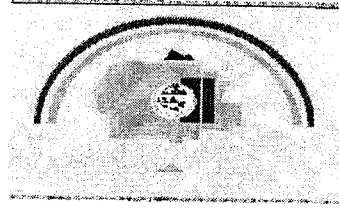
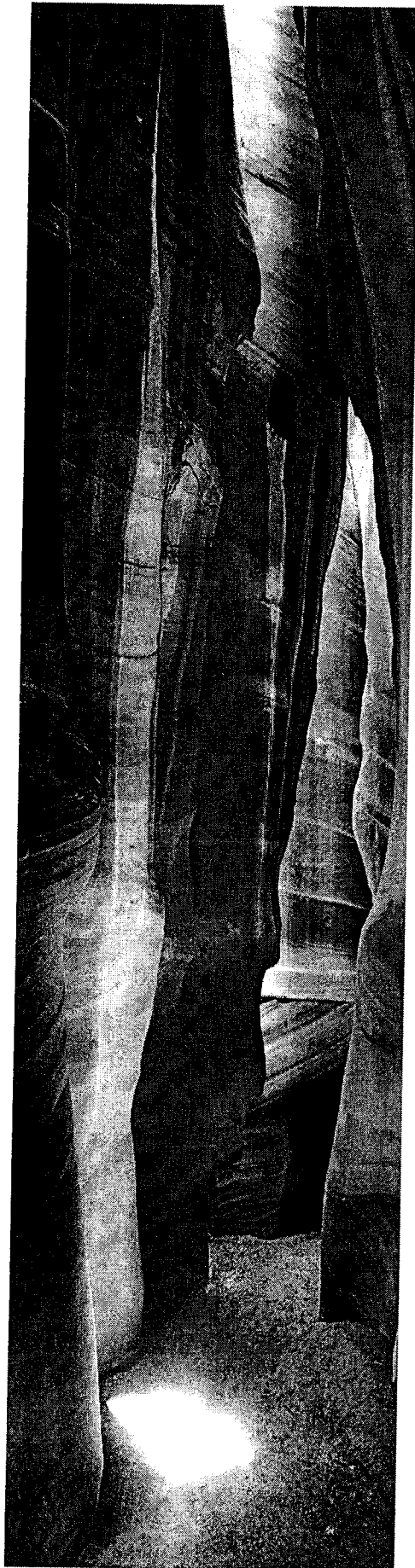


Navajo Nation

INTERGOVERNMENTAL AFFAIRS

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Nation Building II
Harvard University
Spring 2004



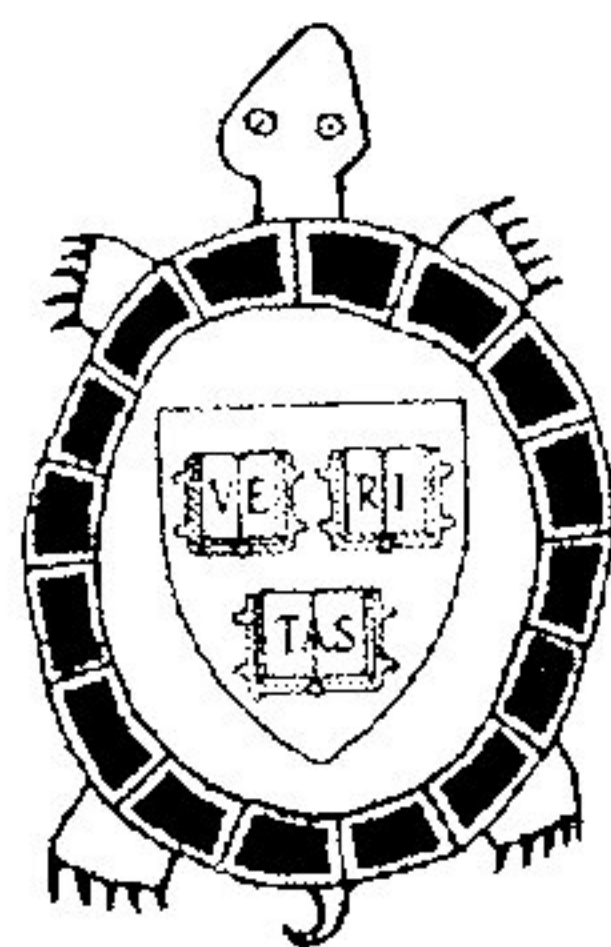
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Spring 2004

INTERGOVERNMENTAL AFFAIRS



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Summary

SUMMARY

There is a current need for the Navajo Nation to coordinate intergovernmental affairs across all levels of government. The Navajo Nation has an established presence in Washington, D.C., but would also like to increase their presence and improve their ability to communicate with other governments at the state level, the local level, and the tribal level. It is also critical that the Navajo Nation has the ability to coordinate these efforts internally on an intra-tribal basis. In fact this may be the most critical area of need for the large and complex government that exists today within the Navajo Nation.

We recommend the following options through guiding principles of a solid government relations program that addresses the current need for intergovernmental coordination. The recommended information that we have provided, through research, analysis, and feedback from the Office of the President, attempts to match current best practices in Indian Country with the needs of the Navajo Nation. The recommendations made within this report are:

- **Create an Intergovernmental Affairs Department**
- **Identify and Analyze Current Government-to-Government Relationships**
- **Implement a Five Part Government-to-Government Strategy**
- **Institute an Educational Outreach Campaign**
- **Identify Key Roles for Intergovernmental Affairs**

We know that this is a daunting task, but we look forward to the challenge of being able to provide valuable information for the government of the Navajo Nation and their constituents. Through an increase in positive intergovernmental relationships across all levels of government we are confident that these recommendations are a necessary step toward continued good governance as well as another building block in keeping and exercising the strength and vision that the Navajo Nation has proudly asserted since time immemorial.

Intergovernmental Affairs Department

Specifics

Enhancing Government-to-Government Relationships

A Key Resource

Communication

Political Activities

Political Strategy

INTERGOVERNMENTAL AFFAIRS DEPARTMENT

*Specifics • Enhancing Government-to-Government Relationships • A Key Resource
Communication • Political Activities • Political Strategy*

Specifics

The Intergovernmental Affairs Department (IA) should provide these specific services.¹

- Analysis of state and federal legislative bills for possible impact to the Tribe
- Coordinate the development of responses, proposals and recommendations
- Represent the Tribe to the media and within the state and federal legislative processes
- Provide lobbying activities
- Establish and maintain contacts with legislative leaders and their staff, other tribes, consultants and others to provide education and awareness of specific tribal issues and concerns
- Work to establish and maintain government-to-government relations with other tribal, local, state and federal governments and their departments and agencies
- Report regularly to the Tribes legislative branch, executive branch, department managers and general membership
- Develop strategy for issues management through recommendations and planning
- Coordinate with public relations experts within and outside of the Tribe
- Attend a wide variety of meetings and functions as a representative of the Tribe

Enhancing Government-to-Government Relationships

The creation of an IA Department will allow the Navajo Nation to concentrate specifically on enhancing positive government-to-government relationships across all levels of government. The IA Department will also help to provide a better flow of information and coordination internally within the Navajo Nation. The IA Department will work to enhance the government-to-government relationship through a five-part strategy in building relationships.²

A Key Resource

The IA Department will not just focus on delivering messages and themes to elected officials and stakeholders or merely on political matters. The IA Department will also provide a valuable service in assisting with policy matters and issues management with Navajo leadership and various Tribal agencies. It is important that the IA Department be viewed not as a restrictive department monitoring and implementing strategic decision-making on its own, but instead as a resource for the expertise of leadership and

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departments to utilize in an effort to strengthen and solidify responses and policy implementation across the various levels of government.

Communication

By providing seamless communication throughout the organization, with outside governments, the media, and Tribal membership the Navajo Nation will improve its ability to manage issues both internally and externally. This dedicated effort will afford the Tribe the ability to look specifically at government relations, public affairs, and issues management in a coordinated manner to ensure a positive and consistent flow of information while enhancing relationship building.

Political Activities

In order to be able to provide a quality effort in building bridges and relationships with outside and inside governmental actors, it is imperative that the Navajo Nation increase its physical presence across all levels of government. This is a very difficult task given the size of the reservation and the large number of governments and governmental agencies that the Tribe associates with. Having a concentrated effort through a central IA Department will help in the ability to provide a full range of government-to-government and political activities to continue to enhance and effectively build strong relationships.

Political Strategy

The IA Department will be able to provide insight and information for the Navajo Nation through development of specific political strategies. These recommendations and insights to the Navajo legislative leadership, the Navajo executive office, Navajo departmental managers, Navajo chapters, and Navajo membership, will help in organizing and developing consistent messages, themes, and strategies, ultimately laying a foundation for a strong and positive co-existence in today's political society.

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Government-to-Government Strategy

Identification / Analysis Inventory

Intra-Tribal Issues

Enhancing Government-to-Government Relationships

A Five-Part Strategy

GOVERNMENT-TO-GOVERNMENT STRATEGY

Identification / Analysis Inventory • Intra-Tribal Issues Five-Part Strategy

Identification / Analysis Inventory of Governments

It will be necessary for the IA Department to begin to establish a roadmap for implementing strategies for enhancing government-to-government relationships. The first step in this process will be identifying the governments in which to target through an extensive inventory process. Once governments have been identified the next step is analysis of past and present relationships with these governments, potential hot button issues, and where the need for an increase in presence will be. This inventory will serve as a guide for the IA Department to focus its five-part strategy for enhancing government-to-government relationships. The IA Department should focus their inventory across all levels of government:

- **Federal** ⇒ Congressional delegations, agencies, interest groups and potential stakeholders
- **State** ⇒ State legislatures, key staff, agencies, interest groups, and commissions
- **Local** ⇒ Municipal governments, county governments, city officials, resource interests, councils of governments, opinion leaders
- **Tribal** ⇒ tribal interests across the country, tribes in state and nearby, federal courts, tribal courts, tribal opinion leaders
- **Intra-Tribal** ⇒ executive branch, legislative branch, chapters, the judicial branch Tribal departments, Tribal membership

Intra-Tribal Issues

It is critical that tribal governments have the ability to address issues of coordination and communication within their organization. This will be a considerable challenge within the immense and complex political structure of the Navajo Nation. It is recommended that the same inventory process be performed by the IA Department within the Navajo Nation and across the various levels of internal government. The focus should be on identifying the positive and negative aspects between all branches within the Navajo Nation, and then implementing standard protocols that will benefit the entire organization through increased communication, coordination, and understanding, much in the same way that the IA Department will work with outside governments through the five-part strategy of enhancing government-to-government relationship.

The focus of the IA Department should be within these general areas: Executive, Legislative, Judicial, Local Chapters, Departments, and Tribal Membership.

Enhancing Government-to-Government Relationships

Five-Part Strategy

Communication • Education • Cooperation • Contributions • Presence³

Communication

Communication is the most important element of the government-to-government process. Tribal communication with various levels of government provides opportunities for increased information flow, effective problem solving, and reciprocal education between governmental organizations.

Education

The need to educate not only other governments, but also the public at large is one of the largest tasks of tribal government. Until other governments and the public understand and respect the individual governmental rights and sovereignty retained by tribes within the United States, there will continue to be divisions among our governments and our citizens.

Cooperation

Building coalitions and interest within communities surrounding the reservation and outside governments and agencies as a whole can create an image of Indian Country that is far from notions of the past. Building partnerships with governments and their agencies, and utilizing the business communities and advertising markets, allows positive messages to flow, correcting negative perceptions of Native Americans and tribal governments.

Contributions

As tribes employ contribution strategies across all levels of government, they need to take great precautions in both dollar amounts and particular candidates. The effectiveness of well-planned contributions cannot be overstated. Opportunities from wisely spent dollars and timely help to political powers go a long way toward creating a positive role for the Tribe in the legislative process as well as the larger political scene. Another important element of contributions is that they are not always political in nature. There are several opportunities for Tribes to contribute in other ways than political contributions. Community contributions and efforts to be involved as members of the local area, the state, or the national level does nothing but enhance goodwill and positive perceptions of the Tribe.

Presence

Through both political and community contributions, as well as a real push toward positive public relations, the Navajo Nation can improve their identity in their home state, surrounding states, and throughout the country, in a way that mirrors the beliefs, values, and traditions of generosity and community. Among political leaders in the states, local communities, and the United States, this identity will foster an effective Tribal presence. Being present in a discussion, forum, or legislative setting makes a huge difference in the direction and tone of any meeting or situation.

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Educational Outreach Campaign

Government-to-Government Summit

Public Opinion Research

Town Hall Meetings

Educational Briefings

EDUCATIONAL OUTREACH CAMPAIGN

*Government-to-Government Summit • Public Opinion Research
Town Hall Meetings • Educational Briefings*

Government-to-Government Summit

A Government-to-Government Summit would be an integral part of a productive educational outreach program. It would provide an excellent opportunity for the Navajo Nation, their IA Department, and elected officials, agency department officials, and their counterparts with outside governments to come together. This large-scale event offers opportunities to begin to build face-to-face relationships by getting to know other professional and stakeholders in the government-to-government arena. It also provides an opportunity to talk about issues, and most importantly it affords an opportunity to begin to focus on reciprocal education. A working knowledge and understanding of outside governments and how they function, coupled with the ability to educate others as to the inner workings of the Navajo Nation Tribal government can go a long way in helping to build relationships and prevent potential conflicts in the future.

The large-scale Government-to-Government Summit is a day in which many things can be shared from the educational perspective. Critical to success is the ability and the opportunity for the Navajo Nation to highlight their strengths in culture, administration, beliefs, and values that affect everyday life both inside and outside of the work environment. We have provided on the following page a sample template of what a Government-to-Government Summit Agenda might look like. There is a great deal of emphasis on culture and education with large amounts of time dedicated to social aspects, which afford relationship building.

See next page.

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Navajo Nation
Government-to-Government Summit
Draft Agenda

8:00

Coffee Reception

9:00

Invocation / Welcome – President, Navajo Nation

9:15

Statements / Governor, Key Elected Officials

10:30

Keynote Address / U.S. Senator John McCain (invited)

11:00

Navajo Nation Intergovernmental Affairs Presentation / Break-Out Schedule

11:30

Lunch / Entertainment (Navajo Cultural Presentation during lunch)

1:00

Break-out Sessions

Economic Development, Public Safety, Natural Resources,
Cultural Resources, Education, Health & Wellness

3:00

Reconvene / Coffee & Dessert

3:30

Governmental Presentation / Panel (outside governments)

4:30

Closing Remarks

4:45

Reception

5:30

Dinner / Cultural Events

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Public Opinion Research

We strongly recommend the use of public opinion research to gather information that will provide for sound judgment for the IA Department to make solid recommendations to Tribal leadership. Public opinion research is such a valuable tool for gathering insight and knowledge through information. Information gained through public opinion research can be used to make informed decisions concerning thoughts and perception across a wide array of audiences. It also allows, through education and knowledge, the ability to take a preventative approach to engaging in potentially difficult issues. We recommend that the focus of public opinion research target two areas:

External Targets

- Elected Officials, Key Staff
- Government Entities
- Opinion Leaders, Stakeholders
- Surrounding Communities (non-tribal)

Internal Targets

- Elected Officials, Key Staff
- Tribal Membership
- Department Managers
- Chapter Opinion Leaders

See Appendix for an example survey.

Town Hall Meetings

As another key approach to education, we recommend several town hall meetings. Town hall meetings would target both the external community and more importantly the internal community. The purpose of these meetings would be to communicate with Tribal membership and the local community the goals and objectives of the Tribe, the IA Department, and the vision of future plans for the Tribe and the community as a whole.

Educational Briefings

Educational briefings offer wonderful opportunities for reciprocal education and relationship building between governments. Sharing of information is critical to building strong government-to-government relationships. It is also a preventative approach to lessen the possibility of contentious future issues. As governments become more and more aware of each other and how they operate, a relationship based on knowledge and mutual respect can do wonders for problem solving and a harmonious approach to

Key Roles

Key Roles

We recommend the following roles for an effective Intergovernmental Affairs Department.

- Intergovernmental Affairs Director
- Federal Government Coordinator *
- State Government Coordinator
- Local Government Coordinator
- Tribal Government Coordinator (includes Intra-Tribal)
- Communications Coordinator
- Administrative Assistant

See sample job descriptions in Appendix.

* We are aware of the strong presence that the Navajo Nation has employed in the Washington D.C. area. This is key to the organization in effective government relations on the federal level. However, it is also critical to be able to effectively communicate and coordinate key messages, policies, goals, and visions of the Navajo leadership, Tribal membership, and department directors to the representative firm in Washington D.C.

¹ Based on Intergovernmental Affairs Department Job Description, The Confederated Tribes of Grand Ronde, 1997.

² Enhancing Government-to-Government Relations, Best Practice, Honoring Nations, Harvard University, 2000.

³ Confederated Tribes of Grand Ronde, Intergovernmental Affairs Department, 1997

Appendix

Oregon's Senate Bill 770
Example Public Opinion Survey
Harvard University, Honoring Nations Article
Sample Job Descriptions

Senate Bill 770

Sponsored by Senators BROWN, CLARNO; Senators CASTILLO, CORCORAN, DECKERT, FERRIOLI, GORDLY, MESSERLE, METSGER, NELSON, SHIELDS, STARR, TROW, Representatives GARDNER, KNOPP, KRIEGER, MONNES ANDERSON, NOLAN, ROSENBAUM, G SMITH, VERGER, WESTLUND (at the request of Commission on Indian Services)

SUMMARY

The following summary is not prepared by the sponsors of the measure and is not a part of the body thereof subject to consideration by the Legislative Assembly. It is an editor's brief statement of the essential features of the measure **as introduced**.

Promotes government-to-government relations between state and American Indian tribes by requiring state agencies to develop and implement policies to include tribes in development and implementation of state programs that affect tribes.

A BILL FOR AN ACT

1
2 Relating to government-to-government relations between the State of Oregon and American Indian
3 tribes in Oregon.

4 **Be It Enacted by the People of the State of Oregon:**

5 **SECTION 1. As used in sections 1 to 4 of this 2001 Act:**

6 (1) "State agency" has the meaning given that term in ORS 358.635.

7 (2) "Tribe" means a federally recognized Indian tribe in Oregon.

8 **SECTION 2. (1) A state agency shall develop and implement a policy that:**

9 (a) Identifies individuals in the state agency who are responsible for developing and im-
10 plementing programs of the state agency that affect tribes.

11 (b) Establishes a process to identify the programs of the state agency that affect tribes.

12 (c) Promotes communication between the state agency and tribes.

13 (d) Promotes positive government-to-government relations between the state and tribes.

14 (e) Establishes a method for notifying employees of the state agency of the provisions
15 of sections 1 to 4 of this 2001 Act and the policy the state agency adopts under this section.

16 (2) In the process of identifying and developing the programs of the state agency that
17 affect tribes, a state agency shall include representatives designated by the tribes.

18 (3) A state agency shall make a reasonable effort to cooperate with tribes in the devel-
19 opment and implementation of programs of the state agency that affect tribes, including the
20 use of agreements authorized by ORS 190.110.

21 **SECTION 3. (1) At least once a year, the Oregon Department of Administrative Services,**
22 **in consultation with the Commission on Indian Services, shall provide training to state**
23 **agency managers and employees who have regular communication with tribes on the legal**
24 **status of tribes, the legal rights of members of tribes and issues of concern to tribes.**

25 (2) Once a year, the Governor shall convene a meeting at which representatives of state
26 agencies and tribes may work together to achieve mutual goals.

27 (3) No later than December 15 of every year, a state agency shall submit a report to the
28 Governor and to the Commission on Indian Services on the activities of the state agency
29 under sections 1 to 4 of this 2001 Act. The report shall include:

NOTE: Matter in **boldfaced** type in an amended section is new; matter [*italic and bracketed*] is existing law to be omitted. New sections are in **boldfaced** type.

1 (a) The policy the state agency adopted under section 2 of this 2001 Act.

2 (b) The names of the individuals in the state agency who are responsible for developing
3 and implementing programs of the state agency that affect tribes.

4 (c) The process the state agency established to identify the programs of the state agency
5 that affect tribes.

6 (d) The efforts of the state agency to promote communication between the state agency
7 and tribes and government-to-government relations between the state and tribes.

8 (e) A description of the training required by subsection (1) of this section.

9 (f) The method the state agency established for notifying employees of the state agency
10 of the provisions of sections 1 to 4 of this 2001 Act and the policy the state agency adopts
11 under section 2 of this 2001 Act.

12 SECTION 4. Nothing in sections 1 to 4 of this 2001 Act creates a right of action against
13 a state agency or a right of review of an action of a state agency.
14



**CROSSTABULATED DATA FROM A SURVEY OF 500
LIKELY NOVEMBER 2002 VOTERS ON TRIBAL ISSUES**

CONDUCTED FEBRUARY 28 - MARCH 3, 2002

ON BEHALF OF THE GRAND RONDE TRIBE

Conducted by:

**Grove•Quirk Insight
Portland, Oregon
March 2002**

CONFIDENTIAL

FREQUENCIES
OREGON STATEWIDE, n=500
March 4, 2002

Hello. My name is _____. I'm calling long distance from _____. We are conducting a public opinion survey and I would like to ask you some questions. We are not selling anything, and I won't ask you for a contribution or donation.

Could I please speak with the (male/female) 18 or older in your household who celebrated a birthday most recently?

male47
female 53

1. First, are you registered to vote at this address? **[IF NO, ASK FOR A FAMILY MEMBER WHO IS. IF NONE, TERMINATE AND MARK TQI ON SAMPLE SHEET]**

2. How likely would you say you are to vote in the November 2002, vote-by-mail election for Governor, Senate, Congress and other political offices and ballot measures -- are you almost certain to vote, will you probably vote, are the chances about 50-50, are you probably not going to vote, or are you definitely not going to vote?

almost certain..... 86
probably..... 14
50-50**[TERMINATE]**
probably not.....**[TERMINATE]**
definitely not.....**[TERMINATE]**
dk.....**[TERMINATE]**

I'm going to read you a list of people and organizations. After each, please tell me overall, do you have a very favorable, somewhat favorable, somewhat unfavorable, or very unfavorable impression of ____? **[READ NAME FROM LIST BELOW]** If you haven't heard of the person or organization,{6}, or if you don't know enough about that person to have an impression,{5}, just say so and we will move on. **[ROTATE]**

	Very fav	Smwt fav	Smwt unfav	Very unfav	No opin	Nvr Hrd
__3. Spirit Mountain Casino.....	22	31	8	12	20	8
__4. Indian Tribes in Oregon.....	41	34	4	4	15	2
__5. John Kitzhaber [Kits-HAW-ber].....	23	25	11	27	9	5
__6. The Oregon Lottery Commission.....	15	33	15	16	18	3
__7. Spirit Mountain Community Fund.....	16	13	2	5	23	40
__8. Warm Springs Indian tribe.....	31	31	4	2	19	13
__9. The Grand Ronde [ROND] Indian Tribe.....	31	28	3	3	22	14

10. Generally speaking, do you favor or oppose allowing casino gambling on Indian reservations in Oregon, or don't you have an opinion on this?

[IF "FAVOR" OR "OPPOSE", ASK:] Is that (favor/oppose) strongly or not so strongly?

Favor strongly..... 35
Favor, not strongly..... 29
Oppose, not strongly..... 6
Oppose strongly..... 16
dk..... 14

11. Thinking about gambling in Oregon, would you say there are too many gambling opportunities, the right amount of gambling opportunities, or too few gambling opportunities in Oregon -- or aren't you sure?

Too many	38
Right amount	42
Too few	6
dk.....	14

12. Thinking about casinos in Oregon, are you more likely to visit a casino that is run by an Indian tribe, less likely to visit a casino that is run by an Indian tribe, doesn't it make any difference to you either way, or don't you visit casinos? **[IF "MORE LIKELY" OR "LESS LIKELY", ASK:]** Is that much _____ (MORE/LESS) or only somewhat _____ (MORE/LESS) likely /much less likely or somewhat less likely) ?

Much more likely.....	16
Somewhat more likely.....	7
Somewhat less likely.....	1
Much less likely.....	4
No difference.....	46
Don't visit casinos.....	23
Not sure.....	2

I'm going to read you some proposals related to gambling in Oregon. After each, please tell me whether you favor or oppose this particular proposal. If you aren't sure, you can tell me that too. **[IF "FAVOR" OR "OPPOSE" ASK:]** Is that _____ **[FAVOR/OPPOSE]** strongly or not so strongly? **[ROTATE]**

	Strong favor	Not strg favor	Not strg oppose	Strong oppose	Not sure
__13. Change the state policy to allow each Indian tribe to build more than one casino per tribe	17	12	18	42	12
__14. Allow gambling casinos to open in the Portland metropolitan area.....	17	14	13	45	11
__15. Change state policy to allow the Grand Ronde tribe to build a second casino in Newberg.....	16	12	14	43	15

SPLIT SAMPLE A

__16. Increase the number of video poker terminals taverns and restaurants can have from five to seven machines.....	17	11	14	45	13
--	----	----	----	----	----

SPLIT SAMPLE B

__17. Increase the number of video poker terminals taverns and restaurants can have from five to ten machines.....	13	11	12	53	11
--	----	----	----	----	----

SPLIT SAMPLE A

__18. Change the state policy to allow the Warm Springs tribe to build a second casino in Cascade Locks or Hood River in the Columbia Gorge.....	20	14	14	42	10
--	----	----	----	----	----

SPLIT SAMPLE B

__19. Change the state policy to allow the Warm Springs tribe to build a second casino in Cascade Locks or Hood River in the Columbia Gorge. The tribe would close the casino it currently operates in Central Oregon.....	24	16	10	39	12
--	----	----	----	----	----

__20. Reduce commissions from state video lottery terminals that are paid to taverns and restaurants from 32% of video lottery proceeds to 15%	23	11	12	31	22
--	----	----	----	----	----

__21. Allow restaurants and taverns to replace their video poker lottery machines with Las Vegas-style games like slot machines	17	10	12	49	12
---	----	----	----	----	----

I am going to read you a list of words and phrases which people use to describe people, companies and organizations. For each word or phrase, how well do you think it describes the Grand Ronde Indian tribe which runs the Spirit Mountain Casino. Does it describe the Grand Ronde Tribe very well, pretty well, not too well, or not well at all? If you don't know how well a word or phrase describes the Grand Ronde Tribe, just say so and we will go on. **[ROTATE]**

	very well	pretty well	not too well	not well at all	DK
__22. Is a leader in the community.....	15	24	7	6	47
__23. Has kept its promises to the people of Oregon.....	16	20	5	3	57
__24. Contributes a fair share of its casino profits to the state.....	17	21	6	4	51
__25. Is giving something back.....	24	30	5	4	36
__26. Shares my values.....	10	18	10	19	44
__27. Trustworthy.....	19	25	5	6	44
__28. Creates good jobs.....	32	30	4	5	29
__29. Is trying to diversify economically.....	19	22	5	6	49
__30. Is turning things around.....	18	22	6	5	49
__31. Responsible.....	21	29	4	5	40
__32. Is becoming more self sufficient.....	24	25	6	5	40
__33. Greedy.....	8	8	12	31	42
__34. Their casino creates too much traffic congestion.....	11	13	14	26	36
__35. Is becoming too powerful.....	7	8	12	31	42
__36. Is only concerned with making a profit.....	13	14	14	24	35
__37. Their casino creates too many problem gamblers and gambling addicts.....	12	14	13	25	35
__38. Don't really understand what their agenda and long-term plan.....	12	14	7	19	48
__39. Has too many special rights and privileges.....	8	12	11	30	38
__40. Has too much influence over state and local politicians.....	8	9	10	32	40

41. Overall, would you say that the Grand Ronde tribe's Spirit Mountain Casino has helped or hurt the area in which it operates, or hasn't it made much difference – or aren't you sure?

[IF "HELPED" OR "HURT" ASK:] Is that ____ (helped/hurt) a great deal or just somewhat?

Helped a great deal.....	28
Helped somewhat.....	30
Made no difference.....	9
Hurt somewhat.....	3
Hurt a great deal.....	4
dk.....	26

SPLIT SAMPLE A

42. Which of the following comes closest to your view:

- Oregon should decrease the availability of gambling 25
- Oregon should keep gambling as available as it is now 56
- Oregon should increase the availability of gambling 15
- or aren't you sure?..... 4

SPLIT SAMPLE B

43. Which of the following comes closest to your view:

- Oregon should decrease the availability of gambling because we have become too dependent on gambling and lottery money to fund important programs. Oregon should not become a gambling state 27
- Oregon should keep gambling as available as it is now because we have struck the right balance and things are working properly..... 45
- Oregon should increase the availability of gambling because the state needs the money and this is a good way to increase revenue without raising taxes 19
- or aren't you sure?..... 9

SPLIT SAMPLE A

44. The Warm Springs tribe is considering building a casino in the Columbia Gorge in either Cascade Locks or Hood River. Now I would like to read you two points of view on this issue. **[ROTATE]**

Supporters say the Warm Springs tribal members on the reservation can no longer depend on natural resource industries like fishing and logging. A casino will give them the chance to help their members become self-sufficient without relying on government help. This casino will create hundreds of good paying jobs for Indians and non-Indians alike and will contribute millions of dollars to the local economy. Furthermore, we can count on the Warm Springs tribe to be sensitive to the environment and adopt a long-term plan that is good for the community -- it is part of their culture and heritage.

Opponents say other Indian tribes followed the rules and built their casinos on reservation land in remote areas of the state. It's not fair for the state to break its word to make an exception for one tribe by allowing it to build a casino far away from its reservation lands when other tribes were not allowed to do that. Once we start making exceptions for one tribe, we will be making exceptions for all of them and there will be no limits to where casinos can be placed. Expanding gambling in this state -- on Indian lands or anywhere else -- is the wrong thing to do right now.

Having heard this, do you favor or oppose changing the state policy to allow the Warm Springs tribe to build a second casino in Cascade Locks or Hood River in the Columbia Gorge, or aren't you sure? **[IF "FAVOR" OR**

"OPPOSE", ASK:] Is that _____ (favor)(oppose) strongly or not so strongly?

- Strong Favor 24
- Not strong favor..... 10
- Not strong oppose..... 8
- Strong oppose..... 44
- Not sure 14

SPLIT SAMPLE B

45. The Warm Springs tribe is considering building a casino in the Columbia Gorge in either Cascade Locks or Hood River. Now I would like to read you two points of view on this issue. **[ROTATE]**

__ Supporters say the Warm Springs tribal members on the reservation can no longer depend on natural resource industries like fishing and logging. A casino will give them the chance to help their members become self-sufficient without relying on government help. This casino will create hundreds of good paying jobs for Indians and non-Indians alike and will contribute millions of dollars to the local economy. Furthermore, we can count on the Warm Springs tribe to be sensitive to the environment and adopt a long-term plan that is good for the community -- it is part of their culture and heritage. __ Opponents say that the land for this casino, either in Cascade Locks or Hood River, would be held in Tribal Trust and would be treated like reservation land. If the tribe decides to build a casino or do something different with the property, there is nothing we can do to stop them or make them comply with our state and local laws. The casino would also be exempt from paying property taxes and would not have to abide by most laws and regulations, including the Columbia River Gorge National Scenic Area Act, which protects the Columbia gorge from development. The Columbia Gorge Area is simply not an appropriate place for a casino.

Having heard this, do you favor or oppose changing the state policy to allow the Warm Springs tribe to build a second casino in Cascade Locks or Hood River in the Columbia Gorge, or aren't you sure? **[IF "FAVOR" OR "OPPOSE", ASK:]** Is that ____ (favor)(oppose) strongly or not so strongly?

- Strong Favor 26
- Not strong favor 12
- Not strong oppose 9
- Strong oppose 38
- Not sure 15

I am going to read you a list of ways the Grand Ronde tribe uses profits from Spirit Mountain Casino. After each, please tell me if it is one of the most important uses of casino profits, a very important, somewhat important, not too important, or not at all important. If you're not sure, please say so and we will go on. **[ROTATE]**

	Most imp	Very imp	Smwht imp	not too imp	not at all imp	DK
__46. Making the tribe less reliant on government assistance like welfare by funding health care and housing for tribal members	32	39	15	4	3	7
__47. Contributing to organizations that benefit the entire state such as the SMART reading program, the Oregon Food Bank and the Life-flight helicopter rescue service.	27	46	14	5	2	7
__48. Investing in other types of businesses, such as real estate and manufacturing, that allows them to become less reliant on gambling.....	24	34	21	8	5	9
__49. Contributing to the communities around the casino, such as providing money to local school districts and making road improvements	28	44	13	5	3	8

SPLIT SAMPLE A

__50. Providing jobs for tribal members	32	43	14	2	3	6
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SPLIT SAMPLE B

__51. Providing jobs for non-tribal residents of local communities	23	36	22	7	5	7
--	----	----	----	---	---	---

Now I am going to list several reasons people have given to support the Grand Ronde tribe and its Spirit Mountain Casino. After each, please tell me whether you think it is a very convincing reason, somewhat convincing, not too convincing, or not at all convincing reason to support the tribe. If you are not sure about a particular item, please say so and we will move on.**[ROTATE]**

	very conv	smwt conv	not too conv	not at all	DK
__52. Before the casinos were built, nearly four in 10 Indians living on reservations were unemployed. These casinos help Indians to get off welfare and other taxpayer-funded assistance programs.....	42	32	10	9	7
__53. The Grand Ronde tribe offers fun entertainment in a nice setting. It should be allowed to run its business just like any other responsible business owner	35	34	11	12	7
__54. The money from the Grand Ronde tribe's casino is allowing the tribe to diversify into other businesses which is not only good for the tribe, it helps Oregon's economy.....	40	33	10	9	8
__55. Revenues from the Grand Ronde tribe's casino, Spirit Mountain, has helped the tribe build a health care facility that serves the surrounding community, improve educational opportunities for tribal members as well as fund projects to restore their culture and heritage. They need these revenues to continue turning their lives around.	43	32	9	8	9
__56. The Grand Ronde is a good neighbor who is committed to giving something back to the people of Oregon. For example, they donate the equivalent of state income taxes to a community development fund that gives millions to local charities each year. They have also paid for road and sewer improvements near the casino and to hire additional sheriff's deputies.....	43	32	9	8	8

ROTATE QUESTION BLOCKS I, II AND III

__QUESTION BLOCK I: Q57 - Q58

57. As it is now, the Grand Ronde Indian tribe distributes 25 percent of its casino profits to tribal members. Under this plan, each tribal member receives a dividend of \$3,200 per year. The tribe is considering increasing the percentage of casino profits it distributes to tribal members to 50%. Under this new plan, each tribal member would receive \$6,400 per year. Having heard this, do you favor or oppose the idea of the Grand Ronde tribe increasing the percentage of casino profits it distributes to tribal members from 25 percent to 50 percent, or don't you have an opinion on this? **[IF "FAVOR" OR "OPPOSE," ASK:]** Is that (favor/oppose) strongly or not so strongly?

Favor strongly.....	33
Favor, not strongly	15
Oppose, not strongly.....	6
Oppose strongly	18
dk.....	27

58. Knowing that the Grand Ronde tribe is considering this idea of increasing the percentage of casino profits it distributes to tribal members from 25 percent to 50 percent, does it make you more or less likely to visit Spirit Mountain casino, or does it not make any difference to you? If you aren't sure, you can tell me that too. **[IF "MORE LIKELY" OR "LESS LIKELY", ASK:]** Is that (much more likely or somewhat more likely /much less likely or somewhat less likely) ?

- Much more likely..... 7
- Somewhat more likely..... 6
- Somewhat less likely..... 3
- Much less likely..... 6
- No difference..... 72
- Or aren't you sure?..... 5

__QUESTION BLOCK II: Q59 - Q64

59. In 1987, the Grand Ronde Tribe signed a permanent Hunting, Fishing, and Gathering agreement with the state. This agreement provided a certain amount of hunting tags each year for tribal members to hunt on land near Grand Ronde that comprises a state wildlife unit. This equals 400 additional tags each year for deer, elk, and bear. They do not have an extended season and they do not get any other benefits that are not available to the general public. Now, the tribe wants the number of tags it gets each year increased by 50%, or another 200 tags. Generally speaking, do you favor or oppose increasing the number of hunting tags given to the Grand Ronde Tribe or don't you have an opinion on this? **[IF "FAVOR" OR "OPPOSE," ASK:]** Is that (favor/oppose) strongly or not so strongly?

- Favor strongly..... 18
- Favor, not strongly..... 12
- Oppose, not strongly..... 11
- Oppose strongly..... 36
- dk..... 22

Now I am going to list several reasons people have given to support the idea of the Grand Ronde tribe receiving additional hunting tags. After each, please tell me whether you think it is a very convincing reason, somewhat convincing, not too convincing, or not at all convincing reason to support the idea of the Grand Ronde Tribe receiving additional hunting tags. If you are not sure about a particular item, please say so and we will move on.

	very conv	smwt conv	not too conv	not at all	DK
[ROTATE]					
__60. The Grand Ronde Tribe is growing and needs the additional tags to make sure all of its members can have access to hunting tags	20	20	21	28	11
__61. Hunting and fishing are an important part of the tribe's cultural heritage.....	34	26	14	18	8
__62. The animals that are killed provide an important source of food to tribal members.....	28	26	17	21	9

63. Let me ask you again. Do you favor or oppose increasing the number of hunting gags given to the Grand Ronde tribe or don't you have an opinion on this? **[IF "FAVOR" OR "OPPOSE," ASK:]** Is that (favor/oppose) strongly or not so strongly?

- Favor strongly..... 21
- Favor, not strongly..... 13
- Oppose, not strongly..... 12
- Oppose strongly..... 34
- dk..... 20

64. Knowing that the Grand Ronde tribe is considering this idea of asking for additional hunting tags, does it make you more or less likely to visit Spirit Mountain casino, or does it not make any difference to you? If you aren't sure, you can tell me that too. [IF "MORE LIKELY" OR "LESS LIKELY", ASK:] Is that (much more likely or somewhat more likely /much less likely or somewhat less likely) ?

Much more likely.....	5
Somewhat more likely.....	4
Somewhat less likely.....	4
Much less likely.....	7
No difference.....	77
Or aren't you sure?.....	3

QUESTION BLOCK III: Q65 - Q75

65. The Grand Ronde tribe is considering opening a convenience store and gas station on reservation land near its casino. Generally speaking, do you favor or oppose the idea of the Grand Ronde tribe opening a gas station and convenience store on its reservation land to serve its casino customers? If you don't you have an opinion on this, you can tell me that too. [IF "FAVOR" OR "OPPOSE," ASK:] Is that (favor/oppose) strongly or not so strongly?

Favor strongly.....	43
Favor, not strongly.....	30
Oppose, not strongly.....	3
Oppose strongly.....	10
dk.....	15

66. As you may know, gas sold on reservation land would be exempt from the state's 24 cents per gallon gas tax. This means that gas sold by the tribe could be up to 24 cents cheaper than gas sold in surrounding communities. I am going to read you several options the tribe is considering. After I read them all, I would like you to tell me which option you would prefer. **READ, ROTATE**

___The tribe could sell gas 24 cents cheaper than gas sold in surrounding communities, giving consumers a real break at a time when the cost of living is so high..... 14

___The tribe could sell gas at the same price as gas sold in surrounding communities, and keep the 24 cents per gallon it would earn by not having to pay the state gas tax, and use it to benefit the tribe and making donations to the community..... 32

___The tribe could sell gas 12 to 15 cents cheaper than gas sold in surrounding communities and use the remainder of the 24 cents per gallon that it does not have to pay in gas taxes and use it to improve the highway that runs near the casino through Grand Ronde..... 31

[DO NOT READ] NONE OF THESE..... 10

[DO NOT READ] OTHER.....2

Or, aren't you sure about this?..... 11

ROTATE BLOCKS I AND II

__ I. Now I am going to list several reasons people have given to support the idea of the Grand Ronde tribe opening a gas station and convenience store on its reservation land. After each, please tell me whether you think it is a very convincing reason, somewhat convincing, not too convincing, or not at all convincing reason to support the idea of the Grand Ronde tribe opening a gas station and convenience store on its reservation land. If you are not sure about a particular item, please say so and we will move on. **[ROTATE]**

	very conv	smwt conv	not too conv	not at all	DK
__67. By opening a gas station and convenience store, the tribe is making another step toward economic self sufficiency. This type of business will allow it to diversify and rely less on profits from its casino.....	33	34	11	14	8

SPLIT SAMPLE A

__68. A gas station near the casino would allow the tribe to better serve its casino patrons. For example, they could offer promotions like a free oil change or car wash while you gamble.....	31	26	16	19	8
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SPLIT SAMPLE B

__69. A gas station near the casino would allow the tribe to better serve its casino patrons. For example, they could offer cheaper gas to frequent gamblers.....	25	29	15	23	8
__70. Given how expensive things are these days, it is nice to know that someone out there is offering a good deal on gasoline.....	27	22	18	26	8

__ II. Now I am going to list several reasons people have given to oppose the idea of the Grand Ronde tribe opening a gas station and convenience store on its reservation land. After each, please tell me whether you think it is a very convincing reason, somewhat convincing, not too convincing, or not at all convincing reason to oppose the idea of the Grand Ronde Tribe opening a gas station and convenience store on reservation land. If you are not sure about a particular item, please say so and we will move on.

	very conv	smwt conv	not too conv	not at all	DK
[ROTATE]					
__71. The traffic on highway 18 near the casino is already so bad, adding a gas station that sells cheaper gas will cause even more people to drive on this congested and dangerous road, making it even more hazardous.....	21	22	22	25	10
__72. It is not fair that the Grand Ronde tribe use their special rights as Indians to undercut local businesses who are forced to charge their customers the state gas tax. This will mean that hard-working Oregonians will lose their jobs.....	28	22	20	22	8
__73. Since the Grand Ronde tribe relies on having its customers use state roads to get to its casino, it is only fair that they be required to charge customers the gas tax that is used to improve our roads.....	31	28	15	16	11

74. Let me ask you again. Do you favor or oppose the idea of the Grand Ronde tribe opening a gas station and convenience store on its reservation land, or don't you have an opinion on this? **[IF "FAVOR" OR "OPPOSE," ASK:]** Is that (favor/oppose) strongly or not so strongly?

Favor strongly.....	37
Favor, not strongly.....	24
Oppose, not strongly.....	8
Oppose strongly.....	17
dk.....	14

75. Knowing that the Grand Ronde tribe is considering the idea of the Grand Ronde tribe opening a gas station and convenience store on its reservation land, does it make you more or less likely to visit Spirit Mountain casino, or does it not make any difference to you? If you aren't sure, you can tell me that too. **[IF "MORE LIKELY" OR "LESS LIKELY", ASK:]** Is that (much more likely or somewhat more likely /much less likely or somewhat less likely) ?

Much more likely.....	6
Somewhat more likely.....	4
Somewhat less likely.....	2
Much less likely.....	6
No difference.....	77
Or aren't you sure?.....	5

END ROTATED BLOCKS

Thank you. The following questions are for statistical purposes only.

76. Generally speaking, do you think of yourself as a Republican, a Democrat, an independent, or something else? **[IF REPUBLICAN OR DEMOCRAT ASK:]** Do you consider yourself a strong (Republican/Democrat) or a not so strong (Republican/Democrat)? **[IF INDEPENDENT ASK:]** Would you say that you lean more toward the Republicans or more toward the Democrats?

strong Republican.....	23	
not so strong Republican.....	8	35
indep. leans Republican.....	4	
independent.....	21	
indep. leans Democratic.....	7	
not so strong Democrat.....	8	39
strong Democrat.....	24	
dk/na/other.....	5	

77. Do you consider yourself very liberal, somewhat liberal, moderate, somewhat conservative or very conservative? **[IF MODERATE, ASK:]** Do you tend to lean toward the liberal or conservative side?

very liberal.....	15
somewhat liberal.....	15
moderate leans liberal.....	5
moderate.....	27
moderate leans conservative.....	5
somewhat conservative.....	16
very conservative.....	13
dk/na.....	3

78. Do you think of yourself as a fundamentalist, that is, a born again Christian?

Fundamentalist/Born-again Christian.....	32
Not born again.....	56
(Don't know).....	12

79. Have you visited a casino on an Indian reservation in Oregon in the past year? **[IF YES, ASK:]** Was that Spirit Mountain Casino in Grand Ronde, Oregon or another Oregon tribal casino?

Yes, visited Spirit Mountain only.....	14
Yes, visited another tribal casino only.....	17
Yes, visited Spirit Mountain and another tribal casino.....	14
No.....	53
dk.....	2

80. What is your age?

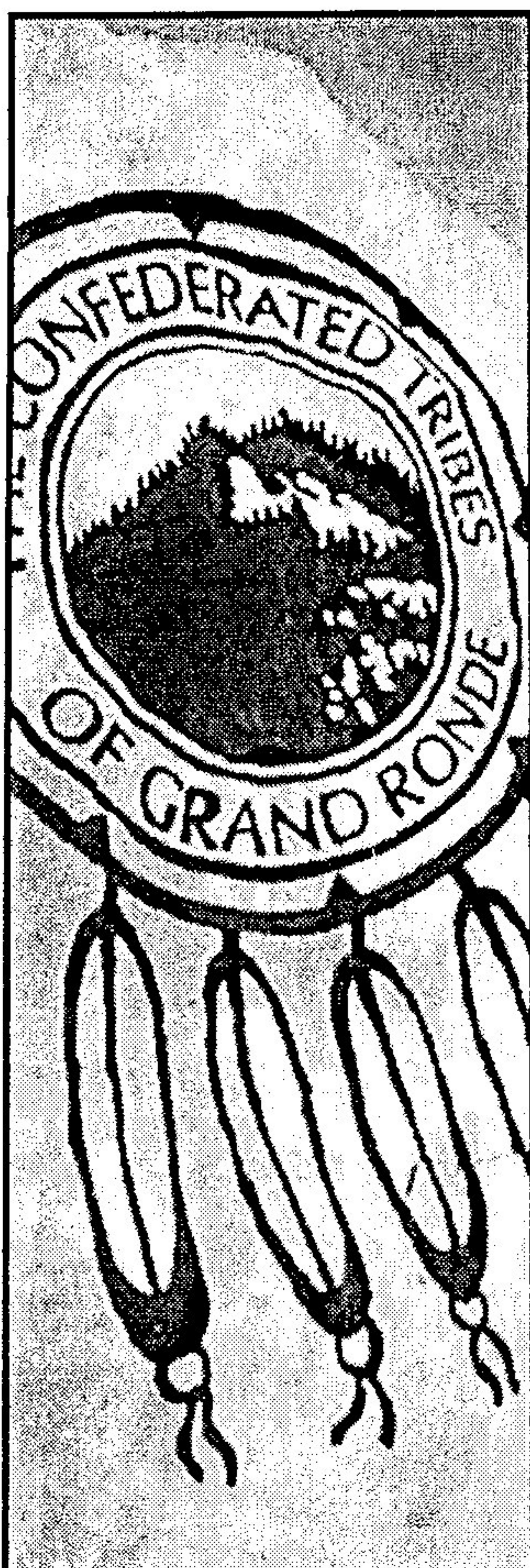
18-29	10
30-39	16
40-49	21
50-59	19
60+	30
DK/NA	3

81. What was the last level of schooling you completed?

high school graduate or less	29
some college.....	30
college graduate.....	25
post graduate training	14
na	2

82. And last, what is your zip code? _____

That completes our public opinion survey. Thank you very much for your time and cooperation, and have a pleasant (day/evening).



**Confederated Tribes of Grand Ronde
NEWS**



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**Enhancing Government-to-Government Relations
Strategic Efforts Solidify Sovereignty**

The Grand Ronde Intergovernmental Affairs Department has achieved positive intergovernmental relationships by pursuing a five-pronged strategy of communication, education, cooperation, contributions and presence. By establishing a department whose primary function is to interact with other governments on a government-to-government basis and by locating it in Salem, the capitol of Oregon, the Tribe has solidified its recognition as a sovereign with federal, state, local and tribal governments.

Interaction with other sovereign governments is a fundamental function of tribal government, and the capacity to fulfill this responsibility is a necessary attribute of self-determination. Perhaps no tribal government appreciates this more than that of the Confederated Tribes of Grand Ronde (CTGR). Today, the 5,000-citizen nation is a political and economic powerhouse in the Northwest, but this has not always been the case. As a result of the U.S. government's "termination" policy, which was a formal attempt by the Congress to end the special relationship between the government and the tribes, in 1954 the Confederated Tribes were stripped of their political sovereignty and control over their land base. This was the darkest period in the Tribe's history, and the U.S. government did not recognize their existence again until 1983.

Upon re-affirmation of their sovereign status, the CTGR faced the critical task of nation-building. Having endured 29 years of termination, a central part of this task was to produce internal governing capacity. That is, the Tribes needed to develop an effective government bureaucracy and organize government programs that would help meet tribal citizens' most pressing socio-economic needs. At the same time, the CTGR's leaders realized that nation-building required investments in external capacity. They knew that strong ties with outside jurisdictions would both establish the legitimacy of the

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CTGR with other governmental authorities and help to protect the sovereignty that they had fought so hard to re-establish. Thus, throughout the 1980s and 1990s, the Tribes positioned themselves as a key actor in local, regional, state and federal policy affairs. In 1997, the CTGR took their commitment to enhancing external government relations to an even higher level by creating a new government institution to oversee external relations – the Grand Ronde Intergovernmental Affairs Department.

The Intergovernmental Affairs Department’s overarching responsibility is to interact with other jurisdictions and to facilitate Grand Ronde’s government-to-government relationships. The Department works to raise public awareness, build coalitions, inform tribal, state and federal legislation, and engage in public sector partnerships on behalf of the Confederated Tribes of Grand Ronde. A five pronged strategy of communication, education, cooperation, contributions and presence guides the Department’s specific initiatives and activities in each of these areas.

The Intergovernmental Affairs Department is directly staffed by two tribal employees. Their work is complemented by the efforts of outside professionals who are employed on contract basis (in particular, the Department engages a lobbying group and a public relations firm). Together, the tribal employees and contractors comprise a unique "legislative team," whose substantial knowledge of both tribal and on-tribal government improves the Department’s problem-solving capabilities and results in an increased flow of information between the CTGR and other governments. Through teamwork, the Department is able to produce and distribute a wealth of educational material about the Tribes to policymakers and the public, and reach out to and support important non-tribal institutions and individuals, thus creating allies and partners for the CTGR. An impressive example of these efforts involves candidates for the Oregon State Legislature. The Department invites every candidate to tour the Grand Ronde Reservation, meet tribal leaders and interact with tribal members. If the candidates become legislators, they have a better vision of how their decisions affect the Tribe.

The sophistication of Grand Ronde’s strategy and organizational approach is especially evident in their efforts to respond to and influence state and federal legislation. The Department uses a legislative tracking system to monitor bills and initiatives that could affect the Tribe’s jurisdiction-and presents a categorized list to the Tribal Council every two weeks. Council members rank the listed items in order of policy priority and turn the information around to the Intergovernmental Affairs staff, who then work with the Council’s five-member Legislative Committee to craft specific strategies for addressing these key external legislative initiatives. The system keeps the Council well informed, allows them to concentrate resources on high priority issues and results in targeted, proactive advocacy. Equally advantageous for state legislation is the fact that the Intergovernmental Affairs Department is headquartered in Salem, the capitol of Oregon. Being physically in the midst of this fast-paced legislative environment helps ensure that Grand Ronde’s intergovernmental affairs representatives can provide substantive input in a timely manner.

The results of the Department’s work are remarkable. As its leaders predicted 20 years ago, carefully tended external relations have shored

up the CTGR's sovereignty and leveled the playing field in the nations interactions with other governments. At the state level, which is undoubtedly the arena of Grand Ronde's greatest success, the number of bills emerging from the Oregon state Legislature that the Tribes viewed as potentially damaging dropped from 19 in 1997 to only 3 in 1999. Tribal leaders visiting government offices on official business are no longer treated as ordinary Oregon citizens with requests for services, but as representatives of a respected independent government. Similarly, the state government increasingly views the CTGR as a partner in the resolution of important regional issues, which is an important win in this era of federal devolution. Grand Ronde's collaboration with the Department of Environmental Quality in the successful and publicly acclaimed Portland Harbor Cleanup is but one noteworthy example of such partnerships.

In addition to enhancing relationships with state authorities, the Intergovernmental Affairs Department has succeeded in promoting better relationships with the federal government and with other tribal governments. For instance, on June 9, 1999, the CTGR entered into a Collaborative Stewardship Agreement with the U.S. Forest Service. This joint forest management arrangement, which recognizes the technical and administrative expertise of the Grand Ronde government and its staff, is a direct result of the Department's efforts. The Intergovernmental Affairs Department's success in building fruitful inter-tribal relationships is evident in the fact that, when catering their own interaction with the State of Oregon, other tribes draw in the Department's expertise. Likewise, members of the Oregon Legislative Commission on Indian Services have noted that the Grand Ronde Intergovernmental Affairs Department has been a great benefit to all Oregon-based tribes.

The reasons for the Grand Ronde Intergovernmental Affairs Department's success are varied and instructive. Critically, the Department works with the Tribal Council to prioritize issues and then concentrates its financial and personal resources on those priorities. In all of its activities, the Department consciously abides by its strategy, which is designed to both influence the short term (especially through well-placed community and political contributions) and to change minds over the long term (especially through its education and outreach work). Finally, the Department is successful because its staff studies and uses recognized techniques for political communication.

In creating the Intergovernmental Affairs Department, the Confederated Tribes of Grand Ronde chose an innovative approach to dealing with other governments, surrounding communities and the general public – and the choice has paid off. The Department's educational campaign, increased public relations efforts and more effective communication with other governments have not only put the CTGR on the equal footing with other governments operating in the region, but also helped re-establish the Confederated Tribes of Grand Ronde as a self-governing sovereign.

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Job Description

Job Title: Intergovernmental Affairs Director
Reports to: Tribal Council
Average hours per week: 40 +

Dept: Intergovernmental Affairs
Grade: 21
FLSA status: Exempt

Job Summary

To monitor state and federal legislative affairs of interest to the Tribe and establishing contacts with local, state, and federal officials and agencies and their staff to maintain the government-to-government relationship. This position represents the Tribe in public relations activities as a spokesperson, and to strategically plan for positive relationships at the local, state, and federal level. Serves as primary contact point for outside inquiries with regards to the Tribe and its activities, and oversees development, coordination, and implementation of Tribal responses.

Essential Functions

- Analysis of state and federal legislative bills for possible impact to the Tribe. Coordinates the development of responses, alternative proposals and recommendations that incorporate Tribal interests with the Tribal Council, staff and consultants.
- Represents the voice of the Tribal Council with the media, state and federal legislative processes, and the general public.
- Provides lobbying activities as assigned.
- Establishes and maintains contacts with legislative leaders and their staff, other Tribes, consultants and others to educate and provide awareness of Tribal interests and concerns.
- Works to establish and maintain government-to-government relations with other Tribal, local, state and federal governments and their departments and agencies.
- Provides regular oral and written reports to the Tribal Council, Tribal Administration and general membership on state and federal legislative activities.
- Develops strategy relating to topic issues through recommendations and planning with the Political Steering Committee and Tribal Council.
- Coordinates with Public Relations and lobbyist experts within and outside of the Tribe.
- Develops written correspondence and technical reports relating to legislative issues. Responds to questions and concerns in a timely manner.
- Supervises department staff to include: establishing and assigning work, reviewing and evaluating work performance, provides staff training and development, and makes decisions on disciplining, hiring, rewarding and promoting employees.
- Attends a variety of meetings and functions as a representative of the Tribe.
- Prepares annual department budget and monitors budget expenditures.

Additional Functions

- Performs other duties as assigned by the Tribal Council.

Qualifications

- Requires a Bachelor's Degree in political science, public policy or closely related field.
- Requires a minimum of five (5) years related work experience consisting of lobbying and public relations duties with at least one (1) year of state legislative session experience working for a senator or representative.
- Must possess excellent oral and written communication skills, positive negotiating, influencing and persuasion skills, and ability to make effective presentations.
- Requires a thorough knowledge of State of Oregon and Federal legislative processes, procedures and protocols. Considerable knowledge of Tribal history, laws, rights and interests.
- Must be able to write correspondence and technical reports utilizing word processing software.
- Requires valid Oregon driver's license, or ability to obtain one, and ability to qualify for the Tribe's vehicle insurance.
- Knowledge of Native American culture required.

Typical Physical Activity

Physical Demands

- < Frequently involves sedentary work: exerting up to 10 pounds of force and/or a negligible amount of force to lift, carry, push, pull or otherwise move objects, including the human body.
- < Occasionally involves light work: exerting up to 20 pounds of force and/or up to 10 pounds of force and/or a negligible amount of force to move objects.

Physical Requirements

- < Constantly requires the ability to receive detailed information through oral communication, and to make fine discrimination in sound.
- < Constantly requires verbally expressing or exchanging ideas or important instructions accurately, loudly, or quickly.
- < Constantly requires working with fingers rather than the whole hand or arm.
- < Constantly requires repetitive movement of the wrists, hands and/or fingers.
- < Often requires walking or moving about to accomplish tasks.
- < Occasionally requires standing and/or sitting for sustained periods of time.
- < Occasionally requires ascending or descending stairs or ramps using feet and legs and/or hands and arms.
- < Occasionally requires raising objects from a lower to a higher position or moving objects

- horizontally.
- < Occasionally requires stooping which entail the use of the lower extremities and back muscles. Infrequently requires crouching.

Typical Environmental Conditions

The worker is frequently subject to inside environmental conditions, which provide protection from weather conditions, but not necessarily from temperature changes, and is occasionally subject to outside environmental conditions.

Travel Requirements

Travel requirements are extensive with much out of state travel.

Disclaimer

The individual must perform the essential duties and responsibilities with or without reasonable accommodation efficiently and accurately without causing a significant safety threat to self or others. The above statements are intended to describe the general nature and level of work being performed by employees assigned to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified.

This is an accurate description of the essential functions of my position.

Employee Signature

Date

Tribal Council Chair

Date

Job Description

Job Title: Communication Coordinator
Reports to: Intergovernmental Affairs Coordinator
Average hours per week: 40 +

Dept: Intergovernmental Affairs
Grade:
FLSA status: Non - Exempt

Job Summary

To coordinate all internal and external communications on behalf of the Tribe, Spirit Mountain Casino, the SM Community Fund and CTGR management. This position serves as an external gatekeeper for all media contacts while holding primary responsibility for internal communications between the Council, Legislative Team, Communications Team and the Crisis Communications Team. Reports to Intergovernmental Affairs Coordinator.

Essential Functions

- To coordinate all internal and external communications on behalf of the Tribe, Spirit Mountain Casino, the SM Community Fund and CTGR management. This position serves as an external gatekeeper for all media contacts while holding primary responsibility for internal communications between the Council, Legislative Team, Communications Team and the Crisis Communications Team.
- Sole point of initial contact for any local, state and national news media.
- Manages internal communications between all channels of communications network.
- Assists with coordination of messages and dialogue between Tribal Government and Tribal membership.
- Provides accountability analysis on a bi-annual basis for communications network.
- Assists with all strategy development and tactical implementation of Public Relations campaigns and Governmental Relations/Political initiatives.
- Coordinates training and preparation for any and all external spokesman.
- Facilitates internal communications growth via organizational development improvement initiatives.
- Performs a variety of other duties as assigned. -

Additional Functions

- Handle sensitive and confidential issues of a complex and controversial nature.
- Maintains appropriate records and interacts with Tribal Council, when needed, and supervisor regarding areas of responsibility.

Qualifications

- Requires a BA/BS in public relations, communications, journalism, English, or substantially related field.
- Requires five to seven years of prior work experience in public relations, communications, journalism, English or substantially related field.
- Ability to utilize software programs such as WordPerfect Suite or Microsoft Office.
- Ability to communicate effectively with others; both inside and outside of the organization.
- Skill in writing and basic journalistic style; must have a firm grasp of the English language, proper spelling, grammar, and syntax.
- Possession or ability to obtain a valid Oregon Driver's License and safe driving record.
- Knowledge of Native American culture, tradition, and values strongly desired.
- Self-management skills strongly required.

Typical Physical Activity

Physical Demands

- < Frequently involves sedentary work: exerting up to 10 pounds of force and/or a negligible amount of force to lift, carry, push, pull or otherwise move objects, including the human body.
- < Occasionally involves light work: exerting up to 20 pounds of force and/or up to 10 pounds of force and/or a negligible amount of force to move objects.

Physical Requirements

- < Constantly requires the ability to receive detailed information through oral communication, and to make fine discrimination in sound.
- < Constantly requires verbally expressing or exchanging ideas or important instructions accurately, loudly, or quickly.
- < Constantly requires working with fingers rather than the whole hand or arm.
- < Constantly requires repetitive movement of the wrists, hands and/or fingers.
- < Often requires walking or moving about to accomplish tasks.
- < Occasionally requires standing and/or sitting for sustained periods of time.
- < Occasionally requires ascending or descending stairs or ramps using feet and legs and/or hands and arms.
- < Occasionally requires raising objects from a lower to a higher position or moving objects horizontally.
- < Occasionally requires stooping which entail the use of the lower extremities and back muscles. Infrequently requires crouching.

Typical Environmental Conditions

The worker is frequently subject to inside environmental conditions, which provide protection from weather conditions, but not necessarily from temperature changes, and is occasionally

subject to outside environmental conditions.

Travel Requirements

Disclaimer

The individual must perform the essential duties and responsibilities with or without reasonable accommodation efficiently and accurately without causing a significant safety threat to self or others. The above statements are intended to describe the general nature and level of work being performed by employees assigned to this classification. They are not intended to be construed as an exhaustive list of all responsibilities, duties and/or skills required of all personnel so classified.

This is an accurate description of the essential functions of my position.

Employee Signature

Date

Tribal Council Chair

Date

- **Gathers data and reports to provide written or verbal responses to requests for information from the Governor's office, members of the legislative, federal and state agencies, Department staff and general public.**
 - **Assists in preparing materials for hearings and meetings with Legislators.**
 - **Coordinates various Tribal activities for the Salem office, as well as the Tribal office.**
3. Performs accounting and bookkeeping duties;
- Maintains records of expenditure for all the different department contracts, reconciling them with monthly expenditure reports from accounting.
 - Orders and maintains inventory on office and filed supplies necessary to run the departments efficiently.
 - Processes check request and purchase orders for payments.
 - Processes invoices and submits for payment of services rendered.

Additional Functions

- Maintains central phone system and take messages for other tenants of Salem office.
- Provides copies at the request of other tenants.
- Performs miscellaneous office duties for entire Salem office.
- Schedules various events and conference usage of facilities in Salem.
- Performs a variety of other duties as assigned.

Qualifications

- Requires eighteen months of post high school/GED training in business office technology or secretarial science. An associate of arts (AA) degree in a closely related field is preferred.
- Requires four (4) years of administrative experience.
- Ability to perform lead worker responsibilities and coordinate office procedures.
- **Demonstrated ability to type 55 wpm.**
- Knowledge of appropriate word processing and relevant software, e-mail, and similar software application.
- Excellent interpersonal skills required due to high level of customer contact.
- Ability to operate general office equipment and to perform ~~general~~ **advanced** clerical functions.
- Current valid Oregon driver license, **or ability to obtain one, and ability to qualify for the Tribe's vehicle insurance and provide proof of vehicle insurance.**
- ~~Ability to function independently.~~
- **Must have the ability to work independently, establish priorities and coordinate work to compliment the needs of others.**
- **Requires strong commitment to accurately complete tasks, problem solve, demonstrate initiative, organizational skills, and attention to detail.**
- **Ability to work in a fast-paced environment with multiple and changing priorities.**
- **Must be able to maintain confidentiality in all matters.**

Typical Physical Activity

Physical Demands

- Frequently involves sedentary work: exerting up to 10 pounds of force and/or a negligible amount of force to lift, carry, push, pull or otherwise move objects, including the human body.
- Occasionally involves light work: exerting up to 20 pounds of force and/or up to 10 pounds of force and/or a negligible amount of force to move objects.

Physical Requirements

- Constantly requires the ability to receive detailed information through verbal and written communication, and to make fine discrimination in sound.
- Constantly requires verbally expressing or exchanging ideas or important instructions accurately, loudly, or quickly.
- Constantly requires working with fingers rather than the whole hand or arm.
- Constantly requires repetitive movement of the wrists, hands and/or fingers.
- Often requires walking or moving about to accomplish tasks.

Typical Environmental Conditions

The worker is frequently subject to inside environmental conditions, which provide protection from weather conditions, but not necessarily from temperature changes, and is occasionally subject to outside environmental conditions.

Travel Requirements

Local travel within our six county service areas on a regular basis is required. Travel outside of the state is infrequently required.

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This is an accurate description of the essential functions of my position.

Employee Signature

Date

Direct Supervisor/Manager Signature

Date

Next Level Management Signature

Date