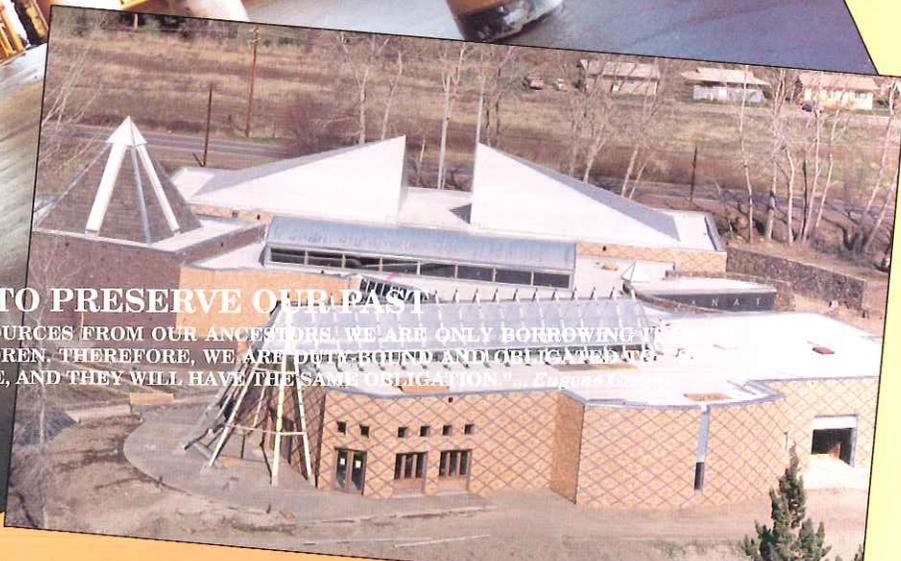






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LETTER FROM THE CHIEF EXECUTIVE OFFICER



**KEN SMITH,
CEO**

For the Confederated Tribes of Warm Springs, 1991 was a year of transition as we faced a major challenge with our Forest Products Industries enterprise. We had to make a tough business decision to protect the Tribes' financial interests in this area. Tangible

development began on the Early Childhood Education Center, and Museum. Like all of our major projects, these two were once only dreams. Their development has been a long process with many years of planning to bring them to reality.

It was a year dictating change in our largest revenue producing industry, and a stern reminder that we must diversify our economy. Timber has been our most valuable natural resource, and responsible for much of the economic progress made on our reservation. In October, Tribal Council made a decision to close the plywood plant because the plywood division of WSFPI was no longer a viable enterprise. The decision was based on the analyses of market conditions and large operating losses of the plywood plant.

Another factor was not enough timber is available to supply all three mills because of the decrease in the annual allowable cut. Also, the Tribes' timber resources were not being used to full potential. The challenge is to make WSFPI a strong enterprise again, and to create additional jobs through value added wood products and to operate a more efficient operation. The timber market has become a world-wide economy, with the world's industrialized nations becoming more diversified.

To meet the demands of the 21st century, we must expand our market and become more innovative. As an example, we could build a facility that's flexible enough to cut Japanese and domestic dimension lumber. Another option is to purchase off-reservation logs to expand our operations, and consider joint ventures with other corporations in value added wood products. These are some of the exciting possibilities for the future of our reservation.

Much work took place in 1991 to stimulate the private sector economy of our reservation. Areas that were concentrated on include the Commercial Corridor Master Planning project, a "Greenhouse Program" to encourage and support tribal member owned businesses through an extensive twenty week training course, and initial planning began on a long-term economic strategic plan. Economic development is one of our greatest challenges in which there is a vast potential for growth and there is great optimism as we move forward in our planning efforts.

Another area of great importance is community involvement in the setting of goals and direction. We had a series of budget workshops with the community which provided insight on what is important to the people. There was a good exchange of ideas and input on the needs as they see it, or experience it. We will continue to build upon these efforts to utilize the many strengths and talents of our people.

One of the positive events was the Museum groundbreaking ceremonies on May 7, with construction beginning shortly thereafter. By the end of the year the building was 85% complete. The museum represents the long and proud history of our Tribe. It will help people understand and respect the tribal legacy which we carry on from generation to generation.

Another accomplishment this year was starting construction of the Early Childhood Education Center. The Early Childhood Education Center will have a capacity for 460 children and will give our young people a firm foundation in beginning their education. This is a major investment in our children who will someday determine the destiny of our future.

We have successfully faced many challenges in the past, and we will continue to overcome adversity. However, the world is becoming more complex as we move into the 21st century. For us to keep pace in the business world, and continue to protect our sovereignty and way of life, we must place a higher priority on education. We currently lag behind the national average in student achievement. Our students scored lowest in S.A.T. scores last year in Jefferson County. The tribal drop-out rate for 1991 was 36%. These statistics are not acceptable. We talk about creating jobs and maintaining a high level of tribal member employment. We must face reality and ask what kind of tribal jobs are going to be available in the 21st century? They will be much more sophisticated and demand a higher level of education. If our work force does not have the education, we will continue to rely on outside expertise. It is imperative that we, as tribal members, become self-reliant and less dependent on tribal government, state government and federal government. A good education is a big step in that direction.

We are striving to become a healthy, happy, and proud community. This mandates many changes and encompasses major challenges. Our people need good jobs, good education and, most of all, they need to make good choices in their lifestyles. Our forefathers cared greatly about our future--they negotiated the treaty for us with our children's children in mind. Time has proven them very wise, blessed with compassion, determination and vision. Their vision for us was a better life. Some of us have fulfilled that vision...some of us have not. If we make changes in our lifestyles, and view the future with optimism through education and hard work, we will fulfill the dreams that our forefathers envisioned for us.

LETTER FROM THE CHAIRMAN



Photo courtesy of Spilyay Tymoo

Pai at'uk yi anwict. The effects of the stagnating national economy hit home for us in 1991. Operating difficulties at WSFPI became the focus of our attention early in the first quarter. Unlike the previous short term setbacks of the 1980's, this one was major and took our full energy over the year to finally make some strides.

The chain of events unfolded:

- > In February, a temporary stumpage adjustment; cancel WSFPI dividend payment; and directive to develop a Business Plan to address the current financial predicament
- > In July, interim five-year harvest levels were set and deferral of the August stumpage payment
- > In August, a decision to retain turn-around experts to assist in the completion of the Business Plan and refinancing
- > In October, due to the impending state of major operating and financial decisions, the WSFPI board was suspended
- > In November, a recommendation from the turn-around experts to close the plywood division was accepted; 115 laid off
- > In December, adoption of a three-month Cutting Contract extension (the Cutting Contract by its normal terms is a 10-year agreement)

At the close of the year, we had gone through a major review of the WSFPI Plan of Operations, Cutting Contract, overall financial picture both short and long term and employment and training objectives. We looked at related issues such as the timber supply; implementation of the Integrated Resource Management Plan; other opportunities for better utilization of our resource; the logging component and economic/employment implications of our Tribal logging contractors.

This process was not without pain and emotion. The decisions were difficult because they had immediate and harsh impacts on our people. We now feel the most difficult part of the challenge is behind us and anticipate a much better outlook for the future.

At the other end of the spectrum, Kah-Nee-Ta Resort had its best year ever with gross revenues of \$6.5 million. Operations at Warm Springs Power Enterprises were down 13% due to the low water year.

Concluding decades-long planning, construction of our museum got underway in the spring of 1991. The museum, when completed in mid-1993, will be home to a priceless collection of tribal artifacts that have been gathered since the early 1970's. Another important project that has long been in our plans came to reality in 1991 -- the Early Childhood Education Center. Though both projects were approved by referendum vote in 1988 and 1989 respectively, each called for fund-raising beyond set tribal appropriation and financing levels.

The proposed Health and Wellness Center to accommodate our growing population and expanding health needs went to referendum for the second time in two years on February 26. It was approved by a 453-181 vote of the membership. The emphasis in 1991 has been to finalize the design, conduct negotiations with IHS on staffing, equipping and future operations, maintenance and the tax-exempt financing. Construction is expected to be underway in July of 1992 and continue over a 12-month period.

Other community progress over the year included construction of the East Tenino Bypass Road Project to relieve traffic congestion in the community. This project is scheduled for completion later this year. The USDA Food Distribution Warehouse, whose construction cost was financed by 1990 budget savings, was completed and began operation in late fall.

Finally, we acknowledge and thank the Tribal Council executive committees for the many difficult issues and tasks they deal with on our behalf. All of the committees deal with important issues, but to highlight a few with particularly tough assignments over the last year:

The **Fish & Wildlife Committee**, who in the normal line of duty deals with hunting and fishing regulatory issues, was also forced to deal with sovereignty questions brought on by petitions to list Columbia Basin salmon stocks as threatened or endangered.

The **Land Use Planning Committee** faced complex land use issues related to ambitious planning for economic development.

The **Timber Committee**, in its normal role of approving timber sales, also contemplated issues of future timber supply and forest management in light of current realities.

The **Education Committee**, prompted by concerns from the membership, sought ways to best meet the educational objectives of the tribe.

In closing this report, we would like to commend all our committee members and pay special tribute to three of those who served with us: Dennis Starr (November 1990), Land Use Planning; Pat Smith (December 1990), Education Committee; and Arlene David (April 1991), Health & Welfare Committee.

MESSAGE FROM THE CHIEFS



Terrance Courtney, Jr. photo of painting by Richard Wiley

**NELSON WALLULATUM
WASCO CHIEF**

Nelson Wallulatum took the oath of office on June 2, 1959. In 1992, Chief Wallulatum will take his 12th oath for Tribal Council. He is the longest reigning Chief, and most experienced member of Tribal Council.

There is a crises. There has been a dramatic increase in population, without jobs to match the population growth, compounded by the depressed timber market. Foremost in my mind is how do we take care of our people as we face a depressed job market?

What is our ability to generate funds or programs to take care of these people in distress? We need to provide jobs that enhance both our reservation and our people. I want our people to be living persons, with self-pride and self-esteem. Our people should feel good about themselves, and we can help by providing jobs. Policies should be implemented by Tribal Council to help our people acquire pride and hope. We are a proud people, and some may need assistance, but I think they would like an opportunity to earn a living..to feel good about themselves.

I would like to see the Tribe invest \$700,000 plus, in conservation...not in high tech...but in a *hands on* work program. An investment in our natural resources and our human resources. We can put our people to work doing things that benefit our reservation, and at the same time build self-esteem and self-worth. Useful programs like fencing our riparian areas, clearing and building trails in

our mountains, litter patrols, community clean up crews, fixing fences and cleaning up our cemeteries, rolling up old wire and fixing fences on our ranges, rolling up wire from down fences on old allotments, building corrals and bull pasture fences, developing and protecting spring areas, planting trees and other natural vegetation, and helping our senior citizens with projects they may no longer be able to do themselves.

The job market has not kept up with our increasing population, despite the efforts of Economic Development. We know we have 300 to 350 people who would work if given the chance. I think we should give them the chance. Some may still need assistance, and that's fine. But we must give them a way to earn a living, a way to feel good about who they are, a way to see a brighter future.

We've got to come up with the answer, and I think the answer is an accelerated investment in natural resources...and we must do it quickly.



Terrance Courtney, Jr. photo of painting by Wayne Chin

**VERNON HENRY
PAIUTE CHIEF**

I am reluctant to speak realizing this will sound very negative. But we have problems that can only be solved by confronting them.

We don't communicate. We sit in Tribal Council and talk about communication. We say we are going to communicate...then we don't. We have community meetings...people tell us what they want to see done...then

we get into Council and everyone has a different point of view of what was said.

Tribal Council doesn't want to be accountable for their actions, or the actions of the Organization. When we have a tough decision to make, we hire consultants. And then we tell them what to do. I fail to understand why we hire consultants or managers and then override their decisions. If we don't like what they are doing, we fire them and hire some more. I fail to see why we hire consultants if we are not going to let them do their jobs.

Everyone says our kids need education, yet we don't encourage **all** the kids. We need to encourage them from grade school to high school and on to higher education. A few do go on..then we throw up road blocks. If a kid decides to be an engineer, we tell him NO, you are better qualified for another field. If the kid continues, we don't fund him. Funding of our students becomes political.

We say we want tribal members to go into private business. When a guy goes into Economic Development he knows what he wants to do. Economic Development tells him to present a plan. If he can't put it into a plan, the dream dies. If he went to the bank and told them how much money he wanted, and what he expects to make, they would go for it.

In order for us to get the people to believe in us again, we must separate politics from organizational functions such as education, employment, and economic development.



Terrance Courtney, Jr. photo of painting by Richard Wiley

**DELVIS HEATH SR.
WARM SPRINGS CHIEF**

As I look at the Tribal Organization each year at budget time...we go to the people and say we need this amount of money to do the job. The people tell us that something is wrong, and if the people say something is wrong, then **it is wrong**. The Organization is not working the way it should. My question is...are the people getting their bang for the buck? We need a way to evaluate our programs from the C.E.O., General Managers, and on down.

For our future, I'd like for our people to stay in school. Our young couples with children need to go back to school. We can't all work on the reservation like we used to. In the future our people will need to go off the reservation to work, and to do that they have to be able to compete. You need learning from books, and you need to learn our traditional ways...when you combine the two, you will do very well. Our people can do it.

I would say to the young...do whatever you're dreaming of. You can make it a reality if you work at it. Follow your dreams...I wouldn't dream of sitting here as Chief back in my alcoholic state...but I changed. I returned to the old teachings. That's what our young people must do. Don't wait until you are fifty years old to find the secret of life.

How long do we have on this earth? The old people used to say "*cau nawá maat tičámpa*," not very long. The window of life is very short...don't wait until it starts to close before you start to enjoy the real, honest, good life. We are here for a very short time...don't waste it! We as a people must return to our spirituality. Our Indian laws were much stricter in the old days...and yet, our people were happy. We could turn to our Indian ways when things went bad. Today, many of our people turn to alcohol or other drugs because they do not know the secret of life.

When our life is done, we must leave something for the future generations. We must ask ourselves, did we leave enough water for the salmon? Did we leave enough trees for the forest? Did we leave enough grass for the cattle? Did we leave enough berries and roots for our people? Did we leave enough deer to feed our people...Did we leave enough of everything nature provided for our means? Did we educate the children so our people can continue on this earth?

Today our people must prepare to meet the challenges of the future. We must take care of the land so future generations can enjoy what the Creator has given us. We must find other ways to provide for our future. To do this, we must change to meet the challenge. When we return to the old teachings, we will feel good about ourselves...we will feel good about who we are, and what we can offer our children.

1991 ENVIRONMENTAL ISSUES ADDRESSED BY TRIBAL COUNCIL

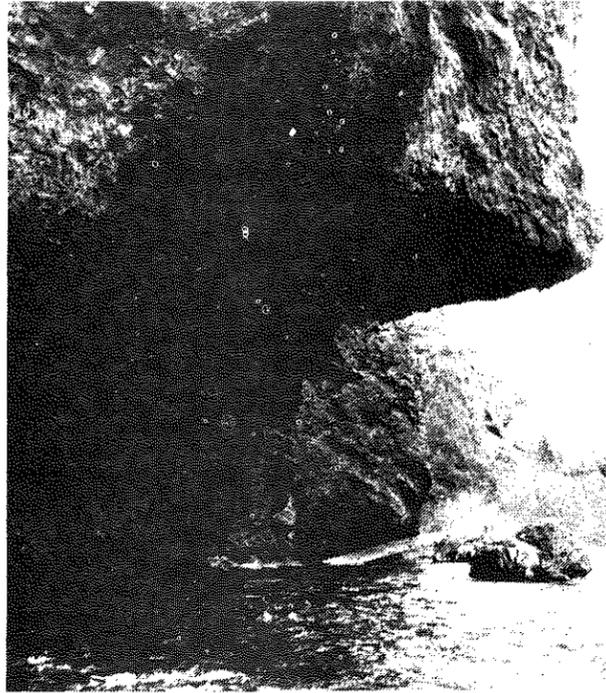


Photo courtesy of Hamilton Greeley

Deschutes River Winter Season Closure. During 1991, the four-year old dispute between the tribe and the Oregon Fish and Wildlife Commission concerning the opening of the winter fishing season on the Deschutes River bordering the reservation was partly resolved. As a result of the tribe's request for complete closure of the winter season, the Oregon Fish and Wildlife Commission enacted a partial closure of the winter season for the area between the Highway 26 bridge and the bottom of White Horse Rapids. The Tribal Council, however, expressed unhappiness with the Commission's decision to leave portions of the winter season open bordering the reservation. The Tribal Council will continue to seek a complete closure of the winter season,

Spotted Owl. For a time, it appeared that the tribe would be drawn into the regional controversy concerning protection of the Northern Spotted Owl under the Endangered Species Act. The federal government proposed a rule designating several thousand acres of forest land on the Warm Springs Reservation as critical owl habitat. However, based on the tribe's objections, a final rule was adopted exempting all tribal land from the critical owl habitat designation.

Columbia River Gorge Plan. 1991 saw the completion and adoption by the federal government of the Columbia River Gorge Management Plan. The tribe was successful in including provisions in the Plan protecting tribal treaty rights and cultural resources in the Columbia River Gorge National Scenic Area. Also, a tribal member, Lewis Pitt, Jr., was appointed by Governor Roberts to the Gorge Commission.

In-Lieu and Access Site Legislation. Progress was made during 1991 toward implementation of the Columbia River in-lieu and Access Site legislation that will eventually result in construction of nearly two dozen new in-lieu and access sites on the Columbia River between Bonneville and McNary dams. In 1991, plans were finalized for the rehabilitation of the existing in-lieu sites in Bonneville pool and for the construction of several new sites in that area.

Endangered Species Act/Salmon Summit. 1991 saw the listing of three Snake River salmon runs under the Endangered Species Act. The Tribal Council and Fish Committee worked through the salmon summit process to ensure that the Endangered Species Act results in improved environmental conditions for the Columbia River salmon runs. At the same time, the Tribal Council worked to ensure that the tribe's treaty rights are not violated by the listing process.

NATURAL RESOURCES

The Natural Resources Department has several important functions. It is charged with the responsibility of administering tribal natural resources included in four land bases.

A two-paragraph excerpt from the tribal vision statement clearly states the magnitude of commitment. *"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."

Areas requiring the attention of the Natural Resource Department include the Warm Springs Reservation's 640,000 acres, ceded lands containing approximately 10 million acres, traditional usual and accustomed lands described in the treaty, and ancestral lands covering the original domain of all three tribes.

To effectively manage the program, Natural Resources has implemented a five-year plan addressing several key objectives and priorities. Priorities include enhancing Fish, Wildlife, Parks, Water, Soils, Range, Agriculture, Forestry, Realty, Culture, Inter-governmental

Planning and Management. Objectives focus on Integrated Resource Management Planning, upgrading natural resource protection and enforcement, completing a natural resources economic reconnaissance project and a host of other projects.

A wide range of activities and accomplishments dominated 1991. Natural Resources General Manager Jody (Charles) Calica initiated cooperative management planning with eight adjacent National Forests within the Tribe's treaty territory. The emphasis is protecting and enhancing treaty rights and tribal authority. A conceptual design of a natural resource protection program was also completed. The *Ranger Program*, when implemented, will guard against violations such as poaching, cattle theft and trespass.

Natural Resources worked in conjunction with the Business and Economic Development Department in initiating the Natural Resource Economic Reconnaissance Project. It identifies new economic opportunities utilizing the Tribes' natural resources.

An important step was taken when Oregon State University and the Tribe signed a Memorandum Of Understanding. The agreement provides assistance in resource management, economic analysis and training services.

The Geographic Information Systems Project came to fruition in 1991. Natural Resources now enjoys the capability of mapping and analyzing special projects through computer science. This provides a valuable tool in the integrated resource management planning and implementation process.

Alternatives and analysis were conducted for a ten-year Forest plan in accordance with Tribal Council direction. The branch also participated in the analysis of reservation geothermal potential.

With water rights moving to the forefront, environmental issues becoming more significant, sovereignty always at risk, and a growing population in need of jobs...the Natural Resources Department faces persistent challenges. However, the ever-changing world of technology and sound management practices should enable the Tribe to meet those challenges.

PUBLIC SAFETY

1991 was a year of changes and challenges for Public Safety General Manager Jeff Sanders and his employees.

Employees participated in diverse training to increase their skills. The majority of Police Department training centered on retaining or obtaining certification required for positions in Corrections, Patrol, and Fire and Safety. The Victim's Assistance Program offered training for volunteers in early 1991.

Staff members Jeff Sanders, Rick Souers and Deborah Jackson were utilized by the National Indian Justice Center and grantees of the Children's Justice Act for child sexual abuse awareness training.

Fire and Safety continued to present monthly First Aid and CPR courses throughout the year. One of the major milestones for Public Safety departments was the re-establishment of the Children's Protective Team. It now operates in a more consistent manner, including working with the Courts and Health Service branch.

Public Safety continued efforts to improve community relations, including programs such as home security identification network with the Tribal Housing Department. The DARE (Drug Awareness Resistance Education) was taught at Warm Springs Elementary School. Public Safety also networked with the Central Oregon Drug Task Force, Alliance for a Drug Free Central Oregon, Prevention of Child Sexual Abuse with Northwestern Indian Child Welfare Association and Headstart in Warm Springs.

The Victim's Assistance Program was instrumental in developing training for child sexual abuse issues. A major result was the taping of a video on child sexual abuse, which will be used to implement training for Headstart children and teachers.

Drug and alcohol-related arrests increased by 9.6%. Total arrests were 3,312 with alcohol making up the majority of arrests. (It should be noted that many of the arrests were repeat offenders, one offender was arrested sixteen times in one year.) Driving under the influence citations numbered 218. There were 194 reported incidents of child neglect, abuse, or sexual abuse. Sanders attributed the decrease of tribal employee substance abuse problems to the Employee Assistance Program. "Hopefully the EAP drug testing program will also impact family members not associated with the tribal organization" Sanders said. Determining if substance abuse is increasing is difficult because of the growing population.

Public Safety increased enforcement of curfew violations and expanded drug surveillance and intelligence gathering through a Drug Team. Officer training in specialized enforcement was also intensified.

An attendance officer was hired to address the chronic school truancy problem and a patrol position was added to help with Fish and Game enforcement. Also an inmate enhancement program was initiated.

For the Public Safety Branch, the challenge of the future is the persistent challenge of substance abuse. Sanders stated, "Most of our challenges, in one way or another, relate to substance abuse. Most problems encountered on the reservation are either directly or indirectly related to dysfunctional human behavior." Sanders added, "To reduce law and order issues, we must first address the real concern of substance abuse. And substance abuse is only the symptom of a larger problem."

FINANCIAL SERVICES

The greatest challenge for Financial Services regarding the staff was the continuing challenge of training and cross training Tribal Members in technical services. Training ran the gamut from the lower echelon positions in the Purchasing Department to Systems Analysts. There continues to be a shortage of Tribal Members with the minimal skills for the technical positions. This is a challenge, but is encouraging because it's an opportunity for any Tribal Member to acquire the necessary skills.

Financial Services was instrumental in initiating an apprenticeship program. For administrative jobs unskilled personnel were given an opportunity to pursue an educational program coupled with on-the-job training. Two people have left the department to continue their education. One has received a scholarship for completing her MBA and the other is enrolled at Central Oregon Community College.

On the financial side, Warm Springs Forest Products suffered reverses that led to the closure of the plywood mill. This produced a decline in tribal revenue because of the curtailment of stumpage purchases. Because of those challenges, WSFPI also was unable to provide a dividend to the Tribe.

Another challenge for Financial Services was initiating negotiations for financing of the Early Childhood Center. The referendum approving construction of the Early Childhood Center gave the Tribe authority to borrow funds to complete the project. This was the first time the Tribe pursued commercial money market institutions instead of seeking low interest federal loans or guarantees.

In 1991, Financial Services was engaged in scrutinizing two major construction projects. With millions of dollars involved, the department was responsible for assuring that the Museum and Early Childhood Education Center were within budget throughout construction.

Financial Services assisted in developing a pilot project utilizing space made available by the closure of the plywood mill. The project was evaluated in both economic and employment terms. The project uses diatomaceous earth to produce products that can replace existing products at lower cost and higher quality. At the end of 1991 the pilot project was ready to begin experimental production.

During 1991, development work for the new finance software system was completed, enabling implementation by January of 1992. The new system will eventually allow each department to have direct access to their data in the mainframe computer.

HUMAN RESOURCES

The Human Resources Department provided a multitude of services for the tribal workforce. The Employee Development Department established overall training programs for Upper-Management, Middle-Management and Line Employees.

Workers Compensation moved from Finance to Human Resources Compensation and Benefits Department, and completed an overall document for the self-insurance program. Compensation and Benefits completed work on a deferred compensation plan, short and long-term disability, and initiated a performance review program. This department also administers the pension plan.

JTPA successfully implemented an internship program involving Traditional Treasures and U KREW. Traditional Treasures was comprised of ladies practicing their craft of beading. The finished product was then sold through tribal outlets. U KREW developed projects with their labor, selling their labor, or goods derived from their labor, at a profit. Profits from Traditional Treasures and U KREW were set aside for seed money to begin small private enterprises through the Economic Development Department.

Human Resources continued to administer the drug-free work policy. Seventy-five percent of those placed on a "last chance" agreement in 1991 successfully completed their agreement. Chilkat Enterprise and Smith Enterprises, two private contractors working with the Tribe, also enforced the drug-free work policy.

The last quarter of 1991 saw Human Resources preparing for the impending lay-offs at Warm Springs Forest Products. A package for mill employees was assembled explaining unemployment benefits, both on and off the reservation, and other pertinent information. Exit interviews were conducted by a panel of one employee from Hamstreet and Stumbaugh and one tribal member.

GOVERNMENTAL AFFAIRS AND PLANNING

The major challenge facing planners and related staff is to develop a community-based planning, budgeting and legislative system. "Our goal is to get the community more involved in ongoing decision-making processes," according to Acting Director Ray Rangila "We've made some progress. The joint committee appears to be a promising forum for community involvement; a program review process will begin in 1992; and a tribal census is planned for 1992 to document tribal member and community needs." The new initiatives should provide information for more coordinated planning and budgeting - and give everyone an objective method for targeting resources. Planners anticipate more attention to community and economic development, education, at-risk children, health promotion and environmental management.

Other challenges include the updating of official zoning maps for the reservation's community and resource areas; updating enrollment policies; automating the Tribal Council's minutes and records; and assisting managers in developing measurable objectives to more strategically manage their programs.

"One thing's for sure," added Rangila, "Change is inevitable. Our challenge is to help guide that change so it will benefit future generations."

COMMUNITY FACILITIES

The theme of the 1991 report, "Changes and Challenges" was exemplified by Community Facilities in a rewarding way. It was a dynamic year for major construction. The Warm Springs landscape changed forever as construction began on two projects...the \$6 million museum and the \$5 million Early Childhood Education Center. Ed Manion, Public Utilities General Manger, was charged with the responsibility of overseeing both ventures, as well as the Commodities Warehouse. Building Inspectors from Public Utilities were busy administering quality control on all aspects of construction for these projects. The Commodities Warehouse became a reality in just 120 days.

Construction was 85% complete on the Museum. However the sewer and water system has yet to be built. HUD grants were being pursued to support infrastructure needs.

A new centralized electric and water heating and cooling system was installed in the community center, which will reduce operational costs and provide air conditioning. Exit lights, fire alarm system, and a paging system were also installed.

Other changes in 1991 included hiring a full time Sanitarian. Manion said, "I felt it was necessary to create the position since Indian Health Service was pulling the position back into the Area Office, and that person would be serving two other agencies besides Warm Springs. With the environmental issues we now face, it just made sense." The position was filled by 638 contract.

One of the challenges faced by the branch was improving cemetery roads and service roads. The project was forecast as a two-year project, but due to budget constraints became a three-year project. In another cost-cutting exercise, the Tribal Vehicle Fleet was reduced by seven vehicles. "The only time we might need those vehicles is during the Summer Youth Work Program. If that happens, we can lease vehicles for the program," Manion explained.

The department worked very closely with tribal member contractors in 1991. Private contractors were involved in road building, house construction, the Commodities Warehouse, Museum and Early Childhood Education Center.

Training and employment of Tribal Members was actively pursued. Tribal member Travis Wells was enrolled in civil engineering at Central Oregon Community College, with the promise of employment with the branch. Another young person was being considered for a similar project that would provide the Tribes with an engineer. Manion emphasized that, "These are meaningful jobs that will provide good careers for tribal members." By the end of 1992, the Apprentice Mechanics program at the Vehicle Pool will be complete, providing the garage with 100% apprentice mechanics. This will complete a three-year program.

During 1991, the Tribe assumed responsibility for two houses on campus and the old Administration Building

from the Bureau of Indian Affairs. Community Facilities took over maintenance and janitorial service for the buildings. Children's Protective Services moved into one house, and Natural Resources moved into the other. The old Administration Building had been occupied by tribal employees for quite some time.

This was a year of changes and challenges for the branch, and the activity will continue with groundbreaking for the Health and Wellness Center scheduled for June or July of 1992. Once a successful bid has been determined, construction will require 12 to 18 months to complete.

KAH-NEE-TA RESORT

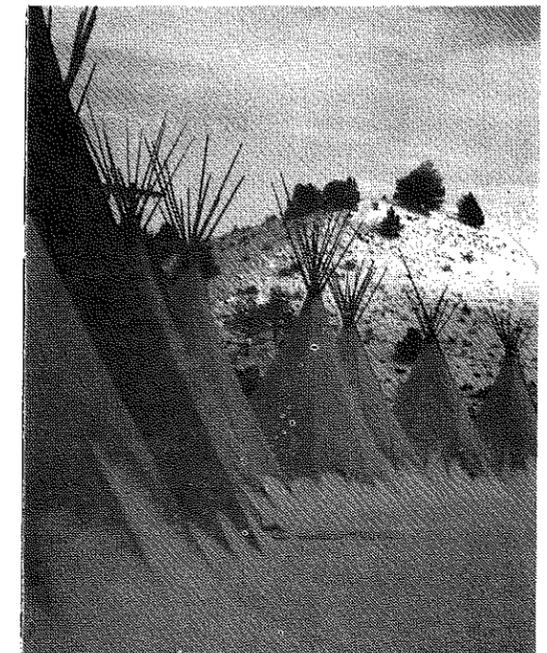


Photo courtesy of Terrance Courtney, Jr.

Kah-Nee-Ta faced economic challenges for many years. The challenge became less formidable under the management of Ron Malfara. Malfara took over the management reins in March of 1988. Since that time, the economic picture has continued to improve.

This was the best year ever for Kah-Nee-Ta. The resort recorded an increase of 16% in total revenue and a dramatic 65% increase in operating profits. General Manager Ron Malfara says, "Kah-Nee-Ta, not resting on its past performance, looks forward to improvements in 1992."

Chairman of the Board Gordon Shown stated, "We are extremely proud of our management and staff. As the recession continues and the public becomes more demanding, our staff have met and exceeded those demands by providing better services with competitive pricing." Shown added, "As we reach capacity of the facilities, the Board of Directors is looking toward future expansion that would increase the net profit for Kah-Nee-Ta."

MIDDLE OREGON INDIAN HISTORICAL SOCIETY MUSEUM

The Middle Oregon Indian Historical Society has had many accomplishments over the past several years, but 1991 will be remembered as the watershed. Most notably, on May 8th, S.M. Anderson Construction Co., Inc. of Portland, Oregon, began construction on The Museum at Warm Springs. This landmark event confirmed for the Warm Springs community that a tribal museum dedicated to the historical and cultural preservation of the Confederated Tribes will soon be a reality.

With this magnificent 25,000 square foot facility under construction, a national search for new leadership took place when Dr. Duane King left to accept a position with the National Museum of the American Indian at the Smithsonian Institute in 1990. After a thorough review, the Board selected Dr. Michael Hammond as the new executive director in August 1991. Dr. Hammond is a nationally recognized museum professional who brings to his new position a true commitment and enthusiasm to make The Museum a first class institution. Prior to moving to Warm Springs, Dr. Hammond was the director of Historic Old Salem, a restored colonial village in the Piedmont Region of North Carolina.

Another notable accomplishment includes spreading the word about The Museum. Prior to 1991 few people outside of the immediate community knew about The Museum. Once the media learned of the Tribe's plans, they have been generous with both time and space, giving The Museum exceptional coverage. As a result, new artifacts have been donated by interested parties outside of the community and donations have been accepted from people all over the Pacific Northwest and the country. This kind of support is very much appreciated.

Support is shown in other ways, too. We are especially pleased to have the financial support of the National Endowment of the Humanities, Meyer Memorial Trust, M.J. Murdock Charitable Trust, the Oregon Regional Strategies Program, and Pacificorp, among other notable organizations. These institutions recognize that The Museum will make a lasting impact on the entire State and will fill an important educational role in teaching others about the history and culture of the Tribe and about Native Americans. The Museum will proudly assume its place among the major cultural institutions of Oregon.

Delbert Frank, Sr., chairman of the MOIHS Board of Directors, sums up the feelings of community members by stating that The Museum "is perhaps the most important endeavor ever undertaken by the Confederated Tribes." With the support of the community, the MOIHS Board and staff are anxious to meet the many challenges that lie ahead. The future is exceptionally bright.

WARM SPRINGS FOREST PRODUCTS INDUSTRIES

WSFPI faced the biggest challenge of any enterprise as the timber market continued a downward spiral in 1991. A multitude of other challenges, including bank financing and reduction in the annual allowable cut, contributed to the first layoff in the twenty-four year history of Warm Springs Forest Products Industries. Over 100 employees were laid off as the plywood mill and veneer plant closed. Numerous other adjustments were made to keep the small log mill and large mill operating.

Hamstreet, Stumbaugh and Company, a Portland management firm, was hired in August to analyze the enterprise. One of their first recommendations was to close the plywood mill, saying it would save some \$6 million a year.

In closing the plywood operation, C.E.O. Ken Smith said, "Warm Springs Forest Products has long been our greatest revenue producer, our flagship. However, when it became apparent the operation was threatening the economic future of our tribe, we had to do something."

Efforts are being made to develop wood products related jobs to lessen the economic impact for Warm Springs and the terminated employees.

WARM SPRINGS CLOTHING COMPANY

Since its birth in October of 1986, Warm Springs Apparel Industries has met numerous challenges and made changes to meet those challenges. Initially, it produced piecework, from auto seat covers to lycra tights. By 1990, many of the challenges had been conquered, and the piecework market was lucrative. The quality of workmanship was exceptional. But something was missing.

Plant manager and clothing designer Bernyce Courtney recognized that "missing something"--a line of clothing inspired by the rich ancestry of the Warm Springs people. Warm Springs Clothing Company was established and employees had a release for their creative energy.

In its second year of operation, Warm Springs Clothing Company is producing three lines of clothing: SPIRIT (fleecewear), TRADITION (denim with wool blanket trim), and LEGEND (custom-made fashions with extensive beadwork). Handsome hang tags for the garments provide historical and cultural background. A direct mail brochure complements the activities of sales representatives. The fashions are being enthusiastically received all over the Northwest and California, and will soon debut on the East

coast. The product is beautiful, the workmanship superb, the potential unlimited and, best of all, the employees are proud of what they are producing.

The public can purchase Warm Springs Clothing Company's fashions on display at its factory outlet, located in the Warm Springs Apparel Industries building in the industrial park.

WARM SPRINGS POWER ENTERPRISES



Photo courtesy of Spilyay Tymoo

The Deschutes River had experienced five consecutive years of low water flows entering 1991. Warm Spring Power Enterprises finished 1991 13% below its projected Power Sales revenue forecast, making six years of lower than normal water flows. On a more positive note, Tribal Council appointed David Knight to WSPE Board of Directors in 1991. Mr. Knight joins the board very proficient in the utility business, having retired from Puget Sound Power & Light Company as Sr. Vice President of Operations. His experience is an asset to the Board.

Tribal Council instructed WSPE to seek potential power production developments. One such project is potential Geothermal Development near the southwest corner of the reservation.

Tribal Council signed a Memorandum Of Understanding in 1990 with California Energy Company, a developer of Geothermal for surface exploration. Exploration was completed in 1991 with indications of promising potential. Tribal Council is currently reviewing the next step of exploration, and has not made any commitment to proceed at this time.

WSPE is working with Tribal Council on relicensing of the Pelton/Round Butte projects which expire in 2001. Preliminary discussions with Portland General Electric Company have begun.

BUSINESS & ECONOMIC DEVELOPMENT

Like the old adage, "Rome wasn't built in a day"...changes to meet the challenge sometimes come slowly, particularly if you are starting from ground zero. Lack of infrastructure and zoning standards have been a major obstacle for the department since the branch's inception in 1989. Although private business is a tribal government goal, many important issues for successful operation of small businesses have not been addressed. Such items have included infrastructure, zoning, financing, buildings and building sites.

1991 was a year of planning, research, and education for the Business and Economic Development Department. The commercial corridor Master Planning project was nearly completed and, if approved by Tribal Council, will expedite development of privately owned businesses along Highway 26 between the Agency and Deschutes River. The report recommended development plans and projects, along with required changes in zoning ordinances and other regulations to implement those plans.

Technical assistance for Tribal Members has been a responsibility of the department. The Greenhouse Program was inaugurated in October. Designed for people interested in bidding on Tribal business opportunities, or starting their own business, the course offered twenty weeks of extensive classroom training and "one-on-one" counseling. The purpose of the program was to increase the number of successful, tribal member-owned businesses. Graduates will operate owner-operator type businesses and part-time businesses featuring beadwork and other arts and crafts.

Work started on strategic economic development plans which will be the nucleus for long-term economic strategy. When the plan is completed, all projects advanced to the community will be coordinated with the plan. The plan will be flexible enough to allow community involvement in the process. According to Charles Jackson, Business and Economic Development General Manager, "The strategic plan builds on the Comprehensive Plan."

A preliminary economic model was prepared with assistance from Oregon State University. Jackson stated, "This is a model we can use to assess the potential positive economic effects of investments on the reservation, and provides us with a way to measure results." Another project completed was the physical model of a Warm Springs Town Center for community review and comment. The branch actively sought input from the community with "home-base" meetings. Jackson met with reservation families in their homes to discuss their view of short and long term economic development objectives for the Tribe.

In a continuing effort to provide jobs, the Business and Economic Development Department did a market analysis on a "value added secondary wood remanufacturing enterprise" proposal. Also focused on was preparing Tribal Members to contract with the Tribe to provide janitorial and groundskeeping services for the Early Childhood Education Center and the Museum.

Business and Economic Development continued to direct the operation of Tribal Construction, Tribal Credit, radio stations K-Twins, and Project Engineering. The Construction Department paid out in excess of \$284,000 in wages and subcontracts to Tribal Members in 1991. Credit initiated a collections program, and K-Twins was rated number one in Deschutes County by Willhight rating surveys. This was accomplished in one of the most competitive small markets in Oregon.

Charles Jackson said, "We made progress in 1991. However, if Economic Development is to be a top priority, we must invest tribal funds today to meet the challenge of tomorrow."

K-TWINS



The Tribe's commercial radio venture took a bold step toward profitability with the acquisition of KTWS in Bend and the relocation of the programming of KWSI to one central location at 20450 Empire in Bend. Relocating the enterprise off reservation became an instant success in terms of audience share and first-year revenues.

Advertising sales for 1991 were up over 130% compared to 1990. The stations and their new format of classic rock became an instant favorite in the three-county (Jefferson, Deschutes and Crook) area. The Willhight Rating Service of Seattle, Washington registered the stations (K-TWINS) as the market leader with listeners 12-years-old-plus. The stations achieved an unprecedented 22.4% of the audience 12+ just five months after moving to Bend.

WARM SPRINGS CRUSHING AND CONSTRUCTION COMPANY

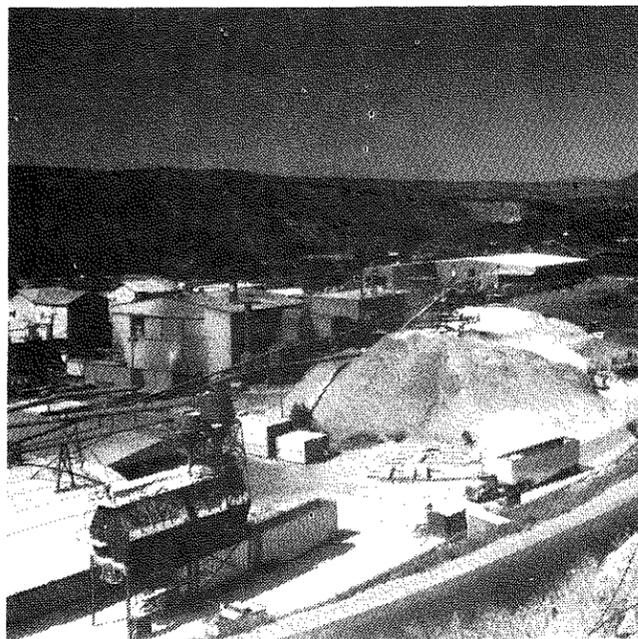


Photo courtesy of Spilyay Tymoo

The Warm Springs Crushing and Construction Company (WSCS) had been in operation for ten years when the Confederated Tribes assumed operation in 1990. WSCS produces base rock, 3/4 minus, and drain rock out of the two rock pits currently in use. Reject rock is used for pipe bedding. The company has consolidated its rock testing and scales to one location and has significantly upgraded the equipment and workforce. One unique feature of the crushing operation is it is portable, which allows the company flexibility in production location.

WSCS plant supervisor, Howard Faught, brought 32 years experience in rock crushing, aggregate production and equipment fabrication to the job. The company employs five full-time employees. It cooperates with a number of tribal business concerns in hauling, heavy machinery, as well as automotive and engine repair. In addition to on-reservation clients, WSCS also has a strong working relationship with the Bureau of Indian Affairs' roads and forestry departments.

Looking ahead, the company anticipates additional pit siting and development, a capital-intensive undertaking that involves cat work, land planing, drilling and blasting. The Confederated Tribes of Warm Springs is the only reservation with a crushing operation and looks forward to offering its services to other reservations as well as to state highway and other road projects.

HUMAN SERVICES

The Mission statement for Human Services reads "Human Services is committed to improving the physical, social, psychological and spiritual well-being of members of The Confederated Tribes." With over \$3.5 million appropriated from the general fund, the branch has the largest budget in the Tribal Organization. It employs one-hundred-twenty people (72% tribal members), the largest single workforce in the organization. With the well documented social ills on any Reservation, Human Services has a substantial task.

Three years ago CHAMPS (Community Health Action Mobilization Planning) was inaugurated at the urging of the late Larry Calica. Later, our Tribal Council and CEO adopted the vision, "To become the healthiest community in Indian Country by the year 2000." The Community Health Department focuses on health promotion and wellness, and getting the community involved. Sal Sahme, Human Services General Manager, related a unique process his branch originated in 1991. "We had a visioning 2000 exercise with all departments. The exercise will help the organization move toward accomplishing that goal and will help get the community involved." Sahme continued, "We created a good foundation last year and, with the visioning exercise, we should see some real program offerings by 1993 and some beginnings of change. Recognizing that it probably took 50 to 100 years, or longer, to create the unhealthy lifestyles and attitudes of today, we're hoping it won't take that long to see changes. We have to remember it took the community a long time to build up to the kind of challenges we're confronting today."

Facing these challenges, Human Services sponsored a Fetal Alcohol Syndrome study and workshop and developed a strategic plan for health promotion and disease prevention. Two counselors were hired to offer career planning to students in grades seven through twelve. Other accomplishments include restoring 100% of funding for Early Intervention that was lost by passage of Ballot Measure Five.

The food commodity program was set in motion. "I know there has been some criticism of the program because some felt there was higher need," Sahme said, "but to be healthy, you must have a full stomach to go to school, to learn, or make it through your daily life. One basic need that must be met is food."

The Employee Assistance Program continues to provide hope. "There's been a real decline in the amount of substance abuse in the work-place since the program was initiated three years ago," Sahme commented. In 1989, our substance abuse rate was at 13% and by December of 1991, it dropped to 6%.

Twenty-two new positions for the Early Childhood Education Center and the Family Preservation project were funded without adding tribal dollars, thanks to the hard work of Julie Mitchell, Director of Education, and John Grant, Director of Child Protective Service. Mitchell and Grant combined efforts to bring in a half-million dollars in grants.

Sahme commended Cultural and Heritage for their efforts. "The Language Arts Program and Community Education Program got off the ground because of the planning and efforts of Wendell Jim. By publishing the Saphaptin dictionary, with the Wasco dictionary in the works, and the beginning of the Paiute dictionary...the foundation has been laid for a good community language program." Sahme added, "We're looking at moving beyond the Headstart program into the higher grades with our language program."

Many challenges lie ahead for the Tribe's largest branch. A positive message comes from Sal Sahme as he reflects after attending National Conference IHS meetings and visiting other tribes. "I'm continually inspired by the direction our tribe, and Human Services in particular, is moving. When we look at the health promotion and wellness effort of our people, we are breaking ground that no other tribe and most communities have ever considered in the United States."

PUBLIC INFORMATION

A consistent criticism for tribal government has been lack of communication. That was addressed by moving Spilyay Tymoo, KWSO radio, Public Relations and the Print shop under the Public Information Department.

The responsibility of the Branch of Public Information is to ensure that factual, truthful, and complete information reaches the community, as well as county, state, and federal agencies. Warren "Rudy" Clements, Public Information Director, said, "We are trying to accomplish our mission by assuring that each department covers their area." Spilyay Tymoo publishes a newspaper every two weeks. They write news that concerns the people on the reservation. KWSO broadcasts five days a week, with an emphasis on community programming. Clements stated, "KWSO has not scratched the surface on what they can achieve. 1992 should bring better results in terms of participation in community events and education with increased hours of operation." Public Relations concentrates primarily on the outside media, public presentations, on-reservation tours, a monthly newsletter, and a weekly "news of interest" publication. The Print shop's principal business is meeting the printing demands of the tribal organization.

The Branch of Public Information is a varied group of departments that have their own individual responsibilities relating directly to helping carry out Tribal Council policy and direction through communication. Clements commented, "With the creation of the Public Information Branch, we are changing to meet the communication challenges of the people and organization." Clements added, "The C.E.O. Communications Task Force was created to help in this area, and they have contributed a great deal with innovative ideas."

The Public Information Branch also coordinates monthly C.E.O. Community and Employee Roundtable meetings.

PIERSON MITCHELL



Photo courtesy of Spilyay Tymoo

Pierson Mitchell has faced many challenges in his life. After starting school in Simnasho, he moved to the Warm Springs Boarding School. Boarding School was a challenge since he was not allowed to speak his Native language...the only language he knew. A friend, Leroy Scott, acted as his interpreter.

Graduating from Madras High School in 1952, Pierson attended Oregon Tech for a year before being drafted into the military. The United States was engaged in a "Police Action" in Korea. With training over and the Korean War ended, he was sent to Germany. Completing his military obligation, Pierson returned home and went to work for forestry as a fire fighter.

German beer is world famous, and Pierson often sampled the brew, as did many other off-duty soldiers. As the years passed, Pierson continued to drink socially. However, after losing his job twice in one week he realized he had a problem. He admitted himself to the Recovery House in Warm Springs.

While in treatment, representatives from the Full Gospel, Presbyterian, Catholic, and Baptist churches made visits. Pierson remembers, "When my Mother and two Aunts paid us a visit, they must have rearranged some brain cells. I started to think about my early childhood and talks I had with my Grandfather. After I got myself back on my feet, I went back to the Longhouse."

Pierson was eight years old when his Grandfather, Chief Frank Queahpama, died. His Grandfather was Chief of the Warm Springs Tribe and a member of the first Tribal Council in 1938. "Several times my Grandfather talked to me about the proper way to live as defined by our religion," Pierson recalled. "He said there are many religions in this world...but there is only one God. All people worship the

same God in their own way. Some of the religions are not true...they are false...you will know they are false because of your teachings. You will always come back to this religion because it is yours and your people's." As Pierson got back to the old ways, the songs he had learned as a child started coming back to him.

As Pierson Mitchell explains, "Our language is so important because if you don't know the language, you can't understand the meaning of our songs. The songs that we sing in the Washut religion were not made up by anyone living now. In the old days, when someone died, the body was left outside where they had a tule mat longhouse. Some people would be resurrected and come back with a message from the land beyond death. And the message would be in the form of a song."

Pierson has learned a lot since returning to the Washut religion over twelve years ago. He continues to learn from his Mother, Aunts and Wille John. Pierson also travels to Yakima and Umatilla to continue his quest for spiritual knowledge.

When asked about the economic future of the reservation, Pierson says, "The forest has served us well. Now it is time to start giving something back to the forest." He suggests developing Kah Nee Ta Lodge further, maybe even gambling each Tuesday, Wednesday, and Thursday. Pierson says the weekends take care of themselves. He also says the Village should stay the same and not include gambling. Developing hiking trails and horseback trails around Kah Nee Ta would be a benefit. Pierson adds, "I'm not saying we should open up the Reservation to hunting, but we need to investigate to see what we can do with big game. The Apaches sell permits for hunting bull elk for \$10,000."

Pierson's advice to the young people is "Stay in school...learn to be productive...do it sober. I drank for over thirty years of my life...it didn't get me anywhere...it's only the last thirteen years of my life that I've made any strides to improve myself, and I did it being sober."

Recently completing three years on Tribal Council, Pierson says one of the things he is most proud of is "How the leadership of our community sticks together. We might have our differences at times...but when it comes right down to the nitty gritty, we stick together...and we always have." He feels Warm Springs has good leadership. "That's the key to the success of Warm Springs."

Pierson is married to Rose Marie Dick, who quit drinking two days before he did. He may always be two days behind Rose in sobriety...but in the last thirteen years, he has made up for lost time. He is the Probate Officer for the Tribe, he was elected to Tribal Council in 1989 serving as 2nd Vice Chairman, and is the Warm Springs Tribe Sub-Chief. Pierson Mitchell is a role model, demonstrating the power of an alcohol and drug free life.

OLNEY PATT, SR.



Photo courtesy of Eastman Photography, Bend, Oregon

Forty-one years have elapsed since Olney Patt, Sr. was first elected to Tribal Council. In 1950, many important decisions and issues faced a small, struggling tribe. The Tribal Council had been in existence only 12 years. Then, as now, Tribal Council tried to conduct business with a vision and concern for the people. Not only the people of the day...but the people yet to come.

Highway 26, from Warm Springs to Portland, was just a year old. Life was difficult for the people of Warm Springs. There was no money...no industry...no tribally funded education and no tribal government as we know it today.

1950 was the dawning of a new era...and a new leader would lend his visionary quest to an already imposing cast of tribal leaders. They would move Warm Springs to the forefront of Indian Country.

United States District Court Judge Owen Panner commented, "Over the years, Olney was correct in his judgment on every basic issue. He favored keeping the funds from the Celilo settlement for use by the tribes generally, and to produce more income for future generations. He favored the Oregon State Study, which turned out to be a real blessing to the tribes. He was in favor of the Pelton and Round Butte dams, when there was much opposition."

Olney constantly reminded his constituents that timber must be managed on a sustained yield basis. He favored acquisition of the Kah-Nee-Ta lands which had fallen into fee patent status. He supported legislation to authorize the return of Kah-Nee-Ta to trust status. While in Council, Olney worked for the acquisition of Warm Springs Lumber Company, and helped spearhead legislation which returned the McQuinn Strip Lands to the Tribe. Olney Patt's legacy to his people is rich and full.

Doyce L. Waldrip, Warm Springs Agency Superintendent from 1965 to 1972, commented, "If anyone ever writes a *Profiles in Courage* for Tribal leaders, Olney should have a prominent place in that publication." The early sixties were critical times for the Confederated Tribes. The Celilo settlement funds had been appropriated by the congress. Yakima, Nez Perce, and Umatilla had already paid out most of the settlement funds per capita and pressure was building within the Confederated Tribes to do the same thing.

Waldrip remembers, "In a critical meeting at the Agency Longhouse, Olney Patt Sr., standing almost alone, made a profoundly moving speech urging the Tribes to keep the funds intact for future Tribal projects and programs. Many of the projects flowing from the Celilo Funds decision were made under the stewardship and leadership of Olney Patt Sr." Waldrip concludes by saying, "He was a pleasure to work with and in my 30 plus years working with Tribes, he remains always to me, the Dean of Tribal Chairmen."

In March of 1975, Olney was presented the Indian Leadership Award by Morris Thompson, the Commissioner on Indian Affairs. The citation, in part, reads, "Mr. Patt's foresight and advocacy enhanced the Warm Springs Tribes capability to inaugurate programs beneficial to the membership on a long range basis which provided work and utilized both the natural and human resources of the reservation. Mr. Patt's determination and adroit guidance brought about social and economic changes that encouraged the Warm Springs Tribes to begin their march towards self-determination *Warm Springs Style*."

Scribbling on a piece of note paper, Olney neatly summed up a complex issue. He wrote, "The U.S. Constitution with its Bill of Rights protects people by regulating what federal, state and local governments can do. These Constitutional rights do not limit the actions of tribal government, because Indian Tribes derive their governing authority from inherent sovereignty rather than from the Constitution."

Charles F. Wilkinson, law professor at the University of Colorado Law School, remembers, "Olney has always been a champion of the Treaty of 1855, which reserved tribal sovereignty. During the 1950's, he fought tooth-and-nail against Public Law 280, which would have gutted the historic tribal sovereignty that had prevailed for so many thousands of years. Later, he was in the forefront of every issue, including tribal fishing rights, religious rights, regulatory and court jurisdiction, and many more. He has taken on a great many battles and never lost one of them."

Olney served ten elected terms on the Tribal Council and filled Larry Calica's position in 1986 when Larry resigned. He served as Chairman or Vice Chairman seven times. It is because of leadership personified by Olney Patt and others, that Warm Springs is recognized as one of the top Indian reservations in Indian Country.

EVALINE SIMTUSTUS PATT



Photo courtesy of COCC Broadside Newspaper

Alcohol and Drug Council. As if she didn't have enough to do, she was an EMT volunteer for the Kah-Nee-Ta/Simnasho area.

In June of 1990, Evaline made a decision. She had 21 years of service with the Confederated Tribes. One son was grown, and the other at an age where she had some flexibility. If she was going to broaden her horizons, now was the time. Evaline resigned her supervisory position in the accounting department, moved to Bend, and enrolled at Central Oregon Community College. Being the mother of an 11 year-old made giving up a good job difficult. That, coupled with leaving her son in the care of his 22 year-old brother and leaving the reservation to enter college was an unsettling change.

However, knowing the roots of Evaline's raising makes this remarkable undertaking understandable. Evaline was born into a homesteading family in Simnasho. Her parents, Amos Simtustus, Sr., and Dorothy Thompson Simtustus, provided strong direction. She and her five brothers and two sisters were born into a family rich in tradition and prominent ancestry. Her father, Amos Simtustus, became Chief. Her grandfather, Johnnie Simtustus, was Chief of the Warm Springs Tribe at the time of her birth. Her great-great-grandfather Chief Simtustus, was one of the treaty signers. On her mother's side, Evaline's great-grandfather was Chief Tommy Thompson, great Chief of the Celilo Wyam.

Like other youngsters in Simnasho, she attended Simnasho grade school, boarding school at Warm Springs, and Junior and Senior high school in Madras. After persistent urging on Evaline's part, her parents agreed to let her attend Chilocco Indian School in Oklahoma as a Senior. Evaline graduated in 1964.

After high school, Evaline attended secretarial school in Pasadena, California, and completed the Manpower Development training program at Central Oregon Community College before getting married.

Evaline will achieve one of her long-standing goals when she receives her Associate of Arts degree in business administration next fall. Evaline will continue her education at a four-year institution, working toward her bachelor's degree.

Evaline has faced and met many challenges. Sometimes she had to change her way of life, but she continued to move forward. In her quiet way, she exudes confidence, compassion, friendliness and grace. Always quick with a smile, Evaline says, "I encourage tribal members to return to school. If I can do it, anybody can." Beginning college 26 years after graduating from high school and maintaining a 3.25 GPA, Evaline Simtustus Patt is an inspiration.

In today's world, people have a difficult time making ends meet. If you are raising a family, its even tougher. If you are a single parent it can seem impossible.

Evaline Simtustus Patt is a shining example that "All things are possible if you have faith." When Evaline became a widow, she was the mother of 13 year-old William (Hobo) and 3 year-old Jordan. Until 18 months ago, she worked full-time as an employee of the Confederated Tribes. When Evaline lost her husband, Byron Patt, ten years ago, she became sole support for her family. Evaline says, "In losing a spouse, you find yourself faced with a lot of different responsibilities. The house still needs to be paid for, my kids owned cattle and horses and I felt I had a lot to learn." With her world in turmoil, Evaline comments, "I was thankful for having a job and an understanding boss. I also felt thankful for my children. My oldest boy was a crutch and a catapult in helping us continue with the added duties. My boys are a Godsend. I have great respect for the single mothers trying to maintain a household by being both the breadwinner and a mother."

Despite formidable responsibilities and challenges, Evaline found time to serve on the Tribe's Education Committee for six years, the Johnson O'Malley and Title V Parent Committees, 509-J School Board Budget and Curriculum Council, Oregon Indian Education Committee, the Wellness Steering Committee and the Warm Springs

JANICE WHITE CLEMMER



Photo courtesy of Busath Photography, Salt Lake City, Utah

Dr. Janice White Clemmer was born and raised primarily on the Warm Springs Reservation. She is the daughter of Walter White (deceased) and Cecil H. and Aradonna Aguilar White Seyler. Dr. Clemmer is a great-great granddaughter of Wasco Chief Billy Chinook Parker. Her tribal heritage is Wasco-Shawnee-Delaware.

A product of Madras elementary school and high school, Dr. Clemmer earned a B.Sc. degree in archaeology with a minor in history from Brigham Young University, Provo, Utah; an M.A. in History from the Dominican College of San Raphael, California; an M.A. in Education from the University of San Francisco, California; a Ph.D. in History from the University of Utah, Salt Lake City; and a second Ph.D. in Cultural Foundations of Education, University of Utah. She will graduate in April, 1993, with a Juris Doctorate from the J. Reuben Clark Law School, Brigham Young University.

According to certifiable sources, Dr. Clemmer is the first Native American woman in United States history to earn two Ph.D.s and the first of her tribe to earn a doctorate.

Over the years, Dr. Clemmer has taught in both public and private high schools, colleges and universities. She still maintains an active teaching certificate besides being a full-time, tenured university professor at Brigham Young University assigned to the College of Education with an adjunctship in the Department of History. Among numerous assignments, she has served as co-coordinator of Native American Studies at Brigham young University.

Dr. Clemmer is a member of numerous scholastic and professional fraternities and societies. She has researched, written, published and presented papers on a variety of topics dealing with education, history, art, and ethnic groups. Dr. Clemmer has an active role in community and national endeavors and serves on several boards of directors and councils. She has received fellowships, academic and service honors recognition. Dr. Clemmer has made presentations nationally and internationally.

Married to Terry P. Clemmer, M.D., Director of the Shock-Trauma Unit, LDS Hospital in Salt Lake City, and a member of the University of Utah Medical School, they are parents of two children, a son and a daughter. Both children have earned their bachelor's and master's degrees. Drs. Clemmer have five grandchildren.

Dr. Janice White Clemmer states, "Whatever measure of success I enjoy is due to tremendous encouragement, sacrifice, love, humor, patience and faith from my husband, parents, children, son and daughter-in-law, grandchildren, sisters, brother, extended family members and friends."

Just a look at the impressive high school record of a teenager from Warm Springs over thirty years ago speaks volumes. It says that young Janice White would someday achieve spectacular success.

During high school she was on The Honor Roll and a member of the National Honor Society. She served as the White Buffalo Staff Circulation Manager, Cartoonist, and Feature Editor.

Janice was active in the GAA (Girls Athletic Association), serving as Vice President and President. She received the GAA "Most Valuable Member" award and represented the GAA at the State Convention. She also held positions of Representative, Treasurer, and President of Future Homemakers of America and was FHA State Delegate twice.

Her participation in Leadership Training may have sharpened that quality she already possessed, as she was honored with the Elks Leadership Award. She was also a member and Vice-President of Quill and Scroll. Janice won the Jaycee "My True Security" contest and was voted by the student body as "Dream Girl."

Almost like the movies, the "Dream Girl" graduated from High School, went off to college, got married and raised a family. The "Dream Girl" became Dr. Janice White Clemmer.

MARTINEZ HEATH



Photo courtesy of Portland Meadows/Kathleen Foltz Heath

Martinez Heath was one of eight children born to Nathan and Lilly Heath. He acquired the nickname "Peanuts" because of his small size. But it was his size that would provide his livelihood later in life.

At age 13, Martinez started riding race horses at small Oregon and Washington tracks such as Tillamook, Goldendale, Walla Walla, and Waterville. The son of Warm Springs Chief Nathan Heath, he left school after his junior year at Madras High and pursued his dream. An article in the Oregon Thoroughbred Review in 1968 reads, "People around the tracks knew him as a bright boy with a face so disarmingly pleasant, he made friends by the hundreds. And there was a ready smile."

Martinez won his first race at an official race track on August 2, 1962, at Gresham Park. It would take Martinez less than three months to make it to Santa Anita from the date of his first official win. The October 27, 1962 edition of The Oregonian reads, "Martinez Heath, the 16 year-old Warm Springs Indian who as an apprentice jockey has burned up the horse race tracks of Portland Meadows, Gresham, Salem and Tillamook, Thursday got the break of his young life. He was taken under the wing of Johnny Longden, the little guy who has ridden more winning horses than any other ironman in the world. The article goes on to say, "Longden, as shrewd in judging riding talent as he is in bootin' them babies home, watched Heath perform in the saddle at Portland Meadows Wednesday night and then offered to teach the young Brave all the inside points of being a jockey."

Martinez, awed with the offer, accepted immediately. Speaking of Heath, Longden said, "He has all the natural ability and it is up to his own desire as to how far he will go in racing." Even though Martinez left before the meet was over, he set a record for number of wins by an apprentice jockey at Portland Meadows. Heath's record was 60 wins.

In 1963, Martinez rode seven winners in one day at Fresno, California. In 1966 he rode 105 winners and accounted for \$494,764 in purses. (Today those same victories would pay three times as much.) In 1967 he rode Renewed Vigor to victory in the Equipoise Mile at Bolmoral race track in Chicago. Renewed Vigor paid \$68.20 for a \$2 win ticket. Martinez was the regular rider on World Champion Thoroughbred Nodouble.

In twenty-five years of riding, Heath rode at top race tracks in the Bay Area, Southern California, Chicago, New York, Detroit, St Louis, Florida, New Orleans, and the Northwest. He rode some of the finest horses in the country. Starting with his first official win at Gresham Park in 1962, he left the starting gate in major competition 9,742 times. He finished 1st, 2nd, or 3rd, 36% of the time. Heath rode into the winner's circle 1,273 times, placed second 1,220 times, and finished third 1,078 times. Horses ridden by Martinez earned \$4,817,101.

To his family and friends on the reservation, Martinez was "Peanuts"...to his fellow jockeys, he was "Injun Number Nine"...to race track enthusiasts he was simply "Winner."

DANNY MACY JR.

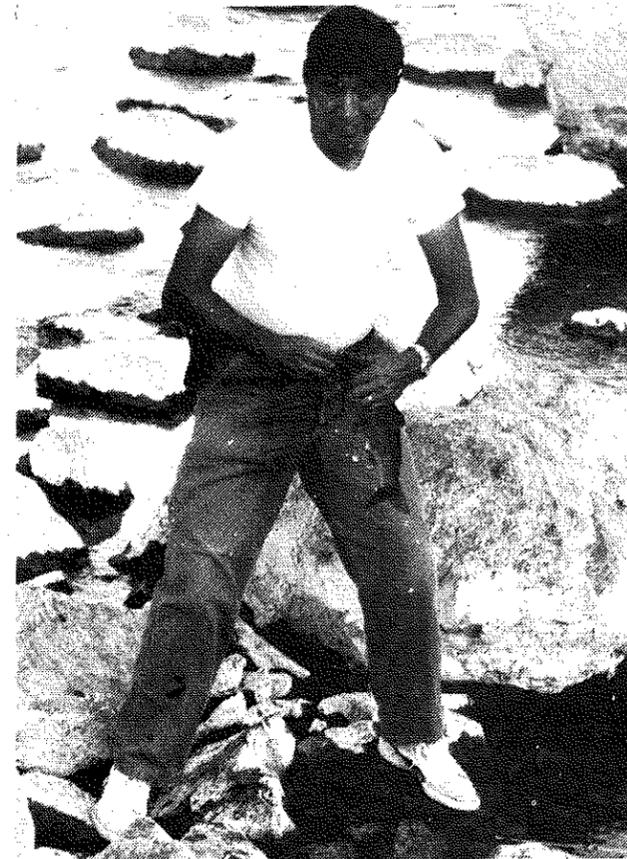


Photo courtesy of Terrance Courtney, Jr.

Macy received his Bachelor's degree in Mechanical Engineering in 1959 from Oregon State University. In 1960, Macy enrolled at the University of Arizona. His post graduate work was interrupted when he fulfilled his military obligation in 1964.

He served with the military for two years at Picatinny Arsenal in New Jersey with the United States Army. Dan, a member of the Headquarters for Munitions Command, was discharged with the rank of Captain.

Receiving an honorable discharge in 1966, Dan returned to the University of Arizona. He continued post graduate studies, working toward an aerospace career. However, in 1968, as Macy puts it, "The whole aerospace industry went to pot." His chosen profession offered dim prospects, so he accepted a position with Texaco Oil Company.

Becoming a member of the Texaco team meant moving to Morgan City, Louisiana, where he became a member of the Offshore Division. Five years later he transferred to the Central Offshore Engineering Group in New Orleans, Louisiana. In 1990 the entire division transferred to Houston, Texas, where he joined the Central Offshore and Procurement division.

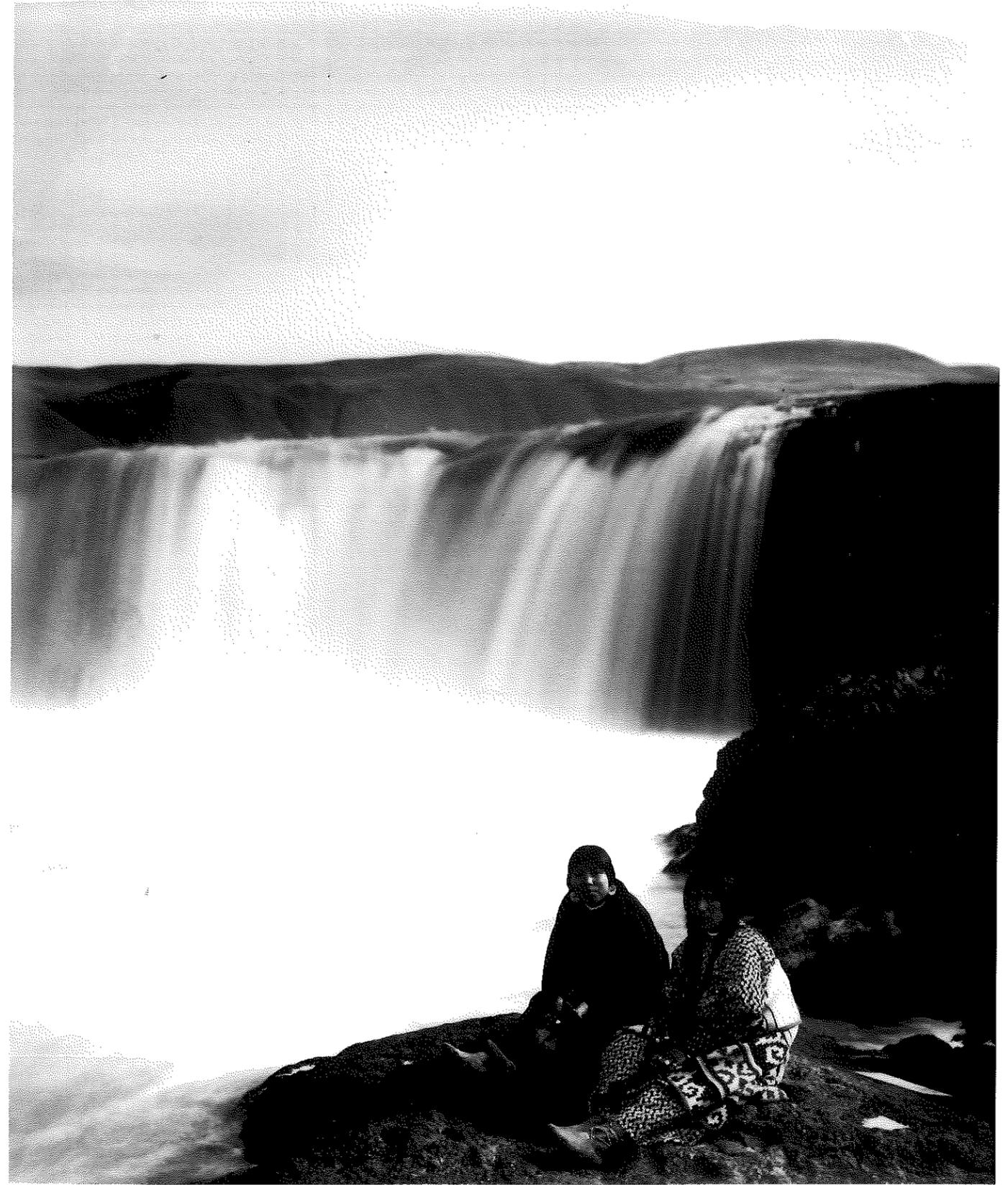
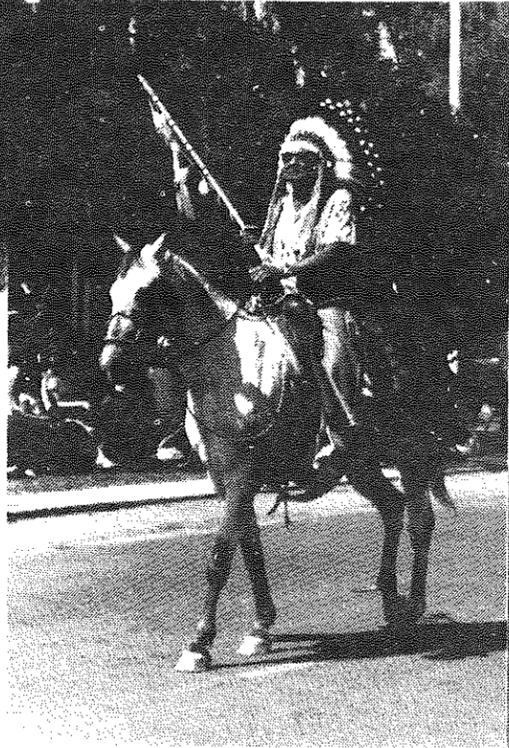
Macy's expertise is in designing off shore production facilities for crude oil and natural gas. Dan says "I work in the office except for periodic inspection and troubleshooting trips to off shore facilities around the world." Macy is also involved in project management and construction. He currently has a patent pending for an innovative process separator for use on floating facilities.

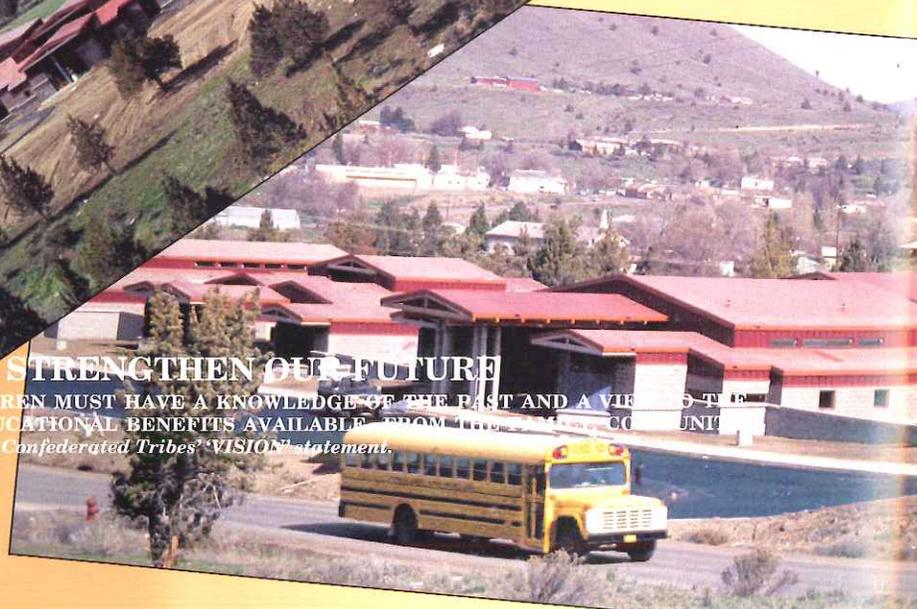
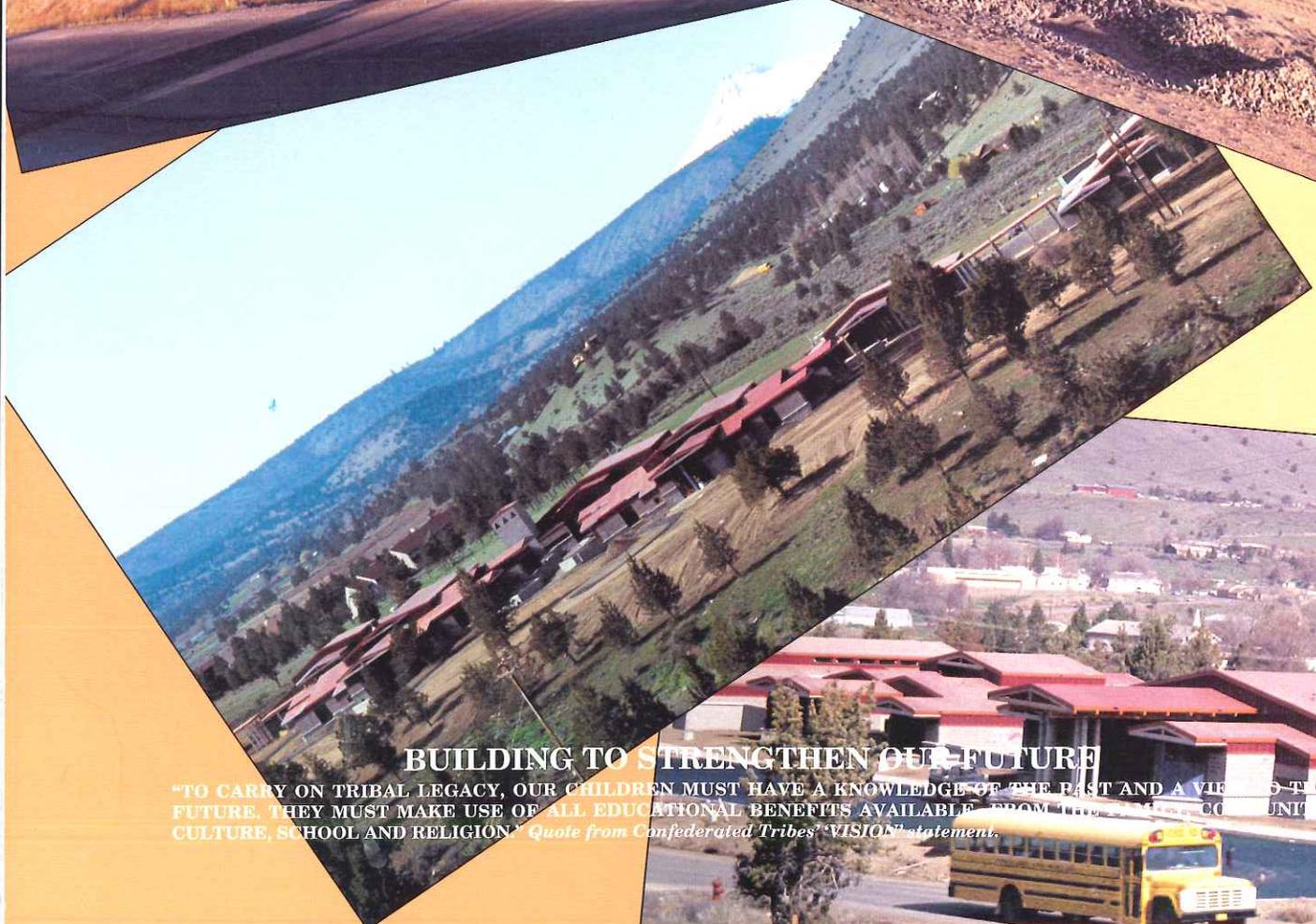
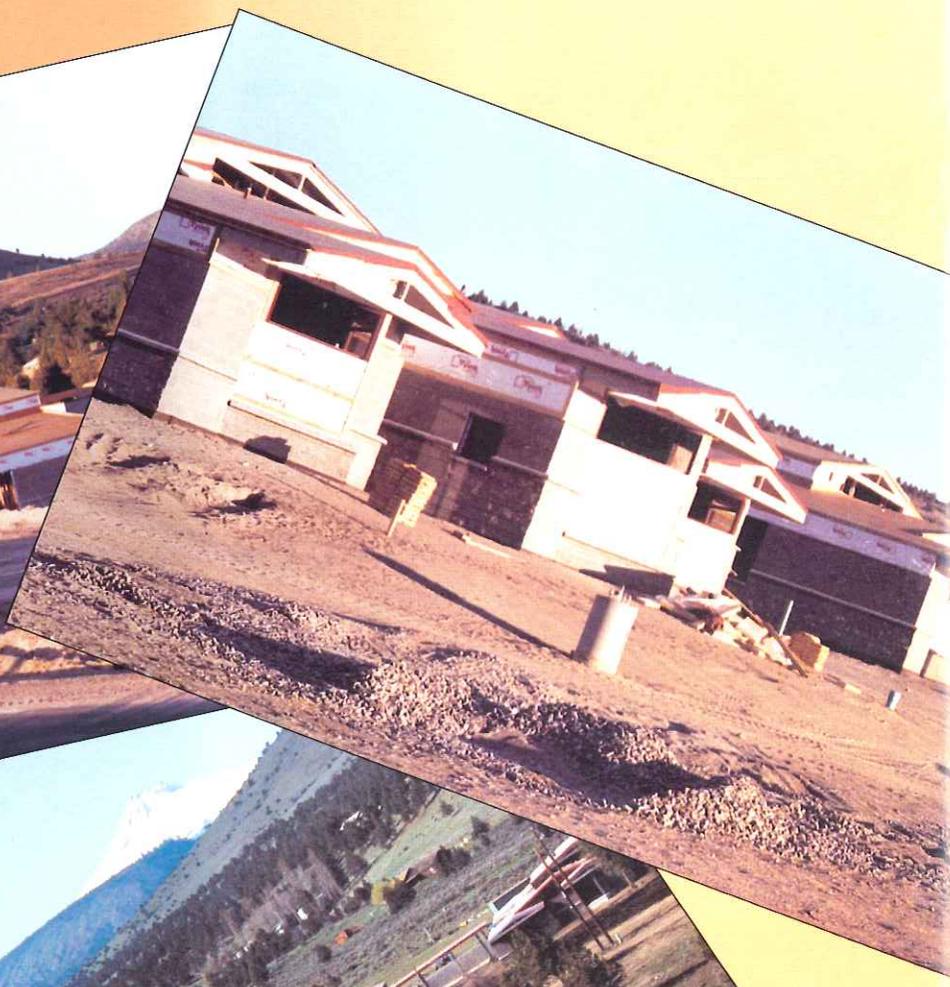
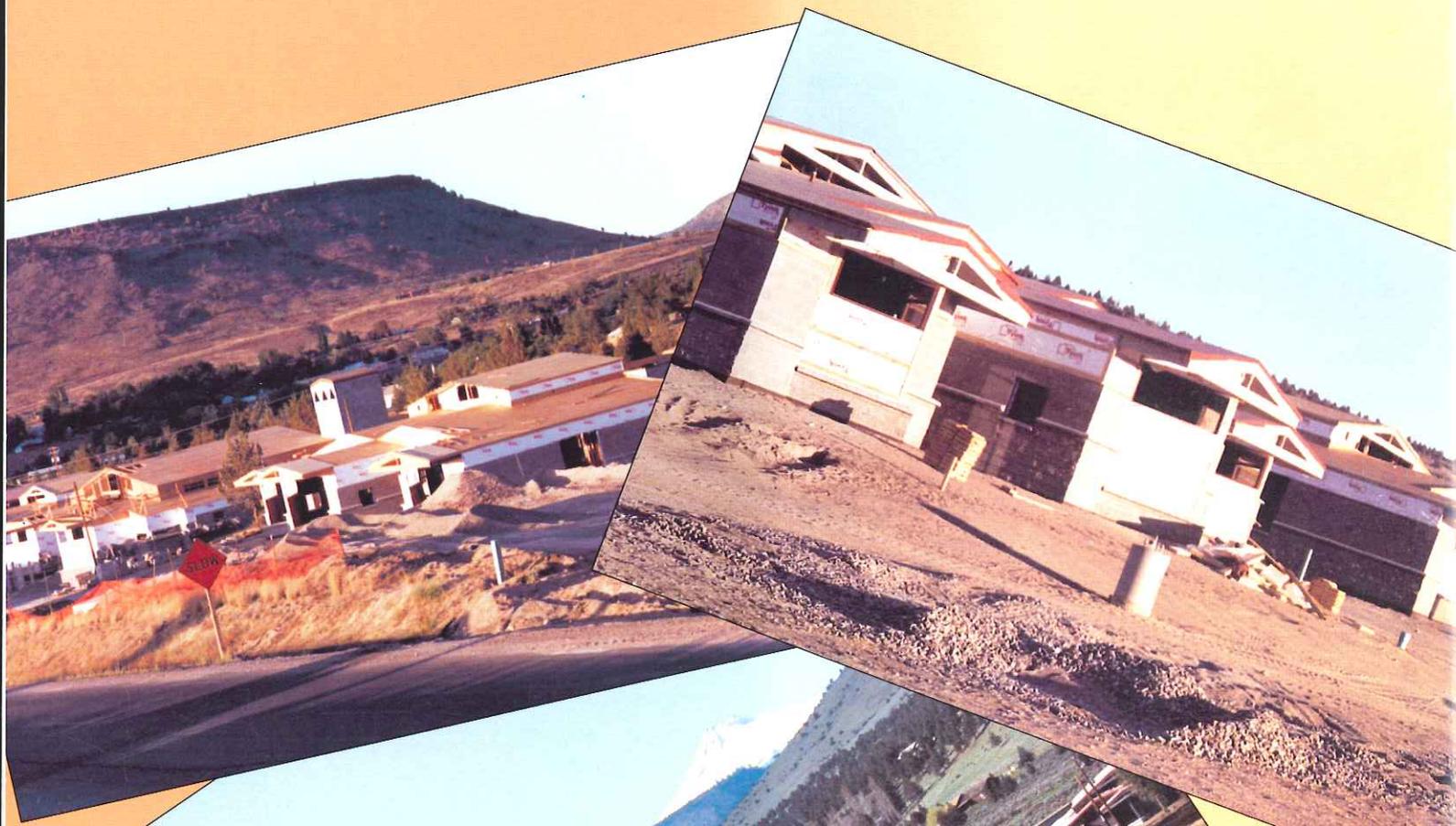
Dan is married and has three children. The eldest, Angele, lives in New Jersey. Although she has a degree in Commercial Art, she has pursued a career in tennis. She plays on the tour back east and also teaches tennis. Another daughter, Cara, has put her degree in Hotel Management and Business to good use. She works as the Connoisseur for VIP's at the Grand Hyatt Hotel in New York City. Son Danny is attending the University of Arizona since receiving a medical discharge from the United States Army. Danny was injured making a jump, while serving with the 82nd Airborne Division.

Asked about retirement plans, Macy responded, "I'm coming back to the reservation. I've got property at Warm Springs, and I'm coming home. I hope they leave me some fish to catch and some trails to hike!"

London, Norway, Belgium, Nigeria, Angola, Denmark... exciting faraway places to someone who grew up on the reservation. Dan Macy Jr. has worked in all these places in his twenty-plus years with Texaco Oil Company.

Dan, the oldest of five boys and one girl, born to Dan and Priscilla Macy, grew up in Warm Springs where he worked in his father's store. He graduated from Madras High School in 1954. A four year letterman, Macy's basketball team dazzled the Oregon sportsworld at the high school state tournament in 1954. The smallest school in the tournament, Madras became the Cinderella team by knocking off The Dalles and Benson of Portland before injuries contributed to a 6th place finish. The Portland Oregonian wrote, "The likes of Chuck Nathan, Roger Diddock, Dan Macy and Larry Fivecoat are something the annual hoop fest has not seen in many a moon." Aside from playing basketball, Macy played in the high school Band, was on Student Council, served as Student Body Advertising Manager, and was a member of the National Honor Society.





BUILDING TO STRENGTHEN OUR FUTURE

"TO CARRY ON TRIBAL LEGACY, OUR CHILDREN MUST HAVE A KNOWLEDGE OF THE PAST AND A VISION OF THE FUTURE. THEY MUST MAKE USE OF ALL EDUCATIONAL BENEFITS AVAILABLE FROM THE COMMUNITY, CULTURE, SCHOOL AND RELIGION." *Quote from Confederated Tribes' VISION statement.*