

### Head Start accepting registration applications

Warm Springs Head Start is taking applications for the Head Start 2006-07 school year.

Head Start is offering 3- to 4-year-olds a great preschool experience. Head Start provides children with activities to grow mentally, socially, emotionally and physically, as well as giving them kindergarten readiness.

When registering, be prepared to present the following:

- Verification of income,

birth certificate or tribal letter, physical and immunization papers, custody or placement papers.

Head Start will need all the paperwork in before the child is selected for the school year.

Sign up at the Health Fair on May 15. The deadline to register is June 1.

For information on registration, call Jodi, Snuffie or Althea at the Early Childhood Education Center, 553-3241.

### Beads and Baskets

A variety of beaded items and baskets are on display at the Museum at Warm Springs Changing Exhibits Gallery.



Employees of the Pennington Guide Service prepared for the beginning of the busy season by cleaning up alongside the Deschutes River. "I just try to keep this area of the river clean," Harold Pennington said. Because their guide services bring so many people through that area, he said, he wants them to have a positive view of Warm Springs. "It gives them a better perspective when they leave here," Pennington (pictured at left) said. "We plan to clean up the river all the way up to the hydroelectric turnoff." The Pennington Guide Services began operating for the season last weekend.

## Council: reform recommendations based on comparison with other governments

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The result was the need to adopt an integrated approach to reservation planning, focusing on all three legs.

"And that's what Council asked for in its directives to the different groups working on this project," Hamstreet said.

"Council asked tribal organizations to work together with consultants and OSU to develop a comprehensive plan to achieve the community's vision of greater harmony on the reservation; improved quality of life as measured by more jobs and housing, better health and education, while preserving sovereignty, culture, spirituality, and values passed down through the generations."

#### Need for reform

In accordance with Council's directive to assess the administration and come up with a restructuring plan, the Secretary-Treasurer appointed a governance team composed of two groups, one from within the administration and one consisting of at-large tribal members.

Serving on the latter committee was Frank Charley, Russell Charley, Terry Courtney, Jr., Viola Kalama, Delford Johnson (who later resigned due to scheduling conflicts) and Brigitte Whipple. Tom Decker, an outside consultant, led the project and delivered the final report.

Decker described the assessment process and resulting findings, which arose directly from tribal administrators' own views of their work environment. In preparing them, Decker conducted eighteen lengthy interviews with senior-level administrators and met several times with the governance team.

Many of the findings echoed those from previous administrative studies conducted in the 1980's and again in 1993 prior to introducing the current management plan. This fact suggests that attempts to change the system had not been successful in the past and would not be easy now.

Findings pointed to a lack of consistent vision and direction from leadership at all levels of government; a dysfunctional chain of command caused by splitting authority between the Secretary-Treasurer and Chief Operations Officer; poor communications within the administration; limited managerial expertise; intimidation in the workplace, with employees fearing reprisal for making job-related decisions; and a poor work environment characterized by a frustrating bureaucracy and departmental rivalries.

Decker also examined tribal budgets and financial documents, and compared those figures with other governments in Central Oregon to see how CTWS measures up. After a series of adjustments were made to ensure valid comparison between similar services offered by all the governments, the study found that tribal administration costs three times more and employs many more people than regional governments to provide the same core services.

#### Effective government

The administrative report concluded with a series of 12 recommendations to improve governmental effectiveness and cost-efficiency. Topping the list as the first recommendation was the return to a single executive head of government.

"A key component for meeting Council priorities and delivering service to members is a single chief executive with a single, direct line of authority to the Council," Decker said. "This was the recommendation of most people involved in the process. The report recommends that the Secretary-Treasurer be the chief executive and that he or she hire the Chief Operations Officer (COO) to be in charge of the government's day-to-day operations."

The proposed plan has the Secretary-Treasurer focusing on policy, strategy, oversight and communication with Tribal Council, while the COO, at the direction of the Secretary-Treasurer, would focus on management of the operating departments.

"This configuration would mark an important change," Decker said. "A majority of those involved in the study feel that the present split between the ST and COO creates all kinds of challenges by confusing administrative direction, diminishing accountability, and hampering decision-making. A single chief executive would change all that for the better."

Decker emphasized the importance of the COO's role.

"As the person in charge of day-to-day operations, the COO in this new organization would oversee the effective management of personnel and resources to deliver services to tribal members. Other key responsibilities for the COO would be to improve teamwork, develop staff talents, and insure accountability for results within departments."

Other recommendations in the administrative report include measures to stabilize the admin-

*The report also recommends an across-the-board staffing cutback of 15 percent for administrative personnel.*

istration during election periods and reduce employee fears over job security; improve communications throughout the government and the Tribe; introduce widespread use of performance measurements, job evaluations, and staff training to promote a variety of positive work practices; and develop new policies and procedures that reduce bureaucracy and build teamwork. The report also recommends an across-the-board staffing cutback of 15 percent for administrative personnel. The proposed cut is based on comparing CTWS government costs for core services to those of four other regional governments. The fact that CTWS costs are so much higher suggests that the Tribe should be getting more value from fewer employees.

The report proposes applying savings from personnel reductions (approximately \$3.7 million per year) to new ways of meeting critical tribal needs for health care and housing. One such idea in the report is a new health-promotion program that would start with tribal employees and could be extended to tribal members.

The report also outlines a building refurbishment and home-ownership program. If approved, phase one would focus on repairing tribal buildings

in need of immediate attention. Phase two would promote individual home-ownership for qualifying tribal members along the lines of Habitat for Humanity.

A third way to use savings from personnel cuts would be to increase grant-writing on behalf of tribal organizations.

The report proposes further staffing cutbacks in the future, but only after economic development projects have begun to create jobs. Specifically, the report suggests cutting one admin-

istrative position for every three jobs created for tribal members in the economic sector. A report graph illustrates how 800+ jobs created by a project at Bear Springs (developed in the economic strategy report) could offset cuts in administrative positions over several years.

"At issue here is the Tribe's long-term economic strategy," Decker said. "Do you want to rely on government as the main source of jobs, or do you want to build a productive economy

that generates jobs on a consistent basis over the long term? Tribal administration will always play a central role in improving the lives of members, but we believe the economic side of the picture is the most reliable ongoing source of new jobs for the future."

Specific recommendations for job creation will have to wait, however, until the economic strategy team has the opportunity to report to Council.

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