

CHEHALIS TRIBAL GOVERNMENT SEMINAR

planning and management

slide narrative--approximately 25 minutes

INTRODUCTION



... the focus of this seminar is
TRIBAL GOVERNMENT--Planning and
Management... (pause)

A group of beavers will guide
us as we chew on the processes
involved in tribal government
planning and management...

Why a BEAVER?

If you think about it, beavers
instinctively know how to fulfill
the needs of their colony. They
really work hard at it all the time.

Planning...managing resources...

and building a strong, healthy
tribal government means HARD WORK...

So grab your notebook and pencils and
let's get on with it.



To truly appreciate the task at hand,
we should explore the foundations and
history of the Chehalis tribe...Who are
the Chehalis people?

music

slide #1--title

slide #2--Who are the
Chehalis people?



chehalis 2-2-2-2

Before the white man came, there were actually many tribal bands who shared a common tongue--SALISHAN. For hundreds of years, the Chehalis peoples flourished as fishermen, hunters and traders with other Indians. However, economic and social chaos followed in the wake of involvement with the white man's ways. The Chehalis people were few in number and no match for the white man's aggressive, resource-consuming invasion of their native forests, lands and streams...

Attempting to trade with the settlers, the Chehalis prospered for a while...BUT soon the people lost their wealth, and almost lost their existence...as new diseases and economic depression ravaged their land... During U.S. treaty negotiations in 1855, an attempt was made to create a confederation of six tribes along the Chehalis River in the Washington Territory. Before and after this point in history, many smaller bands of Coastal Indians were absorbed through marriage and inter-tribal trade.

chehalis 3-3-3-3

In spite of all they lost in their relations with the white man, the Chehalis people quietly maintained their own spiritual traditions...

About 1880, prayers to the GREAT SPIRIT--Tamanhous--were mixed with Roman Catholic ritual and theology. A unique Indian religion came about....the Shaker Faith. It is still practiced by many people to this day. Other religious faiths are also practiced on the reservations today... (pause)

The rapid changes brought on by technological advances in ALL areas of human endeavor are NOW directly influencing tribal customs and lifestyles. Electricity, gasoline, computers, nuclear energy, big business and government are bombarding traditional ways and forcing the tribe to work in NEW DIRECTIONS.... (pause)

A

A quick glance at historical relations with the United States government reveals that the Chehalis tribal chiefs refused

slide #3--historical

chehalis 4-4-4-4

to sign the Chehalis River Treaty in 1855 because it meant moving all their people to another place.... the Quinault tribe was the only one to sign a treatyprimarily because the new reservation was to be in their own region. To many tribes who disagreed with Governor Stevens, NO OTHER TREATY WAS EVER OFFERED.

Fortunately, in 1864 a U.S. Executive Order officially established a four-thousand acre reservation for the Chehalis people... Nearly 50 years passed with the U.S. government virtually ignoring the Chehalis tribe... but shortly after the turn of the century there was an abrupt change in federal policy.... Responding to pressures from Congress and people interested in acquiring Indian lands and consuming Indian resources, the President of the United States signed other Executive Orders which ultimately reduced the original reservation land base....



The low point in this line graph shows a dramatic drop in tribal economic and social conditions. A devastation and depression of Chehalis life pervaded

slide #4--economic and social history

chehalis 5-5-5-5

almost 100 years of tribal history. The tribe's attitude kept it at a low level because most affairs were managed for them by the federal government. Shifting federal policies towards Indians stifled prospects for tribal government to manage its own affairs. However, in the Sixties, new policies aimed at helping Indians brought renewed interest in the tribal community and tribal self-government.

Chehalis people began returning to the reservation as hopes were raised by improving reservation conditions and prospects of employment.

Monies and technical assistance have restored the tribal involvement in meeting the needs of the Chehalis people. Health programs...educational assistance... and economic development are rapidly improving.....BUT new problems have emerged. Problems of communication within the reservation itself; New demands on tribal leaders by external forces.... such as federal agencies, state government and local changes of attitude towards Indian people....

chehalis 6-6-6-6

PLANNING AND MANAGEMENT are now vital
to the tribe's FUTURE....

slide #4--A
FUTURE

(A)

There is no crystal ball which will
tell us exactly what it will be like
in the future, but we must try to
provide for changes which will
certainly come. The behavior of
leaders will leave its mark on the lives
of generations yet unborn.....sound
planning will help the Chehalis
people NOW and in times to come.....
The purpose and goals of the Chehalis
have been codified in an agreement
between ALL the people called

~~THE CONSTITUTION.....~~

(D)

Authority to act on behalf of
tribal members is derived from
this Constitution and By-Laws...
The present form of government was
established through the Constitution.
The document clarifies the relationship
between Chehalis peoples, their tribal
government and the government of the
United States....and it establishes
the purpose of the Chehalis tribal

slide #5--constitution

(insert preamble and
Article One...relate to
Business Committee, etc.)

chehalis 7-7-7-7

community: to preserve and the
interests of the Chehalis people.

The Confederated Tribes of the
Chehalis Constitution states in the
Preamble:

"We, the Indians of the Chehalis
Reservation,...in order to continue the
formal community organization...do hereby
establish this...constitution and by-laws
to handle our reservation affairs and
improve the economic condition of ourselves
and our posterity."

And in Article One, it says:

"Our purpose shall be to promote and
protect the interests of the Chehalis Indians
and to maintain cooperative relations with
the Bureau of Indian Affairs and other
federal agencies, and to cooperate with
state and local governments."

Embodied in the Preamble and Article I of
the Chehalis Constitution are the reasons
for tribal government, and purpose and
goals of tribal planning and management.

Nowhere is it more clearly stated what the
Chehalis people want.

MANAGEMENT SEQUENCE



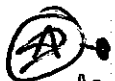
COMMUNICATION with all parties involved is basic to an effective management system. The staff of one program or area cannot afford to ignore those working in other areas. All staff and all programs must work together toward the fulfillment of the constitutional purpose and goals. Everyone loses if they go their separate ways and fail to communicate. The

slide #6--A



~~lives and property of all Chehalis people are at stake.~~ When the lines of communication are open..... people begin to share their concerns and ideas and skills...the entire tribal system benefits. Individual programs benefit. Even informal interaction can yield good results for tribal management which might otherwise have been overlooked. There is no substitute for face-to-face communication in an organization when tribal survival is at stake.

slide #6--B



As managers face more and more complex and significant decisions, the need to communicate with others is more critical. Positive and

slide #6--C

chehalis 9-9-9-9

constructive ideas and support must be sought out by tribal leaders.

By closely examining what others have to say, management can find more effective solutions to meet the needs of those they serve. With an open policy of administration, the tribe can avoid the pitfalls of "acting without FULL UNDERSTANDING." All tribal members will gain.



It is often difficult for those outside of tribal government to relate to the organizational structure. Individuals seeking services must traverse a maze of tribal programs, many of which they may not be familiar with. It is up to the staff and the tribal Business Committee to inform people about what the tribal government does and how it serves the community...

slide #7--A Tribal orig.



Directors of programs, such as those depicted in this slide, need to recognize that they are all part of a team. As insiders, all of the staff and personnel share in the overall tribal organization. Sloppiness or mis-management in one program

slide #7--B programs

chehalis 10-10-10-10

will spill over into others. Without communication, the whole tribal management effort is undermined....

Mechanisms of on-going interaction should be established between such areas as:

Community Development

Education

Health and Social Services

Tribal Enterprises

Reservation Enhancement

Tribal Administration

Day Care

Head Start

and so forth.....

To the extent that managers relate to one another in positive and constructive ways, the Chehalis people seeking services can readily satisfy their needs...(pause)



Meanwhile, the headaches of management persist. Good intentions cannot be realized without responding to many factors, including...

TIME, COST, TRIBAL LAW and
POTENTIAL BENEFIT.

Working through these complex, but never-the-less vital elements requires managers to THINK...DISCUSS and...
PLAN appropriate courses of action.

slide #8--elements of mangt.

Chehalis 11-11-11-11

All related factors must be considered as the tribal government attempts to meet the very real needs of the Chehalis Indian community.



To make management work for the people, PLANNING is essential.

PLANNING is problem-solving.

When management addresses itself to

a specific problem, a PROCESS OF

REFINEMENT must be undertaken

before anything can be done. This

is known as PLANNING. In its simplest

form, one thinks about alternative

courses of action without regard to

consequences or desired result.

Initially, planners have only a vague

notion of what needs to be done. Unsuitable

plans are immediately discarded. Attempts

are made to determine if plans will work

or not...courses of action which are deemed

suitable must be weighed against factors

which might influence the plan. At this

stage, DATA must be assembled from

all types of sources...

As we sharpen and clarify possible solutions

slide #9--determining

chehalis 12-12-12-12

to problems, options are automatically narrowed down and actions can be further rejected as not feasible.

Once options are accepted which might actually work...it must be determined if the predicted result is what is wanted....

Again, it is essential to THINK....ANALYZE... and ACCEPT or REJECT alternatives.

Finally, the best of several solutions are tested to determine the PREFERRED management decisions.



Let's take a closer look at how this refinement process works.

slide #10--process

As an example, we might consider the potential of tribal involvement with FISHERIES MANAGEMENT. There are many ways the tribe might involve itself with such an endeavor:

Six feasible alternatives might be---

1. Request an outside agency--federal or state--to operate a fish hatchery on the Chehalis Reservation.
2. Build a fish-canning plant on the reservation.

chehalis 13-13-13-13

3. Let nature take care of the fish.
4. Build a fish hatchery which can be managed by tribal members.
5. Build a fish hatchery and hire non-Indians to operate it.
6. Purchase small fish from other hatcheries and plant them in Chehalis tributaries.

If we consider OPTION number four...as represented on the scale in this chart... for instance...build and manage by tribal members... Many questions arise and the possible direction must be weighed carefully.

Does the tribe have sufficient funding to build its own fish hatchery? Are there sufficient skilled workers for such an operation among the tribal members? What are the legal problems of operating a fish hatchery in this state?

How will such a plan benefit the tribe?

Will it be possible to maintain the hatchery in years to come?

How does one get started in such a business?

Is there any direct profit for the tribe?

How many people will be employed?

And so forth.....

chehalis 14-14-14-14

Such questions must be included as we
EVALUATE and JUDGE each possible course
of action.

Planning can solve problems without
creating new ones....if planning is
approached as a valid first step
in MANAGEMENT.

slide #11--final decision



PLANNING AND MANAGEMENT are inseparable
components in the modern tribal
organization. Leaders review issues
of concern to the tribe everyday...(pause)
Everyone in the tribal government
should be involved in analyzing targets
and ways to hit them....

Findings are shared with those who
must determine POLICY--the Business
Committee...the General Council, the
Business Committee and tribal community
must interact around the decision table....
reach an agreement...and select the action
which will BEST accomplish what the
tribe needs and wants.

CONCLUSION



The tribe is a constantly changing
organism. Individuals must learn to

adapt and change with the tribal government. The tribe exists to serve and protect the lifestyle of its people... even though the organization shifts to meet new problems and needs, the overall guiding purpose is no different today than

it was before the white man came. Basic human needs do not change... but the ways of meeting those needs do change...(pause) Survival in the modern world is the task of tribal government today.... the boundaries of the Chehalis reservation are relatively small, but the pressures of the outside world are steadily increasing.

A strong tribal government can truly protect and serve the Chehalis people.

Confidence in tribal leadership is essential in these changing times.

Such confidence is derived from HARD WORK...

OPENESS in dealing with others...and responsible

DECISION-MAKING...based on principles of good

PLANNING and sound MANAGEMENT.

Building Construction

MUSIC

① 1-2-3

slide #12--credits

① 1-2

slide #13--END

