

**CONFEDERATED TRIBES OF COOS, LOWER UMPQUA, AND SIUSLAW INDIANS**



<b>Project Title:</b>	Tribal Construction Company Start-up Project
<b>Award Amount:</b>	\$198,526
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	Sept. 2008 – Sept. 2010
<b>Grantee Type:</b>	Tribe

**PROJECT SNAPSHOT**

- 15 jobs created
- 1 business created
- 8 elders involved
- 12 youth involved
- \$1,684,797 in revenue generated
- \$103,096 in resources leveraged
- 10 individuals trained
- 10 partnerships formed

**BACKGROUND**

The Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians (CTCLUSI) are the original inhabitants of the central and south-central coast of Oregon. The Tribes have 907 members, about half of whom live in the CTCLUSI’s five-county service area. Enrolled members include 643 Coos, 176 Lower Umpqua, and 88 Siuslaw Indians.

In the early 1850s, the CTCLUSI presided over a reservation of 1.6 million acres. Over the next 100 years, however, dishonored treaties, forced relocation, imprisonment, and termination resulted in the CTCLUSI having no federal recognition and virtually no land. In 1984, when the CTCLUSI’s

federal recognition was restored, their land holdings had been reduced to a mere 6.5 acres, on the site where the Tribal Hall was located. Between 1984 and 2005, the Tribes increased these holdings to 130 acres. In 2005, the U.S. government deeded the CTCLUSI the 43-acre former Coos Head Naval Facility, on which the CTCLUSI scheduled \$6 million in improvements to occur by 2012. To develop this land, rehabilitate the tribal land base, and diversify the economic base, tribal planners, including board members from the tribe’s business entity, the Blue Earth Federal Corporation (BEFC), decided to create a tribally-owned construction company, drafting a business plan in 2008.

**PURPOSE AND OBJECTIVES**

The purpose of this project was to develop the organizational capacity to operate a sustainable construction company. The first objective was to obtain the staffing, start-up equipment, and access to expertise necessary to initiate bidding on tribal projects. First, project planners recruited and hired a construction manager and clerical assistant and set up office space with phones, computers, and software. The new team then received training in job tracking,

bidding, and bookkeeping software. Next, the CTCLUSI Tribal Council provided a \$625,000 line of credit from the tribe's endowment fund, giving the new company the potential to act quickly should bidding opportunities arise.

As work progressed on objective one, the BEFC team worked concurrently on the second project objective, to acquire the licenses, certifications, and endorsements needed to run a viable construction company. After learning which licenses were needed to operate a tribal construction company from the Construction Contractors Board (CCB) of Oregon, the construction manager completed the application process and necessary CCB training to become a licensed general contractor for commercial and residential buildings, making it legal to begin bidding and working on projects in Oregon. Following this, he applied for and received a federal Central Contractor Registration (CCR) number and began working on the application process for Small Business Administration (SBA) 8(a) status, which is reserved for businesses owned by people from socially or economically disadvantaged groups. SBA 8(a) status enables businesses to access billions of dollars in federal contracts set aside for 8(a) firms and automatically qualifies them for Small Disadvantaged Business (SDB) certification. This authorizes a 10 percent price evaluation adjustment on federal contracts and HUB zone certification, permitting preferential access to federal procurement opportunities in historically underutilized business zones. Though this arduous certification process was not complete by the end of the project period, significant progress was made, and the project team was optimistic about receiving 8(a) status in early 2011.

Within six months of startup, the BEFC's new team had organized the company.

Next, the business manager reviewed bid criteria for all pending tribal projects, hired an eight-person crew, and began providing apprentice training for seven members of the crew. The company soon was awarded contracts for a waterline upgrade at Coos Head and the construction of three CTCLUSI Housing Project units.

#### **OUTCOMES AND COMMUNITY IMPACT**

Over the remainder of the project period, as the project manager continued working on 8(a) certification, the BEFC won nearly \$1.7 million in contracts from the tribe, the City of Coos Bay, and various private parties. Contracts included building and maintaining tribal housing units, renovating offices at a Coos Bay television station, renovating the tribal museum, repaving the parking lot of the tribal offices, upgrading the Coos Bay Boat Building Center and Community Center, demolishing dilapidated buildings and establishing a sewer line at Coos Head, and performing weatherization on elders' homes. These contracts, most of which are ongoing in 2011, have provided family wage jobs for the eight-person crew, two office staff members, the construction manager, and part-time work for four more crew members. Despite current economic conditions, the company, through this project, brought new jobs to the tribe. The BEFC spent over \$300,000 in the community, supporting and maintaining work for a local electrician and his apprentice and for many seasonal workers in the community.

Dick Clarkson, the BEFC manager, affirmed, "Once our company receives 8(a) status, we will be well-placed to win prime federal contracts. This, combined with our company's growing ability to outperform the competition, will provide tribal members with improved access to family wage jobs, higher household incomes, and greater opportunities for advancement."

**CONFEDERATED TRIBES OF THE UMATILLA INDIAN RESERVATION**



<b>Project Title:</b>	Coyote Business Park Master Development Plan
<b>Award Amount:</b>	\$305,911
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	Sept. 2007 – March. 2010
<b>Grantee Type:</b>	Tribe

**PROJECT SNAPSHOT**

- 32 jobs created
- 2 Native American consultants hired
- 20 elders involved
- \$8,000 in resources leveraged
- 2 individuals trained
- 15 partnerships formed
- 3 governance codes/ordinances developed
- 3 governance codes/ordinances implemented

**BACKGROUND**

Located in eastern Oregon, the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) are a union of the Cayuse, Umatilla and Walla Walla tribes. Of CTUIR’s 2,600 enrolled members, roughly 55 percent reside on or near the 172,000-acre reservation.

In 1994, the tribe opened the Wildhorse Casino and Resort, which lowered the tribal unemployment rate from 37 percent to the current rate of 17 percent. To diversify the tribal economy and continue job creation efforts, the tribe began development of the Coyote Business Park in 1998. The business

park consists of 37 acres zoned for commercial retail and 140 acres zoned for light industry, as well as completed utility service systems. The tribe secured an anchor tenant in 2006; however, the lack of additional tenant prospects led the Confederated Tribes to seek this project.

**PURPOSE AND OBJECTIVES**

The project’s purpose was to strengthen the tribe’s private sector by increasing the number of individual tribally-owned, tribal government owned, and select non-tribally owned businesses operating at Coyote Business Park.

The project’s first objective was to update applicable tribal laws to create a positive business environment at the business park. To complete the objective, project staff collaborated with the tribe’s legal department to update three tribal codes: the Land Development Code, the Tribal Employment Rights Office Tax Code, and the Tax Code. Staff presented the codes to the CTUIR Tribal Council, which approved all three codes.

The project’s second objective was to develop a plan, conceptual design drawings, and cost estimates for a small business incubator for tribally-owned businesses at

Coyote Business Park. During the project's start-up phase, staff conducted a needs assessment of tribal small businesses and discovered that a business incubator was not yet a feasible option. Additionally, there was no physical space available for the business incubator as the buildings were not yet constructed, and tribal members lacked the capital to do so. Staff completed the planned incubator design drawings and cost estimates, and will implement the plans when they become more feasible in the future. In collaboration with small tribally-owned businesses, staff also completed a Master Plan for the Reservation Small Business Economy, which the tribe's Board of Trustees approved and adopted.

The project's third objective was to complete three feasibility studies for potential new tribal enterprises at Coyote Business Park. Staff conducted research into developing a wide array of enterprises, including a market rate housing development, movie theater, daycare center, bowling alley, retail center, fuel distribution enterprise, and a grain elevator. Based on the research, staff proceeded with feasibility studies for the daycare center and fuel distribution enterprise.

The project's fourth objective was to develop at least one detailed business plan for a new tribal enterprise at Coyote Business Park. Staff completed business plans for the two feasibility studies they developed. The fuel distribution enterprise plan will build upon a current partnership between the tribe and the existing Arrowhead Plaza Fuel Stop across the street from the Coyote Business Park. The daycare expansion plan will increase the tribe's current daycare center which has outgrown its current capacity of 100 children. While staff was able to complete these two business plans, neither potential

enterprise would be located at the Coyote Business Park.

The project's fifth objective was to develop and implement a Coyote Business Park marketing strategy. Staff completed a marketing plan and brochure. From their subsequent outreach efforts, the tribe signed a letter of intent with Hansford Science & Engineering, which plans to construct a biodome structure to conduct research on wind power, biomass production, and various other environmental endeavors. In addition, responding to the potential of economic activity at the Coyote Business Park, the McDonald's company built a restaurant across from the business park within the project timeframe, which currently employs 12 tribal and 48 nontribal employees. The tribe receives 7.5 percent of all restaurant sales.

#### **OUTCOMES AND COMMUNITY IMPACT**

For CTUIR, the establishment of the McDonald's restaurant and the completion of two feasibility studies and business plans are seen as major steps towards an expanded tribal economy and a sign of progress that tribal efforts have resulted in unemployment reduction. These achievements, in addition to the completed small business incubator plan, establish CTUIR as an economic growth engine for the area. In addition, marketing the business park to potential clients and tenants has become easier because of the project activities of updating and revising tribal codes. Furthermore, the State of Oregon has certified Coyote Business Park as a Certified Industrial Site, the first and only such tribal site in Oregon, which will further bolster marketing efforts. To further sustain the project's momentum, CTUIR will retain and finance the marketing director position created by this project.

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## NATIVE WELLNESS INSTITUTE



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<b>Project Title:</b>	A.N.T.- All Native Training
<b>Award Amount:</b>	\$877,606
<b>Type of Grant:</b>	Social and Economic Development Strategies
<b>Project Period:</b>	Sept. 2008 – Sept. 2010
<b>Grantee Type:</b>	Native Nonprofit

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### PROJECT SNAPSHOT

- 3 jobs created
- 9 Native American consultants hired
- 5 elders involved
- 7 youth involved
- \$121,950 in resources leveraged
- 5 individuals trained
- 16 partnerships formed

### BACKGROUND

Many tribal communities confront discouraging social conditions that limit the ability of Native American adults and youth to initiate or maintain productive improvements in their behaviors and lifestyles. The Native Wellness Institute is a native nonprofit organization with a mission to foster the well-being of Native American people through programs and training embracing the teachings of their native ancestors.

The Native Wellness Institute successfully has provided customized training, technical assistance, and conference facilitation for tribes and tribal/intertribal organizations throughout the United States, in areas including health promotion and wellness, adult and youth leadership, healthy

parenting, cross-cultural communication, and conflict resolution.

### PURPOSE AND OBJECTIVES

The Native Wellness Institute and tribal leaders from the Pacific Northwest cooperatively launched this project with the purpose of establishing culturally-relevant and wellness-focused training and skill building curricula. Focus areas of the curricula included: adult leadership, youth leadership, staff development, and improved life skills. The ultimate goal was to allow both adult and youth participants to initiate and maintain improvements in their behaviors, habits, and lifestyles leading to improved personal, familial, community, and workplace outcomes.

The project's first objective was to develop culturally-relevant curricula enhancing native adult and youth leadership skills, while facilitating the development of life skills, and promoting staff development for participating tribes. Project staff communicated with tribal leaders throughout the northwest to discuss the needs of their communities and utilized already-scheduled Native Wellness Institute events to garner suggestions and determine content for the development of the curricula. To ensure a comprehensive and useful curriculum,

project staff brought together a curriculum review team (CRT) of 24 individuals from several tribes and tribal organizations across the Pacific Northwest. The CRT reviewed each draft curriculum after it was drafted by the project staff. At the conclusion of the first year, project staff finalized the draft curricula.

Objective two was to test and use the newly developed curricula in at least five tribal communities. Due to budget restraints, the tribes that participated in the field-testing were mainly on the west coast, limiting the diversity of the audience; however, the participants of the field tests reacted favorably to each of the curricula.

Following the trainings, staff coordinated and held meetings with participants of the training and the CRT to elicit feedback on the curricula. Following the implementation of suggestions, a professional consultant firm evaluated the curricula in order to finalize for printing.

#### **OUTCOMES AND COMMUNITY IMPACT**

The Native Wellness Institute developed and produced four complete curricula including “Wellness in the Workplace,” “Native Life Empowerment,” “Native Youth Leadership,” and “Native Adult Leadership.” Project staff stated that these four curricula address the skills necessary to overcome some of the challenges that Native Americans face today.

The Native Wellness Institute laid the groundwork for implementing the curricula across the country by developing partnerships with 19 Tribes or other tribal groups that are ideal candidates for utilizing the curricula. With sustained effort, the staff at the Native Wellness Institute expressed that successful implementation of the curricula and improving the livelihood of

tribal people across the country is very likely.

*“These curricula will stand the test of time and will continue to lead the next generations.”*

Jillene Joseph, Executive Director

**CONFEDERATED TRIBE OF SILETZ INDIANS**




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<b>Project Title:</b>	Siletz Tribal Language Project
<b>Award Amount:</b>	\$305,174
<b>Type of Grant:</b>	Language
<b>Project Period:</b>	Sept. 2008 - Sept. 2010
<b>Grantee Type:</b>	Tribe

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**PROJECT SNAPSHOT**

- 3 jobs created
- 2 Native American consultants hired
- 12 elders involved
- 281 youth involved
- \$128,473 in resources leveraged
- 1 individual trained
- 12 partnerships formed
- 1 language survey developed
- 28 language surveys completed
- 8 language teachers trained
- 7 native language classes held
- 281 youth increased their ability to speak a native language
- 14 adults increased their ability to speak a native language

**BACKGROUND**

The Confederated Tribe of Siletz Indians is a federally recognized tribe located in Oregon. Since 1970, the tribe has lost an estimated 90 percent of its language speakers, with currently only seven speakers remaining in the Siletz community. The

tribe has offered community language classes since the inception of the Siletz language program in 2003. Since the tribe does not have a language curriculum, it has had difficulty providing classes to school-age children.

**PURPOSE AND OBJECTIVES**

The purpose of the project was to build the tribe’s capacity to provide language instruction, by developing and testing curriculum modules, teachers’ guides and teaching materials, and electronic tools for instruction. The project focused on developing curricula for school-age children, increasing the language learning audience, and sharing the Siletz culture and language with the tribe’s youngest members.

The two-year project included three objectives. The first objective was to develop a curriculum package for students from Head Start to fifth grade that included 48 separate lessons. The curriculum developer and Siletz Tribal language director, along with an advisory group comprised of tribal elders, worked together to develop an easy-to-use curriculum that could be integrated across subject areas and would meet state curriculum standards. To

complete this objective, project staff assessed teachers' prior knowledge of Siletz culture and language, researched Siletz language acquisition, developed classroom activities for each grade level that included teacher instructions on how to implement the activity, and composed songs and stories in the Siletz language to reinforce classroom instructional activities. Elders and teachers reviewed all curriculum units. Following the review, project staff adjusted the curricula accordingly and finalized 190 lessons, greatly exceeding the originally planned 48 lessons.

Objective two was to develop instructor guides and teaching materials, including media files. Utilizing resources gathered during the curriculum development phase, project staff produced instructional materials for teachers, including audio and video files to be used as resource tools both in the newly developed curriculum and on an interactive website supporting language learning at home. Despite challenges with the network server, the project team was able to develop the website and produce 116 media support files for use in the curriculum. The website will house all components of the Siletz Tribal Language Project, allowing the curriculum to be completely portable and accessible to tribal members across the world.

The third objective was to test the curriculum with teachers. To accomplish this, project staff observed and tested teachers in the proper utilization of the materials. They also conducted student assessments as a means to test the efficacy of the curriculum.

#### **OUTCOMES AND COMMUNITY IMPACT**

Siletz Tribal Language Project staff produced a comprehensive curriculum with 190 lessons developed for students in Head

Start through fifth grade, as well as a website that enables students and community members to learn from home. Utilizing the curriculum and other tools created during the project period, the team was able to share the language and culture of the Siletz people with 281 children in the community. According to staff, the project has contributed to a notable increase in the cultural pride of participating students, and teachers at the tribal school have expressed a sense of rejuvenation. The children often took these lessons home, helping to instill a greater sense of pride and cultural awareness in their families. Awareness of the language program and interest in learning the language also has increased among community members, as evidenced by a 10 percent increase in community language class attendance.

*"We have taken the first step in sharing the language with our children, whom will in turn share the language with their children."*

Cova St. Onge, Language Coordinator