

Confederated Tribes of Warm Springs 1997 Annual Report

Business and Economic Development

Business and Economic Development is the smallest branch in the Organization in terms of employees. During the peak season, in the summer of 1997, the branch employed 40 people. However, the branch usually has only 11 full-time employees.

The branch has a six-point Mission Statement.

1. Bring new family-wage job opportunities to the Warm Springs Reservation.

2. Help tribal members achieve success in private business ventures at Warm Springs.

3. Propose changes to the business infrastructure at Warm Springs to improve the investment environment.

4. Promote the diversifica-

tion of the economic base at Warm Springs.

5. Assist the Tribal Council to develop and expand Tribal Government and tribal enterprise revenue sources.

6. Develop links between the reservation workforce skill development and new job opportunities.

The top achievement for the branch in 1997 was helping tribal members finance business start-ups and expansions through the Warm Springs Economic Development Fund established by Tribal Council. A committee was appointed to administer the \$650,000 business equity grant program.

During the year, Tribal Council and committees con-

sidered several policy issues that impact the business community. A revised Flood Control Ordinance, allowing controlled development in flood hazard areas, was adopted by Tribal Council. The Land Use Committee is reviewing proposed zoning changes to the Commercial Zone in conjunction with an update to the Warm Springs Community Plan. Also under review are changes to Tribal law that would establish a Tribal Commercial Code and create a legal environment more conducive to private business investment on the reservation.

Another area of success was the Tribes' Small Business Development Center acquiring new Small Business Association computer hardware and business software. The Center also sponsored several initiatives including a new business development program specifically designed to help women get into business.

Since being established in 1992, the Small Business De-

velopment Center has become very important to people. In 1997, 2,771 people visited the center. The Center provided technical business assistance services to 33 businesses. There were 10 graduates of the business classes during 1997. They also assisted in 17 new business starts and expansions during the year, and an additional 40 new clients sought assistance regarding the new equity business grant program during the last three months of 1997.

The branch initiated a "Youth in Business" project and, with the assistance of the WEDD Program, recruited local high school youth for summer employment opportunities in Jefferson County.

The Construction Department completed work on the Simnasho road widening project, as well as the HUD housing project. The department also implemented new job cost software to better track and manage construction projects.

Internal Audit and Budget Compliance

The Internal Audit and Budget Compliance functions have historically been placed with the Finance Branch. However, in 1997, the need to provide a more effective and efficient process for those functions brought about the removal of these offices from the Branch of Finance. Work load distribution did not allow the functions to occur efficiently. Both offices were not able to effectively review and evaluate the control system because of the day-to-day activities needed to maintain the financial record systems of the Tribe.

With Tribal Council Resolution 9014 authorizing the audit of any funding over \$2,000, the staff of two Internal Auditors and a Compliance Officer were moved directly under the Secretary Treasurer and Tribal Council, with a budget of almost \$168,000.

A *Responsibility Statement* was developed for the office. It established a responsibility in reference to the internal audit

functions. The statement includes objective, policy, scope, reporting responsibilities and operations of the Internal Audit Department.

With the audit/compliance moving into a stand-alone branch, there are some immediate advantages. They are:

* To have an independent auditing function established as a service to the organization.

* Evaluate the adequacy and effectiveness of the system of internal control.

* Determine compliance with policy, procedures, laws and regulations.

* Evaluate controls over safeguards of assets and data.

* Evaluate controls that ensure the reliability and integrity of information.

* Recommend operating improvements.

The bottom line is that with a heavier emphasis on accountability means a healthier bottom line for the Organization.

Compensation and Benefits and Managed Care

The Compensation and Benefits/Managed Care Branch encompasses two areas of responsibility. The Compensation and Benefits department assures employees receive fair salaries, health and retirement benefits. The Managed Care Program assures that people eligible for its services receive quality health service at a fair price to the program.

The Managed Care Program became a part of the branch in 1993 when the Tribe assumed the duties from Indian Health Service through a 638 contract. Since then, the Program, with a staff of seven, saved over \$900,000. This was accomplished by unrelentingly defining which health care givers are offering quality care at fair prices.

Through prudent management of resources, the Managed Care Program was able to process and pay all referrals for health care without having to defer any services for any patients, and in addition, paid for a variety of on-site clinics by outside providers.

Another notable event in 1997 was the decision to discontinue using Mountain View District Hospital in Madras for non-emergency services. After

years of unusually high charges due to its billing practices, the decision was made to call in the Inspector General, whose audit of Mountain View Hospital is still on-going. The Managed Care Program developed close working relationships with Central Oregon District Hospital, St. Charles Medical Center, and Prineville Memorial Hospital. This provided for a smooth shifting of referrals to these hospitals away from Mountain View Hospital.

The Compensation and Benefits department had a number of achievements in 1997. The department updated the Tribe's salary range structure which resulted in 102 employees receiving salary increases averaging \$985 per person. Employees above the maximum of their range had their salaries frozen until further notice.

The department also implemented quarterly group benefits meetings to keep employees informed on their policies and procedures.

Seventy-five percent to eighty percent of the administrative duties for the Tribe's pension plan was assumed by the department in 1997.

The department, comprised of three tribal member employees, reviewed and made recommendations for the Tribes' Salary Range Structure, assisted with recognizing and adjusting the green circled employees, and reviewed all hires, personnel actions and termination forms for Salary Administration Compliance.

Comprehensive Plan Update

Eight Planning Teams organized and grouped into three Core Teams to foster inter-branch coordination:

Cool Team: Governmental Affairs / B.I.A. / A.S.C. Public Safety, Courts

Mega Team: Economic Development / Finance, Human Service / I.H.S., Education / Personnel

Techno Team: Public Utilities/Housing, Natural Resources / B.I.A. (Land Use / Infrastructure and Transportation proposed 9th Planning Team)

Increased the number of staff/committees members involved in the planning process (from approximately 20 to over 75), providing planning and leadership opportunities for team members

Met with Committees and Community Groups to collect Issue and Values information:

Comprehensive Plan Fair - February 1997

Met with Madras Middle and High School Students (800 students, approximately 400 Tribal Member students)

Other community groups including Tribal Council, Committees, Family Conference, Men's Conference, Small Busi-

ness Association, Grade School Teachers, Culture and Heritage staff, Operational Managers, Veterans, Women's Resource Association, W.E.D.D. staff, I.H.S./B.I.A. staff and several individual tribal members.

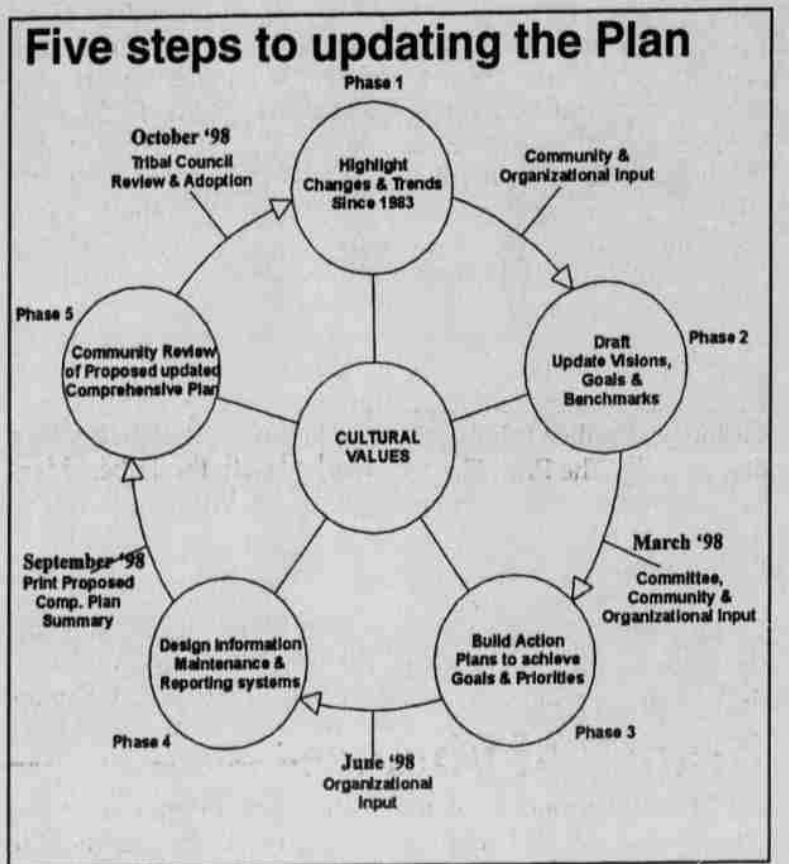
Vision and Goal Survey (included with 1997 Budget Mail-out) Identified changes since 1983 Plan and began getting input on updating the community Vision, Values and Goals for the next 20 years

Received \$70,000 grant from the Administration for Native Americans to help with the costs of the updated plan

Received funding from I.H.S. and B.I.A. to assist with updating Comprehensive Plan

Enhanced various coordination efforts, including work with managers to connect strategic and long term planning, including Enterprises in community planning, benchmarking, family court, Tribal Relations Communication planning and Joint Committee issues (i.e. examining the role of committees).

Process Team produced a Comprehensive Plan Orientation Video for use at community meetings



Increased the communication with community with several community meetings, radio announcements and programs, 24 articles in the Spilyay Tymoo newspaper, one article in the Madras Pioneer, Quar-

terly Update including community calendar, an orientation video and other promotional materials

Well received Comprehensive Plan presentation at 1997 Affiliated Tribes of Northwest Indians Economic Summit

Natural Resources Branch

With a budget of approximately \$1.3 million, and a workforce of well over 100, the Natural Resource Branch provides an invaluable service to the reservation through its diversified departments. Those departments consist of Water & Soil, Range & Agriculture, Fish, Wildlife & Parks, GIS, Forestry, Cultural Resources, Realty, and Policy & Planning.

The Cultural Resource Program developed a comprehensive cultural resource management plan to meet the intent of Ordinance 56 and 68, as well as Integrated Resource Management Plan (IRMP) 1 & 2 and beyond. The Program also completed the cultural resource inventory and documentation of reservation lands within the Lower Deschutes Wild and Scenic River corridor. There were a number of other significant accomplishments in 1997 in-

cluding establishing a program and mechanism for conducting oral traditions/oral histories for on and off reservation projects. A working relationship was established with Forestry, Oregon State University and the tribal community for huckleberry management on the reservation. A Ford Foundation Grant will assist with the huckleberry project.

Forestry had a busy year with salvage of the Jefferson and Simnasho Fires at the top of the list. The salvage operation established how the Natural Resource Branch could work together to be a more effective and cohesive unit. The operation received praise from various organizations, agencies and members of the media. There were 11 sales in 1997 which removed a total volume of 72,054,080 board feet of which 67,147,200 board feet were chargeable. This was a total value of over \$17.5 million.

The Water & Soil department was actively engaged in the Water Rights Settlement Agreement signed with the State of

Oregon and the United States in November 1997. Secretary of the Interior Bruce Babbitt joined Oregon Governor John Kitzhaber and a number of other dignitaries for this landmark event held at Kah-Nee-Ta. Other achievements for the department included assisting the Water Control Board and the Tribal Planning department in the development of the Flood Ordinance which was adopted by Tribal Council. The Wetlands Inventory was also completed in 1997 and integrated into the GIS System. This is being used in the management of resources on the Reservation.

The Parks and Recreation completed its master-planning process for Lake Billy Chinook Island Day Use Area and Indian Park Campground. They also worked with the U.S. Forest Service to either get Brietenbush Lake campground funded or close the access road.

Wildlife provided input into the FERC relicensing process for the Round Butte/Pelton Hydroelectric projects, as did

many of the departments within the Natural Resource Branch. Pine Creek Ranch was also acquired during 1997 by the Wildlife department.

Fisheries collected key information on fish populations that will be affected by the recent/expected Endangered Species Act listings. This will enable the department to make better management decisions regarding these populations. Populations effected are bull trout, summer steelhead and fall chinook salmon. Fisheries also established dialogue with USFWS and NMFS (policy and technical) relative to local ESA listings. The listings have the potential to dramatically impact local fisheries management.

Fisheries planned and implemented fish habitat protection measures, including 500 erosion control structures, for the Simnasho Fire salvage sale. They also completed watershed restoration projects with the Range and Ag Department that included 12 miles of riparian fencing on the Deschutes River

and 5 miles of riparian fencing on the Warm Springs River and associated Water developments. Fisheries was engaged in a number of off-reservation activities including the establishment of a Confederated Tribes Restoration Office in the John Day basin. Cooperative efforts of the Tribe, Bureau of Reclamation and the Bonneville Power Administration will turn the tide in the continued habitat degradation in the John Day basin which threatened fish and fish habitat.

Range and Ag was involved in a number of projects associated with grazing groups, timber sales, prescribed fire development plans and application, range improvement projects and the Comprehensive Plan. The GIS program has become an integral part of many branches because of services offered. GIS supports many efforts on behalf of the Organization through its mapping capabilities. GIS also is called upon for its extensive reservation natural resource information and inventory data.

The Natural Resource work place consists of 644,000 acres of reservation land and 10 million acres of ceded land. The Warm Springs Indian Reservation is home to over 2,000 cattle, 1,800 horses, 3,500 deer, 1,000 elk, 150 bear, 1 antelope, 956 adult spring chinook salmon (including 107 hatchery adults), and 15 jacks spring chinook salmon (including 6 hatchery jacks).

PELTON-ROUND BUTTE RELICENSING

The First Stage Consultation Document (FSCD) was released for public review and comment in March 1997. The FERC required public meeting on the FSCD was held in May. Several public comments were received and formally responded to. This, then, initiated the study phase of the relicensing process as follows:

Fish and Wildlife:
The Ecosystem Diagnosis and Treatment (EDT) process was applied to the fisheries issue and the Visions and Values

Continued on page 3