

**The original documents are located in Box 9, folder “Economic Development Administration” of the Norman Ross Files, 1974-75  
at the Gerald R. Ford Presidential Library.**

### **Copyright Notice**

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted material. Norman E. Ross, Jr. donated to the United States of America his copyrights in all of his unpublished writings in National Archives collections. Works prepared by U.S. Government employees as part of their official duties are in the public domain. The copyrights to materials written by other individuals or organizations are presumed to remain with them. If you think any of the information displayed in the PDF is subject to a valid copyright claim, please contact the Gerald R. Ford Presidential Library.

FORM CD-14

(5-10-71)

Prescr. by

DAO 214-2

U.S. DEPT. OF COMM.

DATE

## TRANSMITTAL SLIP

8-27-74

TO:

Brad Patterson

REF. NO. OR ROOM, BLDG.

FROM:

Ray Tanner

REF. NO. OR ROOM, BLDG.

## ACTION

- |                                                         |                                                 |
|---------------------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> NOTE AND FILE                  | <input type="checkbox"/> PER OUR CONVERSATION   |
| <input type="checkbox"/> NOTE AND RETURN TO ME          | <input type="checkbox"/> PER YOUR REQUEST       |
| <input type="checkbox"/> RETURN WITH MORE DETAILS       | <input type="checkbox"/> FOR YOUR APPROVAL      |
| <input type="checkbox"/> NOTE AND SEE ME ABOUT THIS     | <input type="checkbox"/> FOR YOUR INFORMATION   |
| <input type="checkbox"/> PLEASE ANSWER                  | <input type="checkbox"/> FOR YOUR COMMENTS      |
| <input type="checkbox"/> PREPARE REPLY FOR MY SIGNATURE | <input type="checkbox"/> SIGNATURE              |
| <input type="checkbox"/> TAKE APPROPRIATE ACTION        | <input type="checkbox"/> INVESTIGATE AND REPORT |

COMMENTS:

Thought you would be interested  
in the attached Indian bulletin.





Economic Development Administration Directives System

# BULLETIN

No. 7-74

Effective Date: 8/13/74

Destroy Date: 6/30/75

## PUBLIC WORKS INDIAN DEVELOPMENT PROGRAM

This Bulletin continues the new direction established in FY 1974 for the Public Works portion of the Indian development program: assistance to the least developed Indian communities in providing the basic infrastructure that is a prerequisite of economic growth.

### 1. Selection Criteria

Funds will be made available for projects in the following categories:

#### A. Community Development

First priority among Public Works Indian development projects will be accorded to those which will aid Indian reservation communities in the development of the infrastructure necessary for future community economic development and growth. Emphasis will be given to those projects which will help Indian communities look, feel, and function like places with a future.

Among the projects which will continue to be considered under this category are community centers. Since all large reservations now have at least one community center building, we will concentrate in this category on the following:

- (1) addition and improvements to existing community buildings which are presently being used to capacity;
- (2) small community buildings on those small reservations presently lacking them entirely; and
- (3) small buildings in communities on larger reservations which are too remote from the main center to benefit from it.

We encourage the provision of both job training and community social facilities in a single building. Such facilities are to be constructed on a relatively austere scale, providing adequate meeting space, kitchen facilities, and multi-purpose rooms for tribal office space, Headstart, vocational training, community action type services, health clinics, daycare, and other related programs.

B. Projects Assisting Development of Tribally-owned and Indian-owned Businesses

(1) Industrial Development

We will continue to encourage the development of Tribally-owned businesses where they can be shown to be feasible.

As in the past, we will continue to provide 50 per cent grant (or more; See Section 2. on Grant Rate Determination below) - 50 per cent loan financing to build and equip facilities for Tribally-owned businesses. In cases where the Tribe has begun a pilot business project on their own, the existing facilities may be used as part or all of an in-kind matching share.

We particularly encourage the development of small, low-risk businesses which do one of the following:

- (a) allow the tribe to develop an identified natural resource on the reservation; or
- (b) take advantage of an existing market on the reservation which is presently satisfied by off the reservation buying (examples-- tool and equipment repair and rental; feed grain processing, small job printing, etc.).

In addition we will continue to provide 100 per cent grants for infrastructure to support Tribally-owned businesses. This can include sewer lines which are not on the EPA priority list and those sewage treatment facilities which are ineligible for EPA grants.

Other projects in the industrial development category will primarily be related to already developed industrial parks. New industrial parks will have low priority and will only be considered when the tribe can demonstrate that it has the resources and organizational capacity to pursue an industrial development effort which can lead to plant locations in the park. EDA will consider new park developments when there is a firm prospective tenant who has signed a contract calling for performance by a specified date.

(2) Tourism/Recreation Development

Some of the presently existing motel/lodge facilities require expansion to bring them from marginal to profitable operations. We will undertake such expansion projects where feasibility has been strongly shown. We will require, however, that tribes be able to support such projects and that they be operated in a professional, business-like manner. This requirement may include the placing of working capital in escrow, and the identification of management personnel of proven ability.

We will encourage the development of new campgrounds and other small-scale recreation facilities such as fishing lakes and pleasure boat docks, for which the Tribe can demonstrate a reasonable return on the investment in terms of increased tribal income and/or new jobs; or show how the new facilities will enhance already existing tourist-related business. The application for such projects should include a brief outline of a plan for promotion of the project.

Large tourism and recreational development on Indian reservations can be an effective and appropriate component in diversifying the reservation's economy. It should be encouraged, however, only when: (a) objective feasibility studies demonstrate favorable market factors, (b) the Tribe has available the resources and leadership to manage the project, and (c) availability and commitment of adequate working capital can be demonstrated.



(3) Commercial Development

In this category, we will give priority consideration to small-scale convenience shopping centers, trading posts, and general stores in reservation communities where a small investment will result in significant economic impact. In developing projects of this nature, strict attention will be paid to supporting population, local payrolls and other income, and local markets.

2. Grant Rate Determination for Indian Tribe Projects

Indian projects which are concerned with general economic development will be given special consideration, and the Assistant Secretary for Economic Development may reduce or waive the non-Federal share for such projects. It is the general policy that community development projects for Indian Tribes will be given up to 100 per cent grants, which include a 50 per cent basic public works grant and up to 50 per cent supplemental grant funding, considering the relative needs of the area, the nature of the project, the economic impact of the project, and the relation of the project, and the relation of the project to the economic process on the reservation. Any supplemental grant will be subject to the fair user charge test.

Projects supporting tribally-owned businesses will normally be funded on a 50 per cent grant basis; however, some applications of this type may merit special consideration. A higher grant rate will be permitted, provided prior concurrence for continued application processing at a higher grant rate has been obtained from the Deputy Assistant Secretary for Economic Development or his designee, in accordance with 13 CFR 305.5(b)(3)(i).

3. Other Considerations

- A. Small projects may be constructed on a force-account basis, when appropriate.

Other exceptions to the standard practice of open, competitive bidding may be considered when they will bring about desirable effects with respect to EDA's overall program, e.g., the encouragement of minority-owned contracting firms.



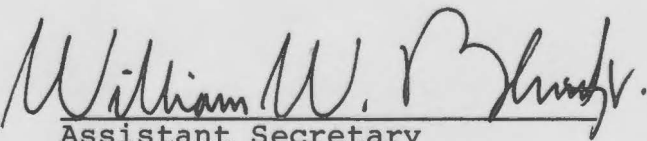
- B. Every effort shall be made by the EDR and the Regional Office to solicit the participation and cooperation of other agencies which may make financial contributions or otherwise coordinate their activities in support of our projects.

The Indian Financing Act (signed into law on April 12, 1974), under the jurisdiction of the Bureau of Indian Affairs has loan guarantees, interest subsidies, and business grants; the Small Business Development Administration has loan funds; the Rural Development Administration of the Department of Agriculture has grant and loan funds available; and the Bureau of Outdoor Recreation provides grants for recreational facilities.

- C. Standard OEDP requirements are sufficient; special OEDP requirements for Indian projects are not necessary.
- D. All projects (mini convenience stores, community centers, campgrounds and related projects) should be built where water and sewer facilities are available, if at all possible.

4. Reminders

Profiles and/or copies of ED-101-P for all potential Indian projects must be sent to the Special Assistant for Indian Affairs as soon as these projects have been identified. Preapplication conferences for small projects may be waived at the discretion of the Regional Director. As soon as applications reach the Regional Office, information copies must be sent to the Office of Public Works, and to the Special Assistant for Indian Affairs so the latter can prepare the memorandum of endorsement required for final project approval. This memorandum is to be included in the File before it is sent to OPW/Washington for final project review.

  
Assistant Secretary  
for Economic Development





# UNITED INDIAN DEVELOPMENT ASSOCIATION REPORTER

Volume IV, No. 8

*"The Voice of American Indian Business"*

August 1974

## OMBE Awards \$592,000 Contract To UIDA

### Funds For Services Only; No Allowance For Making Loans

The United Indian Development Association (UIDA), formed in 1969 to expand American Indian business and economic development in Southern California, has been awarded a \$592,000 contract by the U.S. Dept of Commerce.

Funded through the Department's Office of Minority Business Enterprise (OMBE), the two-year contract permits UIDA to continue and expand its business management and technical assistance to American Indian men and women throughout California and Nevada.

"The contract award was based on UIDA's past success in providing business planning, financial counseling, and management training for more than 1,000 Indians since the Association was founded," according to Eugene Stewart, chairman of UIDA's Board.

(Continued on Page 3, Column 2)

### SF Office To Conduct Business Workshop

UIDA's San Francisco office will conduct a pre-business workshop, Saturday, August 24, 1974, from 9:00 A.M. to 1:00 P.M. Of special interest to everyone will be the presence of Robert E. Robinson, of the Bureau of Indian Affairs, who will discuss the recently approved Indian Finance Act.

Other guest speakers will be available to talk about the important aspects of pre-business planning and successful business operations.

Please contact the San Francisco office at (415) 864-0844 to make your reservation and plan to come to 1390 Market St., Suite 911.



**POSING WITH PRIDE**— Jesse Loco and his sons, Robert and Michael, prepare to display their horsemanship at a parade in Pacific Palisades, Calif. Jesse is the owner of Jesse Loco's Trading Post at 12 So. Garfield in Alhambra.



**PATSY GOLDSMITH**

### Patsy Goldsmith Promoted In LA

Patsy Goldsmith, who has served UIDA as senior management specialist with major responsibility for training the professional staff since early 1971, has been promoted to director of program management.

In her new position, Patsy will supervise and coordinate all internal activities of UIDA's three regional offices (Los Angeles, San Francisco, and Reno). She will continue to headquarter in LA, where she reports directly to President A. David Lester.

Patsy has an impressive background, which has enabled her to make an important contribution to UIDA's development over the years. She also has helped organize or has participated

(Continued on Page 4, Column 3)



VON PAUL EDMONDSON WITH A CUSTOMER

## "Management Specialist" Positions Now Open In LA and SF Offices

Continuing growth of UIDA's management and technical services to the American Indian business community is opening up many new and challenging opportunities for men and women who have the training and personal skills to help their fellow Indians succeed in business.

The job title for people at UIDA who work directly with the association's Indian clients is "Management Specialist." This client-contact role is "Where the action is." It's the place where real job satisfaction and a deep feeling of accomplishment come to you daily.

If we sound as if we're trying to get you interested in applying for a Management Specialist position, we are!

There are two positions open right now. One is in the San Francisco office, which is responsible for all UIDA programs and services throughout Northern California. The other is in the Los Angeles office, which provides similar services to all urban and reservation Indians in Southern California.

Successful applicants will have some business and/or financial experience. Formal education at the college level in administration, finance, marketing, and related subjects is important, but not absolutely necessary.

Equally important are: the proven abilities to relate to the problems of small business --and particularly small Indian businesses; the talents necessary to develop business plans and loan packages; the training to perform management consulting and evaluation; and the maturity to work effectively

with bankers, attorneys, and a variety of U.S. Government agencies.

More information about the challenges available, the salary potential, and other working conditions may be obtained from the UIDA office nearest you. Write or call:

Regional Director  
UIDA  
1541 Wilshire Blvd.  
Los Angeles, CA 90017  
(213) 483-1460

Regional Director  
UIDA  
1390 Market St., Suite 911  
San Francisco, CA 94102  
(415) 864-0844

## Bob Harjo Joins UIDA's LA Staff

Bob Harjo has joined the UIDA staff in the Los Angeles office as a Management Specialist. Bob (a Creek from Oklahoma) has a bachelor's degree in business administration with a major in marketing from California State University at Fullerton.

Before joining UIDA, he was employed at Rockwell International as an Associate Engineer Planner; prior to that he was a purchasing agent for Pyramid Companies in Syracuse, New York.

Bob enjoys bicycling, water skiing, handball, and watching football. He, his wife Janet, and their son Matthew, live in Irvine, Calif.

## Von Paul Is Busy Meeting Man's Need For Change

Von Paul's Men's Hair Design, located at 2380 N. Tustin Ave., Suite F, in Santa Ana, Calif., offers a variety of stylings for the well-groomed man. Established over two years ago by Von Edmondson, Von Paul's offers complete hair design for men at competitive prices.

Von also carries a wide selection of shampoos, rinses, conditioners, and hair-styling equipment. Von and his assistant, Lind Nagel, are both kept busy in the 360-square-foot, attractively decorated shop, so it is necessary to call (714) 835-7223 for an appointment.

If you are interested in changing your hair style, Von Paul's keeps an updated industry circular illustrating the latest fashions in men's hair design. Feel free to come early, have a cup of coffee, and browse through the book for a new exciting change from Von Paul's.



MICHELLE and ROBERTO MORENO

## Roberto and Michelle Moreno Open Crazy Bear's Trading Post

Roberto Two Bears Moreno (Lipan Apache) and his pretty wife, Michelle recently opened Crazy Bear's Trading Post at 4276 Beverly Blvd., in Los Angeles.

The shop was designed around the concept of the old country general store, with rustic paneling and old fashioned decor. The store carries a selection of American Indian arts and crafts, posters, recycled clothes, and cosmetics. Crazy Bear's also features a selection of paperback books and records.



LINCOLN BILLEDEAUX

## Billedeaux Heads LA Indian Center

Lincoln Billedeaux (Peigan/Blackfoot from Montana), has been named Executive Director of Indian Center, Inc. in Los Angeles. He brings to the Indian Center 25 years of experience working for the U.S. Departments of Labor and Defense, and the Bureau of Indian Affairs.

Lincoln's working knowledge of Federal funding agencies recently helped the Center's Educational Department receive over \$100,000 from Federal Title IV educational monies. It is the largest grant, aside from the Center's original funding in 1971, that the Center has ever received.

He joined the Indian Center's staff in 1973 as public information officer and as editor of "Talking Leaf," the Center's newspaper. He graduated from Browning High School on the Blackfoot Reservation and later returned to teach there.

A veteran of World War II, Lincoln holds degrees from the Universities of Montana and Seattle. He also did graduate work at Case-Western University in Ohio, and at the University of Washington in Seattle.

A former National Chairman of the National Assn. of Blackfoot Indians, he currently serves as treasurer on the Board of the American Indian Press Assn.

## \$592,000 Contract Awarded To UIDA

(Continued From Page 1)

and one of the group's founders.

While announcing terms of the contract, Stewart added that, "the time has come for American Indians to take a more active role in the U.S. economic system. The progress made by our Indian businessmen and women over the past five years indicates we have a very good start toward reaching that goal."

Under terms of the half-million-dollar contract, UIDA will continue to operate regional offices in Los Angeles, San Francisco, and Reno--with administrative headquarters in Los Angeles.

"This regional staff network will provide more timely and localized business assistance to urban and reservation Indians in Northern California and throughout Nevada," Stewart said.

UIDA has been serving these elements of the Indian business community throughout Southern California since 1969.

Stewart stressed the fact that the new OMBE contract is not a give-away or a handout, nor does it provide for funding low-interest business loans. The contract calls for strict monthly accounting and progress reports, as well as stringent compliance with guidelines about exactly how and on what types of management services the funds may be spent.

"While these funds allow us to continue and expand our business management development programs," Stewart said, "the Indian community still urgently needs a broader economic

base from which direct business loans for capital expansion and other operating needs may be made at reasonable rates."

Stewart also announced that UIDA is currently taking appropriate steps to help solve this latter problem by forming a MESBIC (Minority Enterprise Small Business Investment Corporation). UIDA's MESBIC will require approximately \$150,000 in private start-up capital before the operation can begin to make actual loans and to gain access to Federal matching funds set aside by Congress for this specific use.

"Based on its documented achievements to date, UIDA is confident it can begin immediately to attract the necessary risk capital from U.S. business and private sources to get the MESBIC start-up fund established. The MESBIC loan fund will be a necessary adjunct to our OMBE management and technical training funds," Stewart said.

BUY AND USE UIDA'S

**INDIAN  
BUSINESS  
DIRECTORY**  
**\$2.50**

Available at Regional Offices

**"It's Good Business To Do  
Business with Indian Business!"**



**FINANCE SEMINAR**--Leading informative discussions at the June 12 "Business Success Seminar" in LA were (from left) Francis Billedeaux, a very successful Indian CPA; Patsy Goldsmith, UIDA's director of program management; and John Upshur, manager of acquisitions and investments for Del Rey Capital Corp.

# Successful Manager Must Understand "Marketing Mix"

## Key Elements Are: Product, Place, Promotion, and Price

Marketing has been defined as "the performance of business activities that direct the flow of goods and services from producer to consumer, in order to satisfy a customer's needs and to accomplish the firm's profit objectives."

In order to fit this definition, a business requires a manager to direct those activities in satisfying company goals.

Such a manager has three basic tasks:

1. To set up a general plan or strategy;
2. To direct the execution of this plan; and
3. To evaluate, analyze, and control the total program.

The interrelation of the control and planning jobs is extremely important, since the "feedback" of information often leads to revised or even new and better strategies. Therefore, the management job is continuous.

### Two-Step Process

Developing a marketing strategy is a two-step process:

1. Selection of particular groups of customers (sales audiences) to whom the company wishes to appeal, and
2. Development of a "marketing mix" or choice of sales elements which the company intends to utilize in order to meet the needs of its target audiences.

This systematic approach to developing marketing strategies and mixes is called the "marketing concept." This approach helps assure that the manager knows what and where his markets are; provides effective customer and product service; sees that he has the right product at the right price; sells to the greatest possible number of customers through the most efficient sales and distribution channels, and supports the product with effective advertising and sales promotion.

All of these elements of a marketing concept exist within the context of company objectives, which must be established at business start-up time in terms of profit, sales volume, and market-position objectives.

### The Four P's

There are four basic variables in the marketing mix, sometimes called the "Four P's": Product, Place, Promotion, and Price.

*Product* covers the problems of product and product line selection, branding, packaging, standardization, and grading. In short, the product area is concerned with developing the right product for the target market.

*Place* covers where, when, and by whom the goods and services are offered for sale. A product is not much good to a customer if it's not available when and where he wants it.

*Promotion* is concerned with any method which communicates to the target market about availability and the benefits of the right product, at the

right place, at the right price. This includes advertising, sales promotion, personal selling, and sales training.

*Price* concerns the problem of making the total marketing mix attractive in terms of cost to the customer. The nature of the competition, and industry policies are most important in the development of your pricing policies.

The Four P's give the manager a framework within which he can operate logically. Whenever you develop your business plan, let the Four P's lead the way to your marketing success.

## Patsy Goldsmith

(Continued From Page 1)

directly in virtually all of the association's management and pre-business seminars.

A graduate of Cornell University, and currently a MBA candidate at UCLA, Patsy is a former member of the White House staff (before Watergate). Some of her other assignments have included: former assistant to the administrator of the U.S. Small Business Administration in Washington D.C., and former loan officer and coordinator of the minority enterprise program of the SBA's Los Angeles District office.

Her wide experience also includes operation of a management consulting firm, with clients such as an international CPA firm, a major California bank and a nationwide food franchisor.



UNITED INDIAN DEVELOPMENT ASSOCIATION

1541 WILSHIRE BLVD. / LOS ANGELES, CA 90017

NON-PROFIT ORG.  
U. S. POSTAGE  
PAID

Los Angeles, Calif.  
Permit No. 29190

21. H.  
Brad Satterna

N.C.I.O.

Attn: E. Boyd

726 Jackson Pl N.W. G-225

Washington D.C. 20036



**U.S. DEPARTMENT OF COMMERCE  
Economic Development Administration**

October 30, 1974

Mr. Bradley Patterson  
Staff Director to  
Mrs. Betty Ford  
The White House  
Washington, D. C. 20500

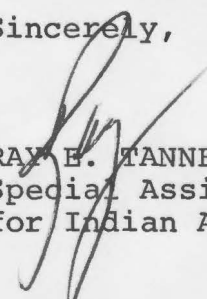
Dear Brad:

Just a short note to congratulate you on your new position -  
it sounds most interesting and intriguing.

I am sorry that you are no longer working in the Indian  
program but hope you can get back in it, as you relate  
exceptionally well to the problems and complexities of  
the American Indian.

Because of your interest in our program, I have enclosed  
our latest publication - "Indian Industrial Parks."

Sincerely,

  
RAY E. TANNER  
Special Assistant  
for Indian Affairs

Enclosure



# INDIAN INDUSTRIAL PARKS

U. S. Department of Commerce  
Economic Development Administration

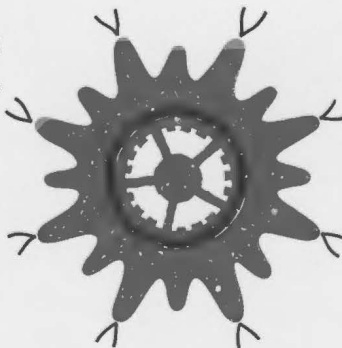


**INDIAN  
INDUSTRIAL  
PARKS**



For additional information, address  
inquiries to:

Indian Industrial Development Office  
Economic Development Administration  
U. S. Department of Commerce  
Washington, D. C. 20230  
Tel.: 202-967-4322



# FOREWORD

You are invited . . . to share in providing jobs and income opportunities for the thousands of Indians on reservations throughout the United States.

The Economic Development Administration has welcomed its role in helping American Indians to move toward self-sufficiency, but what has been accomplished so far is not enough.

For this Nation's Indians to develop their rich resources, the industrial process must be a cooperative process. Federal and State aid helps, but the real moving power is American industry itself. For their part, the Indian tribes on reservations have much to offer.

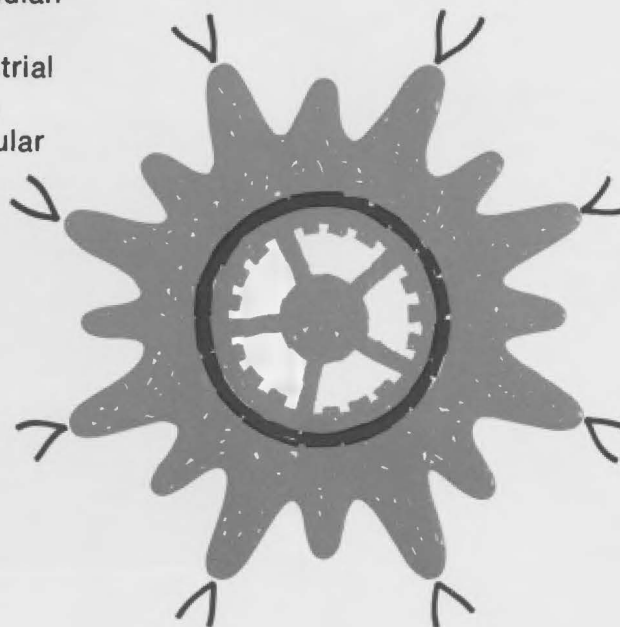
The purpose of this booklet is to highlight the gains already made by some Indian tribes and to show farseeing business executives the distinct advantages in location and manpower that await them on Indian reservations.

EDA's Indian Industrial Development Office has a staff of industrial development specialists ready to help the new or expanding firm examine these opportunities and choose a site that fits its particular needs. You are invited to discuss your requirements with them.

*William W. Blunt, Jr.*

**William W. Blunt, Jr.**

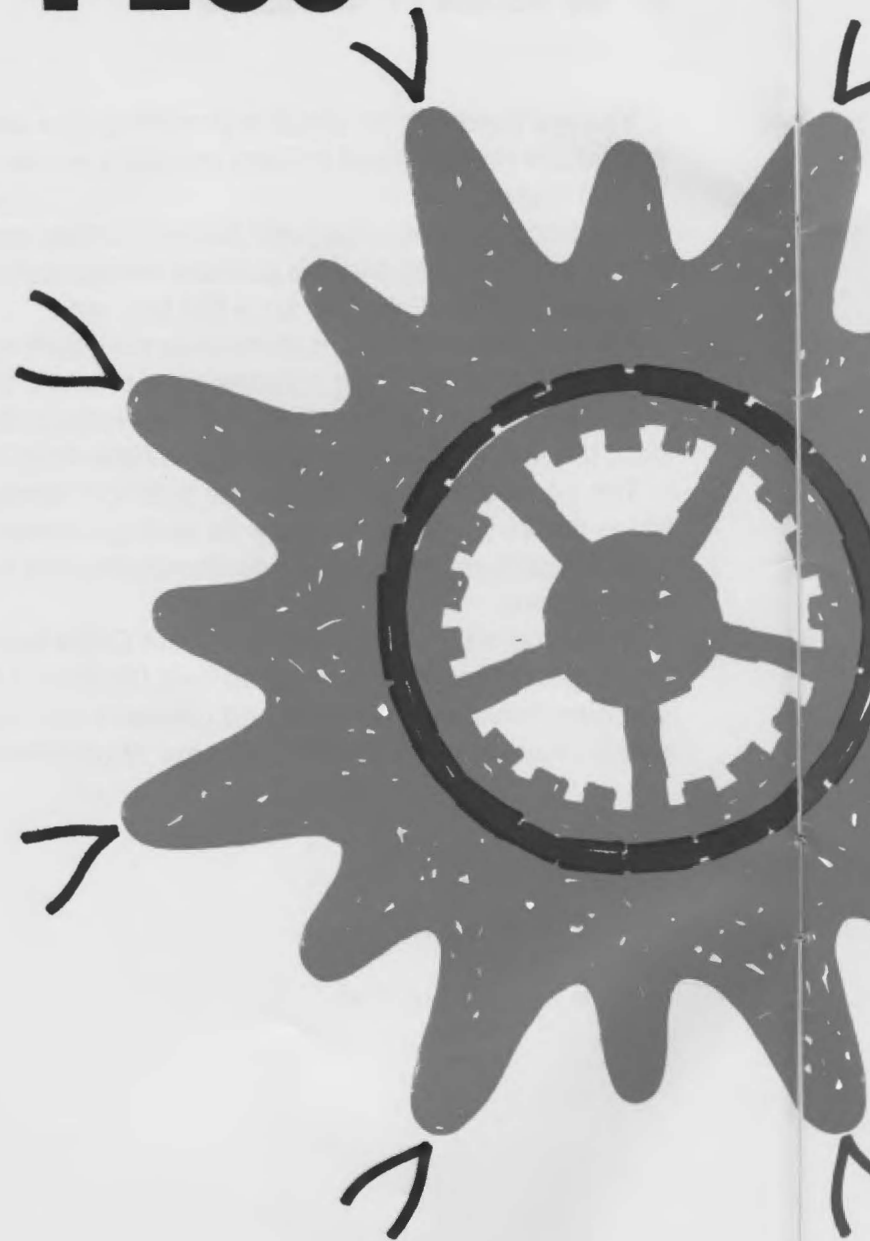
Assistant Secretary  
for Economic Development

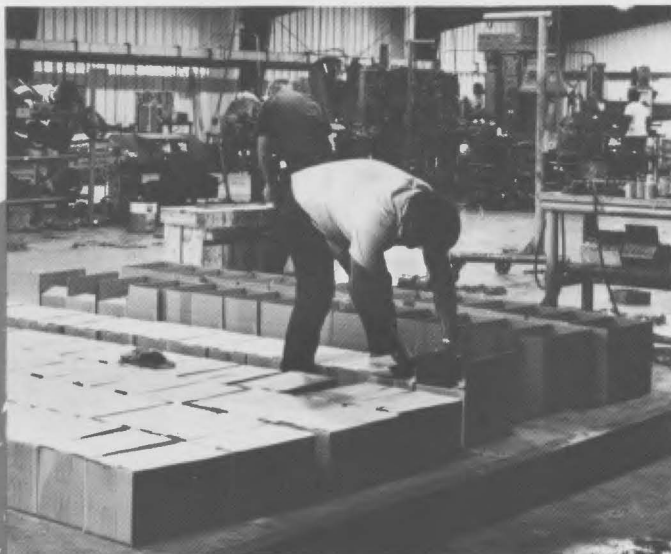


# OPPORTUNITY PLUS

More than 100 companies have located plants on Indian reservations in 15 States. Here is what they have found:

- Workers eager for jobs and training;
- Job-training programs tailored to the individual industry;
- Ready sites in more than 40 industrial parks, some with buildings;
- Favorable lease terms, often coupled with State tax benefits for plant and inventory;
- Elbow room—land for expansion, abundant water, clear air, and good neighbors;
- Great recreation opportunities—magnificent scenery, wilderness areas, and first-class tourist resorts equipped for many sports.





# NAVAJO

## ARIZONA, NEW MEXICO, UTAH

The Navajo Reservation presents a vast landscape for industrial opportunity. Its 23,000 square miles, an area nearly as big as the State of West Virginia, spread across the top of Arizona and New Mexico and bulge north into Utah. The reservation has resources ranging from desert to timbered mountains, from spectacular canyons and pinnacles to a college campus.

And people.

Out of a largely young population of 130,000, the Navajo Reservation has a labor pool of 40,000, more than half of whom need jobs. They range from the untrained to skilled technicians and professionals.

The tribe has led its own industrial revolution with Navajo Forest Products Industries (NFPI), a tribal venture expanding in volume and diversifying in product lines. Action begins with the Navajo logger in the forest, proceeds to a finished-stock plant, and follows through with finished NFPI-stamped lumber at the markets. The latest element of the Navajo lumber complex is a multimillion-dollar particleboard plant.

About 500 Navajo work for NFPI.

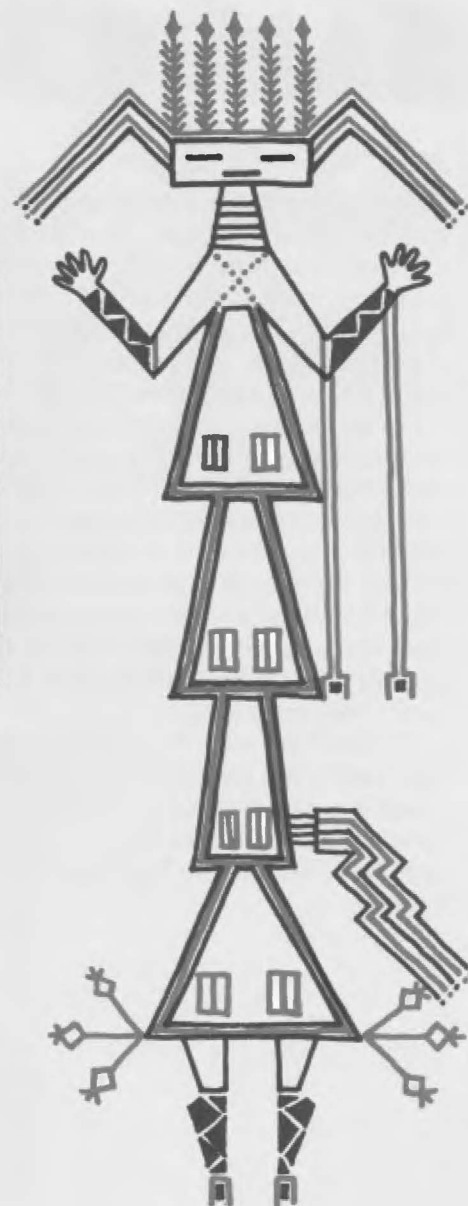
The Navajo are proud of bringing other industrial jobs to their fellow tribal members. It started with the Fairchild Semi-Conductor Corp. plant at Shiprock, New Mexico. The Navajo invested several millions in tribal funds. Federal dollars helped prepare the ground and erect a building for lease to Fairchild. More Federal dollars helped train Navajo in the intricate work of assembling electronic components. The results have helped persuade other industries to follow suit here and on other reservations.

The Navajo Reservation has two industrial parks, each with a major employer as tenant:

- Fort Defiance Industrial Park at Fort Defiance, Arizona, near the Arizona-New Mexico border, is the site of a General Dynamics plant making electronic components and employing about 250. Also there is a tribal factory producing prefabricated housing. The manpower pool in the area numbers more than 8,700.

- Shiprock Industrial Park, near Farmington, New Mexico, has as its principal tenant the Fairchild Semi-Conductor Corp., employing nearly 1,000. The manpower pool around Shiprock is about 7,000.

The Navajo Tribal Council has a staff of industrial development specialists who will discuss a prospective tenant's needs and show him the reservation's resources.



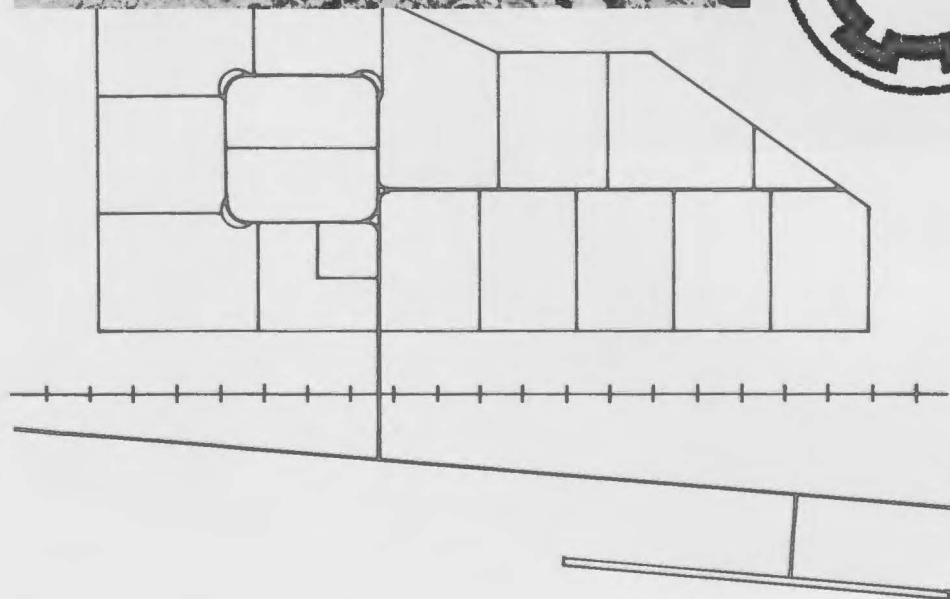
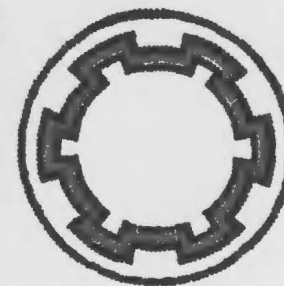
# SAN CARLOS APACHE

## ARIZONA

On the San Carlos Reservation, the Apache of the Southwest now are aggressively pursuing jobs for tribal members. The San Carlos Apache Tribe of southeastern Arizona has assessed its timber, livestock, and scenic resources and is developing a balanced economy.

The reservation's western boundary neighbors the point where U. S. Highways 60 and 70 intersect—less than 10 miles from Globe and 100 miles from Phoenix. The San Carlos Industrial Park is ready for tenants. The tribe will construct buildings and train employees to meet industry requirements. Some 40 percent of the tribal work force of 1,000 need year-round jobs.

Besides highways, the industrial park is served by the Globe Municipal Airport, which has commercial air links with Phoenix. The park also has a narrow-gauge line linked to the Southern Pacific Railway.



# PAPAGO

## ARIZONA

The Papago Reservation, the second largest Indian reservation in the Nation, is developing its San Xavier Industrial Park adjacent to one of the Southwest's leading growth centers, Tucson.

The San Xavier Industrial Park adjoins Interstate 19, the main route from Tucson to Mexico. It is just across the highway from Tucson International Airport and the Southern Pacific rail lines.

The Papago-Tucson Industrial Development Corp. initially has developed 21 sites with roads and with Tucson city utilities. There are plans to build a rail spur when needed. Federal/State job-training programs will be set up for the individual employer. The Papago and Tucson area labor pools together total more than 100,000, with an estimated 8,000 persons needing jobs.

Lease and tax terms are favorable. The tenant may build his own plant or lease a building constructed to his specifications. In addition to Arizona's favorable property tax rates, there is tax-free warehousing of goods slated for out-of-State shipment.



# PIMA AND MARICOPA

## ARIZONA

The Gila River Reservation contains some of the finest industrial land in Arizona. Located on both sides of Interstate 10, it extends about one-third the distance from Phoenix to Tucson. This corridor is forecast to be a megalopolis by the year 2000.

The Gila River Reservation also is a water-sports oasis for Phoenix and its desert neighbors. The Pima and Maricopa have developed a marina for pleasure boating and racing. There are resort facilities for those hunting and fishing on the reservation.

The Pima and Maricopa are working to develop their prime industrial location with these goals:

- To attract industry and jobs for their unemployed;
- To bring in processing plants to create a dependable market for the reservation's agricultural products—vegetables, hides, and grain;
- To generate tribal income by making prime industrial sites available to firms wishing to locate in the Phoenix-Tucson growth corridor.

The Gila River Reservation has three industrial parks, each with a growing roster of tenants and each with a distinct industrial focus.

Pima-Chandler Industrial Park is located on Interstate 10, about 15 minutes from downtown Phoenix. Managed by the Lone Butte Industrial Development Corp., it already has eight industries employing more than 400. These firms produce a variety of items—mobile homes, valves, tool boxes, kitchen cookware, canned vegetables, and data-processing equipment.

The park is also served by a Southern Pacific rail spur.

Pima-Coolidge Industrial Park is located just off Interstate 10, about 45 minutes from Phoenix. This park also is served by a spur from the Southern Pacific Railway.

Specializing in heavy industry, the park contains plants manufacturing flares and canvas goods and reconditioning metal barrels and containers. It is managed by the Pima-Coolidge Industrial Development Corp., Coolidge, Arizona.

San Tan Agri-Industrial Park—located at Sacaton, midway between Pima-Chandler and Pima-Coolidge—specializes in firms handling bulk agricultural commodities, such as livestock and grain, produced on the reservation.

Tenants include leather tanners, grain storage, and cattle feed lots—one in the park and one nearby. The tribe operates one of the feed lots and is seeking to attract a meat-processing firm to San Tan.

At Sacaton, a job center is operated by Central Arizona College. It trains both Indians and non-Indians for jobs in the reservation's industrial parks and elsewhere.

The Salt River Reservation, based at Scottsdale, has developed the Salt River Industrial Park at a site 12 miles west of Phoenix. It has ready access to Interstate 10 and Interstate 17. There are rail terminals at Phoenix for both Southern Pacific and Santa Fe lines.

Favorable lease terms can be negotiated on a per-acre, per-year basis. Federal and State vocational training programs can be set up to suit individual tenants.





# ZUNI

## NEW MEXICO

Zuni is one of the larger pueblos in terms of both population and area. More than 5,000 Zuni live on more than 400,000 acres.

As a manpower pool, the Zuni offer special skills. Known worldwide for their craftsmanship with silver and turquoise jewelry, noted for its intricate designs and filigree work, the Zuni also are experienced in electronics assembly. One plant in the Zuni Industrial Park has 100 trained Zuni working under native Indian supervisors. Zuni also are certified as inspectors of electronic products.

The Zuni will build plants to suit lessees who can provide jobs for tribal members.

The industrial park, located about 30 miles southwest of Gallup, is connected to Interstate 40 (U.S. 66) by modern State highways. Gallup is served by commercial airlines, the Santa Fe Railroad, and major trucklines.



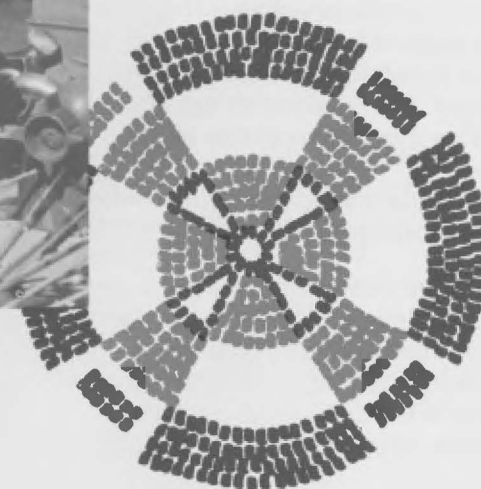
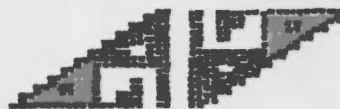
# SIoux

## SOUTH DAKOTA

Private industry has successfully employed the skills of the Indians of South Dakota. Yet, out of a work force of several thousand Indians, approximately one-half are without jobs.

Several Indian reservations in the State have developed industrial parks with basic utilities—water and sewer facilities, electricity, and access roads. A few parks have industrial buildings in place. Others will build to suit the tenant. Lease terms are attractive, passing on the tax-free advantage of Indian land holdings.

While these locations are away from urban centers, all are close to major U.S. highways. They also are served by trans-continental rail, truck, or airlines, sometimes all three.



# SIoux

continued



Most important: a tribe works as a team—often in cooperation with other tribes—to attract industry and jobs. Indians on these reservations are eager to work, and when they have had a chance, their record speaks for itself.

**Crow Creek Reservation**—Located in central South Dakota, southeast of Pierre and north of Interstate 90, the Crow Creek Reservation is just east of the Missouri River.

The Crow Creek Industrial Park at Fort Thompson has one building in place.

**Lower Brule Reservation**—The reservation's eastern border is separated from the Crow Creek Reservation by the Missouri River. The reservation has an industrial tract and an available industrial building.

Lower Brule is located about 10 miles north of Interstate 90.

**Pine Ridge Reservation**—The home of the Oglala Sioux Tribe also is the home of Pine Ridge Products. Nearly 200 Indians work for the firm, making moccasins and dolls in the designs of many Indian tribes. The company, a subsidiary of

Sunbell Corp. of Albuquerque, distributes nationwide. The Oglala also sell the dolls and moccasins at the tribe's tourist complex developed at the Badlands National Monument.

Pine Ridge Crafts, another tribal enterprise, adapts Indian motifs to office equipment.

The Pine Ridge Industrial Park is served by U.S. Highway 18 and by the nearby Pine Ridge Airport.

**Rosebud Reservation**—This reservation, located where U.S. Highways 18 and 83 intersect, has two industrial parks ready for tenants.

- St. Francis Industrial Park is located midway between east-west routes U.S. 18 and 20.
- Antelope Industrial Park is located on U.S. 18. It already has as tenants three tribally controlled firms manufacturing wooden office accessories, modular

housing, and lumber products. Also in the park is Rosebud Electronics, owned by the tribe.

An airport adjoins the industrial park.

**Sisseton Reservation**—Grass-catching bags for power lawnmowers are produced by Allstate Bag Corp. based in the Sisseton Industrial Park. The reservation is about midway between Fargo, North Dakota, and Sioux Falls, just off north-south Interstate 29. An airport is located near the industrial park.

**Yankton Reservation**—In southeastern South Dakota, the Indians of the Yankton Reservation have joined a private firm to set up a new plant for pork processing. It is the starter for the Yankton Industrial Park at Wagner, near U.S. Highways 18 and 281. The park is served by the Chicago, Milwaukee, St. Paul and Pacific Railroad. The plant processes carcasses hauled from Sioux Falls, converting them to package meats for shipment to market. All the production employees are Indian.



# BLACKFEET

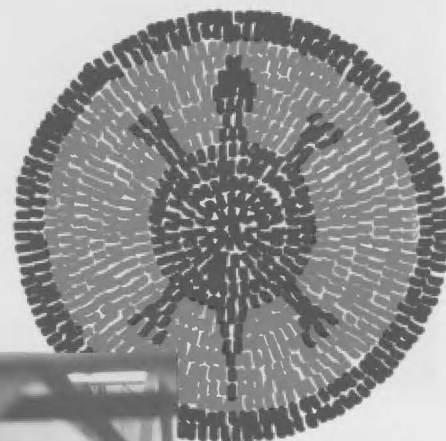
## MONTANA

**Blackfeet Reservation**—A vast reserve of timber and grazing lands and a gateway to Glacier National Park provide the Blackfeet Tribe with tools to build a sound economy. The tribal council is striving to create year-round jobs to offset the present mainly seasonal work pattern.

With many Blackfeet skilled in lumbering and sawmill operation, U.S. Plywood has taken over operation of a stud mill on the reservation. The tribe has set up the Blackfeet Indian Writing Co. to manufacture pencils, ballpoint pens, and markers. The plant employs about 100 tribal members; the plant manager is a Blackfeet.

Tribal leaders estimate that about one-half the 600 unemployed Blackfeet have skills, many in cabinetry and wood finishing. They hope to attract an industry to use these skills.

The Blackfeet Industrial Park has all utilities, including a Burlington Northern rail siding. The tribe will build to suit a tenant and will train workers as needed. Leases are long-term and low-cost, reflecting the tax-free status of Indian lands. The State of Montana grants tax reductions on newly constructed plants.



# CROW

## MONTANA

The Crow Reservation is in south-central Montana, about 60 miles from Billings. The tribe has an industrial park with abundant water, sewage treatment, liquefied natural gas, and highway and rail connections. A large, well-trained labor force and industrial facilities are available.

Coal reserves estimated at 43.5 billion tons underlie the 1.5-million-acre reservation. Other minerals are bentonite (a clay used in drilling muds and fertilizers), sand, and gravel.

Custer Battlefield National Monument is located on the reservation. It provides an important historical sidetrip for many of the millions who visit Yellowstone National Park each summer. The tribe has built tourist facilities to serve the more than a quarter-million visitors who tour the battlefield each year.



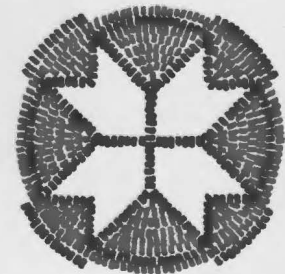
# ASSINIBOINE AND SIOUX

## MONTANA

The Fort Peck Reservation is in northeastern Montana and has a developed industrial park. It is located about a mile from U.S. 2, the northernmost east-west artery, and it is served by Poplar Airport, with charter flights; Wolf Point Airport, with Frontier Airlines; and the Burlington Northern Railroad.

Tribal workers have varied industrial experience, including rifle reconditioning and electronic harness assembly.

Leaders of the Sioux and Assiniboiné Tribes say that for every Indian employed, nine others need jobs.



# YAKIMA

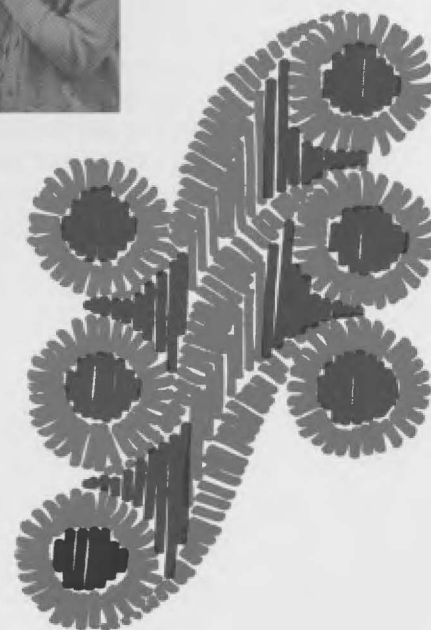
## WASHINGTON

The Yakima of south-central Washington are looking for five or six industrial tenants to lease sites in their industrial park. The park is about one-third occupied with three buildings. The tribe will build to lease, or lease land for a building.

The site, at Wapato, is served by U.S. 97 (to become Interstate 82), which runs north-south between Interstate 90 and Interstate 80. A Burlington Northern rail spur and buslines serve the park. Yakima's airport, with major airlines, is 16 miles away.

Industries early in the park—a furniture plant, a cabinetmaking plant, and a hardwood plant—have created a labor pool skilled in woodworking. The tribally owned furniture plant employs 90 (80 of them Yakima) making recliners, sleep sofas, and other leather-upholstered pieces on contract with major manufacturers. The tribe also markets on its own. The furniture legs, arms, and trim come from the hardwood plant, which is privately owned.

The Yakima Tribal Council is working to attract or launch a fiber glass boat-building enterprise. The council also is working to interest industries in the output of the tribe's sizable lumbering operation, mainly Douglas fir and ponderosa pine.



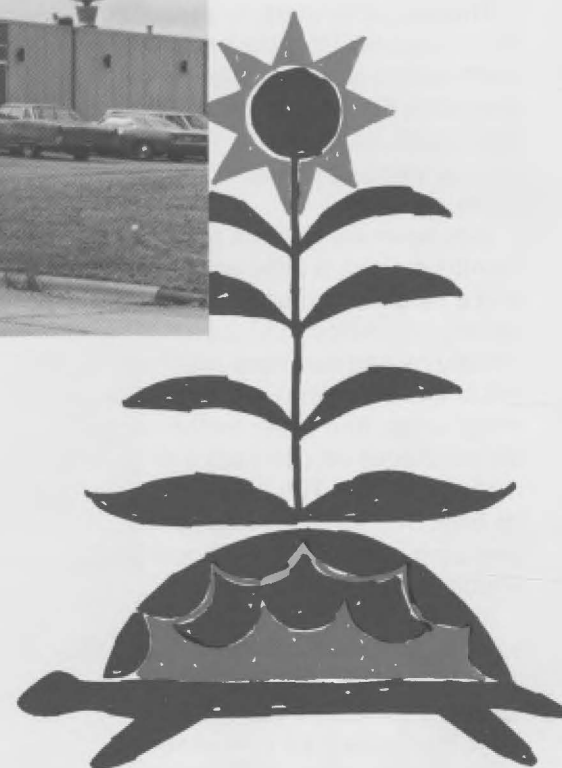
# ONEIDA

## WISCONSIN

Located within the city limits of fast-growing Green Bay, Wisconsin, is the Oneida Industrial Park. The site—an industrial park within the Green Bay Industrial Park—has been developed with water, sewerage, and access roads. It boasts a prestressed concrete building.

All modes of transportation are nearby, including oceangoing and Great Lakes shipping. The industrial park, located within 4 miles of Green Bay's city center, is 2 miles from the port, 3 miles from the airport, and 6 miles from a motor freight terminal. A rail spur also serves the industrial area. Interstate 41 passes two blocks away, and a State highway goes right by the park's entrance.

The potential work force includes more than 500 men and women of the Oneida Tribe, many skilled and semi-skilled in manufacturing, building trades, and service industries.



# INDIAN INDUSTRIAL PARKS

The following industrial parks have been funded by EDA.

They offer industry improved acreage with water, sewerage, and access roads in place.

Where the reservation name is not part of the industrial park name, it follows in parentheses ( ).

For additional information, address inquiries to:

Indian Industrial Development Office  
Economic Development Administration  
U.S. Department of Commerce  
Washington, D.C. 20230  
Tel.: 202-967-4322

## ARIZONA

Ak Chin Industrial Park, near Phoenix  
Colorado River Industrial Park, Parker  
Fort Defiance Industrial Park, Fort Defiance (Navajo)

Pima-Chandler Industrial Park, Chandler, near Phoenix (Gila River)

Pima-Coolidge Industrial Park, Coolidge, near Phoenix (Gila River)

Salt River Industrial Park, Scottsdale

San Carlos Industrial Park, near Globe

San Tan Agri-Industrial Park, Sacaton, near Phoenix (Gila River)

San Xavier Industrial Park, Tucson (Papago)

## FLORIDA

Seminole Industrial Park, near Okeechobee

## MINNESOTA

Red Lake Industrial Park, near Redby

## MISSISSIPPI

Choctaw Industrial Park, Philadelphia

## MONTANA

Blackfeet Industrial Park, Browning

Crow Industrial Park, Crow Agency

Fort Belknap Industrial Park, Harlem

Fort Peck Industrial Park, Poplar

## NEBRASKA

Winnebago Industrial Park, Winnebago, near Sioux City, Iowa

# INDIAN INDUSTRIAL PARKS continued

## NEVADA

Fallon Industrial Park, Fallon  
Pyramid Lake Industrial Park,  
Wadsworth, near Reno

## NEW MEXICO

Pojoaque Industrial Park,  
near Santa Fe  
Shiprock Industrial Park, Shiprock,  
near Farmington (Navajo)  
Zuni Industrial Park, Zuni,  
near Gallup

## NEW YORK

Cattaraugus Industrial Park, Irving

## OKLAHOMA

Cherokee Industrial Park, Stillwell  
Choctaw Industrial Park, Talihina  
Kiowa, Comanche, and Apache  
Industrial Park, Lawton  
Ponca Industrial Park, Ponca City  
Quapaw Industrial Park, near Miami  
Wichita, Caddo, and Delaware Industrial  
Park, Anadarko

## SOUTH DAKOTA

Antelope Industrial Park (Rosebud)  
Crow Creek Industrial Park, Fort Thomp-  
son, near Chamberlain  
Lower Brule Industrial Park, Lower  
Brule, near Chamberlain  
Pine Ridge Industrial Park, Pine Ridge  
St. Francis Industrial Park, St. Francis  
(Rosebud)  
Sisseton Industrial Park, Sisseton  
Yankton Industrial Park, Wagner

## UTAH

Uintah and Ouray Industrial Park,  
Roosevelt

## WASHINGTON

Swinomish Industrial Park, La Conner  
Yakima Industrial Park, Wapato,  
near Yakima

## WISCONSIN

Oneida Industrial Park, Green Bay

## WYOMING

Arapaho Industrial Park,  
near Riverton

