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SOCIETY FOR THE PRESERVATION OF AMERICAN INDIAN CULTURE

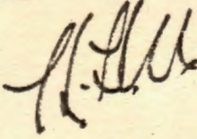
P.O. Box 76073

Mountain Brook, Alabama 35253-6073

Phone 205-870-9735

September 15, 1982

TO: American Indian Leaders
Friends of Indians

FROM: H. L. "Lindy" Martin 
Chief Executive

SUBJECT: Manual for American Indian Economic Development

I am happy to present you with the first edition of this booklet. It is only a beginning. It is designed to help any group discover avenues available for economic development and self-sufficiency. Other models, sources, resources, and plans will be identified and periodically sent to users of this manual. Regional conferences will be held to "exchange ideas" and share expertise with other Indian Economic Leaders.

I will welcome constructive suggestions and assistance as SPAIC offers Economic planning ideas to the Indian community.

✓

SOCIETY FOR THE PRESERVATION OF AMERICAN INDIAN CULTURE

P.O. Box 76073

Mountain Brook, Alabama 35253-6073

Phone 205-870-9735

INDIAN HERITAGE WEEK IN NORTH CAROLINA

SEPTEMBER 19 - 25, 1982

September 18

"Day In The Park"
Marshall Park, Charlotte, N.C.

September 19 - 25

Indian Heritage Week Exhibit
State Captial; Raleigh, N.C.

September 20 - 26

Institute of American Indian Art Exhibit
Pembroke, N.C.

Indian Art Exhibit
WSOC-TV Lobby/Gallery
Charlotte, N.C.

September 22

Open House (All Day)
Pembroke, N.C.

Indian "Fest Day" (Evening Hours)
Waccamaw-Siouan Development Association
Bolton, N.C.

September 23

North Carolina Indian Senior Citizen's Day
Pembroke, N.C.

Open House (All Day)
Coharie Intra-Tribal Council, Inc.
Clinton, N.C.

September 24

Mini-Powwow (Evening Hours)
Haliwa-Saponi Tribe, Inc.
Old Haliwa School
Hollister, N.C.

September 24 - 25

Powwow
Guilford Native American Assoc.
Uwharrie Boy Scout Camp
Jamestown, N.C.

September 25

Opening of National Congress of
American Indians (NCAI) Art
Exhibit
Charlotte Observer Art Gallery
Charlotte, N.C.

October 1 - 2

Statewide American Indian Cultural
Festival
Cumberland County Association for
Indian People
Cumberland County Memorial
Auditorium
Fayetteville, N.C.

October 5 - 9

Cherokee Indian Fall Festival
Cherokee, N.C.

MEMORANDUM:

We would like to encourage you to attend the exciting events in North Carolina during the months of September and October.

H. L. "Lindy" Martin

AMERICAN INDIAN ECONOMIC DEVELOPMENT

**A GUIDE FOR ASSISTING
INDIANS
IN ECONOMIC DEVELOPMENT AND SELF-SUFFICIENCY.**

BY

H. L. "LINDY" MARTIN

**The Society for the Preservation of American
Indian Culture**

ACKNOWLEDGEMENTS

The author would like to thank Dr. Lester Caplan, Ray Kinsland, Jaynn Kushner, and Stephen Richmond for their editorial contributions. Special thanks also goes to Ron Adredre, Dr. Lawrence Arney, Dr. Hudson Baggett, Dave Belcher, Morton Blackwell, Ted Bogda, Harry Campbell, Dr. James B. Chavis, Dr. E. T. Cleveland, James Cooper, Betty DuPre, Cameron Epps, Joseph Farley, Victor Hanson, II, John Harbert, Ed Hardin, Donald Hess, Emil Hess, Roy Hickman, Governor Fob James, Bruce Jones, Betty Oxendine Mangum, Dr. Jay Martin, Kenneth Maynor, Peter McDonald, John Pittman, Richard Reeves, Ruth Revels, Dr. N. F. Robinson, Billy Rushton, Mr. and Mrs. Richard Stockham, Lori Sullivan, Leonard Weil, Dr. Stanley Wilson, Rosa Revels Winfree, and Ruth Dial Woods for their support and inspiration which made this publication possible. The writer is grateful to his family: his wife and six children as well as his mother, three sisters and brother. This family has worked diligently as ambassadors for American Indian self-sufficiency.

H. L. M.

Thanks, "
"Chief"

MANUAL FOR
AMERICAN INDIAN ECONOMIC DEVELOPMENT

A guide for assisting
Indians
in economic development and self-sufficiency.

by
H. L. "Lindy" Martin

for
The Society for the Preservation of American Indian Culture

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INTRODUCTION AND PURPOSE

The Society for the Preservation of American Indian Culture is greatly concerned with maintaining the Indian community and preserving its cultural aspects. The Society is well aware of the historical background as well as the current situation involving Indian people. There is an overwhelming concern of economic conditions and their effect on how the federal government will deal financially with the Indian tribes, groups, and organizations.

After a very careful examination of policies, attitudes, projections, and the desire of Indian people to be self-sufficient, as well as hundreds of visits by the author and members of SPAIC to Indian communities, the need is seen for the publication of this manual. The hope is that it will be of value in helping meet the goals and objectives of the American Indian.

The strong point of the manual is that it may be used only as the people desire. Neither the author nor SPAIC will attempt to offer any part of this except as it is needed and requested by the people and the leadership of Indian communities. However, SPAIC will make available any human or financial resources it has, to assist in bringing about better economic conditions.

H. L. "Lindy" Martin, Ph.D.
Chief Executive, SPAIC
P.O. Box 76073
Mountain Brook, Alabama 35253-6073
(205) 870-9735

or

Dean of Student Services and
Instructor of American Indian Studies
Samford University
800 Lakeshore Drive
Birmingham, Alabama 35229
(205) 870-2736

CHAPTER I

COMMUNITY ECONOMIC DEVELOPMENT SURVEY

Before an Indian tribe or group begins a program of economic development, a properly documented survey should be made to indicate a true picture of the resources available and the acceptability of the program among the tribe and its leadership. The survey should be made so as to include the following information:

NEEDS ASSESSMENT OF THE COMMUNITY

This part of the survey should identify where the needs are in the community and why it is necessary to develop economic opportunities.

DETERMINATION OF LOCAL RESOURCES

An accurate determination of the human and natural resources available in the area should be made. This means a look at real estate, minerals, farming areas, water, electricity, transportation, and other resources necessary for proper development.

AVAILABILITY OF EMPLOYABLE PEOPLE

This part of the survey would indicate the number of local people available for work, including the employed and the unemployed. The education, training, and experience level of the people should be also pointed out.

ASSURANCE OF THE PROPER BUSINESS OR INDUSTRY

A strong-point of the survey should be to be sure that the type of enterprise sought would be acceptable to the community and not conflict with any cultural aspect of the group.

UTILIZATION OF THE MANUAL

After the above survey, this publication is designed to give information that will aid in bringing about feasible economic opportunities for Indian communities.

CHAPTER II

SOURCES OF HELP

- 1 - Tribes, groups, organizations, and their leadership
- 2 - Community Development Corporation
- 3 - Federal agencies
- 4 - Private business and industries
- 5 - Private foundations
- 6 - Schools of Agriculture and Experiment Stations and local County Agents
- 7 - State development agencies
- 8 - Promotion and sale of local arts and crafts
- 9 - Cooperation with local colleges, universities, and technical schools in bringing training to Indian communities
- 10 - Tourism: Utilization of local resources and culture for public information and economic gain without invading community privacy
- 11 - Exchange of ideas: Workshops sponsored by SPAIC to assist one another
- 12 - Development of industrial parks
- 13 - State Indian Commissions
- 14 - Utilization of natural resources
- 15 - Optometric Health Services
- 16 - Contacting Government Services

1.

TRIBES, GROUPS, ORGANIZATIONS, AND THEIR LEADERSHIP

Economic development for a community works best when the ideas, concepts, the utilization, and the leadership come directly from the local community. The presence of properly motivated people is the best resources for development of any kind. This program calls for local human talent to initiate and follow through with its plan. Workshops, other Indian leaders, models, and some self-study will allow any responsible group to become self-sufficient.

A close examination of the material needs of a community gives way to developing economic entities.

Model: The Merchandise Co-op

People need food, clothing, gasoline, farm products, etc. The Co-op owned and operated by the tribe provides an opportunity for goods and services to be bought at a lower price and offers employment for local people. (Models are being collected for this type Co-op and will be available through the SPAIC national office.)

2.

COMMUNITY DEVELOPMENT CORPORATION

The Community Development Corporation is an economic tool which can be used by an Indian community to enhance the lives of its members. Unlike other forms of economic development, the CDC promotes the enrichment of the community as a whole rather than of a few individuals by providing a mechanism through which the community assumes the role of entrepreneur, thereby stemming the flow of profits away from the group.

A CDC may be structured as a nonprofit corporation, a for-profit corporation, or a cooperative corporation depending upon its particular goals and resources. A common form of CEC is the one depicted below:

Nonprofit CDC

Outside Investors

Business A, Inc.

Business B, Inc.

Business C, Inc.

Within this form the nonprofit CDC has members rather than stockholders. Ideally, all resident, adult tribal members would be included in this group. The separately incorporated businesses are wholly or partially (Business C) owned by the CDC. While the profits of each of the separately incorporated businesses will probably be subject to federal tax, the nonprofit parent corporation remains in a good position to receive grant funds which may be used to augment the funds derived from the businesses from various community programs such as job training, day care, or housing improvement which are selected according to the overall development plan of the group.

A glance at the following data sheet will suggest some of the basic types of business ventures which are often considered for CDC activity.

BASIC DATA SHEET FOR DOING THE CALCULATIONS
BASED ON THE MOST RECENT CENSUS

A. THE TRIBE

1. What was the total number of families and unrelated individuals (fui) in the Tribe? _____
2. What was the median income of fui? _____
3. What was the mean income of fui? _____
4. What was the total income of resident Members? _____

B. THE LEAKAGE

1. To get the "leakage" or money which leaves the community, we subtract taxes and savings (20%) from the total income. This leaves about 80% or \$ _____ of the total for consumer spending. (Disposable or Effective Buying Income)
2. If we assume that a maximum of 15% of the Disposable Indian Income is spent with Indian enterprises, 85% or \$ _____ leaks to non-Indian enterprises.

C. DOING THE CALCULATIONS

1. What percent of your monthly budget is spent on:

Groceries		%
Credit	_____	%
Clothes	_____	%
Medicine	_____	%
Health care	_____	%
Furniture	_____	%
Recreation	_____	%
Laundry	_____	%
Gasoline	_____	%
Legal assistance	_____	%
Auto repair	_____	%
2. Can you list where these purchases are made and whether Indians own or manage any of these enterprises?

Food _____	Medicine _____	Auto repair _____
Clothes _____	Gasoline _____	Recreation _____
Credit _____	Laundry _____	Furniture _____
3. What solutions would you recommend to stop the leakage and improve the economic health of your community?

Contact: Jaymn Kushner
 Director, Cultural Impact Evaluations
 SPAIC
 Box 76073
 Mountain Brook, Alabama 35253

Phone:
 (205) 870-9735
 (205) 967-8293

3.

FEDERAL AGENCIES

Most federal agencies have been sensitive to the needs of Indian people in the area of economic development. Their programs have aided economically, directly and indirectly. Although there have been major budget cuts, the writer believes that the federal government will always have money available for Indian tribes and organizations to develop. These government agencies are listed below.

Office of the Secretary
Department of the Interior
Washington, DC 20242

Office of the Secretary
Department of Labor
Washington, DC 20210

Office of the Secretary
Department of Housing and Urban
Development
Washington, DC 20410

Office of the Secretary
Department of Health and Human
Services
Washington, DC 20201

Office of the Secretary
Department of Energy
Washington, DC 20585

Office of the Secretary
Department of Education
Washington, DC 20214

Office of the Secretary
Department of Defense
Washington, DC 20301

Office of the Secretary
Department of Agriculture
Washington, DC 20250

Office of the Secretary
Department of Commerce
Washington, DC 20230

Office of the Secretary
Department of Small Business
Administration
Washington, DC 20416

4.

PRIVATE BUSINESS AND INDUSTRIES

One of the most difficult areas in Indian economic development is seeking and finding the appropriate industry for an Indian community. It is best that these businesses not conflict with the cultural aspects of the tribe.

Here are some simple procedures for considering industrial development:

1) Call or visit communities with industries, 2) Determine the type industry suitable for the location, 3) Visit a factory manufacturing this type goods, 4) Meet the officials and have them introduce you to the corporate officials, 5) Identify the official that deals with expansion, 6) Discuss the possibility of bringing that industry to the community.

SPAIC has written the top corporations in the country. Many of them responded by indicating that the economy of other factors limited their expansion, but in the future they would be happy to discuss these possibilities.

Several of the officials indicated that they would be happy to assist as unofficial consultants if called upon.

CONSULTANTS

Already working with Indians

Robert J. Rukeyser
Public Affairs Director
American Brands, Inc.
245 Park Avenue
New York, NY 10017

Robert J. Clark
Corporate Director - Contributions
Northrop Corporation
1800 Century Park East
Century City
Los Angeles, CA 90067

Mr. R. J. Jacobs
Director of Equal Opportunity Programs
International Business Machines
Corporation
Old Orchard Road
Armonk, NY 10504

	Yvonne S. Hoag Project Manager, American Indian Liaison Dow Chemical U.S.A. Barstow Building 2020 Dow Center Midland, MI 48640
Educational aid	Stanley C. Wright Financial Aid Committee Eastman Kodak Company 343 State Street Rochester, NY 14650
Potential Indian purchasing opportunities	Mr. John K. Roach Senior Supervisor - Minority Affairs Energy & Materials Department E.I. du Pont de Nemours & Company, Inc. Wilmington, Delaware 19898
Industrial development	Mr. Frank Pace, Jr. Chairman and CEO National Executive Service Corps 622 Third Avenue New York, NY 10017
	Donald J. Maroldy Manager, Equal Employment and Affirmative Action Mobile Corporation 150 East 42nd Street New York, NY 10017
	Kenneth C. Ponsor Vice President - General Manager Business & Product Development Owens - Illinois One SeaGate Toledo, OH 43666

HOW TO IDENTIFY CORPORATIONS

SPAIC suggests that a copy of Top 200 Corporations in the United States be purchased from

James R. Albin
431 Bridgeway
Sausalito, CA 94965
(415) 332-6438
Cost - \$39.95, plus mailing and tax

This book gives information on the kind of industry the companies are involved in. A strong suggestion would be to write the chief executive officer of the company you may be interested in and see if there is a possibility of locating in the appropriate community.

5.

PRIVATE FOUNDATIONS

SPAIC has made a very careful survey of foundations who give money to causes such as Indian economic development, arts and crafts, and the humanities. There is money available. Tribes and groups will have to research the foundation spectrum in order to receive financial grants. The writer suggests the use of books published with specific information about grants. A good example is:

Taft Foundation Reporter, 1982 edition
5125 MacArthur Blvd., N.W.
Washington, DC 20016
(202) 966-7086

6.

SCHOOLS OF AGRICULTURE AND EXPERIMENT STATIONS
AND LOCAL COUNTY AGENTS

A letter of inquiry from the writer indicated that every School of Agriculture in the United States was available to help Indians. Most of them are already working with tribes or reservations. Their letters were very assuring and sensed a desire to offer their services.

With proper fertilization, irrigation, cross-pollenization, and modern techniques of agriculture, every conceivable plot of land can be farmed. The Agricultural Experiment Stations connected with these universities have the latest research methods available to assist with agri-business. It is strongly recommended that these institutions be contacted.

SCHOOLS OF AGRICULTURE

ALABAMA

Dr. S. P. Wilson
Auburn University
Auburn, Ala. 36849

ALASKA

Dr. J. V. Drew
University of Alaska
Fairbanks, AK 99701

COLORADO

Dr. J. P. Jordan
Dr. D. D. Johnson
Colorado State University
Fort Collins, CO 80523

CONNECTICUT

Dr. E. J. Kersting
University of Connecticut
Storrs, CT 06268

ARIZONA

Dr. L. W. Dewhirst
University of Arizona
Tucson, AZ 85721

ARKANSAS

Dr. J. W. Goodwin
University of Arkansas
Fayetteville, AR 72701

CALIFORNIA

Dr. J. B. Kendrick, Jr.
Dr. L.N. Lewis
317 University Hall
Berkeley, CA 94720

GUAM

W. P. Leon Guerrero, EdD
University of Guam
Mangilao UOG Station, Guam 96913

HAWAII

Dr. N. P. Kefford
University of Hawaii
Honolulu, HI 96822

IDAHO

Dr. R. J. Miller
University of Idaho
Moscow, ID 83843

ILLINOIS

Dr. O. G. Bentley
University of Illinois
Urban, IL 61801

INDIANA

Dr. B. R. Baumgardt
Purdue Industrial Park
West Lafayette, IN 47907

IOWA

Dr. L. R. Kolmer
Iowa State University of
Science & Technology
Ames, IA 50011

DELAWARE

Dr. D. F. Crossan
University of Delaware
Newark, DE 19711

FLORIDA

Dr. K. R. Tefertiller
University of Florida
Gainesville, FL 32611

GEORGIA

Dr. W. P. Flatt
University of Georgia
Athens, GA 30602

MAINE

Dr. K. E. Wing
University of Maine
Orono, ME 04469

MARYLAND

Dr. F. L. Bentz
University of Maryland
College Park, MD 20742

MASSACHUSETTS

Dr. D. I. Padberg
University of Massachusetts
Amherst, MA 01003

MICHIGAN

Dr. J. H. Anderson
Michigan State University
East Lansing, MI 48824

MINNESOTA

Dr. J. F. Tammen
University of Minnesota
St. Paul, MN 55108

MISSISSIPPI

Dr. C. E. Lindley
Mississippi State University
Mississippi State, MS 39762

KANSAS

Dr. J. O. Dunbar
Kansas State University
Manhattan, KS 66506

KENTUCKY

Dr. C. E. Barnhart
University of Kentucky
Lexington, KY 40506

LOUISIANA

Dr. A. C. Harper
Dr. R. H. Hanchey
Louisiana State University
Baton Rouge, LA 70893

NEW HAMPSHIRE

Dr. K. C. Feltner
University of New Hampshire
Durham, NH 03824

NEW JERSEY

Dr. G. F. Walton
Rutgers, The State University
of New Jersey
New Brunswick, NJ 08903

NEW MEXICO

Dr. K. J. Lessman
New Mexico State University
Las Cruces, NM 88003

NEW YORK

Dr. D. L. Call
Cornell University
Ithaca, NY 14853

NEW YORK

Dr. D. L. Call
Cornell University
Ithaca, NY 14853

NORTH CAROLINA

Dr. J. E. Legates
North Carolina State University
Raleigh, NC 27650

MISSOURI

Dr. A. M. Lennon
University of Missouri
Columbia, MO 65211

MONTANA

Dr. J. R. Welsh
Montant State University
Bozeman, MT 59717

NEBRASKA

Dr. R. Arnold
University of Nebraska
Lincoln, NE 68583

NEVADA

Dr. D. W. Bohmont
Univ. of Nevada
Reno, NV 89557

PENNSYLVANIA

Dr. S. H. Smith
The Pennsylvania State University
University Park, PA 16802

PUERTO RICO

Dr. A. Ayala
University of Puerto Rico
Mayaguez, PR 00708

RHODE ISLAND

Dr. G. A. Donovan
University of Rhode Island
Kingston, RI 02881

RHODE ISLAND

Dr. G. A. Donovan
University of Rhode Island
Kingston, RI 02881

SOUTH CAROLINA

Dr. W. C. Godley
Clemson University
Clemson, SC 29631

NORTH DAKOTA

Dr. H. R. Lund
 North Dakota State University of
 Agriculture & Applied Science
 State University Station
 Fargo, ND 58105

OHIO

Dr. R. M. Kottman
 The Ohio State University
 Columbus, OH 43210

OKLAHOMA

Dr. C. B. Browning
 Oklahoma State University
 Stillwater, OK 74078

OREGON

Dr. J. R. Davis
 Oregon State University
 Corvallis, OR 97331

VIRGINIA

Dr. J. R. Nichols
 Virginia Polytechnic Institute
 & State University
 Blacksburg, VA 24061

WASHINGTON

Dr. J. S. Robens
 Washington State University
 Pullman, WA 99164

WEST VIRGINIA

Dr. D. W. Zinn
 West Virginia University
 Morgantown, WV 26506

SOUTH DAKOTA

Dr. R. A. Moore
 South Dakota State University
 Brookings, SC 57007

TENNESSEE

Dr. D. M. Gossett
 University of Tennessee
 Knoxville, TN 37901

TEXAS

Dr. N. P. Clarke
 Texas A & M University
 College Station, TX 77843

UTAH

Dr. D. J. Matthews
 Utah State University of Agriculture &
 Applied Science
 Logan, UT 84322

VERMONT

Dr. R. O. Sinclair
 University of Vermont
 Burlington, VT 05405

WISCONSIN

Dr. L. M. Walsh
 University of Wisconsin
 Madison, WI 53706

WYOMING

Dr. H. J. Tuma
 University of Wyoming
 Laramie, WY 82071

There are also county agents and agricultural experts connected with federal, state, and local governments. These people can be of help when called upon. Schools of Agriculture generally can identify these officials.

7.

STATE DEVELOPMENT AGENCIES

As a part of each state government, there is a development agency. These agencies are designed to help citizens and communities bring industrial and business opportunities to the area. They seem especially happy when help is sought. The name, address, and phone number of the agencies are listed below.

ALABAMA

Alabama Development Office
3734 Atlanta Highway
c/o State Capitol
Montgomery, Ala. 36130
(205) 832-6980

ALASKA

Department of Commerce and Economic
Development
Pouch D
Juneau, AK 99811
(907) 465-2500

ARIZONA

Arizona Department of Economic
Planning and Development
Office of the Governor, State House
Phoenix, AZ 85007
(602) 255-4331

ARKANSAS

Arkansas Industrial Development
Department of Economic Development
1 Capitol Mall
Little Rock, AR 72201
(501) 371-2052

CALIFORNIA

Department of Economic and Business
Development
1030 13th St.
Suite 200
Sacramento, CA 95814
(916) 322-1394

CONNECTICUT

Connecticut Department of Economic
Development
210 Washington Street
Hartford, CT 06106
(203) 566-3989

DELAWARE

Delaware Development Office
Townsend Building - 3rd Floor
P.O. Box 1401
Dover, DE 19901
(302) 736-4271

FLORIDA

Division of Economic Development
Florida Department of Commerce
501-B Collins Building
107 West Gaines Street
Tallahassee, FL 32301
(904) 488-6300

GEORGIA

Georgia Department of Industry and Trade
1400 North OMNI International
Atlanta, GA 30303
(404) 656-3556

ILLINOIS

Illinois Department of Commerce and
Community Affairs
Springfield, IL 62706
(217) 782-7500

INDIANA

Economic Development Policy and
Financial Services
Indiana Department of Commerce
440 North Meridian Street
Indianapolis, IN 46204
(317) 232-8800

IOWA

Iowa Development Commission
250 Jewett Building
Des Moines, IA 50309
(515) 281-3619

KANSAS

Kansas Department of Economic
Development
503 Kansas Avenue, 6th Floor
Topeka, KS 66603
(913) 296-3481

KENTUCKY

Industrial Development
Kentucky Commerce Cabinet
Capitol Plaza Tower
Frankfort, KY 40601
(502) 564-7140

LOUISIANA

Department of Commerce
State of Louisiana
P.O. Box 44185
Baton Rouge, LA 70804
(504) 342-5361

MAINE

Maine State Development office
193 State Street
Augusta, ME 04333
(207) 289-2656

MASSACHUSETTS

Massachusetts Industrial Finance Agency
125 Pearl Street
Boston, MA 02110
(617) 451-2477

MICHIGAN

Office of Economic Development
Michigan Department of Commerce
P.O. Box 30225
Lansing, MI 48909
(517) 373-3530

MINNESOTA

Department of Energy, Planning and
Development
480 Cedar Street
Hanover Building
St. Paul, MN 55101
(612) 296-2755

MISSISSIPPI

Mississippi Department of Economic
Development
P.O. Box 849
1202 State Office Building
Jackson, MS 39205
(601) 354-6711

MISSOURI

Department of Community and Economic
Development
P.O. Box 118
Jefferson City, MO 65102
(314) 751-3600

MONTANA

Department of Commerce
State of Montana
Helena, MT 59620
(406) 449-3494

MARYLAND

Maryland Department of Economic
and Community Development
2525 Riva Road
Annapolis, MD 21401
(301) 269-3176

NEVADA

Nevada Department of Economic
Development
Capitol Complex
Carson City, NV 89710
(702) 885-4322

NEW JERSEY

New Jersey Office of International
Trade
Room 1709
744 Broad Street
Newark, NJ 07102
(201) 648-2356

NEW MEXICO

State of New Mexico
Economic Development Division
Bataan Memorial Building
Santa Fe, NM 87503
(505) 827-5571

NEW YORK

New York State Department of Commerce
230 Park Avenue
New York, NY 10169
(212) 949-9270

NORTH CAROLINA

Industrial Development
North Carolina Department of Commerce
430 N. Salisbury Street
Suite 294
Raleigh, NC 27611
(919) 733-4151

NEBRASKA

Nebraska Department of Economic Development
P.O. Box 94666
Lincoln, NE 68509
(402) 471-3111

PENNSYLVANIA

Pennsylvania Department of Commerce
419 South College Building
Harrisburg, PA 17120
(717) 787-3003

PUERTO RICO

Puerto Rico Economic Development
Administration, Continental Operations
Branch
1290 Avenue of the Americas
New York, NY 10019
(212) 245-1200

RHODE ISLAND

Rhode Island Department of Economic
Development
One Weybossett Hill
Providence, RI 02908
(401) 277-2601

SOUTH CAROLINA

South Carolina State Development Board
P.O. Box 927
Columbia, SC 29202
(803) 758-3145

SOUTH DAKOTA

Department of Economic and Tourism
Development
South Dakota IDEA
221 South Central
Pierre, SD 57501
(605) 773-5032

NORTH DAKOTA

North Dakota Economic Development
Commission
Bismarck, ND 58505
(701) 224-2810

OKLAHOMA

Department of Economic Development
P.O. Box 53424
Oklahoma City, OK 73152
(405) 521-2401

UTAH

Utah Economic and Industrial
Development Division
165 S.W. Temple
Suite 200
Salt Lake City, Utah 84101
(801) 533-5325

VIRGIN ISLANDS

Virgin Islands Department of Commerce
P.O. Box 1692
St. Thomas, VI 00801
(809) 774-1331

WASHINGTON

Department of Commerce and
Economic Development
101 General Administration Building
Olympia, WA 98504
(206) 753-5630

WYOMING

Department of Economic Planning and Development
Barrett Building, 3rd Floor
Cheyenne, WY 82002
(307) 777-7284

TENNESSEE

Economic and Community Development
1007 Andrew Jackson Building
Nashville, TN 37219
(615) 741-1888

TEXAS

Economic Development Division
Texas Industrial Commission
410 East Fifth Street
Capitol Station, Box 12728
Austin, TX 78711
(512) 472-5059

VERMONT

Vermont Agency of Development and
Community Affairs
109 State Street
Montpelier, VT 05602
(802) 828-3211

VIRGINIA

Virginia Division of Industrial
Development
1010 State Office Building
Richmond, VA 23219
(804) 786-3791

West Virginia

Governor's Office of Economic and
Community Development
State Capitol
Charleston, WV 25305
(304) 348-0190

8.

PROMOTION AND SALE OF LOCAL ARTS AND CRAFTS

All the people of America are greatly impressed with the Indian arts and crafts. There will always be a market for these products. This manual presents a plan for forming an arts and crafts co-op, as well as the model of the Qualla Arts and Crafts Mutual, Inc. in Cherokee, North Carolina.

Model: Qualla Arts and Crafts Mutual, Inc.
Cherokee, NC 28719

Contact: Mr. Stephen Richmond
Arts and Crafts Board
U.S. Department of the Interior
Cherokee, NC 28719

Mrs. Betty DuPre
Manager, Qualla Arts and Crafts Mutual, Inc.
Cherokee, NC 28719

QUALLA ARTS AND CRAFTS MUTUAL, INC.

by Stephen Richmond

With the establishment of the Great Smoky Mountains as a National Park in 1940, the Cherokee craft workers and Tribal leaders realized that something needed to be done to improve the conditions under which the craft workers were struggling if Cherokee arts and crafts were to survive. Some of the problems the craft workers faced were: low prices paid by the shop owners for their work, no market during the winter months, a decline in the quality of their work due to a lack of incentives to improve, and no organization to promote the craftsmen as the artists that they could be.

To correct this situation, teachers were hired to teach basket weaving, bead work, pottery, jewelry, and weaving in the Cherokee Indian School. Even then, it took a period of twelve years before conditions improved to the point

that the craft workers were ready to organize their first Craftsman's Cooperative, under the name of CHEROKEE INDIAN CRAFT CO-OP.

With \$2,300 borrowed from one of the student organizations in the high school, and with the dedicated help of a number of the teachers in the school, a sales outlet, also in the high school building, was established. Purchases were paid for at the time the craft workers brought their crafts to sell. At the end of the first year of operation, the loan was repaid. Progress continued to be slow as the craft workers were skeptical about joining the organization and as demands were made on the members to improve their workmanship. At first, membership in the organization was determined only by the willingness of the craft worker to sign his name. However, with experience gained, it became more difficult to become a member of the cooperative. The Executive Committee appointed a Standards Committee of proven craft workers from the different crafts, and it was their duty to pass on the quality of work of each applicant.

The next step of the cooperative was to move their sales outlet to larger quarters provided rent free in the Cherokee Indian Agency building. Later, as business grew, the cooperative rented shop space from the tribe in the recently constructed Boundary Tree Motel complex that was located adjacent to the eastern entrance to the Great Smoky Mountains Park. In 1946, the Indian Arts and Crafts Board of the U.S. Department of the Interior hired Miss Gertrude Flannagan, who was in charge of the Home Economics Department at the Cherokee Indian School, as Arts and Crafts Specialist for all Southeastern Tribes, with headquarters in Cherokee, North Carolina, in order that she might continue the work she had already been doing in assisting this group through their growing years.

Sales in the cooperative grew from \$7,000 in 1946 to \$40,000 in 1955, and the cooperative was on its way. In 1955 the organization was incorporated with

the new name of Qualla Arts and Crafts Mutual, Inc. A set of by-laws was drawn up by the Executive Committee at the advice of their legal counsel.

To continue their progress of improving quality and introducing new ideas and techniques, many demonstration-workshops were established for the benefit of the craft workers.

By 1960 sales had reached the point that the Executive Committee started making plans to secure land and build their own shop. So successful was this new shop in the promotion of its members, that in 1969 a Gallery was built in the shop to promote the many outstanding artisans through special exhibitions of their work. To do this, help was provided by the U. S. Department of the Interior Indian Arts and Crafts Board, who solicited funds from numerous organizations interested in retaining and promoting Indian Arts and Crafts, helped publish brochures for the exhibitions, assisted in the setting up of the exhibitions, and promoted them through the various news media.

By 1976, with the mushrooming of the organization, a remodeling program was begun which doubled their sales area, added additional storage space, expanded their Gallery for the promotion of individual craft persons, with the addition of a new section set aside for the marketing of Indian arts and crafts from other Indian reservations.

Qualla Arts and Crafts Mutual, Inc., has a prime sales location in Cherokee, North Carolina, making an ideal situation for the organization to market all the variety of arts and crafts produced by its members, without having to do any wholesale business, thus returning to the craftsmen as much of the retail selling price as possible.

As an example, for the year 1981, Qualla Arts and Crafts Mutual, Inc., paid to its members, in addition to the purchase price, and addition \$61,963. Sales

in 1981 were a record \$440,598.

It must be noted that Qualla Arts and Crafts Mutual, Inc., has grown in a steady pace over the past forty years, and it has only been in the past twenty years that the benefits of equity that the members have accumulated over the years are now being returned to them and their families.

One of the reasons Qualla Arts and Crafts Mutual, Inc., has been successful, where other Indian-owned-and-operated cooperatives have not, is that they have not been faced with Bureau of Indian Affairs or Tribal interference, but have in most cases had complete support of these two organizations.

STEPS FOR FORMING A CRAFT COOPERATIVE

1. Do a survey to determine the feasibility of establishing a Craft Cooperative.
 - a. Availability of Indian crafts - Are enough arts and crafts being produced to make a cooperative financially successful?
 - b. Location of a retail shop - needs to be in a location with access to the tourist flow. Only 20% of the tourists are interested in authentic Indian arts and crafts; 80% of the tourists are interested in souvenirs.
2. Plan a meeting of interested persons, crafts people, artists to get the feeling of those concerned with the marketing of Indian arts and crafts.
3. Elect an Executive Committee with these officers: President, Vice-President, Secretary-Treasurer. The Executive Committee should appoint a standards committee of experts in each arts medium.
4. Enlist the services of a lawyer to advise on legal matters pertaining to the formation of a cooperative.
5. Establish a set of by-laws for the organization.
6. Find a location for your retail outlet.
7. The Executive Committee selects a competent manager for the shop and gives that individual the freedom to operate the shop. Hiring of the shop staff should be the manager's job.

8. Seek outside help with financial needs until the organization becomes self-supporting.

Consideration should be given to obtaining the 501 C3 status under the Federal Government in order to receive grants from foundations and other funding organizations.

As a cooperative, you should get the 501 C4 non-profit status from the Federal Government.

Legal counsel concerning these matters will be needed.

9. Determine policies and programs that will benefit members.
- a. Workshops to improve quality of crafts and to teach new ideas and techniques.
 - b. Exhibition of members; work.
 - c. Promotion through the media: newspapers, magazines, brochures, television, radio, slides, movies, etc.
 - d. Financial benefits: Top prices paid for quality arts and crafts, with the extra benefit of dividends and the accumulation of equity in the organization.

Note: Equity is accumulated on a yearly basis and is a division of any profits that the cooperative might make, based on a percent-of-sales basis. Payments are made at the discretion of the Executive Committee when they feel that a surplus of money is available to make these payments without jeopardizing the operation of the business.

Dividend payments are made semi-annually on purchases from members and can be an incentive for the craft workers to sell through their own organization.

9.

COOPERATION WITH LOCAL COLLEGES, UNIVERSITIES, AND TECHNICAL SCHOOLS IN BRINGING TRAINING TO INDIAN COMMUNITIES

Schools near Indian communities have been very effective in the education and training of Indians. This has been brought about by establishing branches or centers of those institutions on the reservation or in the Indian community.

Model: Cherokee Branch
Western Carolina University
Cherokee, North Carolina 28719

Contact: Dr. Lawrence Arney
Western Carolina University
Cullowhee, North Carolina 28723
704-227-7151

10.

TOURISM: UTILIZATION OF LOCAL RESOURCES AND CULTURE FOR PUBLIC
INFORMATION AND ECONOMIC GAIN WITHOUT INVADING COMMUNITY PRIVACY

Tourism can be effective or damaging as an economic factor. When it is possible to avail people of a culture without intrusion, it is highly recommended. Opportunities to see, obtain information, and purchase aid in bringing money to the area.

Arts and crafts shops, tours, demonstrations, small scale models of early American Indian communities, and dramas, plays, or pageants professionally done bring about financial and cultural advantages.

Models:

Drama -	Trail of Tears Cherokee Tribe Tahlequah, OK 74464
Resort -	Mescalero Apache Tribe Mescalero, NM 88340
Cultural -	Center and Museum Gila River Community Pima and Maricopa Tribes Sacaton, AZ 85247
Early Indian Village -	Oconaluftee Village Cherokee, NC 28719

11.

EXCHANGE OF IDEAS: WORKSHOPS SPONSORED BY SPAIC TO ASSIST ONE ANOTHER

SPAIC sponsors annually economic development seminars that will encourage Indian leaders to come together and "exchange ideas" of programs and projects that are successful in Indian communities. The organization will also encourage the federal government, institutions of higher learning, and other groups to sponsor this type of workshop. The author feels deeply that these sharing opportunities will give much assistance to Indian groups.

12.

DEVELOPMENT OF INDUSTRIAL PARKS

In the proper location industrial parks have been effective. The industrial park on the Choctaw Reservation in Philadelphia, Mississippi is being used as a model. A brief description is given below.

Model: Choctaw Tribe of Mississippi
Philadelphia, Mississippi 39350

Contact: Earnest Tiger
Choctaw Tribal Council
Route 7, Box 21
Philadelphia, Mississippi 39350

In the early sixteenth century before the white society's great thrust toward the Pacific, the Choctaw Nation was one of the largest and most prosperous tribes of American Indians east of the Mississippi River. Controlling more than 26 million acres of what is now Mississippi and Alabama, Choctaws of the pre-removal era were a proud, powerful tribe stabled by democratic government and a sound agrarian economy. The next four hundred years were destined to bring unparalleled changes for Choctaw people as their traditional homeland was taken and their centuries-old life style disintegrated.

Tribal Government

On April 20, 1945, a Constitution and Bylaws were adopted by referendum by the Choctaw people, and approved by the Department of the Interior, May 22, 1945. The original signers of the Constitution were Nicholas Bell and Baxter York. Oscar L. Chapman, Assistant Secretary of the Interior, signed for the Department. Under this original Constitution, the Tribal Chairman was elected by the 16 members of the Tribal Council at the first meeting of their two year terms, and were charged only with presiding over meetings and exercising authority delegated to him by the Council.

As the tribal government grew, it became apparent that demands were growing on the Office of the Chairman and that an Executive branch needed to be created. A revised Constitution and By laws was ratified by the voters December 17, 1974, and approved by the Department of the Interior on March 28, 1975. The revised Constitution established the position of Chief, elected at-large, as principal executive officer of the tribe. Terms of Chief and Tribal Council members were set at four years, with half of the Council members elected every two year.

Progress Through Economic Development

The goal of the economic development effort has been to provide as many jobs as are needed to make Choctaw men and women self-sufficient, and to provide

income for the tribe. Since 1979, highest priority has been placed by the tribal government on industrial and business development. Goals are being realized. The success of economic development on the reservation is a demonstration of self-determination as practiced by the Mississippi Choctaws. For example:

In early 1981, tribal officials announced contracts had been completed to bring a blue-chip industry to the Choctaw Industrial Park. They also announced that an existing automotive instrument wiring industry was being expanded, and that negotiations were well under way to bring third and fourth industries to the reservation. All of these industries are tribally-owned and operated.

The new industry is Choctaw Greetings Enterprise and will employ 350 to 500 people. The company will be under contract to the American Greetings Corporation to hand finish quality greeting cards. Operating in a plant with some 120,000 square feet of floor space, Choctaw Greetings Enterprise will be the third largest greeting card production company in the world in terms of volume. The company is the first business on an Indian reservation to be financed with state industrial revenue bonds. Bonds were issued under a tripartite agreement involving the Mississippi Band of Choctaw Indians, the American Greetings Corporation, and the city of Philadelphia, Mississippi.

American Greetings will purchase cards from the Enterprise on a labor hour basis, and will provide management assistance to Choctaw Greetings Enterprise until the new business develops its own management personnel. Contractors for construction of the card finishing plant are Chata Development Company, a tribal business, and an outside firm.

In early 1979, the first tribally owned industry was established in the Choctaw Industrial Park, the Chata Enterprise Automotive instrument wiring plant. As a dedicated supplier to the Packard Electric Division of the General Motors Corporation, the plant produces high quality harnesses, with the lowest rejection rate of any of Packard's dedicated suppliers. Because of this, the work load has been increased, bringing employment to over 215 people.

Economic progress dates back to 1969 when the Tribal Council authorized creation of Chata Development Company. As a construction company, Chata has built over 400 homes and renovated and repaired over 200 existing homes. The tribal business has constructed class room facilities and numerous offices, community buildings, and adult corrections center, and the Choctaw Health Center. The company's work has been widely recognized.

Even with recent construction the 80 Acre industrial park still has room for expansion providing new businesses with necessary water, sewer, and parking, allowing for future economic development.

From these achievements we clearly see that Choctaw goals are well within completion.

13.

STATE INDIAN COMMISSIONS

Some states have established Indian commissions. In many cases these commissions bring economic programs that will assist Indian tribes and groups. A nationally recognized commission is the North Carolina Indian Commission.

Model: North Carolina Indian Commission
Post Office Box 27228
Raleigh, NC 27611

Contact: Mr. Bruce Jones

14.

UTILIZATION OF NATURAL RESOURCES

There are sometimes natural resources on Indian-owned land that provide sources of income. Timber, oil, coal, precious metals, sand, water, and iron ore are examples of potential income-producing projects. SPAIC is currently researching methods by which tribes can get the most out of products found on their land. This information will be available at a later date.

The most helpful group in this country with natural resource possibilities is the Congress of Energy Resource Tribes.

Contact: Mr. Peter McDonald
CERTS
Navajo Tribal Headquarters
Window Rock, AZ 86515

15.

OPTOMETRIC STUDENT EXTERN UTILIZATION IN
THE INDIAN HEALTH SERVICE

BY

Dr. Lester Caplan

Optometric services in the Indian Health Service (IHS) began in 1966 with the placement of an Optometrist in the Phoenix area of the Indian Health Service. Unfortunately vision care was a low priority health service in comparison to the serious, life threatening conditions that existed in the Indian population. However, as the tribes became aware of the importance of good vision for adequate classroom performance as well as its importance in job performance, vision care moved up on the priority list. In 1972 I received the first request from a School of Optometry for utilizing student externs to assist our In-service Optometrists. With only 8 in-service optometrists, lack of adequate facilities and equipment, supervisory limitations and budgetary constraints we could not implement the request. When funding was increased in 1974 our staff was able to expand to 14 optometrists, facilities and equipment improved, and we started to give serious consideration to extern utilization. It began in 1975 with two students from Pennsylvania College of Optometry assigned to the Rosebud Reservation in South Dakota (Aberdeen Area). Since 1975 we have utilized over 250 externs in the Aberdeen Area alone (51 in the 1980 fiscal year). Altogether, we have had student externs from twelve of the fifteen schools of optometry throughout the country. They have spent anywhere from one week to three months at reservations in seven of the eight Indian Health Service Areas, under supervision of our in-service Optometrists. Their work generally consists of professional screening of all the children on the reservation with follow up care provided for those children in which the screening identifies a need. The University of Alabama in

Birmingham School of Optometry has sent a total of 17 student externs over the past three summers to the Turtle Mountain reservation in North Dakota. Funding for the extern programs has come from a variety of sources such as local IHS general funds, IHS headquarter funds through the Indian Health Care Improvement Act (94-437), Tribal funds, COSTEP (Commissioned Officers Student Training Extern Program), Optometry School grants & SOSH (Student Optometric Services for Humanity). Some externs have been strictly volunteers and covered their expenses out of their own pockets.

Even though our inservice staff now numbers 35 optometrists there is still a serious unmet need which is alleviated somewhat by our extern programs. However in today's economic climate, federal budgetary cutbacks have had a profound effect on many of these programs. We have had to search for other funding sources, such as SOSH, the student organization that funded the two externs from UAB that went to Turtle Mountain this past summer. Hopefully, as the economic situation improves, we will again have the funds necessary to continue to provide optometric extern services to a very needy population.

Contact: Dr. Lester Caplan
University of Alabama
School of Optometry
Birmingham, Alabama 35294

16.

CONTRACTING GOVERNMENT SERVICES

BY

Ray Kinsland

Two methods which Indian tribes may use for contracting with the Bureau of Indian Affairs are:

- 1) Buy Indian Act passed in 1910 provides that anytime the BIA desires

to purchase services or products which can be furnished by the tribe (or tribal organization, authorized by the tribe) that the BIA may negotiate a contract with the tribal organization to provide that service or products, and

- 2) PL 93-638, commonly referred to as the Indian Self-Determination Act, provides that any program, or part of a program operated by the BIA or the Indian Health Service may be contracted to the tribe or tribal organization upon the request of the tribe. The tribe must be able to operate the program. The government must fund the program at the same level that the program would be funded if operated by the government.

For additional information, write or call:

Mr. Ray Kinsland
General Manager, Cherokee Boys Club
Cherokee, North Carolina 28719
Phone 704-497-9101

SERVICES CONTRACTED BY THE CHEROKEE BOYS CLUB

School transportation service	Home improvement
School food service	Indian Action Program
Laundry service for schools	Youth Conservation Corp
Laundry service for hospitals	Job Corp - kitchen
Laundry service for Job Corps	Job Corp - trash removal
Roads gravel service	Great Smoky Mountain Park trash removal
Roads hauling	
Roads side mowing	
Child care	
Child care staff	
Cherokee Child and Family Service	

17.

NATIONAL CONSUMER COOPERATIVE BANK

Established by an Act of Congress in 1978, the NCCB provides loans and technical assistance to cooperatives. A recent Congressional amendment to the NCCB Act will convert the Bank into an institution totally owned by its co-op

stockholders. The purpose of the Co-op Bank is to promote, not for profit, consumer co-ops owned and run democratically by consumers. The Bank has made loans to such co-ops ranging from several hundred dollars to more than \$2 million.

The following types of assistance to co-ops is available through the bank:

- Loans to eligible co-ops at current market interest rates
- Special financial help at low interest rates for co-ops that can't qualify for the Bank's regular loans
- Training in management, financial planning, and member services for co-op staff and members

The Co-op Bank has earned a reputation of being especially sensitive to the needs of new co-ops serving low income consumers and co-ops that have not been able to obtain credit in the past.

For more information write:

The Co-op Bank
2001 S. Street N.W.
Washington, D.C. 20009
or call toll free: 800-424-2481

Listed below are regional contact people for the Co-op Bank:

Region I (New England)

States: Massachusetts, Maine,
New Hampshire, Vermont,
Rhode Island, Connecticut

Harriet Taggart
Regional Director
NCCB
Battery March Bldg.
Room 1116
89 Broad Street
Boston, MA 02110
(617) 223-5234

Region II (Mid-Atlantic)

States: New York, New Jersey,
Puerto Rico, Virgin Islands,
Maryland, Pennsylvania,
Delaware, D.C.

Philip St. George
Regional Director
NCCB
90 Church St.
Room 8013
New York, NY 10007
(212) 264-8333

Region III (Southeast)

States: S. Carolina, Georgia, Alabama, Virginia, N. Carolina, W. Virginia, Kentucky, Tennessee, Mississippi, Louisiana, Arkansas, Florida	Thomas Barnwell, Jr. Regional Director NCCB 315 King Street Room 210 P.O. Box 2730 Charleston, SC 29403 (803) 724-4113
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Region IV (Great Lakes)

States: Michigan, Indiana, Ohio, Illinois	Dave Friedrichs Regional Director NCCB 144 W. LaFayette Blvd. Suite 608-612 Detroit, MI 48226 (313) 226-2400
--	--

Region V (Midwest)

States: Minnesota, S. Dakota, N. Dakota, Wisconsin, Upper Michigan, Iowa, Missouri, Kansas, Nebraska	Ann Waterhouse Regional Director NCCB LaSalle Bldg. Room 450 15 South 9th Street Minneapolis, MN 55402 (612) 725-2305
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Region VI (Southwest)

States: Texas, Oklahoma, New Mexico, Arizona Colorado	Rene Martinez Regional Director NCCB 221 W. Lancaster Suite 301 Ft. Worth, TX 76102 (817) 870-5587
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Region VII (West)

States: California, Nevada, Hawaii, Pacific Territories	David Thompson Regional Director NCCB 1330 Broadway Suite 1017 Oakland, CA 94616 (415) 273-7576 (415) 523-3425
--	---

Region VIII (Northwest)

States: Washington, Oregon,
Alaska, Montana, Idaho,
Utah, Wyoming

Darel Grothaus
Regional Director
NCCB
Marketplace North
2001 Western Ave.
Room 150
Seattle, WA 98121
(206) 442-0706/0699

CHAPTER III

CONCLUSIONS

- * With the proper leadership and planning any Indian community can become more self-sufficient and economically stable.
- * The process begins with a very careful survey of the community. This includes tribal goals and objectives, human and natural resources, services, and products needed locally and the availability of sources for help.
- * Indian owned business within the community is one of the best places to start. Individual or tribally owned enterprises that sell food, clothes, auto products and services, arts and crafts, proper tourist attractions and service (repair and maintenance) help provide a "keep at home" economy.
- * There are businesses and industries that will locate in Indian areas. Proper research and persistence will identify these companies.
- * State development agencies, Schools of Agriculture and Experiment Stations, successful models, consultants, "Exchange of ideas" workshops, government agencies, private foundations, church groups, medical schools and association, and the American Indians' ability to survive will help bring about successful economic development programs.
- * SPAIC will continue to research, publish, provide services, aid Indian groups upon request, sponsor workshops, discover new methods and assure the Indian world of support for effective Indian programs. The Society will continue to urge the federal government to honor its treaty, trust and financial obligations to tribes as long as it is needed and desired.

DEDICATION

This book is dedicated to my
people — the American Indian.

H. L. M.

S.P.A.I.C. SERVICES FOR AMERICAN INDIANS

Self-Sufficiency and Economic Development

Museums, Archives, Cultural Centers, and Preservation of Indian Sites

Indian Arts & Crafts

**To aid Indian Tribes, groups, communities, and individuals in educational,
cultural, and economic development**

Public Information and Scholarships

THE SOCIETY FOR THE PRESERVATION OF AMERICAN INDIAN CULTURE

Post Office Box 76073

Mountain Brook, Alabama 35253-6073

Phone: 205-870-9735

205-870-2736

