

Economic Contributions
of Indian Tribes to the
Economy of Washington State



Veronica E. Tiller
Robert A. Chase



*Port Gamble S'Klallam
Tribe in Kingston, WA.
honors its culture with
totem pole near community
bldg. Tribe's enterprises
include: aquaculture
(salmon & shellfish
operations), a grocery
store, gas station, the
Salish Business Park, a
construction company,
Raven mobile home park,
property management,
leasing and financing
services.*

**COVER DESIGN BY
MARY M. VELARDE**

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Economy of Washington State

by

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Executive Summary

In the fall of 1997, Washington Governor Gary Locke and tribal leadership issued a call for facts to shed light on the relationships between the state and the 27 federally recognized Indian tribes within its borders. The ensuing dialogue, conducted through the Governor's Office of Indian Affairs, resulted in the formation of six working subcommittees composed of tribal representatives to investigate several economic areas. The Economic Study Group developed this report on the tribes' contribution to the state's economy. It is believed to be the first report of its kind in the country, with tribes and a state cooperatively developing a common factual framework. From this foundation, the tribes and the state can better address the many economic issues of importance facing Indian Country in Washington State.

The authors of this report based their conclusions primarily on official data from the 23 participating tribes and the state. These sources included the state's Office of Financial Management-Forecasting Division, and the Employment Security Department. Equally important were the tribes' own official books and records, including tax returns and reports filed with the Internal Revenue Service and with the state. Never before has such detailed information been released by the tribes. It is presented here in aggregate form to protect tribal privacy. The authors also drew upon supplemental information for all 27 tribes from federal agencies such as the Bureau of Indian Affairs, the Indian Health Service, the U.S. Department of Education, and the U.S. Bureau of the Census.

Because many tribes were reluctant to share confidential and proprietary information with the state, they and the state agreed upon a third-party contractor to review tribal

data and to present it only in aggregate form. Tiller Research, Inc., fulfilled this role, with assistance from Chase Economics. The contractors signed strict confidentiality agreements with the tribes and with the state concerning the use of data for this report.

These findings are significant both in their scope and their implications. This report dispels the common misperception that Washington's Indian reservations are an economic "drag" on the state. Far from it. Consider the following:

Washington has 27 federally recognized Indian tribes with a combined population of about 91,000.

Washington tribes contribute \$1 billion annually to the state's overall economy.

Tribal enterprises in 1997 spent \$865.8 million for supplies, equipment and services.

In 1997, the tribal governments paid an estimated \$51.3 million in federal employment/payroll-related taxes.

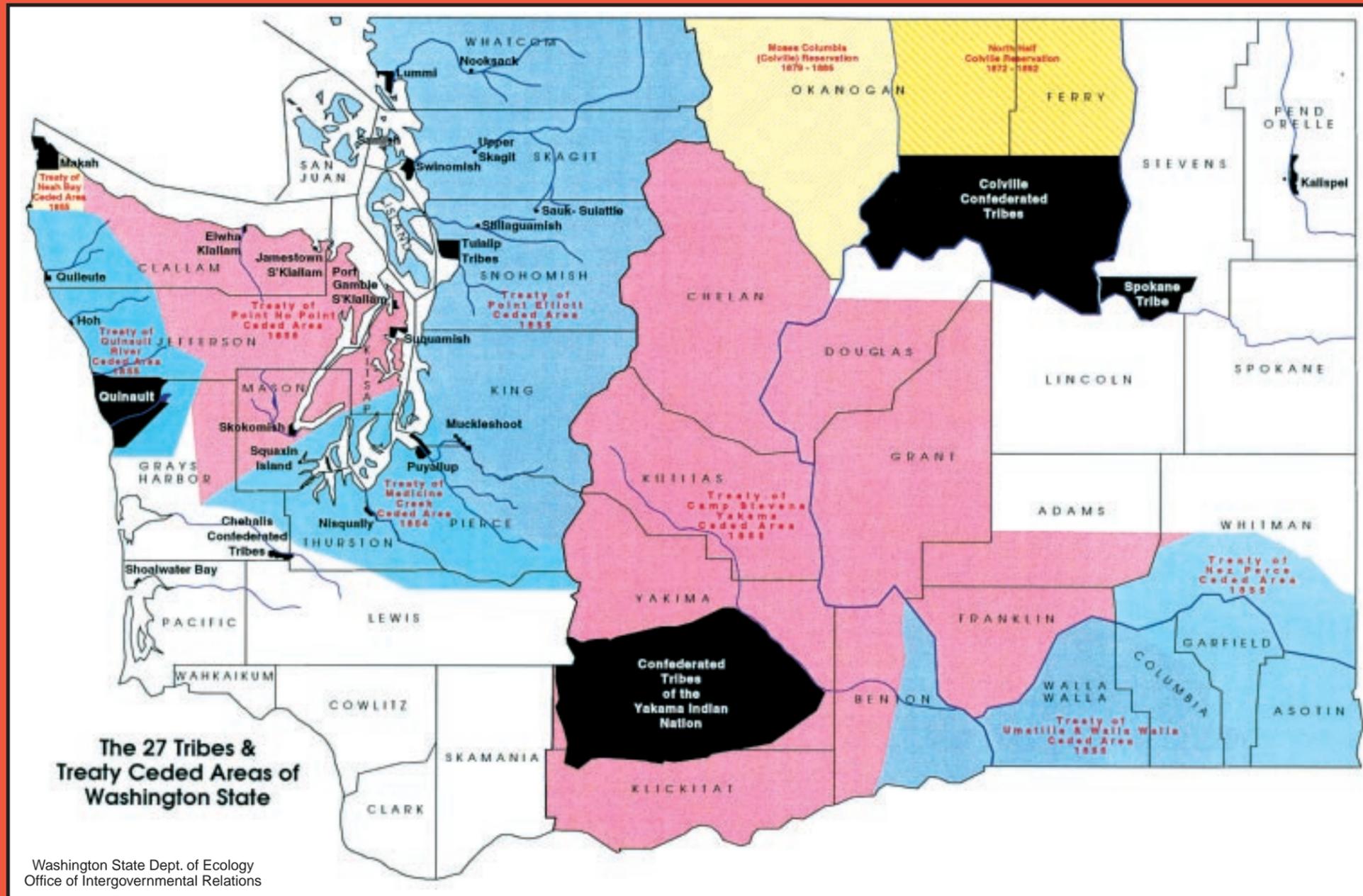
The tribes paid an estimated \$5.3 million in state employment/payroll-related taxes in 1997.

Tribal enterprises currently employ 14,375 Washington citizens full time, including non-tribal employees.

More than half of these jobs are in the services sector.

Average annual wages for tribal employment amounted to \$18,800. This is about 40 percent lower than the statewide average of \$32,400.

Finally, readers should note that this report reflects the conclusions of the authors. It should not be construed as representing the official position of the State of Washington or of any federally recognized Indian tribe located within the state's borders.



Indian Tribes and Reservations

Indian reservations and trust lands are scattered throughout Washington State, ranging in size from a few acres, such as Jamestown S'Klallam and Sauk Suiattle, to well over a million acres with the Confederated Tribes of the Colville Reservation and the Confederated Bands of the Yakama Nation. In total, tribal

reservations and trust lands account for 3.24 million acres in Washington State (Table 1). For purposes of discussion in this report, the 27 federally recognized Indian tribes in the State of Washington are grouped into three geographic regions: Western Washington, Puget Sound, and Eastern Washington. Indian tribes are located in 21 of the 39 Washington Counties.

Table 1. Land Area of Tribal Reservations in Washington State

Puget Sound Region		
Tribe	County	Area (Acres)
Lummi Nation	Whatcom	21,000
Muckleshoot Tribe	King	3,850
Nisqually Tribe	Thurston	4,800
Nooksack Tribe	Whatcom	2,500
Port Gamble S'Klallam Tribe	Kitsap	1,301
Puyallup Tribe	Pierce	18,061
Samish Nation	Skagit	00
Sauk-Suiattle Tribe	Skagit/Snohomish	96
Stillaguamish Tribe	Snohomish	40
Suquamish Tribe	Kitsap	7,486
Swinomish Tribe	Skagit	7,169
The Tulalip Tribes	Snohomish	11,500
Upper Skagit Tribe	Skagit	99
Puget Sound Total		77,902
Washington State Total		3,258,656

Western Washington Region		
Tribe	County	Area (Acres)
Chehalis Confederated Tribes	Grays Harbor/Thurston	4,215
Hoh Tribe	Jefferson	443
Jamestown S'Klallam Tribe	Clallam	12
Lower Elwha Klallam Tribe	Clallam	443
Makah Tribe	Clallam	27,950
Quileute Tribe	Clallam	700
Quinault Nation	Grays Harbor/Jefferson	208,150
Shoalwater Bay Tribe	Pacific	335
Skokomish Tribe	Mason	5,000
Squaxin Island Tribe	Mason	1,979
Western Washington Total		249,227

Eastern Washington Region		
Tribe	County	Area (Acres)
Colville Confederated Tribes	Okanogan/Ferry	1,400,000
Kalispel Tribe	Pend Oreille	4,629
Spokane Tribe	Stevens	154,898
Yakama Nation	Yakima/Klickitat	1,372,000
Eastern Washington Total		2,931,527

Sources: U.S. Dept of Interior, Bureau of Indian Affairs; Tiller's Guide to Indian Country; Economic Profiles of Am. Ind. Reservations

Introduction

Background of Study

Finding specific information about the economic contribution of Washington's 27 federally recognized Indian tribes to the state's economy has been frustratingly difficult for years. As state-level policy makers and tribal leaders regularly interact on a variety of social and economic issues, this lack of data has hampered sound decision making. In response to this situation, Washington State Governor Gary Locke and tribal leaders undertook an initiative in 1997 to determine the role played by tribal entities and reservation lands in the economy of Washington. Consequently, the Governor's Office of Indian Affairs began collaborating with tribal representatives to provide a clearer picture of the reservation economies in the state and to illuminate the relationship of those reservations to the larger state economy. Two overall goals framed the discussion. The first was to begin a dialogue between tribal leadership and the state on a government-to-government basis to address economic vitality in Indian Country to develop solutions to economic problems. The

second goal was to provide the state with a greater understanding about the obstacles and unique challenges tribes face in developing their limited resources to promote economic well being.

After a series of initial meetings, the state and tribes jointly adopted the *Tribal Economic Vitality Initiative (TEVI)*. It identified six issues: (1) Economic Study Plan, (2) Financing, (3) Gaming, (4) Taxation, (5) Tribal Employment Rights Organization, and (6) Tourism as areas of critical importance to the Indian tribes. The participants also established six subcommittees, one for each issue.

With the Governor's support, the Governor's Office of Indian Affairs recognized the need for taking meaningful action to maintain the trust and confidence of the tribal governments. In response, the Economic Study Planning Group recognized the critical importance of providing the tribes with an accurate portrait of their collective economic contributions to the state's economy. This information would reverse the longstanding misconception that Indian tribes contributed very little – in terms of employment, earnings, and tax

revenues – to the state's economy. The tribes had always contended otherwise. Unfortunately, for years they could only point to piecemeal anecdotal evidence with little documentation of their economic impact.

To dispel this false image and clarify once and for all their economic role in Washington State, the tribes embraced this research project, even though it meant sharing information long held in the strictest confidence within the respective tribes. They recognized that this report would finally give them the accurate statistical data they needed to substantiate their claims.

Since the effort to develop this report began, a national trend has emerged among Indian tribes recognizing the need to determine their economic impacts on state, regional, and national economies using proven methods and studies. By working cooperatively on this study, Washington tribes and the Governor's Office have broken new ground in this area, taking the lead on an issue of national importance. The results will benefit all citizens of Washington State.

Historical Considerations

Though peripheral to the scope of this study, a historical perspective on government policy toward Indian tribes should frame any consideration of their impact on the State of Washington's



Yakima Indian hop pickers in the Yakima Valley-1910 (Yakama Nation Cult.Heritage Center Museum)

economy. In particular, all the state's tribes made enormous, though involuntary, initial capital contributions through the land cessions of the Nineteenth Century. (See Appendix I) Furthermore, more than a century of failed and now thoroughly repudiated federal Indian policies has dramatically changed the landscape of

many treaty and executive order reservations. As a result, the present-day Indian reservations in Washington are often a vastly different territory than the tracts originally "reserved" by the treaty-making tribes throughout the state.

In the late Nineteenth and much of the early Twentieth Century, only tribal landowners were subjected to unilateral and forced takings of lands. The federal government deemed those lands to be surplus to the tribes' needs. Through the Dawes Act of 1887, which opened up large portions of the tribes' reservations to homesteading and ownership by non-Indians without tribal consent, the federal government simply took the prime productive land of many reservations out of Indian ownership altogether.

This same policy fostered fractionated land ownership, diluting the value of tribal lands as successive generations inherited Indian "allotments" of their own land. The details of ownership often became too complex to sort out. Even today, prime agricultural land in the Yakima Valley sometimes lies fallow or is farmed in trespass

because the local Indian agency cannot maintain ownership and leasing records. In other cases, they cannot locate a sufficient number of the Indian owners to execute a valid lease.

Despite the Congressional repudiation of the allotment policy in the 1930's, government policy continued to inhibit the tribes' contribution to the state economy. Federal reclamation projects diverted precious water to neighboring, non-tribal lands. In other cases, the massive hydroelectric power facilities constructed during the Great Depression inundated hundreds of thousands of acres of reservation lands and off-reservation treaty fishing sites. Finally, during the post-war years, the federal policy of "relocation" transplanted many Indian families virtually by force from their reservation homelands to the state's inner cities. Meanwhile, three major industries – fishing, forestry, and agriculture – helped drive Washington's economy by economic activity generated by those lands the tribes have retained for their own use – that is, the present-day Indian reservations in the State of Washington.



The Grand Coulee Dam and Lake Roosevelt was started in the 1930's by the U.S. Bureau of Reclamation. Lake Roosevelt contains 9 million acre-feet of water and stretches over 150 miles. Thousands of acres of the Colville Reservation lands were flooded including sacred burial grounds, salmon spawning areas, and agricultural lands.

The Grand Coulee Dam and its facilities have a combined generating capacity of 6480 megawatts of hydroelectric power. This makes Grand Goulee Dam the largest producer of hydroelectric power in the United States and the 3rd largest facility of its kind in the world. (V. Tiller)

Although these historical factors have directly shaped the present economic status of Indian reservations in Washington, this report makes no attempt to quantify or assign monetary value to these huge and often-overlooked contributions of land and resources to the state's economic engine. Nor does this report analyze the costs or effects of these failed policies. Instead, it provides a snapshot of the economic role Indian reservations play at the end of the Twentieth Century. The timeframe is significant. In great measure, the efforts of tribal leaders within the last twenty years have driven the economic indicators that characterize Washington's Indian reservations today. Thus, the following pages focus on assessing the economic and fiscal contribution of Indian tribes to Washington State's economy.

Approach of Analysis

To assess the economic and fiscal contribution of Indian tribes to the State of Washington, researchers asked such questions as, how important is Indian Country to the state's economy? What are the extent and level of economic activities engaged in by Washington Indian tribes? How diversified is the Indian country economy compared with Washington State?

Researchers collected the information for assessing the economic and fiscal contribution of the tribes from a number of tribal and governmental sources. The governmental sources pertained to all 27 tribes collectively; they included several Washington State agencies (e.g., Employment Security Department, Department of Revenue, Department of Fish and Wildlife, Department of

Natural Resources) and various federal agencies.

Researchers gathered, from 23 of the 27 participating Washington tribes, (see Appendix II) information about revenues and expenditures of tribal governments and enterprises owned and managed by tribes, employment and wages, and taxes paid for the most recent calendar year of 1997. Note that this analysis considered only that economic activity conducted by the tribes themselves. It excluded businesses owned and operated by Indian tribal members. Most of the tribal-owned enterprises operate on reservation land, with a few exceptions, particularly some commercial and casino establishments. Furthermore, tribal governments and enterprises do not employ exclusively Native Americans – a significant share of tribal employment is non-Indian.

Table 2

Population by Race and Hispanic Origin in Washington State, Actual and Projected

<i>Race/Ethnic</i>							<i>Annual Percent Change</i>	
	<i>1990</i>	<i>1994</i>	<i>1997</i>	<i>2005</i>	<i>2015</i>	<i>2025</i>	<i>1990-97</i>	<i>2005-25</i>
White	4,225,313	4,517,668	4,679,094	5,115,347	5,569,727	5,940,106	1.5%	0.8%
Black	146,350	168,519	183,306	190,484	217,453	243,912	3.6%	1.4%
Indian	76,478	85,956	90,857	103,125	120,320	136,720	2.7%	1.6%
Asian	203,981	273,553	313,564	410,372	544,480	688,859	7.7%	3.4%
Hispanic	214,570	288,703	339,978	438,415	606,181	798,104	8.3%	4.1%
Total	4,866,692	5,334,399	5,606,799	6,257,743	7,058,161	7,807,701	2.2%	1.2%

Sources: Washington State, Office of Financial Management, Forecasting Division.; U.S. Department of Commerce, Bureau of the Census.

Indian Tribes in Washington State

Demographics

In 1997, Washington State ranked fifth among all states in American Indian population. The number of American Indians in Washington is growing at a faster rate than the national Indian population. (Table 3). Within Washington State, over half of the American Indians live in the urbanized Puget Sound region (Tables 4 and 5). However, as a percentage of total regional population, American Indians are relatively more concentrated in the Eastern and Western Washington regions, which are predominantly rural. Thus Ferry, Okanogan, Yakima, and Stevens counties of Eastern Washington have the greatest share of American Indians as a percentage of the overall population. More than 5 percent of these counties' combined total 1998 population is American Indian. In contrast, King



Yakama Dancers (Yakama Indian Nation-Economic Development Office)

County has the most American Indian residents in the state (18,000), yet they represent just 1.1 percent of the overall county population.

The American Indian population in Washington State has been growing rapidly. According to the 1997 state estimates, the American Indian population increased to 90,857 people, 16% more than the 1990 population census. Some of this increase

can be attributed to more people identifying themselves as Indians on the census; nevertheless, natural population increase accounts for much of the growth. Based on this rapid rate of growth, the Census Bureau estimates that the American Indian population residing in Washington State will reach 136,720 people representing 1.6 percent of the total state population by the year 2025 (Table 2).

Table 3. Leading States in American Indian Population, 1990 and 1997

State	1990	1997	Percent Change Population	Share of 1997 Total Indian	State Rank of American Indian Share
California	285,270	306,690	7.5%	1.0%	16
Oklahoma	257,794	260,029	0.9%	7.8%	4
Arizona	214,433	255,463	19.1%	5.6%	6
New Mexico	137,625	158,036	14.8%	9.1%	2
Washington	87,259	100,309	15.0%	1.8%	9
Alaska	86,252	97,098	12.6%	15.9%	1
North Carolina	80,825	95,398	18.0%	1.3%	14
Texas	72,343	93,343	29.0%	0.5%	25
New York	66,337	74,483	12.3%	0.4%	28
Michigan	57,654	59,678	3.5%	0.6%	21
United States, Total	3,944,974	4,421,401	12.4%	0.9%	NA

Note: Ranking based on number of American Indians in 1997. Source: U.S. Department of Commerce, Bureau of the Census.

Table 4. Resident Indian Population on Washington State Reservations for 1995 and Tribal Enrollment figures for 1997-1998

Reservation	BIA Total/1995	Tribal Enrollment/1997-98
Western Washington Region		
Chehalis Confederated Tribes	871	525
Hoh Tribe *	97	147
Jamestown S'Klallam Tribe	641	230
Lower Elwha Klallam Tribe	1,149	750
Makah Tribe	1,753	2,300
Quileute Tribe	785	706
Quinault Nation	2,975	2,217
Shoalwater Bay Tribe	743	150
Skokomish Tribe	1,333	820
Squaxin Island Tribe	515	643
<i>Western Washington Total</i>	10,862	8,488
Puget Sound Region		
Lummi Nation	4,648	3,519
Muckleshoot Tribe	3,521	1,170
Nisqually Tribe	2,905	500
Nooksack Tribe	820	1,341
Port Gamble S'Klallam Tribe	753	837
Puyallup Tribe	14,282	2,219
Samish Nation *	NA	NA
Sauk-Suiattle Tribe	120	237
Stillaguamish Tribe	1,476	176
Suquamish Tribe	1,032	665
Swinomish Tribe	959	753
The Tulalip Tribes	4,549	2,934
Upper Skagit Tribe *	610	504
<i>Puget Sound Total</i>	35,675	14,855
Eastern Washington Region		
Colville Confederated Tribes	4,929	8,404
Kalispel Tribe	170	258
Spokane Tribe *	1,416	2,153
Yakama Nation	15,968	8,870
<i>Eastern Washington Total</i>	22,483	19,685
<i>Washington State Total</i>	69,020	43,028

Source: USDI, Bureau of Indian Affairs, 1995. Resident pop. figures usually include non-tribal members and tribal enrollments include all tribal members irrespective of their legal residence. Many tribal enrolled members live off the reservations and out of the state. Tribal enrollment figures are based on 1997-98 data from individual Indian tribes and the Indian Health Service, except for tribes marked with an asterisk (non-participating tribes); those figures are from the BIA, 1995.



Puyallup Children (Courtesy of Puyallup Tribal News Department, Tacoma, WA. Photo by Patrick Henry)

Table 5
American Indian Population in Washington State

<i>Region</i>	<i>1990</i>	<i>1992</i>	<i>1994</i>	<i>1997</i>	<i>Percent Change</i>	<i>Share of Total 1997 Population</i>
Eastern Washington	23,667	24,947	26,254	27,440	15.9%	2.2%
Western Washington	11,694	13,030	13,793	15,117	29.3%	2.1%
Puget Sound	41,117	44,051	45,909	48,300	17.5%	1.3%
Washington State, Total	76,478	82,028	85,956	90,857	18.8%	1.6%

Sources: Washington State Office of Financial Management, Forecasting Division Notes: Ranking based on number of American Indians in 1997. U.S. Bureau of Census includes American Indians, non-Hispanic and Hispanic in their definition." Other state population tables include only American Indian, non-Hispanic.



A logging boom operation-Makah Indian Reservation (NW Indian Fisheries Commission)

These economically diverse tribal-owned enterprises fall into the following categories:

- **traditional natural resource production;**
- **construction;**
- **wholesale and retail trade;**
- **finance, insurance, & real estate;**
- **services;**
- **gaming; and**
- **government.**

Each is discussed in detail on the following pages.



A modern-day Timberjack feller-buncher on the Yakama Reservation (BIA-PAO)



Log Trucking on Colville Reservation (BIA-Bud Miller)

Economic Activities

Historically, the nation has viewed Indian reservations as a burden on the national treasury and on the economies of the states where they are located. This view overlooks the enormous “capital contributions” these tribes made to state economies through the land cessions of the last century. Such a perception also reflects the outdated belief that reservations are “pockets of poverty” and a blight on the economic landscape. While that picture might have been accurate through much of the Twentieth Century, nothing

could be further from the truth today, as this report demonstrates. In fact, tribes’ collective annual contribution of nearly \$1 billion to the Washington economy suggests a radical new image for the economic vitality of Indians tribes.

Although Indian tribes are considered sovereign nations, they are intricately connected to the Washington State economy. Indian tribes in Washington engage in various commercial, industrial, and natural resource activities that create jobs and personal income for Indians and non-Indians alike throughout the state.

Natural Resources

Historically, natural resources have been a mainstay of the state’s economy. Agriculture production and food processing, logging and processing forest products, and fishing and processing of fish and shellfish have been among the state’s leading industries. In 1997, these natural resource-related industries altogether employed 243,000 workers with total labor earnings of \$6.2 billion. Combined, these industries account for a 7 percent share of total employment in Washington State.



The Colville Mill at Omak (BIA-PAO)

Among Washington Indian tribes, of course, fishing and hunting and gathering of natural resources have been central activities for thousands of years. They remain important to tribes for subsistence, as well as economic and ceremonial purposes. The tribes have traded fish and shellfish with the non-Indian population since the first white settlers arrived in the region 150 years ago.

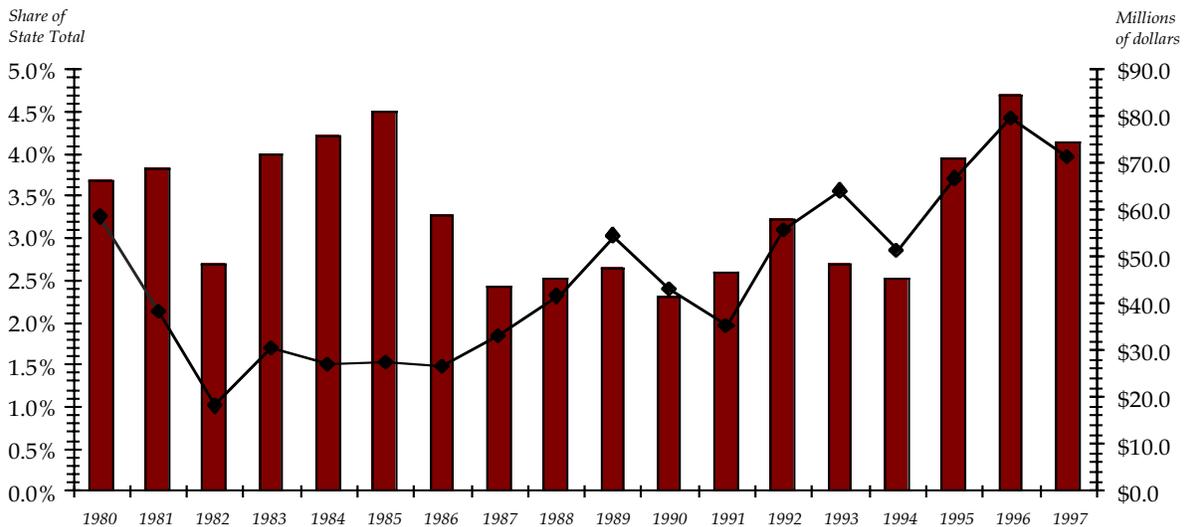
The importance of fishing continues. Over the last few decades, U.S. federal court decisions have settled state-tribal disputes over the rights to the steelhead and salmon harvested in Washington waters (e.g., major rivers, Puget Sound and ocean waters immediately off the coast). Consequently, the tribes have federally assured treaty rights, older than the state itself, to approximately half of the annual salmon harvest. The tribes won similar allotments

for other species, including Pacific whiting, sablefish, rockfish, albacore, halibut, and sea urchin. A recent court ruling has resulted in a similar allocation of shellfish for Indian tribes in Washington.

Today, fish and shellfish harvested by Washington's Indian tribes are in great demand, in both domestic and foreign markets. Logs harvested from tribal lands have become an important economic cornerstone for a number of Washington Indian tribes. Timber harvest and salmon fishing by tribes, for instance, have been valued at \$71.2 million and \$6.8 million, respectively for 1997 (Figures 1 and 2). These activities provide employment and earnings for a significant number of Indians in Washington.

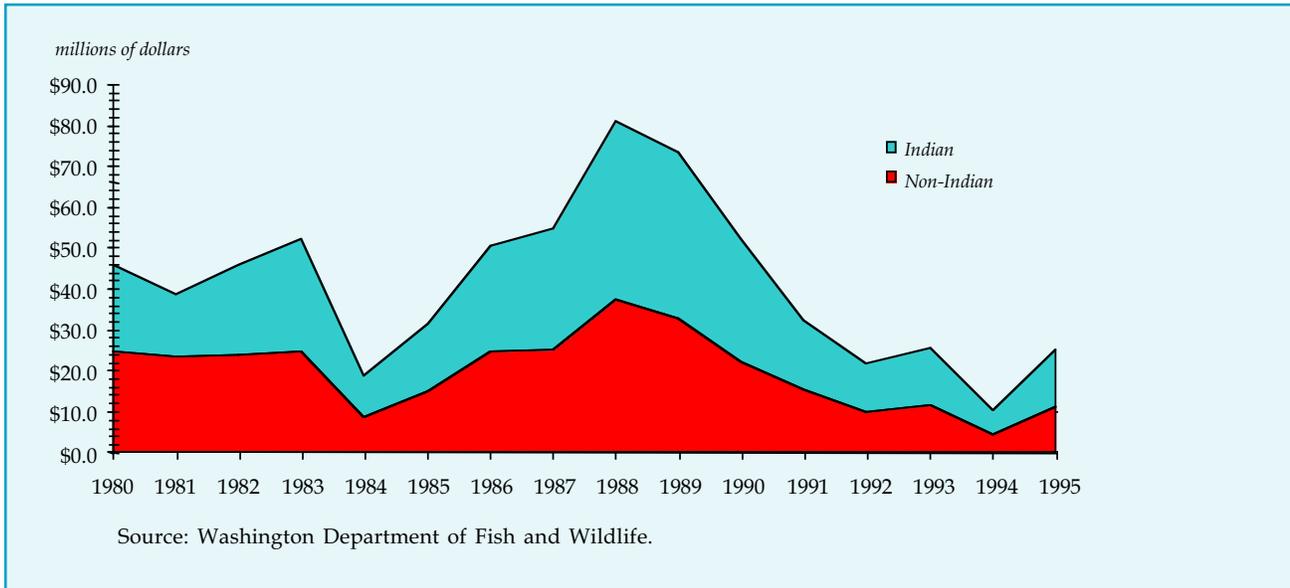
Although fish and timber are among the tribes' most valuable resources for economic development, tribal governments have made relatively few ventures into

Figure 1. Value and Share of Timber Harvest from Tribal Lands in Washington State, 1980-97.



Note: Tribal timber harvests are reported under the category of Bur. of Indian Affairs. Source: Washington St. Dept of Natural Resources.

Figure 2. Value of Salmon Harvest by Indian & Non-Indian Commercial Enterprises in Washington 1980-1995.



Digging razor clams on the Quinault Indian Reservation (Quinault Nation, Community Relations Office)



*Left: Mussel Rafts-Squaxin Island Tribe (NW Indian Fisheries Comm.)
 Bottom Left: Shellfish Gatherer at Lummi. (NW Indian Fisheries Commission) Below Right: Tribal Fisherman tending his salmon net. (NW Indian Fisheries Commission)*

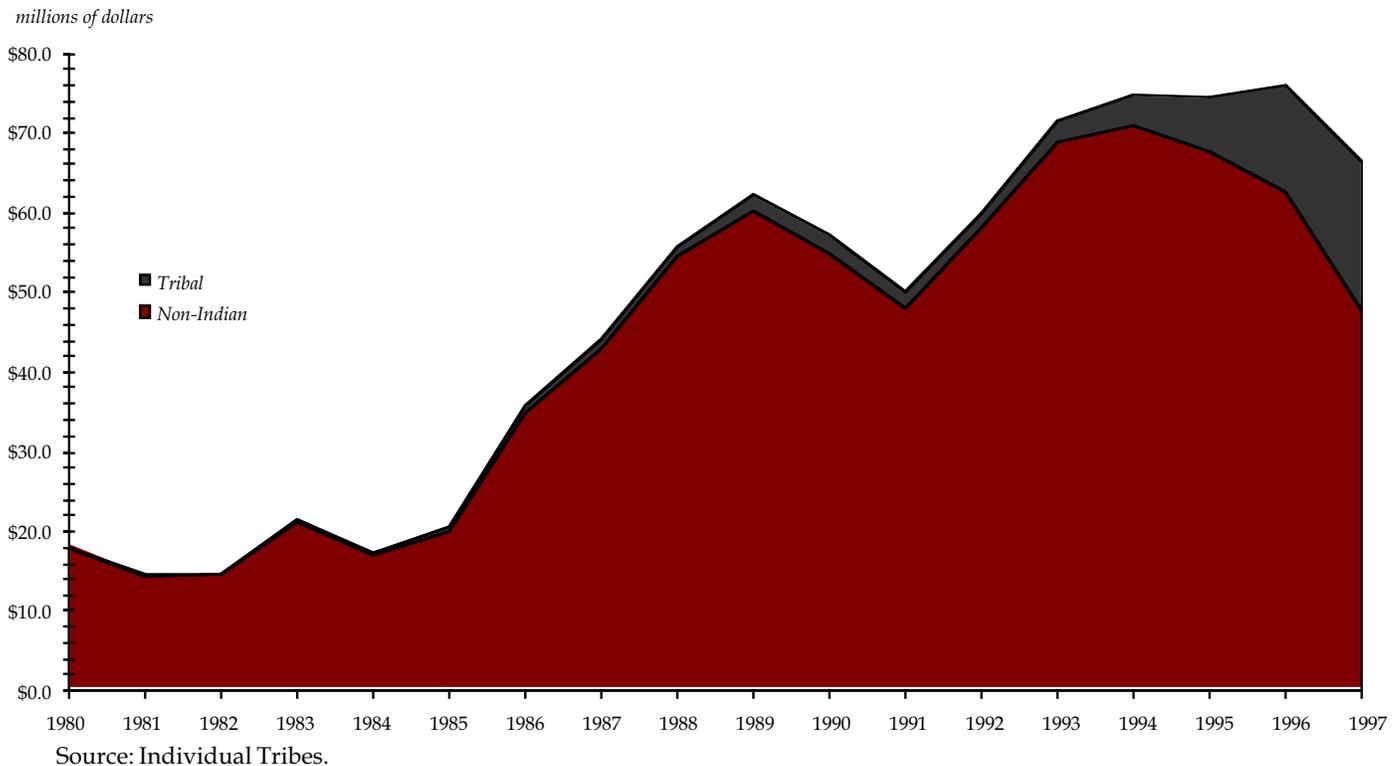


value-added processing of timber and fish. Most of the logs and fish harvested by Indians are marketed unprocessed to outside buyers, including foreign customers. Moreover, tribal-owned logging and fishing

enterprises export a significant share of their raw logs and fresh and frozen fish to customers outside the state and nation. The lack of investment in value-added, resource-based

industries highlights many of the significant barriers to economic development in Indian Country. Several prerequisites to development and the long-term sustainability of economic activities must be set in place.

Figure 3. Value of Shellfish Harvest by Indian & Non-Indian Commercial Enterprises in Washington, 1980-1997



They include:

- policies that clearly delineate the roles and responsibilities of the public and private sectors;
- access to capital financing on appropriate terms and conditions;
- adequate social and physical infrastructure to support activities; and
- a legal system that both facilitates investment and protects the interests of all parties engaged in financial or commercial transactions.

The Washington fishing industry is diverse in both user groups and range of species. User groups, for instance, include both commercial fishermen and sport/recreational anglers. Commercial groups are further divided into tribal and non-treaty groups. Each of these groups is allocated allowable

catch limits for each species by fishery management councils (e.g., Pacific Fishery Management Council, Northwest Indian Fisheries Commission, Washington Department of Fish & Wildlife).

With all of the federally recognized Indian tribes living on either major rivers or coastal waters of Washington, fisheries remain critically important to tribal economies. Tribes are major players within the State of Washington fishing industry, where total commercial landings were valued at \$139.6 million in 1997. They are also heavily involved in fisheries management. As sovereign governments, each tribe regulates and coordinates its own fisheries management program surrounding six species of salmon, halibut, shellfish, and other marine species. Tribal fisheries management includes harvest

management, enhancement, habitat protection, and enforcement. For instance, many Puget Sound and coastal tribes have enhancement programs; in 1997, tribal hatcheries released more than 39 million salmon, benefiting Indian and non-Indian, commercial and sport fishermen in the state.

Besides salmon, important Indian fisheries include halibut, sablefish, dungeness crabs, sea cucumbers, urchins, shrimp, clams, geoduck, mussels, and oysters. Unfortunately, an alarming decline in many of Washington's fish stocks, particularly salmon, has hurt some tribal economies. To compensate for this loss, a number of tribes have turned to harvesting shellfish as a major economic resource (Figure 3). In recent years, the value of tribal shellfish harvest has outpaced that of salmon.



Construction of Quinault Nation's new tribal government complex at Taholah. (V. Tiller)

Construction

Residential and non-residential construction activity in Indian Country is directly related to increased population and new economic activity. By and large, most tribes do not have residential construction enterprises; the few tribal-owned construction enterprises are primarily engaged in residential construction and repair funded by the U.S. Department of Housing and Urban Development. Unfortunately, information is unavailable on the number and value of housing starts completed on Washington tribal lands.

Wholesale and retail trade

Wholesale and retail trade sectors comprise two of the nation's largest industries — one of every five employed people works in these trade



Kamilche Trading Post site which includes Little Creek Casino near Hwy 101 & Hwy 8 will be the anchor site for Squaxin Island Tribe's future commercial development (Squaxin Is. Tribe)



The 34,000 sq.ft. Muckleshoot Mall in Auburn consists of a smoke shop, liquor store, and video store. Future plans include a gas station and restaurant. (Muckleshoot Indian Tribe)



Products by Quinault Seafood (Quinault Nation, Community Relations Dept)

industries. Demographic and economic factors, including population growth, household formation, and consumer spending drive retail trade sales.

Washington tribes own a number of retail trade enterprises, but they lack the broad array of retail offerings found in many comparable non-Indian communities. Tribal-owned enterprises like smoke shops, service stations, and trading posts primarily sell convenience goods to tribal members and non-Indians. Most retail sales and



Quileute Store at La Push (V. Tiller)

services in Washington are conducted off reservations at non-Indian establishments, including border towns that largely owe their livelihoods to Indian patronage.

Finance, insurance, and real estate

The nation's financial services group includes banks and savings and loans (depository institutions); credit agencies, mortgage bankers and brokers (nondepository institutions); security and commodity



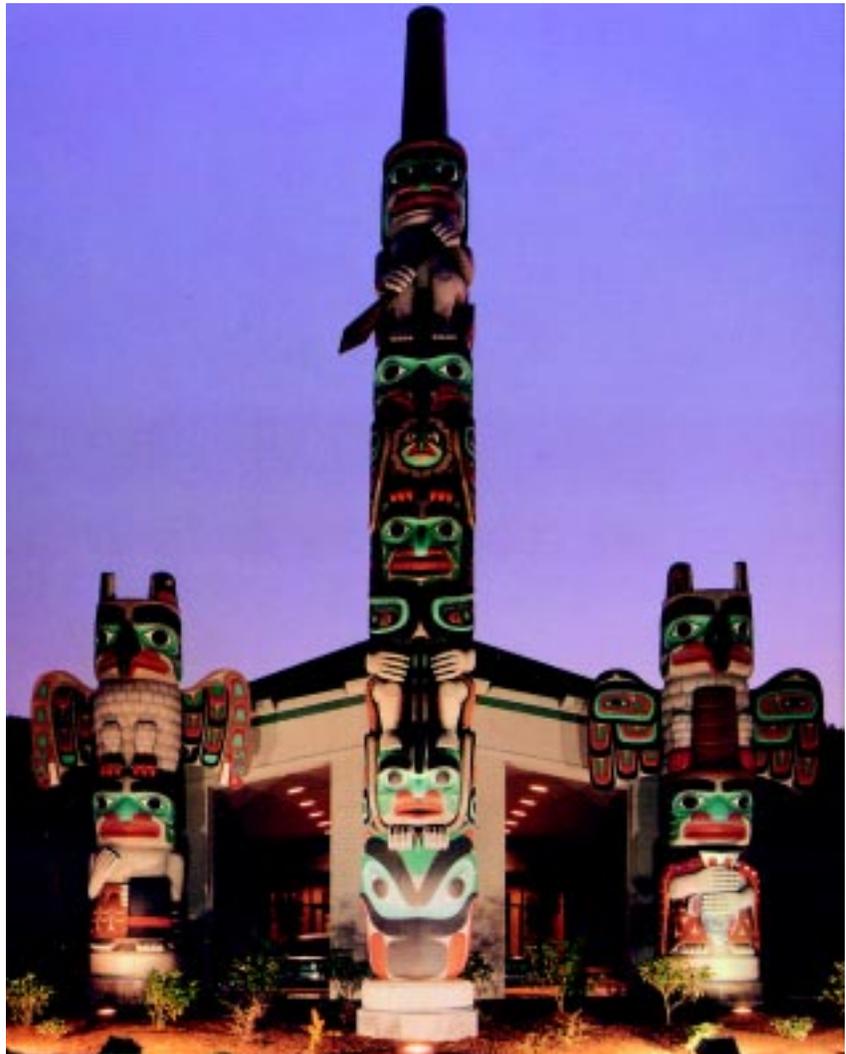
Left: Tulalip Marina Store and Cafe in Marysville, Washington (Communications Dept. Tulalip Tribes, Lita Sheldon).

brokers; insurance carriers, agents, and brokers; real estate developers and agents; and holding and other investment offices. In Washington, most tribal-owned finance, insurance, and real estate enterprises provide housing assistance and administer housing programs funded by the U.S. Department of Housing and Urban Development.

Gaming

In 1988, the U.S. Congress passed the Indian Gaming Regulatory Act (IGRA) which, in effect, authorized casino gaming on Indian reservations and provided a regulatory framework and oversight body for the industry in the form of the National Indian Gaming Commission (NIGC). In addition, the act was intended to promote a viable economic base for tribal government programs and operations, as well as tribal economic development, self-sufficiency, and strong tribal governments. Indian gaming was divided into three classes for purposes of licensing and regulation: Class I covers charitable and social gaming for nominal prizes; Class II includes bingo, punch-boards, and pull-tabs; and Class III facilities include casinos, high-stakes bingo, slot machines, and all other commercial forms of gambling. As of 1998, twelve of the 27 federally recognized tribes in Washington operate gaming facilities on and off reservation. The off reservation sites are on Indian trust lands.

In a relatively few years, gaming has changed the economic landscape for some of these Indian tribes. Since 1988, this reservation-based industry has experienced



The Casino at Jamestown S'Klallam Reservation (Jamestown S'Klallam Public Relations Dept.)

explosive growth. Across Indian country in Washington, gaming has become the leading employer. A number of tribal-owned casinos have, in fact, become the largest employers within their respective communities.

Services

The extensive services sector is very heterogeneous. Most service industries are classified into two groups: producer services and consumer services. Producer services are generally provided to other service and manufacturing firms, as



The Skokomish Health Center in Shelton

opposed to consumer services (e.g., personal services, auto repair), which typically serve consumers directly. Additionally, these producer services are generally driven by external demand – that is, so-called “export sales.”

The new government administrative complex at Quinault (V. Tiller)



In Washington's Indian Country, tribal-owned enterprises are largely engaged in providing consumer services such as hotels and lodging, health clinics, schools, social services, and amusement and recreation. The latter category, notably gaming activities like bingo halls and casinos, has been the principal growth engine for many Indian tribes.

Government

Tribal governments are significant economic factors within Indian country. In addition to carrying out their respective governmental administrative functions, tribes own and manage enterprises across the wide spectrum of economic activity.

Employment & Wages

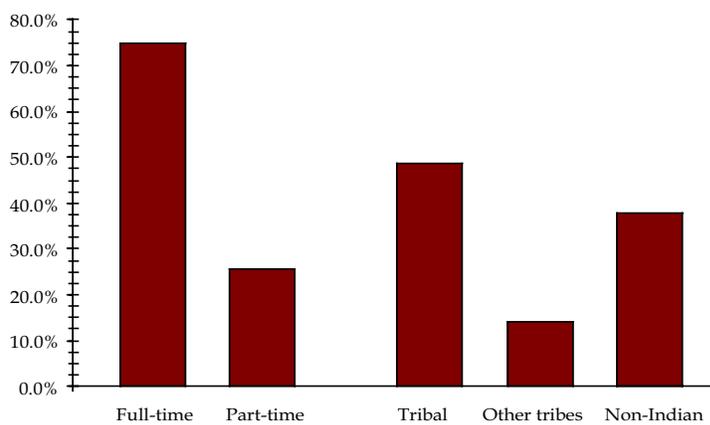
Employment

In 1997, tribal-owned enterprises employed 14,375 workers with labor earnings of \$270 million. In addition, quasi-government and private organizations whose principal clientele are Washington

Indian tribes employ another 360 people with labor earnings of \$9 million. Combined, tribal and related employment represents about one-half of one percent of Washington's 1997 employment of 2.5 million wage and salaried workers.

Most of the workers in tribal-owned enterprises are full-time employees (Figure 4). Although comparative information is unavailable at the state level, this share of full-time versus part-time workers is consistent with national workforce statistics. Figure 4 also illustrates that a significant share of tribal-owned enterprise employees are non-Indian. In aggregate, approximately 4 out of every 10 workers employed by tribal-owned enterprises are non-Indian. Although the percentages vary considerably from one tribe to another, the highest share of non-Indians is employed within the casino and other gaming sector. In contrast, tribal government employs the highest share of tribal members and other Indians.

Figure 4. Shares of Full-time & Part-time Employment and Shares of Indian & Non-Indian Employment at Tribal-owned Enterprises, Washington State, 1997



Source: Individual Tribes



Quinault Fish Processing (Quinault Nation)

Employment in tribal-owned enterprises is concentrated in total services (52 percent), which is dominated by casino and other gaming, and health services (Figure 5). Other sectors where tribes' economic activity is concentrated are government (29 percent of total employment) and natural resources (8 percent). Compared with the state, tribal employment is less concentrated in manufacturing (6 percent); retail and wholesale trade (2 percent); construction (0.3 percent); transportation, communications, and utilities (1 percent); and other services (8 percent).

With respect to employment in specific regions, over half of the tribes' total is concentrated in the urbanized Puget Sound area (Figure 6). The share of full-time compared with part-time employees varies between regions as does the shares of tribal members, other Indians, and non-Indian employees (Figure 7).

Industry concentrations of tribal-owned enterprise employment vary by region (Figure 8). Not surprising, the

more populous Puget Sound has greater employment concentrations of casino and other gaming, tribal government, health services, retail trade, and construction workers. Employment in natural resource-oriented sectors (both production and processing) is more concentrated in the Eastern and Western Washington regions.

Wages

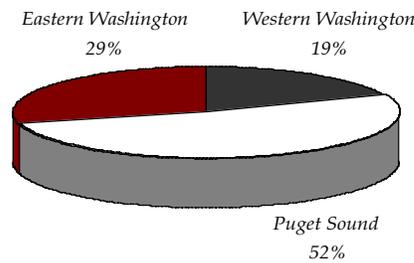
In 1997, labor earnings of tribal-owned enterprise

workers totaled \$270 million. Average 1997 wages per worker amounted to \$18,800, approximately 40 percent lower than the statewide average of \$32,400. Funding sources for these wages come primarily from tribal government revenues, followed by federal government allocations, and a small portion from state government grants.

For those employed by tribal-owned enterprises, average wages vary by both sector and region (Table 6). In general, tribal-owned enterprise workers earn less than their counterpart statewide workers. There are, of course, exceptions, particularly in gaming.

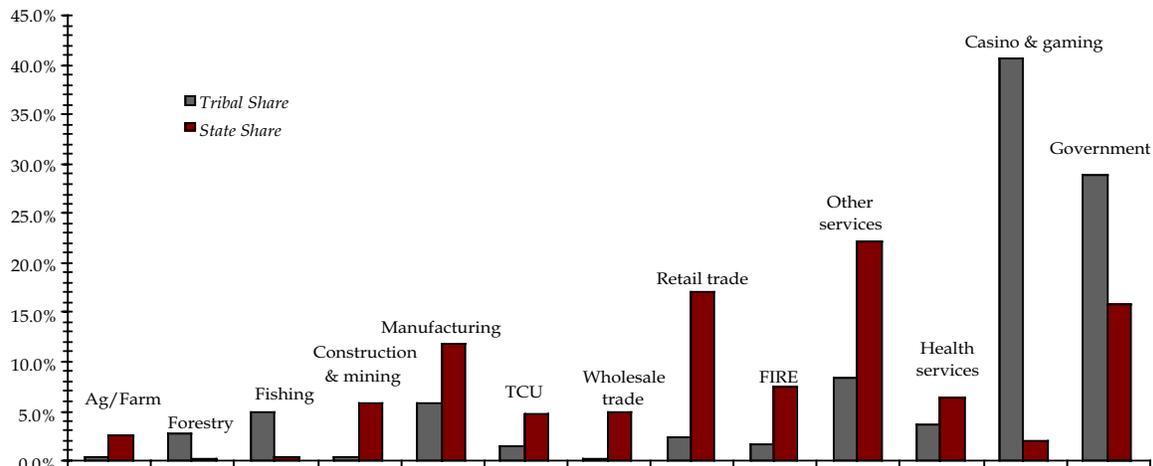
This total payroll of \$270 million supports an annual contribution of \$5.4 million to the state unemployment insurance fund. In addition, these wages and salaries generate some \$51 million in federal income and social security taxes. Besides the salaries and wages paid by the tribes themselves, the federal Bureau of Indian

Figure 6. 1997 Employment of Indian Tribal-owned Enterprises by Region in Washington



Source: Individual Tribes

Figure 5. Share of Total 1997 Employment by Major Sector, Washington Tribes and Washington State



Notes: Other services include all service industries except health services, casinos & gaming; FIRE is finance, insurance & real estate; TCU is transportation, communication and utilities. Sources: WA State Employment Security Dept., U.S. Bur. of Econ. Analysis, Individual Tribes.

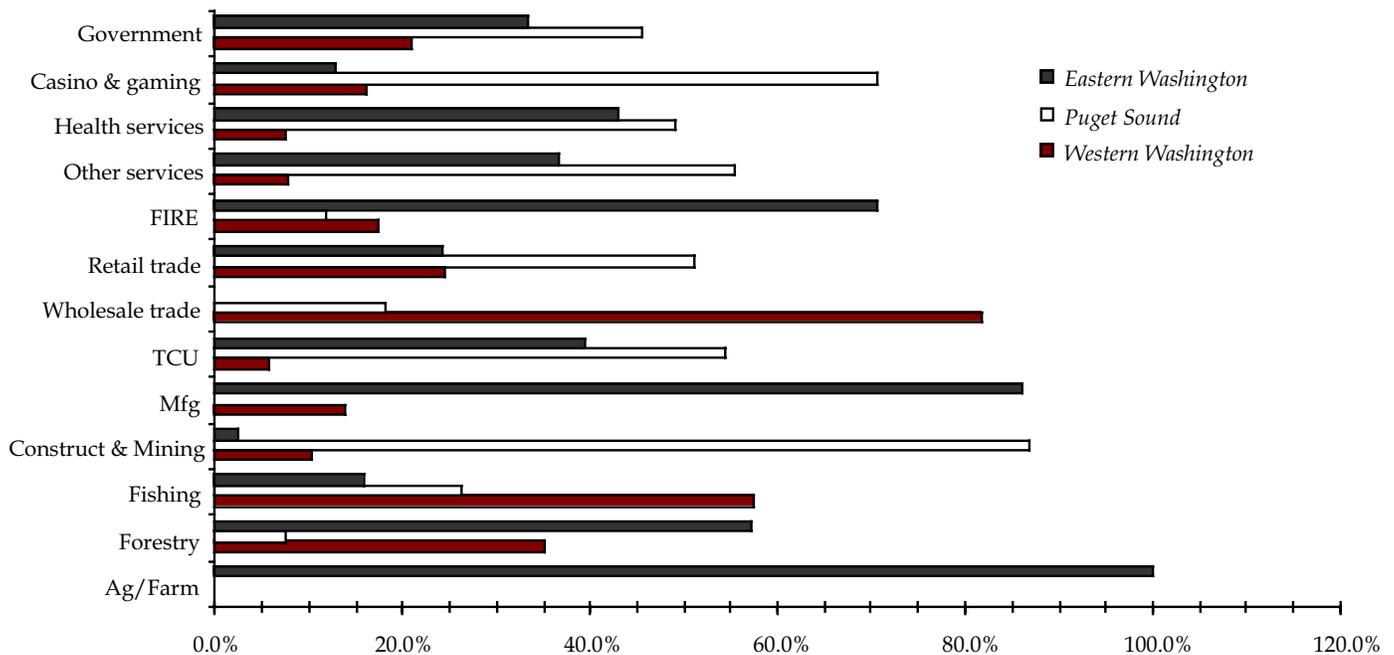
Table 6. Average Wages by Sector and Region for Tribal-Owned Enterprises-1997.

Sector	Tribal-owned Enterprises				Statewide
	Western Washington	Puget Sound	Eastern Washington	State-wide Tribal-owned	
Total	\$20,317	\$20,445	\$14,815	\$18,783	\$31,073
Agriculture & farming	NA	NA	\$17,215	\$17,215	\$16,058
Forestry	\$4,197	\$9,531	\$24,300	\$16,107	\$20,091
Fishing	\$12,284	\$8,129	\$23,748	\$13,007	\$50,759
Construction	\$24,650	\$32,776	NA	\$31,124	\$33,513
Manufacturing	NA	NA	NA	\$6,031	\$41,128
Transport, com. & utilities	\$18,310	\$17,495	\$20,704	\$18,810	\$39,499
Retail trade	\$13,210	\$13,761	\$11,357	\$13,043	\$17,588
Finance, insurance & real estate	\$26,279	\$29,634	\$18,326	\$21,665	\$37,884
Other services	\$12,574	\$17,244	\$15,991	\$16,420	\$31,623
Health services	\$65,368	\$37,098	\$17,941	\$31,016	\$32,378
Casino & other gaming	\$19,185	\$20,896	\$20,438	\$20,558	\$15,858
Government	\$29,217	\$19,699	\$12,300	\$19,214	\$30,674

Notes: Statewide refers to average wages per wage & salary worker in Washington State; NA refers to not available.

Sources: Washington State Employment Security Department, U.S. Bureau of Economic Analysis, Individual Tribes.

Figure 7. Shares of Full-time & Part-time Employment and Shares of Indian & Non-Indian Employment at Tribal-owned Enterprises, Washington State Region, 1997



Source: Individual Tribes.

Affairs and the Indian Health Service spend some \$140 million annually in the State of Washington as a direct result of the presence of these federally recognized Indian tribes. These two agencies employ another 100 workers in the state. Related quasi-government agencies (e.g., South Puget Sound Inter-tribal Housing Authority, Northwest Indian Fisheries Commission) employ another 360 workers with wages of \$9 million.

Business Income and Expenditures

Tribal-owned enterprises also contribute to the growth of income and jobs within the statewide economy because of their substantial expenditures for supplies, materials, utilities, goods and services. In 1997, business income for all tribal enterprises in Washington amounted to an estimated \$1.003 billion (Figure 10). Although a significant share of total tribal-owned enterprise revenues come from gaming operations, a majority of revenues come from non-gaming operations (e.g., natural resources, tribal government, other services) (Figure 11).

Tribal-owned enterprises spent an estimated \$865.8 million statewide for supplies, equipment and services. Given that most reservation economies are underdeveloped (e.g., not offering the full complement of necessary goods and services in support of operating a tribal enterprise), a considerable portion of these expenditures are made off the reservation. Hence, these expenditures support additional in-state activity (in the form of added employment and income) and, in particular, surrounding non-Indian communities.

While the authors of this report have not performed a detailed multiplier analysis, the total contribution of tribal-owned enterprises of the overall state economy is significantly greater than the sum of their expenditures for wages, goods, and services. Multiplier effects essentially measure the full economic impact of tribal-owned enterprises on the local and state economy by assessing how much of each dollar spent at the tribal-owned enterprise is re-spent in the surrounding economy. For instance, the economic impact of an enterprise on the state is much greater if it purchases capital

Figure 8. Regional Shares of Tribal-owned Enterprise Employment by Major Sector-1997.

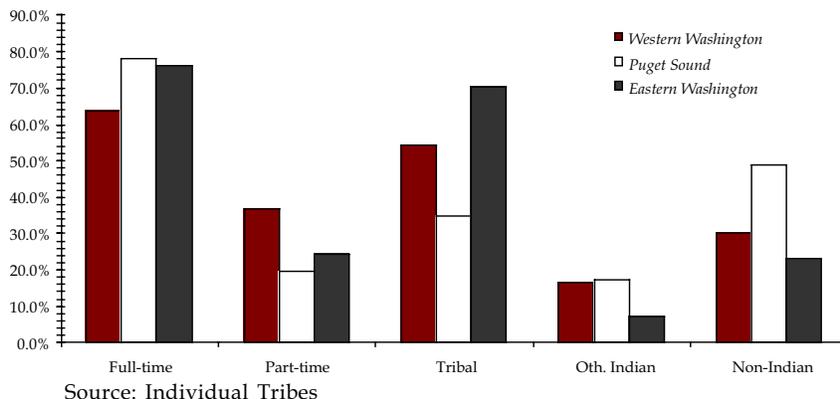
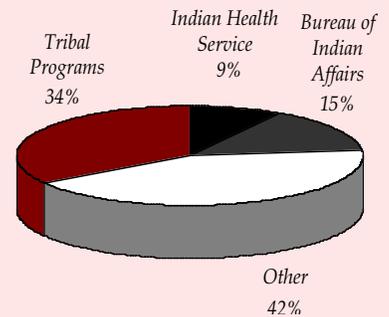
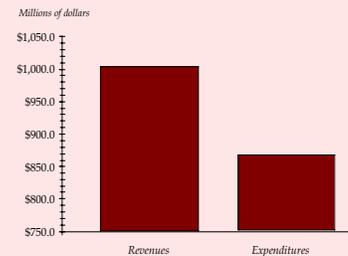


Figure 9. Funding Sources for Labor Earnings of Tribal-owned Enterprise Workers, 1997



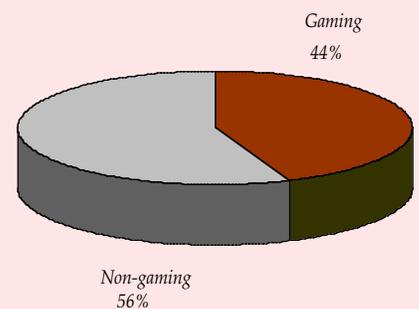
Sources: Washington State Employment Security Department, Individual Tribes.

Figure 10. Gross Revenues & Expenditures of Tribal-owned Enterprises in Washington, 1997



Source: Individual Tribes.

Figure 11. Total Revenues of Tribal-owned Enterprises in Washington, 1997



Source: Individual Tribes.

Table 7. Federal Government-Tribal Government Transactions in Washington State for 1997

	DOI/BIA	HHS/IHS	DOE/OIE	Total
Total Expenditures	\$118,561,000	\$30,100,000	\$11,730,000	\$160,391,000
Salary & wages	\$39,759,000	\$22,990,000	NA	\$62,749,000
Other payments	\$78,802,000	\$7,110,000	NA	\$85,912,000

Sources: U.S. Department of Commerce, Bureau of Census. *Federal Expenditures by State for Fiscal Year 1997*; Individual Tribes

goods (e.g., construction materials, computers), supplies, and services from in-state vendors, than if it imports materials from outside the state. Therefore, multiplier effects take the dollars counted as revenues of tribal-owned enterprises and measure how much additional in-state economic activity (in the form of sales, employment, and wages and salaries) is generated by these expenditures.

In sum, tribal-owned enterprises are the source of substantial employment and income opportunities for both Indian and non-Indian residents of Washington State.

Federal Government-Tribal Government Transactions

Nearly all federal government departments in Washington State have specific programs, activities, or staff functions established to deal with Indian tribal governments. Five departments spend large portions of their budgets on transactions with Indian tribes. These are the Department of the Interior (Bureau of Indian Affairs), the Department of Housing and Urban Development (Office of

Indian Programs), the Department of Health and Human Services (Indian Health Service), the Department of Labor, and the Department of Education (Office of Indian Education). Total statewide expenditures by each department are shown in Table 7.

Expenditures by each department are shown for personnel directly related to Indian tribal government transactions.

Fiscal Contribution of Indian Tribal Governments in Washington

As owners of economic enterprises and employers, tribal governments pay federal, state and local taxes. Estimated Federal employment/payroll-related taxes (social security, medical; unemployment) paid by tribal governments in 1997 were \$51.3 million. In addition, state employment/payroll-related taxes paid by tribes in 1997 were estimated at \$5.3 million.



Lower Elwha Community Bldg. (Emily Tiller)

Level of diversification of Indian country economy

Until recently, the emergence of viable self-sustaining reservation economies has been only a remote possibility. Dependent upon natural resources, most tribal economies had stabilized with significant levels of unemployment, limited investment, and shortages of tribal government revenues. The recent explosion in Indian gaming has been a boon for Indian country in creating family-wage jobs, increasing non-natural resource economic activity, and generating revenues both on and off the reservation.

Given the requirements of the Indian Gaming Regulatory Act, all revenues from tribal gaming operations are to be used solely for governmental or charitable purposes. Similar to state governments and the use of funds from



Quinault Museum (Quinault Nation)

state lotteries, profits from Indian tribal gaming operations are being spent locally to build houses, schools, roads and sewer and water systems; to underwrite the costs of health care and education for their people; and to further develop a strong, diverse economic base on tribal lands. The Tulalip and Muckleshoot Tribes, for instance, are using gaming revenues to fund long-term economic development projects that will further enhance their economic health, and that will, in turn, generate sustainable jobs and revenues within the state.



A Salmon Bake (NW Indian Fisheries Commission)

In Washington State, as elsewhere, casino gaming enterprises have resulted in a number of tribes – for instance, the Colville, Muckleshoot, Quinault, Spokane, Tulalip, and Yakama Tribes – becoming the leading employers in their respective areas. In fact, many gaming enterprises have become an important source of employment for non-Indians residing in surrounding communities. In other words, these tribal enterprises have been major contributors to the alleviation of severe unemployment, both on and off reservation. With substantial numbers of Indians becoming employed in these enterprises, there has been a net reduction on reliance on governmentally-provided services. In particular, tribal-owned gaming enterprises have successfully reduced their economic reliance on non-tribal governments for social assistance.



Makah teen-agers competing in canoe races at annual Makah Days. (V. Tiller)

Washington Tribal Economies in Perspective—The Gaming Sector

In recent years a new myth has arisen to replace in many quarters the old myth that Indian tribes and their reservations are simply economic black holes that vacuum scarce public resources into their orbit, and never change. The new myth is that gaming has transformed all Indian tribes into immensely wealthy baronies somehow outside the reach of law, immune to the basic laws of economics, and no longer entitled to either federal programs that are available to all American citizens, or even to those programs serving federally recognized Indians because of their status as Indians. This new myth is as

fundamentally misplaced as the old shibboleths.

In the State of Washington, 19 of the 27 tribes have gaming compacts with the state. Of those 19, twelve operate casinos. It is true that these Indian tribes in Washington have turned, like governments everywhere throughout the world, to gaming as a source of revenue for badly needed programs to serve their people. It is also true that gaming has fueled an economic boom for some tribes, primarily those fortunate enough to be located close to major metropolitan areas and transportation corridors. Today, gaming generates some 46% of all tribal revenues in the State, and provides employment for more than one-half of the more than 14,000 tribal employees in the state.

It is emphatically not true, however, that all the tribes in the state have shared in this relatively new form of

prosperity. Eight of these tribes have no gaming enterprise at all, and at least one tribal gaming operation has resulted in significant losses to the sponsoring tribe. It is becoming increasingly clear that Indian gaming operations are, in fact, subject to certain immutable principles of economics. These enterprises have not flourished where there is simply not a sufficient market for the services offered, and there is a limit to the level of gaming that the state's citizens and visitors can sustain by their participation. Federal legislation and recent decisions by the electorate also make it clear that Indian gaming is by no means beyond the reach of the political processes of the federal and state governments.

Finally, it is also becoming clear that, while Indian gaming has been a significant catalyst in the long-deferred



Puyallup Tribe's Emerald Queen Casino near the Port of Tacoma (Puyallup International Inc.)

development of some reservation economies and infrastructure, this activity certainly does not insulate tribes from the need for continuing governmental assistance programs — any more than state lotteries eliminate the need for continued federal assistance to the states for education, road construction, etc.

At this point in the history of this quite new tribal enterprise, it appears that gaming has provided some fortunate tribes with opportunities never before available to address long-standing needs of their communities, and to provide employment for far more of their neighbors than for their own members. This phenomenon appears to be vindicating the old wisdom that a rising tide, indeed, lifts all boats.

It is worth repeating that before Indian gaming, the economic profile across



The Yakama Legends Casino (Yakama Nation, Photo by Chris J. Roberts)

Washington's Indian Country was summarized by a set of well-known statistics: reservations had the highest unemployment rates, highest poverty rates, lowest per capita income, and so on.

Indian tribal governments have sought to develop their

tribal economies. Yet they still face a lack of access to capital, markets, skilled labor forces, and management capabilities, to name but a few of the barriers. While this report is not intended to provide a detailed analysis of the impact of gaming on Washington's Indian economies, the data show it has made a positive contribution. Standing against this gaming-supported growth trend is the daunting amount of "catch-up" Indian tribes face. They must overcome high unemployment rates, lack of infrastructure, poor housing, and low levels of educational attainment in comparison to national averages. So, while the picture shows progress, the tribes continue to lag behind the rest of Washington's citizens.



Left photos: Tulalip Senior Citizen Centers; Several examples of tribes building an infrastructure with gaming revenues. (Communications Dept. Tulalip Tribes, Lita Sheldon)

Summary and Conclusions

This report represents a successful first-time effort to describe the nature of economic activity on the 27 federally recognized Indian reservations in the State of Washington and to quantify their contribution to the overall state economy. Far from depicting a monolithic Indian Country economy, the information in this study underscores differences among tribal enterprises in the three defined regions of the state and between the rural and urban areas.

Whether the measurement is in direct employment of both Indians and non-Indians, wages, expenditures, or state and federal tax payments, tribal enterprises clearly have made their mark on Washington's economy. Despite the ascending economic value of gaming, tribal enterprises are a diverse group, with interests spanning several industries and market sectors and with varying impact on the communities around them.

Although gaming contributes less than half the gross revenues earned by Washington's tribal enterprises, nonetheless, it has made a tremendous impact on both the tribes and the state at large. With \$440 million in annual revenues, gaming is by far the largest single industry in Washington's Indian Country. Yet, gaming alone has not—perhaps cannot—solve every economic ill on the state's reservations. In fact, this report emphasizes the need to continue diversifying tribal businesses, to eliminate the wage discrepancy between Indians and non-Indians, and to eliminate the barriers that inhibit economic development on the reservations. As the population trends indicate, the number of Indians in Washington is climbing steadily, a fact that guarantees the issues related to Indian economic development will continue to have statewide impact.

The authors of this report hope it will help frame future discussion about Indian economies among the tribes and between them and the state at large. These conversations might center on topics such as how to develop new enterprises for the value-added processing of timber and fish, for example, or how to bring new, more diversified economic activities to the remote, rural reservations in Washington. Only with reliable information and clearly established benchmarks can the tribes develop valid economic forecasts, analyses of trends, and projections of workforce needs. Future studies such as this will help ensure the tribes have the data they need to compete in the state's—and the nation's, and the world's—information-driven economy.

This is an historic report beyond the specific usefulness of its findings. For the first time in the nation's history, Indian tribes and a state have cooperated using primary fiscal data to determine the economic contributions made by tribal governments and their enterprises. Tribes can now abandon anecdotal and piecemeal information in favor of valid figures in support of their long-held assertions of economic importance to the state. This report should demonstrate to the tribes the value of tracking their economies, measuring how their economies contribute to the overall health of the state, and conducting studies annually to continuously affirm their economic contribution. For the state, this study can be considered an educational blueprint for a cooperative working partnership with Washington's Indian tribes, and should serve as an empirical basis for refuting the “myths” that have historically affected the relationship between the State of Washington and the Indian tribes within its borders.

Appendix I - List of Historic and Current Reservation Acreages of Washington Indian Tribes

Tribal Lands and Reservations in Washington

Abbreviated		
Tribal Name	Size of Tribal Land	Treaty or Reservation Instrument
Chehalis	4,215 acres	Executive Order, 1886
Colville	1.4 million acres	Executive Order, 1872
Elwha Klallam	443 acres	Indian Reorganization Act, 1934
Hoh	443 acres	Executive Order, 1893; based on Treaty of Quinault, 1855
Jamestown Klallam	210 acres	Trust land, purchased 1874
Kalispel	4,600 acres	Executive Order, 1914
Lummi	13,500 acres	Executive Order, 1855
Makah	44 square miles	Makah Treaty, 1855; after 1974 includes administration of Ozette Reservation (one acre)
Moses Columbia	Terminated	Executive Order, 1879; terminated 1886
Muckleshoot	3,600 acres	Executive Order, 1874, based on Treaty of Point Elliot, 1855
Nisqually	5,000 acres	Executive Order, 1857
Nooksack	2,062 acres	Federally recognized, 1973
Port Gamble Klallam	1,301 acres	Federal land trust, 1935
Puyallup	18,061.5 acres	Treaty of Medicine Creek, 1855
Quileute	one square mile	Executive Order, 1889
Quinault	196,645 acres	Executive Order, 1873, based on Quinault Treaty, 1855
Samish	00 acres	Treaty of Point-No-Point, 1855
Sauk-Suiattle	23 acres	Purchase, 1982
Shoalwater Bay	one sq. mile + tidelands	Executive Order, 1886
Skokomish	4,987 acres	Treaty of Point-No-Point, 1855
Spokane	155,000 acres	Executive Order, 1881
Squaxin Island	2,175 acres	Treaty of Medicine Creek, 1854
Stillaquamish	60 acres	Actual acreage of "reserved" status is pending
Suquamish	7,800 acres	Treaty of Point Elliott, 1855; enlarged by Executive Order, 1864
Swinomish	10 square miles	Treaty of Point Elliott, 1855
Tulalip	22,000 acres	Treaty of Point Elliott, 1855
Upper Skagit	130 acres	Executive Order, 1974
Yakama	1.4 million acres	Yakama Treaty, 1855

Appendix II - Federally Recognized Tribes of Washington

Chehalis Confederated Tribes

Honorable David Youckton, Chr.
Chehalis Business Council
PO Box 536
Oakville, WA 98568
(360) 273-5911 FAX 273-5914

Colville Confederated Tribes

Honorable Joe Pakootas, Chair
Colville Business Council
PO Box 150
Nespelem, WA 99155
(509) 634-4711 FAX 634-4116

***Hoh Tribe**

Honorable Rick Horejsi, Chair
Hoh Tribal Business Committee
2464 Lower Hoh Road
Forks, WA 98331
(360) 374-6582 FAX 374-6549

Jamestown S'Klallam Tribe

Honorable W. Ron Allen, Chair
Jamestown S'Klallam Indian Tribe
1033 Old Blyn Highway
Sequim, WA 98382
(360) 683-1109 FAX 681-4643

Kalispel Tribe

Honorable Glen Nenema, Chair
Kalispel Business Committee
PO Box 39
Usk, WA 99180
(509) 445-1147 FAX 445-1705

Lower Elwha Klallam Tribe

Honorable Russ Hepfer, Chair
Elwha Klallam Business Council
2851 Lower Elwha Road
Port Angeles, WA 98363
(360) 452-8471 FAX 452-3428

Lummi Nation

Honorable Henry Cagey, Chair
Lummi Business Council
2616 Kwina Road
Bellingham, WA 98226-9298
(360) 384-1489 FAX 380-1850

Makah Tribe

Honorable Ben Johnson, Jr.,
Chair
Makah Tribal Council
PO Box 115
Neah Bay, WA 98357
(360) 645-2201 FAX 645-2788

Muckleshoot Tribe

Honorable John Daniels, Jr.,
Chair
Muckleshoot Tribal Council
39015 172nd Avenue SE
Auburn, WA 98092
(253) 939-3311 FAX 939-5311

Nisqually Tribe

Honorable Stephanie Scott, Chair
Nisqually Indian Tribe
4820 She-Nah-Num Drive SE
Olympia, WA 98513
(360) 456-5221 FAX 407-0125

Nooksack Tribe

Honorable Art George, Chair
Nooksack Indian Tribal Council
PO Box 157
Deming, WA 98244
(360) 592-5176 FAX 592-5721

Port Gamble S'Klallam Tribe

Honorable Gerald Jones, Chair
Port Gamble Business Committee
31912 Little Boston Road NE
Kingston, WA 98346
(360) 297-2646 FAX 297-7097

Puyallup Tribe

Honorable Lawrence W.
LaPointe, Chair
Puyallup Tribal Council
2002 East 28th Street
Tacoma, WA 98404
(253) 573-7800 FAX 573-7929

Quileute Tribe

Honorable Christian Penn, Jr.,
Acting Chair
Quileute Tribal Council
PO Box 279
La Push, WA 98350
(360) 374-6163 FAX 374-6311

Quinault Nation

Hon. Pearl Capoeman-Baller,
Chair
Quinault Business Committee
PO Box 189
Taholah, WA 98587
(360) 276-8211 FAX 276-4191

*** Samish Nation**

Honorable Kenneth Hansen,
Chair
Samish Tribe of Indians
PO Box 217
Anacortes, WA 98221
(360) 293-6404 FAX 299-0790

Sauk-Suiattle Tribe

Honorable Jason L. Joseph,
Chair
Sauk-Suiattle Indian Tribe
5318 Chief Brown Lane
Darrington, WA 98241
(360) 436-0131 FAX 436-1511

Appendix II - Federally Recognized Tribes of Washington, Continued.

Shoalwater Bay Tribal Council
Honorable Herb Whitish, Chair
PO Box 130
Tokeland, WA 98590
(360) 267-6766 FAX 267-6778

Skokomish Tribe
Honorable Gordon James, Chair
Skokomish Tribal Council
N. 80 Tribal Center Road
Shelton, WA 98584
(360) 426-4232 FAX 877-5943

*** Spokane Tribe**
Honorable Bruce Wynne, Chair
Spokane Tribal Business Council
PO Box 100
Wellpinit, WA 99040
(509) 258-4581 FAX 258-9243

Squaxin Island Tribe
Honorable David Whitener, Sr.,
Chair
Squaxin Island Tribal Council
SE 70 Squaxin Lane
Shelton, WA 98584
(360) 426-9781 FAX 426-6577

Stillaguamish Tribe
Honorable Priscilla Shipley, Chair
Stillaguamish Board of Directors
3439 Stoluckquamish Lane
Arlington, WA 98223
(360) 652-7362 FAX 435-
7689

Suquamish Tribe
Honorable Bennie J. Armstrong,
Chair
Suquamish Tribal Council
PO Box 498
Suquamish, WA 98392
(360) 598-3311 FAX 598-6295

Swinomish Tribe
Honorable Brian Cladoosby,
Chair
Swinomish Indian Senate
PO Box 817
LaConner, WA 98257
(360) 466-3163 FAX 466-5309

Tulalip Tribes
Honorable Stan Jones, Sr., Chair
Tulalip Board of Directors
6700 Totem Beach Road
Marysville, WA 98270-9694
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*** Upper Skagit Tribe**
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