



**Tribal Economic Development
Building with Strengths and Confronting Challenges**

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Table of Contents

I. Introduction	1
II. Integrating Economic Development and Natural Resources.	2
A. Economic Development	2
B. Natural Resources	3
III. Four Initiative Programs Designed to Assist Communities	5
A. Ecosystem and Restoration Jobs	5
B. Macro Infrastructure	7
C. Business Support Services	8
D. Cultural Programs	9
IV. Conclusion: Working on Challenges While Building with Strengths	10
1) Integration and Collaboration in Project Planning	10
2) Capacity Building	11
3) Evaluation	12
4) Government	12
Notes	13
V. Additional Resources	14

I. Introduction

Tribal economic development is a difficult task. It's more than simply providing jobs. Couple tribal political pressures for growth and pressures to work with certain companies with tribal community needs for jobs and other kinds of development and the difficulty of the work is only heightened. But what exactly is economic development and how might tribal economic developers most effectively go about trying to achieve it? This is a central challenge for tribal community leaders and economic developers alike. This booklet offers insight into these challenges by highlighting economic development efforts of tribes and lessons they learned over the last 10 years and through the millions of dollars of economic development assistance provided by the federal Northwest Economic Adjustment Initiative.

In 1993, the Clinton Administration launched the Northwest Economic Adjustment Initiative as part of the Northwest Forest ("Option 9") Plan. The Initiative and Plan came in response to the declining timber industry. The Northwest Economic Adjustment Initiative was designed as a region-wide economic development strategy to help rural areas weather reduced timber harvests and a changing timber industry in the Pacific Northwest. A total of \$1.2 billion in federal funds was made available to tribes and non-tribal communities through a competitive application process between 1994 and 2000.

Forest Community Research evaluated the success of the Initiative, visiting communities and interviewing community members and agency personnel to discover what projects resulted in positive economic development outcomes for rural communities, and what projects had been less successful. A total of 35 communities—including six tribal communities—were examined region-wide.¹ In order

to capture a diversity of tribal experiences and accurately depict lessons learned by the tribes, we examined six tribal communities that varied in size and scope. The Intertribal Timber Council supported the production of this report in order to highlight key economic and community development lessons for Indian communities.

This report is divided into five sections. The sections following the Introduction are Integrating Economics and Natural Resources, Initiative Programs Designed to Assist Communities, and the Conclusion: Working on Challenges While Building with Strengths. We conclude the report with a brief list of resources.



Map of the Northwest Forest Plan and Economic Adjustment Initiative region highlighting tribal case studies.

II. Integrating Economic Development and Natural Resources

A primary objective of the Northwest Forest Plan and the Northwest Economic Adjustment Initiative was to integrate management of natural resources with community and economic development. Of all the communities evaluated, tribes were the most successful at doing this. A primary reason was because the tribes initiated a number of projects that blended the objective of producing jobs with environmental and cultural concerns.

A. Economic Development

Persistent high levels of unemployment and other factors have created islands of poverty on reservation lands and in tribal communities, making economic development a key priority for tribal leaders. Tribal governments and Indian people have been listening to government promises for years, but the money that was being held “in trust” for them has literally dissolved. Once again, it is in tribes’ hands to create the jobs and economy needed to sustain their communities and create a brighter future.

People often think about economic development as increasing the number of jobs; if jobs are provided for people, then economic development has taken place. However, with the creation of jobs—and based on issues raised in tribal case studies—a simultaneous question needs to be asked: What kind of jobs? This question, in turn, generates additional questions: Are the jobs secure and safe, and do they pay a living wage? Are they long lasting jobs? Are there health benefits for employees and their family members? Is the working environment comfortable? Are the jobs consistent with cultural beliefs and practices? Can employees get time off for important cultural events? Are there worker’s compensation procedures and guidelines for eliminating sexual harassment and other problems? Once we begin to delve into these questions, it becomes clear that economic development is much broader than simply providing jobs. Since the word evaluate is built around the word “value,” how one “evaluates” a project, or determines success, depends on one’s system



In Omak, with the help of Initiative funds, the Colville Tribal Enterprise Corporation purchased this mill.

of “values.” As such, because of their varying cultures and histories, tribes may differ from each other and from non-Indian communities in the ways they evaluate project success.

What follows is a discussion of key economic development lessons, drawn from examples of projects we saw tribes undertake with Initiative funds. We believe that a central challenge for tribal economic developers is to balance people’s immediate needs for a paycheck with long-term strategies that improve the condition of tribal families and communities in meaningful and lasting ways. We believe that the examples that follow offer powerful lessons toward these ends. The lessons are based on conversations with tribal members and others throughout the Northwest. They are also based on our own experience and understanding of economic development. We encourage tribal members to examine them in light of their own specific tribal goals and needs.

B. Natural Resources

Reduction in the availability of timber from

Forest Service land coupled with the downturn in the timber industry in the 1980s and early 1990s challenged tribal and non-tribal forest industries alike. However, with the ongoing implementation of PL-638, the Self-Determination Act, and tribes assuming increased responsibility for the management of their forestlands and other natural resources from the Bureau of Indian Affairs, a number of tribes were in a better position than other communities to provide their mills with timber, even after the timber crisis had begun.

Several tribes launched value-added forest products enterprises (i.e., craft furniture production, specialty milled products, etc.) that were funded through the Initiative. Though unique products were developed, value-added enterprises more often than not struggled or failed when market analysis and marketing weren’t well developed. It also proved difficult to find a market niche for furniture, herbs, and other products that could often be found cheaper and more conveniently (in terms of



In Happy Camp, the Karuk Building Center was secured with Initiative loans. It is operated by the Karuk Community Development Corporation.

transport) elsewhere. To increase their likelihood of success, value-added forest product enterprises need to:

- Conduct research and development efforts before initiating a project, including identifying and building on lessons learned from the success or failure of similar enterprises (or products) in the region;
- Develop a broad and diverse marketing strategy; and
- Build support from multiple entities (more than one buyer, county and regional agencies, broad Indian organizations, etc.) for project success.

Projects that use tribal resources (such as timber, or other natural resources) or bring outsiders onto tribal lands (e.g., for nature-based tourism) must be culturally appropriate and have community support. We observed one nature tourism project developed for a tribe by an

outside consultant that violated an important cultural rule. Although funding was spent to develop the project, it was unable to get off the ground because of community resistance. Research must be done in advance of a project to determine if there is resistance. If resistance is likely, efforts must be made to understand and address it, including modifying or dropping the project if needed, before a project is advanced.

Finally—and this lesson runs through all of our examples—the most successful projects have diversified economic outcomes. If one market outlet fails, alternatives are available to avoid immediate project failure. The Makah Marina,² one of the largest Initiative projects, is one of the best examples of this. It serves sport fishers, subsistence fishers, commercial fishers, and fisheries development through aquaculture. A project has more chance of success if it provides multiple services or outputs, and has the support of multiple entities, such as all of the groups that will benefit from the new marina in Neah Bay.



The single largest Initiative investment in Neah Bay was the construction of the Makah Marina.

III. Four Initiative Programs Designed to Assist Communities

A total of 1.2 billion was spent as a part of the Initiative in four program areas. These areas include Ecosystem Restoration (better known as Jobs-in-the-Woods), Infrastructure, Business and Industries, and Workers and Families—which involved training.

A. Ecosystem and Restoration Jobs

Four agencies, the Forest Service, the Bureau of Land Management, the Fish and Wildlife Service, and the Bureau of Indian Affairs, developed the Initiative’s Jobs-in-the-Woods program. The objective of the program was to create a workforce with skills in ecosystem restoration and management. Workers from tribal communities embraced these kinds of jobs, both for the opportunity to work outside, and to improve the health of the land base.

The Bureau of Indian Affairs and the tribes created the Initiative’s most successful Jobs-in-the-Woods projects³ because tribes owned the land on which projects took place, and because

tribes could hire workers directly. Because the tribes owned the land, they decided what kinds of ecosystem restoration projects they would do. Restoration efforts often began with substantial time devoted to thought and discussion, and combined indigenous and western scientific knowledge. The Skokomish,⁴ for example, used oral histories to obtain input from the tribal council, fishermen, elders, and crew workers about the watershed they were rehabilitating. The result was that restoration not only provided jobs, but also helped to restore cultural practices. The project brought back native species used for subsistence, traditional ceremonies, and crafts.

Creating an “ecosystem and restoration” workforce can benefit a tribe by:

- Building local skills that result in expanded job opportunities for workers
- Expanding the understanding and use of Traditional Cultural Knowledge



The Karuk Tribal Complex at Happy Camp, CA

- Restoring culturally and environmentally significant habitat that, in turn, creates additional opportunities.

To ensure success in creating an “ecosystem and restoration” workforce,

- the types of workers and skills needed to successfully complete a restoration project must be clearly identified,
- employers need to be asked about their specific worker and training needs so that training programs can be tailored to meet employer demands, ensuring jobs for trainees,
- projects need to be linked to other projects to provide longer-term employment, and
- funding must be secured to carry out the work.

A primary failure of the Initiative’s Jobs-in-the-Woods program was that there was inadequate

funding and projects to keep re-trained workers working. Tribes were more successful because they supplemented Jobs-in-the-Woods funds with other funds to keep tribal members on staff. Restoration may be environmentally sound, reduce fire risk, be culturally important, and provide meaningful work, but securing the needed investment to keep work crews going and addressing ecosystem needs will continue to be a huge challenge. Creating successful ecosystem and restoration worker programs will require tribes to secure additional funding streams and re-investment strategies. Tribes, as well as others, need to devote more work to generate examples of how restoration can leverage economic benefit over the long term. Reducing risks from fire and flooding, and stream sedimentation from road deterioration are examples of restoration benefits. The Hoopa Tribe⁵ offers an example of this with their study showing that the restoration of Mill and Bull Creeks directly saved substantial amounts of money by reducing downstream sediment.



A Jobs-in-the-Woods project that uses cut-down trees to stabilize stream banks on the Warm Springs Reservation, Oregon.

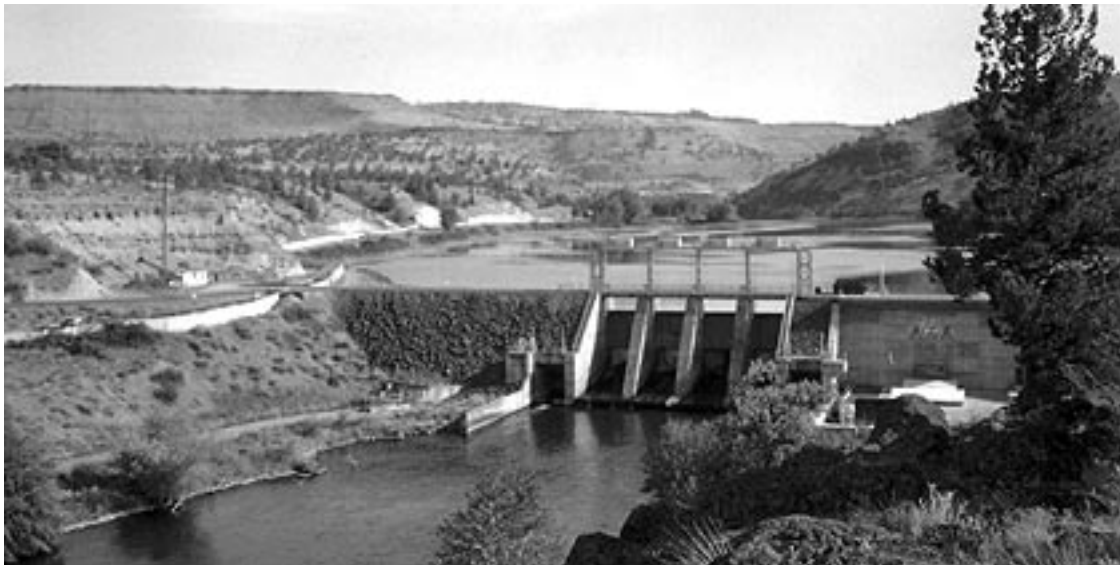
B. Macro Infrastructure

Some of the largest Initiative grants were for large infrastructure projects—buildings, water treatment facilities, and equipment for forestry-related enterprises.⁶ Because grant amounts for these projects ran into the millions, people had high hopes that they would generate jobs and help to build economic well-being. It became clear in our review, however, that a macro infrastructure project was just one of a number of important pieces of the complicated economic development puzzle. Macro infrastructure projects and economic development are generally more likely to succeed when there is

- collaboration at multiple levels (among tribal departments, with county, state, and regional entities, and with outside communities and companies) to develop marketing plans and leverage additional opportunities once the physical facilities are in place,
- an organized and efficient government that can work as a team,

- well-defined contracts to govern collaborations with non-tribal companies that called for the infrastructure investment in order to do business with the tribe, and
- diversified uses for the infrastructure.

Because infrastructure projects typically involve large investments, they should have multiple benefits and leverage multiple economic opportunities. For example, the Makah Marina serves sport, subsistence, and commercial fishers; the Warm Springs⁷ water treatment plant makes the tourism facilities (hotel, casino, conference center) possible, but also provides upgraded facilities for the entire Warm Springs community. In Omak, the Colville tribes⁸ and the city overcame historic animosity to improve efficiencies in the mill, which allowed it to continue operating. It may be beneficial for tribes to partner with outside entities (such as outside counties or cities) to create complementary facilities that will have a regional benefit and lessen the burden on one single entity to provide the entire infrastructure.



Pelton Dam, Deschutes River, Warm Springs Reservation, Oregon

C. Business Support Services

Business support services involve business counseling, training, seminars, information on codes and other laws governing businesses, and business loans. These services are essential to encourage new business development and for maintaining existing businesses.⁹ A strength of the services that were supported through the Initiative is that they focused on the particular problems and assets confronting Indian businesspeople, and businesspeople that wanted to locate in Indian country. One of the main issues confronting businesspeople includes the perception that establishing businesses on reservation land is a highly risky investment.

Business services are more likely to be successful if tied to a broader and integrated strategy. For example, someone may learn how to run a business, but if there is no compelling (or joint tribe-county-region) marketing strategy that would get people to come out to tribal land to support the business, than it will be much harder for it to succeed. Business support services

will not succeed on their own; they need accompanying strong tribal institutions including:

- Organizations that encourage individual or cooperative marketing
- Efficient, organized tribal government with clear and enforceable codes
- Broad tribal, county, state, and regional efforts to create a favorable business climate
- Financial organizations that will provide loans to tribal businesses or businesses located on tribal land.

Loan Programs

One obstacle to starting businesses on tribal land has been the inability of tribal business owners to secure bank loans. There are a number of reasons for this, but one is that tribes may not have the commercial codes and dispute resolution processes to provide enough safeguards for lenders. One of the success stories of the Initiative was the micro-loan program on the Hoopa reserva-



The Initiative-funded Farmers Market at Skokomish, Washington

tion. The tribal administration received money through the Initiative and then loaned funds to community members in a series of mini-loans for business creation or expansion. The program enjoyed close to a 100 percent repayment rate, due in part to the specialized attention that businesses received from the business center and the council's threat to withhold dividend payments if recipients did not repay their loans. Recipients (mainly women) were able to use loan dollars to support and expand home-based or small businesses. To leverage even further benefits, this micro-loan effort could be part of a broader economic development strategy that includes marketing and partnerships within the community, and with outside entities.

D. Cultural Programs

The Workers and Families program was designed for “re-tooling” displaced timber workers skills through training funds and programs. Many of the training programs were grants through the Department of Labor and channeled through local schools in the communities. The tribes had some unique opportunities to use funding to strengthen their families.

While investing in building and strengthening tribal culture may not appear to directly result in jobs, this work strengthens the cultural base, or cultural “capital.” Cultural capital is one dimension of what we call “soft infrastructure,” a less well understood but critical component of lasting economic and community development in Indian communities. Building cultural capital can help to identify points of common ground among differing tribal factions, thereby contributing to the development of internally more cohesive projects and generating more support for them. The Neah Bay marina was a commercial success, but it also is utilized for Makah subsistence purposes and is a community gathering place. The Hoopa Tribe received a grant for an oral history project called “Collecting, Preserving, and Sharing Our Past.” Participants catalogued existing tapes of elders and made new tapes in an effort to preserve oral history, and created an instructive publication on oral history to be used in schools. Participants were mostly women and girls and the project emphasized sharing histories, stories, and values across generations in order to strengthen and empower younger women and ground them in cultural traditions, Hupa history, and values. Job creation was



Acorn soup cooking in a basket using heated rocks was demonstrated at the California Indian Basketweavers Association Gathering at Klamath, California.

not the primary objective, and the resulting publication and other outcomes stayed in the community. However, the project built cultural and social capacity, empowered community residents, and connected people around a meaningful project.

Building cultural capacity (including community cohesion, individual and collective

self-esteem, and cultural coherence) is fundamental for successful economic development or nation building. Cultural and social strengths of an Indian community can be leveraged against physical remoteness and facilitate economic development on tribal lands.

IV. Conclusion: Working on Challenges While Building with Strengths

Our study of the effects of the Northwest Economic Adjustment Initiative in Indian communities revealed the importance of collaboration between different entities—tribal, regional, state, and federal—for economic development, and the need for large economic development efforts like the Initiative to take into account the different context of tribal communities as unique nations with a distinct history of economic development concerns.

Indian communities in our study faced isolation from markets, and a prevailing lack of understanding of tribal history and sovereignty among outside communities, and state and regional entities. Tribal culture and sovereignty are among the strengths that Indian communities have. Sovereignty can be a challenge as well if a tribe does not have in place codes and rigorous systems of enforcement that businesses can trust, and an effective tribal government founded on cultural principles.

Broad goals for economic development include:

- Changing the structures and institutions that contribute to impoverishment
- Increasing an area's long-term stability to maintain a competitive economy
- Increasing local control over markets
- Empowering citizens economically, politically, and culturally.

In order to meet these goals, tribes need to undertake broad and diverse strategies, including:

- Training citizens in marketable skills
- Attracting businesses to a region
- Supporting local business development
- Developing marketing plans and businesses for local products
- Building the physical infrastructure to support economic development and community health
- Strengthening and improving government institutions and accountability
- Building human, social, and cultural skills to both develop and serve economic development projects.

In our study of economic development activities undertaken with Initiative funds on tribal lands, we found Indian communities trying all of these strategies, with some strategies more comprehensive than others, and some strategies proving more successful than others. Although cultural differences among tribes means there is no cookie-cutter approach to tribal economic development, there are some elements that can be improved in all tribal economic development efforts. We found a few lessons that tribes might integrate into future economic development plans:

(1) Integration and collaboration in project planning and implementation

- Communities with physical infrastructure

limitations, particularly water or treatment systems out of compliance with health standards, are often unable to advance other forms of community development. While big physical infrastructure projects may improve the distribution of services and quality of life in tribal communities, they often do not provide immediate relief from economic hardship.

Investments in physical (or “macro”) infrastructure need to be accompanied by investments in community development, such as job training, and business support services, including training in strategic planning, marketing, and management.

- Community leaders need to know about the range of industrial development approaches possible, including their advantages and shortcomings in specific contexts.

Local industrial recruitment will likely be more successful if it is linked to county and regional industrial strategies. Industrial development, planning, and implementation should include a balance of local business retention and expansion, and recruitment of businesses from outside the area.

The benefits of industrial recruitment and expansion projects are often overblown. We learned that for every project that met its pre-project goals, there was another that failed to produce any jobs.

- One of the most powerful lessons of the Initiative was the recognition of the importance of social, human, and cultural capacity-building —“soft infrastructure” — for project and, ultimately, community success. “Soft infrastructure projects,” consisting of

leadership development, community-based planning and visioning, and building networking skills and cultural capital, were vital for creating, leveraging, and succeeding with the all Initiative-funded projects.

Integration of soft infrastructure development with “hard” (i.e. physical or industrial) infrastructure development increases the likelihood of success of both.

- The most successful revolving loan programs included a variety of funding opportunities and a strong, on-going effort to provide technical assistance to businesses prior to, during, and after the loan application process.

Loan programs need to be structured in ways that encourage partnerships among lending institutions and business support services.

- Economic development interventions were most successful if they were culturally congruent and met multiple needs, providing benefits to different sectors of the community—Indian and non-Indian alike. The Makah marina was a good example of this, in that it serves sport fishers, subsistence fishers, commercial fishers, aquaculture, and the Makah fleet.

(2) Capacity Building

A high capacity organization or community is able to identify its strengths and its needs, and then figure out a plan to apply those strengths to meet those needs. Tribal leaders and members need to be able to collectively assess their communities and think creatively about strengths and challenges, and how strengths can be built and capitalized upon. The idea is to make what you have function as best it can, and then apply it to solve problems.

(3) Evaluation

Monitoring economic development efforts, as we did in our study, can provide important lessons that may help tribes adapt the intervention to work better in the future. Monitoring needs to be built into the economic development process, beginning with a clear list of initial objectives and then an evaluation mechanism for testing whether or not these were met. One question that should be asked is, “what is success and how might it be measured or evaluated?” A participatory evaluation strategy that engages locals in evaluation can help to link project goals to program implementation, and on-the-ground (community) outcomes.

(4) Government

A strong government grounded in tribal culture is key to effective economic development.

- Tribal institutions need to establish and enforce guidelines and codes for businesses, creating a healthy and safe business climate on reservations.

- Fully-engaged tribal institutions are more likely to foster successful economic development projects.

The Initiative enabled the creation of partnerships with outside communities and counties, and state, regional, and federal agencies. These connections outlasted the Initiative itself. On a regional and state level, the Initiative changed the way agencies do business, encouraging greater collaboration and streamlining funding applications and delivery. By their involvement in the process, tribes became key partners in regional economic development efforts. Internally, tribes were able to test economic development strategies, such as those described in this booklet. We hope that these lessons, gleaned from tribal members themselves, will help tribal communities continue to build on their past experiences to create future successful economic development initiatives.

Notes

1. *Assessment of the Northwest Economic Adjustment Initiative*, Jonathan Kusel, et al. 2002. <http://www.fcresearch.org/neai/neaiindex.html>.
2. See the Makah, Neah Bay, WA (pdf version) case study at <http://www.fcresearch.org/neai/neaiindex.html> under Washington Case Studies.
3. *Assessment of the Northwest Economic Adjustment Initiative*, Chapter II, pgs. 39-51. Go to <http://www.fcresearch.org/neai/neaiindex.html> to download Chapter II (pdf).
4. See the Skokomish case study (pdf) at <http://www.fcresearch.org/neai/neaiindex.html> under Washington Case Studies.
5. For the Hoopa Case Study (pdf), go to <http://www.fcresearch.org/neai/neaiindex.html> under California Case Studies.
6. See Chapter III, pgs. 52-55 of the *Assessment of the Northwest Economic Adjustment Initiative Report*. Go to <http://www.fcresearch.org/neai/neaiindex.html> under Summaries, Methodology, and Analyses.
7. The Warm Springs Case Study (pdf) can be accessed by going to <http://www.fcresearch.org/neai/neaiindex.html>, under Oregon Case Studies.
8. For the full Omak Case Study (pdf) including Colville tribal material, go to <http://www.fcresearch.org/neai/neaiindex.html> under Washington Case Studies.
9. See also *Assessment of the Northwest Economic Adjustment Initiative Report*, pgs. 52 - 65.

V. Additional Resources

Resource Management

Clow, Richard, and Imre Sutton. *Trusteeship in Change: Toward Tribal Autonomy in Resource Management*. University Press of Colorado: Boulder. 2001.

Collection of essays on the resources (timber, range, hydrological, and cultural) held in trust for tribes, the evolution of legal and political mandates governing their management, and new ideas regarding tribal opportunities and strategies for improved management and co-management of these resources into the future.

The Second Indian Forest Management Assessment Team. 2003. *An Assessment of Indian Forests and Forest Management in the United States*. Intertribal Timber Council. 2003.

Tribal Economic Development

Cornell, Stephen, and Joseph Kalt. *What Can Tribes Do? Strategies and Institutions in American Indian Economic Development*. American Indian Studies Center: University of California, Los Angeles. 1992.

This collection of essays by a variety of well-known authors offers both practical tips and theoretical discussions. Topics include harnessing the power of sovereignty, improving tribal land-use planning and forest management, the viability of Bingo operations, the effects of welfare reform, and values associated with economic development in Indian Country.

Cornell, Stephen. "Tourism and Economic Development: Considerations for Tribal Policy and Planning." Remarks prepared for Second Annual Native American Tourism Symposium: Phoenix, Arizona. Malcolm Wiener Center for Social Policy, Project Report Series: Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University. 1989.

Discusses tourism strategies on reservations as nested within, yet distinct from, broader tribal economic development strategies.

Cornell, Stephen, and Joseph P. Kalt. "Successful Economic Development and Heterogeneity of Government Form on American Indian Reservations." Malcolm Wiener Center for Social Policy, Project Report Series: Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University. 1995.

While efficient tribal governments are the key to economic development, each tribe may have its own culturally specific model of government organization and form.

Pommersheim, Frank. *Braid of Feathers: American Indian Law and Contemporary Tribal Life*. University of California Press: Berkeley. 1995.

Chapter on "Economic Development in Indian Country," briefly analyzes the goals, strategies, and meanings of tribal economic development, with a case study on Indian Gaming.

Federal Indian Law and Policy

Getches, David H., Charles F. Wilkinson, and Robert A. Williams, Jr. *Cases and Materials on Federal Indian Law: 4th Edition*. American Casebook Series: West Group: Saint Paul, Minnesota. 1998.

This accessible textbook divides the vast body of Federal Indian Law into distinct eras (reorganization, termination, self-determination, etc.), each with a set of key cases and case commentaries. This is a good resource for building a foundation of the legal precedents in Federal Indian Law.

Royster, Judith V., and Michael C. Blumm. *Native American Natural Resources Law: Cases and Materials*. Carolina Academic Press: Durham, North Carolina. 2002.

Excellent compendium of cases and commentaries focused on the legal dimension of natural resource management for tribes.

Economic and Community Development

Malizia, Emil E., and Edward J. Feser. *Understanding Local Economic Development*. Center for Urban Policy Research: New Brunswick, New Jersey. 1999.

Malizia and Feser provide an overview of the classic and foundational theories underlying the practice of various streams of economic development.

Kretzmann, John P., and John L. McKnight. *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*. The Asset-Based Community Development Institute, Institute for Policy Research, Northwestern University, Chicago, Illinois. 1993.

The classic, user-friendly text on the assets-based approach, which focuses on building with a community's strengths rather than its challenges, in creating lasting economic and community development.

Web Sources

Affiliated Tribes of Northwest Indians, <http://www.atnitribes.org>
American Indian Policy Center, <http://www.airpi.org>
Columbia River Inter-Tribal Fish Commission, <http://www.critfc.org>
Confederated Tribes of the Chehalis Reservation, <http://www.chehalis-tribe.org>
Confederated Tribes of the Colville Reservation, <http://www.colvilletribe.com>
Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians, <http://www.ctclusi.org>
Confederated Tribes of the Warm Springs, <http://www.warmsprings.com>
Coquille Indian Tribes, <http://www.coquilletribe.org>
Cow Creek Band of the Umpqua Indians, <http://www.cowcreek.com>
Cowlitz Tribe, <http://www.cowlitz.org>
Economic Contributions of Tribes to Washington State, <http://www.itcnet.org/economiccontributionsofindiantribestotheeconomyofwashingtonstate.pdf>
First Nations Development Institute, <http://www.firstnations.org>
Forest Policy Center: American Forests, <http://www.americanforests.org>
Intertribal Timber Council, <http://www.itcnet.org>
Jamestown S'Klallam Tribe, <http://www.jamestowntribe.org>
Klamath Tribe, <http://www.klamathtribes.org>
National Center for American Indian Enterprise Development, <http://www.ncaied.org>
National Fire Plan, <http://www.fireplan.gov>
National Interagency Fire Center, <http://www.nifc.gov>
Native American Entrepreneur Network, <http://www.onaben.org>
Nooksack Indian Tribe, <http://www.nooksack-tribe.org>
North California Indian Development Council, <http://www.ncidc.org>
Northwest Indian Fisheries Commission, <http://www.nwifc.wa.gov>
Northwest Portland Area Indian Health Board, <http://www.npaihb.org>
Samish Indian Tribe, <http://www.samishtribe.nsn.us/>
Skokomish Indian Tribe, <http://www.skokomish.org>
Snoqualmie Indian Tribe, <http://www.snoqualmiecasinoproject.com>
Suquamish Indian Tribe, <http://www.suquamish.nsn.us/>
Squaxin Island Tribe, <http://www.squaxinland.org>
Stillaguamish Indian Tribe, <http://www.stillaguamish.nsn.us>
Oregon Legislative Commission on Indian Services, <http://www.leg.state.or.us/cis/home.htm>
Port Gamble Indian Community, <http://www.pgst.nsn.us>
South Puget Sound Intertribal Planning Agency, <http://www.spipa.org>
Washington Governor's Office of Indian Affairs, <http://www.goia.wa.gov>
Yakama Forest Products, <http://yakama-forest.com>