

## 2024 Report of Government-to-Government Activities with Oregon's Nine Federally Recognized Tribes

In compliance with ORS 182.166 (3), the Oregon Business Development Department, dba Business Oregon, is submitting its annual report of Government-to-Government Activities with Oregon's nine federally recognized tribes. This report outlines activities from January 2024 through December 2024.

### Agency Tribal Contacts:

Business Oregon  
775 Summer Street, NE Suite 310  
Salem, Oregon 97301

Sophorn Cheang, Director  
503-910-0524  
[Sophorn.Cheang@biz.oregon.gov](mailto:Sophorn.Cheang@biz.oregon.gov)

Brian Plinski, EEIP Manager / Tribal Liaison  
971-719-6854  
[Brian.Plinski@biz.oregon.gov](mailto:Brian.Plinski@biz.oregon.gov)

Business Oregon is the state's economic development agency and invests in businesses, communities, and people to promote a globally competitive, diverse, and inclusive economy. With a nearly \$2 billion biennial budget and approximately 90 programs, Business Oregon strives to deliver prosperity for all Oregonians but recognizes that systemic and institutional barriers hinder opportunities for under-represented and under-resourced communities and contribute to enduring disparities, including among the state's nine federally recognized Tribes.

In 2024, the agency completed a new three-year (2024-2027) Strategic Plan, which includes seven overarching priorities, including a specific priority to *Strengthen our Relationships with Tribal Governments and Partners*. Director Cheang recently sent letters to all nine Tribal Chairs, outlining our goal of becoming a stronger partner with the nine sovereign nations and requesting their participation as we work deliver on it. As part of this commitment, Business Oregon intends to:

- Co-develop a Tribal consultation plan focused on economic development needs of Tribal Nations
- Work in partnership with Tribal Nations to produce an analysis on Oregon Tribal economic impact

We recognize that the success of both efforts – and adjacent ones that strengthen government to government relationships – necessitate deep, meaningful, and ongoing Tribal input and participation. We also acknowledge that success will ultimately be determined by the Tribes' endorsement of the outcomes as well as improved economic outcomes and increased prosperity among Tribal members and other Native peoples in Oregon.

In the meantime, the 2024 Report of Government-to-Government Activities outlines and catalogues the various engagements between the agency, its staff and programs, and the nine federally recognized Tribes.

Functionally, this report is organized by Tribe. However, a number of activities, sponsorships, or events were focused on all or multiple Tribes, or towards Tribal serving-organizations. Those non-Tribe specific activities are listed below and precede the Tribe-specific section of the report:

- Business Oregon’s Tribal Liaison is co-chair of the Economic Development and Community Services Government to Government Cluster and jointly responsible for the quarterly cluster meetings.
- Native American Youth and Family Services (NAYA) received a \$220,000 Technical Assistance Program grant to support Native American businesses in Portland – fostering prosperity while preserving cultural traditions.
- Northwest Native Chamber (NWNK) received \$300,000 for their Technical Assistance program, which supports economic development for Native Americans across the state, through access to services such as legal assistance, loan assistance, tax planning, and digital marketing for small business owners.
- Native American Youth and Family Services (NAYA) received a \$900,000 Economic Equity Investment Program (EEIP) grant to establish a Native Arts Incubator, purchase land for redevelopment in the Cully neighborhood, provide down payment assistance and critical home repairs, and offer scholarships to post-secondary students.
- Northwest Native Chamber (NWNK) was awarded \$456,000 in EEIP funds to launch an “Equity Investment Entrepreneur” pilot program to support 5-7 Native entrepreneurs for 12-18 months and to provide grants to facilitate strategic, high-value capital purchases to increase business capacity, market share, growth, and employment.
- Nixyaawii Community Financial Services (NCFS) was awarded \$400,000 in EEIP funds to provide Native and rural businesses with direct grants, forgivable loans to small businesses as a match to SSBCI funding, predevelopment costs for bare lots within a housing development project on the CTUIR, and will purchase a food truck to be used as a training platform for developing a food truck park.
- In establishing the Child Care Infrastructure Fund (CCIF) program, which supports the development and expansion of early learning and care resources, Business Oregon selected the NW Native Chamber as one of two technical assistance partners. Agency staff also toured a Child Development Center in Grand Ronde. CCIF grants to specific Tribes are listed under each Tribal section below.
- As of Nov. 26, 2024, the Certification Office for Business Inclusion and Diversity (COBID) listed 191 Native American owned firms certified and active in its directory.
- Business Oregon was pleased to be entrusted with the US EDA's Authorized Scope of Work in facilitating collaboration, technical assistance, and capacity support with Tribes. More specifically, Business Oregon received grant funding (Approximately \$130K) to further the priorities of [Oregon's Nine \(9\) Federally Recognized Tribes](#), as it relates to the Economic Recovery Plan recommendations and overall resiliency. Over the course of the grant term, Business Oregon engaged Tribes to explore several approaches to utilizing the grant funds to support tribal capacity and administrative needs, which were exacerbated by the pandemic. Ultimately, Business Oregon

contracted with Public Solutions Northwest to work directly with Oregon's Tribal partners to provide direct capacity support. **Attached to this report is the final report** provided by Public Solutions Northwest outlining work that was completed under the contract, the approach, outcomes and lessons learned. While each tribe was given an opportunity to engage with the consultant, two elected to undertake substantive projects; 1.) Burns Paiute and Strategic Planning Alignment and 2.) Confederated Tribes of the Umatilla Indian Reservation and Workforce Development Alignment.

Business Oregon sponsored or sent staff to the following events:

- The Northwest Native Economic Summit, which invites tribal leaders, enterprise managers, economic development professionals, funders and Native entrepreneurs to come together for panel discussions, speakers, and networking opportunities to galvanize the relationships of those building and prioritizing tribal economic prosperity.
- The Native Fashion Show, co-hosted by the Affiliated Tribes of NW Indians (ATNI) and Nixyaawii Community Financial Services (NCFS) to showcase Native designers.
- Attended and spoke at the Grand Opening of NAYA's Native Arts Incubator.

Business Oregon also actively participated in the following activities:

- Attended the Tribal funders roundtable co-hosted by the Oregon Community Foundation and The Ford Family Foundation, which brings funders to reservations to learn about tribal needs and priorities.
- Attended the 2024 G2G Summit at Cow Creek and sat on an economic development panel.
- Provided ongoing news and information to tribal staff regarding Tribal Enterprise Zones and their potential to support local economic development and investment.
- Updated administrative rules for reservation enterprise zone and reservation partnership zones to account for the relative effects of HB 2009 (2023) on zone terminations and requisite school support fees, as well as a correction for extending the tribal income tax credit's sunset date from 2028 to 2030 under HB 2071 (2023).
- Agency staff studied revisions to ORS 307.181 by SB 1526 (2024) and advised the Governor's Tribal Affairs Director on comparative implications of the property tax exemptions allowed.
- The Oregon Broadband Office (OBO) staff presented at the Affiliated Tribes of the Northwest Indians 2024 winter conference on broadband funding programs as well as at Economic Development and Community Services Cluster meetings.
- OBO Program Coordinators for the Broadband Equity, Access, and Deployment (BEAD) Program, Broadband Deployment Program, and Digital Equity Program host monthly office hours and encourage Tribal participation.
- OBO promoted the National Telecommunications and Information Administration's (NTIA) various digital equity planning and capacity grant programs, which have funds available on a competitive basis to Indian Tribes, Alaskan Native serving entities, and Native Hawaiian organizations to address digital equity disparities.

- Oregon Broadband Office staff participated in Governor Kotek’s Digital Equity Round Table on June 13, 2024, co-hosted by the Oregon Broadband Office’s Digital Equity Program. Below is a picture from Governor Kotek’s Digital Equity Roundtable on June 13, 2024, in Coos Bay that included CTCLUSI.



The remainder of the report is organized by Tribe, and activities generally fall under two broad categories: 1.) Economic Development Programs that assist businesses and communities, and 2.) Arts and Culture Programs.

## **Economic Development Programs**

Business Oregon delivers its economic development programs primarily through Regional Development Officers (RDOs) who work on a day-to-day basis with businesses and local governments, including tribal nations. Broadly speaking, economic development programs consist of infrastructure, broadband, financing, grant and technical assistance programs, and more. Assistance and engagement with Oregon’s federally recognized tribes this past year includes:

### **Burns Paiute Tribe**

- In Region 10B, which encompasses Grant, Harney, and Malheur Counties, Business Oregon works closely with the Burns Paiute Tribe to support their economic development efforts. Through monthly and often more frequent engagements, the Regional Development Officer (RDO) collaborates with the Tribe's Economic Development Department staff and General Manager. These ongoing conversations foster a collaborative relationship that allows us to better understand the Tribe's goals and priorities, share valuable resources, and connect them with state and federal partners to address shared challenges.

- When low-pressure water issues and breaks in water lines were identified, Business Oregon partnered with the Tribe's public works staff and General Manager to explore potential solutions. For example, the RDO facilitated discussions within Business Oregon to identify potential funding options, such as the Special Public Works Fund and the Water/Wastewater Fund, to help close funding gap on this future project.
- Food sovereignty is a priority for the Burns Paiute Tribe and the local RDO has been supporting their efforts to revitalize Foley Field for alfalfa cultivation. Following the collapse of the hemp market, which left the field fallow, the Tribe sought to return the land to agricultural use. Business Oregon assisted by sharing local contacts and agricultural expertise to help assess the field's condition and explore sustainable irrigation solutions. By consulting with local experts, the Tribe decided to invest in updating their pivot irrigation and reinvest in an alfalfa crop. Investing in the irrigation infrastructure both conserves water and supports future crop diversification. This project holds historical and economic importance for the Tribe, as previous alfalfa harvests helped repay a federal loan used to secure lands now held in trust. This initiative is a testament to the Tribe's resilience and our collaborative approach to helping the tribe address challenges.
- Agency staff and Tribal leadership continue to explore economic opportunities that align with the Tribe's goals. One initiative involves re-engaging with a small repackaging business in Eugene, Oregon, with plans to adapt and replicate their operations model on Tribal lands. This effort could create both revenue streams and employment opportunities for Tribal members. Additionally, the Tribe has made significant progress in enhancing their Community Center, previously the Oregon National Guard Armory in Burns. With support from Business Oregon's Brownfields program, hazardous material assessments were conducted, paving the way for future development. The center now serves as a community wellness hub and provides a place for tribal members to engage with cultural classes.
- Childcare is a longstanding priority for the Burns Paiute Tribe, and Business Oregon has supported their efforts to develop a childcare program on the reservation. Collaborating with the Tribe, the High Desert Partnership, and local providers, together we helped facilitate discussions to determine the most effective childcare model for the community. These conversations focused on infrastructure planning, stakeholder engagement, and preparing for funding opportunities in 2024. The Tribe then applied to the Business Oregon Childcare Infrastructure Fund for a planning grant (awarded, see below). This partnership aims to address critical childcare gaps in Harney County and support families and workforce participation within the Tribal community.
- The Burns Paiute Tribe continues to engage in initiatives supported by Business Oregon and other partners. A recent example is the \$350,000 technical assistance grant awarded through the Economic Equity Investment Program (EEIP), which supports entrepreneurship among underrepresented groups. The Tribe, a key partner in this effort, is working with collaborators to enhance technology access, and provide entrepreneurial, small business and Technical Assistance resources.
- Business Oregon also recently participated in a "fundors forum" hosted on Tribal lands by five private Oregon foundations. This event facilitated discussions on collaborative funding strategies for education, childcare, healthcare, and economic development. Outcomes included strengthened relationships among Business Oregon, private foundations, and the Tribe, enabling more impactful and coordinated initiatives.

- Burns Paiute Tribe received a \$75,000 grant from the Child Care Infrastructure Fund to support a feasibility study to examine the critical need for a childcare facility in Harney Co. that will serve both Tribal members and the general public. The study will determine the number of needed slots by age group, the economic feasibility of the project, and the ideal location for the potential facility.

Keith MacGeagh, General Manager of the Burns Paiute Tribe, shared: *"Over the past year, we have had the distinct pleasure of working with Business Oregon on several fronts through our Regional Development Officer, Feather Sams Huesties; Tribal Liaison, Brian Plinski; and the Brownfields Development Fund. The technical assistance, grant funding, and overall support we received alleviated some of our capital and capacity issues, allowing us to grow and succeed in several projects and programs. We are deeply appreciative of our collaboration and relationship and know that we have a trusted partner in Business Oregon."*

### **Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians (CTCLUSI)**

- Agency staff have been in contact with the Tribe to discuss their concerns regarding Offshore Wind and the effect it would have on their traditions and livelihoods. The tribe is part of the Department of Land Conservation and Development (DLCD) Offshore Wind Roadmap Roundtable, meeting monthly for a full day with state organizations including Business Oregon.
- Business Oregon staff conduct regular check-ins with the Blue Earth Federal Corporation (CTCLUSI's economic development department), to understand key issues and priorities of the tribe.

### **Confederated Tribes of the Warm Springs Reservation**

- The Central Oregon RDO participated in an in-person funder's event held at the Warm Spring Museum called "Community Conversations" to learn about the tribe's top priority projects and collaborate with other funders. This resulted in some technical assistance provided to a start-up outdoor industry business (River Runners) supported by WSCAT, and connections to the local SBDC for advising and the introduction to a potential investor.
- Agency staff have provided extensive technical assistance and support for the Tribal Council's Safe Drinking Water Revolving Loan Fund (SDWRLF) application for \$1.25M in improvements to the existing Dry Creek Water Treatment Facility, in coordination with IHS, other agencies, the Tribal Council, and the tribe's legal representative. This project is ranked #1 on Oregon Health Authorities' SDWRLF priority list.
- The RDO brought Warm Springs into discussions for a regional Innovation Hub planning grant. The region was awarded funding and is initiating the implementation phase that will include increasing accessibility to the region's entrepreneurial ecosystem.
- Regional staff connected tribal contacts to Public Solutions NW to assist with initiatives and coordinated an in-person meeting between Warm Springs Economic Development staff and the US Commercial Service during an industry tour of the region.
- Regional staff coordinated meeting between regional partners (Economic Development of Central Oregon), WSCAT, and Warm Springs Economic Development to advance approval of a new regional economic development area director.
- Through participation in Central Oregon's Destination Management Studio coordinated by Travel Oregon and Visit Central Oregon, the local RDO attended an all-day tour of north region

(Jefferson County, Madras, Warm Springs) area recreational assets. The tour culminated in a tour of the Warm Springs Museum where tribal members shared Warm Springs history and expressed the need to balance economic development and asset preservation through a sustainability lens.

- The agency's Business Incentives Coordinator met with Warm Springs Economic Development staff to explain the benefits of and ways that a Warm Springs Reservation Enterprise Zone could be utilized to finance or spur development.
- Agency staff continue to work with Warm Springs to complete water/wastewater infrastructure projects, including improvements to the Dry Creek Water Treatment Plant, Shitike Creek Water/Sewer Crossing, Dry Creek Water System Metering, Simnasho, Schoolie, Sidewalter and Le-Claire Water System Improvements, Simnasho Wastewater System Upgrade, etc. These projects are associated with a \$7.8 million appropriation through the Oregon state legislature, originally awarded to Warm Springs in 2020.
- Staff continues to support Warm Springs on a \$556,000 U.S. Environmental Protection Agency (EPA) Water Infrastructure Improvements for the Nation (WIIN) Act grant awarded to CTWS for the Dry Creek Water Treatment Plant Monitoring, Instrumentation, Control, Automation, and Reporting (MICAR) system. This grant was also awarded in 2020 and is nearly complete.
- Agency staff are working directly with Warm Springs tribal council, CEO Bobbie Bruno, Public works director Chico Holiday and tribal attorney Ellen Grover on the Safe Drinking Water Revolving Loan Fund – BIL. They have submitted their LOI (Letter of Interest). This is a long-term project for their current water treatment facility, up to \$1,250,000 in funds.
- Staff continue to support the Warm Springs Housing Authority with their \$4m award from SB 1530 to rehabilitate homes located on tribal lands.
- The Oregon Broadband Office met with Warm Springs Telecom General Manager Tim York on multiple occasions to share information and conduct BEAD outreach.
- Warm Springs Community Action Team received \$220,000 in Technical Assistance Program funding to provide small business coaching, counseling, and workshops for Confederated Tribes of the Warm Springs tribal members, supporting entrepreneurs with business plan development, IDAs, accounting services, and youth business development training.
- Warm Springs Community Action Team (WSCAT) received \$200,000 in EEIP funding to provide business coaching, workforce training, financial skills and training, and tax preparation services for Warm Springs members.

## **Coquille Indian Tribe**

- The local Regional Development Officer and others participate in regular check-ins with Tribal One, the Coquille Tribe's Economic Development Department.
- Business Oregon staff also engage with the Coquille Tribe through the Regional Solutions Advisory Committee as well as the DLCD Offshore Wind Roadmap Roundtable, which meets monthly for a full day.
- Coquille Indian Tribe was awarded a \$75,000 Child Care Infrastructure Fund grant to advance engineering and construction planning for expansion of the Learning Center, while exploring short and long-term solutions for local childcare needs.

## **Klamath Tribes**

- The Governor's Regional Solutions Coordinator and Business Oregon Regional Development Officer followed up with Klamath Tribe's staff following a visit by Governor Kotek. The day was spent touring the Tribe's fish hatchery and learning about the Tribes progress to restore the endangered C'waam and Koptu. Additional discussions focused on the restoration of wetlands on the Agency Lake-Barnes Ranch to improve water quality in Klamath Lake and provide habitat for endangered fish. The delegation also toured the Tribe's housing project for homeless tribal elders and the Klamath Tribes new Tribal Clinic in Klamath Falls.
- The local RDO and agency tribal liaison met with the Klamath Tribe's Economic Development and Planning office, Klamath Tribes Health staff, and toured the new clinic.
- Agency staff worked with Oregon Economic Development Association to invite the Klamath Tribes' Chairman and Administrator to provide an introductory welcome to Klamath Falls for the Annual OEDA Fall Conference.
- The local RDO met with the Klamath Tribes Planning office at the Chiloquin Building Blocks Workshop sponsored by the Environmental Protection Agency (EPA). EPA will compile the information gathered through the two-day event to create a strategic plan for Chiloquin where the community, state agencies, and the Klamath Tribes can work together for the betterment of the community.

## **Cow Creek Band of Umpqua Tribe of Indians**

- Agency staff conduct semi-regular check-ins with the Umpqua Indian Development Corporation (Cow Creek's economic development department).

## **Confederated Tribes of the Umatilla Indian Reservation (CTUIR)**

- Cayuse Native Solutions (a CTUIR-owned enterprise that provides a variety of B2G and B2B technology services, including UAS services) participated in the Oregon Pavilion at AUVSI Xponential 2024. This is a trade show and conference focused on growing the UAS industry – Business Oregon led the pavilion effort and invited public and private partners to participate.
- A flour mill project has committed to development at CTUIR's Coyote Business Park. Business Oregon staff played a key role in helping the project with site selection. The project scope has grown and is anticipated to be a \$40 million investment. Agency staff are working to support the project with a Strategic Reserve Fund investment.
- Agency staff met with leaders from CTUIR's Early Childhood Education Department to share information and discuss the Childcare Infrastructure Program.
- Staff continues to engage with CTUIR's public works department on their planned wastewater treatment system for the reservation, now estimated to cost \$50 million. CTUIR has been successful in pursuing federal funds and may not need Business Oregon financing to complete the project.
- Agency staff worked with CTUIR on re-designation of the CTUIR Tribal Enterprise Zone, which resulted in a revised boundary with additional area, effective July 1, 2024.

- The Business Incentives Coordinator conferred during the year with the CTUIR Tax Administrator on legislation and matters related to potential business development inside the enterprise zone.
- The Oregon Broadband Office met with CTUIR Tax Administrator, Bruce Zimmerman, to share information and conduct BEAD outreach.
- Nixyaawii Community Financial Services, (NCFS), a tribal CDFI, was awarded \$120,000 in Technical Assistance Program funds to support a sustainable private sector business ecosystem on the Umatilla Indian Reservation.
- The Oregon UAS Accelerator, Center for Innovation Excellence, based in Pendleton has developed a new partnership with the Confederated Tribes of the Umatilla Indian Reservation, and they sourced 3 interns from the tribe, and placed them within their accelerator cohort companies over the duration of 12 weeks. The Oregon UAS Accelerator plans to increase the number of interns for future cohorts and help facilitate opportunities for full time work opportunities.

### **Confederated Tribes of Grand Ronde**

- The Governor’s Regional Solutions Team visited CTGR in January. This team—including two Business Oregon staff—spent a half day with Tribal leadership, learning Tribal history, discussing priority projects, and searching for ways to strengthen connections.
- The CTGR hired new economic development director in late 2024. The agency’s local RDO and tribal liaison met with the new director to discuss his goals and explore potential partnerships. A potential Tribal Enterprise Zone designation remains a potential opportunity for the Grand Ronde.
- Confederated Tribes of the Grand Ronde were awarded \$2 million in Child Care Infrastructure Funds to complete construction (HVAC, flooring, finishes) of the 25,000 square foot Child Development Center building.

### **Confederated Tribes of Siletz**

- The local RDO and agency tribal liaison met with representatives from the CTSI to discuss various topics including water/wastewater infrastructure, broadband, and tribal sovereignty.
- Agency staff continue to work with the City of Siletz in funding their Wastewater Treatment Plant project, which will serve members of the CTSI who reside within the city. CTSI is contributing \$1,000,000 of their ARPA allocation to support the project.
- Confederated Tribes of the Siletz were awarded a \$45,000 Child Care Infrastructure Fund grant to support the installation of a new roof on the Tenas Illahee Child Care Center.

## **Arts and Culture**

In addition to its economic development programs, Business Oregon is home to the Oregon Cultural Trust and Oregon Arts Commission, both of which significantly contribute to the state’s economic, civic, and cultural abundance. The Arts Commission (OAC) and the Oregon Cultural Trust (OCT) advocate for arts, heritage and humanities as cornerstones of community and civic life; each agency focuses on

providing Oregonians with wide access to arts (OAC) and culture (OCT). This includes offering high quality cultural programs across the state, providing better access to quality arts and culture learning opportunities, preserving historic assets and heritage traditions, and assisting Oregon's artists and culture keepers in developing their skills and careers.

## **Oregon Cultural Trust (OCT)**

### **FY25 Cultural Coalition Grant Awards: \$80,760**

Oregon's 45 county and Tribal Cultural Coalitions are funded directly by the Trust and are unique to the state. Led by dedicated volunteers, each coalition prioritizes community cultural goals and annually distributes seed grants that address the needs of each county. Among these are Oregon's nine federally recognized Tribes, whose cultural contributions are integral to the region's cultural vitality. The following direct annual grant funds were made to Tribal cultural coalitions to redistribute in accordance with their community cultural plans:

1. Burns Paiute Tribe: \$8,559
2. Confederated Tribes of Coos, Lower Umpqua and Siuslaw: \$8,678
3. Coquille Indian Tribe: \$8,659
4. Cow Creek Band of Umpqua Indians: \$8,765
5. Confederated Tribes of Grand Ronde: \$9,431
6. Klamath Tribe: \$9,283
7. Confederated Tribes of Siletz: \$9,244
8. Confederated Tribes of Umatilla Indian Reservation: \$8,927
9. Confederated Tribes of Warm Springs: \$9,214

### **FY25 Cultural Development Grants**

Grants are awarded in four categories and are intended to fund arts, heritage, history, preservation and humanities programs. Cultural Development Grants are for project activities that: protect and stabilize Oregon's cultural resources; expand public awareness of, access to, and participation in quality cultural experiences in Oregon; ensure that Oregon cultural resources are strong and dynamic contributors to Oregon's communities and quality of life; and build an understanding of the value and impact of culture to Oregonians. Competitive grant awards for projects that serve tribal communities/audiences include:

#### **1. Tananawit, Warm Springs: \$16,858**

To support the development and self-sufficiency of Tananawit and its Warm Springs artists by providing culturally specific art-focused business classes. Artists will complete a bootcamp program, as well as professional practices and artist statement sessions. By the end of the training, 10 artists will have an increased knowledge in sales and pricing, along with a portfolio that consists of bios and photographs of their work. These portfolios will be used to strengthen Tananawit by providing a foundation for Tananawit members to use to promote their art locally and regionally, including at the Tananawit store and other events organized by Tananawit.

#### **2. The High Desert Museum, Bend: \$17,809**

To support collaborations between The High Desert Museum and artists, scholars and cultural experts to create innovative cultural experiences that build on the exhibition, Frank S. Matsura:

Portraits from the Borderland. Vibrant photographs of Native communities taken by Japanese born photographer Frank Matsura in the early 1900s alongside Native artwork from the past century will serve as the foundation for the creation of new works, including film, artwork and exhibitions that will use the past to explore Oregon's present and future. Programming will include a video produced in partnership with Native youth, community curated exhibitions and family activities developed in partnership with the Japanese American Society of Central Oregon. This exhibition and programming will provide a more authentic narrative of shared cultural heritage and promote a more inclusive present and future.

### **3. The Museum at Warm Springs, Warm Springs: \$25,899**

To support "Tl'aawxmamiyai - For Everyone - The Knowledge from Long Ago" featuring Warm Springs and other Indigenous master artists as traditional arts workshop teachers and exhibitors; emerging Warm Springs artists as workshop participants and exhibitors; and young Warm Springs Tribal members as exhibitors in the 2024 Youth Art Show, as well as the non-Tribal public as Museum visitors. "Tl'aawxmamiyai - For Everyone - The Knowledge from Long Ago" is grounded in the examples of "Ticham," the Long Memory of the Land. Along with project partners, they will teach and learn the integration of Indigenous knowledge and cultures in our daily lives.

### **4. Friends of Tryon Creek Park, Portland: \$28,512**

To support convening Indigenous leaders and stewards to share and document cultural land-tending practices so that they can inform public engagement and forest management at Tryon Creek State Natural Area. Friends of Tryon Creek's Cultural Restoration Plan will outline the intertwined restoration of local Indigenous cultural practices and ecological restoration at Tryon Creek State Natural Area.

## **Celebrate Oregon License Plate**

Oregon's cultural license plate was designed to honor and respect all of Oregon's diverse cultures. The Celebrate Oregon! artwork includes 127 symbols that each depict a different aspect of our cultural lives. Subject matter experts representing Oregon's Indigenous peoples provided culturally significant symbols and narrative content for representation in the new artwork. These experts included:

- Chuck Sams, former Deputy Director, Confederated Tribes of the Umatilla Indian Reservation
- David Harrelson, Department Manager, Cultural Resources Department, Confederated Tribes of the Grand Ronde

The symbols of cultural significance to Oregon's Indigenous peoples in the artwork include but are not limited to:

- Chinook Plankhouse
- Celilo Falls Fishing Net
- Spilyay/Cayote
- Western-style canoe
- American Indian Movement symbol
- Eagle Feather
- Native American Plateau Women's Basket Hat
- Poetry/Elizabeth Woody (Oregon's first Native American Poet Laureate)

- Cayuse Pony
- Dentalium Shell Belt
- Beaver Tail
- Chinook Salmon
- Nez Perce Horse Collar
- Camas Flower
- Chokecherries
- Cougar

## **Oregon Arts Commission**

The Oregon Arts Commission provides leadership, funding and arts programs through its grants, services and special initiatives. Nine commissioners, appointed by the Governor, determine arts needs and establish policies for public support of the arts. The Arts Commission developed a [DEIA plan](#) to ensure that we are equitable in our grantmaking, services and programs. We are committed to making systemic change and being a leader in equity for arts and culture through collaboration with Oregonians.

### **Percent for Art in Public Places**

#### **1. DAS Executive Building Commissions: \$302,000**

Lillian Pitt (Columbia River Plateau Region, Wasco, Yakama): \$90,000

Sara Siestreem (Hanis Coos): \$32,000

WaKanim Collective: \$180,000

Shirod Younker (Coquille, Miluk Coos, Umpqua) and Earl Davis (Shoalwater Bay Tribe)

#### **2. University of Oregon, Heritage Project, Proposal Contract: \$80,000**

WaKanim Collective (Contract Pending: \$80,000)

Shirod Younker (Coquille, Miluk Coos, Umpqua) and Earl Davis (Shoalwater Bay Tribe)

#### **3. Portland State University, Vernier Science Building, Commissions: \$315,000**

Sara Siestreem (Hanis Coos): \$75,000

Lehuauakea (Native Hawaiian): \$100,000

Travis Stewart (Chinook, Rogue River, Kalapuya) and Adam McIsaac (Non-native): \$140,000

#### **4. Oregon State University, Withycombe Hall: Proposal Contract**

Travis Stewart (Chinook, Rogue River, Kalapuya) and Adam McIsaac (Non-native)

### **Oregon Arts Commission: FY2024 Grants**

#### **1. Arts Builds Communities Grant - \$5,000**

**Tananawit and Warm Springs Community Action Team (WSCAT), Warm Springs, in collaboration with Scalehouse, Bend**

The Breaking the Bubble Cultural Education Initiative (BBCEI) is a partnership with the Warm Springs Community Action Team (WSCAT) and the Tananawit Arts Collective. Warm Springs students will create

and exhibit visual and video-based artwork at Bend's Scalehouse Gallery in January through February 2024 and create connections with Bend-LaPine students.

## **2. Operating Support Grant - \$7,163**

### **The Museum at Warm Springs, Warm Springs**

The Museum at Warm Springs houses one of the largest and most complete artifact collections of any Native American museum in the United States. The mission and purpose of The Museum is to inform the public about the arts, history, culture, original languages, and material excellence of the Warm Springs people's collections as one of the most important repositories of Native objects in the United States.

# Business Oregon: Government to Government Project Summary

September 2024

<b>Engagement</b>	<b>2</b>
<b>Tribal Nation Strategic Projects</b>	<b>3</b>
Burns Paiute Tribe (BPT): Strategic Plan Alignment	3
Approach	4
Outcomes	5
Confederated Tribes of the Umatilla Indian Reservation (CTUIR): Workforce Development Alignment	6
Approach	6
Outcomes	7
<b>Lessons Learned</b>	<b>8</b>
<b>Conclusion</b>	<b>9</b>



*in collaboration with*



**PUBLIC SOLUTIONS  
NORTHWEST**

This report outlines the engagement and strategic initiatives undertaken with the Burns Paiute Tribe (BPT) and the Confederated Tribes of the Umatilla Indian Reservation (CTUIR). Both projects aimed to address internal challenges within these tribal nations, including leadership turnover, internal conflict, and a lack of alignment between departments and broader tribal strategies. These issues were limiting progress toward long-term goals and preventing the tribes from fully utilizing their resources, streamlining operations, and fostering collaboration across departments.

Through a structured and culturally sensitive engagement process, our team worked closely with each tribe's leadership and key departments to establish clear communication pathways, foster collaboration, and develop actionable frameworks for strategic alignment. By facilitating in-person retreats, conducting one-on-one coaching sessions, and creating tools for tracking progress, we aimed to empower each tribe to overcome their internal challenges and position themselves for sustainable growth. The outcomes of these initiatives not only strengthened internal cohesion but also enhanced the strategic readiness and capacity of both BPT and CTUIR to meet their long-term goals.

The following sections detail our engagement approach, the specific strategies employed with each tribe, the outcomes of the initiatives, and the lessons learned from these projects.

## Engagement

Our [Engagement Plan](#) for government-to-government (G2G) collaboration with Oregon's tribal nations focused on creating a structured, respectful, and culturally sensitive approach to foster meaningful partnerships. Detailed in the attached report, with a strong emphasis on strengthening the capacity of sovereign tribal governments to advance their economic recovery and development priorities. Key components of the plan included identifying primary tribal contacts, conducting initial outreach, facilitating meetings, and making site visits to build deep relationships. Additionally, we documented each tribe's priorities, ensuring future projects aligned with their unique goals and capacities. The report also outlines opportunities for technical assistance and project management to support tribal nations in leveraging resources, from workforce development to infrastructure improvements. The activities involved in the engagement included the following:

- **Identify Tribal Partner Contacts:** In collaborations with Business Oregon's Regional Development Officers, key individuals within each tribal community were identified to serve as primary points of contact. These contacts were typically leaders or representatives responsible for areas such as economic development, planning, and workforce initiatives. This ensured clear and consistent communication pathways.

- **Introductory Outreach:** The designated RDO for each tribal nation initiated contact with the identified tribal partners through formal introductory emails. PSNW and Brian Plinski, statewide tribal liaison, were copied on these communications to ensure a unified effort. These initial outreach efforts introduced the goals of the project and set the foundation for collaboration.
- **Schedule & Facilitate Initial Meetings:** Following the introductions, PSNW coordinated and scheduled the first formal meetings with tribal contacts. Agendas were prepared to address key topics of discussion, such as identifying areas for collaboration and prioritizing tribal needs. These meetings were held virtually, providing a platform for respectful and productive dialogue.
- **Tribal Nation Visits:** On-site visits were conducted for the tribes that moved forward with projects, demonstrating respect and a genuine interest in understanding each tribe's culture, environment, and specific needs. These visits were crucial in strengthening relationships and gaining a deeper insight into the capacity-building efforts required by each nation.
- **Document Tribal Priorities:** Throughout the engagement, PSNW recorded key concerns, needs, and priorities expressed by each tribe. This ensured that subsequent collaborations, projects, and plans were aligned with the interests and well-being of the tribal communities. Additionally, Business Oregon's tribal liaison was invited to all engagement activities to ensure alignment.

## Tribal Nation Strategic Projects

Following the initial outreach and engagement activities, the Burns Paiute Tribe and the Confederated Tribes of the Umatilla Indian Reservation moved forward with strategic projects. Warm Springs participated in the initial conversations but chose not to proceed with a formal project at this time.

### Burns Paiute Tribe (BPT): Strategic Plan Alignment

The Burns Paiute Tribe has faced ongoing challenges related to leadership turnover, internal infighting, resource constraints, and limited experience within the Tribal Council, all of which have hindered consistent progress in achieving long-term strategic goals. Frequent changes in key leadership positions disrupt continuity in decision-making and project execution, while internal conflicts create barriers to cohesive governance. Additionally, the Tribal Council's limited experience in navigating complex strategic initiatives has made it difficult to drive alignment across departments. This lack of alignment, coupled with inconsistent leadership, has prevented the tribe from effectively leveraging economies of scale in resources, grants, and staffing. Departments often work in silos, missing opportunities to pool

resources, streamline staffing needs, and optimize grant funding efforts. By fostering greater collaboration and alignment across departments, BPT has the potential to maximize its limited resources and create a more efficient, scalable system for managing tribal operations and development.

## Approach

Our approach to this project centered on aligning leadership and departments around a cohesive set of strategic objectives and processes. We executed the project in phases, ensuring active engagement from the Tribal Chair, General Manager, and department directors throughout the process. We engaged the following strategies:

- **Weekly Meetings:** To maintain alignment and clear communication, we held weekly meetings with the General Manager and Tribal Chair. These regular touchpoints allowed for review of progress, discussion of project outcomes, and adjustments to strategies as needed. This collaborative process ensured that leadership remained involved and actively shaped the strategic direction.
- **In-Person Retreat:** We organized and facilitated an in-person retreat to bring together department directors. The retreat focused on three main objectives:
  - *Prioritize Strategic Objectives:* Directors identified and aligned on the most critical goals for the tribe.
  - *Align on the Future Picture:* The group collaborated to build a shared vision of the future, outlining where the tribe aimed to be in the coming years.
  - *Clarify the Whole Strategy:* The retreat provided clarity on the overall strategy, ensuring that each department understood its role in advancing the tribe's broader goals.

This retreat fostered greater collaboration and created a shared sense of purpose across departments.

- **Reporting & Project Tool Development:** Following the retreat, we developed a strategic alignment framework to ensure projects were advancing the tribe's key objectives. Additionally, we created a progress tool for tracking goals and strategic project outcomes. This tool enabled departments to report progress consistently and communicate challenges transparently across the organization.
- **One-on-One Meetings:** After developing the tool, we conducted one-on-one meetings with each department director to guide them through populating the tool with relevant data. These meetings also provided an opportunity for

directors to offer feedback, which we incorporated into the final version of the tool to ensure it met the needs of all departments.

- **Finalization and Reporting to Tribal Council:** Once final edits were completed, directors were tasked with completing the tool based on their progress. The results were reviewed collectively, and the finalized tool was presented to the Tribal Council. This tool now serves as a key resource for tracking ongoing projects and ensuring that the tribe remains aligned with its strategic vision.

## Outcomes

Our work with the Burns Paiute Tribe has successfully enhanced the tribe's leadership and departmental alignment around key strategic objectives, resulting in significant improvements in collaboration, planning, and readiness for future initiatives.

- A major outcome of the project was the development of a [Strategic Project Team Framework](#). This framework formalized the collaboration between the Tribal Chair, General Manager, and department directors, ensuring that strategic objectives were consistently communicated and pursued across all departments. It provided clear roles and responsibilities, enhancing coordination and decision-making. This framework continues to guide the tribe's approach to strategic initiatives, promoting accountability and alignment at every level of the organization.
- To support the framework, a [Reporting Tool](#) was developed for tracking progress on both departmental goals and strategic projects. This tool standardized reporting across the tribe, allowing department directors to document their progress toward achieving key objectives and identifying challenges in a clear and consistent manner. After feedback and final edits, the tool became a valuable resource for monitoring ongoing initiatives, enabling leadership to stay informed and make data-driven decisions.
- The structured engagement process, including the in-person retreat and weekly leadership meetings, significantly boosted the **strategic readiness and capacity** of the Burns Paiute Tribe. Through regular discussions and collaborative planning, the tribe's leadership and departments gained clarity on their future goals and established a shared vision. This readiness ensures the tribe is better equipped to respond to emerging opportunities, manage projects effectively, and drive long-term growth in alignment with their strategic objectives.

**These key outcomes have positioned the Burns Paiute Tribe to advance its long-term goals through more coordinated and efficient strategic management.**

## Confederated Tribes of the Umatilla Indian Reservation (CTUIR): Workforce Development Alignment

The Confederated Tribes of the Umatilla Indian Reservation (CTUIR) experienced ongoing challenges within their Workforce Development Department, including a lack of alignment with the tribe's broader strategic plan, turnover and inefficient resource sharing. These issues led to fragmentation within the department, undermining its ability to effectively contribute to tribal goals, while missed opportunities for collaboration resulted in inefficiencies around staffing and resource utilization. The absence of cohesive direction further complicated the department's efforts to support the tribe's long-term vision, preventing the alignment of workforce initiatives with the broader economic and cultural objectives of CTUIR.

### Approach

Our approach to resolving these issues focused on fostering team cohesion, improving strategic alignment, and enhancing resource sharing across the department. We executed the project in phases, engaging department leadership and key staff members in the following activities:

- **Weekly Meetings:** To maintain alignment, co create retreat content, and ensure clear communication, we executed weekly meetings with the workforce department leader. These meetings provided regular opportunities to review progress, adjust strategies, and ensure leadership remained involved in shaping the department's direction.
- **In-Person Retreat:** The retreat was designed to foster team cohesion, enhance communication, and align the department with the broader North Star vision: "One department, one plan. We operate in alignment with the Annual Work Plan, meet our People where they are, and make the future better together." Over two days, team members engaged in reflective exercises and strategic discussions, with the following objectives:
  - *Clarify Team Identity and Strengthen Communication:* Day One focused on team building and understanding individual and collective identities through DiSC assessments and group discussions. Team members explored personal and team strengths and identified communication challenges. These sessions aimed to create a more cohesive understanding of how individual roles contribute to the overall success of the department and how effective communication can enhance teamwork.
  - *Evaluate Past Performance and Identify Strategic Barriers:* Day Two began with a reflection on past initiatives that shaped the current state of the Workforce Development Department. Through roundtable

discussions and the guidance of a department historian, team members critically evaluated what has worked and what has not.

- Plan for Future Needs and Solidify Next Steps: In the final session, the team anticipated future client needs, discussed the balance between assistance and independence, and identified lessons learned. The retreat concluded with a comparison of the team's initial hopes with the outcomes achieved, solidifying action items for continued improvement and alignment with the tribe's strategic goals.

This retreat fostered a sense of unity, helped identify key strategic gaps, and equipped the team with the tools and insights needed to operate more cohesively and in alignment with CTUIR's long-term vision.

- **One-on-One Coaching:** We conducted individual one-on-one coaching sessions with department members using the DiSC assessment. These sessions provided each team member with insights into their communication styles, strengths, and areas for improvement, enabling them to identify better ways to work together. The DiSC assessment allowed team members to understand their own behavior patterns and how to interact more effectively with colleagues. These coaching sessions fostered stronger collaboration by addressing interpersonal dynamics, aligning individual approaches with team goals, and enhancing overall team cohesion. Feedback gathered from these sessions was instrumental in shaping future team interactions and improving departmental performance.

## Outcomes

Our work with CTUIR resulted in enhanced team cohesion, shared understanding of where they've been, where they are, and where they are going, and improved teamwork within the Workforce Development Department.

- A key outcome was the creation of a **cohesive team** with a shared understanding of strategic goals and a clear vision for the future. The retreat fostered a collaborative environment, where previously siloed team members were able to align their efforts and resolve internal conflicts.
- Improved the **strategic readiness and capacity** of the Workforce Development Department. By enhancing collaboration and aligning workforce initiatives with the tribe's broader strategic goals, CTUIR is now better equipped to manage projects effectively and support long-term workforce development that aligns with tribal values and objectives.

**These outcomes have positioned the Workforce Development Department to contribute more effectively to CTUIR's long-term goals through more cohesive teamwork and improved resource alignment.**

## Lessons Learned

Both projects highlighted that **leadership alignment** is critical for achieving long-term success. At BPT, the lack of continuity and cohesion across leadership roles and departments was a significant barrier to progress. By fostering alignment through regular communication and strategic planning, we learned that clear direction from leadership is essential for departments to work together toward shared goals.

Through weekly meetings, in-person retreats, and one-on-one sessions in both projects, we learned that **structured approaches** are effective in building collaboration and trust. Whether it was BPT's leadership alignment or CTUIR's team cohesion, ongoing engagement helped ensure that all stakeholders were actively shaping the outcomes and that adjustments could be made in real-time.

Within CTUIR and BPT lack of strategic alignment and communication gaps hampered effectiveness. Assessments and team-building exercises showed the importance of improving **individual and collective communication** to foster stronger collaboration. We learned that clear, open communication is vital in breaking down silos and creating a unified team vision.

Developing and utilizing reporting **tools**, as done with BPT, emphasized the need for consistent tracking of progress. These tools not only promote transparency but also help departments stay accountable to their goals. We learned that providing frameworks and tools for tracking outcomes ensures that teams remain aligned and focused on strategic priorities.

Both projects showed that a **collaborative culture**—whether fostered through retreats, roundtable discussions, or coaching—strengthens the strategic readiness of the departments. By focusing on team dynamics and cohesion, CTUIR's Workforce Development Department is now better equipped to handle challenges and align with long-term tribal goals. Similarly, BPT's improved collaboration across leadership and departments supports sustainable, scalable growth.

In both cases, these lessons underscore the necessity of consistent alignment, open communication, and the use of strategic tools to ensure that tribal projects and departments are well-positioned to meet their long-term goals effectively.

## Conclusion

The strategic projects with the Burns Paiute Tribe (BPT) and the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) underscored the critical importance of alignment, communication, and collaboration in achieving long-term success. Both tribes faced challenges—whether in leadership continuity, internal team dynamics, or resource sharing—that hindered their ability to fully execute their strategic goals. By

focusing on structured engagement through weekly meetings, retreats, and one-on-one coaching, we were able to foster stronger cohesion, clarify strategic objectives, and build more resilient frameworks for ongoing project success.

For BPT, the development of a Strategic Project Team Framework and reporting tool enabled leadership and departments to work together more effectively, ensuring consistent progress toward shared goals. CTUIR's Workforce Development Department benefited from improved team cohesion and alignment with broader tribal strategies through reflective discussions and collaborative planning during their retreat. Both projects demonstrated that fostering a culture of collaboration, clear communication, and using strategic tools for tracking outcomes are essential for driving meaningful and sustainable growth.

Ultimately, these projects provided key lessons about the value of leadership alignment, team cohesion, and resource optimization in tribal governance. By continuing to prioritize these elements, both BPT and CTUIR are now better equipped to manage their initiatives and drive long-term development that is aligned with their strategic visions. The outcomes of these efforts have positioned each tribe for greater success in the future, with enhanced readiness to address emerging challenges and seize new opportunities.