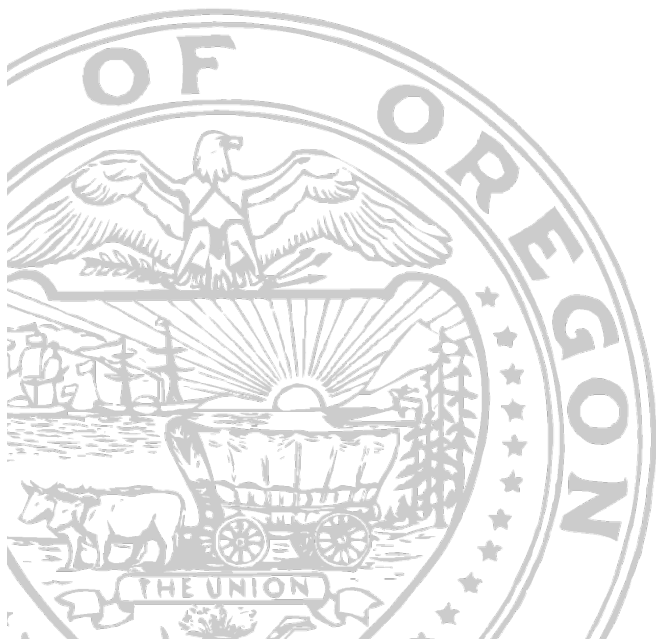


# Government to Government 2018 Annual Report



**Governor Kate Brown signs the 2018 American Indian Week Proclamation with Oregon's tribal leaders on May 15, 2018**



*“The Oregon Employment Department envisions an Oregon where meaningful work enables the state’s diverse people and business to realize their full potential, creating prosperity in every community.”*

## **Introduction**

The Oregon Employment Department is honored to share our 2018 Government to Government Report with the Legislative Commission on Indian Services and Governor Brown. The Employment Department recognizes that tribal governments are separate sovereign nations with powers to govern their lands and protect the health, safety, and welfare of their members. This tribal sovereignty predates the existence of the United States government and the State of Oregon. The Employment Department honors both the sovereignty of Oregon’s nine tribal governments and the right of every Native American in Oregon (regardless of tribal enrollment) to receive services from our agency.

## **Vision, Mission, and Objectives**

The Oregon Employment Department envisions an Oregon where meaningful work enables the state’s diverse people and businesses to realize their full potential, creating prosperity in every community.

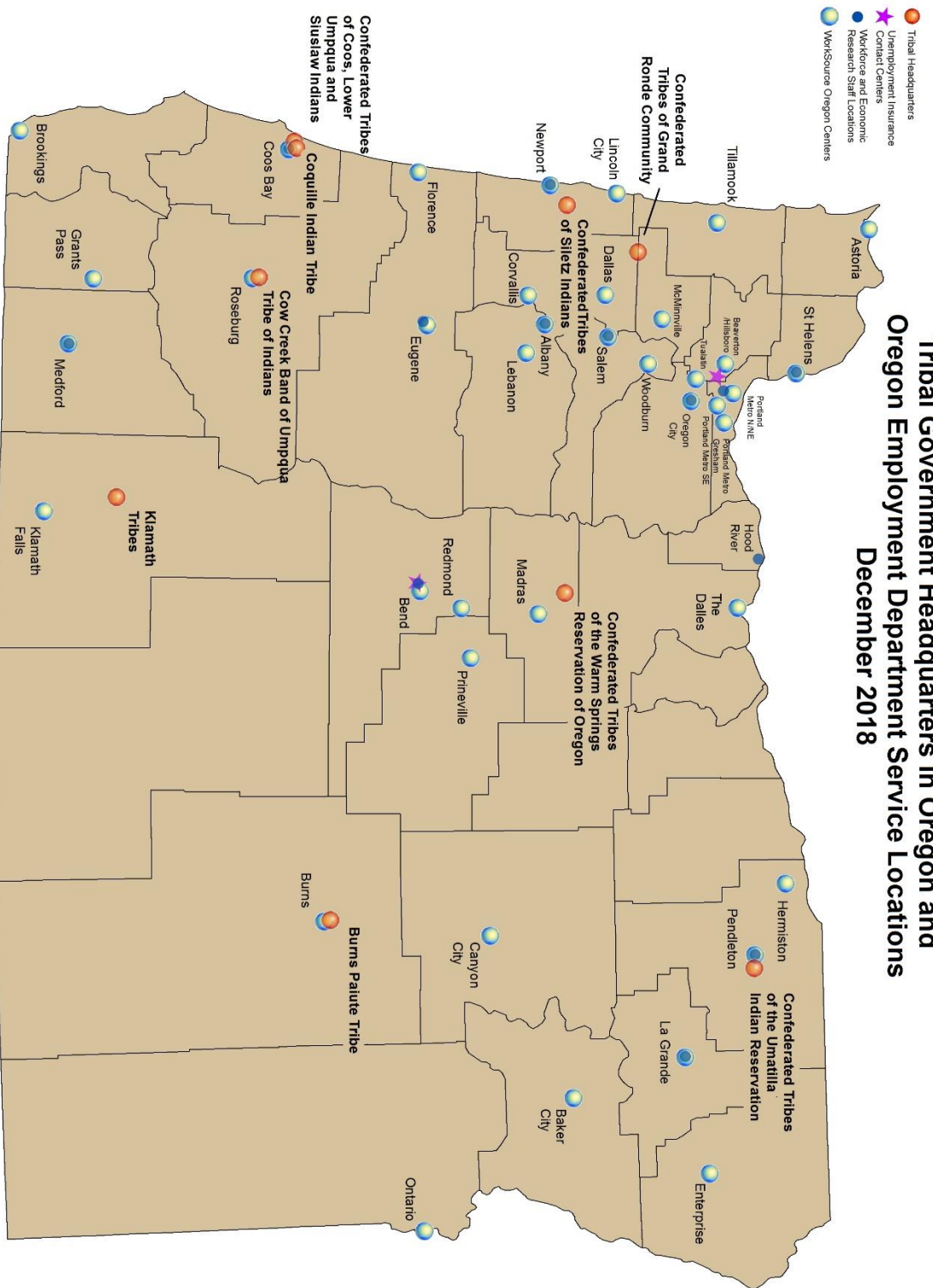
The mission of the Oregon Employment Department is to *Support Business and Promote Employment*. Through the delivery of our services in more than 40 locations throughout the state, we accomplish our mission by:

- Supporting economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits;
- Serving businesses by recruiting and referring the best qualified applicants to jobs and providing resources to diverse job seekers in support of their employment needs; and
- Developing and distributing quality workforce and economic information to promote informed decision making.

The agency carries out its mission through the work of its Unemployment Insurance, Workforce Operations, and Workforce and Economic Research Divisions, which are guided and supported by the Director’s Office, Administrative Business Services, Human Resources, Information Technology Services, Legislative Affairs and Communications, and Modernization Program.

# Tribal Government Headquarters in Oregon and Oregon Employment Department Service Locations

## December 2018



*The Employment Department's Director is the primary liaison to the tribes and has primary responsibility for issues and programs affecting the tribes."*

## **Guiding Principles**

How the Oregon Employment Department behaves and conducts business is crucial to the success of our agency and the entire workforce system. In our work with customers, partners, stakeholders, and advisors from the tribal governments, the Oregon Employment Department commits to the following guiding principles:

### *Openness, trust, and integrity*

Set high ethical and professional standards at all times. Build and maintain relationships based on honesty, respect, fairness, and a commitment to open dialogue and transparency.

### *Quality with agility*

Be passionate about delivering quality information and service. Strive to replicate success, learn from mistakes, and actively pursue creative approaches that lead to continuous improvement and innovation. Be flexible and nimble, responding quickly to changing economic needs.

### *Delighting the customer*

Identify the needs of Oregonians and provide uncompromising service with efficiency, accountability, and a helpful attitude. Find what we can do to overcome barriers and help our customers, rather than focusing on what cannot be done. Remember that our coworkers are customers too.

### *Teamwork with responsibility*

Encourage individual ownership and effort, but work as a team, valuing the expertise, insights, individuality, and contribution of all colleagues. Understand that we are funded by taxpayers and have a relentless responsibility to provide value to Oregonians every day.

### *Humor, fulfillment, and inclusion*

Cultivate a safe, healthy, family-friendly work environment that encourages personal growth and provides opportunities for everyone to succeed. Embrace humor as a vital part of workplace culture, and honor the desire to do meaningful and satisfying work. Allow the diversity of our staff, customers, and stakeholders to enhance the service we provide to the people of Oregon.

## **Tribal Government to Government Relations Policy Statement**

The agency has an established policy regarding *Tribal Government to Government Relations* (Appendix A), affirming that it is the policy of the Oregon Employment Department to recognize and respect the culture, history, and traditions of Oregon's American Indians, and to cooperate and communicate with Oregon's tribal governments and members.

## **Key Contacts**

Kay Erickson, Director, 503-947-1477 or [kay.erickson@oregon.gov](mailto:kay.erickson@oregon.gov)

Graham Slater, Deputy Director, 503-947-1476 or [graham.j.slater@oregon.gov](mailto:graham.j.slater@oregon.gov)

Teresa Rainey, Equity and Inclusion Officer, 503-947-1661 or [teresa.l.rainey@oregon.gov](mailto:teresa.l.rainey@oregon.gov)

Andrea Fogue, Legislative and Communications Director, 503-947-1301 or [andrea.j.fogue@oregon.gov](mailto:andrea.j.fogue@oregon.gov)

## **The Director**

The Employment Department's Director is the primary liaison to the tribes and has primary responsibility for issues and programs affecting the tribes. These programs include, but are not limited to, services to assist tribal members in finding employment and tribal companies in finding workers, the administration of unemployment insurance programs, and the provision of

*“Over the past year, the Employment Department has continued to partner with tribes to achieve our mission in a way that honors our commitment to foster mutual respect and collaboration.”*

economic and workforce information to support the tribe’s workforce and economic development efforts. The Director seeks input from representatives of Oregon’s tribes in developing programs or policies that might impact the tribes.

The Director ensures compliance with relevant state and federal laws relating to relationships with tribal entities and also ensures that managers and employees who communicate with tribes receive annual training on the legal status of tribes, the legal rights of tribal members, and other issues of concern and interest to tribes. The Director also notifies all agency employees, by email or other means, of the provisions of *Oregon Revised Statutes (ORS) 182.162-182.168* during December of each year (Appendix B).

### **The Executive Team**

All members of the Employment Department’s Executive Team are responsible for communicating and implementing the agency’s policy throughout their areas of responsibility. Led by the Director, the Executive Team is committed to communicating and partnering with the tribes to foster mutual respect and collaboration, while promoting and improving government to government relations between our agency and tribes.

### **Commitment to Cultivating Tribal Relations**

Over the past year, the Employment Department has continued to partner with tribes to achieve our mission in a way that honors our commitment to foster mutual respect and collaboration.

#### *Advisory Council*

##### **Overview**

The Employment Department Advisory Council is established by statute to advise the Director of the Employment Department. The council has a particular focus on the agency’s unemployment insurance program, including policy, administrative rules, legislation, program performance, business systems, and funding. It complements the role of the Workforce and Talent Development Board, which acts as the primary advisory body for Oregon’s workforce system, including the Employment Department’s workforce programs.

##### **2018 Activities and Initiatives**

The Employment Department has actively recruited advisory council applicants from the tribes. Over the past year, Kurtis Barker, Self-Sufficiency Program Director for the Confederated Tribes of Siletz Indians, has served on the advisory council, is currently the Vice-Chair of the Council, and will assume the role of Council Chair in 2019. As a member of the advisory council, he provides both a tribal and rural perspective and a commitment to advancing equity within government systems. In the upcoming year, he will be providing a presentation on the history and culture of the Confederated Tribes of Siletz Indians to the advisory council.

#### *Equity and Inclusion Council*

##### **Overview**

The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. The Oregon Employment Department strives to be an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.

“... in November 2018, the Equity and Inclusion Council hosted an agency-wide training on the tribes of Oregon and cultural awareness when working with tribal members as customers, employees, and applicants.”

Sponsored by the Director, the Equity and Inclusion Council is an internal employee group that provides a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. By promoting awareness of diversity and a positive work and learning environment for all employees, the Equity and Inclusion Council works to enhance job satisfaction and the provision of effective, culturally intelligent services to the diverse populations the Employment Department serves.

### 2018 Activities and Initiatives

In honor of American Indian Heritage Month in November 2018, the Equity and Inclusion Council will host an agency-wide training on the tribes of Oregon and cultural awareness when working with tribal members as customers, employees, and applicants (Appendix C). The training is open to all state employees and will be provided by two employees of the Office of Indian Education Services at the Oregon Department of Education.

### Equity and Inclusion Officer

#### Overview

The Equity and Inclusion Officer chairs the Equity and Inclusion Council and develops and implements programs designed to meet the agency’s goal of a diverse and inclusive workforce.



The Equity and Inclusion Officer (bottom right), graduate student assistant, and two other tribal relations students outside of the Embassy of Tribal Nations in Washington, DC

This position provides vision, direction, counsel, and leadership to all employees in the areas of equity, diversity, and inclusion in their daily work and in the programs and activities of the agency. Additional responsibilities include developing the agency’s long-range plans and objectives; evaluating program effectiveness; increasing the diversity of the Employment Department workforce; reducing barriers to employment faced by protected classes and underrepresented groups; engaging the organization in dialogue that promotes understanding, respect, and inclusion in the work environment; and collecting data, conducting analyses, and providing reports on the agency’s progress related to equity, inclusion, affirmative action, and diversity.

### 2018 Activities and Initiatives

The Equity and Inclusion Officer assists the director in her role as primary liaison to the tribes, including attending the quarterly Economic Development Cluster meetings with tribal government representatives (hosted in June 2018 by the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians), the quarterly Legislative Commission on Indian Services public meetings, and the Annual Summit (hosted in November 2018 by the Confederated Tribes of Siletz Indians). After attending Governor Brown’s signing of the 2018 American Indian Week Proclamation, the Equity and Inclusion Officer provided an article for the agency-wide newsletter to inform all employees of this important event and the role of the Legislative Commission on Indian Services (Appendix D).

*“... the agency sponsored the Equity and Inclusion Officer’s completion of a 10-month professional certificate in tribal relations through the Hatfield School of Government at Portland State University.”*

In order to supplement the above educational and collaborative opportunities provided by the Legislative Commission on Indian Services, the department sponsored the Equity and Inclusion Officer’s completion of a 10-month professional certificate in tribal relations through the Institute for Tribal Government and Center for Public Service in the Mark O. Hatfield School of Government at Portland State University.

This program included eight hours of classroom time every month and three weeks of fieldwork, including visits to several Oregon tribal reservations and meetings with Oregon tribal governments and state and federal stakeholders. The purpose of the course was to foster understanding of tribal perspectives, increase staff effectiveness and accountability when working in Indian Country, and improve working relationships between participants and the tribal communities with whom they work. Throughout the course, the work of Oregon’s Legislative Commission of Indian Services was highlighted as an exemplary model of best practices in government to government relations.



*Tribal Institute students learn from Burns Paiute Tribal Chair Joe DeLaRosa about the tribe’s land management and cultural heritage work*

In recognition of the goals of the 2018 Governor’s Marketplace event in Salem, Oregon, the Equity and Inclusion Officer and Administrative and Business Services employees partnered with two tribes to facilitate their participation in the event. These tribes were the Confederated Tribes of Grand Ronde and the Confederated Tribes of Siletz Indians. In 2019, the agency plans to partner with more tribes on this event in order to increase access to contracting opportunities for tribal entities. The agency also plans to adopt a policy in alignment with [Executive Order 18-03](#) that includes language around tribal businesses.

*“Partnerships between the Employment Department and Oregon’s federally-recognized tribes occur at WorkSource Oregon centers located across the state.”*

## *Workforce Operations*

### **Overview**

The Employment Department’s Workforce Operations Division employees primarily serve businesses and job seekers to help grow a robust Oregon economy by supporting innovative local workforce delivery systems focused on serving communities. Through customizable services that solve challenges such as recruitment and training, the Employment Department identifies, screens, and refers job applicants to employers. The agency also assists businesses in securing federal tax credits and offsets training costs for hiring specific populations such as persons receiving public assistance, people with disabilities, veterans, and those who have been unemployed longer than six months.

Through a collaborative, customer-centric service delivery model, the agency works with partner agencies and organizations to assess and improve the job-readiness of candidates, including teaching them job search skills and coaching them on job search strategies, options, and expectations. Primary partners include: regional and local training providers (Workforce Innovation and Opportunity Act Title I); Workforce and Talent Development Board; Local Workforce Development Boards; Office of Workforce Investments (an interagency partnership between the Higher Education Coordinating Commission and the Employment Department); Department of Human Services’ Self-Sufficiency and Vocational Rehabilitation programs; Commission for the Blind; Oregon’s 17 independent community colleges; and local economic development organizations.

### **2018 Activities and Initiatives**

Partnerships between the Employment Department and Oregon’s federally-recognized tribes occur at WorkSource Oregon centers located across the state. These partnerships include business recruitment, exploratory services, job seeker workshops, and the provision of labor market information regarding wages and unemployment. They also include recruiting employees for tribal businesses, regularly networking with tribal employers’ Human Resources departments, and working with tribes on local workforce investment boards. Below are additional partnership examples from individual WorkSource Oregon centers:

Employees from the **WorkSource The Dalles** center attended a meeting hosted by the Bureau of Indian Affairs’ and Oregon Department of Human Services’ Self-Sufficiency programs that was convened to listen to the unique needs of community members in Celilo Village and other sites along the Columbia River, with a focus on cultural and service gaps. The center will continue this partnership, with the goal of providing onsite services in the future. Currently, WorkSource center employees help partner agencies with food distribution at Celilo Village and provide information about their services during that activity.

In 2018, the **WorkSource Klamath Falls** center updated its established agreements with the Klamath Tribe’s Education and Employment department, which leases a cubicle in the center two times a month to meet with tribal members. Tribal employees also use the center’s conference rooms on a weekly basis for Temporary Assistance for Needy Families (TANF) benefit distribution and Direct Employment Assistance Training. In 2019, the center plans to request that the tribe provide a presentation for WorkSource center employees about the services available to tribal members and non-members through the Klamath Tribe’s Education and Employment Department.

Employment Department employees at the **WorkSource Bend** center collaborated with a number of Confederated Tribes of Warm Springs entities, including their Tribal Employment Rights Office, Human Resources, Vocational Rehabilitation, and Housing Authority to provide services to tribal



*“Employees . . . provided Rapid Response services to help transition dislocated workers from the closure of the Kah-nee-ta Resort & Spa of the Confederated Tribes of Warm Springs.”*

members. WorkSource center employees also participated at a resource fair and provided Trade Act Adjustment Assistance information sessions and one-on-one career counseling. In addition, employees from the **WorkSource Prineville, Redmond, and Madras** centers provided Rapid Response services to help transition dislocated workers from the closure of the Kah-nee-ta Resort & Spa of the Confederated Tribes of Warm Springs. Three information sessions were provided, and the WorkSource Madras center increased its days of operation from two to five days per week and doubled its employees to accommodate the increased need for job placement services.

In 2018, the area manager for the **WorkSource McMinnville** center met with the Confederated Tribes of Grand Ronde’s General Manager, and the area and local manager met with the tribe’s Employment & Training staff and Vocational Rehabilitation representatives to discuss services and invite them to workshops at the WorkSource center. The Confederated Tribes of Grand Ronde is a member of the Willamette Workforce Area’s Strategic Leadership team and is involved in monthly local leadership meetings, including being invited to attend the Yamhill Workforce area retreat in August 2018. The center’s Disabled Veterans Outreach Program Specialist also worked with the tribe’s Vocational Rehabilitation staff to organize a providers’ summit and group resource meeting. The specialist also assisted with the tribe’s annual Veteran’s Summit, including facilitating an employment discussion group at the event. WorkSource center employees also attended several Service Integration Team meetings in Grand Ronde in order to network and collaborate with tribal members. Finally, the center’s local Workforce Analyst sends local economic indicator reports directly to the tribe. In the upcoming year, the local manager plans to attend the Annual State Tribal Summit to learn more about government to government relations and the nine tribes of Oregon.

Agency employees at the **WorkSource Lane centers in Eugene, Springfield, and Florence** maintained constant contact with the Confederated Tribes of Siletz Indians and Confederated Tribes of Coos, Lower Umpqua and Siuslaw to maintain relationships, coordinate events, and seek youth and adult candidates for employment opportunities at the center. In the past year, the center hosted a new participant from the Confederated Tribe of Siletz Indians’ Work Experience program until the participant found employment. Employees at the WorkSource Florence center also assisted the Confederated Tribes of Coos, Lower Umpqua and Siuslaw with recruitment and job postings for the Three Rivers Casino Resort and participated as a service provider at the Three Rivers Job Fair.

Employment Department employees at the **WorkSource Roseburg** center worked with the Cow Creek Band of Umpqua Indians and their Umpqua Indian Development Corporation. Representatives from the tribe and WorkSource Roseburg center attended the Oregon Employer Council Douglas County monthly meetings, where volunteer members work across sectors to identify and address local employment and economic barriers. In the upcoming year, the center’s manager plans to visit with the Human Resources staff from both tribal entities to share more information about the center’s services and how they can complement the services provided by the tribal entities.

Agency employees at the **WorkSource Coos Bay** center and representatives of the Coquille Indian Tribe maintained an active working relationship over the last year, such as agency employees participating in the tribe’s community job fairs and regularly exchanging information with the



*Cultural items displayed by the Confederated Tribes of Siletz Indians*

*“Tribal governments and businesses across Oregon requested information about employment trends by industries and occupations . . .”*

tribe on other job fairs, economic forums, and tribal events. Agency employees at the WorkSource Coos Bay center also had regular interactions with the tribe’s Human Resources Director and Employee Relations Director and will be providing a tour of the center to the tribe’s new Human Resources employees, who will in turn share information about their services with the center’s employees.

Employment Department employees at the **WorkSource centers in Burns and Canyon City** provided ongoing services to the Burns Paiute Tribe and attended the Harney County Community Response Team meetings. At these meetings, tribal representatives provided information and updates on tribal matters and events.

Agency employees at the **WorkSource centers in Pendleton and Hermiston** assisted the Confederated Tribes of the Umatilla Indian Reservation with posting more than 100 job listings over the past year. Managers from the center attended the Umatilla-Morrow County Workforce



*Lobby of the Tamástsiht Cultural Institute*

Implementation Team, where tribal representatives provided information and updates from the Tribe. Representatives from the tribe’s Vocational Rehabilitation program met with the area manager for the Eastern Oregon WorkSource centers at the tribe’s Tamástsiht Cultural Institute and attended workforce board meetings with WorkSource center employees.

## *Workforce and Economic Research*

### **Overview**

The Employment Department collects, estimates, analyzes, publishes, and distributes employment-related economic information to a variety of customers to aid in their decision-making. Oregon’s tribal governments are among the agency’s list of primary customers, as well as private businesses, people who are unemployed or otherwise seeking jobs, state and local workforce boards, elected officials and other policymakers, education and training entities, students, government agencies, and news media. Information from the agency helps customers understand current and future workforce trends and economic conditions. The agency regularly posts economic and workforce information on [www.QualityInfo.org](http://www.QualityInfo.org) and [www.OregonEmployment.blogspot.com](http://www.OregonEmployment.blogspot.com).

### **2018 Activities and Initiatives**

Agency employees in the Workforce and Economic Research Division worked with tribal governments and businesses in a variety of ways during the past year. Tribal governments and businesses across Oregon requested information about employment trends by industries and occupations, and agency employees typically provided workforce and economic information to help with grants; assist decision makers in prioritizing training resources; and inform demographic, commuting pattern, and labor shed studies. The Bureau of Labor Statistics provides states with the ability to produce current unemployment rates for American Indian Areas (formally known as Indian Reservations) of certain sizes, dependent upon data availability. These

*“The Director of the Employment Department’s Workforce and Economic Research Division presented to tribal Human Resources leaders of the Pacific Northwest in Florence, Oregon, in July 2018.”*

estimates can currently be produced for Oregon’s American Indian Areas upon request, and several tribes have ongoing relationships with the agency, including knowing what information a Workforce Analyst or Regional Economist can provide and who to contact when they have general questions about the economy or labor markets or specific requests for information.

The Director of the Employment Department’s Workforce and Economic Research Division presented to tribal Human Resource leaders of the Pacific Northwest in Florence, Oregon, in July 2018. He spoke about the fundamental workforce and economic drivers that were responsible for past and present job growth in Oregon, along with sharing the key variables and change agents that are poised to shape future job growth and resulting economic well-being for all Oregonians going forward. He shared the most current employment and wage data available, highlighting the industries and occupations projected to be in-demand and in-decline in the coming decade. He also provided information on various web-based data applications and tools that allow users to acquire local level workforce information to satisfy their specific data needs to serve their communities. Lastly, he described what the “future of work” might look like in the next thirty years, and how both employers and employees can adapt and prepare for these massive changes that are just around the corner.

One of the agency’s Workforce Analysts attended a panel on Native American entrepreneurship at the 2018 Regards to Rural Summit. From connections made at that event, he later met with a group that included a member of the Warm Springs Community Action Team, a representative from the Coquille Economic Development Corporation, a representative from the Affiliated Tribes of Northwest Indians, and a law professor at Arizona State University who also serves on the court of appeals for the Confederated Tribes of Grand Ronde. At the group’s request, the Workforce Analyst updated a graph on business ownership per capita by race and ethnicity using data from the Economic Census, shared information from the agency’s website, explained how to find their local economists’ contact information, and also provided some follow up information on high-wage, high-demand jobs. Going forward, this interaction has reinforced the agency’s ongoing commitment to regularly attend the Regards to Rural conference each year, and to seek out further opportunities to interact with the tribal representatives.

The agency has several online publications that may be of interest to tribes. For example, the agency published an article in August 2018 on Oregon’s tribal gaming industry, which includes a [section on tribal employment](#) (Appendix E). In another example, members of the Confederated Tribes of Grand Ronde subscribe to the regular Economic Indicators for the [Mid-Willamette Valley](#) (Appendix F).

At times, some Oregon tribes have been randomly selected to be in the Employment Department’s wage and employment surveys. Although this may be viewed as more of a survey for the agency, it is a method used to share information back to employers, planners and others.

### *Unemployment Insurance*

#### **Overview**

The Employment Department administers unemployment insurance programs that provide temporary, partial wage replacement for workers who are unemployed through no fault of their own. The income provided to unemployed workers partially stabilizes the economy in local communities experiencing high unemployment during economic downturns. The agency also promotes reemployment and the preservation of a trained, local workforce for businesses during economic downturns. The agency administers unemployment insurance benefits, such as federal extensions when they are available, and other specialized programs with partners that include other state agencies and the United States Department of Labor.

*“From time to time, employees working for tribal governments and businesses in tribal areas need help when they are out of work through no fault of their own.”*

### **2018 Activities and Initiatives**

From time to time, employees working for tribal governments and businesses in tribal areas need help when they are out of work through no fault of their own. Unemployment insurance provides a valuable safety net to provide economic stability for unemployed workers until they can become reemployed. In 2018, the agency provided similar services to the tribes as for other employers: received their payroll reports and unemployment insurance contributions (tribes generally pay the actual costs for unemployment insurance benefits for their employees and former employees, rather than paying quarterly taxes); contacted them for information about people who have filed for unemployment insurance benefits; and provides assistance when businesses lay off employees.

Between October 1, 2017, and September 30, 2018, approximately 101,256 workers claimed unemployment insurance benefits through the Employment Department and received approximately \$507.6 million in benefits. Workers could either file claims online or over the phone through an integrated call center, which responded to approximately 365,432 calls during this time period. Of those workers who filed claims, 722 filed based on work with tribal governments or entities. Of those, 164 were separated from work with either a discharge or voluntary quit, which required the agency to make an eligibility determination. Of the 164 decisions issued, 90 allowed benefits and 74 denied benefits.



*The Equity and Inclusion Officer joins a tour of The Museum at Warm Springs hosted by Tribal Council Representative Charles “Jody” Calica (front row, first from left)*

In 2018, employees in the Unemployment Insurance Division participated in the Rapid Response sessions due to the layoffs at Kah-nee-ta Resort & Spa in September 2018. They provided information about filing for unemployment insurance benefits, registering for work with WorkSource Oregon, and other available services.

Employees in this division also worked closely with the tribes to pursue benefit overpayments. When the agency issues garnishments to tribal governments, the tribes generally honor the garnishments even though they are not required to do so. The agency communicated with tribes in these situations by participating in hearings or submitting documentation to tribal courts to support garnishments, and tribes generally provided the requested payments as a result. During the next year, managers in the Benefit Payment Control Unit will be conducting outreach to tribal governments or entities to build relationships, further streamline processes, and discuss the advantages of responding to the agency’s Benefit Audit Notices. Employees from the Unemployment Insurance Operations and Program Support team also plan to attend the

Legislative Commission on Indian Services events at the State Capitol in February 2019 in order to learn more about each tribe's history and continue building partnerships with tribal entities.

### **Conclusion**

The Employment Department has partnered and collaborated with all nine of Oregon's federally-recognized tribes and will continue building and growing relationships with these sovereign nations.

# Appendix A



## ADMINISTRATIVE POLICIES & PROCEDURES

Subject: Tribal Government-to-Government Relations	Number: 2016-1
Approved: Kay Erickson Director	Issue Date: 12/1/16
Issued By: Director's Office	

### **Purpose**

The purpose of this policy is to establish the framework and guiding principles for the Oregon Employment Department's cooperation and relationship with Oregon's Indian tribes.

### **Definition**

"Tribe" means a federally recognized Indian tribe in Oregon.

### **Application**

This policy applies to all Oregon Employment Department employees.

### **Mission**

The mission of the Oregon Employment Department is to Support Business and Promote Employment. We accomplish our mission by:

- Supporting economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits;
- Serving businesses by recruiting and referring the best qualified applicants to jobs, and providing resources to diverse job seekers in support of their employment needs; and
- Developing and distributing quality workforce and economic information to promote informed decision making.

The Oregon Employment Department values its relationship with Oregon's tribes. The Department administers three employment-related programs – Unemployment Insurance,

Workforce Operations, and Workforce and Economic Research – that positively impact tribal organizations and tribal members.

### **Policy**

It is the policy of the Oregon Employment Department to recognize and respect the culture, history, and traditions of Oregon’s American Indians, and to cooperate and communicate with Oregon’s tribal governments and members.

Tribal governments are separate sovereign nations with powers to protect the health, safety and welfare of their members and to govern their lands. This tribal sovereignty predates the existence of the U.S. government and the State of Oregon.

Oregon federally recognized tribal governments include: Burns Paiute Tribe; Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians; Coquille Indian Tribe; Cow Creek Band of Umpqua Tribe of Indians; Confederated Tribes of Grand Ronde Community; Klamath Tribes; Confederated Tribes of Siletz Indians; Confederated Tribes of the Umatilla Indian Reservation; and Confederated Tribes of Warm Springs Reservation of Oregon.

### **Responsibility**

The Employment Department’s Director has primary responsibility for issues and programs affecting the tribes. These programs include, but are not limited to, services to assist tribal members in finding employment and tribal companies in finding workers, as well as the provision of economic and workforce information to support the tribe’s workforce and economic development efforts. The department also seeks opportunities to involve representatives of the tribes in advisory roles for the department and for Oregon’s workforce system.

All members of the Employment Department’s Executive Team are responsible for communicating and implementing this policy throughout their area of responsibility.

The Director:

- Notifies employees, by email or other means, of the provisions of Oregon Revised Statutes [\(ORS\) 182.162- 182.168](#) and this policy during December of each year.
- Seeks input from representatives of Oregon’s tribes as programs or policies that might impact the tribes are developed.

- Ensures that managers and employees who communicate or work with tribes receive training, annually, on the legal status of tribes, the legal rights of tribal members, and other issues of concern to tribes.
- Attends annual or more frequent meetings of state agency leaders and tribal leaders.
- Develops and submits an annual report on the activities of the Department relating to Indian tribes.
- Ensures compliance with relevant state and federal laws relating to relationships with Indian tribal entities.

The Executive Team:

- Communicates and partners with the tribes in a manner that fosters mutual respect and that seeks opportunities for collaboration.
- Promotes and improves government-to-government relations between the Employment Department and the tribes.

In the absence of the Director, or as delegated, these duties will be fulfilled by the Deputy Director or Legislative and Public Affairs Manager.

**Agency Contacts**

Kay Erickson, Director	503-947-1477
Graham Slater, Interim Chief Administrative Officer	503-947-1631
Andrea Fogue, Legislative and Public Affairs Manager	503-947-1301

**Resources**

[Map of Employment Department Services and Oregon Tribal Government Headquarters](#)  
[Governor's Native American Indian Heritage Month Proclamation](#)  
[Executive Order 96-30: State/Tribal Government to Government Relations](#)



STATE OF OREGON  
**PROCLAMATION**  
OFFICE OF THE GOVERNOR

**WHEREAS:** Native American Awareness Week began in 1976 and recognition was expanded by Congress on August 1, 1990, designating the month of November as National American Indian Heritage Month; and

**WHEREAS:** From time immemorial, Oregon lands have been home to many Native peoples including members of Oregon's nine federally recognized tribes: Burns Paiute Tribe; Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians; Coquille Indian Tribe; Cow Creek Band of Umpqua Tribe of Indians; Confederated Tribes of Grand Ronde; Klamath Tribes; Confederated Tribes of Siletz Indians; Confederated Tribes of the Umatilla Indian Reservation; and Confederated Tribes of Warm Springs; and

**WHEREAS:** The American Indians of Oregon have made tremendous contributions to culture, history and environment of the State of Oregon; and

**WHEREAS:** As Oregon's American Indians have shared our state, so has the history and culture of our great nation been shared by American Indians and indigenous peoples; and

**WHEREAS:** The contributions of American Indians have enhanced the freedom, prosperity and greatness of American today; and

**WHEREAS:** American Indians' varied customs and traditions are respected and celebrated as part of a rich legacy throughout the United States.

**NOW,**

**THEREFORE:** I, Kate Brown, Governor of the State of Oregon, hereby proclaim **November 2016** to be

**NATIONAL AMERICAN INDIAN HERITAGE MONTH**

in Oregon and encourage all Oregonians to join in this observance.

IN WITNESS WHEREOF, I hereunto set my hand and cause the Great Seal of the State of Oregon to be affixed. Done at the Capitol in the City of Salem in the State of Oregon on this day, November 1, 2016.



A handwritten signature in black ink, appearing to read "Kate Brown".

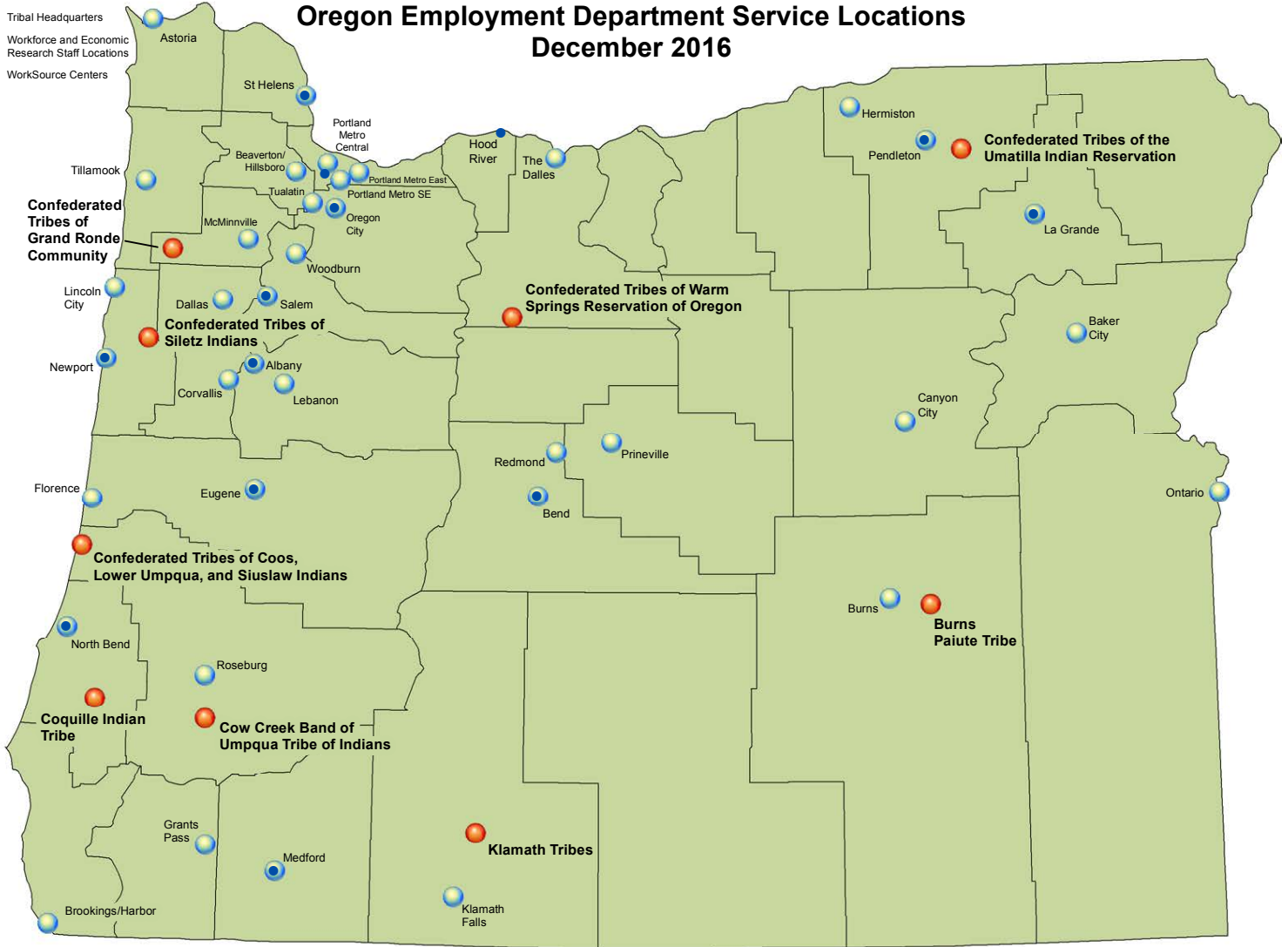
Kate Brown, Governor

A handwritten signature in black ink, appearing to read "Jeanne P. Atkins".

Jeanne P. Atkins, Secretary of State

## Tribal Government Headquarters in Oregon and Oregon Employment Department Service Locations December 2016

- Tribal Headquarters
- Workforce and Economic Research Staff Locations
- WorkSource Centers



# Appendix B

## RAINEY Teresa L \* OED

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**From:** ERICKSON Kay \* OED  
**Sent:** Thursday, December 28, 2017 4:24 PM  
**Subject:** Tribal Sovereignty and the Employment Department's 2017 Government to Government Report  
**Attachments:** adm30(1).pdf; 2017 Government to Government Report Employment Department FINAL.PDF

Dear Employment Department Employees,

Tribal governments are separate sovereign nations with powers to protect the health, safety and welfare of their members and to govern their lands. The Oregon Employment Department honors both the sovereignty of Oregon's nine federally-recognized tribal governments and the right of every Native American in Oregon to receive services from our agency.

Last year, we adopted the attached policy on *Tribal Government to Government Relations* to strengthen our commitment to collaborating with Oregon's tribal governments as sovereign nations located within the state of Oregon. Today, I'd like to remind all of you of this policy and recognize the outstanding work you've done in 2017. Attached, you will find our annual Government to Government Report for the Legislative Commission on Indian Services, which we are required to submit every December. Please take some time to read about our agency's accomplishments in 2017 and our plans to do even more in 2018. I'd also like to thank the many people within the agency who contributed to the writing of this report and who provided the services that make the report possible!

As our agency's primary liaison to the tribes, I'm also pleased to share that we will soon be developing a training on tribes and best practices in collaborating with them as separate governments. For now, I'd like to share our agency's responsibilities in working with tribes, as laid out in the [Oregon Revised Statutes \(ORS\) 182.162-182.168](#):

**“State agencies to develop and implement policy on relationship with tribes; cooperation with tribes.**

1. A state agency shall develop and implement a policy that:
  - a. Identifies individuals in the state agency who are responsible for developing and implementing programs of the state agency that affect tribes.
  - b. Establishes a process to identify the programs of the state agency that affect tribes.
  - c. Promotes communication between the state agency and tribes.
  - d. Promotes positive government-to-government relations between the state and tribes.
  - e. Establishes a method for notifying employees of the state agency of the provisions of ORS 182.162 to 182.168 and the policy the state agency adopts under this section.
2. In the process of identifying and developing the programs of the state agency that affect tribes, a state agency shall include representatives designated by the tribes.

3. A state agency shall make a reasonable effort to cooperate with tribes in the development and implementation of programs of the state agency that affect tribes, including the use of agreements authorized by ORS 190.110.”

Finally, I'd like to share a [short video](#) from Governor Brown on the importance of consultation with Oregon's tribes in our role as ambassadors of public service and representatives of the Employment Department and state government.

Again, as always, thank you for your incredible work -- I look forward to what we will accomplish in 2018!

Kay

---

**Kay Erickson** Director | Oregon Employment Department  
503-947-1477 | [kay.erickson@oregon.gov](mailto:kay.erickson@oregon.gov)

# Appendix C

**RAINEY Teresa L \* OED**

**From:** RAINEY Teresa L \* OED  
**Sent:** Thursday, August 2, 2018 4:49 PM  
**Cc:** RAINEY Teresa L \* OED  
**Subject:** Training Opportunities from the Equity and Inclusion Council



## Equity and Inclusion Council

August 2, 2018

The Equity and Inclusion Council is pleased to announce its Lunch and Learn schedule for the remainder of 2018. We encourage you to attend (either in person or by livestream) to broaden your understanding and learn how to promote inclusive workplace and customer service practices. Please work with your manager to attend as business needs allow, and we look forward to seeing you! Register at the links below:

[Hispanic Heritage Month](#) – September 27, 12:00 – 1:00 pm

[Domestic Violence Awareness Month](#) – October 25, 12:00 – 1:30 pm

[American Indian Heritage Month](#) – November 14, 12:00 – 1:00 pm

You can also view archived Lunch and Learn sessions from 2018 and add them to your iLearn transcript at the links below:

[Black History Month](#)

[Women's History Month](#)

[Asian American and Pacific Islander Heritage Month](#)

[Lesbian, Gay, Bisexual, Trans\\*/Transgender, & Queer/Questioning \(LGBTQ\) Pride Month](#)

We also encourage you to read our recent [InnerView](#) articles and browse our [EDweb](#) page!

*Sponsored by the Director, the Equity and Inclusion Council is an employee group that provides a wide range of policy recommendations to the Executive Team and learning opportunities to the entire Employment Department. It envisions the Employment Department as a workplace where individual strengths are recognized and appreciated and all employees are encouraged to contribute.*


The Oregon Employment Department fosters fairness, equity, and inclusion to maintain a workplace environment where everyone is treated with respect and dignity regardless of race, color, national origin, religion, sex, sexual orientation, gender identity, marital status, age, veteran status, disability, or status as a victim of domestic violence, harassment, sexual assault, or stalking. This policy applies to every aspect of our employment practices, including recruitment, hiring, retention, promotion, and training. A goal of the Oregon Employment Department is to become an employer of choice for individuals of all backgrounds and promote an inclusive workplace culture that encourages diversity and allows employees to excel.

Regards,

Teresa Rainey  
Equity and Inclusion Officer  
Pronouns: she, her  
Oregon Employment Department  
D: (503) 947-1661



# Appendix D

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Staff Quick Search:

## AMERICAN INDIAN WEEK PROCLAMATION

 Print

- [< How to be an Active Bystander](#)
- [Research:What We Do >](#)



By Teresa Rainey, Equity and Inclusion Officer

On May 15, two Employment Department representatives were among the over fifty state employees in attendance at the spring discussion of the Legislative Commission on Indian Services at Willamette University Law School. During this event, Governor Brown signed the [2018 American Indian Week Proclamation](#) for May 19-26, 2018, recognizing that “the nine federally recognized Tribes in Oregon have deep knowledge of and close ties to our landscapes, viewscapes, and waterways since time immemorial” and that “the State of Oregon also acknowledges the contributions of all Native peoples and Native communities to the arts, education, health, economic development, and civic community that makes this a better place to live for all Oregonians.” The event also included information on cultural items and how to work effectively with tribal governments.

The [Legislative Commission on Indian Services](#) was created by statute in 1975 to improve services to Indians in Oregon. It is an advisory body of thirteen tribal leaders and state legislators. Oregon was the first state in the nation to pass a state-tribal government-to-government relations law, which emphasizes the critical importance of establishing and maintaining a variety of ways to learn about each other’s structures, policies, programs, initiatives, traditions and history in order to inform decision-makers in both state and tribal government and work on shared interests. Along with other state agencies, the Employment Department sends representatives to Commission meetings and events and presents an annual report of our work with the tribes to the Commission. You can read the 2017 report [here](#).

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## Appendix E

# Oregon Indian Tribal Gaming and Employment

August 16, 2018

*by Dallas Fridley*

In 1987, the U.S. Supreme Court affirmed the authority of tribal governments to establish gaming operations independent of state regulation provided that the state in question permits some form of gaming. Congress took up the issue of tribal gaming and conducted a series of hearings, ultimately culminating in the passage of the Indian Gaming Regulatory Act of 1988 (IGRA).

The National Indian Gaming Commission (NIGC) – [www.nigc.gov](http://www.nigc.gov) – is an independent federal regulatory agency of the United States that was established pursuant to the IGRA. The NIGC website provides a list of gaming tribes and reports on tribal gaming revenue. According to the NIGC, there are eight Indian casinos operating in Oregon.

Nationally, the Indian gaming industry has grown from one that produced \$5.5 billion in total revenues in 1995, to one that reached \$32.5 billion in 2017. Since 2012, the Indian gaming industry has experienced 3.3 percent growth annually. The most recent Indian gaming statistics, provided by the NIGC, indicate that in 2017 there were 482 Indian gaming establishments in the United States associated with 256 tribes across 28 states.

California and Northern Nevada alone generated \$8.9 billion in gaming revenues at 74 Indian gaming operations. In Alaska, Idaho, Oregon, and Washington, Indian tribes operated 52 gaming facilities and generated \$3.4 billion in revenues. Nationally, tribal gaming operations with revenues in excess of \$250 million accounted for 46 percent of Indian gaming revenue in 2017 but represented just 6.7 percent of gaming operations, numbering 33.

The contributions of Indian gaming to Oregon's economy were analyzed by ECONorthwest over 2012 and 2013. According to the report, Indian tribal gaming stimulated more than \$1.4 billion in total economic output statewide, supporting 11,510 jobs and \$237.1 million in wages and benefits. Grants and donations from Indian tribes to local charities totaled \$6.9 million in 2013.

### **Indian Gaming Facilities in Oregon**

Each of Oregon's nine federally recognized tribes have operated a casino. The Cow Creek Band of Umpqua Indians was the first, opening Cow Creek Indian Bingo in 1992, which was quickly expanded into Seven Feathers Casino. Five additional casinos were operating by the end of 1995:

- Wildhorse – Confederated Tribes of Umatilla
- Chinook Winds – Confederated Tribes of Siletz
- Indian Head – Confederated Tribes of Warm Springs
- The Mill – Coquille Indian Tribe



- Spirit Mountain – Confederated Tribes of the Grand Ronde

Kla-Mo-Ya Casino – operated by the Klamath Tribes – opened in 1997, followed by Old Camp Casino – operated by the Burns Paiute Tribe – in 1998. The Old Camp Casino closed in late 2012 and plans for a new facility were announced but have yet to materialize. Indian Head Casino changed its name to Kah-Nee-Ta High Desert Resort & Casino in February of 2001, but a new, expanded facility opened in 2012, reverting back to the Indian Head Casino title. Three Rivers Casino – operated by the Confederated Tribes of Coos, Lower Umpqua and Siuslaw – opened in 2004. An additional gaming facility, Three Rivers Casino-Coos Bay, opened in 2013.

**Counties with Indian Tribal Government  
Employment in Oregon**

<u>County</u>	<u>Resort/Casino Facility</u>
Coos	The Mill Casino & Three Rivers Casino
Douglas	Seven Feathers Casino Resort
Harney	Old Camp Casino (Temporarily Closed)
Hood River	
Jackson	
Jefferson	Indian Head Casino
Klamath	Kla-Mo-Ya Casino
Lane	Three Rivers Casino
Lincoln	Chinook Winds Casino
Marion	
Multnomah	
Polk	Spirit Mountain Casino
Umatilla	Wildhorse Gaming Resort and Casino
Wallowa	
Wasco	

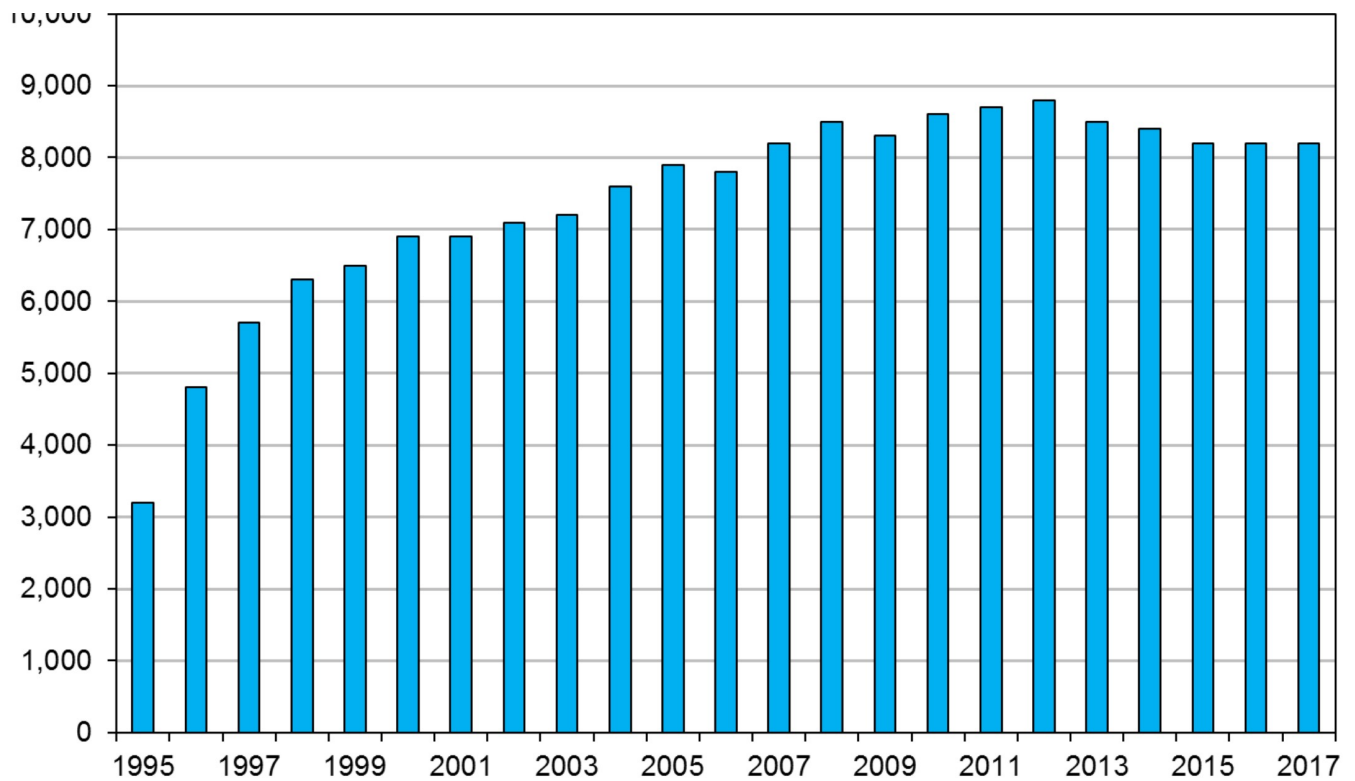
In addition to the nine operating casinos, Oregon’s Indian tribal government employment is spread out across 15 counties. Casino gaming does dominate the employment profile of Indian tribal government, but there are also many other industries and activities that provide jobs.

**Oregon’s Indian Tribal Employment Profile**

The Indian tribal government employment series dates back to 1995 when it was moved out of private and into local government ownership. In its first year, the Indian tribal government series averaged 3,200 jobs. Although a comparative employment figure for 1994 isn’t available, Indian tribal government entered 1995 with just 2,200 jobs and by December its total reached 4,200, a gain of 2,000 jobs.

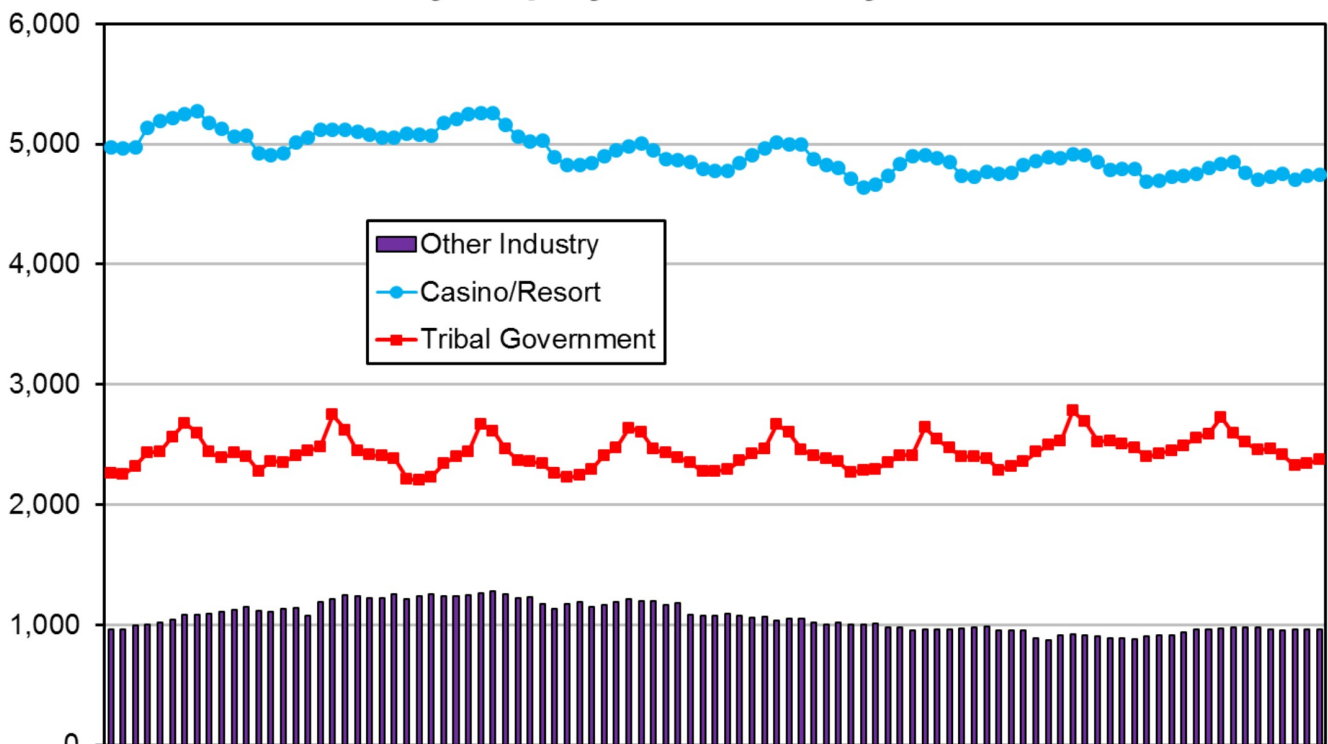
Indian tribal government averaged 6,300 workers in 1998, a gain of 3,100 or nearly 100 percent over its 1995 average. And the industry continued to grow, adding 2,500 jobs to average 8,800 in 2012, an increase of nearly 40 percent.

**Indian Tribal Government Employment, Oregon  
1995-2017 Annual Averages**



Indian tribal governments in Oregon operated 79 employer units in the 15 counties shown in the table. Public administration, which typically represents government administrative functions, provided jobs for just over 2,500 workers – or 30.5 percent of the industry’s 2017 average.

### Oregon Indian Tribal Government, Casino/Resort and Other Industry Employment, January 2010-March 2018



.....  
Jan10      Jan11      Jan12      Jan13      Jan14      Jan15      Jan16      Jan17      Jan18

Outside government administrative work and resort and casino employment, about 12 percent of Indian tribal government jobs were found in industries that include agriculture, utilities, construction, manufacturing, retail trade, information, financial activities, professional and business services, educational and health services, and other services. In 2017 there were 951 jobs in this catch-all group.

Close to 60 percent (57.9%) of the 2017 Indian tribal government total was generated by the amusement, gambling and recreation sector and casino hotels (resort and casino). Indian tribal resort and casino employment averaged 4,752 jobs in 2017.

# Appendix F



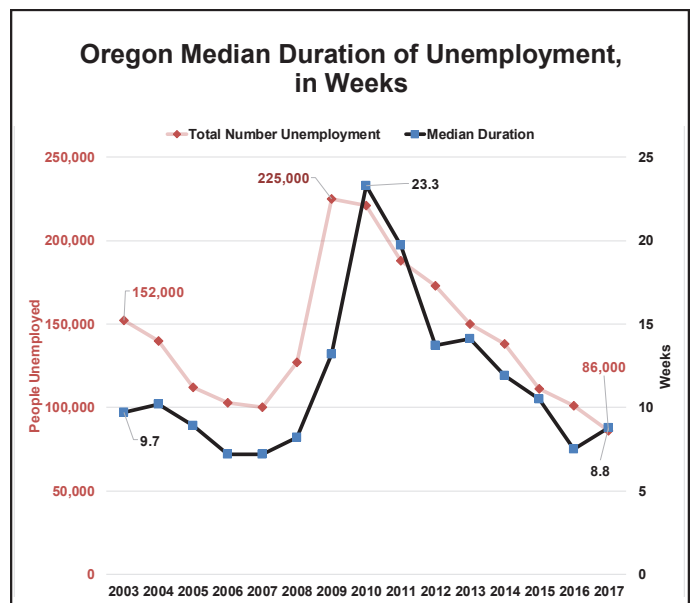
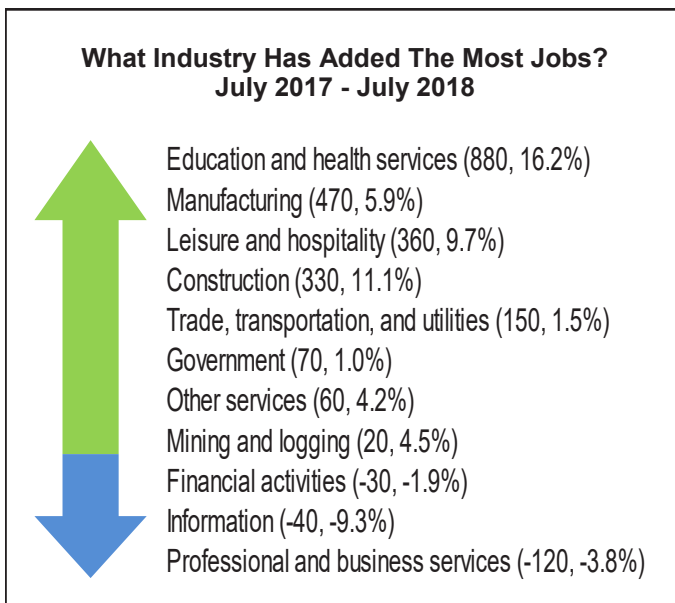
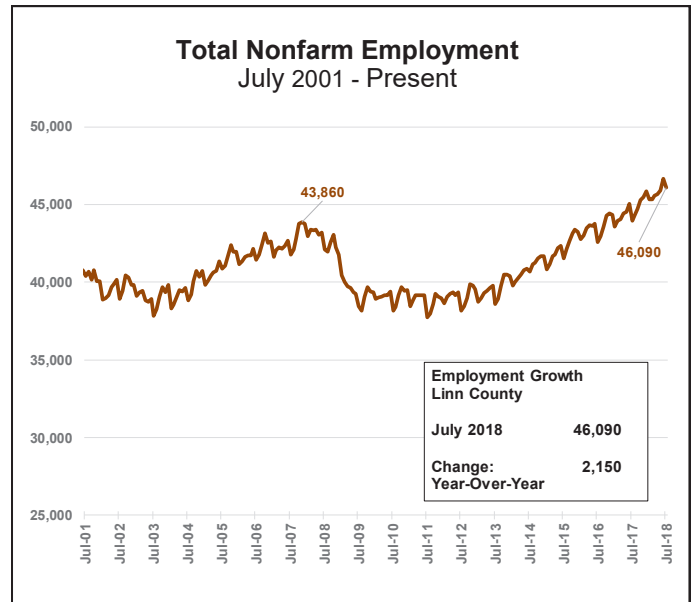
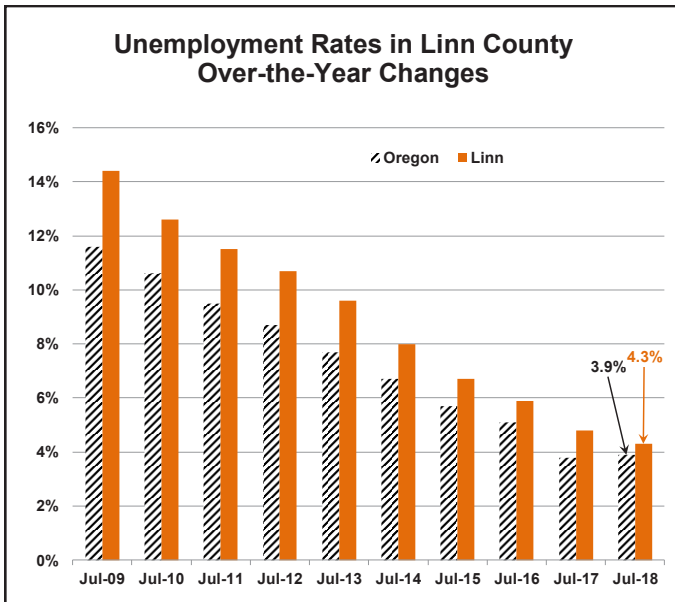
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## Labor Market Information

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### Mid-Valley Economic Indicators—Linn County (Albany MSA)

From July 2017 to July 2018, Linn County's private sector gained 2,080 jobs and the public sector lost jobs. The education and health services industry led the private-sector employment gains over the year. The graph below shows the median duration people have been unemployed. . The most recent annual data (2017) indicates that the median duration a person was unemployed was 8.8 weeks. This indicates that half the people were able to get a new job in less than 8.8 weeks and the other half took more time to find a job, if they found one at all.



For more information and/or to be added to the monthly e-mail distribution list, contact:

Will Summers, Workforce Analyst, Oregon Employment Dept.  
 Serving Linn, Marion, Polk, and Yamhill counties  
 William.A.Summers@oregon.gov

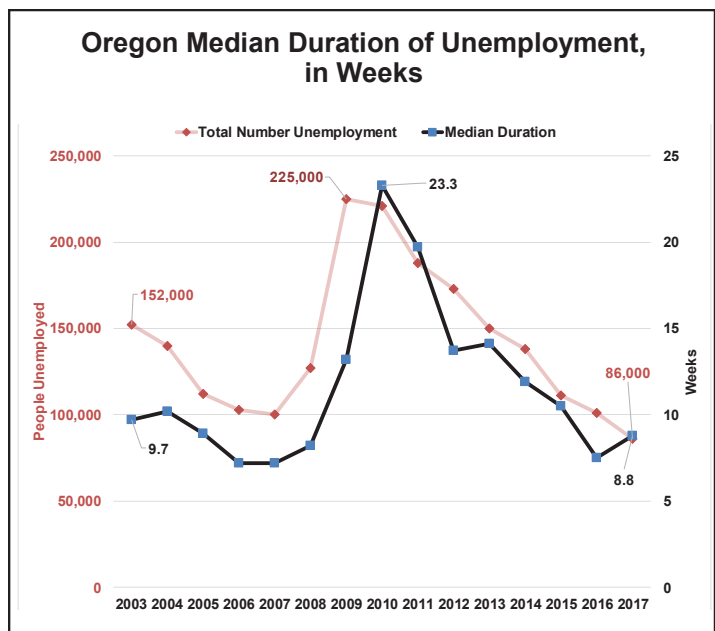
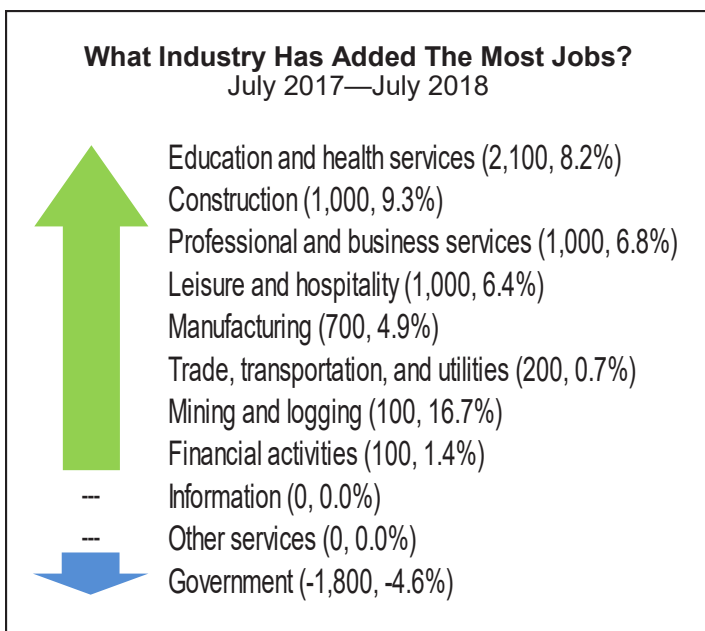
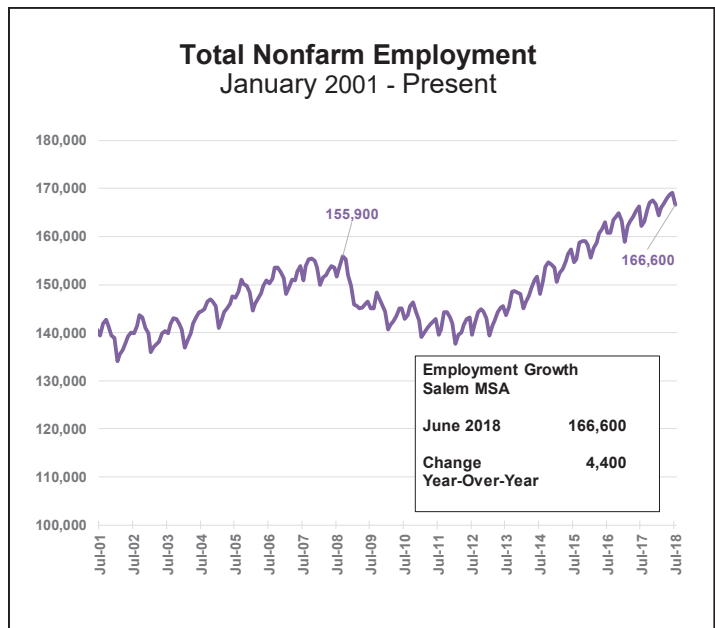
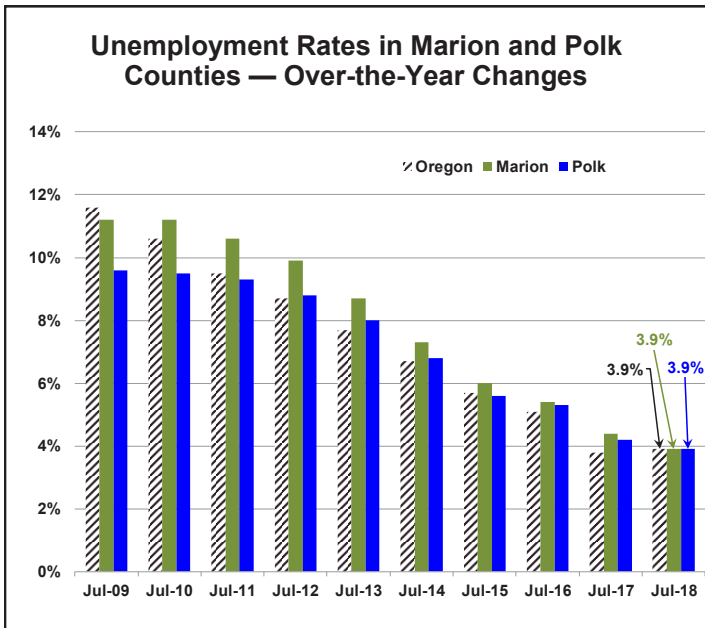
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**Mid-Valley Economic Indicators—Marion & Polk Counties (Salem MSA)**

From July 2017 to July 2018, the Salem MSA's private sector gained 4,800 jobs, but the public sector lost jobs. The education and health services industry led private-sector employment gains over the year. The graph below shows the median duration people have been unemployed. The most recent annual data (2017) indicates that the median duration a person was unemployed was 8.8 weeks. This indicates that half the people were able to get a new job in less than 8.8 weeks and the other half took more time to find a job, if they found one at all.



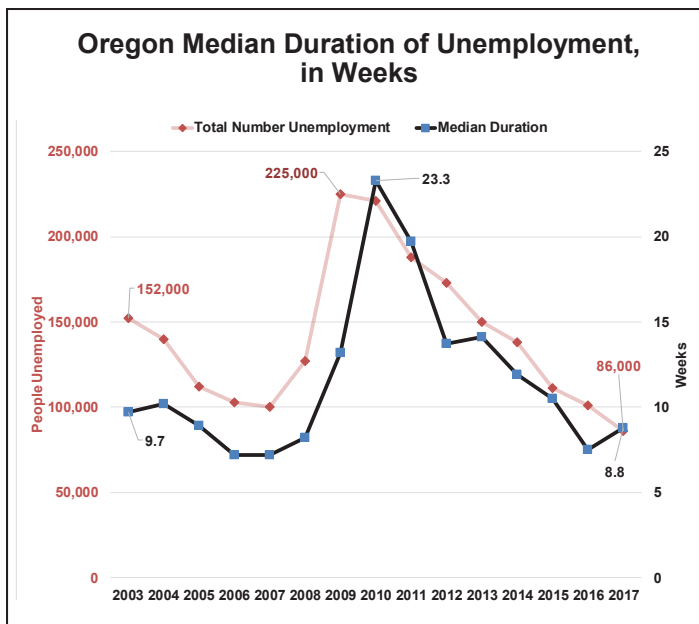
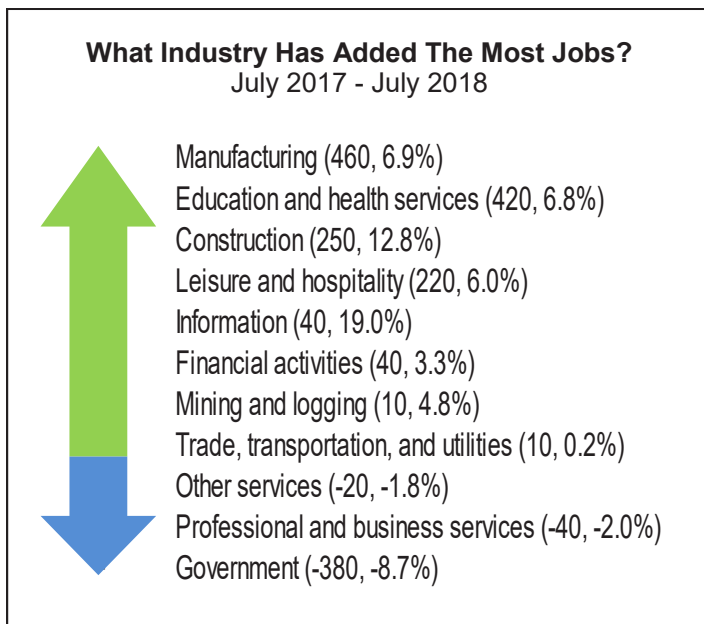
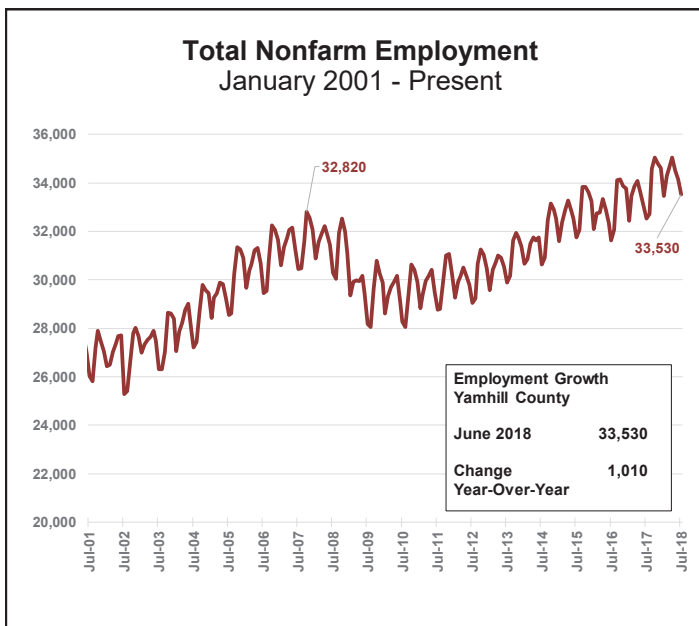
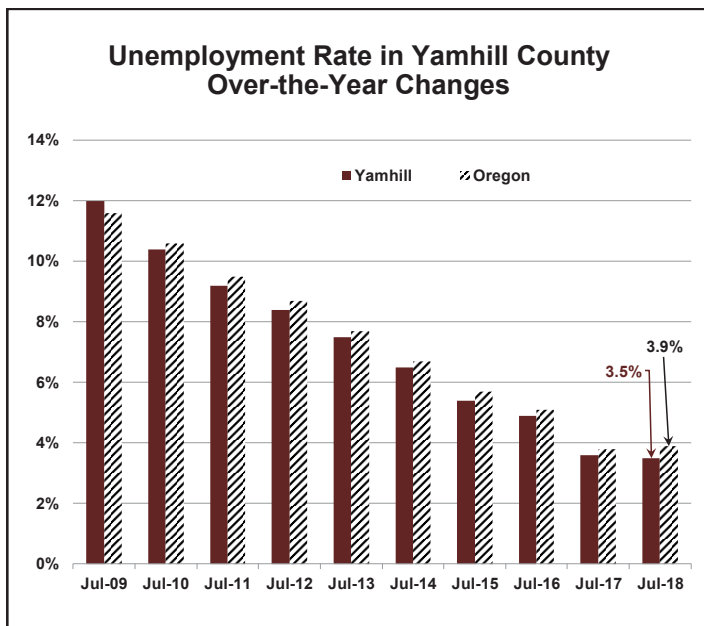
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## Mid-Valley Economic Indicators—Yamhill County

From July 2017 to July 2018, Yamhill County's private sector gained 1,340 jobs, but the public sector lost jobs. Private-sector employment gains over the year were led by the manufacturing industry. The graph below shows the median duration people have been unemployed. . The most recent annual data (2017) indicates that the median duration a person was unemployed was 8.8 weeks. This indicates that half the people were able to get a new job in less than 8.8 weeks and the other half took more time to find a job, if they found one at all.



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