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Native American Consultants, Inc.



*add Indian
to Economic
meeting
file*

725 2nd Street, N.E., Washington, D.C. 20002 • (202) 547-0576

April 29, 1982

Morton C. Blackwell
Special Assistant to
the President
The White House
Washington, D.C.

Dear Morton:

Thank you for having requested my advice regarding your plans for a meeting of tribal leaders and corporate decision makers. I apologize for the delay in responding to your letter, and hope that you have not been inconvenienced.

I would first like to point out that I completely support the concept you have developed; it certainly has potential for significant results. However, I hope that I can dissuade you from the anticipated May meeting date. There are a number of events which will be taking place at that time: the National Congress of American Indians Midyear Convention, Congressional hearings on appropriations and reservation economic development, and formulation of President Reagan's Indian Policy.

While the Convention and Congressional hearings are important because they are already commanding the tribes' attention, the formulation of the President's policy is the most important factor. As I am sure you are aware, the Office of Domestic Policy is currently formulating the Administration's Indian Policy. I understand that the policy will be announced in late May or early June. Two things can be accomplished if you can postpone your meeting until after the President has delivered his policy.

1. the meeting can be presented as an expression of the President's policy;
2. by coordinating with the Office of Domestic Policy, the meeting could be announced by the President as the first step in the implementation of his policy.



FEDERAL REGIONAL COUNCIL OF NEW ENGLAND

Room E-431
John F. Kennedy Fed. Bldg.
Boston, Mass. 02203
(617) 223-5421

27 July, 1982

The Honorable Morton C. Blackwell
The White House
Washington, DC 20500

File

Dear Mort:

I am writing in reference to your upcoming Indian Economic Development Conference. I called your office earlier today and was informed that the date and invitation list has yet to be finalized.

As you are probably aware the "Indian Task Force", sponsored by the Federal Regional Council of New England has been in existence for some years and is a model of inter-tribal communication and cooperation.

I would be most grateful if you would consider including our Indian Task Force Coordinator, Bruce Oakes, himself a member of the St. Regis-Akwe-sasne Mohawk tribe, in your economic conference. Mr. Oakes can eloquently represent the interests and concerns of various tribes located in the New England states. Mr. Oakes may be contacted at the address on this letterhead.

Thank you in advance for your consideration of this request and I hope all is well with you.

Sincerely,

Frederick L. Ahearn
Chairman

FLA:ltb

RURAL VENTURE INC.

2001 Killebrew Dr., Suite 333
Bloomington, Minnesota 55420 (612) 853-6250

July 7, 1982

The Honorable Morton Blackwell
Office of Special Liaison
The White House
Washington, D.C. 20500

file *Ind.*
Economic
Development

Dear Mr. Blackwell:

Charles Trimble has briefed us over the course of the past few months regarding the proposed White House Conference on Public-Private Initiatives on Indian Reservations and the exciting possibilities that such a conference promises.

We at Rural Ventures Inc. wanted you to know of some of the activities in which we are involved which demonstrate the opportunities that real partnerships between a private sector company and the Indian community can produce. Some of our current activities include the following:

- o In Alaska, we are involved in a multi-year program, now beginning its third year, to create a regional farming program in the area of Selawik, Alaska. This is being done with the active support and cooperation of the NANA Corporation and involves some of the latest technologies in arctic farming techniques. The most important component of the work is the training of native Eskimos in the skills necessary to manage the economic development activities and, to that end, we have an Eskimo project manager, and most of our employees are from the area. John Schaeffer, President of NANA, works closely with us on this project and has made many trips to Minneapolis to help in the project design.
- o On the Papago Reservation, working with and through one of our stockholder companies, a model has been developed for small-scale agricultural enterprises focusing on specialty crop production techniques. This model was designed and funded for the past two years without federal assistance, but now the Bureau of Indian Affairs has seen the success of the model and is recommending that both 1982 and 1983 fiscal year monies be expended to enhance and expand the program to three additional locations on the Papago Reservation. We believe it is a demonstrable success and that it can be the forerunner of many such projects throughout Indian Country.
- o We have just recently submitted joint proposals to establish similar programs for the Tule River Tribe and for the Flandreau Santee Sioux Tribe and anticipate that those projects will be inaugurated in this calendar year.

The Honorable Morton Blackwell
July 7, 1982
Page Two

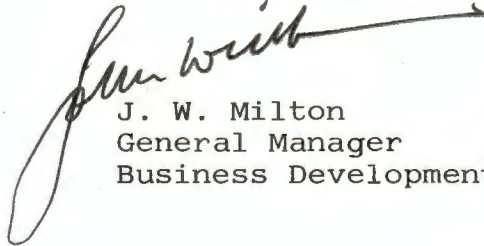
Additionally, Rural Ventures Inc. has participated in conferences where we have presented our approach to economic development, most recently at the conference sponsored by the American Indian National Bank in Denver, Colorado.

As a private sector company, we have a continuing commitment to do business with Indian tribes and see the future more optimistically than many others. We fundamentally believe that the land resources, combined with the human talent, provide the essential core for long term, sustained economic growth for Indian reservations and intend to work in this area over the long haul.

With the kind of activities your office is pursuing, we are convinced that a White House conference will be of great benefit and hope that we may be of whatever assistance might be requested to help you make it successful.

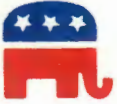
You and your staff are to be congratulated and supported for initiating such an effort, and we look forward to the coming conference.

With best regards,

A handwritten signature in dark ink, appearing to read "J. W. Milton", with a long horizontal stroke extending to the right.

J. W. Milton
General Manager
Business Development

/skj



Republican National Committee

Frederick K. Biebel
Deputy Chairman

J. Michael Farren
Executive Assistant

September 20, 1982

The Honorable Morton C. Blackwell
Special Assistant to the President
191 Old Executive Office Building
Washington, D.C. 20500

Dear Mr. Blackwell:

I would like to take this opportunity to bring to your attention the interest of Mr. Stephen H. Whilden in attending the forthcoming meeting of the Council on Economic Development.

Mr. Whilden is a Republican Eagle from Fort Lauderdale, Florida who has served as counsel to numerous American Indian tribes. He has expressed a desire to participate in the Council meeting specifically in order to contribute to a discussion on economic development issues as they relate to American Indians.

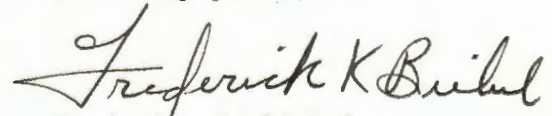
Your appropriate consideration of his request to be invited to the Council meeting will be appreciated by the RNC. He may be reached at the following address:

Mr. Stephen H. Whilden
4406 S.W. 38th Terrace
Fort Lauderdale, Florida 33312

Should you have any further questions on this matter, please feel free to contact my office.

With kind regards and best wishes,

Cordially yours,


Frederick K. Biebel

FKB:gm

September 11, 1982

*put in file
for my
Indian
Economic Development
meeting*

Mr. Morton Blackwell
Special Assistant
The White House
1000 Pennsylvania Avenue
Washington, D.C. 20500

Re: Private Sector Task Force

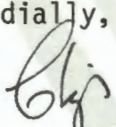
Dear Mr. Blackwell:

At the recommendation of Ron Andratti, Executive Director of the National Congress of American Indians, we are requesting that we be notified of meetings or hearings of the President's Task Force on Private Sector Initiatives.

Enclosed is a description of our organization and a copy of my letter to Elizabeth Dole. We believe we would contribute a unique perspective to the task force.

Thank you for your consideration. Please call if you would like to discuss this.

Cordially,


Chipper Parr
President

ENCLOSURE

ALASKA INTER-REGIONAL PRIVATE INDUSTRY COUNCIL
SUITE 403, GOLDSTEIN BUILDING - 130 SEWARD STREET
JUNEAU, ALASKA 99801
(907) 586-1008

September 11, 1982

Ms. Elizabeth Dole, Director
Whitehouse, Public Relations
1000 Pennsylvania Avenue
Washington, D.C. 20500

Re: Private Sector Task Force

Dear Mrs. Dole:

Please accept this as a request to participate in hearings or meetings of the President's task force on Private Sector Initiatives.

Enclosed is a brief description of our organization and the approach we have taken to combat the high rate of unemployment in Alaska.

Thank you for your attention and consideration. We look forward to hearing from you.

Cordially,

Chipper Parr
President

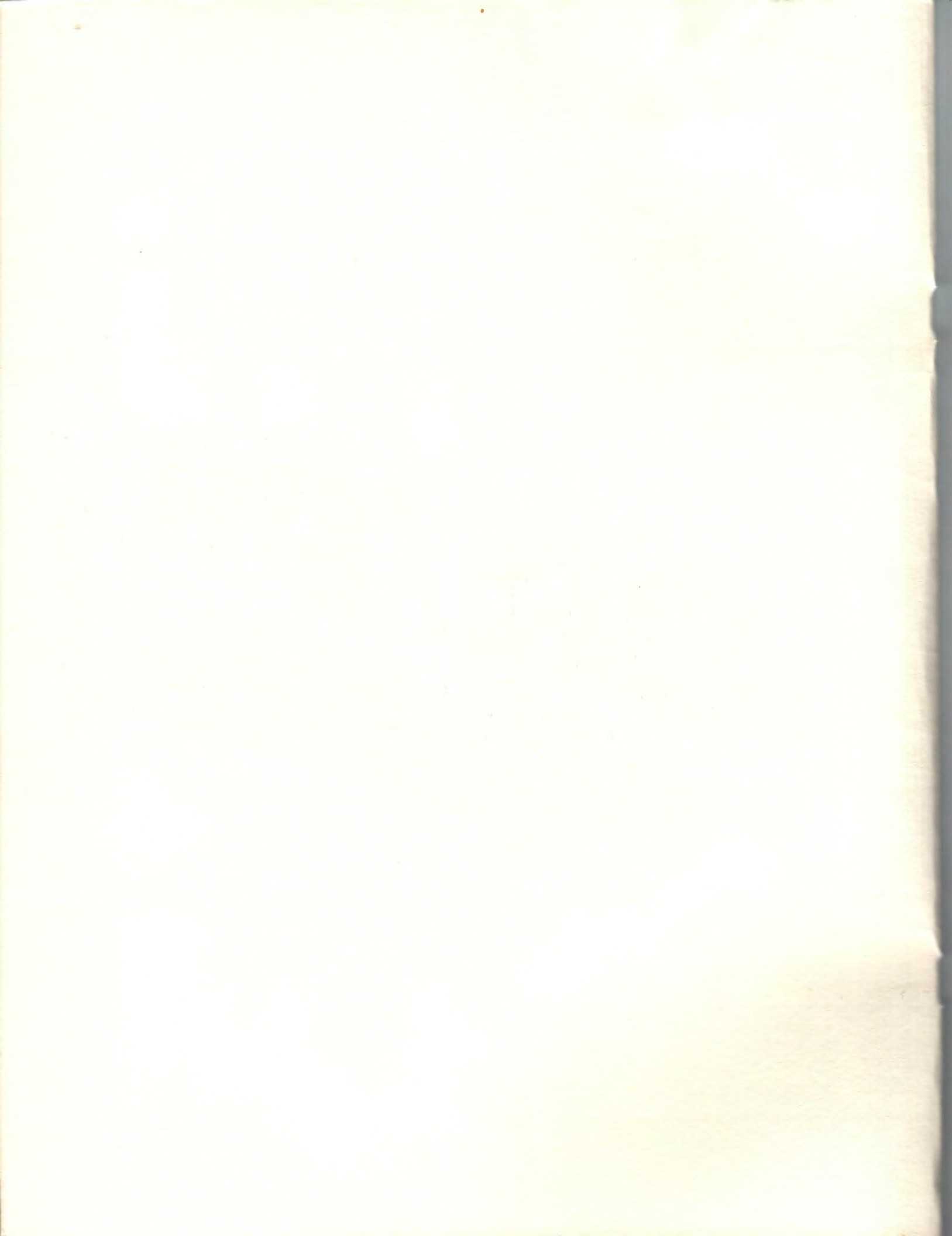
copies to: Morton Blackwell
Michael Robison

CP:ds

AIR / PIC

Alaska Inter-Regional Private Industry Council









President's Letter



I have been involved with the AIR/PIC and the management of Private Sector Initiatives Programs since congress passed the legislation in 1978. The concept of creating a partnership between government and business is one that I have long endorsed and our organization has the potential of being the best of its kind in the country.

Having grown up in Alaska and being a long time student of the work environment and its influence on society, I am proud to be part of a team that will chart a new course in employment policy for this and future generations.

I believe we are in a position to bring about a philosophy and ethic that will blend the best aspects of traditional cultures and corporate capitalism to benefit the peoples of Alaska and the nation.

The first step toward this goal is to develop professional management teams with the

corporations established by the Alaska Native Claims Settlement Act (ANCSA) and to assist them in preparing plans and programs to employ Alaskans.

The Regional, Urban and Village ANCSA Corporations will have a considerable influence on the growth and direction of Alaska. It is most important that we carefully deliberate and plan today's training programs for their long lasting effects.

This generation must be successful or future generations may not have the opportunity to enjoy economic freedom.

We have not only our parents and children concerned with our actions, but peoples of many nations watching our struggle for economic freedom and self-sufficiency.

We are faced with the task of developing successful corporations while retaining cultural heritages and sovereign rights in a young and growing state. The manner in which we address these challenges will vary greatly and we must remain flexible and fluid in our efforts. Goals must be set and financial and human resources committed to achieve the objectives in our plans.

As a partner in this effort to provide meaningful and rewarding employment opportunities for the peoples of Alaska I pledge my commitment to working with you to accomplish these ends.

Chipper Parr
President

"Like the miner's canary, the Indian marks the shift from fresh air to poison air in our political atmosphere. . . our treatment of Indians, even more than our treatment of other minorities, reflects the rise and fall of our democratic faith."

Report, U.S. Commission on Civil Rights

"With the Act (ANCSA), you were asking a culture — a whole people — to move away from a subsistence lifestyle of several thousand years, and in 20 years move in, take over and successfully manage 20th century corporations."

Douglas D. MacArthur,
AIR/PIC Chairman

Board of Directors

"Industrial production is too important to be entrusted to men of parochial imagination, and yet has to be entrusted to men inevitably liable to it, namely the trained industrial executive. It is idle to suggest . . . that the question [of productivity] can be solved by a change of executives or of the rules under which they are being selected."

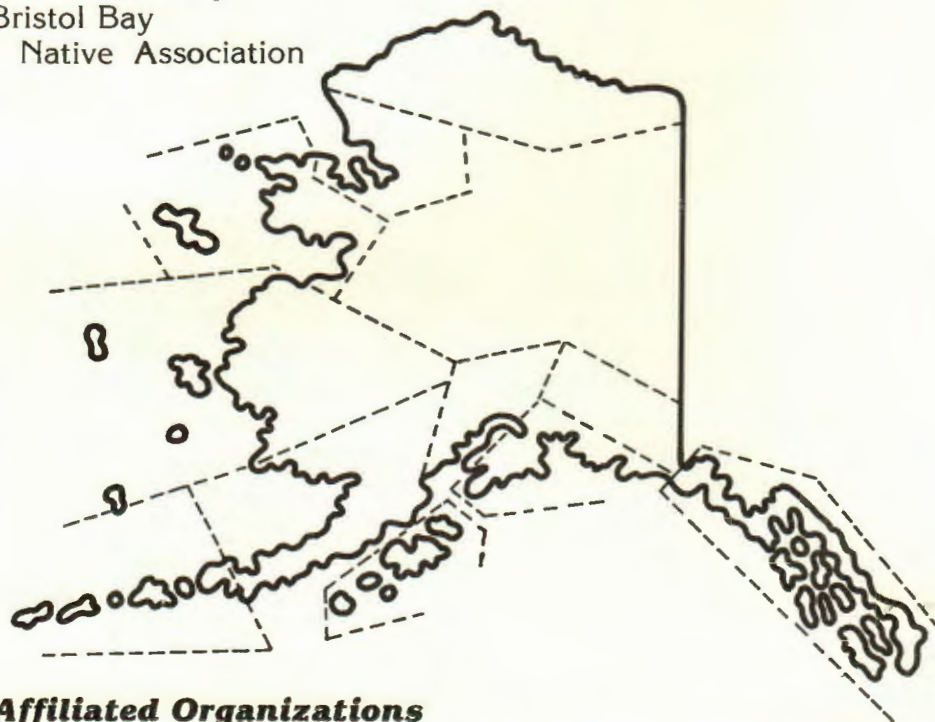
Peter Drucker, *The Concept of a Corporation*

"If you do not think about the future, you cannot have one."

John Galsworthy

AHTNA, Incorporated
Aleut Corporation
Arctic Slope
Regional Corporation
Bering Straits
Native Corporation
Bristol Bay
Native Corporation
Calista Corporation
Cook Inlet
Region, Incorporated
Chugach Natives, Incorporated
Doyon, Limited
Koniag, Incorporated
NANA Regional Corporation
Sealaska Corporation
Copper River
Native Association
Aleutian/Pribilof
Island Association
Inupiat Community of the
Arctic Slope
Kawerak, Incorporated
Bristol Bay
Native Association

Association of Village
Council Presidents
Cook Inlet Native Association
North Pacific Rim
Native Corporation
Tanana Chiefs Conference
Kodiak Area Native Association
Mauneluk Manpower,
Incorporated
Central Council — Tlingit &
Haida Indian Tribes of Alaska
Statewide ANCSA
Village Association
Anchorage Chamber
of Commerce
Teamsters Local #959
University of Alaska
Alaska Federation
of Natives
Alaska Native Foundation
Douglas MacArthur,
Chairman



Affiliated Organizations

American Management Associations —
Professional Institute/Presidents Association
National Association of Corporate Directors
National Federation of Independent Business
National Alliance of Business
Interior Village Association
Grand Camp Alaska Native Brotherhood

Grand Camp Alaska Native Sisterhood
Tlingit and Haida Private Industry Council
Tundra Times
Nations: The Native American Magazine
National Congress of American Indians
Indian and Native American CETA Coalition

The unique provisions of the Alaska Native Claims Settlement Act, the "final chapter in the Winning of the West" which endowed the Alaska Native community with one billion dollars to manage one of every nine acres in the state, brought to Native leaders the challenge of melding traditional cultural values with those long established — and irrefutable — values of Western economics: A matter of responsibly balancing two inherently opposed thoughts, to create something entirely new on the face of the Earth.

Since the ANCSA was adopted in 1971, the entities designed to create that balance have indeed buffered the traditional lifestyles from the imposing trappings of the modern world. Not by rejecting the inevitable, however, but by tempering it with respect to the land, the water, and a culture over 10,000 years old. They have invited each to meet one another, slowly, to harken the best of each in the shelter of the regional and village corporation.

The corporation is a unique example in the Western world's history of recognizing aboriginal claims, but less than a decade remains before the terms of the settlement are vulnerable to adulteration, or worse. The corporation must be strong with traditional values if it is to endure, yet it must also be economically secure if it is to remain the arbiter of its own destiny. A matter of balance: The corporation is challenged to train and employ shareholders while meeting the traditional corporate responsibilities to shareholders of maximizing profits.

The result is a new tradition with which the Alaska Native community will meet the future, and survive.

"Law or no law, the land and the sea will always mean more to us than dollars and cents. We shall continue to treat them with respect, and we ask all those with whom we do business to do likewise."

Koniag report

"A man who lives close to the margin of subsistence must spend to exist, and what he spends is spent. A man with ample income can save . . . Moreover, a rich society owes its productivity and income, at least in part, to large-scale organization — to the corporation."

John Kenneth Galbraith, *The New Industrial State*

Meeting the Future

“We will not give up these lands. We will not squander the money. We will use both to secure economic power, and will use that economic power to secure our survival as Native people as long as Native people shall live. And we will make ourselves beholden to no one but to our own people in making decisions for the future.”

Byron Mallott, Chairman of
the Board,
Sealaska Corporation

“The provisions of [ANCSA] must always be handled carefully, always with feelings that it is being done for the good of the present generation and for the good of the Native people in the future.”

Howard Rock

The ANCSA corporations are now heavily invested in all aspects of the state's economy, large and small, affecting the lives of all Alaskans: fishing, timber, energy, real estate, communications, mining, construction, financing, and all in a manner which scarcely a generation earlier had been considered beyond the reach — and the ability — of the Alaska Native community.

Their combined assets today place the corporations among the very largest in the world, perhaps the largest of the non-public variety.

But the ANCSA corporations invest most heavily in their *human resources*, and the Alaska Inter-Regional Private Industry Council was created to help make corporate self-determination a reality; the AIR/PIC is the catalyst that binds together cooperative relationships with governmental and private agencies concerned with enhancing the position of labor in industry.

Created by the Alaska Federation of Natives in 1979, the AIR/PIC obtained a grant from the U.S. Department of Labor, Office of Indian and Native American Programs to provide management training and technical assistance to

the twelve ANCSA regional corporations (the grant was serviced through the Alaska Native Foundation and the American Management Association). Now a fully incorporated non-profit organization, the AIR/PIC receives a continuing federal grant through the Central Council of Tlingit and Haida Indian Tribes; in its short existence, the AIR/PIC has provided \$1.3 million to train Alaska's future corporate leaders.

Its board of directors embodies members from all 24 ANCSA regional corporations and non-profit tribal governments, as well as members of other community, educational and service organizations. Any individual or organization supporting the goals of AIR/PIC is eligible for membership.

The challenge

Whether the Native corporations have the wisdom to use *all* the resources available to them to enrich and advance the quality of life throughout Alaska.

In 1971, the Congress overwhelmingly passed the Alaska Native Claims Settlement Act, a milestone in settling aboriginal claims that gave Natives title to 44 million acres of land and one billion dollars with which to manage them. Management would come from corporations created by the Act, and those corporations would remain restricted for twenty years; twenty years to ensure a legacy of wealth and jobs for future generations.

The private industry council (PIC) concept, managed under Title VII of the federal CETA Act, is an outgrowth of the Manpower Advisory Council. The PIC program, rather than simply providing job skills to the disadvantaged, is intended to create meaningful

“grassroots” involvement among the business communities, labor organizations and the federal government’s training programs: Specific job markets dictate demand, which therefore results in effective employee training and stable employment.

The Alaskan situation requires something different from the other programs. By virtue of the unique nature of the ANCSA and the immense new-found wealth of the Alaska Native community, the fledgling corporations have a special obligation to employ their shareholders — a commitment that is critical not only to the survival of the corporations, but especially to the Native cultures. This is the challenge of the future.

“[Being a corporate stockholder] is kind of a nebulous thing to a lot of Native people, including myself. What you might have to meet will take every brain tissue, sinew, sense of humor, to make it a reality for the good of your people. What might help you do it? Our ancestors have done amazing things — they have left us with ways of meeting difficult situations.”

Howard Rock

“We have had to develop skills we never knew we possessed.”

Willie Hensley, president,
NANA Corporation

ARTICLES OF INCORPORATION OF THE ALASKA INTER-REGIONAL PRIVATE INDUSTRY COUNCIL

Pursuant to the Alaska Nonprofit Corporation Act, AS 10.20, and the Federal Internal Revenue Code, Section 501(c)(3), the Alaska Inter-Regional Private Industry Council, an Alaskan nonprofit corporation, executes and sets forth its Articles of Incorporation as follows:

ARTICLE I NAME

The name of the corporation shall be: ALASKA INTER-REGIONAL PRIVATE INDUSTRY COUNCIL.

ARTICLE II DURATION

The period of duration of the corporation is perpetual.

ARTICLE III PURPOSES

The purpose for which this corporation is formed is to administer those programs which advance the overall economic, social, and cultural development of the Native people within the State of Alaska; to provide technical and training assistance to those organizations engaged primarily in the development for economic betterment of Alaskan Natives; and to engage in any lawful purposes permitted under the corporation's Bylaws, as amended from time to time.

ARTICLE IV PROFITS AND ASSETS

This corporation is not organized for profit, and no dividends shall be declared or paid, nor shall it have the power to issue certificates of stock, and no part of its net earnings shall inure to the benefit of any person or organization. The balance, if any, of all money received by the corporation from its operations, after payment in full of all debts and obligations of the corporation, shall be used and distributed exclusively for the purposes set forth in Article III of these Articles. In the event of termination or dissolution of this corporation, any remaining assets must be distributed on one or more organizations which have a charitable status under Section 501(c)(3) of the Federal Revenue Code of 1954 as amended. Designation of donees shall be made by the Board of Directors prior to dissolution according to the requirements of the Federal Revenue Code.

ARTICLE V REGISTERED OFFICE AND AGENT

The address of the initial registered office of this corporation is 411 West Fourth Ave., Anchorage, Alaska, 99501. The name of the initial registered agent of the corporation at that address is: George Walters.

ARTICLE VI INTERNAL AFFAIRS

The internal affairs of the corporation shall be governed by the Bylaws, as amended from time to time.

ARTICLE VII BOARD OF DIRECTORS

The number of Directors shall be fixed by the Bylaws, as amended from time to time, except that the number of Directors shall be at least three (3).

These Articles of Incorporation may be amended by a two-thirds ($\frac{2}{3}$) majority vote of the Board of Directors at any regular or special meeting of the Board, provided that notice of intention to amend the Articles of Incorporation shall be given in accordance with the Bylaws prior to such meeting.

ARTICLE VIII AMENDMENTS

The incorporators of this corporation and their addresses are as follows:

ARTICLE IX INCORPORATORS

Name	Address
George Walters	Box 309 Nome, Alaska 99762
A. Bruce Tiedeman	4560 Montrose Circle Anchorage, Alaska 99502
Douglas D. MacArthur	1513 E. 59th Anchorage, Alaska 99502

BY-LAWS OF THE ALASKA INTER-REGIONAL PRIVATE INDUSTRY COUNCIL

Section 1.01. The name of this Corporation shall be THE ALASKA INTER-REGIONAL PRIVATE INDUSTRY COUNCIL (hereinafter referred to as the "Corporation".) Its principal office will be in Anchorage or Juneau, Alaska.

ARTICLE I NAME AND PRINCIPAL OFFICE OF CORPORATION

Section 2.01. Any individual or organization interested in supporting the purposes of the Corporation may become a member of the Corporation by filing an application in such form as the Board of Directors shall prescribe. Applications must be approved by a simple majority of the Board. Each member shall be entitled to one vote.

ARTICLE II MEMBERS

Section 2.02. Any member may resign by submitting written notice of resignation to the Secretary.

Section 3.01. Meetings of the members shall be held at such place or places, either within or without the State of Alaska, as may from time to time be fixed by the Board of Directors.

ARTICLE III MEETINGS OF MEMBERS

Section 3.02. The annual meetings of the members shall be held on a date fixed by the Chair. A report of the meeting and of the activities of the corporation for the preceding year shall be sent to all members following the annual meeting.

Section 3.03. Special meetings of the members may be called by the Chair, President, Secretary, or one-third of the Board of Directors, and shall be called by the President upon written application of twenty-five (25) percent of the members of the Corporation.

Section 3.04. Written notice of each meeting of the members, stating the place, day, and hour of the meeting and, in the case of a special meeting, the

purpose or purposes for which the meeting is called, shall be delivered not less than seven (7) nor more than fifty (50) days before the date of the meeting, either personally or by mail, by or at the direction of the Chair, President or Secretary, to each member, subject to waiver of notice as provided in the Alaska Non-Profit Corporation Act.

ARTICLE IV BOARD OF DIRECTORS

Section 4.01. The Corporation shall be governed by a Board of Directors (not less than fifteen [15] and not more than thirty-one [31]). The first Board of Directors shall be appointed by the incorporators of the Corporation named in the Certificate of Incorporation and Directors in office may be reappointed for one or more additional terms.

Section 4.02. Any vacancy occurring in the Board of Directors (other than a vacancy resulting from the appointed positions) may be filled by the affirmative vote of a majority of the members of the Board of Directors. A Director appointed to fill a vacancy shall be appointed for the unexpired term of his/her predecessor in office. Any Director may resign by submitting written notice of resignation to the Secretary. Any Director may be removed from office at any time with or without cause by the affirmative vote of two-thirds of the Directors in office.

Section 4.03. The Board of Directors shall be comprised of members representing the twelve (12) ANCSA Regional Corporations, the twelve (12) regional non-profit Regional Corporations and seven (7) at-large directors elected by this general membership who shall be representative of organized labor, minority business, educational agencies, statewide and community based organizations, tribal employment rights offices and organizations involved with economic and rural development.

ARTICLE V MEETINGS OF THE BOARD OF DIRECTORS

Section 5.01. Meetings of the Board of Directors, regular or special, may be held within or without the State of Alaska upon not less than two (2) days' notice to each Director, either personally or by mail, telephone or telegram, subject to waiver of notice as provided in the Alaska Non-Profit Corporation Act. Neither the business to be translated, nor the purpose of the regular or special meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting. Regular meetings shall be held at least four (4) times each year, or more often as established by resolution of the Board of Directors. Special meetings of the Board of Directors may be called by the Chairman or by the written request of a majority of the Directors in office.

Section 5.02. Fifty percent plus one of the number of Directors of record shall constitute a quorum for the transaction of business. The act of the majority of the Directors present at a meeting at which a quorum is present shall be the act of the Board of Directors. If a quorum shall not be present at any meeting of the Board of Directors, the Directors present thereat may adjourn the meeting from time to time, without notice other than announcement at the meeting, until quorum shall be present.

Section 5.03. Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting, if consent in writing, setting forth the action so taken, shall be signed by all of the Directors.

ARTICLE VI COMMITTEES

Section 6.01. The Board of Directors shall elect an Executive Committee on an annual basis, and by resolution adopted by a majority of Directors in office, may designate or appoint one or more committees, each of which shall consist of two or more Directors. Committee authority will be designated and appointment by a resolution adopted by a majority of the Directors present at a meeting at which a quorum is present. The designation and appointment of any such committee and the deletion

thereto of authority shall not operate to relieve the Board of Directors, or any individual Director, of any responsibility imposed upon them by law.

Section 6.02. The Executive Committee shall be comprised of the Chair, Vice-Chair, Secretary, Treasurer, President and two Board members at-large appointed by the Board of Directors present at a meeting at which a quorum is present.

Section 7.01. The officers of the corporation shall be elected annually by the Board of Directors and shall consist of a Chair, one Vice-Chair, a President, a Secretary and a Treasurer, and may include such other officers and assistant officers as may be deemed necessary. Any two or more offices may be held by the same person, except the office of President and Secretary. The officers shall serve at the pleasure of the Board.

ARTICLE VII OFFICERS

Section 7.02. The Chair shall preside at meetings of the Board of Directors and at meetings of the members.

THE CHAIR

Section 7.03. The Vice-Chair shall respectively have such powers and perform such duties as may be assigned to him/her by the Board of Directors or the Chair. In the absence or disability of the Chair, the Vice-Chair shall perform the duties and exercise the power of the Chair.

THE VICE-CHAIR

Section 7.04. The President shall be the chief executive officer of the Corporation; he/she shall have general and active management of the affairs and property of the Corporation, and shall see that all orders and resolutions of the Board of Directors are carried into effect. The President shall be appointed by the Board of Directors and need not be a member of the Board of Directors.

PRESIDENT

Section 7.05. The Secretary shall keep the minutes of all meetings of the Board of Directors and of all meetings of the members. He/she shall give, or cause to be given such notice of all meetings of the Board of Directors and all meetings of the members as may be required by the By-Laws, and shall perform such other duties as shall be assigned to him/her by the Board of Directors, the Chair or the President. The Secretary need not be a member of the Board of Directors.

THE SECRETARY

Section 7.06. The Treasurer shall have the custody of the corporate funds and securities and shall keep full and accurate accounts of receipts and disbursements in books belonging to the Corporation and shall be responsible for depositing all monies in the name and to the credit of the Corporation in such depositories as may be designated by the President. He/she shall be responsible for disbursing the funds of the Corporation in accordance with the direction of the President, approval of the Board of Directors, when the Board of Directors so requires, an account of all his/her transactions as Treasurer and of the financial condition of the Corporation. The Treasurer need not be a member of the Board of Directors.

THE TREASURER

ARTICLE VIII CONTRACTS, CHECKS, DEPOSITS, AND FUNDS

Section 8.01. Except as the Board of Directors may generally or in particular cases authorize the execution thereof in some manner, all checks, drafts and other instruments for the payment of money and all instruments of transfer of securities shall be signed in the name and on behalf of the corporation by the Treasurer or by such other officers, or agents or employees of the Corporation, as may, from time to time, be designated by the board of Directors. All instruments of transfer of personal property other than securities, all instruments of conveyance of real property and all contracts and agreements shall be signed by such officers or agents as the Board of Directors shall direct, and in any event, they may be signed by any two (2) of the following officers, namely, the Chair, Vice-Chair, President, Secretary or Treasurer. The Board of Directors may authorize and empower one or more officers or agents of the Corporation to execute and deliver any and all papers and documents or to do other acts or things on behalf of the corporation in dealing with government authorities.

Section 8.02. **Deposits.** All funds of the Corporation shall be deposited from time to time to the credit of the corporation in such banks, trust companies or other depositories as the Board of Directors may elect.

Section 8.03. **Contributions.** The Board of Directors may accept on behalf of the Corporation any contribution, gift, bequest, or devise from the generally purposes or for any special purpose of the Corporation.

ARTICLE IX BONDING AND INDEMNIFICATION

Section 9.01. Any officer or Board member accepting or disbursing money on behalf of the Corporation, will be bonded. The Corporation shall indemnify every director and officer, and his executors and administrators against all expenses reasonably incurred by or imposed on him in connection with any action, suit or preceeding to which he may be made a party by reason of being or having been a director or office of the Corporation, except in relation to matters as to which he shall be finally adjudged in such action, suit or proceeding to be liable for negligence or misconduct; and in the absence of such final adjudication, indemnification shall be provided only in connection with such matters as to which the Corporation is advised by its legal counsel that the person to be indemnified committed no such breach of duty. The foregoing right of indemnification shall not be exclusive of any other rights to which such person may be entitled.

ARTICLE X SEAL

Section 10.01. The corporate seal shall be circular in form and shall have inscribed thereon the name of the Corporation, and the date of its corporation.

ARTICLE XI FISCAL YEAR

Section 11.01. The fiscal year of the Corporation shall begin on the first day of October and end on the last day of September in each year.

ARTICLE XII AMENDMENTS

Section 12.01. These By-Laws may be altered, amended or repealed and new By-Laws may be adopted by a two-thirds majority of Directors in office at any regular or special meeting, subject to thirty (30) days prior notice provided that no such action shall be taken if it would in any way adversely affect the Corporation's qualification under Section 501(c)(3) of the Internal Revenue Code of 1954 (or any successor provisions.)

Application for Membership

Name _____ Position _____

Organization _____ Purpose _____

Tribal affiliation _____

Address _____ Telephone _____

Comments _____

Signature _____ Date _____

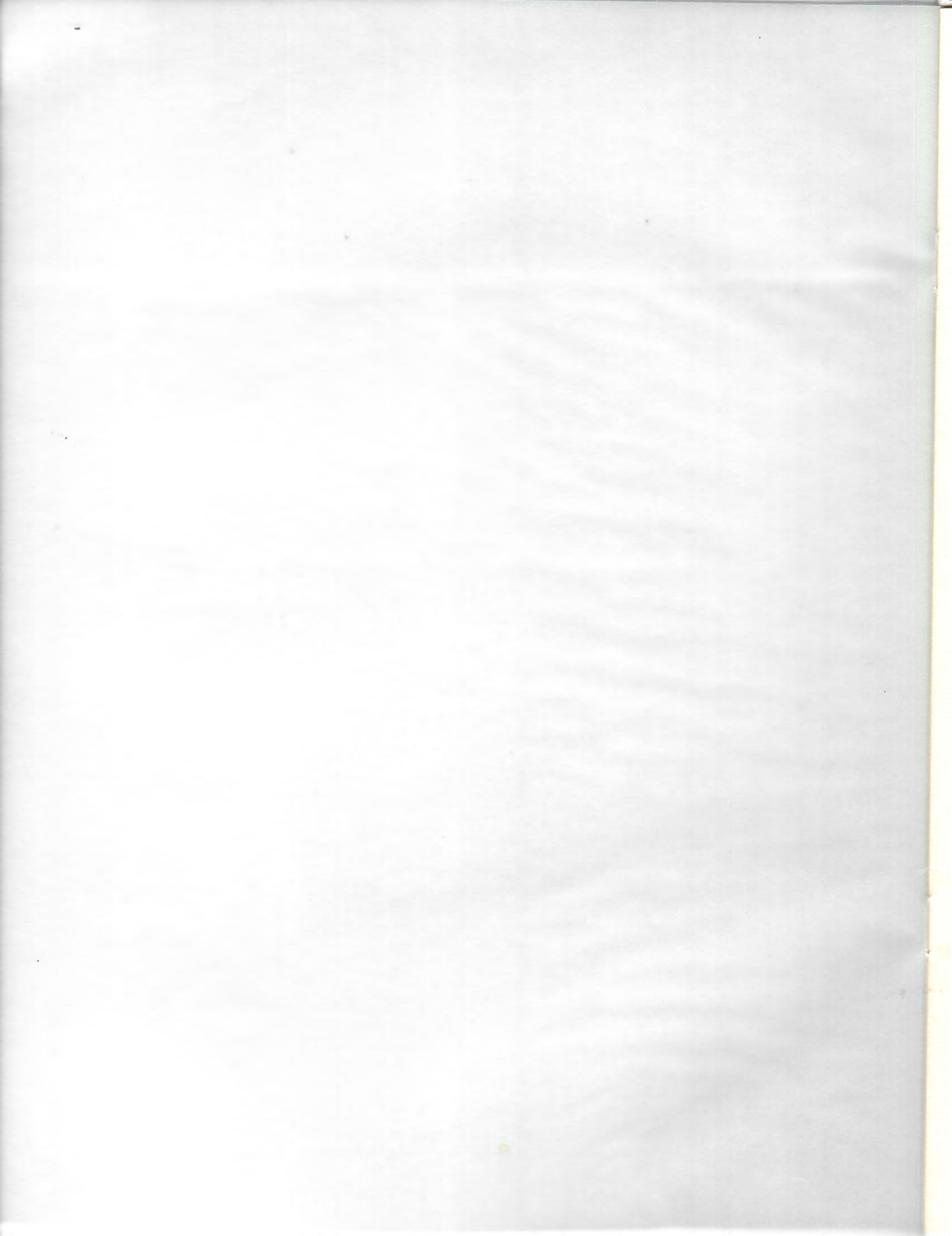
The applicant has read and agrees with articles of incorporation, and supports the principals of the Alaska Inter-Regional Private Industry Council.

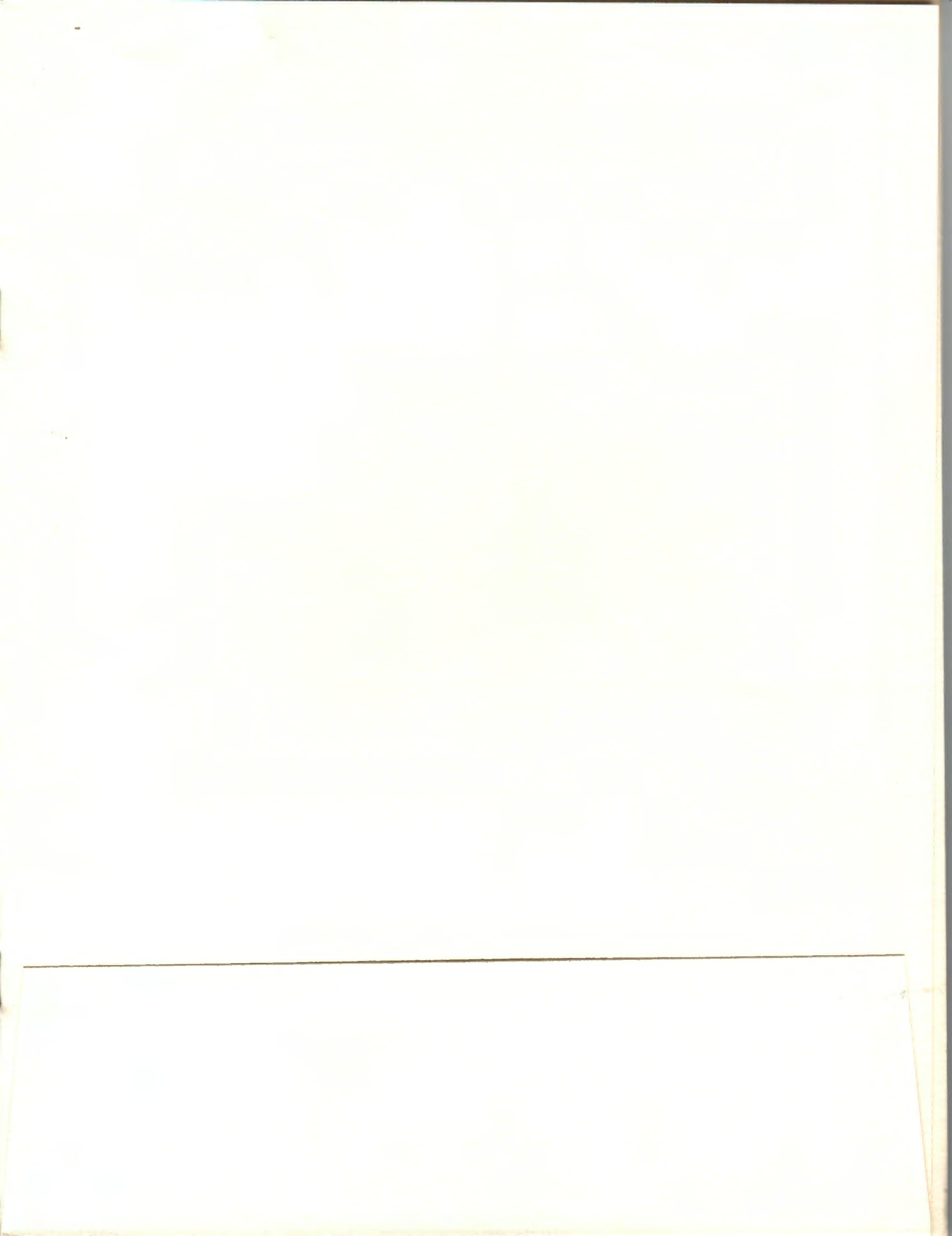
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Place
Stamp
Here

AIR/PIC
130 Seward Street Suite 403
The Goldstein Building
Juneau, Alaska 99801





AIR/PIC
130 Seward Street Suite 403
The Goldstein Building
Juneau, Alaska 99801

Attorneys
Lawrence A. Aschenbrenner
Arlinda F. Locklear

Legislative Liaison
Suzan Shown Harjo

Native American Rights Fund

1712 N Street, N.W. • Washington, D.C. 20036 • (202) 785-4166

Director
John E. Echohawk

Main Office
1506 Broadway
Boulder, Colorado 80302
(303) 447-8760

August 2, 1982

Morton C. Blackwell
Special Assistant
Office of Public Liaison
The White House
191 Old Executive Office Building
Washington, D.C. 20500

Dear Mr. Blackwell:

In accordance with instructions from your office today, this letter represents a formal request that Native American Rights Fund be included in your upcoming conference on Indian economic development.

As you may know, Native American Rights Fund is a national Indian law firm, which is directed by a Steering Committee of tribal people nationwide. For more than eleven years, our organization has represented some 200 Indian and Alaska Native governments, and numerous Native individuals, in court and before Congress. Under federal and private funding, we have assisted tribal governments toward their goals of self-determination and economic self-sufficiency, primarily through securing natural resources and governing authorities rights, as well as through surveys of the state of the law in this area.

Our Director, John E. Echohawk, and myself would be pleased to attend your conference and to contribute to your effort in any other way you may request. Please let us know when plans for the conference become final.

Additionally, I would like to commend your efforts in developing a favorable position on the Indian Tribal Governmental Tax Status Act. This is the only Administration to seriously advance this long-needed effort to bring tax benefits to tribal governments. Thank you.

Sincerely,



Suzan Shown Harjo
Legislative Liaison



LUMMI INDIAN BUSINESS COUNCIL

2616 KWINA RD. • BELLINGHAM, WASHINGTON 98226-9298 • (206) 734-8180

DEPARTMENT: Chairman's Office

EXT. 201

LARRY G. KINLEY
Chairman

EDWARD L. JONES
Vice Chairman

AMUEL M. CAGEY
Secretary

GEORGE O. ADAMS
Treasurer

AMES M. ADAMS
Councilman

EWELL P.W. JAMES
Councilman

ERNEST J. JEFFERSON
Councilman

WILLIAM E. JONES
Councilman

FRED F. LANE
Councilman

BERNARD A. LANE
Councilman

AMES H. WILSON
Councilman

July 22, 1982

The Honorable Martin Blackwell
The White House
Washington, D.C.

Dear Mr. Blackwell:

The Lummi Indian Business Council would like to thank the President for his official support of the Indian Tax Status Act.

This is the most positive action to come from the current Administration.

If the Lummi Indian Tribe can be of any service to the President or his staff, please feel free to contact us any time.

Thank you.

Respectfully,

Fred F. Lane
Fred F. Lane, Council Member/Representative
Lummi Indian Business Council
Lummi Indian Tribe

cc: Larry G. Kinley, Tribal Chairman

FFL;nb

Morton Jackson

LAS VEGAS PAIUTE CONSTRUCTION

Lic. No. 18811

1 Palute Drive, Las Vegas, NV. 89106

(702) 384-9409

089932

May 18, 1982

President Ronald W. Reagan
The White House Office
1600 Pennsylvania Ave.
Washington, D. C. 20500

Mr. President:

Responding to an article sent to us by the National Congress on Native Americans. We have expressed our beliefs and concerns through Mr. Vince Lachelli some months ago.

Mr. President, we are most impressed by your administrations attempts at re-alignment and re-organization within the Federal Government. We are also cognizance of the extreme difficulty that this will be personally and politically. The fact that so many thousands of Government workers along with private sector workers have long stopped working and are now a direct drain on the economy.

Mr. President, our policy within our very small Tribal Government here at the Las Vegas Paiute Colony must do the same as you are doing; get the most production and the most profit out of every dollar invested, in order that we may take care of our elderly, our sick, our roads, etc. We have never depended on the Government and hope to never. The services that were supposed to be available through BIA, HHS, etc. have been sparse at most.

We now encourage your programs to bring the Private Sector Business and Tribal Governments together in order to make the Native American "Free" thru Free enterprise, "Independant" thru self support, "Proud" thru self determination, "Strong" thru excellence. Sound like a fantasy? We think not. Our little band of Paiutes is doing just that, not on a giant scale, on a small scale. How much can you do with a 10 acre colony, where 2.5 acres are used up for streets? But watch us, we are doing it, we are in a fine balance situation. We, too, need just a little encouragement, a little more land base; but we will do it.

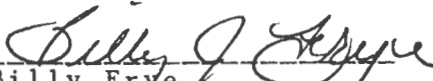
LAS VEGAS PAIUTE CONSTRUCTION

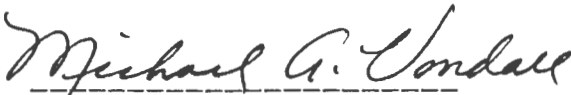
Lic. No. 18811

1 Palute Drive, Las Vegas, NV. 89106

(702) 384-9409

Mr. President, your re-organization plan, your trimming of the middle men, your recognition of the groups actually working at "self determination" - we are for it, and behind you, as well as beside you.


Billy Frye
Tribal Chairman


Michael Vondall
Special Assistant to
Chairman

c/c NCAI
Ken Smith
Vince Lachelli



REGION VII

MID-CONTINENT FEDERAL REGIONAL COUNCIL

Room 634, 601 E. 12th Street
Kansas City, Missouri 64106
816-374-3361 FTS: 758-3361

August 23, 1982

Mr. Morton Blackwell
The White House
Washington, D.C. 20500

Dear Morton:

It has been brought to my attention that a special White House Task Force on Native American Economic Development is being formed under your direction. This is an excellent idea and under your astute leadership, I know it will produce positive findings and recommendations. I would like very much to be put on this task force or to serve it in an advisory capacity. I have something to contribute, and also have a need for finding possible avenues to successfully help this group strengthen their economic stability.

I serve as Secretary of Transportation Lewis' Regional Representative for Regions VII and VIII, with an office in Kansas City, Missouri. In this capacity, I am DOT's member of the Federal Regional Council (FRC) in both Regions. I have also been appointed by the President to serve as Chairman of the Region VII FRC. The Federal Regional Council's are becoming more and more involved with both tribal and urban Indian organizations.

Morton, since my past association with you has always been via Lynn Nofziger and the Reagan troops, you are probably unaware that I have had some 30 years of experience and association with the American Indians. Therefore, I have a double interest in this task force.

Please let me know when this task force plans to meet. I would also appreciate information as to the selection process of some of the members of the task force. I understand that BIA printed a blanket invitation in one of their newsletters. This is probably a good way to spread the word, but I am not certain it will give you the potential names for viable task force members.

Thank you for your consideration.

Sincerely,

Patricia S. Keyes
Chairman

THE WHITE HOUSE
WASHINGTON

June 25, 1982

Joe McElwain, Chief Executive Officer and Chairman of the Board of Montana Power Company, called concerning the Indian Project - Indian Employment Program.

He sent some information from his company, and wonders if we got it.

His phone number is 406-723-5421

Doug

633 Seventeenth Street
Denver, Colorado 80202
(303) 534-8153
Cable DEHANDS

*File
Indian
Economic*

Mr. Morton Blackwell
Special Assistant to the President
The White House
Washington, D.C. 20500

May 21, 1982

Dear Mr. Blackwell:

I am enclosing a copy of a letter I sent to 50 Tribal Chairmen and Tribal Finance Officers. I think you will agree that the goals set out in the letter will be of great benefit to Tribal government.

Thus far we have had five Tribes make reservations to attend. This is part of the overall effort to assist Tribes to achieve economic self-sufficiency.

Sincerely,

Ted Bryant

Ted Bryant *des*
Director of Native American Programs

Enclosure

SAMPLE LETTER

To Tribal Chairmen

May 12, 1982

Dear Chairman _____:

I am coordinating an effort through the Municipal Finance Officers Association (MFOA) to create a Native American Finance Officers Association as an adjunct to the MFOA.

I am enclosing some background information on the MFOA. They have been of great assistance in elevating the skill level and performance of finance staffs of municipalities. Similar assistance is very much needed by Tribal governments.

Some advantages to a Native American Finance Officers Association (NAFOA) are

- . Establishment of standards for performance within Tribal Finance Operations
- . Certification of Tribes who have met minimum standards
- . Tribes will experience greater success in dealing with the private sector (securing financing, joint ventures, etc.) with certification
- . Training for Tribal Finance staff
- . Upgrading of standards for Tribal Finance staff members

The annual meeting of MFOA is being held in New Orleans, May 23-26, at the Fairmont Hotel. I am enclosing a brochure containing information on the meeting.

On Monday, May 24, we will hold an organizational meeting of the Native American Finance Officers Association. You, your Tribal Administrator, and your Tribal Finance Officer are invited to this meeting.

After the organizational meeting, some initial training courses will be provided on Tribal accounting systems, indirect cost allocation, and Tribal computer systems. In addition, Tribal personnel may attend the MFOA convention, upon payment of the registration fee.

This is an important opportunity for the improvement of Tribal Finance operations. Please send me a letter indicating your desire to participate or for further information call me at (303) 534-8153.

See you in New Orleans.

Sincerely,

Ted Bryant
Director of Native American Programs

Enclosures

cc: Tribal Finance Officer

REQUEST FOR APPOINTMENTS

*Economic
Juchan
meeting*

To: Officer-in-charge
Appointments Center
Room 060, OEOB

Please admit the following appointments on May 20, 19 82

for Morton C. Blackwell of OPI
(NAME OF PERSON TO BE VISITED) (AGENCY)

MARTIN, Phillip
TRIMBLE, Charles
PARKER, Alan
BUTLER, John
TIGER, Ernest
ANDRADE, Ron
DUNBAR, Dave

Julie Echols

MEETING LOCATION

Building OEOB

Requested by SHORTLEY

Room No. 191

Room No. 191 Telephone 2657

Time of Meeting 2 pm

Date of request May 19, 1982

Additions and/or changes made by telephone should be limited to three (3) names or less.

APPOINTMENTS CENTER: SIG/OEOB - 395-6046 or WHITE HOUSE - 456-6742

TRIBAL ADMINISTRATION BW
RT 7 BOX 21
PHILADELPHIA MS 39350

 **Mailgram**
western union



1-0649348130 05/10/82 ICS IPMBNGZ CSP WSHA
6016565251 MGM TDBN PHILADELPHIA MS 136 05-10 0742P EST

MR MORTON C BLACKWELL
SPECIAL ASSISTANT TO THE PRESIDENT
WHITE HOUSE
WASHINGTON DC 20500

THE PURPOSE OF THIS MAILGRAM IS TO CONFIRM OUR TELEPHONE CONVERSATION
OF MAY 7, 1982, WHEREBY WE SCHEDULED A MEETING AT YOUR OFFICE FOR
2PM, MAY 20, 1982.

ACCOMPANYING ME WILL BE CHUCK TRIMBLE, ALAN PARKER, JOHN BUTLER, AND
ERNEST TIGER. WE WOULD LIKE TO DISCUSS WITH YOU THE PLAN FOR THE
PROPOSED WHITE HOUSE PRIVATE SECTOR AND TRIBAL LEADERSHIP MEETING. WE
ARE HAPPY THE ADMINISTRATION WILL BE HOLDING THE WHITE HOUSE
CONFERENCE, AND WOULD LIKE TO ASSIST YOU ANYWAY WE CAN IN SETTING THE
DATE AND FORMULATING THE AGENDA.

PHILLIP MARTIN, PRESIDENT
NATIONAL TRIBAL CHAIRMANS ASSOCIATION
1010 VERMONT AVE NW
WASHINGTON DC 20005

Ron Andrade
David Dunbar

LOCAL ADDRESS:
PHILIP MARTIN, CHIEF
MISSISSIPPI BAND OF CHOCTOW INDIANS
ROUTE 7 BOX 21
PHILADELPHIA MS 39350
601/656-5251

21:47 EST

MGMCOMP

TO REPLY BY MAILGRAM, PHONE WESTERN UNION ANY TIME, DAY OR NIGHT:

FOR YOUR LOCAL NUMBER, SEE THE WHITE PAGES

OF YOUR TELEPHONE DIRECTORY

OR

DIAL (TOLL FREE) 800-257-2241

(EXCEPT IN NEW JERSEY 800-532-2271)

OR DIAL WESTERN UNION'S INFOMASTER SYSTEM DIRECTLY:

FROM TELEX 6161

FROM TWX 910 420 1212



United States Department of the Interior

OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20240

May 26, 1982

TOMS

MEMORANDUM FOR MORTON BLACKWELL

FROM: LO ANNE WAGNER, SPECIAL ASSISTANT, WHITE HOUSE WORKING GROUP
ON INDIAN POLICY

SUBJECT: WHITE HOUSE CONFERENCE ON ECONOMIC DEVELOPMENT

Ken Smith would prefer the July 26, 1982, date over the July 12, 1982, suggested date for the Conference. He will be able to go over details with you later, possibly the week of June 7, as he wants to lend his full support to bringing the Conference to fruition.

P. O. Box 1557
Window Rock, AZ 86505
August 11, 1982

Mr. Morton Blackwell
Presidential Assistant
Office of Public Liaison
The White House
Washington, D. C.

Dear Mr. Blackwell:

I am most interested in participating in your upcoming White House Conference on economic development and creation of jobs on American Indian reservations. This is a very worthy move on the part of President Reagan to help the American Indians and their economic and high unemployment problems.

I am a doctoral student in political science at Northern Arizona University, Flagstaff, Arizona. It may be an ideal for my involvement as an evaluator of the conference. If agreeable with the Administration the final report will be submitted to President Reagan and other appropriate offices for the purpose of further detailing out the tribal assistances.

Thank you.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'Reginald A. Begaye', with a stylized, flowing script.

Reginald A Begaye

JOHN N. ERLNBORN
14TH DISTRICT, ILLINOIS

COMMITTEES:
GOVERNMENT OPERATIONS
EDUCATION AND LABOR
(RANKING REPUBLICAN MEMBER)

Congress of the United States
House of Representatives
Washington, D.C. 20515

WASHINGTON OFFICE:
RAYBURN HOUSE OFFICE BUILDING
PHONE: (202) 225-3515

CONGRESSIONAL DISTRICT OFFICE:
911 NORTH ELM STREET
HINSDALE, ILLINOIS 60521
PHONE: (312) 655-2052

August 4, 1982

Mr. Morton C. Blackwell
Special Assistant to the President
for Public Affairs
191 Old Executive Office Building
Washington, D.C. 20500

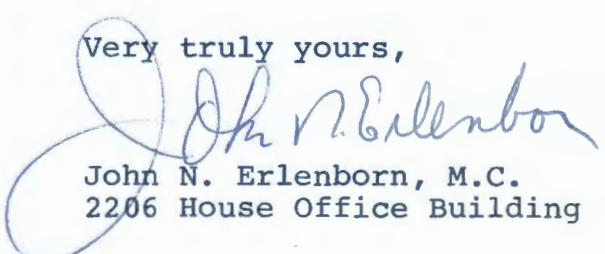
Dear Mr. Blackwell:

My constituent, Doctor Roy E. Cameron, has expressed to me his interest in attending the American Indian Business and Economic meeting.

Doctor Cameron is Director of Energy Resource Training and Development at Argonne National Laboratory and, as you will note from the enclosed, serves as the manager of DOE- and other agency-funded, energy-related environmental training programs for Native Americans. Thus, I am sure his attendance at the meeting would prove beneficial.

I understand that a time and place for this meeting have not yet been determined, but hope you will give Doctor Cameron's desire to attend all due consideration when final arrangements are made.

Very truly yours,


John N. Erlenborn, M.C.
2206 House Office Building

JNE:set
Enclosures

pc: Roy E. Cameron, Ph.D.
3433 Woodridge Drive
Woodridge, Illinois 60517

August 5, 1982

Mr. Morton Blackwell
Room 191
OEOB
White House
Washington, D.C. 20500

Dear Mr. Blackwell,

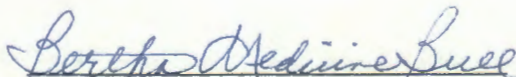
This letter is in reference to the White House conference for Indian tribes and corporate representatives to discuss economic development. It interests me greatly, my position with the Northern Cheyenne Tribe is as a Coordinator for the Economic Development Administration. With our main emphasis in the creation of small businesses and creation of employment.

This is a request to be invited to this particular conference, so that I can learn of all the possibilities in this field for my tribe. It would also be of interest to be able to communicate with other tribes on some possibilities of development and employment. To understand their concerns and priorities. With this correlation in mind be able to present it to the corporation representatives.

I feel that since I've had some college and experience in the communications field it would be beneficial to others for a greater understanding when we begin to dialogue. Our tribe is into various stages of development, which we'd be glad to share our ideas on.

Your kind consideration will be greatly appreciated.

Sincerely,


Bertha Medicine Bull
EDA Coordinator

cc: files

PARK SQUARE BOND

Cheyenne Economic Development
Dept.
Cheyenne Tribe
r, Montana 59043



191

Mr. Morton Blackwell
Room 191
OEOB
White House
Washington, D.C. 20500

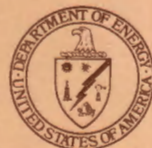


**NATIVE AMERICAN
ENERGY/ENVIRONMENTAL
TRAINING AND TECHNICAL
ASSISTANCE PROGRAMS**

**Programs Conducted by
Argonne National Laboratory
for the U. S. Department of Energy,
Environmental Programs**



Roy E. Cameron, Ph.D., Director



Since summer 1976, Argonne National Laboratory has conducted training sessions, seminars and workshops for Native Americans on the scientific principles underlying energy development, natural resources, reclamation and conservation, and how to apply these principles to tribal lands and local concerns.

Emphasis in these programs is on practical environmental assessment, and techniques that can be used to measure the success of land development and rehabilitation practices.

Instructors, coordinators and lecturers for the program are Argonne scientists and engineers, state, Federal, and tribal resource personnel, and specialists from various universities. The programs are typically offered following meetings with tribal councils and through community colleges serving the reservations. Students selected by their tribes have also extended their studies at the Argonne National Laboratory near Chicago, Illinois.

Participants in the programs to date include Assiniboine and Sioux (Fort Peck), Crow, Northern Cheyenne, Navajo, Hopi, Zuni, and Blackfeet and Salish-Kootenai (Flathead). Funding has been provided by the Department of Energy, Environmental Programs and various other agencies.

Course offerings include:

- ecology (terrestrial and aquatic)
- field ecological sampling techniques
- monitoring principles and resource assessment
- geology and hydrology
- water quality and water standards
- air quality and air standards
- soil science and soil microbiology
- agronomy, range and wildlife management
- forestry and revegetation
- energy development, leasing and legal aspects of land use and reclamation
- environmental impact statement process
- alternative energy sources

NATIVE AMERICAN ENERGY/ENVIRONMENTAL TRAINING AND TECHNICAL ASSISTANCE PROGRAMS

Roy E. Cameron, Ph.D., Director

*Programs Conducted by Argonne National Laboratory
for the U. S. Department of Energy, Environmental Programs*

Argonne National Laboratory
9700 South Cass Avenue
Argonne, Illinois 60439
(312)972-2000

NATIVE AMERICAN ENERGY/ENVIRONMENTAL TRAINING

There is a growing need for trained Native Americans who can help tribal leaders reach informed decisions concerning the use of natural resources on Indian lands. Consequently, the Department of Energy is providing funds through Argonne National Laboratory to begin to assist the energy development needs and environmental concerns of American Indians. Programs such as Argonne's Native American Energy Resources Training and Development Program are an attempt to work with Native Americans to meet their tribal objectives and at the same time help solve some of the nation's energy needs.

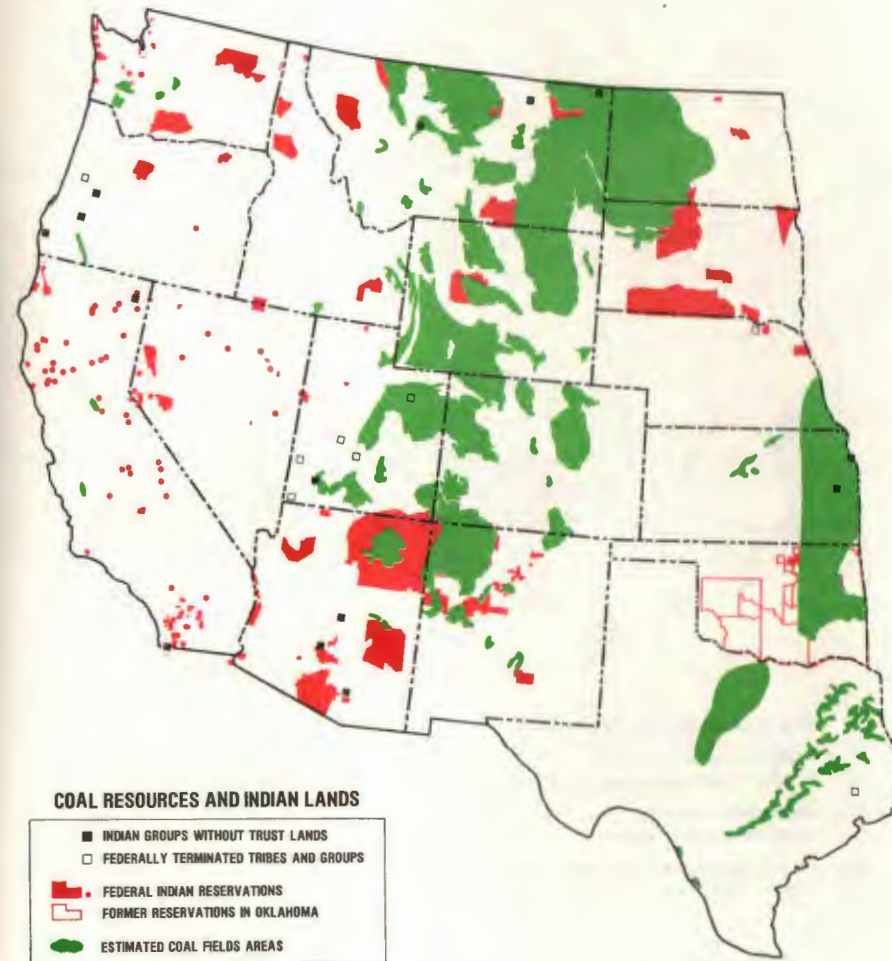


This brochure contains highlights of an audio-visual presentation of these programs.

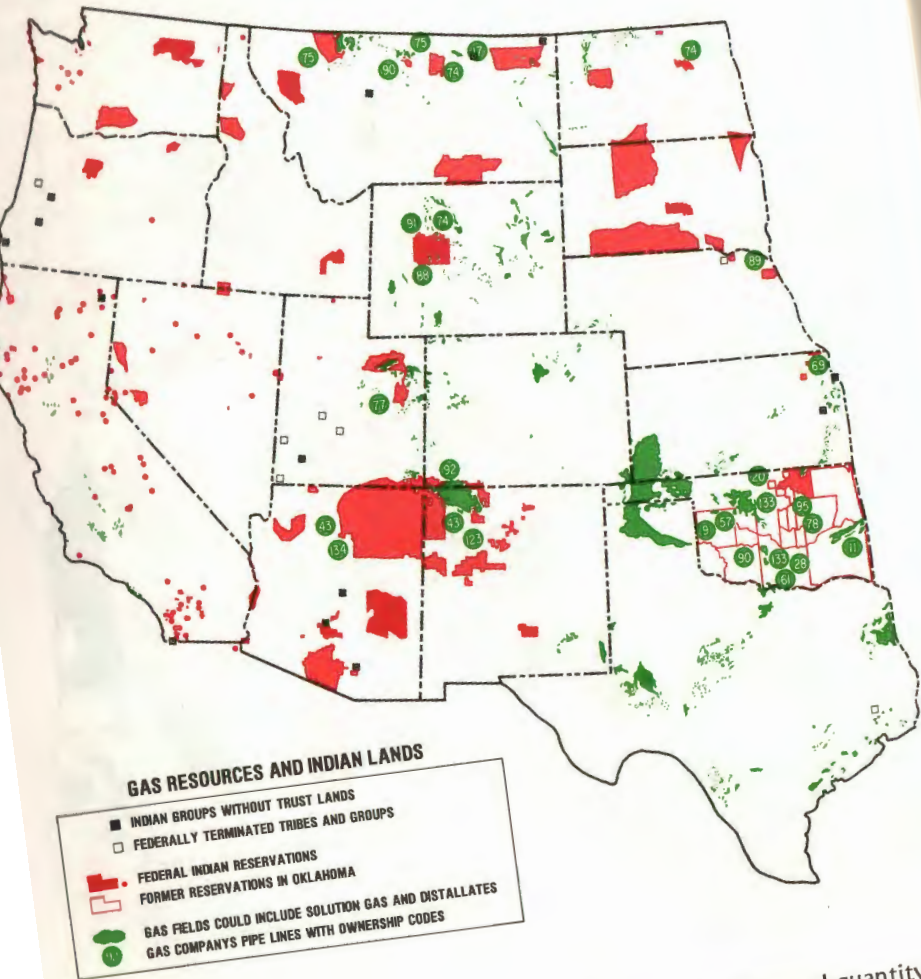
Energy development has occurred for decades on Indian lands through leasing of their minerals; and vast reserves of fossil fuels and uranium are estimated to still underlie reservation lands.



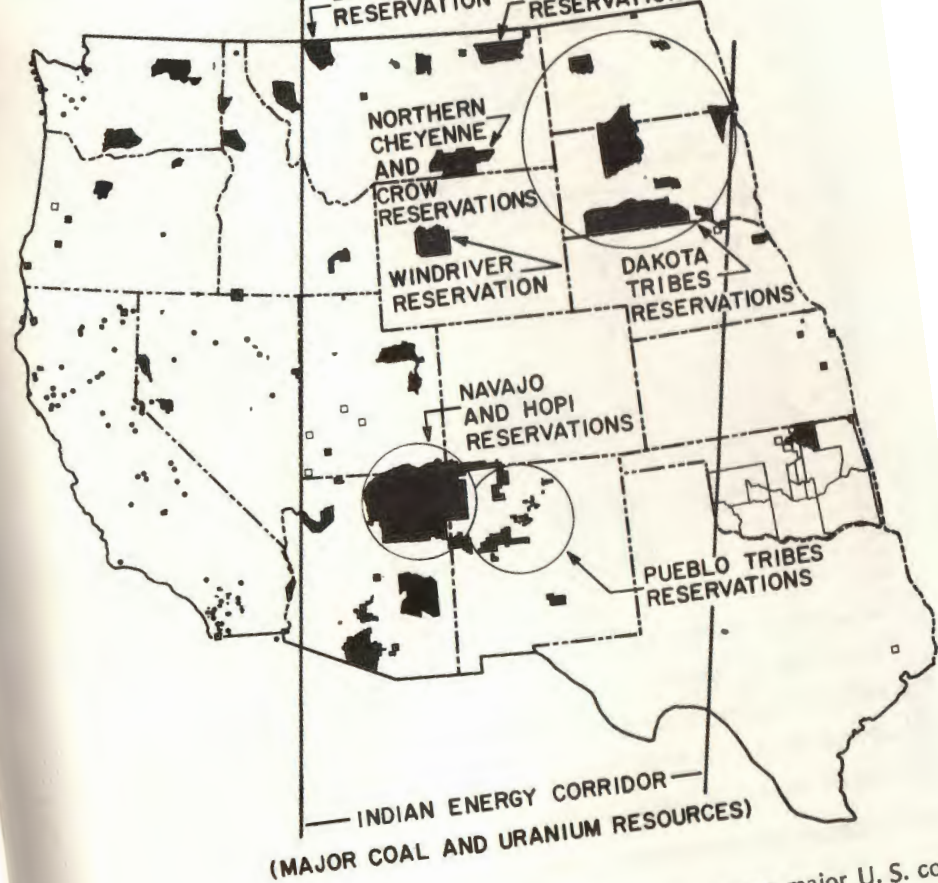
An estimated 55% of the country's uranium ore is on Indian lands.



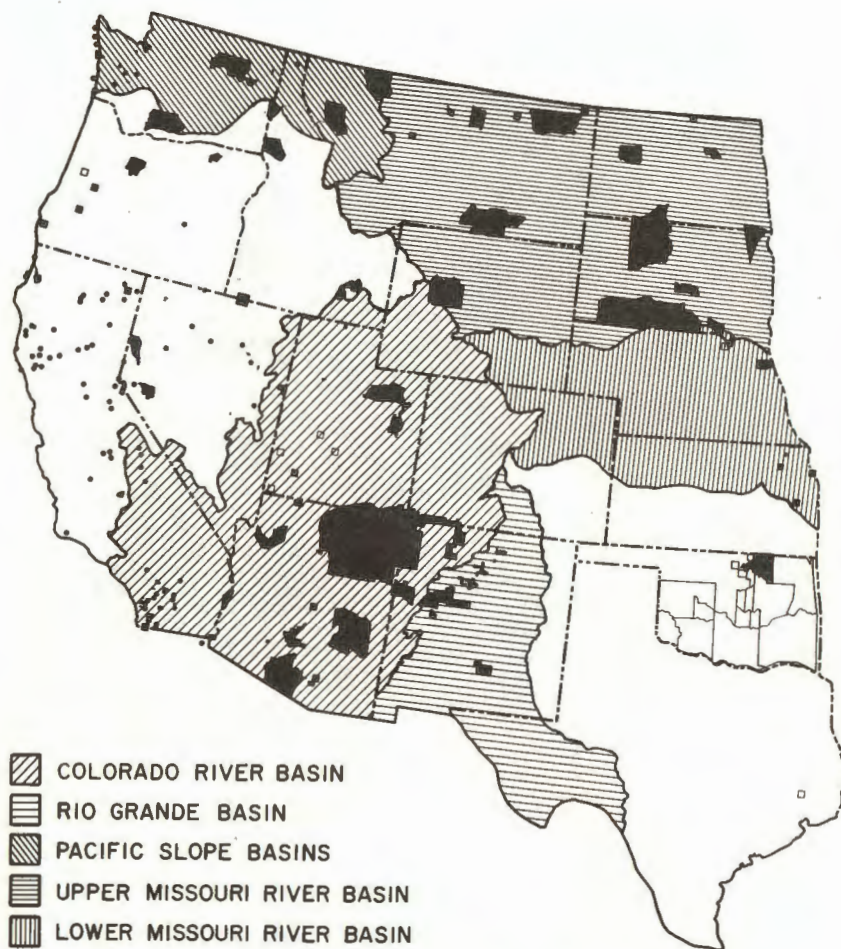
About one-third of the country's low-sulfur coal is estimated to underlie reservations in the west and southwest. The Navajo Reservation is believed to contain 50 billion tons of coal.



Natural gas is also found on Indian land; 12% is an often estimated quantity.

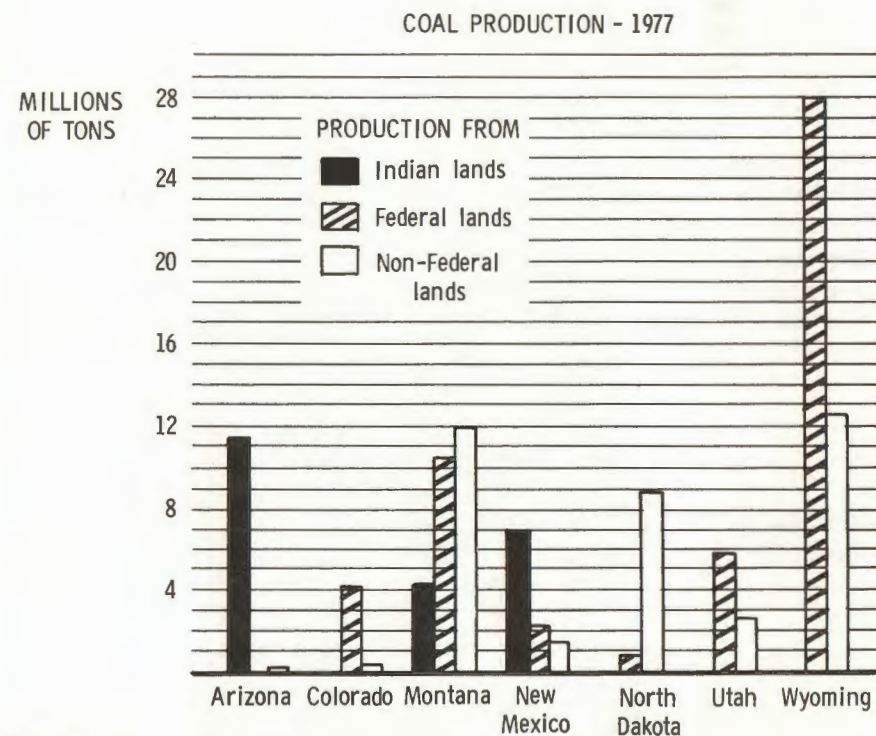


Here we see what is called the Indian Energy Corridor, where major U. S. coal and uranium deposits are concentrated.



LOCATION OF INDIAN RESERVATIONS AND RIVER BASINS

Water, which is necessary for energy development in the western states, is also an important reservation resource. The Rocky Mountain Water Basins overlap into large areas where American Indians hold water rights as part of their treaties. Control of water rights may in turn influence energy development and production in these areas.



Data sources:
 Keystone Coal Manual, 1978
 Coal Production, U.S.G.S., Reston, Va.

STATES

This bar graph compares Native American coal production in the Rocky Mountain Region coal corridor with Federal and private development in the same region. The Navajo in Arizona produced more coal in 1975 and 1976 than any other producer.

Since 1976, Argonne National Laboratory has conducted a series of training programs designed to instruct and technically assist Native Americans in the scientific principles underlying energy development, conservation of resources, environmental assessment, monitoring and reclamation, and how these principles can be applied to Indian lands. Scientists and engineers from Argonne National Laboratory taught the initial courses, and since then have been joined by instructors from tribal organizations, state and Federal agencies, universities and industry.

The first program was conducted at Navajo Community College, Tsaile, Arizona. This booklet shows scenes from that program, which was developed to meet the concerns of the Navajo in northeastern Arizona. Likewise, all subsequent programs have been designed to meet the specific needs of the tribes requesting the programs. In the first program emphasis was on practical environmental assessment techniques in order to measure the success of local land development and rehabilitation practices following coal strip mining.



Ten students participated in the original program. The four Navajo were employed by the Navajo Tribe's Minerals Development and Environmental Protection commissions. The six Hopi were employed by the Hopi Manpower Commission.

During the first week of instruction basic principles of ecology, geology, and coal formation and some concepts of civil engineering and surveying were covered.

Students reviewed basic mathematics and learned map reading and orientation.



After a week of classroom instruction, a field trip was taken to study local geologic features. Students observed coal seams first hand as the instructor lectured on coal formation.



Observations were also made at the Pittsburg and Midway McKinley strip mine, between Gallup and Window Rock, where the students toured drilling and blasting operations and inspected the coal unloading, sorting and mixing docks.

Principles of hydrology and geochemistry were taught in the second week. Field testing of streams in Canyon Del Muerto provided data that were used to determine water quality and interpreted in terms of local conditions, geology and man's activities.



Water quality determinations such as temperature, specific conductance, oxygen content, major cations and anions were measured above and below Tsaile Lake near the college.



After principles of groundwater hydrology had been covered, water wells on the college grounds were tested for yield and recovery rates.



Water availability and water quality are critical factors in reclaiming mined land in the American Southwest and Northern Great Plains, where extensive energy development is taking place. Melted snow from high elevations is often the principal water source in these arid and semi-arid regions. It was noted on the field trip to the Chuska Mountains that water stored in Berlund Lake could supply some of the water needs of the Navajo Reservation.

Examining the condition of the soil as it was prior to mining — its texture, structure, and other physical and chemical properties — is important to the re-establishment of vegetation and development of a new soil substrate on reclaimed lands. Students need to understand the basic concepts and techniques of soil science and soils engineering. Identification and location of soil types were studied using soil-range maps, color charts, and other guides provided by the Branch of Land Operations, Bureau of Indian Affairs.



Types of vegetation on different soils were collected and recorded from a number of locations such as a coniferous forest and this arid, alluvial bank.



Soil samples were analyzed for pH, cations and anions (such as nitrate and sodium), and total soluble salts, upon return from the field trip.



Observations such as these will aid members and employees of the tribes to make decisions regarding energy development and the disruption to the environment caused by energy extraction such as strip mining for coal.



Decisions also must be made to determine land use and the proper land reclamation procedures following energy extraction.



Many problems of land reclamation were discussed, for example at this water-harvesting location at the Black Mesa mine.



Baseline data were collected to show the condition of rangeland relative to range and wildlife management. These inventories and other information are necessary for all subsequent land reclamation projects. Field activities were stressed.



Students were introduced to vegetation identification, density of plant cover, and plant weight measurements. Vegetative cover was clipped from the grid area, identified, and later weighed. These biomass data were used to interpret range conditions on the grid area. The instructor explained habitat destruction, ecosystem populations, and other factors related to environmental assessment and land reclamation.



Small-animal traps were placed on a trap grid, and general characteristics of the ecosystem were discussed with the students.



The trap grid was chosen to include both open and sage-covered rangeland.



Data were collected from this ecosystem to show the movement and range of rodents. Data were subsequently discussed in terms of revegetation techniques used on strip-mined lands and the problems of re-establishing wildlife on such lands.



The progress of seeded areas on reclaimed land must be examined and compared after periods of growth in order to determine the effectiveness of mined land reclamation.



A field trip to the Black Mesa mine, operated by Peabody Coal Company, allowed the students to observe reclamation and revegetation effects at the mine.



The students were shown research equipment and methods used by personnel and graduate students from The University of Arizona in collecting runoff data from revegetated areas.



During the final week, a coal mine operated by Utah International, Inc. near Fruitland, New Mexico, was also visited. This permitted the students to see the pit, coal seams, and overburden pile in the mining area.



At this location students viewed a large reclamation area in the initial grading and shaping stage. The Four Corners power plant is located near this site.



John Blue Eyes, on the far right in the white hard-hat, is shown with the class members. Mr. Blue Eyes, a Navajo, is an Environmental Engineer for Utah International, Inc., and was the class tour leader for the Utah International mine visit. He also assisted in the planning-evaluation phase of the next year's program, and has instructed in subsequent programs.



All the students successfully completed the program and their job expertise and motivation were increased. College credits were awarded, and a certificate was given out at a special graduation ceremony. Department of Energy, Argonne National Laboratory, tribal, academic and industry personnel attended the ceremony.

REPORTS

After its completion, the program was assessed by all parties involved and, on the basis of these evaluations, the curriculum was modified to enhance the effectiveness of future programs. Since this time, programs have been conducted to include Assiniboine and Sioux (Fort Peck), Crow, Northern Cheyenne, Hopi, Zuni, Blackfeet, and Salish-Kootenai.

Numerous inquiries regarding these training programs have been received by Argonne. An assessment of the potential training needs of other Native American groups is being considered and other programs are being undertaken by Argonne and the Department of Energy.

(Photographs by James Matlock, Navajo Community College, and by Argonne National Laboratory staff instructors.)

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“. . . It is very late but still time to revive and rediscover the old American Indian value of respect for Mother Earth. You say Ecology. We think the word Mother Earth has a deeper meaning. If we wish to survive, we must respect her. She is very beautiful and already she is showing us signs that she may punish us for not respecting her.”

***-Ed McGaa (Eagle Man)
Oglala Sioux Indian
April 10, 1971***

